



2020 Sustainability Report



Contents

Introduction	03	People Management and Employee Engagement	34
Materiality Assessment and Stakeholder Engagement	08	Customer Privacy and Data Protection	49
2020 Sustainable Travel Insights	12	Community Engagement	54
Facilitating Sustainable Travel	15	Corporate Governance, Ethics and Compliance	60
Human Rights	21	About This Report	66
Improving Environmental Performance	25		

01

Introduction

Introduction

A Note From Our CEO

2020: MAKING PROGRESS TOWARDS A BETTER WORLD

We began 2020 with expectations of continued global economic growth, initiatives to combat climate change and reduced inequality. No one imagined that we would lose 2.5 million lives in a global pandemic and our travel industry would be shut down in many parts of the world. The impact of the COVID-19 pandemic on the travel industry has been transformational. We learned to live and work differently, and with this came a realization that we could change the status quo to a much greater degree. This is one of the few good things that has come out of the pandemic crisis, because change is needed in so many areas.

As a travel business, we work in an industry that we believe makes the world better. When Mark Twain wrote *The Innocents Abroad* as a collection of his reflections on a five month trip to Europe and the Middle East just four years after the end of the U.S. Civil War, he said:

“Travel is fatal to prejudice, bigotry, and narrow-mindedness, and many of our people need it sorely on these accounts. Broad, wholesome, charitable views of men and things cannot be acquired by vegetating in one little corner of the earth all one’s lifetime.”

We agree. As a business, we strive for sustainability to manifest in varying assets of our business operations – from understanding our role in protecting and improving the environment, to addressing the issues of diversity and inclusion, to making sure tourism is a force for good and not destructive to communities. In this report, we lay out the progress we made throughout 2020 on the sustainability front, and the changes we are committed to making, though we acknowledge that significant work lies ahead.

While the devastation the pandemic wrought on the travel industry caused us to postpone some of our sustainability projects in 2020, we are pleased that we were able to accomplish a number of key initiatives.

In 2020, we created a formal sustainability department within Booking Holdings. While there were already dedicated sustainability teams within our individual brands, the addition of this new department has helped to unify and support efforts across our entire organization. A coordinated approach to sustainability across all of our brands will help us achieve progress on numerous fronts.



GLENN D. FOGEL

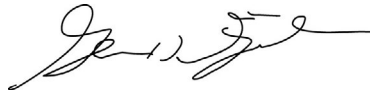
CHIEF EXECUTIVE
OFFICER & PRESIDENT

Introduction

■ A NOTE FROM OUR CEO (CONT.)

As part of this synchronized process, one achievement that I am particularly proud of is Booking Holdings becoming operationally carbon-neutral in 2020. This is a significant milestone for our business, and one we were working towards even prior to the pandemic. We intend to remain carbon neutral in our operations moving forward, and look forward to making progress on our sustainability strategy, including diversity and inclusion and sustainable travel.

The unprecedented challenges of 2020 shined a spotlight on many issues affecting the world that need change. We hope that through this report, you see our efforts to help drive change. This is only just the beginning for us, but we are pleased we are moving forward to cultivate a healthier, more sustainable and more inclusive world for everyone.



GLENN D. FOGEL



Introduction

Company Overview

Booking Holdings is the world's leading provider of online travel and related services, catering to consumers and local partners in more than 220 countries and territories through six primary consumer-facing brands: Booking.com, Priceline, Agoda, Rentalcars.com, Kayak and OpenTable.

The company's mission is to make it easier for everyone to experience the world. It had \$35.4 billion in gross bookings (the total dollar value, generally inclusive of taxes and fees, of all travel services booked by the company's customers, net of cancellations) in 2020. Headquartered in Norwalk, Connecticut, Booking Holdings has more than 300 offices around the globe employing more than 20,200 people.

Booking Holdings' common stock trades on the Nasdaq Stock Market under the ticker BKNQ.



Introduction

Company Brands

Booking.com

Booking.com is a global online leader in connecting travelers with the widest choice of incredible places to stay.
HQ: Amsterdam, the Netherlands

Rentalcars.com

Rentalcars.com is operated as part of Booking.com and offers online rental car reservation services.
HQ: Manchester, England

priceline.com[®]

Priceline is a leader in online discount travel.
HQ: Norwalk, Connecticut

KAYAK[®]

KAYAK provides an online price comparison service (often referred to as a “meta-search”) that allows consumers to easily search and compare travel itineraries and prices.
HQ: Stamford, Connecticut

agoda

Agoda is a leading global online accommodations provider based in the heart of Asia.
HQ: Singapore

• OpenTable[®]

OpenTable is a leading brand for booking online restaurant reservations.
HQ: San Francisco, California



Materiality Assessment and Stakeholder Engagement

Materiality Assessment and Stakeholder Engagement

Introduction

In 2020, Booking Holdings performed its first sustainability materiality assessment to determine the most material environmental, social and governance topics related to the business.

The topics included in the assessment were determined through a process that included research on material topics within the industry, sustainability rankings, societal developments, and relevant themes in the media, as well as topics raised by stakeholders throughout the year.

A subset of stakeholders from different Booking Holdings brands was selected for a mapping exercise. This group represented senior management and employees in key functions across the brands who have regular interaction with one or more of the broader stakeholder groups. A survey was conducted with these stakeholders to prioritize the topics based on their materiality, and this prioritization was validated by expert interviews.



Materiality Assessment and Stakeholder Engagement

The outcome of this assessment informed Booking Holdings' strategic sustainability direction and guided us in the setup of this report. The results indicate that the company's sustainability priorities are aligned with the majority of our sustainability efforts. The sustainability topics that were shown as a priority by the assessment are:

Compliance, ethics, and integrity

Ensuring compliance with laws and regulations and conducting our business with integrity.

Data privacy and security

Protecting our customers' data and ensuring the measures needed to prevent security breaches.

Diversity and inclusion

Promoting and supporting a diverse workforce that is inclusive for all employees.

Employee health and well-being

Fostering an environment that supports the physical and emotional health of our employees.

Engaging customers on sustainability

Engaging customers on sustainability and stimulating sustainable travel choices.

Environmental impact of offices and operations

Managing the environmental impact of our offices and operations, such as energy, water, and waste.

Human rights

Respecting and supporting human rights in our own operations and in our value chain.

Sustainable tourism

Mitigating the negative effects of the tourism sector as a whole on the climate and overtourism, and amplifying the benefits of tourism.

Volunteering and charitable donations

Supporting local communities through corporate giving and employee volunteering. ■

Materiality Assessment and Stakeholder Engagement

Stakeholder Engagement

Booking Holdings actively engages in constructive dialogue with stakeholders to learn which topics are most important to them and to help the company prioritize issues and take action where appropriate. As a result, the Booking Holdings brands can align these important topics with the company's strategy and business where necessary.

In all business activities, Booking Holdings takes the interests of all its stakeholders into consideration. These stakeholders include employees, customers, stockholders, business partners and suppliers, as well as society at large (governments, regulatory authorities,

nongovernmental organizations, industry groups and multilateral organizations). The company takes an integrated approach toward stakeholder engagement by continuously assessing its role in society, its products and services, its business performance and any other relevant topics – on both a brand level and a Booking Holdings level.

Booking Holdings engages with policymakers and academics, regulatory and government authorities and civil society organizations (including nongovernmental organizations, labor unions and industry associations). These include the governments, legislative bodies

and regulatory authorities of the countries in which it operates, such as the European Commission and Parliament, international organizations like the Organisation for Economic Co-operation and Development (OECD) and the United Nations, travel and tech industry bodies, hotel associations, cities/destinations and multi-stakeholder platforms.



03

2020 Sustainable Travel Insights

2020 Sustainable Travel Insights

Introduction

In 2020 Booking.com conducted research on sustainable travel. While 2020 was an unprecedented year for the travel industry and travelers, the research reveals that travelers have the ambition and willingness to make more sustainable travel decisions in the future.

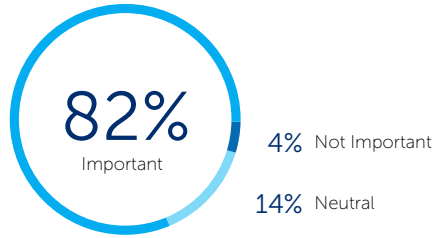
“I think collaboration is our biggest opportunity in the travel industry, working together to tackle the big questions and putting aside commercial competition when it comes to addressing bigger-picture challenges such as climate change, waste, nature and culture conservation, social equality and equitable wealth distribution. To do this, we need to give consumers more options, more meaningful and trustworthy information, and tools that they can use to make good travel decisions. Then we can turn these big challenges into simple steps that everyone can use to improve how they travel – such as traveling light, with trust, slowly and carefully – then, collectively, we can make major changes.”

DR. ANNA SPENCELEY

Board member of the Global Sustainable Tourism Council and chair of the IUCN World Commission on Protected Areas Tourism and Protected Areas Specialist Group



2020 Sustainable Travel Insights



The percentage of travelers who think **sustainable travel is important**



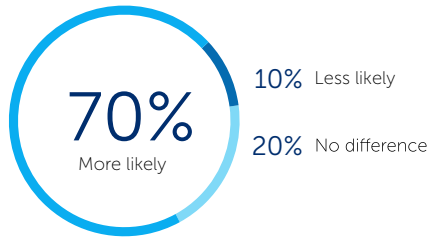
of travelers believe that travel companies should **offer customers more sustainable travel choices**



of travelers were more **determined to make sustainable choices** in 2020 while traveling, compared to 2019



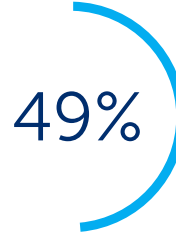
of travelers say that witnessing the environmental impact of tourism while on vacation has **caused them to make more eco-friendly choices** in their everyday lives



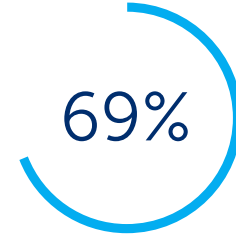
The added likelihood a traveler will choose an accommodation **if it has implemented sustainable practices**



of travelers **feel annoyed** when an accommodation stops them from being as sustainable as they would like to be



of travelers feel that it is **harder to make sustainable choices on vacation** than in their everyday lives



of travelers **expect the travel industry to offer more sustainable travel options** in the future (once travel restrictions are lifted)

04

Facilitating Sustainable Travel

Facilitating Sustainable Travel

Introduction

Booking Holdings believes as a company that it has a responsibility to help ensure the world remains worth experiencing and to promote a more sustainable travel industry – culturally, environmentally, and socioeconomically. If done with respect for the world’s local communities, environments and biodiversity, travel can broaden horizons, reduce barriers, and bring people closer together. However, building a truly sustainable travel industry will take time, coordination and concerted effort. Through product innovation, partner support and industry collaboration, Booking Holdings is committed to making sustainable travel easier for millions of customers worldwide.

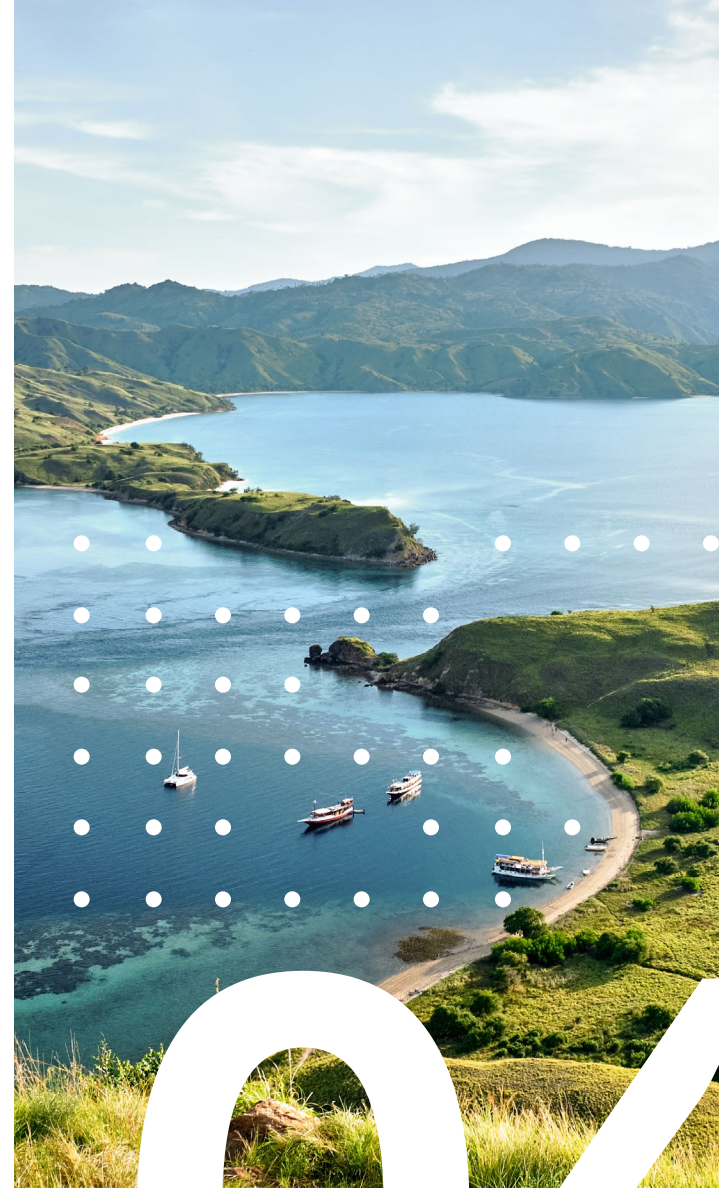
Fortunately, as highlighted in the 2020 Sustainable Travel and Future of Travel research, consumers are increasingly focused on making sustainable travel choices. Booking Holdings’ partners are also looking at ways to improve their businesses for the future, and 2020 was no different. These

intentions, both from consumers and partners, play an important role in the complex path to a more sustainable future.

To make sustainable travel choices easier for everyone, Booking Holdings is focusing its efforts on two key areas that ultimately rely on each other to succeed:

1. Supporting the company’s partners to become more sustainable, which in turn increases the number of sustainable travel offerings; and
2. Supporting the company’s customers to make sustainable choices.

To do this, Booking Holdings is increasing the selection of sustainable experiences that it offers on its platforms by working with partners to make it simple for them to share their sustainability practices with the company. The company aims to support and facilitate its partners’ efforts to make





Facilitating Sustainable Travel

■ INTRODUCTION (CONT.)

their products and operations more sustainable through a variety of formats, including knowledge-sharing events, global sustainability forums and educational resources. By continuously improving the company's offerings, Booking Holdings ensures that its partners are able to showcase their efforts to customers and can reap the benefits through increased consumer demand.

Booking Holdings is also focusing on impact and efficiency, developing scalable solutions and leveraging existing sustainability initiatives. This requires validation from experts and research on both customers and partners. For instance, guest insights help tailor Booking Holdings' approaches and help the company understand what friction points it has so it can better define what role it can play in solving them in a scalable way. To support them as they navigate the current travel landscape, Booking Holdings is also adjusting its resources and content to reflect the impact of COVID-19 on the industry.

Booking Holdings understands that this will be a journey for all industry participants and that everyone will be learning together as they take small steps toward making the industry sustainable. ■

“We see the need to create a framework for sustainability in the travel industry that demystifies the topic for both partners and consumers. In doing that, we have the immense opportunity to develop a framework that can unify the industry. That’s the beauty of working on this topic at Booking Holdings. Together, as a group, we have the ability to test solutions across the entire industry and be one step closer to making sustainable travel easier for everyone.”

MARIANNE GYBELS

Director of Sustainability at Booking Holdings

Facilitating Sustainable Travel

Progress

In 2020, Booking Holdings' largest brand, Booking.com, set goals to build a knowledge base around sustainability and share it with its partners. This meant first learning from customers, partners and industry research and then using these insights to launch educational content to support partners on their journey to become more sustainable. This involved offering partners a scalable solution to display their sustainability efforts, which would then be visible to guests during the booking process. It was also important to set the foundations for sustainable supply and to collect initial sustainability information from accommodations across the business.

To achieve this goal, Booking.com worked with third-party experts to create a framework for gathering and sharing partner sustainability information. Booking.com developed this approach as part of our role as a founding partner of the Travalyst coalition, a non-profit initiative that aims to deliver unified standards for sustainability reporting across the tourism industry.

The company has also made it easier for partners to share data by creating a dedicated sustainability page in its partner-facing product. On the Booking.com Partner Hub, partners can now find the newly launched Sustainability Handbook, which shares the benefits of adopting sustainable practices and how to implement them.

Booking.com's product team is also in the process of evaluating the best way to present sustainable travel information to consumers. This includes displaying individual practices, such as reducing water waste, as well as enrollment in first-party or third-party eco-certification programs. Customers can now see sustainability information for hundreds of thousands of properties on Booking.com.

Booking.com is also working to start new initiatives with leaders in the field of sustainability. The company was among the first signatories of the Global Tourism Plastic Initiative, which was launched in 2020 and is

led by the United Nations Environment Programme and the United Nations World Tourism Organization in collaboration with the Ellen MacArthur Foundation. The initiative is aimed at finding a systemic solution to global plastic. In collaboration with the Sustainable Hospitality Alliance, Booking.com also piloted a new webinar series in Oceania covering the role of sustainability in the current travel climate and the benefits of sustainable hotel design.

Agoda, with its international business center in Bangkok, also advanced the sustainability journeys of its partners. The Agoda Sustainability Forum was launched in 2020 in partnership with the Tourism Authority of Thailand and World Wide Fund for Nature (WWF) Thailand. This forum included the pilot of a new sustainability webinar series, "Plastics in Hotels: Trends and Best Practices," and more than 170 hotel partners from 20 cities in Thailand were invited. Agoda also expanded its Gold Circle Awards, which



“

“We take so much care to share all relevant information with guests in the booking process to inspire them before their stay with us. It’s a step in the right direction to be able to share more information on our sustainability practices, as it is an element that is so key to our identity at Hotel Jakarta. We also believe that sustainability adds to the guest experience, and we want them to know that it’s possible to provide a luxurious stay while also being sustainable. We hope to see this type of transparency increase across the industry and continue finding more ways to represent our sustainability efforts on the Booking.com product.”

NICO EVERS

General Manager at Hotel Jakarta

”

Facilitating Sustainable Travel

■ PROGRESS (CONT.)

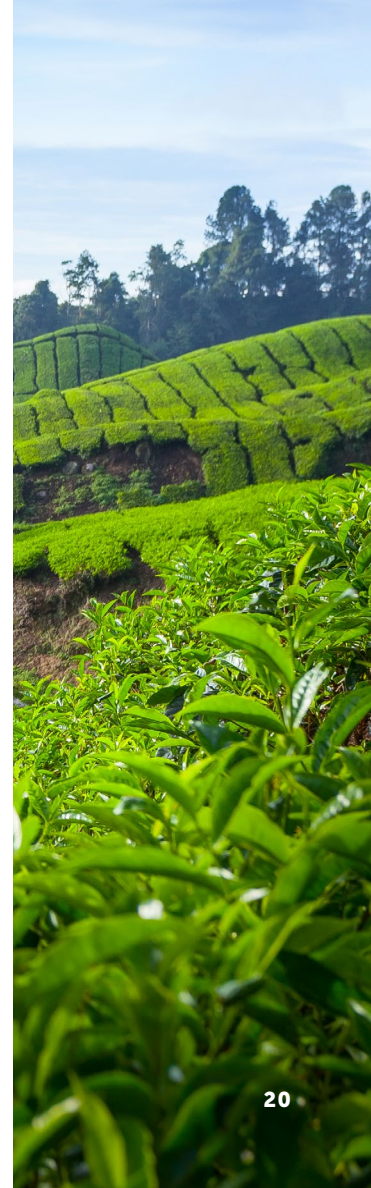
recognize partners that provide guests with the best rates, availability and flexibility, by sending a “green gift” to 888 partners in Japan, Thailand and Indonesia. The green gift equates to five trees planted on a partner’s behalf across two WWF Thailand projects: the NEWtrees Project in Indonesia and the FLR349 Project in Thailand. This expanded on a 2019 initiative, rewarding partners’ efforts while also increasing awareness of rainforest protection and resulting in 4,440 trees being planted.

Also in 2020, KAYAK launched its Least CO2 sorter, which enables customers to see the environmental impact of their flight, making it easier for travelers to make more sustainable flight decisions. KAYAK has launched this product in the United Kingdom, France, Germany and Poland, and through its subsidiary company, Momondo, in Denmark, Sweden, Germany and the United States. ■

“Travelers are interested in making more sustainable travel choices, but with many different factors affecting the amount of CO2 a flight emits, it is nearly impossible to figure it out on your own. We launched our Least CO2 sorter to add even more useful information to our search results.”

PER CHRISTIANSEN

Vice President of EMEA Marketing at KAYAK



05

Human Rights

Human Rights

Introduction

As part of Booking Holdings' mission to make it easier for everyone to experience the world, the company empowers customers to choose for themselves where they go and what they do once they get there.

Booking Holdings recognizes its responsibility to educate and inform customers, and to do what we can to ensure that human rights are respected. Thus, the company is working to protect and advocate for human rights with its partners, customers and colleagues.



Human Rights

Approach

In 2020, the company began developing a Booking Holdings Human Rights Statement and is also in the process of formulating human rights – guiding principles, which aim to align its brands on best practices.

Through these efforts, Booking Holdings strives to equip itself with the knowledge and resources to prevent infringement on the rights of others. As a result, the company is able to address any adverse human rights impact that may be created through the way its customers, partners and employees experience the world, and inform and educate customers about potential risks while traveling.



Human Rights

Progress

Booking Holdings' progress in 2020 on its human rights goals included the completion of a human rights risk assessment. This consisted of a review of internal policies, interviews with key department leads and research on industrywide risks and stakeholder expectations. The assessment also identified which areas of the business were the highest priority in terms of potential impact on human rights.

Booking Holdings is in the process of developing internal guidelines and risk mitigation procedures related to human rights. These will outline the company's approach to understanding and lessening the risks present across its supply chain. Going forward, Booking Holdings will continue maturing its processes to further assess the human rights impact across its operations and, in 2021, aim to implement and launch a publicly available Human Rights Statement.



With our mission to make it easier for everyone to experience the world comes the responsibility of respecting the human rights of all the parties and stakeholders that we serve.”

EDUARDO ANDRADE

Senior Vice President of Global Compliance and Ethics
Officer at Booking Holdings

06

Improving Environmental Performance

Improving Environmental Performance

Introduction

Global warming accelerated by human-made greenhouse gas emissions has the potential to harm all life on Earth. Today, travel and tourism account for more than 5% of global greenhouse gas emissions, according to the U.N. World Tourism Organization. As an industry leader, Booking Holdings recognizes its responsibility – and potential – to reduce the industry’s carbon footprint, beginning with improving its own environmental performance.

In 2020, Booking Holdings achieved its most ambitious goal to date: becoming carbon neutral. Booking.com aimed to reduce its operational emissions by 10% and eliminate single-use plastic products in its global offices. To do so, Booking.com planned to make energy efficiency improvements in six of its highest-emitting offices, encourage energy-efficient behaviors among colleagues and address its business travel footprint. These plans were postponed due to pandemic-related office closures from the beginning of 2020, but the company

remains poised to resume them once employees return to offices.

The office closures did, however, give Booking.com the opportunity to focus on the foundational pillars of its sustainability strategy. This included renewable energy procurement, the business travel program and waste processing. In 2020, Booking.com created a renewable energy policy for its offices and data centers. This policy helps ensure that Booking.com’s purchase of green energy directly contributes to increasing the clean energy supply in local markets and reducing operational reliance on fossil fuel. The halt of business travel also created an opportunity to reflect on how business travel might function in the future: When are face-to-face meetings necessary, and what can be achieved virtually, at a distance? Finally, while the process of eliminating single-use plastics was put on hold, the office management team was able to redirect its focus to implementing recycling in offices that do not currently have it in place.



Improving Environmental Performance

Plastic Reduction and Waste Streaming

Plastic reduction and waste streaming are key components of Booking Holdings' overall environmental performance strategy. Before pandemic-related office closures, Booking.com had already eliminated single-use plastics in approximately two-thirds of its offices around the world. Because plastic usage differs widely, the solutions for plastic reduction were made on a case-by-case basis. For instance, in Booking.com's headquarters in Amsterdam, the business removed single-serving packages entirely and overhauled its catering program to reduce waste. In the Asia-Pacific region, solutions included replacing plastic lunch boxes with biodegradable ones and – in the many offices with vending machines

– replacing plastic bottles with cans and trading items in plastic packaging for paper-packed alternatives. Booking.com also developed a policy for any furniture left over after an office is closed or relocated, which became highly relevant in 2020 and will continue to be in 2021. The new policy stipulates that functional leftover furniture remain with the landlord for future use or that it be donated, therefore preventing as much furniture as possible from being discarded or sent to landfills.

Agoda and Priceline implemented electronics recycling programs, where out-of-use equipment such as keyboards, monitors and laptops can be refurbished and resold or dismantled for recycling. For

the latter, a data destruction certification is provided. Booking.com extended its contract with a third-party e-waste services supplier to recycle, refurbish and resell whenever possible.

In 2020, Agoda partnered with GEPP, a Bangkok-based social enterprise tackling waste management issues. Together, they piloted the collection and management of recyclables on four floors of Agoda's largest office, located in Bangkok, a city without a uniform recycling program. Agoda aims to scale this across 13 of the office's 16 floors in 2021. This represents a significant step toward implementing a viable waste management process in a city where recycling remains a challenge.



Improving Environmental Performance

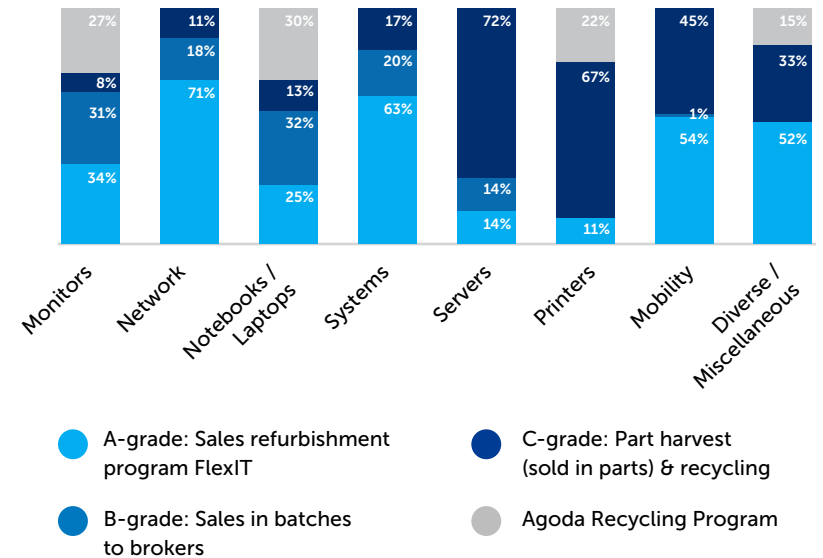
■ PLASTIC REDUCTION AND WASTE STREAMING (CONT.)

In 2021, Booking.com will implement recycling programs in all offices in cities with municipal recycling programs and in buildings that enable the proper processing of waste, to ensure that any waste separation done by the teams has its intended impact. In preparation, Booking.com mapped these factors for each of its global offices. In the future, the company plans to deploy innovative solutions like Agoda’s partnership with GEPP to address recycling in the remaining offices.

Booking.com also began measuring food waste in all its Amsterdam office

restaurants. In normal operations, these restaurants feed close to 4,000 employees daily and therefore have enormous potential impact on food waste reduction. The results of the measurement exercise will inform future food and beverage programs and help put measures in place that further reduce food waste in the restaurants. In 2020, Booking.com was able to finish implementing waste streaming in 70% of its Amsterdam offices with improved messaging for employees, with the remaining 30% ready to go when offices reopen. ■

2020 E-WASTE PROGRAM





Improving Environmental Performance

Carbon Emissions

Reducing its carbon footprint is a crucial part of Booking Holdings taking responsibility for the environmental impact of its business. One effort is to properly measure and address carbon emissions over which the company has direct operational control. Thus, the company is disclosing in this report its Scope 1 and 2 carbon emissions, which come from its offices and data centers, and Scope 3 emissions from its business travel flights, and the plans in place to address them. In future, the company will look to address Scope 3 emissions from the supply chain.

While Booking Holdings saw a 23% reduction in carbon emissions from offices and data centers in 2020 compared to the 2019 figure, this reduction can mainly be attributed to office closures and the halt of business travel due to the pandemic. Some reductions can also be attributed to the conversion of grid energy contracts to green energy contracts,

in accordance with the company's newly developed renewable energy policy.

In 2021, Booking.com, which has the majority of operational emissions for the group, is reducing its emissions and increasing its energy efficiency by:

1. Continuing to convert standard grid mix energy contracts to renewable energy contracts;
2. Carrying out the postponed efficiency upgrades in the highest-emitting offices; and
3. Supporting staff in increasing their energy efficiency both in the office and at home.

Furthermore, in 2021 the data center teams will continue to prepare for significant optimization, which will not bring reductions in 2021 but are expected to bring significant reductions in energy use and emissions in the coming years. Finally, a continued reduction in emissions is expected due

Improving Environmental Performance

■ CARBON EMISSIONS (CONT.)

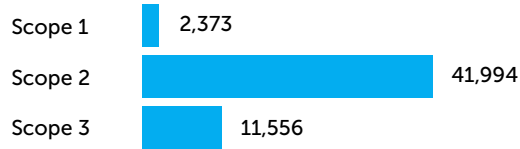
**Note: The 2019 consumption and emission data for offices and data centers has been recalculated to meet the revised methodology mentioned in "About This Report" on page 69. For this reason, both the figures reported last year and the recalculated figures for 2019 are displayed in this graph.*

2020 OPERATIONAL EMISSIONS

(including the emissions from offices, data centers & business travel flights)

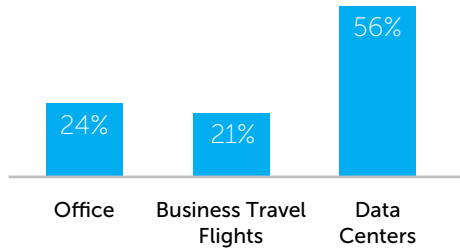
TOTAL SCOPE 1, 2 & 3 (METRIC TONS CO2e)

55,923



GREENHOUSE GAS EMISSIONS BY SOURCE

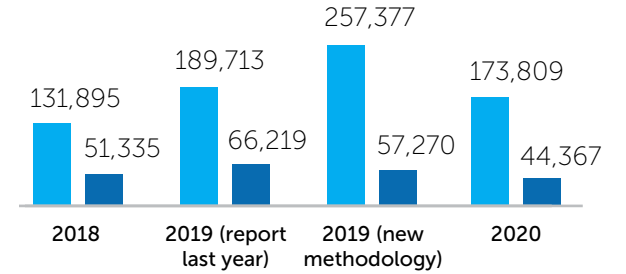
2020



OFFICE & DATA CENTER

Consumption & Emissions*

● Energy consumption (MWh) ● Emissions (Metric Tons CO2e)



BOOKING.COM RENEWABLE ENERGY

29% of Booking.com' office area is powered by renewable energy



Improving Environmental Performance

■ CARBON EMISSIONS (CONT.)

to the ongoing restrictions on business travel and the continued closure of offices, both temporary and permanent.

In addition to increasing our emission reporting capabilities and strengthening plans to reduce our energy use and carbon emissions, Booking Holdings achieved carbon neutrality in 2020 and has committed to continuing to be carbon neutral in its operations from 2020 and beyond. To that end, in 2020, a carbon offset strategy was developed with great care. While carbon offsets are a viable temporary solution to compensate for emissions that have not yet been reduced, Booking Holdings believes it must always offset in support of an emission-reduction plan rather than in its place.

In 2020 – the first year of purchasing carbon offsets – Booking Holdings opted to offset only via projects certified as Gold Standard or Verified Carbon Standard to ensure high quality and impact. In addition to these certifications, Booking Holdings

applied additional quality criteria in its selection to mitigate some of the risks associated with carbon offsets, such as leakage or lack of additionality.

Booking Holdings created the carbon-offset strategy with the idea that, while the company is offsetting the past emissions of its operations, it can simultaneously address the negative impacts of the travel industry. Therefore, Booking Holdings identified three pathways for offsets in 2020:

1. Supporting the global transition to renewable energy,
2. Supporting biodiversity and ecotourism; and
3. The transformation of landfill waste.

Scope 1 and 2 emissions have been offset, along with Scope 3 business travel flight emissions, through six carbon-offset projects around the world that support these pathways. ■



Improving Environmental Performance

Carbon Offset Projects



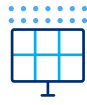
Ejuva Small-Scale Solar Energy Project, Namibia

This project contributes to the diversification of Namibia's energy mix; reduces carbon emissions by producing green, emission-free electricity; and promotes employment and skills development during both construction and operation. This project demonstrates the positive effects of solar development in Namibia and neighboring countries, where projects like these are only starting to develop.



Southern Cardamom REDD+ Project, Cambodia

This project protects 497,000 hectares of tropical rainforest in southwest Cambodia. The project has also expanded its associated ecotourism program that not only increases income for the 28 villages in the rainforest's vicinity but also reduces the illegal deforestation that occurs in the region.



Orb Energy Solar, India

Orb Energy is bringing rural and semi-urban populations up the energy ladder by making household solar technology accessible in India, where the largely coal-powered grid struggles to cope with the increasing demand for energy. Since the creation of this project, it has led to more than 100,000 solar energy installations and created 400 skilled jobs, mainly in rural areas.



Guacamaya Small-Scale Hydropower Program, Honduras

These new small-scale, run-of-river hydropower plants supply clean energy to Honduras' widely dispersed, rural and underdeveloped communities. The technology guarantees minimal impact on surrounding nature. In addition, reforestation and afforestation activities have been implemented alongside environmental education programs for the local communities.



Pichacay Landfill Gas to Energy Project, Ecuador

This joint project between Dutch engineers and the municipality of Cuenca processes the waste at the Pichacay landfill to generate electricity. In addition to preventing the emissions that would have been released from the landfill and greening the Ecuadorian grid, this project contributes to the improvement of the waste management system and creates local jobs.



Bangkok Kamphaeng East Landfill Gas to Electricity Project, Thailand

Thailand's first landfill gas project is located at the city's main landfill site, which accepts approximately 5,000 tons of waste per day from Bangkok. As Thailand has no formal recycling scheme to prevent the increasing amount of waste sent to landfill, this project creates a viable alternative to processing this waste.



“

“While many of the programs and initiatives we had intended to implement over the course of the year were put on hold due to global office closures, it also gave us a unique opportunity to reimagine certain aspects of our approach to create a strong yet flexible foundation for the future. Instead of only focusing on quick reductions, our ambition is to create a sustainable office portfolio, no matter how our office landscape might continue to evolve over the coming years. This is a direct ask from our own people. They feel responsible to contribute their bit to a sustainable world, including their working environment.”

MARNIX MALI

Director of Real Estate and Workplace Services at Booking.com

”

07

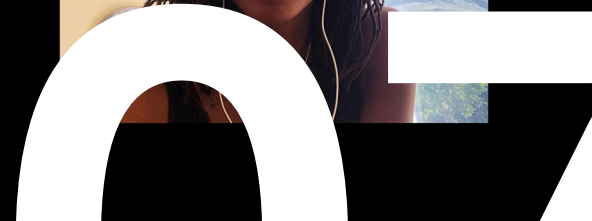
People Management and Employee Engagement

People Management and Employee Engagement

Introduction

The talent, experience and passion of employees drive Booking Holdings' business success and company culture. That is why Booking Holdings deems it so important to offer the right support and constantly improve our people management.

The challenges of 2020 were immense. Booking Holdings had to close offices, find ways for employees to effectively work from home and endure the immensely difficult process of reducing its workforce around the world – all while navigating the ongoing uncertainty and rapid change of the pandemic. Yet while most of the company's connection was virtual, Booking Holdings was still able to provide a supportive working environment for employees.



People Management and Employee Engagement

Diversity, Inclusion and Belonging

Booking Holdings values the unique contributions, realities and experiences of its people and communities and strives to be a positive influence for change. To that end, increasing diversity and inclusion efforts across the business has been a top priority. We work with our brands to provide a work environment where our employees feel connected, valued and able to deliver their best.

Across all our brands, Booking Holdings runs several initiatives that support our diversity and inclusion efforts, such as the Women in Leadership program. For example, Booking.com successfully participated and completed the fourth cohort of the Women in Leadership program, where the program focused on high-performing women at the director to VP level. Additionally, Agoda ran its local women's leadership program, which is aimed at helping women develop skills such as executive-level communications, networking and other critical managerial skills. The end-of-year project for that program involved pitching inclusion ideas to senior business leaders.

In addition to each brand's anti-discrimination policies, Booking Holdings is establishing an integrated Global Anti-Harassment and Anti-Discrimination Policy across our entire organization. Across all our brands, we are also committed to pay equity, regardless of gender, race or ethnicity. With the help of our independent compensation consultant, Mercer, we conduct pay equity studies every other year, and in the off years, we work on remediation plans to address outliers.

Through Agoda Life Groups, introverted colleagues tried to tackle the challenges they may have in the workplace and received enhanced training and development. Agoda Life Groups are employee-led resource groups aimed at educating, connecting and inspiring employees. There are more than 20 active Agoda Life Groups, including Women@agoda, the LGBTQ+ group Colors@agoda, Better Together (kickstarted from the Black Lives Matter movement) and a wide range of sports interest groups.

Agoda set up a Diversity and Inclusion Council to empower employees to build a more inclusive environment and make meaningful changes within the organization. The council is made up of key employees across Agoda and is focused on recruitment biases and leadership engagement. In 2020, the council successfully launched a pilot training program on being an effective ally for inclusion. All employees have access to the new "allyship" webpage and its educational resources. Nearly 20 Customer Experience Group (CEG) team members and 95% of employees on the People team completed the pilot training course. Participants reported a 96% satisfaction rate, and 90% can now recognize good allyship behaviors after completing the training module.

Agoda also launched a survey to better understand accessibility for its employees with disabilities. Using the findings, the company plans to advance its commitment to ensuring that every employee is

People Management and Employee Engagement

■ DIVERSITY, INCLUSION AND BELONGING (CONT.)

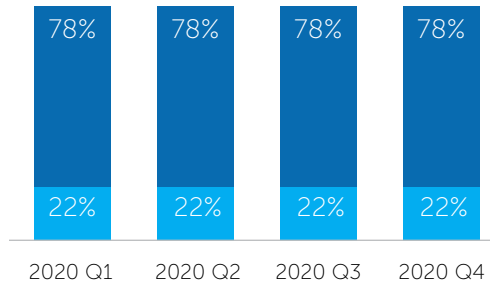
Notes:

"Not provided" sections represent less than 1% and scores are rounded to the nearest whole number but remain statistically de minimis.

*Leadership is defined as extended leadership team (ELT), which includes the company's senior leadership and extends 1 to 4 levels below the chief executive officer of each brand company (depending on the number of employees within each brand)

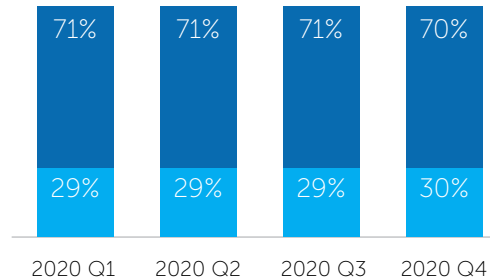
WOMEN

In Technology - Overall



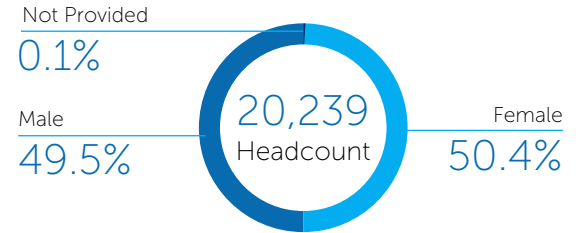
LEADERSHIP*

By Gender

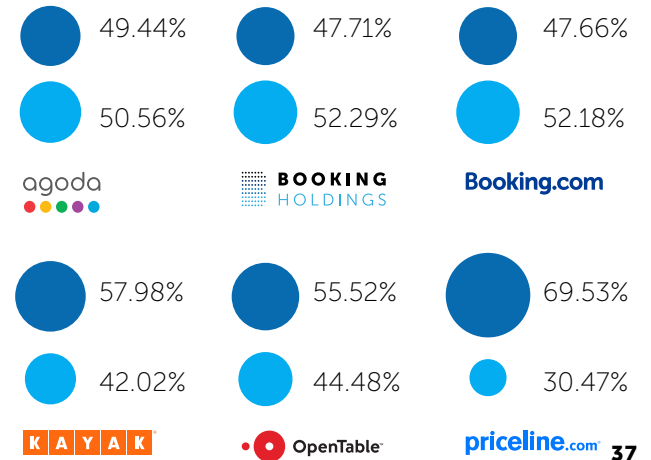


HEADCOUNT

By Gender - Overall, 2020



Gender by Brand, 2020



People Management and Employee Engagement

■ DIVERSITY, INCLUSION AND BELONGING (CONT.)

appropriately supported in the workplace in 2021. Agoda is also adding inclusion as a topic in its annual employee engagement survey to better understand the need for further inclusion initiatives and get feedback on its three employee resource groups: LGBTQ+, gender equality and social justice/equality.

Early in 2020, Rocketmiles, a part of Agoda, formed an employee-led committee to discuss issues and provide monthly updates to the company regarding proposed initiatives. The committee created a dedicated Slack channel to provide a safe space for employees to share diversity and inclusion challenges. To get an outside perspective, a diversity consultant was hired to audit the company’s diversity practices and develop action points for improving them. Dedicated office hours were set up with experts so employees could share their experiences in a private setting.



In 2020, Booking.com’s commitment to an even more inclusive working environment was recognized by the *Financial Times*, which awarded Booking.com first place in its Diversity Leaders ranking, which is based on employee evaluations. There was also growth in grassroots employee initiatives, new training and updated policies. Furthermore, 85% of all managers and 100% of all recruiters have now completed unconscious bias training.

Booking.com also held its third Technology Playmaker Awards, an initiative to recognize the achievements of women in tech and celebrate diversity of all kinds across the global technology sector. Awards were given in nine categories, with a total prize fund of \$67,000, plus one Technology Playmaker of the Year award, which included a \$12,000 prize. Almost 850

“Diversity has always been a core value of Booking.com. As we rank at the top of the *Financial Times* Diversity Leaders list for 2020 – an award ranked by colleagues – it is clear that diversity remains at the heart of the company. What’s even more heartening is knowing that the data behind this ranking does not hide the voices of underrepresented groups, instead giving them additional weight.”

CHUCK STEPHENS

Director of Inclusion, Diversity & Belonging and Well-Being at Booking.com

People Management and Employee Engagement

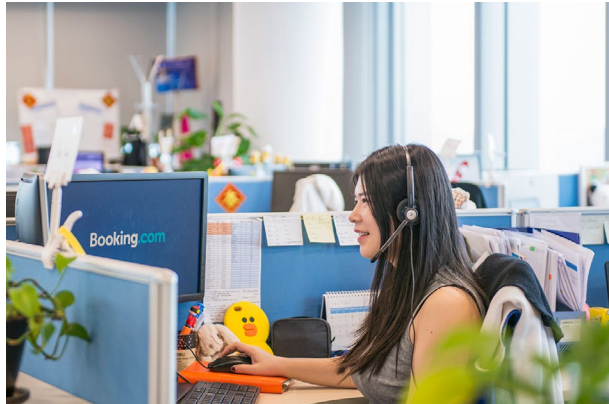
■ DIVERSITY, INCLUSION AND BELONGING (CONT.)

nominations were received, with the 10 winners selected from among 45 finalists spanning 20 countries.

In 2020, Priceline continued to focus on examining its people processes to ensure fair and equitable consideration, to build a workforce that more closely mirrors the customers it serves and hopes to serve, and to create an environment where everyone feels welcomed, valued and able to thrive and contribute. To that end, all of Priceline's job descriptions were rewritten to ensure the use of inclusive language. Priceline also formed relationships with key external partners to drive a steady and robust pipeline of diverse candidates. All recruiters are now evaluated on whether they provide diverse slates of candidates to hiring managers, and external partners are contractually held to that same standard.

Priceline has begun phasing in behavioral-based interviewing (BBI) to its talent acquisition protocol to ensure a more objective means for evaluating

candidates. It has created more than 300 BBI questions for all job competencies used to screen candidates. Cultural fit is also evaluated objectively using Priceline's values and associated BBI questions. Additionally, hiring managers and interviewers will go through formal training on BBI and inclusive hiring practices in 2021. To further drive inclusion and belonging, two employee resource groups were created to support women and gender equality:



Women Impacting Priceline and Panorama (Women in Tech in India). A group for Black employees will be formally launched in 2021.

Priceline's onboarding program, Embark, has been reimaged to be virtual and thus now available globally. Thus, for the first time, all Mumbai employees were able to participate. As Priceline has expanded its global footprint, it has made great efforts to build the understanding of cultural differences into its processes, including creating a guide for hiring in India, customized communications tools, a tailored orientation for new hires in Mumbai and benefits that meet the unique needs of its Indian colleagues.

Education and building awareness continue to be critical components of Priceline's diversity, equity and inclusion strategy. The organization offers programming around nationally recognized months of celebration like Black History Month and globally recognized holidays and celebrations like Diwali

People Management and Employee Engagement

■ DIVERSITY, INCLUSION AND BELONGING (CONT.)

and International Women's Day. All people leaders at Priceline have received a full day of inclusive leadership training. In 2021, individual contributors will go through training on understanding unconscious bias, and leadership will take a deep dive into the topic of gender inequality. In the wake of the George Floyd tragedy, a menu of learning options was created to deepen understanding of unconscious bias, privilege and systemic racism. All people leaders had a performance goal to consume at least three pieces of content from those options, share what they learned with their teams and commit to taking action as a result of those lessons.

KAYAK and OpenTable also strive to reflect the diversity of the societies in which everyone lives and works. To achieve this goal, both brands are working to ensure they have a pipeline of candidates for open positions that are representative of all the communities they serve, and that once employees are hired, that they feel fully supported. To that

end, KAYAK and OpenTable advanced their inclusive hiring process in 2020, first by conducting an audit to evaluate the hiring and retention journey and then by launching an interview policy that required active consideration of at least two candidates from underrepresented groups. So far, this has been rolled out in the United States, with the United Kingdom and Latin America planned for phase two in 2021. Interview certification is required for all interviewers, requiring them to undergo basic legal and inclusion training before they can interview candidates.

KAYAK and OpenTable are also diversifying their job board postings and partnering with underrepresented groups such as historically Black universities in the United States. From 2020 onward, all employees will receive mandatory training on allyship, inclusion and equality, with anyone at director level and above required to receive unconscious bias training. The two companies also reviewed senior executive positions across their subsidiaries and have sought to increase representation of underrepresented groups.

To ensure that all of their marketing assets met the highest diversity and inclusion standards, KAYAK and OpenTable defined best practices and conducted an audit of their current assets in North America. They held training sessions for their marketing and product teams on how to implement these new best practices and ran a pilot in the United States to learn how to better scale for global campaigns. This pilot is ongoing for their assets in the Europe, Middle East and Africa regions.

Booking Holdings' employee reporting system received several reports that mentioned discrimination or alleged behavior described as discriminatory. Upon investigation, none of the allegations were substantiated as an act of discrimination. However, one of these reports did reveal a proven allegation of improper conduct (not discrimination), which resulted in appropriate disciplinary action. ■

People Management and Employee Engagement

Training and Development

Despite the challenges of relocating the majority of operations from offices to homes, Booking Holdings' brands remained committed to employee development. Booking.com continued to develop its skills-centric learning culture, which became especially important during this time of upheaval and change. Contributing to this culture, Booking.com worked to enable all employees to upskill and learn more easily while at work by providing tailored learning opportunities throughout 2020.

In 2020, Agoda launched its Agoda Grow Boost Program, which provides online content to employees just before their 18-month tenure that encourages them to drive career conversations with their managers. A virtual global Career Conversations Workshop was launched in parallel, equipping managers to better support employees with their career development. In May 2020, a webinar titled "Enhancing Employee Experience" was delivered to 40 members of the People team to enable them to

start thinking about employees through the customer experience lens. Throughout 2020, engagement tool kits were shared with all Agoda offices every month. Each explored a different theme and provided practical guidance and key resources to employees and leadership teams, including corporate social responsibility (CSR) engagement information.



To further support employees in their career development, KAYAK and OpenTable launched Your Career Journey, a new program that enables employees to request feedback at any time, track one-on-one meeting topics and create a development plan with their managers.

To support employees and managers with the move from office to home as the primary place of work, Priceline developed a guide on effective remote working techniques. Alongside this, the company created an engagement strategy that utilized Slack as a channel for lighthearted, engaging employee-centered content. In Mumbai, Priceline released a dedicated hiring manager guide to highlight the nuances and norms of Indian culture, providing guidance on how to hire and lead effectively across cultures and time zones.

In addition, Priceline created a discussion guide for all people leaders to hold effective one-on-ones with

People Management and Employee Engagement

■ TRAINING AND DEVELOPMENT (CONT.)

their employees to better manage performance and goal attainment, as well as to understand how they can better support the needs of each employee.

To improve on career development opportunities for its employees, Priceline updated all its materials related to competencies and competency frameworks to facilitate greater “self-serve” for interested employees and their managers. This included assessment tools tailored to each framework, an individual development plan template and sample, and a menu of sample development actions for each competency (with emphasis on relationship- and experiential-based development strategies). ■

“Travel opens doors to different cultures, different people and life-changing experiences, putting diversity, equity and inclusion at the heart of everything we do at Priceline. For all employees to flourish and to serve a diverse customer base, we are continually examining and adjusting our processes to ensure that all voices are heard and heard equally. To us, diversity, equity and inclusion are not just concepts, but values we strive to live out every day, both as a team and as a business.”

BRETT KELLER

CEO at Priceline



People Management and Employee Engagement

Health and Safety

Booking Holdings considers employee safety and well-being to be of the highest importance across the entire company.

As lockdown measures forced business operations to move from offices to homes, all brands worked quickly to make sure employees were safe, healthy and able to do their jobs under the quickly changing circumstances. At Booking.com, for example, a COVID-19 support network was set up via International SOS, giving employees who contracted the virus access to medical specialists who could provide advice and assistance. Anonymous information was shared with corporate security to enable contact tracing and to help reduce potential exposure of staff.

Booking.com's Global Security and Resilience team, in conjunction with Real Estate and Workspace Services, established a global return-to-the-office protocol. This was implemented to ensure a safe and healthy office environment in countries where lockdown restrictions were being eased.

Agoda took a similar hands-on approach to working from home. The company quickly equipped more than 700 managers with guidance and resources on managing remotely, ensuring that engagement and morale were maintained and reflecting Agoda's core values. Agoda's Customer Service teams launched CEG Leadership Connect, a portal for management resources such as team-building activities.

Priceline made a number of changes to its offices during the pandemic to ensure a safe place for the essential workers who remained and to prepare for an eventual return for all. These changes included adding touch-free functions to break rooms and bathrooms, adding sanitizing stations throughout the office and removing furniture to adhere to social distancing.



People Management and Employee Engagement

Well-Being and Work-Life Balance

Because of the mental health difficulties associated with the pandemic and working from home, Booking.com set up a four-part e-learning series to address mental, physical, emotional and social health, as well as providing resources for and guidelines around working from home. In 2020, its Global Well-Being Week was expanded to Global Well-Being Month, which included a series of speaker events. This coincided with the creation of Well-Being Wednesdays, where webinars, resources and videos covering topics around mental, physical and emotional health were made available. Employee resource groups that were set up in 2019 were actively consulted to ensure inclusion of and awareness in all communities on the subject of well-being.

To bridge the physical distance created by office closures, Booking.com established the Working Apart Together digital community on Workplace, an internal communication platform. This community



fosters engagement for employees working from home, bringing awareness to colleagues' different working-from-home realities while supporting resilience and human connection. The Mindfulness at Booking digital community was also created on Workplace, where mindfulness hosts can deliver online meditation sessions at a global and local level. Booking.com's partnership with the mindfulness app Headspace continues to give employees free access

to meditation sessions. Booking.com has also made improvements to online spaces dedicated to well-being information.

Agoda held its first Global Well-Being Month in 2020. It was hosted virtually and included weekly webinars from speakers on various mental, physical and social well-being topics. Additionally, the Employee Assistance Program was relaunched in 2020 to increase awareness of the program and enable employees to take full advantage during that challenging year. Over the summer, the company offered a full day of virtual summer camp for the children of employees. Led by Agoda employees, the children engaged in drawing tutorials, a magic show, a scavenger hunt, yoga and martial arts.

Agoda's employee resource groups continued to thrive despite the pandemic, with a new group added in 2020 called Agoda Together, focused on uniting and educating U.S.-based teams about the realities of systemic racism and actions that can be taken to

People Management and Employee Engagement

■ WELL-BEING AND WORK-LIFE BALANCE (CONT.)

eradicate it. To support physical health, free flu shots were offered to all Agoda employees in November 2020. Agoda continues to work with insurance groups to encourage regular health checkups.

Agoda has been partially remote since the beginning of the pandemic. Staff returned to offices in Thailand and other markets when it was safe to do so later in 2020. Throughout these changes, the company has focused on offering employees empathy and flexibility and prioritizing mental health. For example, the company invited a psychologist to give a three-part interactive presentation on taking care of one's mental health during the pandemic. Agoda's leadership also regularly reminds employees to take advantage of company benefits, such as the flu vaccinations and employee-led yoga classes, and to take time off if necessary.

Throughout 2020, KAYAK and OpenTable shared health and well-being resources with employees

around the world. These included special training, mental health resources, dedicated Slack channels to support specific communities like parents working from home and meditation apps like Headspace to support and engage colleagues everywhere.

Early on in the pandemic, Priceline increased the number of employee pulse checks to gauge how its colleagues were fairing and how it could better support them.

To help employees balance life and work, Priceline has been offering as much flexibility as possible. This includes assistance with virtual learning and homeschooling, and encouraging employees to take personal time if needed. Priceline also hosted a series of virtual meditation sessions, yoga classes and wellness workshops to further support employees during the pandemic.

Priceline also introduced a number of additional mental health benefits, including behavioral health telemedicine, a virtual therapy program called



AbleTo for U.S.-based employees and free access to the Headspace meditation app for all employees globally. For U.S.-based employees, Priceline waived coinsurance for behavioral health telemedicine visits and placed extra focus on existing Priceline Employee Assistance Program offerings. ■

People Management and Employee Engagement

Employee Benefits

Booking.com implemented a temporary global working-from-home allowance to offer financial support for employees and make working from home easier. To recognize employees for their years of hard work and contributions, Booking.com created an Anniversary Leave benefit that grants an extra week of paid leave upon reaching a five-year milestone. Booking.com reviewed and improved its sick leave policies and increased the number of annual leave days granted to employees in the Netherlands and several other countries. Booking.com also improved health insurance benefits for employees and their dependents in a number of key countries, including China, Brazil and Singapore.

Priceline's time-off policy was also enhanced to include a number of floating holidays, to enable employees to celebrate the religious holidays of their choosing. Priceline also gave out two extra

companywide days off to all employees in 2020 and offered everyone a stipend to spend on improving their home office equipment/environment.

To recognize all of their hard work during an extremely difficult year, Agoda employees were given July 10, 2020, off for "Agoda Day." Agoda also implemented the following employee benefit enhancements worldwide:

- 100% of life and accident insurance coverage and enhanced sick leave days were implemented for China, Korea, India and the United States.
- Medical coverage was launched in Israel.
- Annual leave in Thailand was improved by increasing base leave and extending the cap to meet an external benchmark.
- Agoda Choice (flex benefits program) was launched in Malaysia and Hungary.
- Agoda Choice was extended to Agoda employees' dependents.

"The pandemic pushed our business into uncharted territory as we navigated a new remote workplace. In a time where uncertainty loomed around us, we had to evolve our approach to fostering employee engagement. The safety and security of our employees was our top priority, but we also focused on instilling a culture where employees maintained a balance between their work and personal lives. As we continue to plan for the future of the workplace in a post-pandemic world, we will continue to listen to the needs of our employees."

HEATHER ROYCE

Senior Vice President of Human Resources at Booking Holdings

People Management and Employee Engagement

Employee Engagement

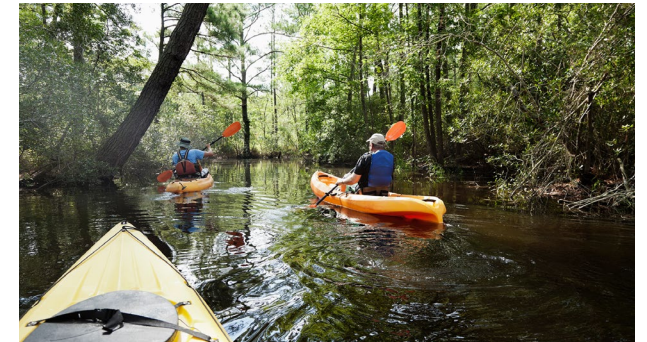
In 2020, Booking Holdings' brands found new and creative ways to help employees maintain a healthy work-life balance and feel supported mentally, physically, socially and emotionally. Developing robust online communities, offering well-being events and prioritizing empathy and flexibility helped keep the company's diverse communities connected.

Booking.com created three new employee resource groups to join its long-established LGBTQ+ group, B.Proud. These new groups are B.Able, which supports employees with differing physical abilities and neurodiversity needs; B.Bold, which supports the Black community; and B.Equal, which supports gender equality. At its annual Inclusionist Awards, Booking.com recognized 85 peer-nominated employees for their efforts to make the company a more inclusive place.

Booking.com's employee resource group speaker series introduced internal and external speakers to connect with employees on topics such as ability and accessibility, racial justice and gender and LGBTQ+ equality, with the aim of empowering them to feel comfortable being their authentic selves at work. The Emergency Response program opened up to include emergencies related to COVID-19, enabling employees to volunteer virtually for activities and causes related to the pandemic. The Booking Cares volunteer program also increased its scope from destination support to include social and racial justice.

In 2020, Agoda also launched its first official CSR Champion network – a network of staff volunteers who support giving and volunteering across their regions. The network includes representatives from South Korea, Australia, Thailand, China, Malaysia, the United States, Hungary, Singapore and Japan.

Priceline focused on helping employees adapt quickly to the new working environment, including providing practical guides on how to work more effectively, as well as training for managers on how to assess performance in these challenging times. In addition, Priceline increased the number of pulse checks it carried out and made use of communication channels like Slack to provide both business updates and content for employees to engage with.



People Management and Employee Engagement

Corporate Restructuring

For large parts of 2020, the pandemic brought much of the global travel and tourism industry to a standstill. Despite tourism returning to some regions as the year progressed, ongoing national and international travel restrictions significantly reduced consumer demand. The unparalleled drop in bookings and uncertainty about when the pandemic might end forced Booking Holdings to assess its operations.

Although we took various steps to maintain jobs and reduce the need for workforce reductions, including CEOs and other members of leadership either forgoing or reducing their salaries, substantial

cuts to spending, the implementation of hiring freezes, and participating in various wage assistance programs, our total workforce decreased by approximately 23% year-over-year as of December 31, 2020, primarily due to a combination of our restructuring actions and attrition. While each brand took its own approach to communications and remuneration, all worked to minimize employee uncertainty, treat employees with fairness and respect and ensure that all local employment laws were followed.



08

Customer Privacy and Data Protection

Customer Privacy and Data Protection

Introduction

Booking Holdings works through its global privacy program to ensure that its customers are aware of their choices; that they can trust how the company collects, uses and protects personal information about them; and that the company complies with all applicable privacy laws and regulations. Because Booking Holdings operates in a wide variety of regions with different regulations, remaining compliant with privacy laws is a complex process of understanding and mitigating diverse risks on a global scale. Booking Holdings is continuously seeking out the best ways to protect customers' data, as data privacy is fundamentally linked to the company's values. Every single employee plays a part in this process.

Global Privacy teams oversee the programs that help protect and manage personal information about customers, partners and employees, and

Booking Holdings' privacy principles guide how the company collects, uses, stores, shares, transmits, deletes or otherwise processes customers' personal information. These principles are reinforced through mandatory privacy and data security training for all employees, as well as through the company's Code of Conduct.

In 2020, Booking Holdings hired a vice president of global privacy to ensure that policies and practices across the whole group meet more advanced standards of data protection and privacy. This entails a strong partnership between all brands, with each having its own privacy lead, as well as a point of contact at Booking Holdings who maintains regular communication to ensure greater accountability and transparency.





Customer Privacy and Data Protection

■ INTRODUCTION (CONT.)

Booking Holdings also created a road map to guide its privacy and protection policy in 2021 and beyond. In addition, a set of principle-based standards has been set out, and an inter-brand governance model is being established. This model will specify a clear escalation process and risk matrix. It will also define a risk committee responsible for unifying activities for brands and undertaking privacy impact assessments and consistent measurement across brands.

Booking Holdings is moving away from reactive problem-solving to proactive prevention, with strong multilevel governance and a culture of honest communication and greater accountability. By setting out a more defined structure and collective vision, the company plans to mature its privacy governance beyond what has previously been possible for any of the individual brands. ■

“Relentless innovation is one of our core values. We recognize that customer privacy and data protection must play a critical role in our approach to innovation, and we remain committed to constantly enhancing our efforts in this area.”

JO ANN LENGUA DAVARIS

Vice President of Global Privacy at Booking Holdings

Customer Privacy and Data Protection

Approach

In 2020, Booking.com hired a new chief privacy officer to expand resourcing and expertise for legal counsel, law enforcement requests and privacy operations. Multiple projects are underway to advance Booking.com's transparency in personal data protection. Booking.com leverages third-party frameworks (such as the U.S. National Institute of Standards and Technology Cybersecurity and Privacy frameworks) for security and privacy to continue strengthening its technical and organizational measures for personal data protection. These frameworks fit within the company's overall enterprise risk management framework, which uses policies, procedures, controls and multilevel risk assessments to identify and mitigate inherent and emerging risk, including in the areas of cybersecurity and privacy.

Booking.com also maintains a Privacy Operations team, which triages and responds to requests from data subjects about their personal data, possible complaints and questions around privacy statements. The company is continually working to refine and enhance this support with adjacent investments in more advanced security and privacy tooling. The Court of Justice of the European Union's Schrems II judgment was a key moment for international data transfers, and Booking.com is taking steps to implement the guidance that the European Data Protection Board issued on this topic in 2020. Throughout the year, 10,675 employees completed e-learning courses on privacy topics.

In 2020, KAYAK moved the vast majority of its personally identifiable information into a segmented network, significantly reducing the number of people with access to the network. In addition, all data is now encrypted and a risk register for cybersecurity risks has been established. Both KAYAK and OpenTable have implemented a vendor risk management program centered on an in-house application called Aperol. This program uses the NIST Cybersecurity Framework as a guiding principle, which helps to increase its scope and functional controls.

Priceline made considerable progress in maturing its privacy program in 2020. The company added the roles of chief privacy officer and privacy program manager, as well as establishing cross-department working teams to operationalize privacy



Customer Privacy and Data Protection

■ APPROACH (CONT.)

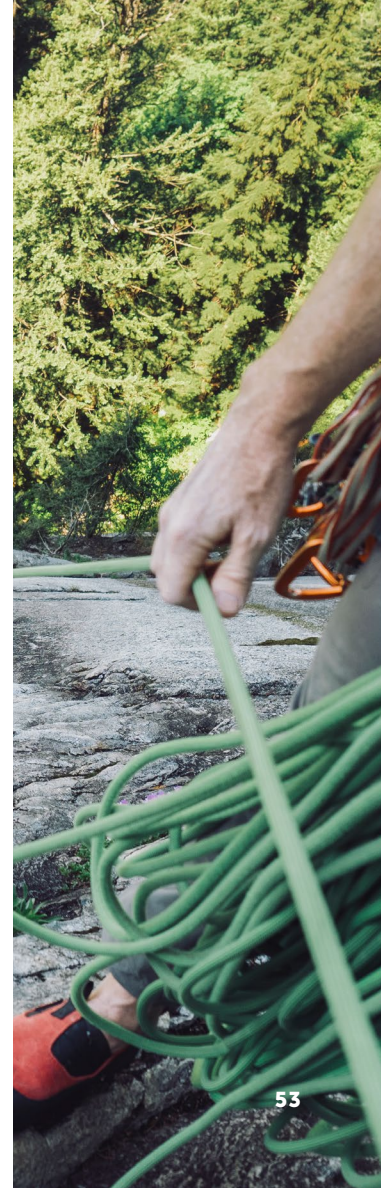
improvements. The company is making its governance structure and models more robust and is rapidly maturing its risk stewardship environment for 2021. Additionally, all employees received an online Privacy Essentials training, and Customer Care employees received a focused training covering specific privacy issues, as well as privacy by design. These courses were in addition to the Restricted Intelligence curriculum, which focuses on both security and privacy learning. Finally, security, like privacy, continues to benefit from direct involvement from leadership team-level leaders across the company, specifically the CEO, in the monthly risk committee meeting. The company's data security program manages the adoption of the NIST Cybersecurity Framework and receives further guidance from Booking Holdings.

In 2020, Agoda implemented a privacy framework program to ensure ongoing compliance with relevant laws and regulations related to data protection and privacy. Agoda's privacy framework is based on a set of control objectives that are reviewed periodically, including the following:

- Governance, training and awareness, internal policies and the continuous monitoring of privacy legislation
- Notice and consent, including external-facing privacy notices and choice mechanisms
- Data inventory and records of processing activities
- Management of data subject rights requests

- Privacy by design and data protection impact assessments
- Vendor management, vendor risk assessment and data transfers
- Data retention and deletion, security of personal data and data incident management

From a data security standpoint, Agoda is identifying and mitigating security risks accordingly and investing in security tools and methodology. The company is also defining guidelines and policies for ensuring customer privacy and security. ■





Community Engagement

Community Engagement

Introduction

Across Booking Holdings' brands, community engagement is always a priority. The extensive network of local offices gives these initiatives global reach, while employees and partners around the world ground them in their communities.

Each brand has a volunteer network or destination support program in place. These include programs that support disadvantaged communities or target underrepresented groups – for example, teaching women how to code – as well as wildlife protection groups and emergency response activities. By supporting local initiatives with time, knowledge and funding, the brands foster strong relationships with the communities in which they work.

Booking Holdings' aim is to give back to the communities that are so integral to the brands' success and to use the company's global reach to promote and support initiatives that work for greater equality and sustainability.

"Although 2020 was a challenging year for in-person community outreach, I am honored to work with so many Priceline colleagues that again came forward to sponsor charitable organizations in the communities in which we operate. I'm proud to work for a company that affords these opportunities to its employees and goes to such levels to encourage their participation."

MEGAN KOHARIK

Director of Product Management at Priceline



Community Engagement

Approach

Booking Cares is Booking.com's volunteer platform, where employees can create or join volunteer initiatives around the world. Throughout 2020, Booking Cares focused on shifting volunteer opportunities to virtual or skills-based to comply with COVID-19 safety measures. Ultimately, the program went digital, with many Cares volunteers providing online support to projects like the Netherlands-based Refugee Talent Hub. Employees took part in three rounds of mentoring, sharing their skills and guidance in one-on-one virtual sessions with refugees seeking employment in the Netherlands. The initiative garnered substantial engagement from employees across the business, from leadership to customer service. In addition to the mentoring sessions, more than 40 employees offered to host one-off virtual skills-sharing workshops with members of the Hub.

Booking.com also implemented a COVID-19 response campaign, which invited employees to virtually volunteer for nonprofits supporting local community efforts throughout the pandemic.

Booking Booster, Booking.com's annual sustainable tourism accelerator program, was canceled as a result of the pandemic; however, the Booking Booster team found ways to continue supporting the program's alumni by accepting proposals for COVID-19 relief projects designed to help communities adapt to the new realities of tourism. In total, 10 proposals received funding, with projects ranging from supporting crisis recovery and digital preparedness in Bolivia to providing hotel beds for health care workers in South Africa.

Toward the end of 2020, KAYAK and OpenTable held a Do Good Week. Employees were encouraged to take up to five hours of work time for virtual volunteer projects around the world. In total, 187 employees donated 545 hours of time to a variety of projects, completing a total of 253 good deeds.

Employees at Rocketmiles were invited to make personal donations to a newly launched giving

"I have built a great relationship with my Booking.com mentor. We have had such fun; we've never skipped a meeting – even over Christmas and New Year. She's become like a sister figure to me. We didn't formally agree to continue our mentee/mentor relationship but it has naturally flowed into us still being in contact and maintaining this friendship. She has made me believe in myself, and as a result of that, I'm finding my way and am being open to more types of work opportunities."

JOHN VAN AS

Mentor Program participant hosted by the Refugee Talent Hub and Booking.com

Community Engagement

■ APPROACH (CONT.)

program for the summer months. Their donations were matched by the company. Through Rocketmiles' Corporate Ambassador Program at the Chicago Tech Academy, engineering employees provided mentoring to high school students. The company also engaged with the digital giving platform Daymaker to support underprivileged children during the holiday season.

In June, Agoda launched Benevity, a corporate volunteering and giving platform where staff can find opportunities to volunteer with vetted nonprofits around the world. Agoda does not limit the causes or regions that staff can engage with through Benevity. The program is open, diverse and inclusive, aiming to support all staff interests.

Senior leadership was encouraged to support further fundraising through the Agoda Fundraising Challenge. Launched in the fourth quarter of 2020, this initiative saw leadership take part in costume and bug-eating competitions, all of which were live-streamed to their

colleagues. A total of \$29,071 was raised through employee donations in 2020.

By partnering with microfinance nonprofit Kiva, Agoda continues to support entrepreneurs in developing countries with employee engagement activities and campaigns. Through its partnership with Worldshare Foundation, Agoda was able to give a low-income community in Bangkok's Sai Mai district a new playground.

Agoda also partners with PTT Group on a branch of Café Amazon for Chance, located at Central World in Bangkok. This café employs baristas with hearing disabilities and is part of Agoda's effort to promote diversity and inclusion and support the livelihoods of people with disabilities in Thailand.

Agoda's Singapore-based employees engaged with their local community by volunteering at the Willing Hearts Kitchen to clean, pack meals and prepare

food for elderly, disabled or low-income people, disadvantaged families and migrant workers in their city. In Thailand, Agoda worked with SOS Rescue Kitchen to cook and serve meals to members of socially vulnerable and disadvantaged communities. Most of the ingredients used were high-quality surplus foods rescued from malls, hotels and restaurants.

Each year, Priceline sponsors an annual Thanksgiving food drive with the Food Bank of Lower Fairfield County in Connecticut. In 2020, through 326 employee donations, Priceline raised \$31,206 in just a few weeks. Together, with the company match and Booking Holdings' contributions, \$111,500 was raised for the food bank, in a year when support was more critical than ever. In all, Priceline's contributions fed nearly 1,000 families in the community for an entire month.

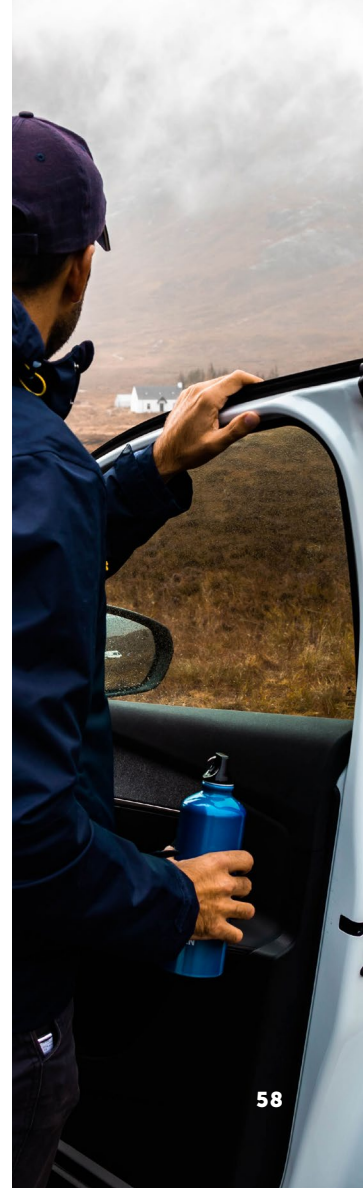
In 2020, Priceline employees sponsored 50 children in the Norwalk, Connecticut, area to purchase



“Agoda’s partnership with PTT Group on Café Amazon for Chance created immense excitement, particularly among employees in Bangkok, where we saw Agodans embracing the opportunity to be involved, with many learning sign language to interact with the café’s baristas.”

TUAN PHAM

Head of Sustainability and Corporate Social Responsibility at Agoda



Community Engagement

■ APPROACH (CONT.)

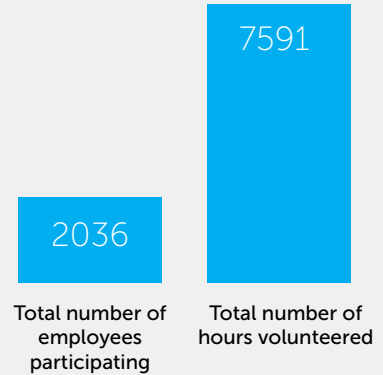
presents for the holiday season through its Adopt an Angel program. Plans are underway to expand the sponsorship this year. Priceline partners with more than 40 organizations and gives employees three volunteer days a year to support these organizations and give back to the community. Priceline also offers volunteer opportunities in all three countries where it has offices (the United States, Canada and India) and is continuously adding to its list of organizations.

Undoubtedly, the COVID-19 pandemic decreased the volume and variety of initiatives that were possible in 2020. Nevertheless, people still managed to engage from a distance. Booking.com employees across the United States sent health care workers e-cards thanking them for their hard work and sacrifice.

Employees also volunteered virtually for nonprofit organizations, supporting social and racial justice causes and COVID-19 response, among others. To help relief efforts during the pandemic, 75 volunteers from Agoda’s Bangkok office supported a coalition of Thai nonprofits coordinating the distribution of face masks, soap, hand sanitizers and basic food items to the most vulnerable groups in Bangkok. Volunteers packed 4,300 relief kits in a matter of days. Agoda also made a \$10,000 donation to the Thai Red Cross Society. ■

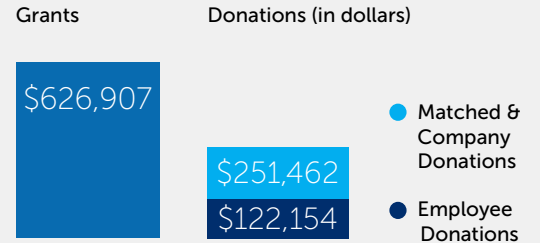
VOLUNTEERING

2020



COMMUNITY

2020



234

TOTAL NUMBER OF CAUSES SUPPORTED

10

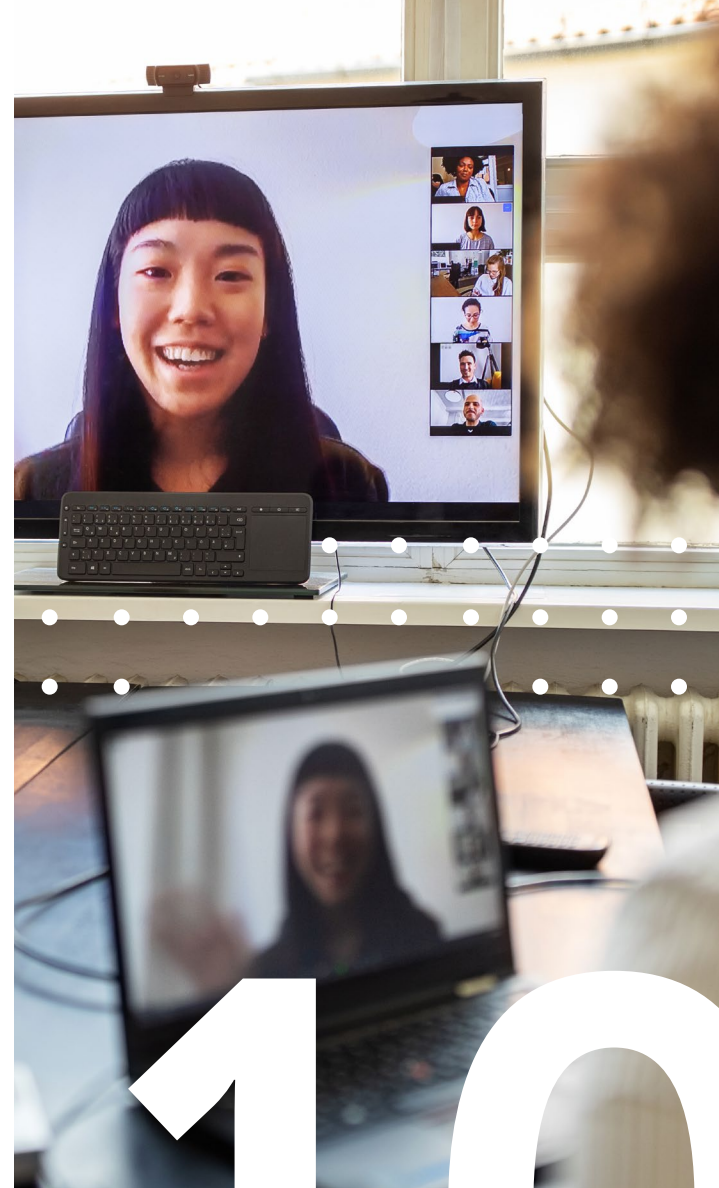
Corporate Governance, Ethics and Compliance

Corporate Governance, Ethics and Compliance

Introduction

Booking Holdings' compliance and ethics policies are fundamentally rooted in how everyone treats each other as colleagues and as business partners. The purpose of these policies is to guide behavior, both in the company's workforce and externally, such that Booking Holdings conduct all of its business with integrity and consistently prioritizes stakeholders' interests.

Booking Holdings is working to further mature its compliance controls for everything from finance and legal to payments and people, including human rights risks controls. These improvements are crucial, not only because they align with company values, but because robust compliance controls and a strong sense of ethics are fundamental to effective risk management.



Corporate Governance, Ethics and Compliance

Compliance and Ethics Focus Areas

In 2020, matters around diversity, inclusion and belonging came into even sharper focus. These topics have become more integrated in Booking Holdings' approach to compliance and ethics and will continue to be a key focus in 2021 and beyond, bringing greater alignment across all Booking Holdings brands.

This past year, Booking Holdings made several updates to its Code of Conduct, including:

- Giving greater clarity on what is meant by fraud
- Adding a section on human rights and sustainability
- Updating workplace relationships and disclosure obligations of romantic relationships with a subordinate

Booking Holdings also is making sure its compliance policy is scalable and repeatable. The company created new key performance indicators for every brand compliance officer to ensure improved brand integration, sanctions screening, investigations, reporting, training and employee due diligence. It is further embedding compliance and ethics in the organization by setting key performance indicators for leadership, as well. The company also launched Global Ethics Day, where teams across different brands took part in question-and-answer sessions and roundtable discussions on topics related to compliance and ethics.

Booking.com appointed a new chief ethics and compliance officer in 2020 who will help to mature the company's compliance control approach and scalability. The company also has updated its anti-bribery and corruption policy.

KAYAK and OpenTable invested in raising awareness of their brands' codes of conduct in 2020, covering topics such as corruption, anti-harassment and anti-bribery. Like the other brands, they continued their Ethics Moment initiative, a series of manager-led discussions with teams on topics related to compliance and ethics, launched in 2018. The company also launched manager training modules designed to increase managers' ability to handle various compliance and ethics issues on their teams.

In 2020, Priceline focused on offering tailored training programs, including live training and high-quality third-party content, to address key compliance topics including corruption, competition, advertising standards, freedom of association and intellectual property protection. Beyond training, Priceline's compliance team focused on highlighting compliance and ethics through all layers of management, including by successful cascading of ethics moments,

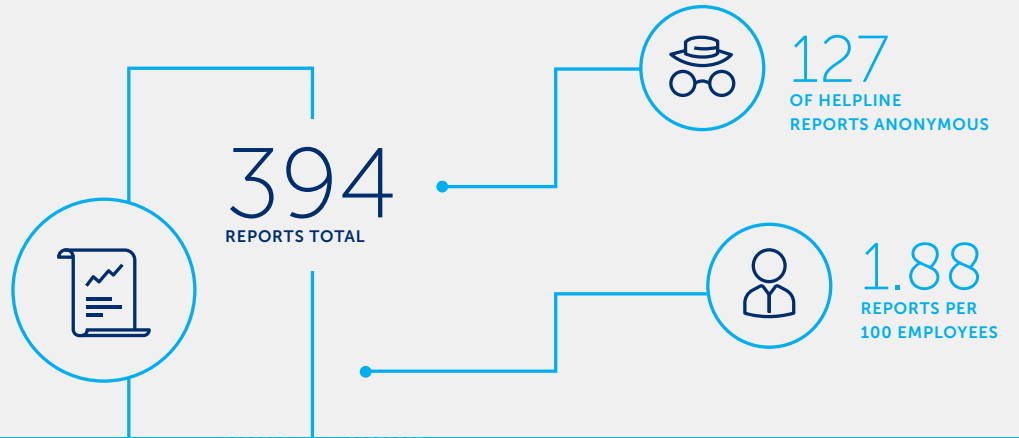
Corporate Governance, Ethics and Compliance

■ COMPLIANCE AND ETHICS FOCUS AREAS (CONT.)

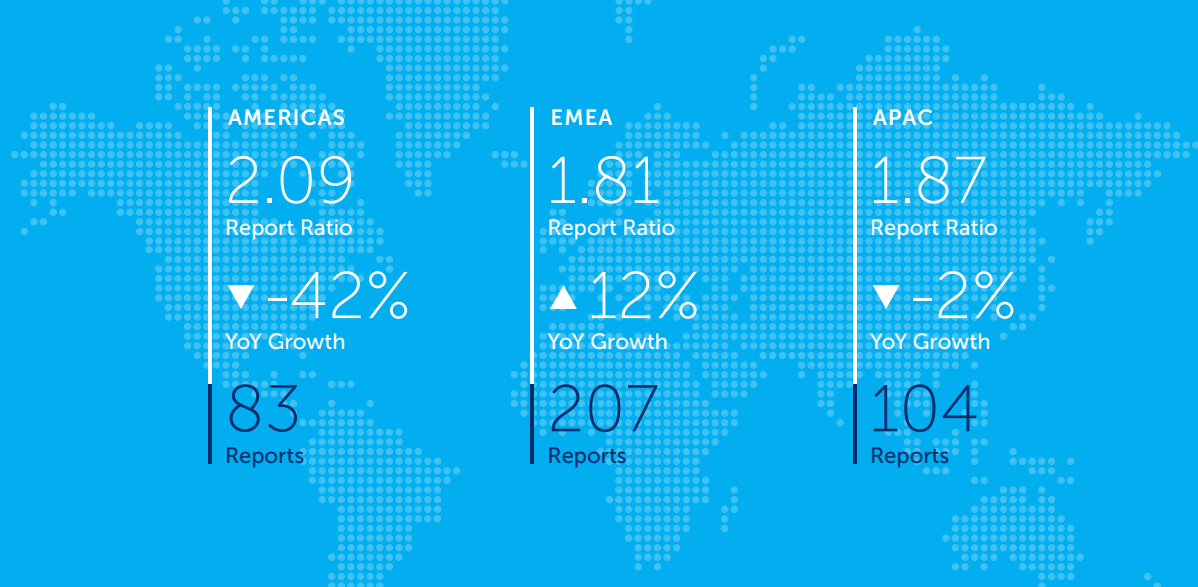
supporting active participation in Global Ethics Day programming, regular communications from ethics ambassadors in every department of the company and quarterly CEO updates to all employees on Priceline’s compliance and ethics programs.

In 2020, Agoda started rebranding efforts to shift focus from compliance to both compliance and ethics, make the Compliance and Ethics team more visible and approachable, and make compliance resources more easily accessible. As part of the rebranding, the company implemented use of various types of communications to reach a wider audience. In addition, it revised and updated its introductory compliance and ethics training for new hires. ■

NUMBER OF REPORTS IN 2020



2020 REPORTS BY REGION



Corporate Governance, Ethics and Compliance

Corporate Governance

Booking Holdings' corporate governance practices and policies aim to ensure that our business conduct and performance align with the interests and the expectations of our stakeholders. In particular, we have adopted strong corporate governance practices designed to provide appropriate management oversight by our board of directors. Our board of directors represents our stockholders and, as of December 31, 2020, was composed of 12 members, 10 of whom are independent directors, including an independent chairperson and a separate lead independent director. The board consists of 4 women (33%) and 8 men (67%), of whom two are people of color. There are three board committees: Audit, Compensation, and Nominating and Corporate Governance. Only independent directors serve on these committees. For more information about our corporate governance policies and practices, see the "For Investors" tab on Booking Holdings' corporate website (www.bookingholdings.com) and our annual proxy statement filed with the U.S. Securities and Exchange Commission.

THE BOARD CONSISTS OF



33% women

67% men



“

“One of our core values is absolute integrity. While we are committed to succeeding for both our customers and partners, we recognize that true success can only be achieved with integrity and accountability. This is a value we have ingrained into our DNA as a business, and it plays a critical role in the decisions we make.”

PHYLLIS WALLITT

Associate General Counsel at Booking Holdings

”

About This Report



About This Report

Introduction

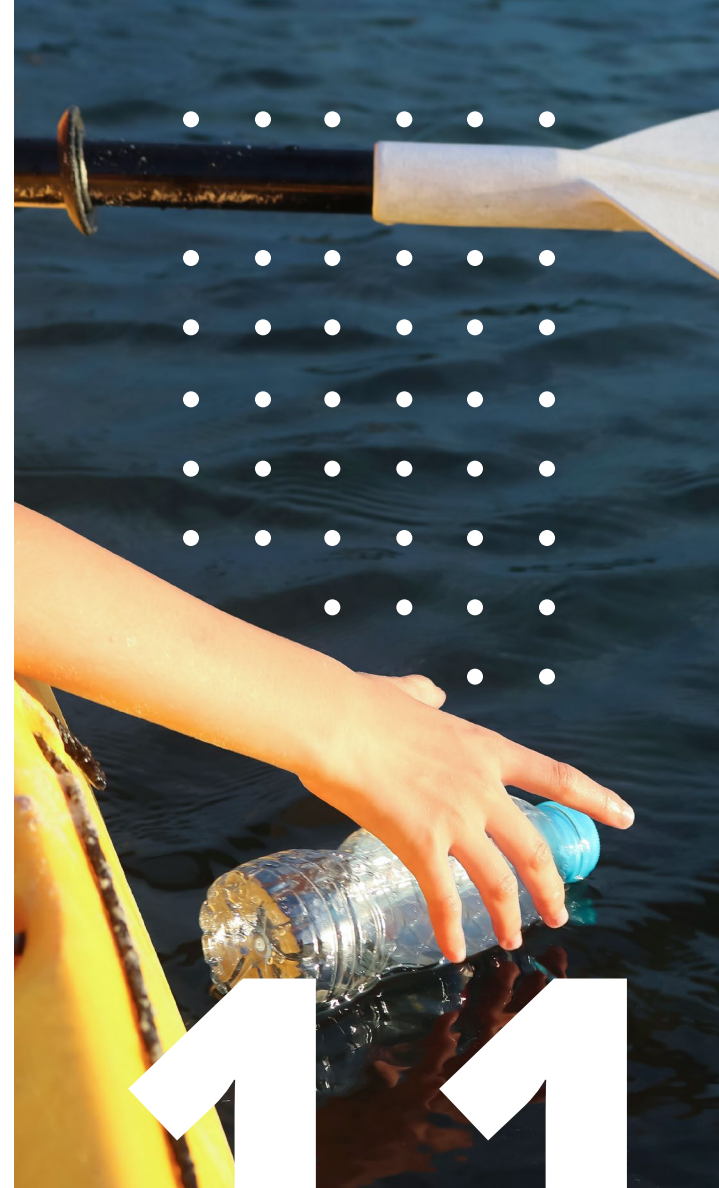
This *Booking Holdings 2020 Sustainability Report* provides an update on the progress of the company's sustainability and corporate social responsibility activities from the 2020 fiscal year, unless specified otherwise. Where applicable, Booking Holdings shares updates on the progress it has made on priorities set in the *Booking Holdings 2019 Corporate Social Responsibility Report*, published in April 2019. This report contains information and data on different aspects of Booking Holdings' business and the operations taking place across its primary consumer-facing brands: Booking.com, Priceline, Agoda, Rentalcars.com, KAYAK and OpenTable.

The purpose of this report is to communicate Booking Holdings' approach to sustainability by addressing the most salient sustainability topics. The company aims to provide a clear and

balanced picture of its strategic ambitions and direction, while accounting for its performance on sustainability to date.

This report was prepared in reference to a materiality analysis conducted in 2020, and in the spirit of the frameworks developed by the Global Reporting Initiative, plus the Sustainability Accounting Standards Board's frameworks for Internet Media & Services and, where applicable, Hotels & Lodging and Leisure Facilities. The content of this report is reviewed by Booking Holdings' Internal Audit team to ensure that it is consistent with the company's other external disclosures and that data contained in the report can be traced back to internal or external records.

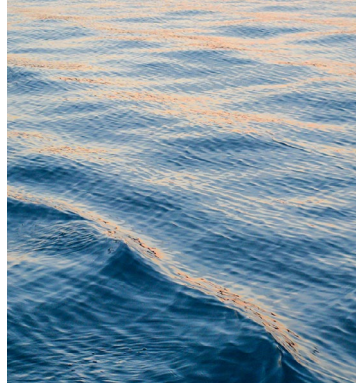
Throughout the report, financial figures in euros (€) have been converted into dollars at an exchange rate of €1 to \$1.21. .



About This Report

The Materiality Assessment

The topics in this report have been selected based on their relevance to stakeholders and to ensure coverage of the topics that are important to Booking Holdings' business and operations. To determine these topics, the company has followed the Global Reporting Initiative standards and has conducted a materiality assessment.



About This Report

Data Collection

In 2020, Booking Holdings started using an online data-collection tool to gather, track and validate data on sustainability topics as disclosed in this report. The tool provides greater transparency and ensures more consistent and accurate data collection.

In addition to the introduction of this tool, Booking Holdings has improved the methodology with which it calculates consumption and emissions data for its operations. Due to data availability constraints, our GHG emissions presented on page 30 still rely heavily on estimates and therefore involve a higher degree of uncertainty, especially for emissions from natural gas and district heating consumption. All office related emissions of Priceline, Agoda.com, Rentalcars.com, Kayak and OpenTable are estimated. In coming years, Booking Holdings will continue to increase the quality of consumption data available, continuing to strengthen this methodology.

Booking Holdings is committed to reporting annually on its sustainability progress. The company aims to expand its efforts based on the benchmarks it has set and to continue committing resources to achieve greater impact in these areas.

FOR QUESTIONS OR TO PROVIDE FEEDBACK

Visit Booking Holdings' website
at www.bookingholdings.com or email
sustainability@bookingholdings.com.

Notes

Marketing Insights Sustainable Travel Research

This independently conducted research commissioned by Booking.com surveyed a sample of 20,432 respondents across 22 markets (Brazil, Mexico, United States, Canada, Australia, United Kingdom, Netherlands, Germany, France, Italy, Spain, Israel, Japan, China, Taiwan, South Korea, Indonesia, India, Egypt, Morocco, Kenya and South Africa). To participate, respondents had to be 18 years of age or older, had to have traveled at least once in the past 12 months and be either the primary decision-maker or involved in the decision-making of their travel. The online survey took place in March 2020.

Future of Travel

This research commissioned by Booking.com surveyed a sample of adults who had traveled for business or leisure in the past 12 months and were planning to travel in the next 12 months (if/once travel restrictions were lifted). In total, 20,934 respondents across 28 countries were polled, with the following breakdown by country: United States, 999; Canada, 496; Mexico, 497; Colombia, 997; Brazil, 999; Argentina, 499; Australia, 995; New Zealand, 499; Spain, 999; Italy, 996; France, 996; United Kingdom, 999; Germany, 996; Netherlands, 498; Denmark, 499; Sweden, 499; Croatia, 498; Russia, 1,001; Israel, 498; India, 997; China, 994; Hong Kong, 499; Thailand, 497; Singapore, 496; Taiwan, 499; South Korea, 997; Vietnam, 500; Japan, 995. Respondents completed an online survey in July 2020.



BOOKING HOLDINGS

B. P. Q. R. K. C.