



BOOKING HOLDINGS

2025 Sustainability Report





Foreword

For as long as travel has connected people and places, it has also created opportunity — for travelers seeking discovery, for businesses reaching new audiences, and for local communities across the world.

GLENN D. FOGEL
CHIEF EXECUTIVE OFFICER

KATE HEINY
VICE PRESIDENT,
SUSTAINABILITY

Since our founding, Booking Holdings’ role within the travel industry has been to deploy technology in ways that make those connections easier to realize: helping travelers plan and book with confidence, enabling businesses of all sizes to reach additional customers, and supporting the broader economic and social value that travel can unlock.

We know that when travel becomes easier, its capacity for positive impact expands. This spirit bolsters our mission to make it easier for everyone to experience the world, as well as our pursuit of preserving a world worth experiencing, a principle that underpins our approach to sustainability.

As a leading global travel company, we recognize that the enduring strength of our industry is linked to its sustainability and resilience. In a

world facing increasing complexity and rapid change, sustainability is an enabler of durable, long-term value creation. In line with this, our efforts are focused on ensuring that travel continues to create value in ways that encourage a more sustainable future for travel.

The progress represented in our 2025 Sustainability Report reflects a year in which we deepened our focus and adaptability, with continued momentum and measurable advances across key areas of strategic focus. This includes further strengthening the quality and granularity of our emissions data, building on a robust measurement infrastructure; deeper support for our accommodation partners choosing to pursue third-party sustainability certification options, growing sustainability-certified properties on our platform by 22%; and continued research,

investments and partnerships aimed at making travel more sustainable. At the same time, the rapid expansion and adoption of AI across our business, while transformative for our products, customer experience and employees, also introduced new complexities with respect to energy consumption across our value chain.

Together, these strides — and the challenges that accompany rapid innovation — demonstrate that sustainable efforts are a catalyst for connection and opportunity. By continuing to support partners that choose to offer more sustainable travel options, reducing our operational footprint and strengthening the communities travel depends on, we are positioning the company and wider industry to navigate the future and ensure that travel remains a powerful and positive global force.

Year in Review

In 2025, we advanced our mission to make it easier for everyone to experience the world. Joined by our customers, partners and industry peers, we continued to seek new ways to solve sustainability-related challenges and embrace opportunities that make travel not only easier, but better. As the travel industry continues to grow, so too does the role we play in helping ensure it preserves a world worth experiencing, by supporting travelers, partners and the destinations that make it possible.



Reducing Our Impact on the Planet

- › Scope 1 & 2 emissions down by 94% compared to 2019¹
- › Strengthened our Scope 3 emissions data with new activity-level insights, resulting in 30% lower emissions compared to 2019²
- › Created a real estate decarbonization roadmap



Supporting People & Communities

- › Reached over 250 million people globally through anti-human trafficking awareness campaigns in partnership with [It's a Penalty](#)
- › Named one of Forbes Best Employers 2025
- › Named one of TIME's World's Best Companies
- › Included on Fortune's 2025 World's Most Admired Companies list



Enabling More Sustainable Travel

- › Increased the number of accommodations with third-party sustainability certifications on our platforms by 22%
- › Advanced industry-wide solutions by co-authoring research on effective sustainability communication and supported efforts to scale certification systems

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1

Company & Strategy



About Booking Holdings

Our mission is to make it easier for everyone to experience the world, and the story behind that mission began with a belief that travel is a powerful engine of connection and opportunity.

Today, Booking Holdings Inc. (NASDAQ: BKNG) is the world's leading provider of online travel and related services across more than 220 countries and territories through five primary consumer-facing brands: Booking.com, Priceline, Agoda, KAYAK and OpenTable.

Through our brands, we leverage technology to help travelers book their trips more easily, help our business partners to grow and thrive, and help communities around the world benefit from the immense opportunities that tourism presents.





Our Values

Experiences of every kind, for everyone.

We believe that by making it easier for everyone to experience the world, we are doing our part to create a more connected and understanding world.

Absolute integrity.

We strive to do the right thing and achieve success with integrity and accountability.

Relentless innovation.

We are never satisfied with the status quo, and push to innovate every day.

Diversity gives us strength.

We operate in over 220 countries and territories and 40+ languages, and believe that diverse ideas, people and experiences contribute to our success.

The sum is greater than our parts.

Our people are our strength. Together, we make it easier for everyone to experience the world.

Our Brands



Booking.com is a global leader in online travel, continuously investing in the technology that helps take the friction out of travel to connect millions of travelers with memorable experiences every day.

HQ AMSTERDAM,
THE NETHERLANDS



Priceline is a leader in online travel, delivering savings on millions of hotels, flights, alternative accommodations, rental cars, vacation packages, activities and cruises for over 25 years.

HQ NORWALK, CONNECTICUT,
USA



Agoda is a leading global online provider of accommodations, flights, ground transportation and activities based in the heart of Asia.

HQ SINGAPORE



KAYAK is a leading travel search engine, processing billions of searches, partnering with hundreds of global travel brands, and earning the trust of millions of leisure and business travelers worldwide.

HQ NORWALK, CONNECTICUT,
USA



OpenTable is a global leader in restaurant technology. OpenTable connects restaurants and diners, helping diners discover and book the perfect table and helping restaurants deliver personalized hospitality to keep guests coming back.

HQ SAN FRANCISCO, CALIFORNIA,
USA

Sustainability Strategy

As a leading global travel company, we have a responsibility to help ensure that travel continues to create value for our stakeholders.

Our three-pillar approach to sustainability reflects this responsibility and acts as a direct extension of our mission to make it easier for everyone to experience the world. By focusing on each of these pillars, we aim to help preserve and protect a world that is worth experiencing for all.

We treat sustainability as a journey rather than a destination, which allows us to more effectively navigate complex and evolving challenges and to support our millions of partners and customers in contributing to the positive impacts of travel.

1

Operations

To operate our business more sustainably and build a culture of sustainability.

2

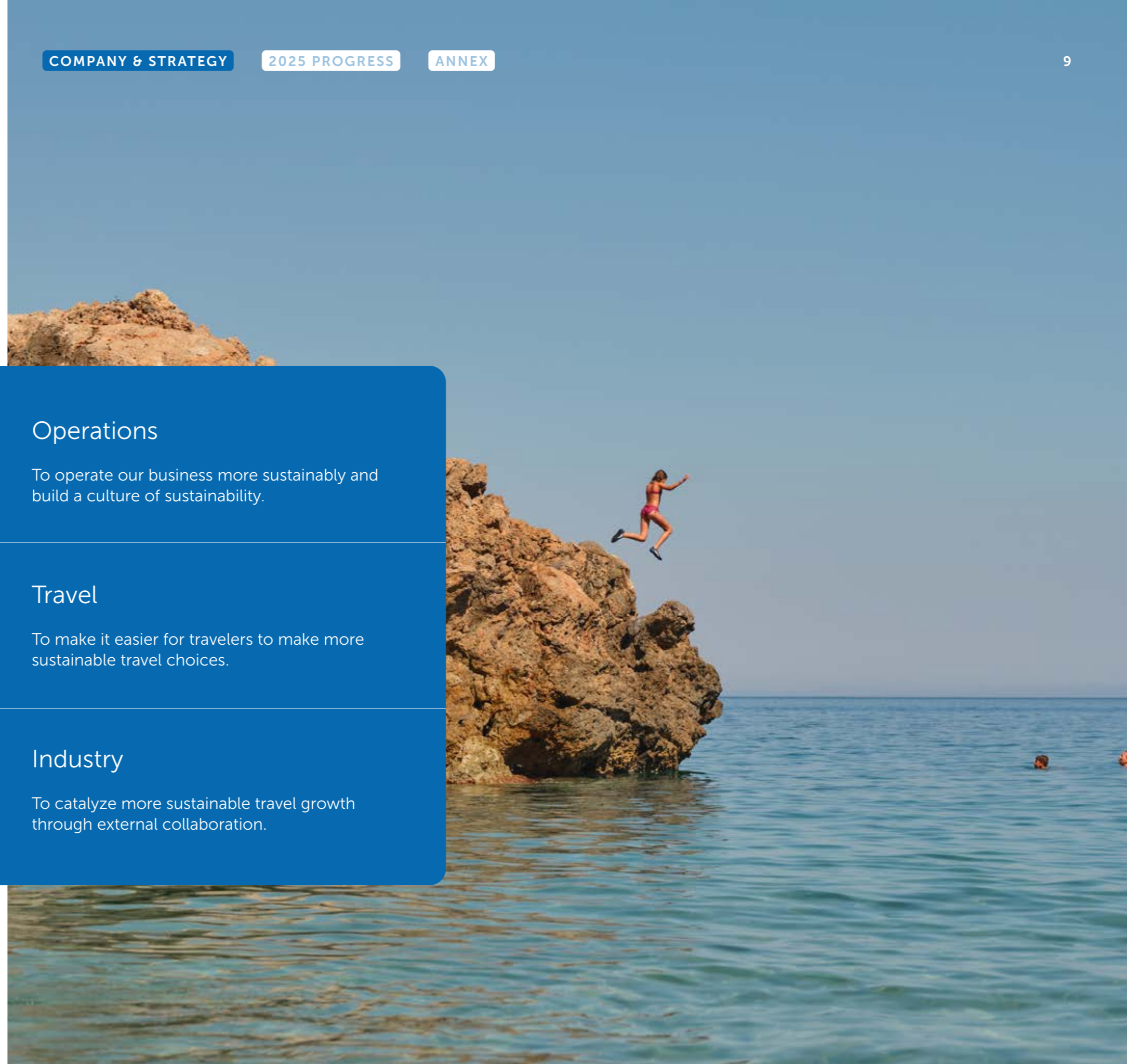
Travel

To make it easier for travelers to make more sustainable travel choices.

3

Industry

To catalyze more sustainable travel growth through external collaboration.





Governance & Stakeholders

Our Corporate Governance

Booking Holdings' Board of Directors (the "Board") maintains responsibility for the company's sustainability strategy, with Board committees overseeing certain topics as follows:

- › **Corporate Governance Committee:** Sustainability-related goals and progress;
- › **Audit Committee:** Sustainability and human capital metrics; and
- › **Talent and Compensation Committee:** Human capital management.

At the management level, we have a Sustainability Steering Committee composed of senior leaders from Booking Holdings and each of our brands. This committee convenes regularly and maintains responsibility for monitoring our sustainability objectives.

Stakeholder Engagement

Our approach involves communication with a range of stakeholders. We aim to understand their perspectives and expectations, as well as share our own, in order to prioritize and address issues effectively. These also include stakeholders of our brands, who may provide market- or region-specific input.

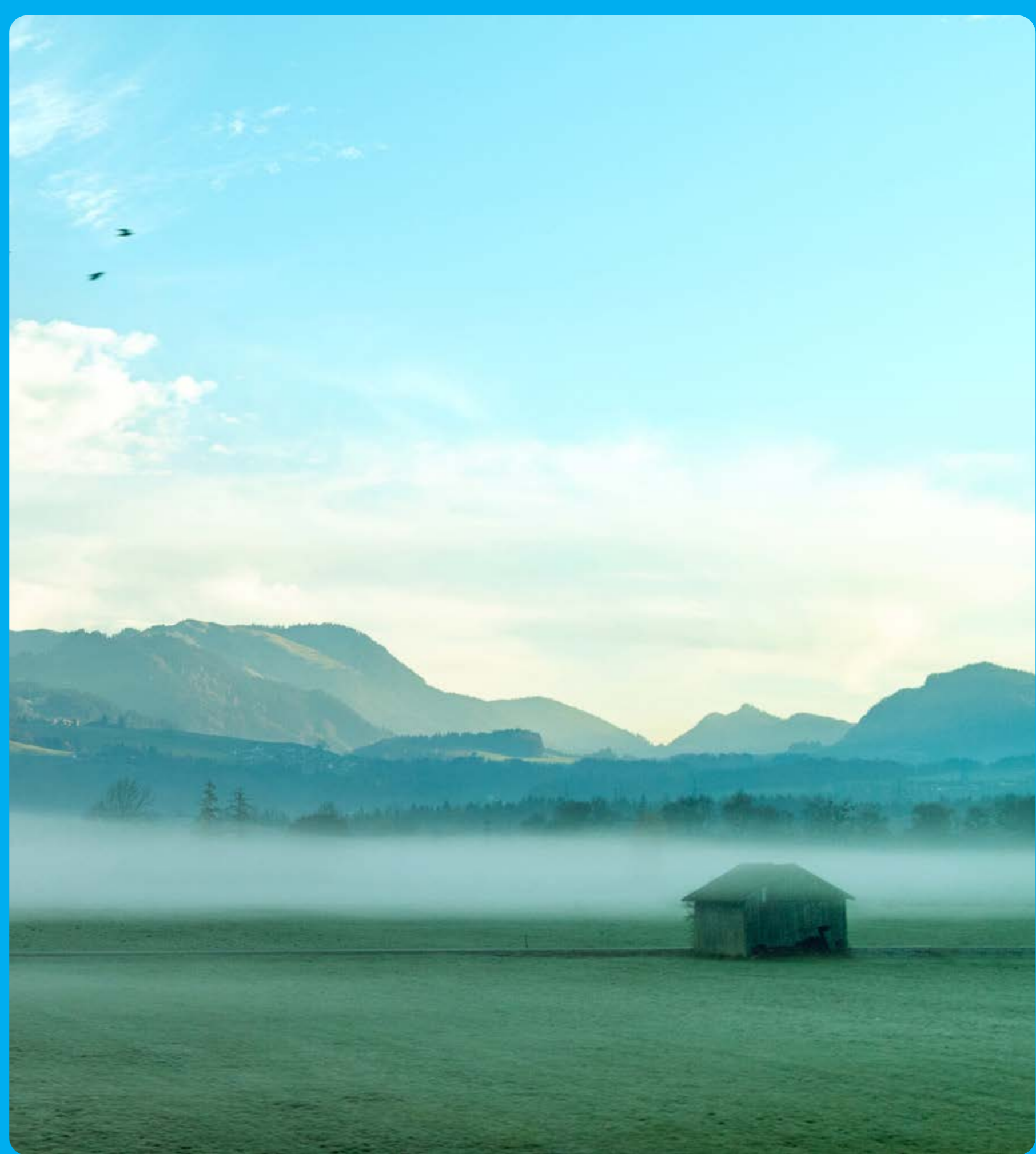
Stakeholder Groups	Examples of Engagement Methods
› Stockholders	› Annual and quarterly reporting, annual stockholders' meeting, direct engagements
› Customers (travelers and partners)	› Surveys, loyalty programs, direct engagements
› Employees	› Performance reviews, surveys, Employee Resource Groups (open to all)
› Governments, Regulators and Non-Governmental Organizations	› Public policy forums, bilateral meetings, association memberships
› Business Partners and Vendors	› Supplier Code of Conduct, collaboration

2

2025
Progress

Reducing our Impact on the Planet

Our planet is our home and also our destination. We aim to do our part to protect and preserve it to best serve our travelers and partners.



Booking Holdings' Emissions

Reducing greenhouse gas (GHG) emissions remains an important lever for sustainability-related progress. In 2022, we began working toward a long-term goal of net-zero emissions³. In 2024, our emissions reduction targets received independent validation from the Science-Based Targets initiative (SBTi)⁴. Our approach to emissions reduction considers emissions across Scopes 1, 2 & 3, and is not only about meeting our goals, but about building a business that can continue to serve travelers and partners while helping preserve a world worth experiencing.

Reducing Our Scope 1 and 2 Emissions

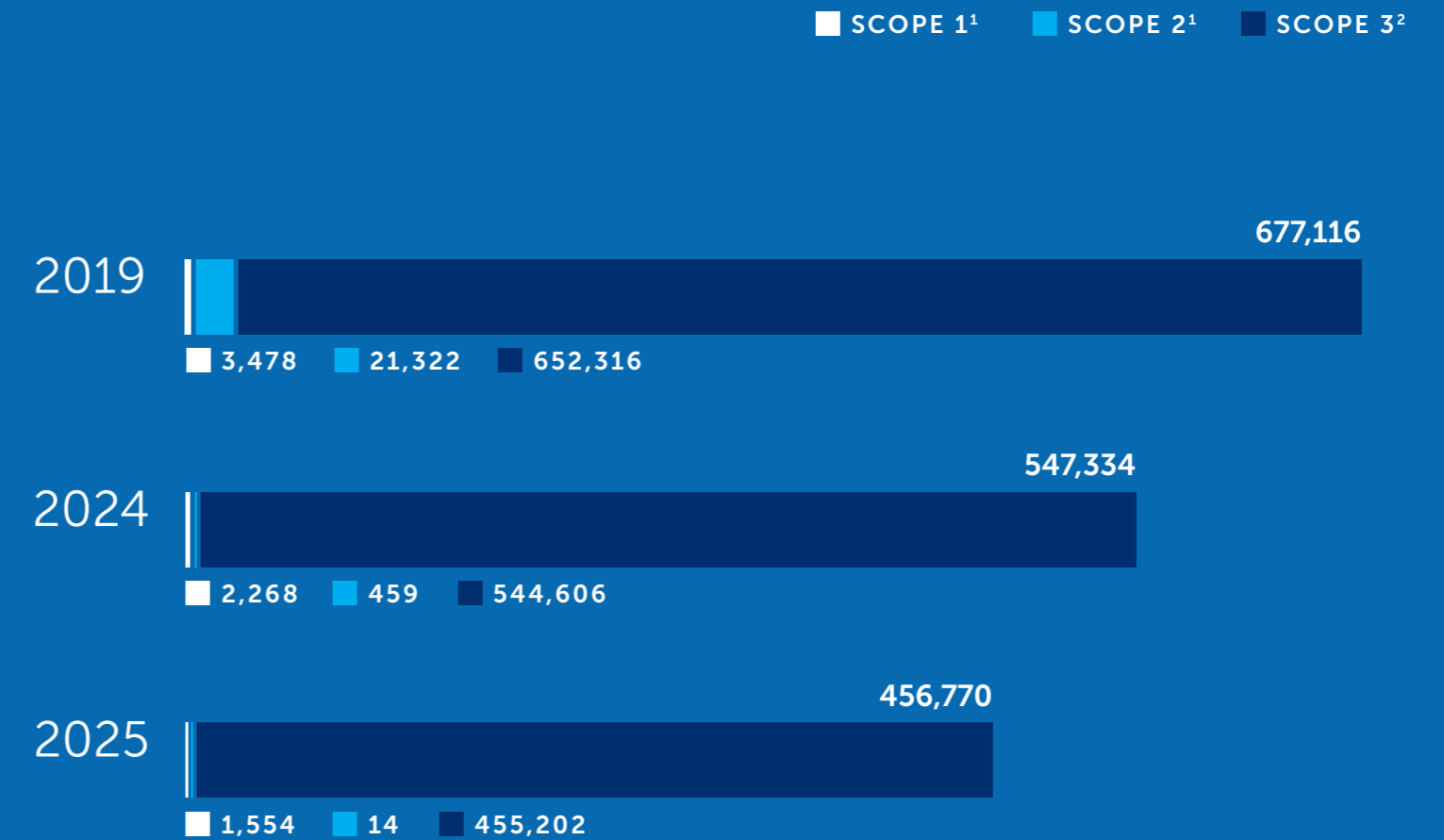
In 2022 we set a target to achieve a reduction in absolute Scope 1 & 2 emissions by 95% against a 2019 baseline by the end of 2030, with the additional goal of maintaining this reduction through 2040. Combined emissions from these scopes make up approximately 1% of all Booking Holdings' reported GHG emissions and result mostly from heating and electricity consumption in our company offices.

As of year-end 2025, we have reduced our absolute Scope 1 & 2 emissions by 94%, against the 2019 baseline, reflecting continued progress toward our target and bringing us closer to our 2030 goal. By conducting in-depth reviews of equipment and technology in

buildings leased by Booking Holdings and its brands, we created a real estate decarbonization roadmap that leverages energy efficiency upgrades, electrification and improved cooling technologies. We also maintained 100% renewable electricity sourcing across our offices through the purchase of unbundled energy attribute certificates (EACs), of which 95% are purchased within the country where the electricity is consumed.⁵

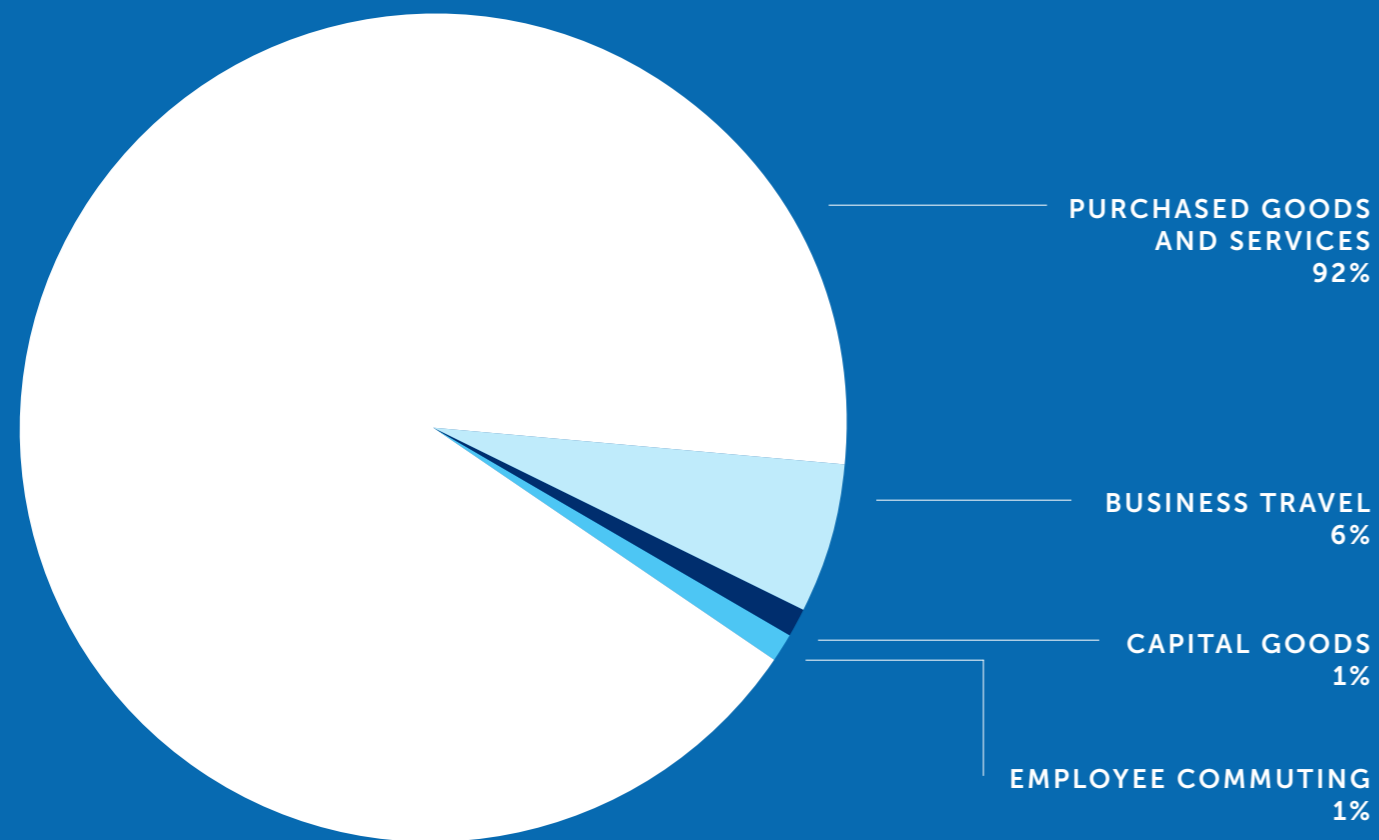
We will continue to adapt our approach as global climate standards evolve, including expected forthcoming updates to the GHG Protocol and SBTi guidance.

Emissions per year (tCO₂e)



See more details on page 30.

2025 Total Scope 3 emissions²
(tCO₂e)



Reducing Our Scope 3 Emissions

In parallel, our [Climate Action Plan](#) targeted a reduction of absolute Scope 3 emissions by 50% against a 2019 baseline by the end of 2030, and by 90% by 2040. Emissions in this scope account for 99% of Booking Holdings’ reported GHG emissions and include the indirect emissions generated within our supply chain.⁶ These emissions are also the most complex to address, as they occur largely outside our direct control and depend on the pace of change across a diverse global value chain.

We continue to engage with our suppliers to obtain more activity-level data to enable improved measurement and management of our Scope 3 emissions. We also partner with an external organization to help our vendors that are early in their sustainability journey measure their own emissions and progress toward decarbonization.

In 2025, we strengthened the quality and precision of our Scope 3 greenhouse gas emissions inventory, which measures emissions across our broader value chain, by incorporating activity-level data for a portion of our marketing spend. With this shift, we are able to calculate emissions based on the specific set of activities generating the impact for which we engage this vendor rather than relying primarily on supplier-level averages.

Applying this improved methodology resulted in our 2025 Scope 3 emissions measuring 30% lower than our 2019 benchmark year, and a 16% year-over-year reduction compared to 2024.⁷ Under the previous methodology, however, our 2025 Scope 3 emissions would have been approximately 17% higher than 2024, demonstrating the meaningful impact that more detailed data and refined methodologies has on emissions quantification. We view this update as

a positive step forward in the quality and reliability of our emissions data, helping ensure our Scope 3 emissions, including those within Category 3.1 Purchased Goods and Services, more accurately reflect the activities that drive them. We will continue working with vendors to expand our capability to use activity-based emissions factors, further strengthening the quality and precision of the data that underpins our emissions inventory over time.

While improvements in data and methodology help ensure our emissions inventory more accurately reflects our underlying business activity, we also continue to navigate broader dynamics that influence growing Scope 3 emissions. One such factor is the increasing adoption of artificial intelligence (AI). While AI continues to transform products and services for travelers, it also places a high demand on emission-intensive data centers. This presents a challenge for both our own and our suppliers’ decarbonization efforts, and we work with our suppliers, peers, and experts in this area.

Booking.com

Improving Data Center Efficiency to Reduce Emissions

As demand for reliable, always-on digital travel services grows, Booking.com is working toward a net-zero approach for its data centers by reducing the energy needed to power and cool the technology that supports its platforms. By improving efficiency and working with providers that invest in more sustainable infrastructure, we aim to lower emissions while continuing to deliver reliable, scalable services for both travelers and partners.

One important opportunity for impact lies in using computing resources more efficiently. We are upgrading to more energy-efficient servers, consolidating workloads, and optimizing how capacity is used so that less energy is required for the same level of performance. At the same time, many of our colocation providers are increasing their use of renewable electricity and aligning with renewable electricity sourcing targets.⁸ We also focus on responsible equipment lifecycle management that extends the life of IT assets, reusing components where possible, and prioritizing refurbishment and recycling at the end of their use.

Supporting People & Communities

People are the foundation of our business. From employees, travelers and partners to the communities where we operate, our success depends on trust and safety, and our responsibility is to support both in meaningful, practical ways.

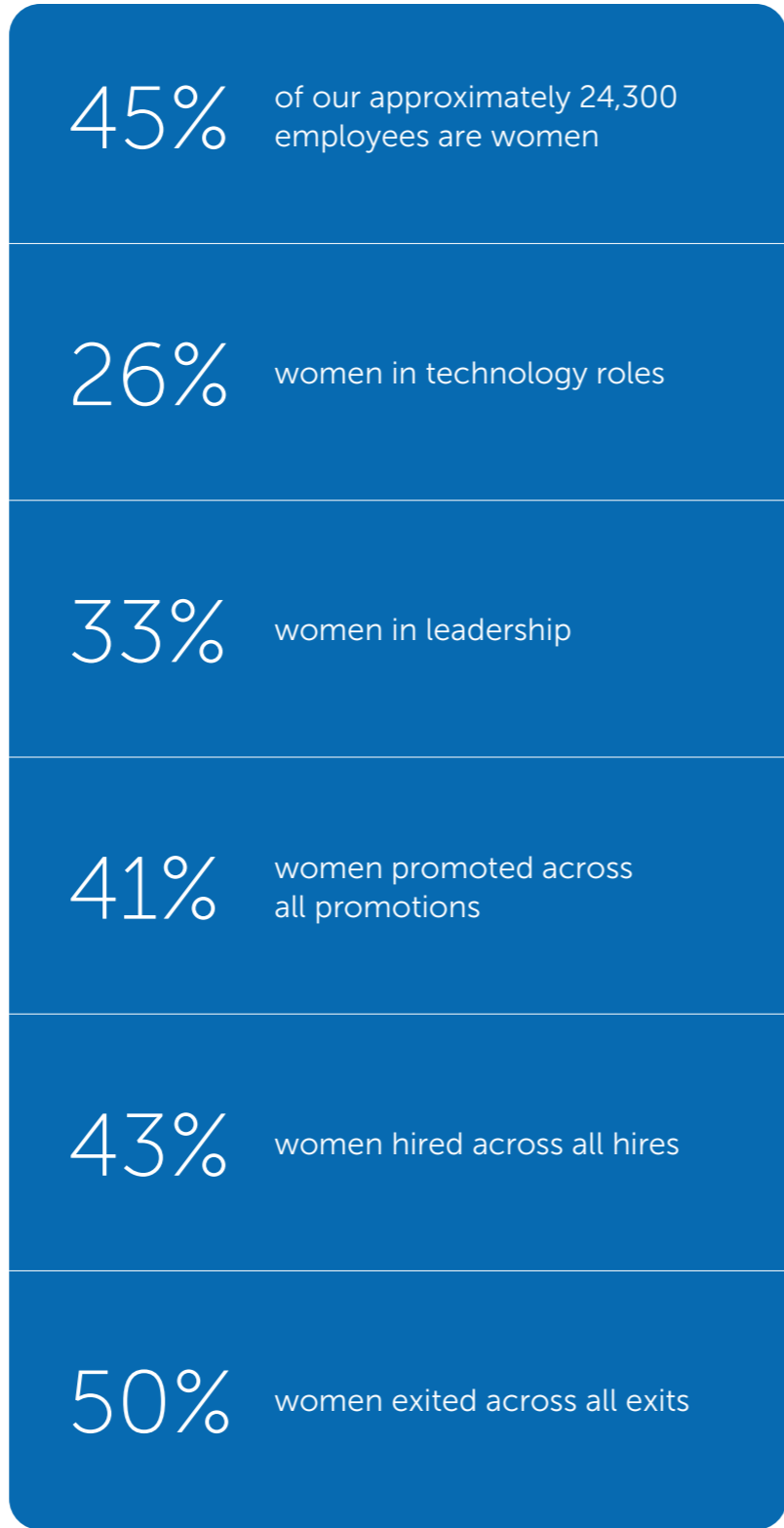


Our Workforce

We rely on understanding the needs of travelers and partners from all over the world. Because of that, we believe part of our success comes from a leadership team and workforce that reflects the broad spectrum of people we work for and with. A culture of inclusion, where everyone feels empowered, supported and valued, provides us with a foundation for best serving not just employees, but travelers and partners worldwide.

An executive-level Steering Committee oversees efforts by our brands and management teams to foster inclusive environments. Our Board's Talent and Compensation Committee oversees our human capital management efforts. We are committed to fostering a fair and inclusive workplace, including continued investment in learning and development, employee wellbeing, and accessibility.

Across our brands, we have 22 Employee Resource Groups (ERGs), which are open to all employees. These groups work to promote an inclusive workplace by providing community and support as well as awareness and education. In 2025, more than 7,000 employees participated in ERGs, and over 150 ERG-led events took place.



Promoting Health & Wellbeing

The health, safety and wellbeing of people and communities are integral to our success. That includes our travelers and partners, who rely on our platforms to offer safe experiences, and our employees, whose health and wellbeing are crucial to our continued progress toward our mission.

To promote health and wellbeing, our brands implement a range of programs, resources, and initiatives that equip employees with tools for managing health-related issues. Beyond ERGs, these tools include Employee Assistance Programs, family planning resources, global leave policies, dedicated wellbeing platforms, virtual and in-person discussion forums, educational libraries, and more.



Supporting employees across all aspects of wellbeing

From managing stress and setting boundaries, mental health shows up in everyday moments at work. In 2025, Priceline deepened its commitment to open conversation and practical tools for employee wellbeing with a Mental Health Awareness Month campaign led by its Benefits and Inclusion teams, featuring twice-weekly Slack posts and ERG-hosted community conversations that encouraged open dialogue around resilience and mental health. The People & Culture team also continued its Thrive360 series, a year-long program inspired by employee feedback, through monthly webinars on sleep, stress management, mindset and practical steps to build healthier habits.



Employee Wellbeing Through ERG-Led Community Action

In 2025, Agoda partnered with the Bangkok Metropolitan Administration (BMA) and the Queen Sirikit Centre for Breast Cancer (QSCBC) Foundation to host an employee charity run in Thailand. Held in Bangkok's landmark Lumpini Park, the city's main central green space, the event successfully mobilized more than 200 Agoda employees, including senior leadership.

Championed by the Women at Agoda ERG, the initiative promoted active lifestyles, strengthened connections among employees and raised critical funds for the QSCBC Foundation, supporting the expansion of its education and early detection programs across Thailand.

Community Support

Volunteering and other impact-driven efforts that align with our mission and vision are key levers for us to contribute to positive change outside of our organization and industry. We make charitable donations and provide other financial and non-financial aid in an effort to support the people and places that make our business possible. Additionally, our employees have access to paid time off for volunteering. This helps enable their contribution to the causes and organizations that matter to them, practice and learn new skills, and gain insights into and connect with their communities.

6,000+ employees engaged in volunteer work

38,000+ hours spent volunteering



Responding to a Community in Crisis

In January 2025, catastrophic wildfires swept through California, displacing over 130,000 residents and devastating the local economy. OpenTable mobilized a rapid response to support the hospitality industry and provide financial relief. First, OpenTable waived more than \$1,000,000 in subscription fees for LA-area restaurants for part of the year and provided \$100,000 in grants to partners for relief meals. The focus then shifted to external advocacy, including a national GoFundMe campaign for the Restaurants Care fund, the Dine Out to Help Out campaign, and sponsorship of The Great Los Angeles Dine Out to drive citywide participation. The impact was immediate and measurable, helping to revitalize local hospitality businesses.



Compliance, Ethics & Integrity

We hold ourselves to high ethical standards and maintain a commitment to absolute integrity, which is the bond that guides our compliance efforts, woven into our work every day.

Our Compliance & Ethics function oversees the compliance program throughout the company. The team provides our colleagues, partners and vendors with a framework for preventing, detecting and responding to violations of law or our company policies.

We set expectations for compliance and ethics through our Legal & Compliance risk assessment, policies and procedures, education and awareness,

and other resources designed to promote ethical conduct and accountability. We mandate annual compliance training courses for all employees on the legal and ethical requirements outlined in our [Code of Conduct](#). The courses cover topics such as [privacy](#) and [data security](#), harassment and discrimination, as well as information on our Helpline and other mechanisms for raising concerns. In addition to group-wide training and governance, our brands develop and implement local training and governance based on business risk and need.

Human Rights

Our approach to human rights is driven by the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. Booking.com’s dedicated Human Rights team and Human Rights Steering Committee provide additional internal guidance and leadership on human rights due diligence.

Our commitment to human rights is embodied in our [Human Rights Statement](#) and reflected in our [Modern Slavery Statement](#), as well as in additional policies such as the [Statement on Non-discrimination, Harassment and Abuse](#) available on Booking.com’s Partner Hub. Our updated [Code of Conduct](#) outlines standards for our own practices, and our [Supplier Code of Conduct](#) further outlines our standards for respecting and promoting human rights, both for ourselves and others, and sets expectations for our vendors and partners in respecting and promoting human rights.

We believe that travel promotes understanding and awareness, and that travel can build bridges. We further believe that travelers should be empowered to make their own decisions about where to travel, and we strive to help them make informed choices.

We are aware that listings and experiences on our platforms may be located in regions experiencing conflict, and that this can be linked to safety risks and may contribute, directly or indirectly, to conflict dynamics. We are also aware of the potential human rights impacts and risks that the inclusion of those listings and experiences could entail for local communities, customers and others.

In 2025, a combination of internal teams and external human rights experts continued enhanced property-by-property assessments in conflict-affected areas to identify and understand relevant potential human rights impacts of listings in these areas and examine how our company can seek to avoid contributing to those impacts. If and when we determine that we may be directly linked to negative human rights impacts through the activities of our listings, we implement appropriate mitigation and remediation strategies. These take into account all relevant laws and regulations, as well as our commitment to ethics, integrity and respect for human rights.



Strengthening Industry Collaboration to Combat Human Trafficking

Addressing modern slavery and human trafficking risks in the travel and tourism industry requires coordination across sectors, technologies and geographies — no single organization can do it alone. In 2025, Booking.com continued a partnership with Tech Against Trafficking and participated in its online trafficking workstream, sharing best practices, supporting cross-industry collaboration and developing a typology of trafficking risk factors relevant to various tech platforms. These industry relationships are helping strengthen campaigns aimed at disrupting trafficking networks.

The company also continued its partnerships with Stop the Traffick, a data and technology-led prevention organization, and It’s a Penalty, a coalition of travel companies and NGOs raising awareness of human trafficking indicators. In 2025, It’s a Penalty campaigns reached more than 250 million people across hotels, airlines, rental cars, transport hubs and public areas. Additionally, training webinars and email campaigns hosted by Booking.com in 2025 provided educational resources to 240,000 accommodation partners related to preventing human trafficking.

Data Privacy & Security

We are dedicated to identifying and managing risks related to data privacy and security. This applies to our internal processes and data as well as customer-facing applications and travelers' personal information.

Our privacy and security controls align with applicable data protection laws and the guidelines detailed in our six Privacy Principles: Transparency, Purpose, Control, Security, Embedded Privacy and Accountability. We reinforce employee responsibilities through our Protecting Personal Data Policy and mandatory privacy and data security training.

Our Chief Security Officer and Chief Privacy Officer have global responsibility for identifying and managing cybersecurity, data protection and security, and privacy risks. Our Global Internal Audit function collaborates with the security teams to participate in an integrated

cybersecurity assurance program. The internal audit function also performs its own cybersecurity and privacy audits and reviews our programs and practices.

Brand privacy and information security leaders collaborate to manage brand-level programs, address risks and escalate issues to Booking Holdings' Global Privacy or Global Security teams as required.

The Board and Audit Committee are responsible for oversight of cybersecurity, privacy, and data protection and security. The Cybersecurity Subcommittee of the Audit Committee oversees management's efforts and processes to identify and manage significant cybersecurity and privacy risks. The Cybersecurity Subcommittee meets at least four times a year and reports periodically on these matters to the Audit Committee and the Board.

Enabling More Sustainable Travel

By helping grow the availability of more sustainable options, we aim to give travelers, partners and destinations clearer pathways to create shared value through travel.



Supporting More Informed Choices

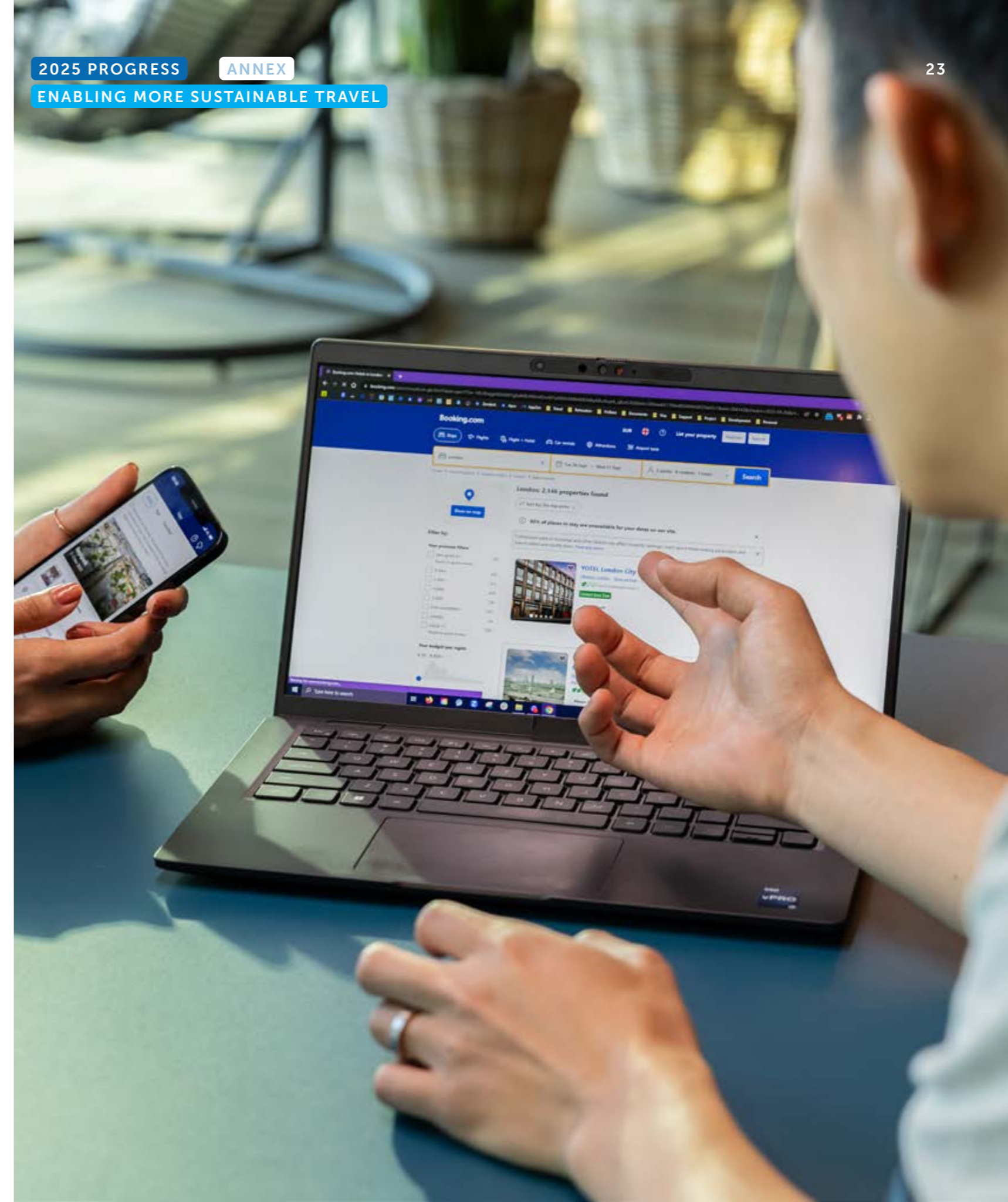
Our research indicates that as many as 68% of travelers want to travel more sustainably in the coming year.⁹ However, the supply of options meeting credible sustainability criteria remains limited, and standards are often inconsistent or difficult to assess. As a result, travelers face uncertainty and lack clear, trusted information to guide their choices. Closing this gap between traveler demand and credible, scalable supply is important for enabling more sustainable travel choices.

Our role lies in providing information for interested travelers regarding sustainable options, and disclosing sustainability measures our partners may choose to take, which can differentiate them from other options.

Expanding the Supply of Sustainability Certified Accommodations

For accommodations in particular, third-party certifications provide travelers with reliable, transparent standards. However, many accommodation partners face practical barriers to pursuing third-party sustainability certification, including cost, administrative complexity and limited access to expertise. These constraints ultimately limit the options available to travelers and hinder our partners' ability to address demand for more sustainable stays.

To address this supply gap, Booking.com offered expanded support in 2025 to help partners assess their practices, identify improvement opportunities and connect with relevant third-party certification providers. Through Booking.com's Extranet, accommodation partners can now directly access personalized educational materials, including free sustainability courses and webinars. Booking.com also helps to provide information about potential public subsidies or discounts provided by certification partners to reduce



Accommodations

Increased the number of accommodation partners with third-party sustainability-related certifications displayed on our platform by 22%, from 23,000 to 28,000.

In 2025, there were more than 100 million as-booked room nights (ABRN) at accommodation partners displaying a third-party sustainability certification on our platforms.

Transportation

Travelers can now find and book electric taxis in 1,600 cities with Booking.com and use search filters to locate electric and hybrid rental cars in over 90 countries.

the cost of obtaining a certification. In 2025, more than 60,000 partners engaged with these offerings, underscoring the appetite for practical, affordable guidance.

Through Agoda, we are working with the Global Sustainable Tourism Council (GSTC) to provide a free digital platform that helps accommodation providers build practical skills and adopt sustainable practices. This complements our broader aim of making credible certification more accessible and expanding the pool of properties able to meet rising sustainability expectations.

As a result of these efforts, the number of certified accommodation partners on our platforms increased from 23,000 to 28,000. In 2025, there were more than 100 million as-booked room nights (ABRN) at accommodation partners displaying a third-party sustainability certification on our platforms. This volume demonstrates that while certified properties are still a minority of total supply, their contribution to total ABRN is meaningful.

Scaling Credible Sustainability Standards

Certification schemes must balance scalability with robust, trusted standards. We continue to support research aimed at modernizing certification bodies and addressing the operational barriers that limit their growth. By negotiating reduced-fee pathways, we make it easier for partners to adopt and maintain recognized certifications over time as they so choose. Together, these efforts help ensure that sustainability claims are grounded in third-party verified standards, allowing travelers to feel more confident in their choices and enabling partners to differentiate themselves.

Collaborating to Build a More Sustainable Industry

Enabling more sustainable travel at scale requires progress beyond individual platforms, as barriers to adoption span the broader travel environment. We seek to contribute practical insights to the shared challenges that affect both the choices available to travelers and the practices of partners related to sustainability. We are also in a unique position to engage with peers, partners and other stakeholder groups. Through targeted research, collaborations and investment, we aim to support solutions that can be adopted across the travel industry.

Guiding Effective Sustainability Communications

How travelers consume sustainability messaging is an important factor in sustainability effectiveness. In 2025, Accor, Booking.com, and the University of Surrey jointly published a white paper aimed at helping hospitality providers communicate sustainability in a way that resonates with guests. The paper draws on in-depth interviews with travelers from around the world, behavioral research conducted at Surrey's Human Insight Lab and diary studies that followed the planning, booking and traveling phases of 22 international guests. Together, the evidence reveals insights into the decision-making processes of a diverse range of travelers.

The findings, which focus on guest empowerment, support hospitality providers, brand leaders and the overall travel industry by offering evidence about how to optimize sustainability efforts. Beyond helping travel providers communicate credibly, these results can lead directly to travelers more clearly understanding the power their choices wield.

Advancing Sustainability in Tourism Across Asia

To strengthen more sustainable tourism across Asia, in 2025 Agoda provided both community-focused investment and capability building for tourism operators. Together with the [Global Sustainable Tourism Council \(GSTC\)](#), Agoda launched the [Sustainable Tourism Academy](#), a free digital training platform that helps organizations across the region build practical skills and adopt globally recognized sustainability practices.

Agoda also introduced the Sustainable Tourism Impact Fund in partnership with the [World Wide Fund for Nature \(WWF\)](#) and the [UnTours Foundation](#). This fund provides low-interest, flexible capital and mentorship to micro, small, and medium-sized enterprises in the tourism sector. By supporting businesses that foster local community growth, the fund helps keep destinations resilient, with travel and tourism benefiting those involved.





3

Annex

About this Report

Report Scope

This 2025 Sustainability Report covers Booking Holdings' operations from January 1 through December 31, 2025, unless otherwise indicated. Our operations include five primary consumer-facing brands: Booking.com, Priceline, Agoda, KAYAK and OpenTable.

Reporting Principles

We conducted our most recent sustainability materiality assessment in 2020. Our sustainability report is guided by the Sustainability Accounting Standards Board (SASB), referencing Global Reporting Initiative (GRI) standards and submitting our carbon disclosure to the CDP (formerly the Carbon Disclosure Project). Our climate-related disclosures also align with elements of the Task Force on Climate-Related Financial Disclosures (TCFD) framework.

Climate Risks & Opportunities

Booking Holdings is committed to ensuring that our business is resilient to future impacts of climate change. In 2022, in response to stockholder feedback, Booking Holdings adopted a [Climate Action Plan](#).

Transitional as well as physical risks and opportunities are analyzed under three scenarios, as recommended by the TCFD framework: 1.5°C transition risk (IEA Net Zero), 2.6°C transitional and physical risk (IEA STEPS) and 4°C physical risk (IPCC RCP 8.5). Our climate-related risks and opportunity management system is aligned with our Enterprise Risk Management Framework and consists of six components:

1. Governance & Oversight

Governance and oversight of climate risks and opportunities involve the Board's Corporate Governance Committee, our Management Risk Committee and the Sustainability, Risk and Control, and Global Internal Audit teams.

2. Identification

A climate risk and opportunity assessment (CROA) is conducted every three years and reviewed annually for material changes. The CROA is a top-down and bottom-up process to identify climate risks and opportunities.

3. Assessment

Identified climate risks and opportunities are assessed and ranked based on their expected impact and likelihood.

4. Management

Priority climate risks and opportunities are managed through defined response plans outlining ownership, response strategy, timelines and risk assessment.

5. Monitoring

Operational owners monitor risks and escalate in accordance with the risk reporting matrix. The corporate governance bodies overseeing sustainability also oversee this process.

6. Reporting

Established processes ensure periodic climate risk reporting across governance platforms. Annually, Booking Holdings updates stakeholders on identified risks, opportunities and mitigation efforts.

Climate risks & opportunities	Climate risk type	Potential financial impact level	Mitigating approach
TRANSITIONAL RISKS			
Regulatory and policy changes	<p>The risks from existing and emerging regulation aimed at addressing climate change. These might include:</p> <ul style="list-style-type: none"> › Enhanced reporting obligations › Exposure to litigation › Increased pricing of greenhouse gas (GHG) emissions › Limits on tourism activities and travel transport 	<p>Short term (0–3 years) Medium ●●●</p> <p>Medium term (4–8 years) Medium ●●●</p> <p>Long term (9–27 years) Medium ●●●</p>	<p>Booking Holdings monitors upcoming regulations and prepares for compliance.</p> <p>We keep improving our reporting practices and increase the availability and reliability of data. We also engage with policymakers on travel- and tourism-related regulations to find more sustainable solutions for the industry and to contribute positively to the global climate agenda.</p> <p>Booking Holdings invests in lower emissions solutions as part of its operations and is working on an emission reduction roadmap to meet its targets.</p>
Market change	<p>The risks from shifting supply and demand as economies react to climate change. These might include:</p> <ul style="list-style-type: none"> › Changing customer behavior › Uncertainty in market signals › Increasing supply prices and declining sales of travel services 	<p>Short term (0–3 years) Medium ●●●</p> <p>Medium term (4–8 years) Medium ●●●</p> <p>Long term (9–27 years) Medium ●●●</p>	<p>Booking Holdings is investing in new products and offerings in response to the increasing demand from customers for more sustainable travel options.</p> <p>We are engaging with suppliers and educating both accommodation providers and customers on what sustainable travel means.</p>
Public scrutiny	<p>The risks of damage to brand value and loss of customer base from shifting public sentiment about climate change. These might include:</p> <ul style="list-style-type: none"> › Increasing public scrutiny of the industry › Increased stakeholder expectations and requirements › Shifting consumer preferences 	<p>Short term (0–3 years) Low ●●●</p> <p>Medium term (4–8 years) Medium ●●●</p> <p>Long term (9–27 years) Medium ●●●</p>	<p>Booking Holdings engages with its stakeholders regularly to assess their expectations in terms of business resilience and climate policies. Booking Holdings set up a Climate Action Plan with SBTi targets and a long-term net-zero goal in 2022. We communicate our efforts and plan with all stakeholders, engage with industry leaders to enable a common shift in practices and respond to consumer preferences.</p>

Climate risks & opportunities	Climate risk type	Potential financial impact level	Mitigating approach
PHYSICAL RISKS			
Acute	<p>The risk of increasing extreme weather events. These might include:</p> <ul style="list-style-type: none"> › Damage to Booking Holdings’ physical assets: data centers, offices, etc. › Significant interruptions to business operations and performance › Disruptions to regional or global travel, impacting the physical assets of our partners 	<p>Short term (0–3 years) Low ● ● ●</p> <p>Medium term (4–8 years) Medium ● ● ●</p> <p>Long term (9–27 years) Medium ● ● ●</p>	<p>Booking Holdings is working on engaging with the supply chain and procurement practices considering sustainability and climate-related aspects. We are assessing trends in risk areas and the impact on the tourism and travel sector to evaluate the level of resilience.</p>
Chronic	<p>The risk of longer-term changes in weather patterns. These might include:</p> <ul style="list-style-type: none"> › Disruptions to regional or global travel and changes in destinations › Change in Booking Holdings’ infrastructure supply › Rising operational costs 	<p>Short term (0–3 years) Low ● ● ●</p> <p>Medium term (4–8 years) Medium ● ● ●</p> <p>Long term (9–27 years) Medium ● ● ●</p>	<p>Booking Holdings is assessing risk areas that would be affected by longer-term changes in weather patterns and impact the tourism and travel sector to evaluate the level of resilience.</p> <p>Booking Holdings is regularly assessing its operations and working toward its net-zero target and its emission reduction plan, which reinforce the resilience of the company’s operational structure.</p>
OPPORTUNITIES			
New markets	<p>Development and/or expansion of new and existing products and services addressing the climate-related changes in customer or partner demands</p>	<p>Short term (0–3 years) Low ● ● ●</p> <p>Medium term (4–8 years) Medium ● ● ●</p> <p>Long term (9–27 years) High ● ● ●</p>	<p>Booking Holdings conducts annual surveys to capture trends concerning customers, preferences and supply. We are investing in the expansion of our offerings across our brands to enable customers to make more sustainable travel choices.</p>
Business resilience and competitiveness	<p>Increased reliability of supply chain and business resilience, leading to competitive advantage, as well as alignment with regulators’ expectations</p>	<p>Short term (0–3 years) Low ● ● ●</p> <p>Medium term (4–8 years) Medium ● ● ●</p> <p>Long term (9–27 years) Medium ● ● ●</p>	<p>Booking Holdings regularly assesses its value chain to identify the risks to its infrastructure and adopts mitigating actions.</p>

Performance Data

Methodology update for emissions data

Emission reporting methodologies continue to evolve as improved data becomes available. In 2025, we enhanced the precision of our inventory by incorporating activity level data for certain emissions sources. Because the first full year of this data is only available

for 2025, this improvement is not reflected in historical years. As a result, direct comparisons between 2025 emissions and earlier years, including our 2019 baseline, may not fully reflect this methodological enhancement.¹⁰

Indicator	2025	2024	2023	2022	2021	2020	2019	
ENVIRONMENTAL STEWARDSHIP								
CO2 emissions								
Total CO2 emissions, in metric tons (tCO2e)	456,770	547,334	616,850	511,085	449,189	339,125	677,116	
Scope 1 (tCO2e)	1,554	2,268	3,252	3,202	3,170	3,489	3,478	
Scope 2 (tCO2e) ¹¹	14	459	554	316	825	19,190	21,322	
Scope 3 (tCO2e)	455,202	544,606	613,044	507,567	445,193	316,447	652,316	
CO2 emissions as a percentage of total emissions								
Scope 1 total emissions	0.3%	0.4%	0.5%	0.6%	0.7%	1.0%	0.5%	
Scope 2 total emissions	0.1%	0.1%	0.1%	0.1%	0.2%	5.7%	3.1%	
Scope 3 total emissions	99.6%	99.5%	99.4%	99.3%	99.1%	93.3%	96.3%	
Purchased Goods and Services ¹²	92.0%	90.0%	90.0%	92.0%	80.0%	78.0%	81.0%	
Capital Goods ¹²	1.0%	1.0%	2.0%	3.0%	9.0%	8.0%	6.0%	
Business Travel ¹²	6.0%	8.0%	7.0%	3.0%	9.0%	5.0%	3.0%	
Employee Commuting ¹²	1.0%	1.0%	1.0%	1.0%	1.0%	2.0%	6.0%	
COMMUNITY ENGAGEMENT								
Volunteering	Employees participating in volunteering initiatives	6,000+	6,000+	5,000+	2,000+	1,000+	2,000+	-
	Hours volunteered	38,000+	39,000+	28,000+	18,000+	11,000+	7,000+	-

Indicator	2025	2024	2023	2022	2021	2020	2019
OUR WORKFORCE							
Total number of employees ¹²	24,300	24,300	23,600	21,600	20,300	20,300	-
United States ¹³	2,900	3,100	3,100	3,100	3,400	3,400	-
Outside the United States ¹³	21,400	21,200	20,500	18,500	16,900	16,900	-
Employee diversity							
Total women	45%	46%	47%	47%	50%	50%	-
Total men	55%	54%	53%	53%	50%	50%	-
Women in leadership	33%	34%	32%	31%	31%	29%	-
Women in technology ¹⁴	26%	26%	26%	25%	23%	22%	-
Women promoted	41%	43%	45%	43%	-	-	-
Women hired across all hires	43%	47%	49%	-	-	-	-
Women exits across all exits	50%	50%	52%	-	-	-	-

GRI Content Index

Statement of use: Booking Holdings Inc. has reported the information cited in this GRI Content Index for the period January 1 through December 31, 2025, with reference to the GRI Standards. GRI 1 used: GRI 1: Foundation 2021.

GRI 2: General Disclosures

Disclosures

Location

THE ORGANIZATION AND ITS REPORTING PRACTICES			
	2-1	Organizational details	About Booking Holdings, pp. 6-8; 2025 Annual Report
	2-2	Entities included in the organization’s sustainability reporting	About Booking Holdings, pp. 6-8; About This Report p.27, 2025 Annual Report
	2-3	Reporting period, frequency and contact point	About This Report, p. 27
Activities and workers			
	2-6	Activities, value chain and other business relationships	About Booking Holdings, pp. 6-8
	2-7	Employees	Supporting People & Communities, pp. 16-21
Governance			
	2-9	Governance structure and composition	Our Corporate Governance, p. 10; 2025 Proxy Statement, pp. 12-40
	2-10	Nomination and selection of the highest governance body	2025 Proxy Statement, pp. 12-40
	2-11	Chair of the highest governance body	2025 Proxy Statement, pp. 12-40
	2-12	Role of the highest governance body in overseeing the management of impacts	Our Corporate Governance, p. 10
	2-13	Delegation of responsibility for managing impacts	Our Corporate Governance, p. 10; 2025 Proxy Statement, pp. 12-40
	2-14	Role of the highest governance body in sustainability reporting	Our Corporate Governance, p. 10
	2-15	Conflicts of interest	2025 Proxy Statement, p. 33
	2-16	Communication of critical concerns	Compliance, Ethics, & Integrity p. 19; 2025 Proxy Statement, p. 28
	2-19	Remuneration policies	2025 Proxy Statement, pp. 37-91
	2-20	Process to determine remuneration	2025 Proxy Statement, pp. 37-91
	2-21	Annual total compensation ratio	2025 Proxy Statement, pp. 43-94
Strategy, policies and practices			
	2-23	Policy commitments	Supporting People & Communities, pp. 16-21
	2-27	Compliance with laws and regulations	Governance & Stakeholders p. 10; Supporting People & Communities, pp. 16-21
	2-28	Membership associations	Stakeholder Engagement, p. 10; Collaborating to Build a More Sustainable Industry, p. 25
Stakeholder engagement			
	2-29	Approach to stakeholder engagement	Stakeholder Engagement, p. 10; Climate Risks & Opportunities, pp. 28-29; About This Report p. 27, 2025; 2025 Proxy Statement, pp. 45-46

GRI 300: Environmental topics

Disclosures

Location

EMISSIONS

GRI 3: Material topics 2021	3-3	Management of material topics	Reducing our Impact on the Planet, pp. 12-15
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Reducing our Impact on the Planet, p. 13
	305-2	Energy indirect (Scope 2) GHG emissions	Reducing our Impact on the Planet, p. 13
	305-3	Other indirect (Scope 3) GHG emissions	Reducing our Impact on the Planet, p. 14
	305-5	Reduction of GHG emissions	Reducing our Impact on the Planet, pp. 12-15

GRI 400: Social topics

Disclosures

Location

OCCUPATIONAL HEALTH AND SAFETY

GRI 3: Material topics 2021	3-3	Management of material topics	Supporting People & Communities, pp. 16-21
GRI 403: Occupational Health and Safety 2018	403-3	Occupational health services	Promoting Health & Wellbeing, p. 17
	403-6	Promotion of worker health	Promoting Health & Wellbeing, p. 17

SASB Content Index

Internet Media & Services

Topic	Accounting Metric	Code	Reference in report
DATA PRIVACY, ADVERTISING STANDARDS, AND FREEDOM OF EXPRESSION	Description of policies and practices relating to behavioral advertising and user privacy	TC-IM-220a.1	Data Privacy & Security, p. 21
DATA SECURITY	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	TC-IM-230a.2	Data Privacy & Security, p. 21
EMPLOYEE RECRUITMENT, INCLUSION AND PERFORMANCE	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff and (3) all other employees	TC-IM-330a.3	We publicly disclose <u>EEO-1 data</u> covering the U.S. market

Notes

1. Scope 1 emissions are direct greenhouse gas (GHG) emissions that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles). Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity, steam, heat or cooling. [See more here.](#)
2. Scope 3 emissions are the result of activities from assets not owned or controlled by the reporting organization, but which the organization indirectly affects in its value chain. [See more here.](#)
3. Net Zero means reducing GHG emissions by at least 90% by 2050 at the latest, and investing in carbon removal projects to offset remaining emissions in line with science-based standards.
4. SBTi is an independent, multi-stakeholder partnership established to develop a global standard for net-zero targets and assist companies in creating science-based frameworks for emissions reduction.
5. An energy attribute certificate (EAC) is a contractual instrument that conveys information (attributes) about a unit of energy, including the resource used to create the energy and the emissions associated with its production and use.
6. Scope 3 does not include emissions from our travel service provider partners, given our lack of direct influence.
7. The methodological improvement only applies to 2025 and not earlier years.
8. Colocation providers offer offsite space for data and network connectivity.
9. From Booking.com's Travel and Sustainability Report 2025
10. In line with SBTi guidelines for a 1.5°C future, we include four of the GHG Protocol Scope 3 categories that have a total share of over 66.67% (Purchased Goods and Services, Capital Goods, Business Travel and Employee Commuting). For Purchased Goods and Services, we continued shifting from a spend-based methodology, which estimates impacts based on total expenditures, to a supplier-based methodology, which assesses data directly from individual suppliers. Scope 3 does not include emissions from our travel service provider partners, given our lack of direct influence.
11. Emissions include the impact of energy attribute certificates (EACs) applied from outside defined market boundaries.
12. These categories represent Booking Holdings' most material GHG Protocol scope 3 categories.
13. Approximate number of employees. See our 2025 Annual Report for more information.
14. We publicly disclose EEO-1 data covering the U.S. market, as it is one of the few countries where we can legally collect this data due to global privacy laws.