

# BOOKING HOLDINGS

Q4 2025 Earnings Presentation  
February 18, 2026



# Disclaimer



## Disclosure Regarding Forward-Looking Statements

This presentation contains forward-looking statements including regarding our outlook. These forward-looking statements reflect the views of Booking Holdings Inc.'s (the "Company" or "Booking Holdings") management regarding current expectations and projections about future events and conditions and are based on currently available information and current foreign currency exchange rates. Forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, and assumptions that are difficult to predict such as:

- adverse changes in market conditions for travel services;
- the effects of competition;
- the Company's ability to successfully manage growth and expand its global business;
- adverse changes in third-party relationships;
- the Company's ability to respond to and keep up with rapid technological or other market changes;
- the Company's performance marketing efficiency and the effectiveness of its marketing efforts;
- the development and use of generative AI;
- the Company's ability to attract and retain qualified personnel;
- impacts of impairments and changes in accounting estimates;
- operational and technological infrastructure risks;
- information security, cybersecurity, and data privacy risks;
- IT systems-related failures or security breaches;
- risks related to exposure to additional tax liabilities and maintaining tax benefits;
- legal and regulatory risks;
- risks associated with the facilitation of payments;
- fluctuations in foreign currency exchange rates and other risks associated with doing business in multiple currencies and jurisdictions;
- risks of increased debt levels and stock price volatility; and
- success of investments and acquisitions, including integration of acquired businesses.

For a detailed discussion of these and other factors that could cause the Company's actual results to differ materially from those described in this presentation, refer to the Company's most recent Annual Report on Form 10-K, any current reports on Form 8-K, and any subsequent Quarterly Reports on Form 10-Q filed with the Securities and Exchange Commission (the "SEC"). Unless required by law, the Company undertakes no obligation to update publicly any forward-looking statements, whether as a result of new information, future events, or otherwise.

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### Non-GAAP Financial Measures:

While the Company reports financial results in accordance with accounting principles generally accepted in the United States of America ("GAAP"), this presentation includes certain Non-GAAP measures, including Adjusted EBITDA, Adjusted EBITDA margin, Free Cash Flow, Adjusted Net Income, and Adjusted Net Income per Diluted Common Share (Adjusted EPS), which are not presented in accordance with GAAP and should not be considered in isolation or as a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP. The Company also uses information on (i) the impact of the adjustments required to compute Adjusted Net income and Adjusted EBITDA on line items reported in the Company's consolidated statements of operations, as applicable, and (ii) Adjusted fixed operating expenses, which is Total operating expenses, as reported in the Company's consolidated statements of operations, adjusted to exclude (a) certain operating expenses which are generally more likely to vary based on changes in business volumes and (b) amounts which are excluded in the computation of Adjusted EBITDA. The Company uses non-GAAP financial measures for financial and operational decision-making and as a basis to evaluate performance and set targets for employee compensation programs. The Company believes that these non-GAAP financial measures are useful for analysts and investors to evaluate the Company's ongoing operating performance because they facilitate comparison of the Company's results for the current period and projected next-period results to those of prior periods and to those of its competitors (though other companies may calculate similar non-GAAP financial measures differently from those calculated by the Company). These non-GAAP financial measures, in particular Adjusted Net income, Adjusted EBITDA, and Free cash flow, are not intended to represent funds available for Booking Holdings' discretionary use and are not intended to represent or to be used as a substitute for Operating income, Net income, or Net cash provided by operating activities as measured under GAAP. The items excluded from these non-GAAP measures, but included in the calculation of their closest GAAP equivalent, are significant components of the Company's consolidated statements of operations and cash flows and must be considered in performing a comprehensive assessment of overall financial performance. For a reconciliation of Adjusted EBITDA, Adjusted EBITDA margin, Free Cash Flow, Adjusted Net Income, and Adjusted EPS to the comparable GAAP measures, see the Appendix. We evaluate certain operating and financial measures on both an as-reported and constant currency basis. We calculate constant currency measures based on the predominant transactional currency in each country, converting our current-year period results in currencies other than U.S. Dollars using the corresponding prior-year period monthly average exchange rates. We are not able to provide a reconciliation between forward-looking Adjusted EBITDA and GAAP Net income because we cannot predict certain components of such reconciliation without unreasonable effort as they arise from events in future periods. This is due to the unpredictable nature of these reconciling items, which would require an unreasonable effort to forecast, and would result in a large range of projected values that would not be meaningful to investors. See Item 10(e)(1)(i)(B) of SEC Regulation S-K.

# Q4 2025 Financial Summary



## Quarterly Revenue

(figures in billions)



## Adjusted EBITDA<sup>(1)</sup> as a percentage of Revenue



## Q4 2025 GAAP and Adjusted P&L

(in millions, except for EPS)

	GAAP	YoY%	Adjusted <sup>(1)</sup>	YoY%
Revenue	\$6,349	16%	\$6,349	16%
Marketing Expenses	\$1,930	22%	\$1,930	22%
Sales and Other Expenses	\$830	11%	\$830	11%
Adjusted Fixed Operating Expenses	NA	NA	\$1,378	10%
Other Income (Expense), Net	(\$116)	NM	(\$16)	(62%)
<b>Adjusted EBITDA</b>	<b>NA</b>	<b>NA</b>	<b>\$2,195</b>	<b>19%</b>
Net Income	\$1,428	34%	\$1,576	13%
<b>Diluted EPS</b>	<b>\$44.22</b>	<b>38%</b>	<b>\$48.80</b>	<b>17%</b>

(1) Refer to Appendix for reconciliation of Non-GAAP measures Adjusted EBITDA, Adjusted Net Income, Adjusted Earnings Per Share ("EPS"), Adjusted Fixed Operating Expenses, and Adjusted Other income (expense), Net. Revenue, Marketing Expenses, and Sales and Other Expenses are presented on a GAAP basis.

Note: Amounts may not total due to rounding.

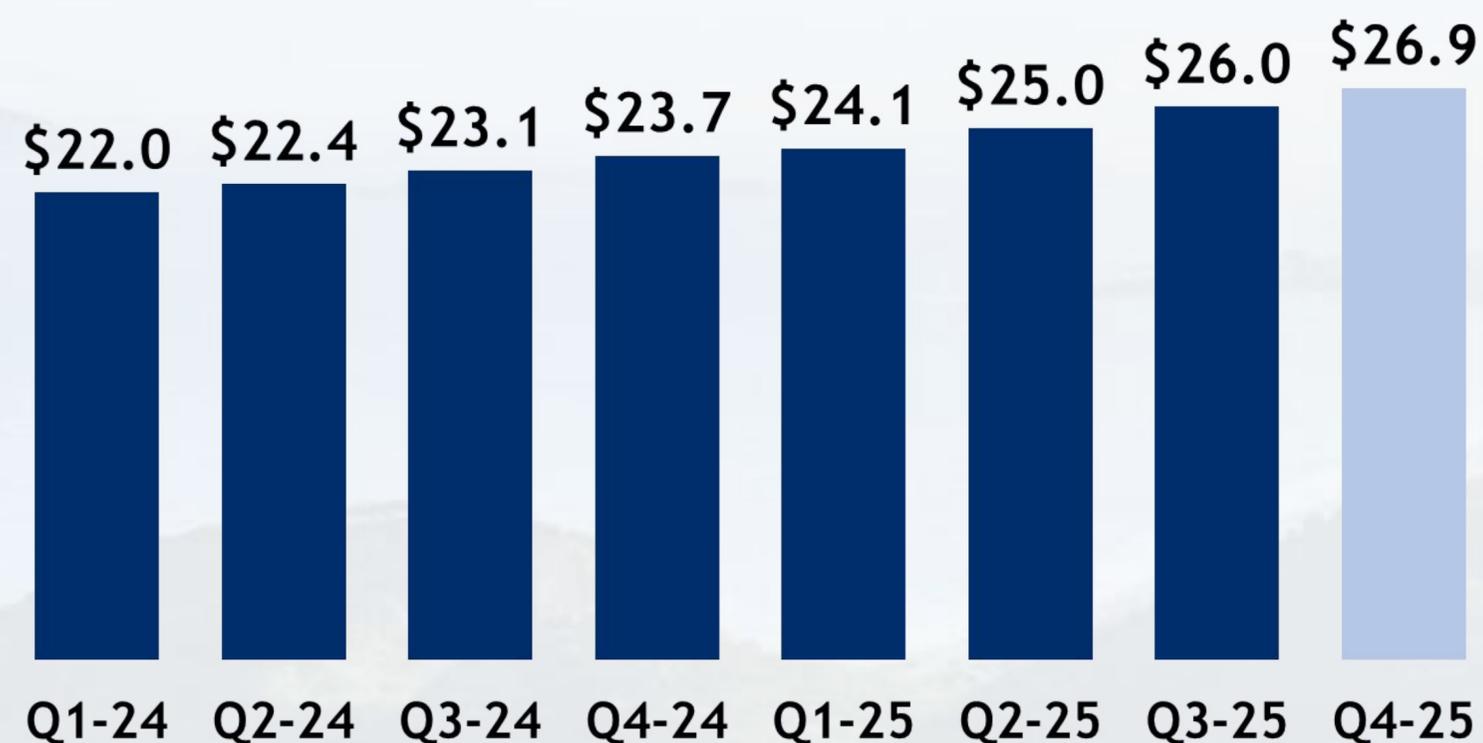
NM = Not meaningful.

# Full Year (“FY”) 2025 Financial Summary



## Trailing Twelve Months “TTM” Revenue

(figures in billions)



## TTM Adjusted EBITDA<sup>(1)</sup> as a percentage of Revenue



## FY 2025 GAAP and Adjusted P&L

(in millions, except for EPS)	GAAP	YoY%	Adjusted <sup>(1)</sup>	YoY%
Revenue	\$26,917	13%	\$26,917	13%
Marketing Expenses	\$8,186	12%	\$8,186	12%
Sales and Other Expenses	\$3,453	11%	\$3,453	11%
Adjusted Fixed Operating Expenses	NA	NA	\$5,248	7%
Other Income (Expense), Net	(\$1,297)	NM	(\$92)	(38%)
<b>Adjusted EBITDA</b>	<b>NA</b>	<b>NA</b>	<b>\$9,937</b>	<b>20%</b>
Net Income	\$5,404	(8%)	\$7,444	17%
<b>Diluted EPS</b>	<b>\$165.57</b>	<b>(4%)</b>	<b>\$228.06</b>	<b>22%</b>

(1) Refer to Appendix for reconciliation of Non-GAAP measures Adjusted EBITDA, Adjusted Net Income, Adjusted Earnings Per Share (“EPS”), Adjusted Fixed Operating Expenses, and Adjusted Other income (expense), Net. Revenue, Marketing Expenses, and Sales and Other Expenses are presented on a GAAP basis.

Note: Amounts may not total due to rounding.

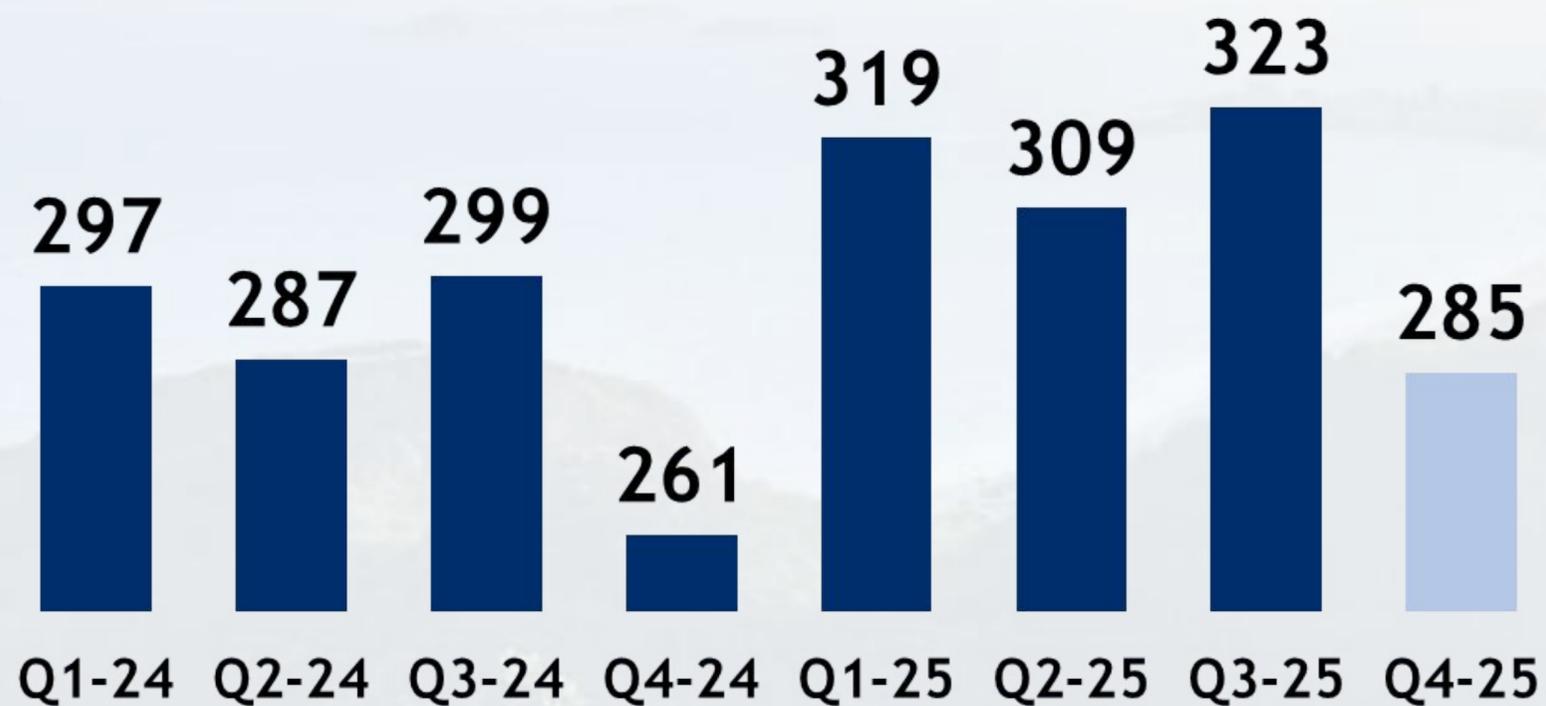
NM = Not meaningful.

# Q4 Room Night Growth of 9% Driven by Healthy Travel Demand Across All Our Major Regions



## Room Nights by Quarter

(figures in millions)



## Room Night Growth YoY



## Q4 Highlights

- Room Night Growth (“RNG”) **exceeded** the high end of our guidance by **three percentage points**
- Room Night Growth by region<sup>(1)</sup>:
  - Europe: up **high single digits**
  - Asia: up **low double digits**
  - RoW: up **high single digits**
  - U.S.: up **low double digits**

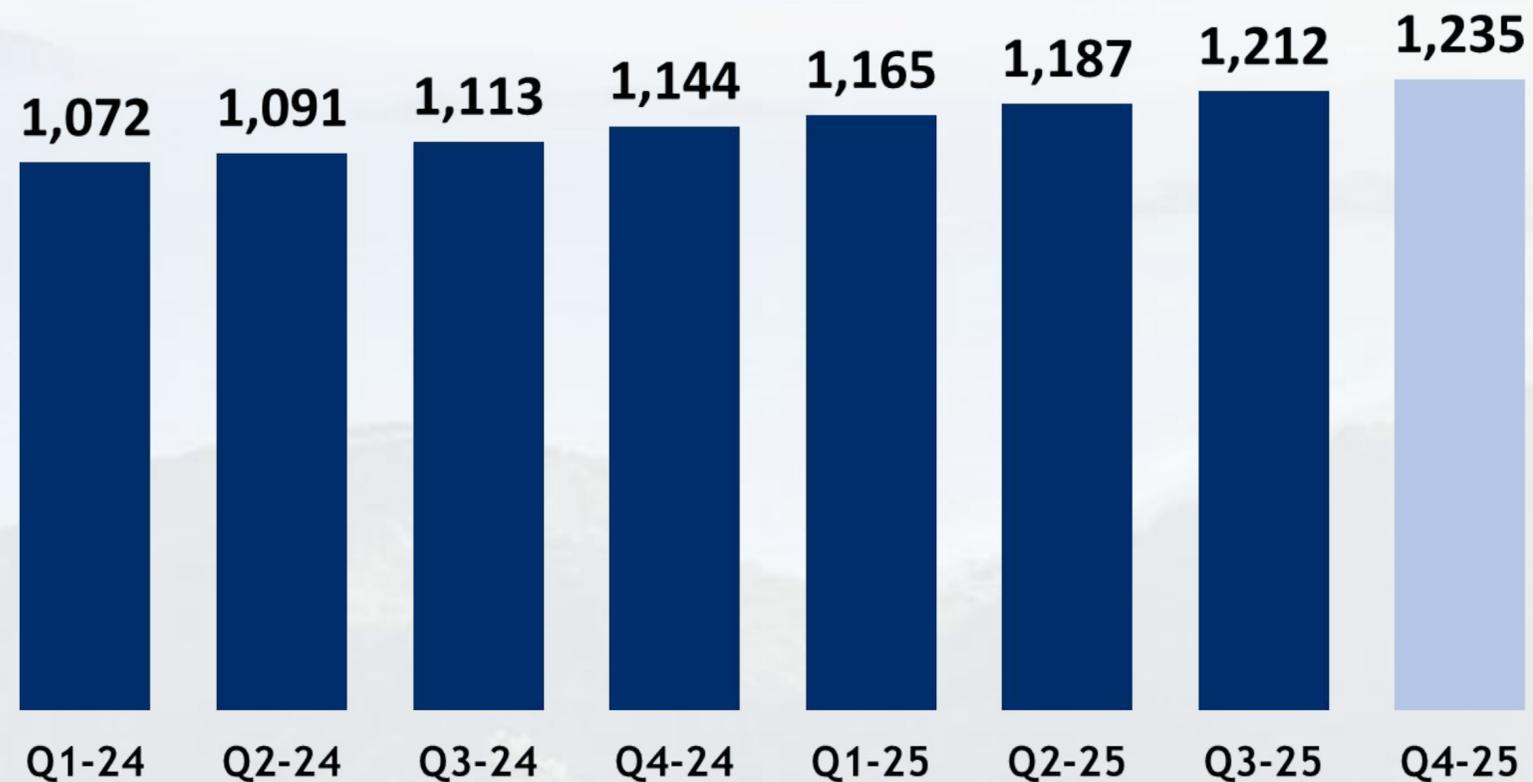
(1) Regional Room Nights are based on the region of the traveler and are approximations based on the information provided or available to us.

# FY 2025 Room Night Growth



## Trailing Twelve Months (“TTM”) Room Nights

(figures in millions)



## TTM Room Night Growth YoY



## FY 2025 Highlights

- Room Night Growth by region<sup>(1)</sup>:
  - Europe: up **high single digits**
  - Asia: up **low double digits**
  - RoW: up **high single digits**
  - U.S.: up **mid single digits**
- Regional<sup>(1)</sup> mix of Global Room Nights:
  - Europe: **about half**
  - Asia: **about a quarter**
  - U.S.: **a low double digit percentage**

(1) Regional Room Nights are based on the region of the traveler and are approximations based on the information provided or available to us.

# FY 2025 “FY25” Key Highlights



## Booking.com Alternative Accommodations

FY25 Alternative Accommodation (“AA”) Room Nights grew about **10% YoY** with mix<sup>(1)</sup> increasing YoY to about **36%**. Year-end AA listings up **8% YoY**



## Mobile App Mix

FY25 Mobile App mix<sup>(2)</sup> was in the **mid 50%’s** (up from the low 50%’s in FY24)



## Direct Mix

FY25 Business-to-Consumer (“B2C”) direct mix<sup>(3)</sup> was in the **mid 60%’s** (similar to FY24)



## Genius Mix

Level 2 and Level 3 Genius member mix of Booking.com’s FY25 total Room Nights was in the **high 50%’s** (up from the mid 50%’s in FY24)



## Connected Trip

FY25 Connected Transactions<sup>(4)</sup> grew in the **high 20% range YoY** and represented a **low double digit %** of Booking.com’s total transactions



## Transformation Program

Delivered **~\$250 million** of in-year savings in FY25 through our Transformation Program, exceeding our commitment of **\$150 million** at the start of the year



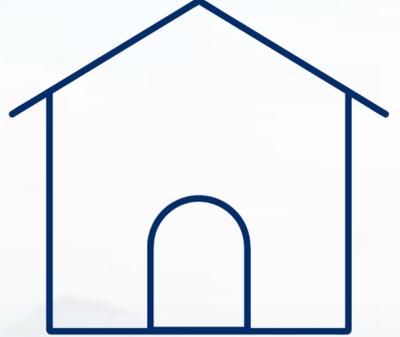
(1) Represents Booking.com AA Room Nights as a percentage of Booking.com’s total Room Nights. FY24 AA Room Nights mix was 35%.

(2) Represents BKNG Room Nights booked via a mobile app as a percentage of BKNG total Room Nights over the last twelve months.

(3) Represents BKNG Room Nights booked via a direct channel as a percentage of BKNG B2C Room Nights (excluding Business-to-Business room nights) over the last twelve months.

(4) Connected Transactions are transactions that are booked by the same traveler across more than one travel vertical that will be experienced within a few days of each other (+/- 3 days of the start or end date of other transactions).

# Alternative Accommodations Room Night Growth at Booking.com Was in Line With Total Room Night Growth in Q4 2025



Q1-24      Q2-24      Q3-24      Q4-24      Q1-25      Q2-25      Q3-25      Q4-25

**Booking.com:**  
*(figures in millions)*

**AA Listings**

**AA Listings Growth YoY**

	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25	Q3-25	Q4-25
AA Listings	7.4	7.8	7.9	7.9	8.1	8.4	8.6	8.6
AA Listings Growth YoY	11%	11%	10%	8%	9%	8%	10%	8%

# Mobile App Mix Continues to Steadily Increase Over Time



**FY 2023**

**FY 2024**

**FY 2025**

high  
**40%'s**

low  
**50%'s**

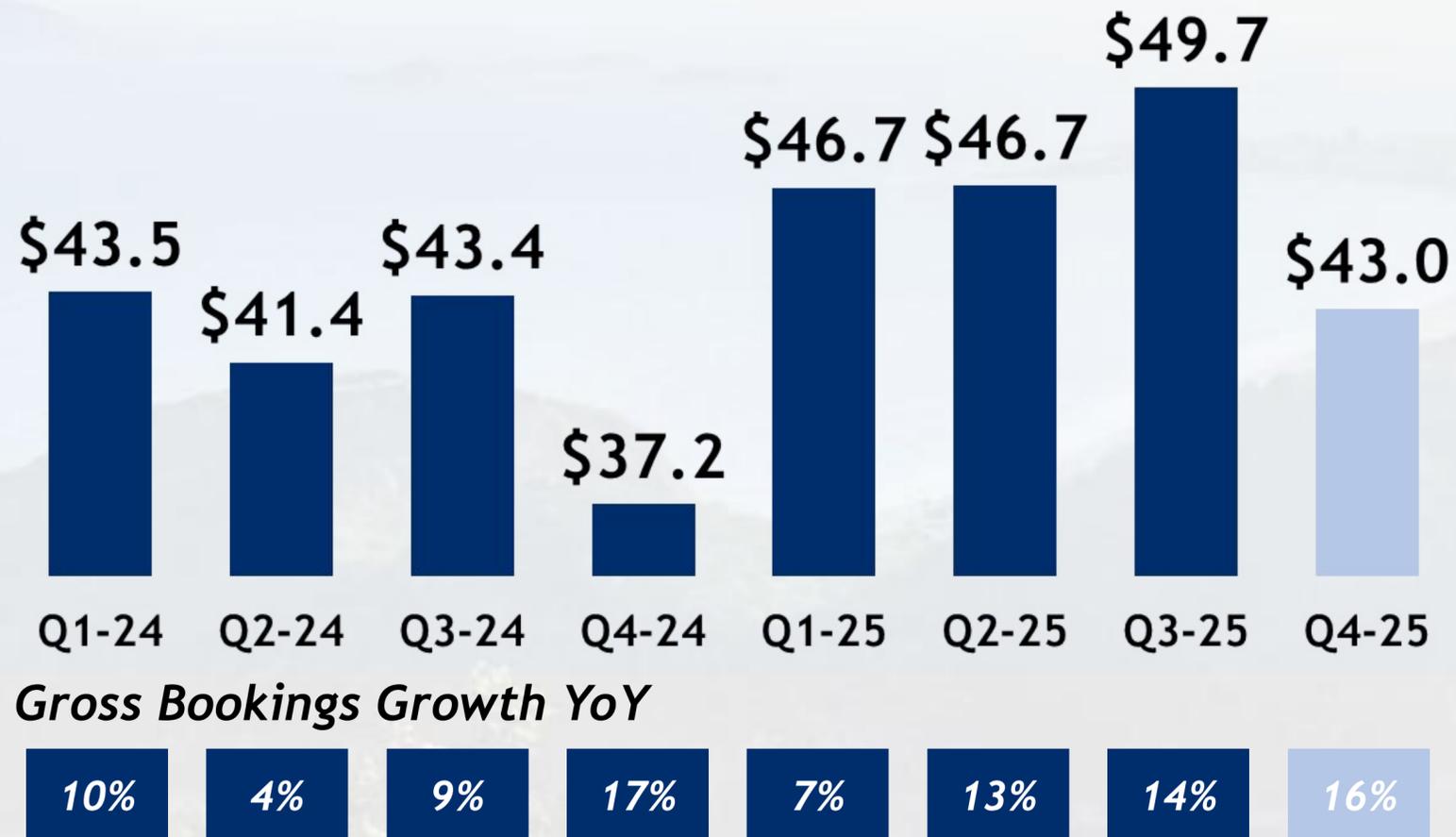
mid  
**50%'s**

# Q4 Gross Bookings Growth of 16% Driven by Room Night Growth and a Benefit From Changes in FX



## Gross Bookings by Quarter

(figures in billions)



## Q4 Highlights

- Gross Bookings growth **exceeded** the high end of our guidance by about **three percentage points**, driven primarily by the room night outperformance
- Gross Bookings growth of 16% was due to:
  - Room night growth of 9%
  - A positive impact from changes in FX of about 5 percentage points year-over-year
  - A positive impact from Constant Currency (“CC”) ADRs up about 1%
  - Strong flight gross bookings driven by air ticket growth of 28%
- CC Gross Bookings growth was about 11%

### ADR Growth Over Time

	Q1-24	Q2-24	Q3-24	Q4-24	Q1-25	Q2-25	Q3-25	Q4-25
CC Accomm. ADRs	1%	(1%)	(1%)	2%	1%	(1%)	1%	1%
CC Accomm. ADRs (excl. regional mix)	2%	0%	<1%	3%	2%	0%	1%	1%

# Q4 Revenue Growth of 16% Was in Line With the Growth in Gross Bookings



## Revenue by Quarter

(figures in billions)



## Revenue Growth YoY



## Q4 Highlights

- Revenue growth **exceeded** the high end of our guidance by about **four percentage points**, slightly higher than the outperformance on gross bookings due to higher than expected payments revenue
- CC Revenue growth was about 11%<sup>(1)</sup>

(1) Refer to Appendix for reconciliation of Non-GAAP measures.

# Q4 Adjusted Fixed OpEx Grew 10% and Grew Slower than Revenue



- Q4 Adjusted Fixed OpEx was up **low single digits** year-over-year after normalizing for changes in FX and a \$44 million accrual for an indirect tax matter

## Adjusted Fixed OpEx<sup>(1)</sup> by Quarter

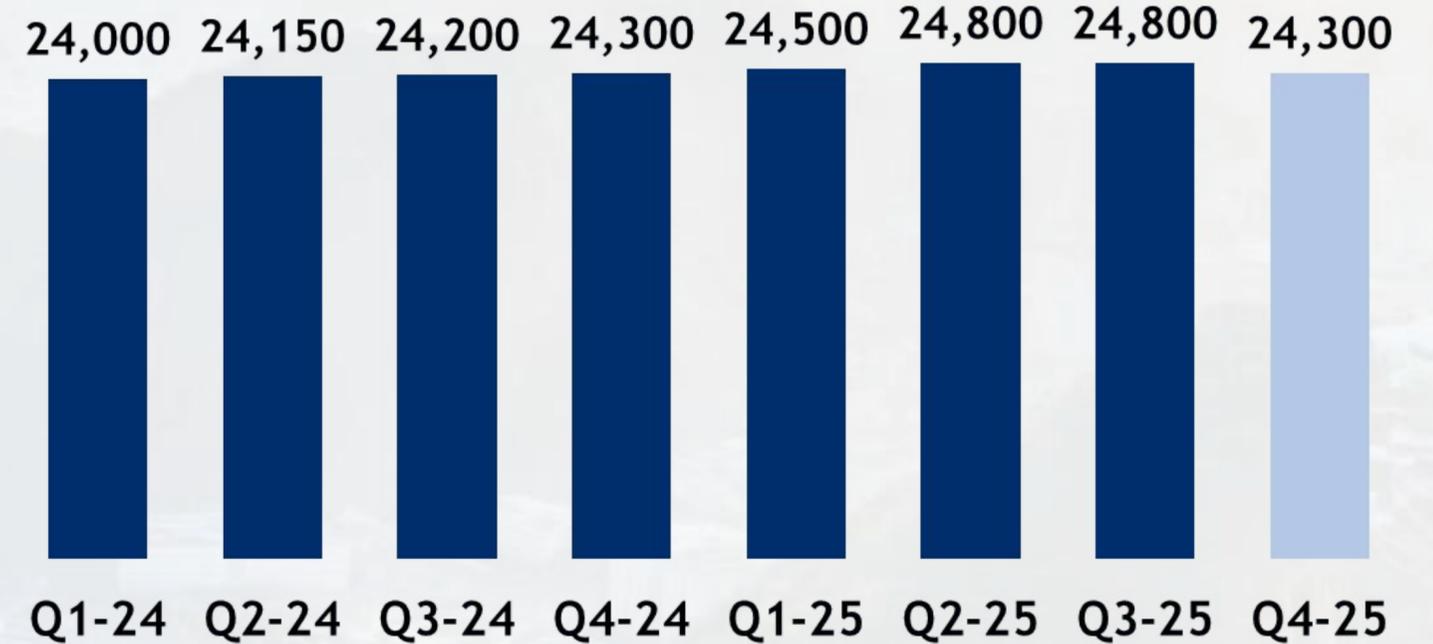
(figures in billions)



### Adjusted Fixed OpEx Growth (Decline) YoY



## Approximate Headcount at Quarter-End



### Headcount Growth YoY



(1) Refer to Appendix for reconciliation of Non-GAAP measures.

# Q4 Adjusted EBITDA Grew Faster than Revenue



- Q4 Adjusted EBITDA grew **19%**, which was about **5 percentage points faster** than the high end of our guidance

## Adjusted EBITDA<sup>(1)</sup> by Quarter

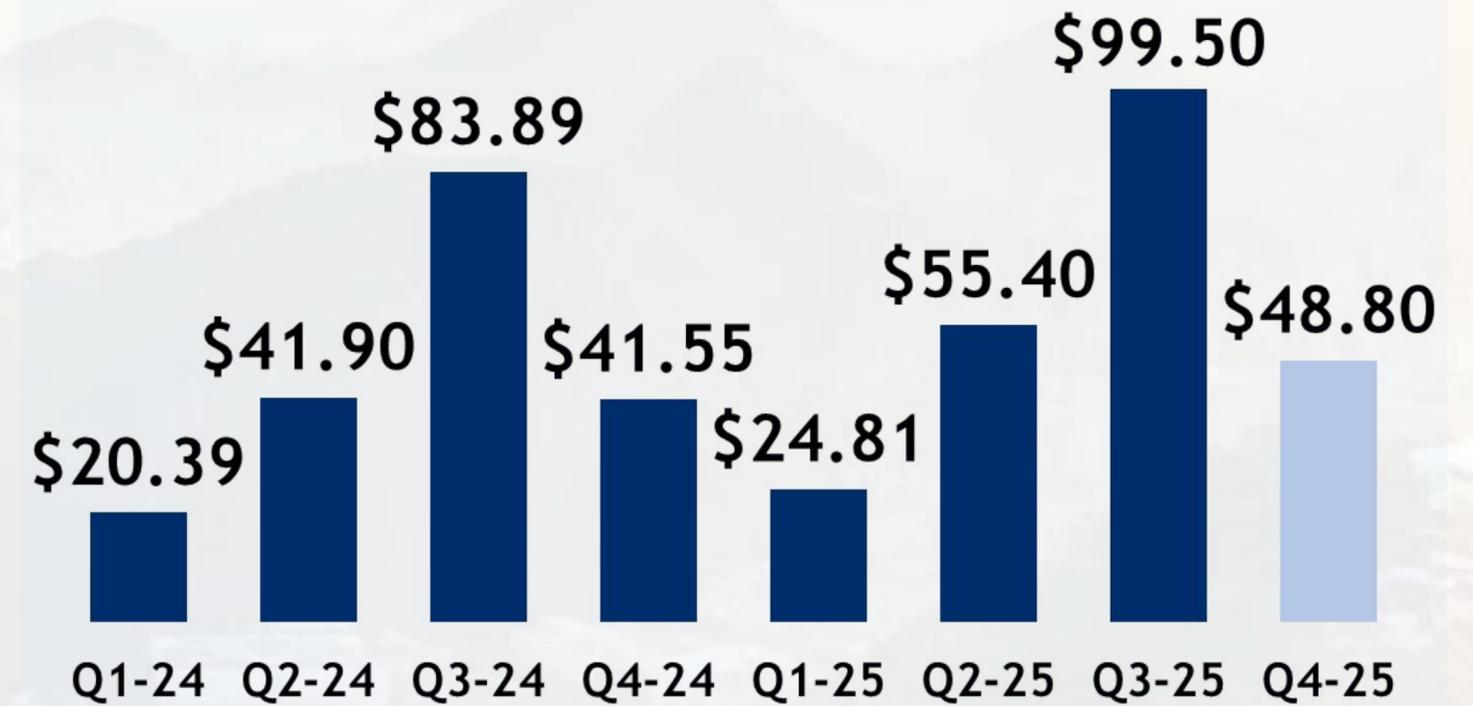
(figures in billions)



### Adjusted EBITDA Growth YoY



## Adjusted EPS<sup>(1)</sup> by Quarter



### Adjusted EPS Growth YoY



(1) Refer to Appendix for reconciliation of Non-GAAP measures.

# Q4's Capital Return of \$2.4B Was the Highest Quarterly Amount since 2023

- Q4 Free Cash Flow of **\$1.4 billion** was up 120% year-over-year.
- FY Free Cash Flow of **\$9.1 billion** was up 15% year-over-year.

## Free Cash Flow<sup>(1)</sup> by Quarter

(figures in billions)

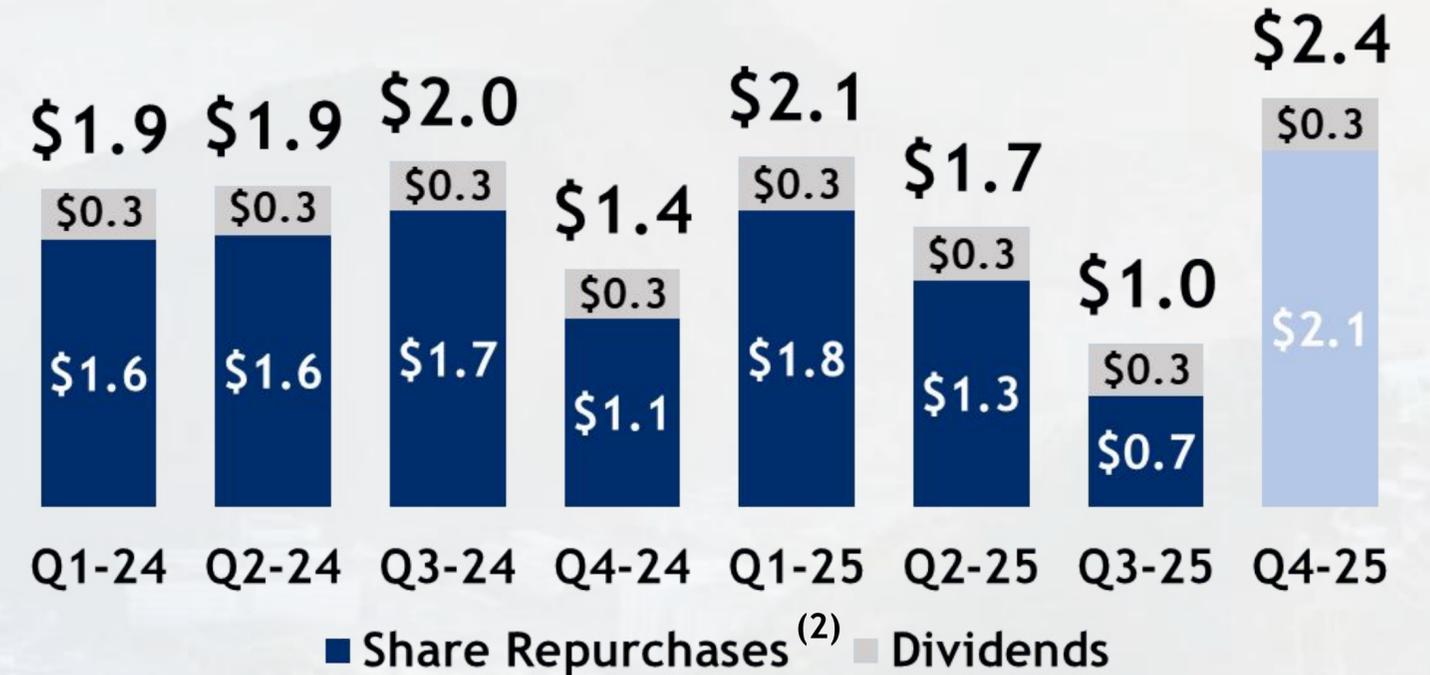


### Free Cash Flow Growth (Decline) YoY



## Capital Return by Quarter

(figures in billions)



### Weighted Average Diluted Share Count Growth (Decline) YoY



(1) Refer to Appendix for reconciliation of Non-GAAP measures.

(2) Share repurchases only include repurchases that reduce our authorization and exclude repurchases related to employee tax withholding and excise taxes on share repurchases.

# FY 2026 Guidance



## Reported YoY Growth<sup>(1)</sup>

**Gross Bookings**

**Low Double Digits**

**Revenue**

**Low Double Digits**

**Adjusted EBITDA<sup>(2)(3)</sup>**

**Faster than Revenue Growth**

**Adjusted EPS<sup>(2)(3)</sup>**

**Mid-teens**

- Assuming 2026 travel industry growth is in line with recent years, we are targeting full-year gross bookings and revenue growth that is approximately 100 basis points ahead of our long-term growth ambition of 8% on a constant currency basis.
- Adjusted EPS growth on a constant currency basis is expected to be in line with our long-term growth ambition of 15%.

(1) Reported Gross Bookings growth is expected to be positively impacted by about 2.5% from year-over-year changes in FX. Revenue growth is expected to be positively impacted by about 2% from year-over-year changes in FX. Adjusted EBITDA and Adjusted EPS growth is expected to be positively impacted by about 1.5% from year-over-year changes in FX.

(2) We are not able to provide a reconciliation between forward-looking Adjusted EBITDA and GAAP Net income as we cannot, without unreasonable effort, forecast certain items required to develop meaningful comparable GAAP Net Income and predict certain components of such reconciliation as they arise from events in future periods. This is due to the unpredictable nature of these reconciling items, which would require an unreasonable effort to forecast, and would result in a large range of projected values that would not be meaningful to investors.

(3) Excludes certain costs expected to be incurred related to the previously disclosed Transformation Program.

# Q1 2026 Guidance



## Reported YoY Growth<sup>(1)</sup>

**Room Nights**

**5% to 7%**

**Gross Bookings**

**14% to 16%**

**Revenue**

**14% to 16%**

**Adjusted EBITDA<sup>(2)(3)</sup>**

**10% to 14%**

- We are encouraged by the positive momentum we have seen so far in the new year.
- Adjusted EBITDA growth is expected to reach about 20% YoY at the high end of the range after normalizing for one-time items that benefited Q1 2025.

(1) Reported Gross Bookings and Revenue growth are expected to be positively impacted by about 7% from year-over-year changes in FX. Adjusted EBITDA growth is expected to be positively impacted by about 8% from year-over-year changes in FX.

(2) We are not able to provide a reconciliation between forward-looking Adjusted EBITDA and GAAP Net income as we cannot, without unreasonable effort, forecast certain items required to develop meaningful comparable GAAP Net Income and predict certain components of such reconciliation as they arise from events in future periods. This is due to the unpredictable nature of these reconciling items, which would require an unreasonable effort to forecast, and would result in a large range of projected values that would not be meaningful to investors.

(3) Excludes certain costs expected to be incurred related to the previously disclosed Transformation Program.

# Appendix: Reconciliation of GAAP to Non-GAAP Financial Information



(figures in millions)

## RECONCILIATION OF NET INCOME TO ADJUSTED EBITDA

	Three Months Ended							
	March 31, 2024	June 30, 2024	September 30, 2024	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	December 31, 2025
Net income	\$ 776	\$ 1,521	\$ 2,517	\$ 1,068	\$ 333	\$ 895	\$ 2,748	\$ 1,428
(a) Adjustments related to the Netherlands pension fund matter	–	–	–	–	(129)	6	–	–
(b) Adjustments related to the fine imposed by the Spanish competition authority	–	(78)	–	–	–	–	–	–
(c) Impact of certain indirect tax matters	–	–	365	(28)	–	–	45	–
(d) Depreciation and amortization	137	142	155	157	154	158	160	151
(e) Impairment	–	–	–	–	–	–	457	–
(f) Adjustment related to transformation costs	–	–	–	34	32	36	105	30
(d) Interest and dividend income	(243)	(293)	(327)	(251)	(241)	(234)	(248)	(198)
(d) Interest expense	219	264	305	507	649	418	301	249
(g) Net losses (gains) on equity securities	16	(11)	(32)	(36)	(3)	(21)	(92)	79
(h) Foreign currency transaction (gains) losses on the remeasurement of certain Euro-denominated debt and accrued interest and gains on debt-related foreign currency derivative instruments	(167)	(68)	329	(633)	389	961	9	21
(i) Adjustment related to convertible senior notes	–	–	–	535	(158)	(5)	–	–
(j) Loss on early extinguishment of debt	–	–	–	–	–	–	25	–
(k) Other	–	17	–	–	–	–	–	–
(d) Income tax expense	161	401	352	496	63	209	721	435
Adjusted EBITDA	\$ 898	\$ 1,895	\$ 3,665	\$ 1,848	\$ 1,088	\$ 2,423	\$ 4,231	\$ 2,195
Net income as a % of Total Revenues	17.6%	26.0%	31.5%	19.5%	7.0%	13.2%	30.5%	22.5%
Adjusted EBITDA as a % of Total Revenues	20.3%	32.4%	45.8%	33.8%	22.9%	35.6%	47.0%	34.6%
Net income growth (decline) YoY	192%	18%	0%	383%	(57%)	(41%)	9%	34%
Adjusted EBITDA growth YoY	53%	7%	12%	26%	21%	28%	15%	19%

## RECONCILIATION OF AS REPORTED TOTAL REVENUES GROWTH TO CONSTANT CURRENCY TOTAL REVENUES GROWTH

Total revenues	\$ 4,415	\$ 5,859	\$ 7,994	\$ 5,471	\$ 4,762	\$ 6,798	\$ 9,008	\$ 6,349
As reported total revenues growth YoY	17%	7%	9%	14%	8%	16%	13%	16%
Foreign currency impact	0%	2%	0%	1%	2%	(4%)	(4%)	(5%)
Constant currency total revenues growth YoY	17%	9%	9%	15%	10%	12%	8%	11%

Note: Amounts may not total due to rounding.

# Appendix: Reconciliation of GAAP to Non-GAAP Financial Information



(figures in millions)

RECONCILIATION OF NET INCOME TO ADJUSTED EBITDA	Trailing Twelve Months Ended							
	March 31, 2024	June 30, 2024	September 30, 2024	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	December 31, 2025
Net income	\$ 4,799	\$ 5,030	\$ 5,036	\$ 5,882	\$ 5,439	\$ 4,813	\$ 5,044	\$ 5,404
(a) Adjustments related to the Netherlands pension fund matter	276	276	276	—	(129)	(123)	(123)	(123)
(b) Adjustments related to the fine imposed by the Spanish competition authority	530	452	452	(78)	(78)	—	—	—
(c) Impact of certain indirect tax matters	23	—	365	337	337	337	17	45
(d) Depreciation and amortization	521	542	568	591	608	624	629	623
(e) Impairment	—	—	—	—	—	—	457	457
(f) Adjustment related to transformation costs	—	—	—	34	66	102	207	203
(d) Interest and dividend income	(1,035)	(1,062)	(1,100)	(1,114)	(1,112)	(1,053)	(974)	(921)
(d) Interest expense	922	945	996	1,295	1,725	1,879	1,875	1,617
(g) Net losses (gains) on equity securities	14	(31)	(47)	(63)	(82)	(92)	(152)	(37)
(h) Foreign currency transaction (gains) losses on the remeasurement of certain Euro-denominated debt and accrued interest and gains on debt-related foreign currency derivative instruments	(30)	(106)	259	(539)	17	1,046	726	1,380
(i) Adjustment related to convertible senior notes	—	—	—	535	377	372	372	(163)
(j) Loss on early extinguishment of debt	—	—	—	—	—	—	25	25
(k) Other	—	17	17	17	17	—	—	—
(l) Termination fee related to an acquisition agreement	90	90	—	—	—	—	—	—
(d) Income tax expense	1,316	1,389	1,103	1,410	1,312	1,120	1,489	1,428
Adjusted EBITDA	\$ 7,424	\$ 7,541	\$ 7,922	\$ 8,306	\$ 8,497	\$ 9,024	\$ 9,591	\$ 9,937
Net income as a % of Total Revenues	21.8%	22.5%	21.8%	24.8%	22.6%	19.2%	19.4%	20.1%
Adjusted EBITDA as a % of Total Revenues	33.7%	33.7%	34.4%	35.0%	35.3%	36.1%	36.8%	36.9%

Note: Amounts may not total due to rounding.

# Appendix: Reconciliation of GAAP to Non-GAAP Financial Information



(figures in millions)

## RECONCILIATION OF NET INCOME TO ADJUSTED NET INCOME AND ADJUSTED EPS

	Three Months Ended								Full Year	
	March 31, 2024	June 30, 2024	September 30, 2024	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	December 31, 2025	2024	2025
Net income	\$ 776	\$ 1,521	\$ 2,517	\$ 1,068	\$ 333	\$ 895	\$ 2,748	\$ 1,428	\$ 5,882	\$ 5,404
(a) Adjustments related to the Netherlands pension fund matter	–	–	–	–	(129)	6	–	–	–	(123)
(b) Adjustments related to the fine imposed by the Spanish competition authority	–	(78)	–	–	–	–	–	–	(78)	–
(c) Impact of certain indirect tax matters	–	–	365	(28)	–	–	45	–	337	45
(e) Impairment	–	–	–	–	–	–	457	–	–	457
(m) Amortization of intangible assets	55	56	55	55	54	54	53	43	221	204
(f) Adjustment related to transformation costs	–	–	–	34	32	36	105	30	34	203
(g) Net losses (gains) on equity securities	16	(11)	(32)	(36)	(3)	(21)	(92)	79	(63)	(37)
(h) Foreign currency transaction (gains) losses on the remeasurement of certain Euro-denominated debt and accrued interest and gains on debt-related foreign currency derivative instruments	(167)	(68)	329	(633)	389	961	9	21	(539)	1,380
(i) Adjustment related to convertible senior notes	–	–	–	796	234	126	–	–	796	360
(n) Adjustment to one-time deemed repatriation income tax liability resulting from the Tax Act and related net unrecognized tax benefit	–	–	(250)	–	–	–	–	–	(250)	–
(j) Loss on early extinguishment of debt	–	–	–	–	–	–	25	–	–	25
(k) Other	–	17	–	–	–	–	–	–	17	–
(o) Tax impact of Non-GAAP adjustments	27	–	(144)	133	(89)	(248)	(112)	(26)	16	(475)
Adjusted Net income	\$ 708	\$ 1,436	\$ 2,841	\$ 1,389	\$ 821	\$ 1,807	\$ 3,240	\$ 1,576	\$ 6,374	\$ 7,444
GAAP and Non-GAAP weighted-average number of diluted common shares outstanding (in 000's)	34,706	34,267	33,864	33,426	33,093	32,619	32,558	32,293	34,064	32,639
Net income applicable to common stockholders per diluted common share (EPS)	\$ 22.37	\$ 44.38	\$ 74.34	\$ 31.95	\$ 10.07	\$ 27.43	\$ 84.41	\$ 44.22	\$ 172.69	\$ 165.57
EPS growth (decline) YoY	220%	27%	7%	409%	(55%)	(38%)	14%	38%	47%	(4%)
Adjusted Net income applicable to common stockholders per diluted common share (Adjusted EPS)	\$ 20.39	\$ 41.90	\$ 83.89	\$ 41.55	\$ 24.81	\$ 55.40	\$ 99.50	\$ 48.80	\$ 187.10	\$ 228.06
Adjusted EPS growth YoY	76%	11%	16%	30%	22%	32%	19%	17%	23%	22%
Net income growth (decline) YoY	192%	18%	0%	383%	(57%)	(41%)	9%	34%	37%	(8%)
Adjusted Net income growth YoY	61%	3%	9%	23%	16%	26%	14%	13%	15%	17%

Note: Amounts may not total due to rounding.

Tax Act: U.S. Tax Cuts and Jobs Act enacted in December 2017.

# Appendix: Reconciliation of GAAP to Non-GAAP Financial Information



(figures in millions)

## RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO FREE CASH FLOW

	Three Months Ended							
	March 31, 2024	June 30, 2024	September 30, 2024	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	December 31, 2025
Net cash provided by operating activities	\$ 2,704	\$ 2,525	\$ 2,373	\$ 721	\$ 3,283	\$ 3,201	\$ 1,435	\$ 1,490
(p) Additions to property and equipment	(130)	(146)	(77)	(76)	(121)	(64)	(64)	(73)
Free cash flow	\$ 2,574	\$ 2,379	\$ 2,296	\$ 644	\$ 3,162	\$ 3,137	\$ 1,371	\$ 1,416
Net cash provided by operating activities (decline) growth YoY	(6%)	45%	73%	(46%)	21%	27%	(40%)	107%
Free cash flow (decline) growth YoY	(8%)	45%	76%	(49%)	23%	32%	(40%)	120%

## RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO FREE CASH FLOW

	Trailing Twelve Months Ended							
	March 31, 2024	June 30, 2024	September 30, 2024	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	December 31, 2025
Net cash provided by operating activities	\$ 7,159	\$ 7,947	\$ 8,948	\$ 8,323	\$ 8,902	\$ 9,578	\$ 8,640	\$ 9,409
(p) Additions to property and equipment	(387)	(441)	(447)	(429)	(420)	(338)	(325)	(322)
Free cash flow	\$ 6,772	\$ 7,506	\$ 8,501	\$ 7,893	\$ 8,482	\$ 9,240	\$ 8,315	\$ 9,086
Net cash provided by operating activities (decline) growth YoY	(8%)	17%	10%	13%	24%	21%	(3%)	13%
Free cash flow (decline) growth YoY	(8%)	16%	8%	13%	25%	23%	(2%)	15%

Note: Amounts may not total due to rounding.

# Appendix: Reconciliation of GAAP to Non-GAAP Financial Information



## Notes:

- (a) Adjustments related to the Netherlands pension fund matter are recorded in Personnel expenses and General and administrative expenses, as applicable. During the year ended December 31, 2025, the Netherlands pension fund matter related to 2023 and earlier years was resolved resulting in \$123 million reduction to the related accruals, and has been excluded from Net income to calculate Adjusted Net income and Adjusted EBITDA. When the liability related to these years was initially recorded in the Company's Consolidated Financial Statements for 2023, its impact was excluded from the Non-GAAP results for that year.
- (b) Adjustments related to the fine imposed by the Spanish competition authority are recorded in General and administrative expenses and excluded from Net income to calculate Adjusted Net income and Adjusted EBITDA.
- (c) Adjustments for the impact of certain indirect tax matters are recorded in General and administrative expenses and excluded from Net income to calculate Adjusted Net income and Adjusted EBITDA.
- (d) Depreciation and amortization, Interest and dividend income, Interest expense, and Income tax expense are excluded from Net income to calculate Adjusted EBITDA.
- (e) Impairment of KAYAK's goodwill and certain intangible assets is recorded in Impairment and excluded from Net income to calculate Adjusted Net income and Adjusted EBITDA.
- (f) In November 2024, the Company announced its intention to implement certain organizational changes to improve operating expense efficiency, increase organizational agility, free up resources that can be reinvested into further improving its offering to travelers and partners, and better position the Company for the long-term. Certain costs incurred in connection with this transformation program, which are not considered normal operating expenses, are excluded from Net income to calculate Adjusted Net income and Adjusted EBITDA. These costs are recorded in Transformation costs and primarily consist of employee termination benefits and professional fees.
- (g) Net losses (gains) on equity securities with readily determinable fair values and significant impairments of investments in equity securities are recorded in Other income (expense), net and excluded from Net income to calculate Adjusted Net income and Adjusted EBITDA.
- (h) Foreign currency transaction (gains) losses on the remeasurement of Euro-denominated debt and accrued interest that are not designated as hedging instruments for accounting purposes and gains on debt-related foreign currency derivative instruments used as economic hedges are recorded in Other income (expense), net and excluded from Net income to calculate Adjusted Net income and Adjusted EBITDA.
- (i) For the quarters ended December 31, 2024, March 31, 2025, and June 30, 2025, the Company recorded losses of \$796 million, \$234 million, and \$126 million, respectively, related to the conversion option on the convertible senior notes due in May 2025, which primarily represents the changes in the fair value of an embedded derivative and amortization of debt discount. Under U.S. GAAP, the conversion option is required to be accounted separately as an embedded derivative as, during the quarter ended December 31, 2024, the Company irrevocably elected cash as the settlement method for the conversion premium on the maturity of the notes. Adjustments related to the convertible senior notes, primarily for the amortization of the debt discount and the change in fair value of the conversion option, are recorded in Interest expense and Other income (expense), net, as applicable, and excluded from Net income to calculate Adjusted Net income and Adjusted EBITDA.
- (j) Loss on early extinguishment of debt is recorded in Other income (expense), net and excluded from Net income to calculate Adjusted Net income and Adjusted EBITDA.
- (k) For the three months ended June 30, 2024, includes an accrual related to the Canadian digital services taxes for the years ended December 31, 2022 and 2023 enacted in June 2024 with retrospective effect, which is recorded in Sales and other expenses.
- (l) Termination fee related to the acquisition agreement for the Etraveli Group is recorded in General and administrative expenses and excluded from Net income to calculate Adjusted Net income and Adjusted EBITDA.
- (m) Amortization of intangible assets is recorded in Depreciation and amortization expenses and excluded from Net income to calculate Adjusted Net income.
- (n) Adjustment to one-time deemed repatriation income tax liability resulting from the Tax Cuts and Jobs Act (the "Tax Act") and related net unrecognized tax benefit are recorded in Income tax expense and excluded from Net income to calculate Adjusted Net income. During 2024, the Company recorded a reduction of \$250 million to income tax expense based upon a 2024 U.S. Tax Court decision.
- (o) Reflects the tax impact of Non-GAAP adjustments above and changes in tax estimates which are excluded from Net income to calculate Adjusted Net income.
- (p) Cash used for additions to property and equipment is included in the calculation of Free cash flow.

For (a) - (p) above, Net income, Sales and other expenses, Personnel expenses, General and administrative expenses, Transformation costs, Interest and dividend income, Other income (expense), net, Depreciation and amortization expenses, Impairment expense, Interest expense, and Income tax expense, as applicable, refers to the respective line item in the consolidated financial statements included in the Company's Annual Report on Form 10-K for the year ended December 31, 2025. For a more detailed discussion of the adjustments described above, please see our earnings press release for the relevant period, including the section under the heading "Non-GAAP Financial Measures" which provides definitions and information about the use of non-GAAP financial measures. Additional information on the impact of the adjustments above on Sales and other and Other income (expense), net, are presented in the following page. The reconciliation of Total operating expenses to Adjusted fixed operating expenses is also provided.

# Appendix: Reconciliation of GAAP to Non-GAAP Financial Information



(figures in millions)

## Sales and other expenses:

	Three Months Ended								Full Year	
	March 31, 2024	June 30, 2024	September 30, 2024	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	December 31, 2025	2024	2025
Sales and other expenses	\$ 678	\$ 820	\$ 872	\$ 750	\$ 702	\$ 899	\$ 1,022	\$ 830	\$ 3,120	\$ 3,453
Accruals related to prior-period Canadian digital services taxes	—	(17)	—	—	—	—	—	—	(17)	—
Adjusted sales and other expenses	\$ 678	\$ 803	\$ 872	\$ 750	\$ 702	\$ 899	\$ 1,022	\$ 830	\$ 3,103	\$ 3,453
Sales and other expenses growth YoY	19%	14%	8%	15%	3%	10%	17%	11%	14%	11%
Adjusted sales and other expenses growth YoY	19%	12%	8%	15%	3%	12%	17%	11%	13%	11%

## Other income (expense), net:

	Three Months Ended								Full Year	
	March 31, 2024	June 30, 2024	September 30, 2024	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	December 31, 2025	2024	2025
Other income (expense), net	\$ 122	\$ 37	\$ (332)	\$ 91	\$ (258)	\$ (962)	\$ 39	\$ (116)	\$ (82)	\$ (1,297)
(g) Net losses (gains) on equity securities	16	(11)	(32)	(36)	(3)	(21)	(92)	79	(63)	(37)
(h) Foreign currency transaction (gains) losses on the remeasurement of certain Euro-denominated debt and accrued interest and gains on debt-related foreign currency derivative instruments	(167)	(68)	329	(633)	389	961	9	21	(539)	1,380
(i) Adjustment related to convertible senior notes	—	—	—	535	(158)	(5)	—	—	535	(163)
(j) Loss on early extinguishment of debt	—	—	—	—	—	—	25	—	—	25
Adjusted Other income (expense), net	\$ (29)	\$ (42)	\$ (35)	\$ (43)	\$ (30)	\$ (27)	\$ (19)	\$ (16)	\$ (149)	\$ (92)
Other income (expense), net growth (decline) YoY	NM	NM	NM	NM	NM	NM	NM	NM	(83%)	NM
Adjusted Other income (expense), net growth (decline) YoY	31%	6%	(11%)	(49%)	0%	(31%)	(48%)	(62%)	(20%)	(38%)

## RECONCILIATION OF TOTAL OPERATING EXPENSES TO ADJUSTED FIXED OPERATING EXPENSES

	Three Months Ended								Full Year	
	March 31, 2024	June 30, 2024	September 30, 2024	December 31, 2024	March 31, 2025	June 30, 2025	September 30, 2025	December 31, 2025	2024	2025
Total operating expenses	\$ 3,624	\$ 4,003	\$ 4,815	\$ 3,742	\$ 3,700	\$ 4,548	\$ 5,525	\$ 4,319	\$ 16,184	\$ 18,092
Marketing expenses	(1,610)	(1,939)	(2,151)	(1,578)	(1,777)	(2,139)	(2,340)	(1,930)	(7,278)	(8,186)
Sales and other expenses	(678)	(820)	(872)	(750)	(702)	(899)	(1,022)	(830)	(3,120)	(3,453)
Depreciation and amortization	(137)	(142)	(155)	(157)	(154)	(158)	(160)	(151)	(591)	(623)
(a) Adjustments related to the Netherlands pension fund matter	—	—	—	—	129	(6)	—	—	—	123
(b) Adjustments related to the fine imposed by the Spanish competition authority	—	78	—	—	—	—	—	—	78	—
(c) Impact of certain indirect tax matters	—	—	(365)	28	—	—	(45)	—	(337)	(45)
(e) Impairment	—	—	—	—	—	—	(457)	—	—	(457)
(f) Adjustment related to transformation costs	—	—	—	(34)	(32)	(36)	(105)	(30)	(34)	(203)
Adjusted fixed operating expenses	\$ 1,199	\$ 1,180	\$ 1,272	\$ 1,251	\$ 1,164	\$ 1,310	\$ 1,396	\$ 1,378	\$ 4,902	\$ 5,248
Total operating expenses growth (decline) YoY	9%	6%	14%	(10%)	2%	14%	15%	15%	4%	12%
Adjusted fixed operating expenses growth (decline) YoY	11%	5%	7%	9%	(3%)	11%	10%	10%	8%	7%

Note: Amounts may not total due to rounding.

NM: Not meaningful.