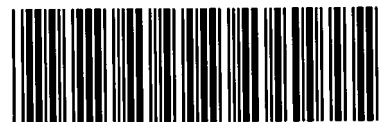


Registered number: 08515908

Booking.com Customer Service Center (UK) Limited

**Annual Report and Financial Statements
For the year ended 31 December 2022**

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Booking.com Customer Service Center (UK) Limited

Company information

Directors	D S Tropp J R Waters
Registered number	08515908
Registered office	7th Floor The Monument Building 11 Monument Street London EC3R 8AF
Independent auditor	Deloitte LLP Statutory Auditor Abbots House Abbey Street Reading RG1 3BD United Kingdom
Bankers	Deutsche Bank AG 10 Bishops Square (10BS/04/FB161) London United Kingdom E1 6AO

Booking.com Customer Service Center (UK) Limited

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Booking.com Customer Service Center (UK) Limited

Directors' report

For the year ended 31 December 2022

The directors present their report and the audited financial statements for the year ended 31 December 2022.

Principal activity

The principal business activity of the company was to provide customer support services to Booking.com B.V.. As management took the decision to liquidate the company in Q4 2020, the company did not provide any support services during 2022 and will not do so for the period from 31 December 2022 to the liquidation date. The entity retains certain legacy lease and intercompany balances with related transactions passing through in 2022.

Results and dividends

The profit for the year, after taxation, amounted to £93,724 (2021: loss of £5,235,969).

The directors do not recommend the payment of a dividend for the year (2021: £nil).

Directors

The directors who served during the year and to the date of signing of the financial statements were:

D S Tropp
J R Waters

Charitable contributions

During the year the company made no charitable donations (2021: £nil).

Political contributions

No political donations were made during the year (2021: £nil).

Going concern

Booking.com group was severely impacted by the COVID-19 pandemic in 2020. As a result of the decline in travel and loss of associated revenues, management at Booking.com determined the need for cuts across the business, including layoffs of employees and the closure of several offices across the globe.

In Q4 2020, Booking.com management announced the intention to liquidate the company on 18 December 2024 and put actions in place in order to pursue this decision:

- All employees were made redundant. As of 2021, no employees remained in the company. There were no changes during 2022 and up to the date of signing these financial statements.
- Negotiations around the lease agreement termination for the remaining lease contract in London are ongoing, and during 2023, a sublease agreement has been reached.

As a result, the company and the financial statements have been prepared on a basis other than going concern. Provisions have been made in respect of contracts that have become onerous at the balance sheet date. No provision has been made for the future costs of terminating the business unless such costs were committed to at the reporting date. The company is continuing to be non-operating. It will be formally dissolved once the lease of the London office ends in 2024.

Booking.com Customer Service Center (UK) Limited

Directors' report (continued)

For the year ended 31 December 2022

Future developments

Booking.com management announced the intention to wind up the business and liquidate the company. The company is continuing to be non-operating. It will be formally dissolved once the lease of the London office ends in 2024.

In 2023, a sublease agreement of one floor for the London premises has been negotiated. The sublease agreement started on 19 May 2023 until the end of the original lease agreement, running through 19 December 2024, with a 15 months period of free rent.

Qualifying third party indemnity provisions

The company has made qualifying third party indemnity provisions for the benefit of its directors which were made during the year and remain in force at the date of this report.

Post balance sheet events

In 2023, a sublease agreement of one floor for the London premises has been negotiated. The sublease agreement started on 19 May 2023 until the end of the original lease agreement, running through 19 December 2024, with a 15 months period of free rent.

Directors responsibilities statement

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the company's financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Booking.com Customer Service Center (UK) Limited
Directors' report (continued)
For the year ended 31 December 2022

Disclosure of information to auditor

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

- so far as the directors are aware, there is no relevant audit information of which the company's auditor is unaware, and
- the directors have taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Auditor

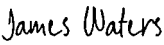
The auditor, Deloitte LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

Small companies note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

The directors have also taken advantage of the small companies exemption provided by Section 414B of the Companies Act 2006 and not prepared a Strategic report.

This report was approved by the board on [] and signed on its behalf by:

DocuSigned by:

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30-Oct-23

J R Waters
Director

Booking.com Customer Service Center (UK) Limited

Independent auditor's report to the members of Booking.com Customer Service Center (UK) Limited

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of Booking.com Customer Service Center (UK) Limited (the 'company'):

- give a true and fair view of the state of the company's affairs as at 31 December 2022 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of comprehensive income;
- the statement of financial position;
- the statement of changes in equity; and
- the related notes 1 to 24.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter - Financial statements prepared other than on a going concern basis

We draw attention to note 3.3 in the financial statements, which indicates that the financial statements have been prepared on a basis other than that of a going concern. Our opinion is not modified in respect of this matter.

Booking.com Customer Service Center (UK) Limited

Independent auditor's report to the members of Booking.com Customer Service Center (UK) Limited (continued)

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We considered the nature of the company's industry and its control environment, and reviewed the company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and the directors about their own identification and assessment of the risks of irregularities, including those that are specific to the company's business sector.

Booking.com Customer Service Center (UK) Limited

Independent auditor's report to the members of Booking.com Customer Service Center (UK) Limited (continued)

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

We obtained an understanding of the legal and regulatory frameworks that the company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Companies Act, tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty. These included health and safety regulations, competition law, employment law and general data protection regulations.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business..

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management and the internal legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report has been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' report.

Booking.com Customer Service Center (UK) Limited

Independent auditor's report to the members of Booking.com Customer Service Center (UK) Limited (continued)

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to take advantage of the small companies' exemption in preparing the directors' report and from the requirement to prepare a strategic report.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Gavin Waters (Senior Statutory Auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
Reading, United Kingdom

Date: []

Booking.com Customer Service Center (UK) Limited
Statement of comprehensive income
For the year ended 31 December 2022

	Note	2022 £	2021 £
Turnover	5	1,568,496	1,959,526
Cost of sales		(19,851)	(59,161)
Gross profit		1,548,645	1,900,365
Administrative expenses		(1,529,188)	(1,696,704)
Operating profit	6	19,457	203,661
Interest receivable and similar income	10	84,350	–
Interest payable and similar expenses	11	–	(484)
Exceptional items	12	–	(5,458,094)
Profit/(loss) before tax		103,807	(5,254,917)
Tax on profit/(loss)	13	(10,083)	18,948
Profit/(loss) for the financial year		93,724	(5,235,969)

The statement of comprehensive income has been prepared on the basis that all operations are discontinued operations.

There was no other comprehensive income for 2022 (2021: £nil).

The notes on pages 11 to 23 form part of these financial statements.

Booking.com Customer Service Center (UK) Limited**Statement of financial position**

Registered number: 08515908

As at 31 December 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	14	–	–
		–	–
Current assets			
Debtors: amounts falling due within one year	15	9,737,091	10,653,485
Cash at bank and in hand	16	49,992	50,000
		9,787,083	10,703,485
Creditors: amounts falling due within one year	17	(1,756,173)	(1,357,552)
Net current assets		8,030,910	9,345,933
Total assets less current liabilities		8,030,910	9,345,933
Provisions for liabilities	18	(3,387,792)	(4,796,539)
Net assets		4,643,118	4,549,394
Capital and reserves			
Called up share capital	19	1,600,000	1,600,000
Profit and loss account	20	3,043,118	2,949,394
Total shareholders' funds		4,643,118	4,549,394

The financial statements were approved and authorised for issue by the board on [] and were signed on its behalf on [].

DocuSigned by:

James Waters

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30-Oct-23

J R Waters
Director

The notes on pages 11 to 23 form part of these financial statements.

Booking.com Customer Service Center (UK) Limited
Statement of changes in equity
For the year ended 31 December 2022

	Called up share capital £	Profit and loss account £	Total shareholders' funds £
At 1 January 2021	1,600,000	8,259,303	9,859,303
Comprehensive expense for the year			
Loss for the year	–	(5,235,969)	(5,235,969)
Total comprehensive expense for the year	–	(5,235,969)	(5,235,969)
Share based payments	–	(73,940)	(73,940)
Total transactions with owners	–	(73,940)	(73,940)
At 1 January 2022	1,600,000	2,949,394	4,549,394
Comprehensive income for the year			
Profit for the year	–	93,724	93,724
Total comprehensive income for the year	–	93,724	93,724
At 31 December 2022	1,600,000	3,043,118	4,643,118

The notes on pages 11 to 23 form part of these financial statements.

Booking.com Customer Service Center (UK) Limited

Notes to the financial statements

For the year ended 31 December 2022

1 General information

Booking.com Customer Service Center (UK) Limited (the 'company') is a private company limited by shares incorporated in the United Kingdom under the Companies Act 2006 and registered in England and Wales. The address of its registered office and principal place of business is 7th Floor the Monument Building 11 Monument Street, London, EC3R 8AF.

The principal business activity of the company was to provide customer support services to Booking.com B.V.. As management took the decision to liquidate the company in Q4 2020, the company did not provide any support services during 2022 and will not do so for the period from 31 December 2022 to the liquidation date.

The financial statements have been presented in Pound Sterling as this is the currency of the primary economic environment in which the company operates and is rounded to the nearest pound.

2 Statement of compliance

The financial statements of the company have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland' ('FRS 102') and the Companies Act 2006.

3 Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. The company has adopted FRS 102 in these financial statements.

3.1 Basis of preparation of financial statements

The The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies (see note 4).

The following principal accounting policies have been applied.

3.2 Financial reporting standard 102 - reduced disclosure exemptions

The company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". The company meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements:

- the requirements of Section 4 Statement of financial position paragraph 4 12 (a)(iv);
- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);

Booking.com Customer Service Center (UK) Limited

Notes to the financial statements (continued)

For the year ended 31 December 2022

3 Summary of significant accounting policies (continued)

3.2 Financial reporting standard 102 - reduced disclosure exemptions (continued)

- the requirements of Section 11 Financial Instruments paragraphs 11.41(b), 11.41(c), 11.41(e), 11.41 (f), 11.42, 11.44 to 11.45, 11.47, 11.48(a)(m), 11.48(a)(iv), 11.48(b) and 11.48(c);
- the requirements of Section 12 Other Financial Instruments paragraphs 12.26 to 12.27, 12.29(a), 12.29(b) and 12.29A;
- the requirements of Section 26 Share Based Payment paragraphs 26.18(b), 26.19 to 26.21 and 26.23; and
- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

This information is included in the consolidated financial statements of Booking Holdings Inc. as at 31 December 2022 and these financial statements may be obtained from 800 Connecticut Avenue, Norwalk, Connecticut, 06854, USA.

3.3 Going concern

Booking.com group was severely impacted by the COVID-19 pandemic in 2020. As a result of the decline in travel and loss of associated revenues, management at Booking.com determined the need for cuts across the business, including layoffs of employees and the closure of several offices across the globe.

In Q4 2020, Booking.com management announced the intention to liquidate the company on 18 December 2024 and put actions in place in order to pursue this decision:

- All employees were made redundant. As of 2021, no employees remained in the company. There were no changes during 2022 and up to the date of signing these financial statements.
- Negotiations around the lease agreement termination for the remaining lease contract in London are ongoing and during 2023, a sublease agreement has been reached.

As a result, the company and the financial statements have been prepared on a basis other than going concern. Provisions have been made in respect of contracts that have become onerous at the balance sheet date. No provision has been made for the future costs of terminating the business unless such costs were committed to at the reporting date. The company is continuing to be non-operating. It will be formally dissolved once the lease of the London office ends in 2024.

3.4 Turnover

Turnover is based on the service agreement with Booking.com B.V. whereby the company will be reimbursed and compensated for all reasonable costs. Revenue is earned in the period where the service is provided.

3.5 Tangible assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Booking.com Customer Service Center (UK) Limited

Notes to the financial statements (continued)

For the year ended 31 December 2022

3 Summary of significant accounting policies (continued)

3.5 Tangible assets (continued)

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Office equipment	- 10% - 20% per annum
Computer equipment	- 33% per annum

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the statement of comprehensive income.

3.6 Operating leases

Rentals paid under operating leases are charged to the statement of comprehensive income on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the lease term.

3.7 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

3.8 Financial instruments

The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Booking.com Customer Service Center (UK) Limited

Notes to the financial statements (continued)

For the year ended 31 December 2022

3 Summary of significant accounting policies (continued)

3.8 Financial instruments (continued)

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not the market rate or in the case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially, at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the statement of comprehensive income.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the company would receive for the asset if it were to be sold at the reporting date.

3.9 Foreign currency translation

Functional and presentation currency

The company's functional and presentational currency is GBP.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income except where deferred in other comprehensive income as qualifying cash flow hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the statement of comprehensive income within 'finance income or costs'. All other foreign exchange gains and losses are presented in the statement of comprehensive income within 'administrative expenses'.

Booking.com Customer Service Center (UK) Limited

Notes to the financial statements (continued)

For the year ended 31 December 2022

3 Summary of significant accounting policies (continued)

3.10 Interest income

Interest income is recognised in the statement of comprehensive income using the effective interest method.

3.11 Interest payable

Interest payable is charged to the statement of comprehensive income over the term of the debt using the effective interest method.

3.12 Provisions for liabilities

Provisions are made where an event has taken place that gives the company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the statement of comprehensive income in the year that the company becomes aware of the obligation, and are measured at the best estimate at the statement of financial position date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the statement of financial position.

3.13 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the statement of comprehensive income except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the statement of financial position date, except that:

The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and

Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

Booking.com Customer Service Center (UK) Limited

Notes to the financial statements (continued)

For the year ended 31 December 2022

3 Summary of significant accounting policies (continued)

3.14 Exceptional items

Exceptional items are transactions that fall within the ordinary activities of the company but are presented separately due to their size or incidence.

3.15 Dividends

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

3.16 Share based remuneration

The company issues equity-settled share options to certain employees within the group. Equity settled share-based payment transactions are measured at fair value (excluding the effect of non market-based vesting conditions) at the date of grant. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the group's estimate of shares that will eventually vest and adjusted for the effect of non market-based vesting conditions.

The Fair value of awards is determined using an appropriate pricing model, which takes into account Booking Holdings Inc.'s share price. All market conditions and non-vesting conditions are taken into account when estimating the fair value of the shares. As long as all other vesting conditions are satisfied, no adjustment is made irrespective of whether market or non-vesting conditions are met. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions, and behavioural considerations.

Employees of the company are also awarded restricted stock units (RSUs) and performance share units (PSUs) in Booking Holdings as incentives and rewards to encourage employees to contribute to the longterm success of Booking Holdings. The RSUs and PSUs are payable in shares of Booking Holdings upon vesting, which is generally a period of three years. Subject to certain exceptions (a change in control, death, disability, etc) the RSUs and PSUs are forfeited if the employee leaves Booking Holdings before completing the required service period. The RSUs and PSUs are valued at fair value based on the common stock of Booking Holdings at the date of grant of the RSUs or PSUs. Stock based compensation expense for RSUs and PSUs during the vesting period includes estimated forfeitures. The PSUs are based on the attainment of certain performance targets. Stock based compensation expense for PSUs is recorded based on the estimated probable outcome at the end of the performance period.

3.17 Government grants

Government grants are recognised when there is a reasonable assurance that the company will comply with the conditions attaching it to them and the grant will be received.

Government grants are accounted for under the accruals model as permitted by FRS 102.

Booking.com Customer Service Center (UK) Limited

Notes to the financial statements (continued)

For the year ended 31 December 2022

4 Critical accounting judgements and estimation uncertainty

In applying the company's accounting policies, the directors are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The directors' judgements, estimates and assumptions are based on the best and most reliable evidence available at the time when the decisions are made, and are based on historical experience and other factors that are considered to be applicable. Due to the inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised if the revision affects only that year, or in the year of the revision and future years if the revision affects both current and future years.

4.1) Critical judgements in applying the company's accounting policies

Management does not consider there to be any critical judgements aside from the provision for onerous lease contracts in applying accounting policies.

4.2) Key sources of estimation uncertainty

The key sources of estimation uncertainty in applying the accounting policies are discussed below:

(i) Provisions

A provision is made for dilapidations, related to the foreseen end of the lease contracts, representing the estimated cost to restore the premises by square footage. This requires management's best estimate of the expenditure that will be incurred based on contractual requirements, calculated by using market benchmark rates for these estimations including inflation, based on the cost guide the company uses with the external broker. If the benchmark rates by square footage differ from the actual rates, this would result in a directly proportional change in the provision.

A provision is made for an onerous lease contract. This requires management's best estimate and judgement of the expenditure that will be incurred based on the remaining lease and the expected cash received as part of the sublease arrangement entered into after the balance sheet date (see note 18).

5 Turnover

The whole of the company's turnover arises from the service agreement with Booking.com B.V.. The company's principal business activity was to provide customer support services to Booking.com B.V.. The company will carry out these services until the liquidation process is concluded, for further details see note 3.3.

The whole of the turnover is attributable to the principal activity of the company wholly undertaken in the United Kingdom.

Booking.com Customer Service Center (UK) Limited
Notes to the financial statements (continued)
For the year ended 31 December 2022

6 Operating profit

The operating profit is stated after charging:

	2022	2021
	£	£
Office expenses	1,288,168	981,046
Exchange differences	22,557	32,294
Share based payment expense	–	273

7 Auditor's remuneration

	2022	2021
	£	£
Fees payable to the company's auditors and its associates for the audit of the company's annual accounts	32,100	48,390

The amount of non-audit fees paid to the company's auditor during the year was £nil (2021: £nil).

8 Employees

Staff costs were as follows:

	2022	2021
	£	£
Wages and salaries	–	587
Social security costs	–	12,166
	–	12,753

As of 2021, no employees remained in the company as a result of the liquidation of the company as explained in note 3.3.

9 Directors' remuneration

During the year, no director received any emoluments for services to the company (2021: £nil).

None of the directors are employed by the company and are remunerated by the entity within the group by which they are employed.

10 Interest receivable and similar income

	2022	2021
	£	£
Interest receivable from group companies	53,072	–
Tax credit interest	31,278	–
	84,350	–

Booking.com Customer Service Center (UK) Limited
Notes to the financial statements (continued)
For the year ended 31 December 2022

11 Interest payable and similar expenses

	2022	2021
	£	£
Interest payable to group companies	–	484

12 Exceptional items

	2022	2021
	£	£
Repayment of government grants	–	5,458,094

During 2021, the company re-paid the cash payments received in 2020 relating to the Government Coronavirus Job Retention Scheme (CJRS), amounting to £5,458,094.

13 Taxation

	2022	2021
	£	£
Corporation tax		
Current tax on profits/(losses) for the year	10,083	–
Adjustments in respect of previous periods	–	(18,948)
Total current tax	10,083	(18,948)
Taxation on profit/(loss)	10,083	(18,948)

Factors affecting the tax credit for the year

The tax assessed for the year is lower (2021: higher) than the standard rate of corporation tax in the UK of 19% (2021: 19%). The differences are explained below:

	2022	2021
	£	£
Profit/(loss) before taxation	103,807	(5,254,917)
Profit/(loss) multiplied by standard rate of corporation tax in the UK of 19% (2021: 19%)	19,723	(998,434)
Effects of:		
Expenses not deductible for tax purposes	5,858	192,173
Income not taxable for tax purposes at 19%	(3,685)	–
Adjustments from previous periods	–	(18,948)
Share options	–	(14,048)
Deferred tax not provided	(11,813)	820,309
Taxation on profit/(loss)	10,083	(18,948)

Booking.com Customer Service Center (UK) Limited

Notes to the financial statements (continued)

For the year ended 31 December 2022

13 Taxation (continued)

Factors that may affect future tax charges

In the Spring Budget 2021, the UK Government announced that from 1 April 2023 the corporation tax rate would increase to 25% (rather than remaining at 19%, as previously enacted). This new law was substantively enacted on 24 May 2021. Following the Spring Statement in March 2023, the UK Government confirmed the increase in corporation tax to 25% from April 2023 will go ahead. Deferred tax balances have been remeasured accordingly where appropriate.

14 Tangible assets

	Office equipment £	Computer equipment £	Total £
Cost			
At 1 January 2022 and 31 December 2022	8,057,022	1,380,080	9,437,102
Depreciation			
At 1 January 2022 and 31 December 2022	8,057,022	1,380,080	9,437,102
Net book value			
At 31 December 2022	–	–	–
At 31 December 2021	–	–	–

Tangible assets were fully depreciated upon the directors decision to liquidate the company. No reversal was deemed necessary during the current or previous financial year.

15 Debtors

	2022 £	2021 £
Due within one year		
Amounts owed by entities under common control	9,621,435	9,229,216
VAT repayable	105,535	30,825
Corporation tax	9,308	754,884
Prepayments	–	637,746
Other debtors	813	814
	9,737,091	10,653,485

Amounts owed by entities under common control include amounts due from Priceline Group Treasury Company B.V. ('PGTC') are resulting from the sweeps taking place under the Cash Concentration Agreement entered into by the two parties.

The company receives interest on its credit balance with PGTC. The interest rate is equal to Market Clearing Price Bid Rate ref Central Bank +/- 0 basis points per annum. If the rate of interest is less than zero, the credit interest rate is deemed to be zero.

All other amounts owed by entities under common control are unsecured, interest-free and repayable on demand.

Booking.com Customer Service Center (UK) Limited
Notes to the financial statements (continued)
For the year ended 31 December 2022

16 Cash and cash equivalents

	2022	2021
	£	£
Cash at bank and in hand	49,992	50,000

17 Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	634,895	27,672
Amounts owed to entities under common control	126,420	104,052
Other creditors and accrued expenses	994,858	1,225,828
	1,756,173	1,357,552

The amounts owed to group undertakings are unsecured, interest free and repayable on demand.

18 Provisions

	Onerous lease	Dilapidations	Total
	£	£	£
At 1 January 2022	3,872,976	923,563	4,796,539
Utilised in year	(1,408,747)	–	(1,408,747)
At 31 December 2022	2,464,229	923,563	3,387,792

The company holds a lease contract for premises located in London. In light of the envisaged liquidation, a sublease agreement for the London premises has been negotiated in 2023.

The directors consider the estimation of the lease termination costs at 31 December 2022 to be £2,464,229, and the present obligation has been recognised in the statement of financial position.

As part of the company's property leasing arrangements, there is an obligation to repair damages which incur during the life of the lease. The cost is charged to profit and loss as the obligation arises. The provision recognised in respect of the Cambridge office was fully utilised in 2021 as a result of the termination of the leases. The remaining provision for the London office had been calculated using benchmark rates for these estimations, based on the cost guide the company uses with its broker. The directors consider the dilapidations provision at 31 December 2022 to be £923,563. The final settlement for dilapidations provision is expected after the lease term has ended at the end of 2024.

19 Called up share capital

	2022	2021
	£	£
Allotted, called up and fully paid		
1,600 (2021: 1,600) ordinary shares of £1,000 each	1,600,000	1,600,000

Booking.com Customer Service Center (UK) Limited

Notes to the financial statements (continued)

For the year ended 31 December 2022

19 Called up share capital (continued)

The ordinary shares carry full voting rights and entitle the holder to full participation in respect of equity and in the event of winding up of the company. The shares may be considered by the directors when considering dividends from time to time.

20 Reserves

Profit and loss account

This reserve represents cumulative profits and losses.

21 Commitments under operating leases

At 31 December 2022, the company had future minimum lease payments due under non-cancellable operating leases as follows:

	2022	2021
	£	£
Not later than 1 year	1,486,507	1,486,507
Later than 1 year and not later than 5 years	1,090,377	2,576,884
	2,576,884	4,063,391

22 Related party transactions

The company is a wholly owned member of Booking Holdings Inc., and as such has taken advantage of the exemption permitted by section 33 related party disclosure, not to provide disclosures of transactions entered into with other wholly owned members of the group.

The following amounts were owed due from group companies:

	2022	2021
	£	£
Booking.com B.V.	4,161,758	6,722,902
Priceline Group Treasury Company B.V.	5,459,677	2,506,314
	9,621,435	9,229,216

Amounts due from group companies are unsecured, interest-free and repayable on demand.

Amounts due from Priceline Group Treasury Company B.V. ('PGTC') are resulting from the sweeps taking place under the Cash Concentration Agreement entered into by the two parties.

The company receives interest on its credit balance with PGTC. The interest rate is equal to Market Clearing Price Bid Rate ref Central Bank +/- 0 basis points per annum. If the rate of interest is less than zero, the credit interest rate is deemed to be zero.

Booking.com Customer Service Center (UK) Limited
Notes to the financial statements (continued)
For the year ended 31 December 2022

22 Related party transactions (continued)

The following amounts were due to group companies:

	2022	2021
	£	£
Booking.com Limited	126,251	103,883
Priceline.com, Inc.	169	169
	126,420	104,052

Amounts due to group companies are unsecured, interest-free and repayable on demand.

23 Controlling party

100% of the issued share capital of the company is owned by Booking.com Customer Service Holding B.V., a company incorporated in Netherlands whose principal place of business is at Oosterdokskade 163, 1011 DL, Amsterdam. The directors consider this to be the immediate parent company.

The company's ultimate parent company and controlling party is Booking Holdings Inc., a company incorporated in the United States of America, whose principal place of business and registered office is, and whose financial statements can be obtained at 800 Connecticut Avenue, Norwalk, Connecticut 06854, USA and this is the smallest and largest group in which the results of the company are consolidated.

24 Post balance sheet events

In 2023, a sublease agreement of one floor for the London premises has been negotiated. The sublease agreement started on 19 May 2023 until the end of the original lease agreement, running through 19 December 2024, with a 15 months period of free rent.