Trip.com Group™

Sustainability Report 2024

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About this Report

Report Overview

This is the sixth Sustainability Report published by the Group, providing disclosures on our sustainability strategies, goals, and performance outcomes. The monetary amounts mentioned in this report are calculated based on the onshore exchange rate as of 1 May, 2025, which is 1 USD = 7.2950 CNY.

Reporting Scope

This is an annual report covering the period from January 1 to December 31, 2024. It encompasses the Ctrip and Trip.com brands. Any content that extends beyond this scope is specifically noted within the relevant sections.

Reporting Principles

This report is prepared in accordance with the Environmental, Social and Governance (ESG) Reporting Guide issued by the Hong Kong Stock Exchange and the ESG Reporting Guide 2.0 from the Nasdaq Stock Market, and it references the Global Reporting Initiative (GRI) Standards. The report was compiled based on a systematic process that includes: identifying and engaging key stakeholders, identifying and prioritising key issues for sustainable development, defining the report scope, collecting relevant data and information, compiling content based on the data collected, and reviewing the report for accuracy and reliability.

This report adheres to the following principles: Materiality, Quantification, Balance, and Consistency.

Materiality

We conducted a detailed assessment to identify and evaluate the key sustainability issues that are most relevant and significant to our business, as well as our internal and external stakeholders.

Quantification

We use measurable indicators and, where applicable, set quantitative performance targets.

Balance

This report aims to provide a balanced view of the Group's sustainability efforts across various aspects, including the environment, employees, operations, product responsibility, community engagement and more.

Consistency

The methodology used in preparing this Sustainability Report is consistent with previous years, enabling comparability over time.

Letter from Chairman and CEO

The year 2024 marked a period of profound transformation in the global business landscape, driven by climate change, demographic shifts, and rapid technological advancements. Against this backdrop, Trip.com Group is more convinced than ever that the ability to operate and grow more sustainably will be among the most critical factors for future competitiveness. Guided by the four pillars of our sustainability vision (stakeholder-friendly, community-friendly, family-friendly, and environmentally-friendly), we are embedding this commitment across our business strategies and daily operations — working together with travellers, partners, and employees to build a greener, more inclusive, and more resilient future.

On the industry front, we continue to elevate the user experience through innovation, empowering millions of industry partners across the travel value chain and supporting destination development worldwide. We actively promote inbound travel and support the revitalisation of the tourism sector — including in key growth markets like Mainland China — helping to build a more sustainable tourism ecosystem that creates shared value for all stakeholders, including travellers, the industry, and society. In governance, we uphold high standards of compliance, rigorously protect user privacy and data security, and maintain a strong foundation of trust.

At the community level, we are driving rural revitalisation through investments in tourism. Since 2021, we have established 34 Trip.com Group Country Retreats, creating over 40,000 new jobs and helping to raise local annual per capita incomes by an average of around USD 5,500. This initiative was recognised in 2024 by the United Nations Global Compact as an exemplar case of sustainable development. At the same time, our Global Travel SOS Service provides 24/7 safety response services, safeguarding every journey for travellers worldwide.

James Liang
Co-founder and Chairman

Jane Sun
Chief Executive Officer

For families, we believe that the sustainable development of people is the cornerstone of corporate sustainability. We are advancing this through our commitment to being a world-leading family-friendly employer. Since 2022, 70% of our employees around the world have benefited from hybrid work arrangements, with more than 630,000 requests accommodated. Since launching our childcare subsidy programme in 2023, over 900 children of Trip.com Group employees have become eligible for support grants.

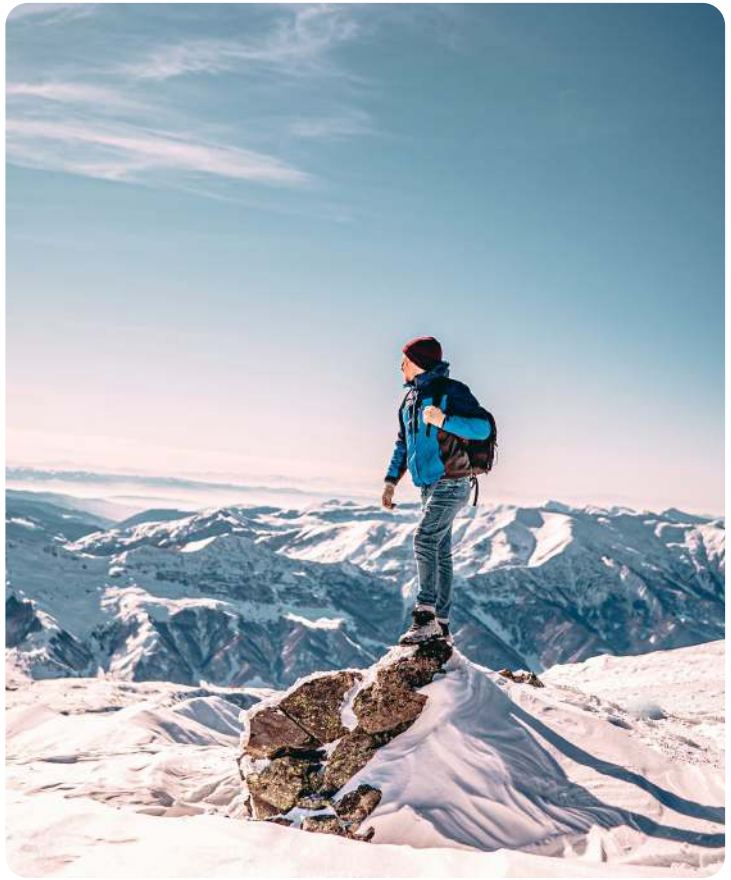
On the environmental front, we continue to promote more sustainable travel as a central pillar of our development strategy. We are actively building a lower-carbon travel product portfolio, which has already encouraged travellers to place more than 100 million orders on more sustainable travel options. Within our own operations, we are advancing our carbon neutrality roadmap by accurately quantifying our carbon footprint, improving energy efficiency, and supporting the transition to renewable energy — paving the way towards our 2050 carbon neutrality target.

We believe that sustainable development is a long-term journey requiring deep and enduring commitment. We are grateful to our users, employees, and partners for joining us on this path. Together, we can build a future where every journey brings us closer — to one another, and to the perfect trip for a better world.

Key Performance Highlights on Sustainability

2024 Key Sustainability Performance

ESG Rating	MSCI ESG Rating: Achieved A rating
Environment	• Continued to promote lower-carbon travel products, including certified-sustainable hotels, lower-carbon flights, car rentals, and corporate travel, engaging travellers to place more than 100 million orders on more sustainable travel options • Trip.com's Lower-Carbon Hotel Initiative covers 3,300 hotels, encouraging 12 million travellers to stay in accommodations taking lower-carbon actions • Officially launched the carbon neutrality roadmap • Installed solar panels at our headquarters and rural retreats, generating 457 MWh of electricity and preventing 245.2 tons of CO_2 emissions • Increased the share of green electricity consumed in leased data centres to 42.6%
Community	• Established 34 Trip.com Group Country Retreats, creating over 40,000 new jobs. Over 80% of employees at these retreats are local villagers, contributing to a rise in annual per capita income of over USD 5,483 • The Global Travel SOS Platform has served over 440 million travellers and handled more than 22,000 emergency cases from over 100 destinations, with a 98% success rate • Nearly 100% of valid customer complaints were resolved. Third-party monitoring data showed that Trip.com Group's customer satisfaction rate reached 80%, with a domestic hotel NPS of 94% in 2024
Family	• Since the launch of the childcare subsidy policy in 2023, over 900 children qualified for a USD 6,880* stipend; in 2024, stipends were distributed to 342 children, totalling USD 468,909 • Since its launch in 2022, the hybrid work policy has been applied by employees over 630,000 times, saving an estimated 1.25 million commuting hours • Introduced a Spring Festival remote work policy for customer service teams in 2024, offering up to 2 months of remote work. This benefitted 730 employees during the 2025 Spring Festival • Female employees account for 57.1% of the workforce, and 32.7% at senior management level • 100% of employees received training, with an average of 42.26 hours per person, an 8.9% increase from 2023
Stakeholder	• Formed strategic partnerships with over 230 destinations worldwide, promoting tourism worldwide • Launched the"City Express Free Half-Day Tour"for international transit travellers which has been experienced by over 6,000 participants from 50 countries to date



*The amount is based on the onshore exchange rate as of June 30, 2024, which was used in the 2023 ESG report.

About Us

Trip.com Group is a leading global travel service provider comprising Trip.com, Ctrip, Skyscanner, and Qunar. Across its platforms, Trip.com Group helps travellers around the world make informed and cost-effective bookings for travel products and services. It enables partners to connect their offerings with users through the aggregation of comprehensive travel-related content and resources, and an advanced transaction platform consisting of apps, websites and 24/7 customer service centres.

Founded in 1999 and listed on NASDAQ in 2003 and HKEX in 2021, Trip.com Group has become one of the best-known travel groups in the world, with the mission "to pursue the perfect trip for a better world". Find out more about Trip.com Group here: group.trip.com.

Our Mission:

To pursue the perfect trip for a better world.

Our Vision:

To become the world's leading and most trusted family of online travel brands, that aspires to deliver the perfect trip at the best price for every traveller.

Our Core Values:

C – Customer Centric: Be the customer.
T – Teamwork: Put we before me; transparency builds trust; openness, embrace the differences.
R – Responsibility: Break all boundaries.
I – Integrity: Truthfulness is everything; speak your mind.
P – Partner: Seek for the win-win.

Global Brand

Trip.com Group owns a diverse portfolio of brands, offering comprehensive one-stop services. Its core online travel agencies (OTAs) include Ctrip, Trip.com, and Qunar, along with the Skyscanner metasearch platform, meeting the needs of travellers across various countries and regions.

Trip.com Ctrip QUNAR Skyscanner travelfusion Travix

Our Business

Trip.com Group provides travellers with comprehensive travel services, including hotel reservations, transportation ticketing, tour bookings, and corporate travel management. Since our founding in 1999, we have achieved global growth through technological innovation and strategic expansion.

Flights

Trip.com Group Flights provides comprehensive solutions for global airlines and travel partners through an extensive ticket distribution network, efficient and user-friendly booking tools, and cutting-edge AI technology.

- Coverage in over 220 countries and regions, serving more than 3,400 airports
- Partnerships with over 640 global airlines
- Over 2.7 million flight routes worldwide

Accommodation

Trip.com Group operates a global hotel network and has developed a Preferred Partner Program to rigorously select and collaborate with high-quality hotel partners. By sharing rich platform resources and offering innovative services such as Hotel+X and Trip.Best Membership, we work together to deliver exceptional accommodation experiences.

- Coverage in over 200 countries worldwide
- More than 1.5 million hotels

Trains and Ground Transportation

Leveraging the extensive ground transportation network, Trip.com Group integrates train, coach, and ferry services with advanced technology and seamless intermodal connectivity to deliver one-stop, personalised, and smart travel solutions.

- Ground transport services in over 36 countries
- More than 2 billion intelligent travel plan queries processed daily for train

Financial Services

Trip.com Group's financial services empower the travel finance ecosystem through technology, building a deeply integrated "Finance + Travel" platform. Advocating for green finance and credit-based travel, we provide intelligent fintech services and one-stop financial solutions to travellers and small and micro enterprises in the travel supply chain. Trip.Finance enables financial institutions to serve tens of millions of travel industry users and businesses, offering services including consumer finance, industrial finance, insurance, payments.

- Over 100 million users benefit annually from personal financial services
- Financing provided to more than 3 million small and micro users
- Risk intelligence system processes over 2 billion requests per day

Corporate Travel

Trip.com Group's corporate travel arm, Trip.Biz provides global businesses with one-stop travel management and consulting services. We help companies optimise costs and enhance efficiency by offering tailored travel solutions, leading them into a more intelligent and digitalised era of travel management. Backed by the tech R&D team, we continuously raise the industry standard through innovation.

- Supported by Trip.com Group's strong resources, serving 3 out of 5 Fortune 500 companies and over 1 million corporate clients
- 8 global service centres, supporting more than 24,000 outbound enterprises across 196 countries and regions
- Collaboration with over 160 ecosystem partners, offering more than 3,800 system integration solutions

Vacation

Trip.com Group leverages global resources to build a one-stop travel ecosystem. Our offerings span group tours, private tours, FIT (free independent travel), customised tours, cruises, car rental, transfer and charter services, attraction tickets, experiences, visa services, and insurance—all enhanced with intelligent travel planning and worry-free service.

- Over 90,000 travel partners
- Presence in more than 100 countries and regions, and over 2,000 cities

Awards and Recognitions

Sustainability

- United Nations Global Compact (UNGC) ESG+20: Sustainability Case Study
- EY Best Sustainable Development Company of the Year 2024
- China Foundation for Rural Development – Rural Revitalisation Project of the Year
- Recognized by five Chinese ministries including the National Health Commission for Family-Friendly Workplace Case
- KPMG China ESG 50: Outstanding Social Pioneer
- Shanghai Charity Award – Corporate Donor
- Yicai CSR Ranking – China Corporate Social Responsibility List
- Southern Weekly 2024 Social Responsibility Award

Employer Branding

- 2025 China's Outstanding Employers
- Forbes China – 2024 Best Digital Employer in China
- LinkedIn – Most Influential Global Brand 2024
- HR Asia – Best Companies to Work for in Asia 2024 (Malaysia Region)

Customer Service

- 2024 Travolution Awards (Europe) – Best Customer Experience
- Top 10 Digital Service Brands – Golden Voice Awards 2024
- Best Customer Contact Centrehina – Golden Sound Awards 2024
- China Tourism Academy – Innovative Group Empowered by New Productive Forces
- Best Employer for Customer Service – 2024 China Customer Service Festival

Brand Recognition

- 2024 Travolution Awards (Europe) – Brand of the Year
- World Travel Awards – Best OTA in Asia
- World Travel Awards – Best OTA in the UK
- World Travel Awards – Best OTA in Spain
- Fortune Magazine – Fortune Asia Top 30
- Top 20 Chinese Tourism Groups

Note: The above includes a selection of external awards and recognitions as of December 31, 2024.

02

Governance for Sustainable Development

- Corporate Governance
- Sustainability Strategy
- Sustainability Management Framework
- Stakeholder Communications
- Materiality Assessment

Guided by the mission "to pursue the perfect trip for a better world", Trip.com Group integrates sustainable concepts into every aspect of our management and operations for a more sustainable future. We are committed to addressing societal challenges and creating long-term value through our products, technology, and innovation. We uphold high governance standards, establishing a transparent and efficient framework that strictly complies with regulations worldwide. Our Board of Directors places a strong emphasis on diversity, and has set up professional committees to enhance governance efficiency.

Our sustainable development governance system focuses on three main areas: (1) strengthening our governance framework to empower our Board of Directors, management, and employees to effectively execute our sustainable development strategies; (2) embedding sustainable principles into our business operations to foster a culture of sustainability across our organisation and daily practices; and (3) improving transparency by publishing sustainability reports in accordance with international standards to showcase our achievements and progress.

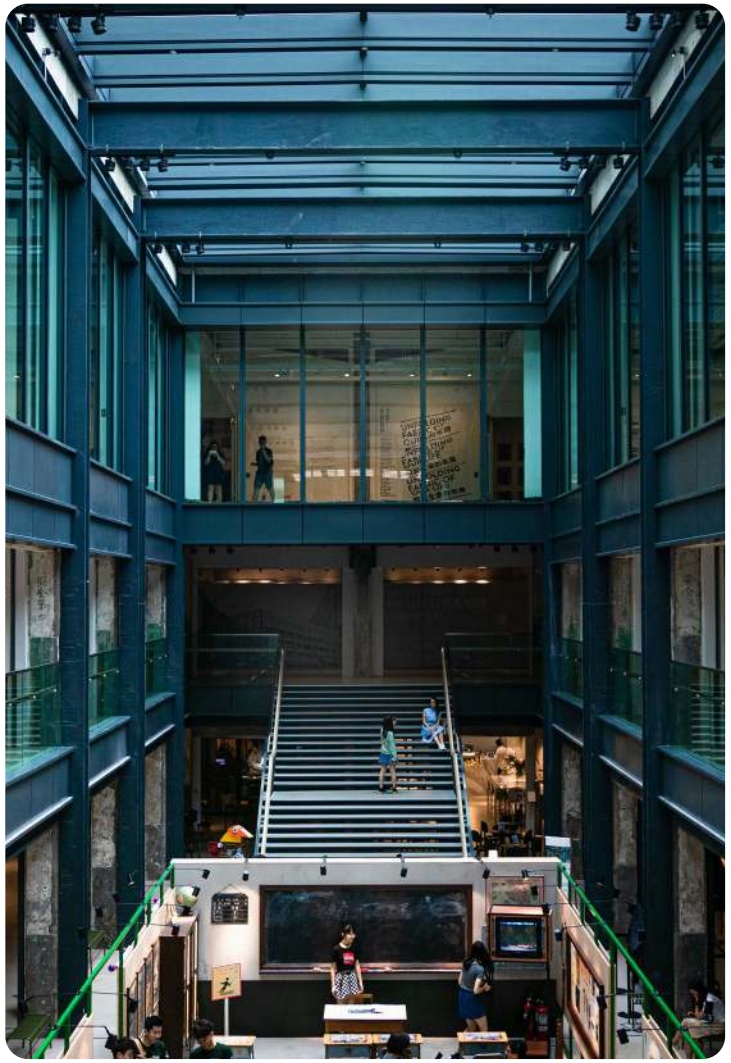
2.1 Corporate Governance

Trip.com Group has always maintained a high level of compliance awareness and is always in pursuit of governance excellence. We are compliant with authoritative laws, regulations and standards, both in China and globally, including the Company Law of the People's Republic of China, Securities Law of the People's Republic of China, ESG Reporting Guide 2.0 of Nasdaq in the US, and Appendix 14 Corporate Governance Code of the Listing Rules of the Hong Kong Stock Exchange. Through careful planning, we have created a corporate governance framework with clear boundaries of power and responsibilities, smooth and efficient collaborations, and effective checks and balances to raise the standards of our operations further and drive the Group forward.

The Board of Directors ("the Board") formulates and adopts the Group's governance policies, leads and supervises the management team in policy implementation, reviews the Group's business performance, ensures effective risk management, and conducts internal controls. The Board comprises eight directors, five of whom are independent of the management. These independent non-executive directors do not hold any managerial positions and represent 62.5% of the Board's membership.

In accordance with our Articles of Association, we consider industry experience, professional capability, gender, and other factors when nominating our directors. The appointment of executive directors requires the endorsement and unanimous approval of independent non-executive directors. The independent non-executive directors, who come from diverse industry backgrounds, offer insights and management experiences from different fields. Their professional competencies ensure checks and balances that safeguard the interests of shareholders, the Group, and other stakeholders.

In order to effectively protect the long-term interests of all stakeholders, the Board has specially set up six dedicated committees. These include the Audit Committee, Compensation Committee, Sustainability Management Committee, Compliance Committee, Information Security Committee, and Risk Management Committee. Each committee has a clearly defined set of responsibilities and authority. They perform their respective duties by strictly following relevant procedures, to fulfill their key function of helping the Group make informed decisions.



Core Responsibilities of the Six Dedicated Committees

	Chairperson/Person In-charge	Core Responsibilities
Audit Committee	Non-executive director	Constructs the Group's internal audit framework, determines key audit matters, and improves the supervision mechanism. Performs risk management and internal control reviews, and monitors the Group's risk tolerance.
Compensation Committee	Non-executive director	Oversees the Group's compensation strategy, planning and implementation, and also develops and optimises compensation systems. Determines the overall compensation strategy for executives and regular employees, promotes a more equitable compensation system across gender, and assists the Board in reviewing compensation matters that are relevant to the Group's sustainable development.
Sustainability Management Committee	Non-executive director	Formulates and implements the Group's sustainability strategy, monitors the progress of the respective goals and indicators, and is responsible for the publication of sustainability reports. Promotes openness, transparency, inclusiveness and equality within the Group.
Compliance Committee	Senior management	Provides guidance and supervision, makes decisions, and reviews the Group's compliance in the areas of business ethics, professional ethics, and code of conduct to prevent sustainable development risks and to ensure effective risk management. Every year, the committee conducts a group-level business ethics and compliance risk assessment and audit.
Information Security Committee	Senior management	Establishes and improves the personal information protection assessment and supervisionmechanism to ensure user privacy and information security. Ensures the security of information transmission, storage and processing, prevents and responds to security incidents, and minimises data leakage and legal risks concerning privacy protection.
Risk Management Committee	Senior management	Oversees the progress of the Group's sustainability risk management efforts, and provides recommendations for corporate decision-making. Establishes a risk communication platform, comprehensively assesses risks for each business unit and platform, formulates corresponding management strategies, and monitors the implementation and evaluates the effectiveness of risk management processes.

The Board remains committed to improving the mix of directors during its tenure, and incorporates the views and perspectives of current and new directors to ensure effectiveness and efficiency in the discharge of fiduciary responsibilities. We are committed to continuously improve the Board's governance system and are working to add more qualified women who align with the needs of our corporate governance.

2.2 Sustainability Strategy

Trip.com Group's sustainability strategy is based on our "Friendly Four" principles in response to the United Nations' 17 Sustainable Development Goals. These principles aim to create value for all stakeholders in the tourism ecosystem, including our customers, partners, employees, shareholders, as well as the general public. Through our development strategy, we promote sustainability in the tourism industry, achieving a win-win outcome that brings value to both the society and economy.

Trip.com Group's sustainability vision

To pursue the perfect trip for a more sustainable future.

"Friendly Four"-based Sustainability strategy	UN Sustainable Development Goals (UN SDG)	UN Global Compact Ten Principles	Core Strategy
Stakeholder-friendly		Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	We ensure that our operations are compliant with the related regulations to safeguard user privacy and data security. Through innovative product offerings, we optimise the travel experience for our customers, and empower our industry partners and travel destinations to grow. We continue to actively expand the inbound travel market for China, driving the local culture and economy, and building a more sustainable tourism ecosystem that benefits our users, partners and communities.
Community-friendly		Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.	Leveraging our strengths in the tourism industry, we share the fruits of our success with local communities by driving rural revitalisation and ensuring travel safety. We work with our partners to care for vulnerable groups, promote community development, and advocate for social inclusion and mutual progress.
Family-friendly		Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses. Principle 3: Businesses should uphold the freedom of association and recognise the right to collective bargaining by the labour force; Principle 4: The elimination of all forms of forced and compulsory labour; Principle 5: Support the abolition of child labour; and Principle 6: The elimination of discrimination in respect of employment and occupation.	We are committed to become the world's leading family-friendly company, contributing to a friendlier work environment for families in society. We create an equal, diverse, and inclusive working environment that provides fair career advancement opportunities for women and ethnic minorities. We continue to improve the benefits and training facilities that our employees enjoy, and are committed to helping them achieve work-life balance.
Environmentally-friendly		Principle 7: Businesses should proactively address environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and adoption of more environmentally focused technologies.	We introduce sustainability concepts into our tourism products to promote responsible consumption, support ecological protection, and reduce carbon footprint. We assess climate risks and continue to make progress towards our promise to achieve carbon neutrality by 2050. These are part of our commitment to protect the ecological environment and create a more sustainable future.

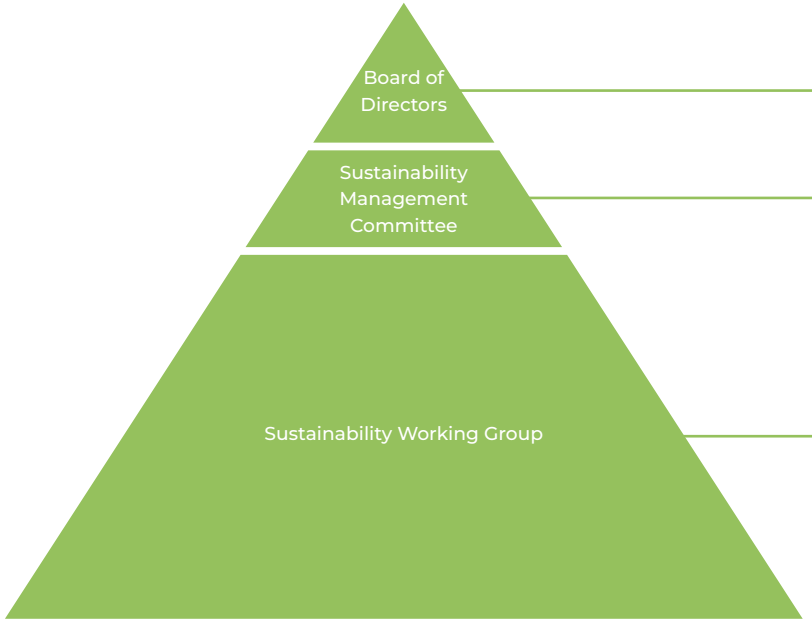
2.3 Sustainability Management Framework

In 2021, Trip.com Group established a top-down, three-tiered sustainability management structure that is led by the Group's CEO Jane Sun, and consists of a Sustainability Management Committee ("the Committee") and a Sustainability Working Group.

The Committee, which is chaired by Qin Yang, the Group's Vice President, General Legal Counsel, and Compliance Officer, comprises members who are senior executives and department heads. The Committee is responsible for planning and making decisions in the area of sustainable development for the Group, and must convene at least once each year.

Under the Committee, the Sustainability Working Group, which comprises key personnel of each business group and functional department, is responsible for executing the Group's sustainability strategies and products. It also promotes a culture of sustainability within the Group.

During the reporting period, we designated a sustainability point of contact in each business group at our headquarters. These designees are responsible for promoting sustainability in their respective departments in accordance with our objectives and goals. Based on operational needs, our branches and subsidiaries around the world have also appointed sustainability specialists to implement the Group's sustainable development strategies and policies, and to ensure compliance with the relevant laws and regulations in the areas where they operate.



Board of Directors	The Board authorises the Sustainability Management Committee to oversee and manage the Group's sustainable development operations.
Sustainability Management Committee	Oversees and guides sustainable development efforts, and reports the progress to the Board.
Sustainability Working Group	
Accommodation BG, Flight BG, Ground Transportation BG, Tourism BG, Trip.Biz BG	
Implement sustainability-related products and projects	
Human Resources, Legal, and other functional departments	Branding, Public Relations
Develop sustainability policies	Promote sustainability concepts
Sustainability Coordination Office	
Collaborate with different business groups and functional departments to develop action plans and monitor their progress	
Special project teams	
Carbon neutrality strategy project teamDiversity, equity, and inclusiveness project team...	

Performance and Compensation

Trip.com Group ensures that the compensation mechanisms align with the Group's business development needs and that the compensation for the directors is reasonable and appropriate. Related recommendations are submitted to the Group's Compensation Committee for approval. In addition, the Remuneration Disclosure Policies for the Board of Directors of Trip.com Group specifies that compensation for the Board shall be tied to sustainable development performance. The Group has also established a compensation clawback policy for executive directors within its compensation and incentive plans to effectively manage related risks.

In order to further enhance sustainability management performance, the Group has incorporated sustainability performance indicators into the annual performance appraisal of senior executives, as well as the performance assessment of related departments.

Sustainability Management Policies

We understand that sound sustainability governance requires effective policies. In order to enhance the transparency of our governance and ensure that stakeholders' needs are aligned with the latest international regulatory requirements, we perform annual reviews on the adequacy and effectiveness of our sustainability policies. During the reporting period, the following policies and systems were approved and issued.

Policy	Year
Equity and Diversity Policy for Trip.com Group Business Ethics Guidelines of Trip.com Group Supplier Code of Conduct of Trip.com Group	2024
Protection and Reward Measures for Whistle-blower and Witness of Trip.com Group Remuneration Management Policies for Trip.com Group Employee Rights Statement of Trip.com Group Administrative Regulations on Anti-Fraud and Anti-Corruption of Trip.com Group Remuneration Disclosure Policies for the Board of Directors of Trip.com Group	2023

2.4 Stakeholder Communications

Trip.com Group believes that stakeholder opinions and suggestions are particularly important in effectively identifying sustainability risks and improving sustainability management. Through regular two-way communications, we continuously seek to understand the expectations of our stakeholders. This allows us to address their concerns in our operations and decision-making processes to improve our sustainable development performance.

Our key stakeholders include shareholders and investors, regulators, media and NGOs, partners, customers, employees, and communities. We engage with them through a variety of channels, including but not limited to our websites, official social media accounts, online and offline meetings, investor and press conferences, and employee satisfaction surveys.

Communication Channels

Investors
Investor summits, shareholders' meetings, company website, financial report press conferences

Government and Regulators
Official media and association symposium, release of information, policy consultation and feedback, official visits

Customers
Apps and company website, user satisfaction surveys, online customer service, offline stores, social media platforms

Partners
Global partner summits, supplier conferences, field visits and assessments

Employees
Employee satisfaction surveys, annual strategy briefings, labour union and HR meetings, intranet and company-wide emails, employee feedback channels, social media platforms

Media and NGOs
Charity projects, company website, social media platforms, annual partner summits

2.5 Materiality Assessment

During the reporting period, we maintained communication with all stakeholders. We regularly reviewed business-related sustainable development issues from the perspectives of stakeholders and Trip.com Group's business based on the GRI Standards, sustainability issues of interest for HKEX and Nasdaq, UN SDGs, and mainstream ESG rating standards. In the process, we identified 18 material sustainability issues. This report is compiled around these topics.

Scope	No.	Issue
Governance	1	Corporate governance
	2	Business ethics and anti-corruption
	3	Intellectual Property Protection
	4	Stakeholder Communications
Social	5	Customer experience and satisfaction
	6	Customer health and safety
	7	Product quality and innovation
	8	Information security and privacy protection
	9	Diversity, equity, and inclusiveness
	10	Employee health and safety
	11	Employee development and training
	12	Employee rights and protection
	13	Sustainable supply chain management
	14	Charitable activities
	15	Respect for local cultures
Environment	16	Climate change and carbon neutrality
	17	Energy Management
	18	Promoting more sustainable tourism
	19	Ecology and biodiversity protection
	20	Wastewater and solid waste management

03

Stakeholder Friendly

- Commitment to Compliant Operations
- Ensuring Information Security
- Safeguarding User Privacy
- Intellectual Property Protection
- Supplier Management
- Enhancing Product Quality
- Promoting Development of Inbound Tourism in China
- Collaborative Ecosystem Building

Trip.com Group remains committed to compliant operations, placing the strict protection of user privacy and data security at the heart of our governance practices—establishing a strong foundation of trust. We strive to create a safe and secure environment for users through a range of certifications and compliance measures that safeguard privacy and user rights. Meanwhile, we continue to enhance user experience through product innovation, empower industry partners and destinations, actively promote inbound tourism, and contribute to the cultural and tourism economies of each nation—building a more sustainable travel ecosystem that creates shared value for users, partners, and society.

3.1 Commitment to Compliant Operations

Risk Management

Trip.com Group has established a comprehensive risk management system grounded in the COSO (Committee of Sponsoring Organizations of the Treadway Commission) internal control framework, ISO 27005:2022 (Information Security Risk Management), and GBT 20984:2022 (Information Security Risk Assessment Guidelines). We have obtained certifications in ISO 27001 and ISO 27701, and have integrated social and environmental factors into our enterprise-wide risk management framework. We regularly identify and assess emerging risks and conduct company-wide training and institutional development to foster a culture of risk awareness.

Risk Governance Structure

Trip.com Group's risk management system is overseen by the Risk Management Committee, led by Senior Vice President Yan Feng, with 15 core decision-makers from across business units. This committee is responsible for planning, executing, monitoring, and optimising risk-related work to enhance risk prevention capabilities across all business lines. The structure consists of three tiers: decision-making, management, and execution.

Decision-Making Level – Board of Directors:

Approves risk management policies, oversees the effectiveness of risk controls by the management team, and sets overall goals and strategies.

Management Level – Risk Management Committee:

Designs, implements, and manages risk control systems, executes company-wide risk policies and procedures, and regularly conducts comprehensive risk assessments and cultural training.

Execution Level – Business Security, Platform Risk Transaction Centre, and Compliance & Audit:

Evaluates and monitors business risks, oversees financial security, and assesses risk mechanisms and regulatory compliance.

Risk Management Mechanism

Trip.com Group has implemented a three-tiered risk management mechanism to ensure the system operates efficiently through functional segregation:

Level 1 —— Business Units:

Each business unit is responsible for identifying, assessing, monitoring and improving risks.

Level 2 —— Functional Departments:

Legal, Finance, Risk Control and other functional departments implement a series of risk management systems to operationalise risk management.

Level 3 —— Audit Department:

Regularly audits and evaluates risks to enhance the integrity and science of the risk management system.

Risk Management Process

Our risk management framework comprises six key steps, which are continuously refined and improved: risk identification, risk assessment, risk response, risk communication & management, risk system improvement, and risk culture development.

We routinely analyse the results of the design and implementation of the Group's risk management system to ensure that risk management is implemented effectively. The comprehensive Group risk management is reviewed annually, and processes are optimised.

In terms of risk structure, and in line with the rapid growth of international business, we have strictly complied with national and international anti-money laundering standards and relevant laws and regulations. We have also established an effective monitoring mechanism for money laundering and cross-border transactions, and taken timely measures in response to the discovery of unusual transactions, high-risk behaviours, and suspicious fund flows.

In terms of technological enhancement, we have strengthened the risk management capabilities related to the research and development of each business product, starting from an early stage of research and development. We have enhanced methods for identifying problems such as customer complaints, and public opinion and monitoring. We have also set up an independent and professional risk management team, and made full use of the big data risk control model, red and blue offensive and defensive drills, and external risk intelligence pre-alerts to continuously improve the accuracy and coverage of risk identification.

In terms of ecological synergy, we have established effective communication and cooperation mechanisms with regulatory agencies, including police forces in various countries, criminal investigation agencies, and major global card organizations (VISA / MasterCard / UnionPay), in order to jointly address various risks and challenges, and to leverage global risk information and joint prevention and control efforts, so as to better predict and respond to possible risks.

In terms raising awareness, we adhere to the strong risk culture of legal compliance, honesty and fairness, actively carry out anti-fraud publicity and risk tips, and publicise relevant prevention techniques to enhance public awareness.

Compliance Management

Trip.com Group strictly complies with the Company Law of the People's Republic of China, the Civil Code of the People's Republic of China, and relevant laws and regulations in all jurisdictions where it operates. Based on this foundation, the Group has established internal policies such as the "Trip.com Group Anti-Fraud and Anti-Corruption Policy", which are regularly updated to reflect the latest legal and regulatory developments and ensure continued effectiveness. In parallel, we have established the "Trip.com Group Compliance Committee Charter" as the foundational framework for our compliance governance.

"The Code of Conduct for Employees of Trip.com Group" serves as a reference for all employees to uphold the Group's core values and make sound decisions in the course of business activities. In addition, the Group has joined the China Sunshine Integrity Alliance and the Corporate Anti-Fraud Alliance Platform, helping to foster a transparent and ethical business environment. The Code of Conduct is regularly reviewed and revised to ensure alignment with applicable laws and regulations.

To strengthen the supervision and management of employees in key positions, the Group has introduced the "Policy on Conflict of Interest Declarations for Key Positions". This requires all key personnel to declare any potential conflicts of interest upon onboarding and to sign a written acknowledgement—achieving a 100% submission rate. Employees are also encouraged to submit conflict of interest declarations at any time as circumstances arise.

Whistleblowing and Complaint Mechanism

Trip.com Group is committed to fostering a clean, diligent, and professional workplace, upholding high ethical standards across its business operations. The Group also actively promotes an open communication culture, encouraging all employees, suppliers, and other partners to participate in integrity monitoring efforts.

Whistleblowers can report concerns to the Group's Audit Department via email, telephone, post, or by scheduling an in-person visit. The Audit Department adheres strictly to the "Whistleblower and Witness Protection and Reward Policy", ensuring confidentiality at every stage—from receipt and registration to investigation and storage—while preventing any leakage or loss of information. A designated person is responsible for managing the whistleblower hotline and mailbox; no other individuals or departments are granted access. Major issues are reported directly to the Board of Directors and the Audit Committee.

During the reporting period, we further strengthened supplier integrity management by incorporating anti-bribery clauses and whistleblower channels into supplier contracts.

The Group provides the following compliance reporting channels:

- Whistleblowing Hotline: 8621 - 54261440
- Whistleblowing Email: jubao@Trip.com
- Mailing Address: Audit Department, Trip.com Group, No. 968 Jinzhong Road, Changning District, Shanghai
- Audit Enquiries Email: shenji@Trip.com

Protection of Whistleblowers and Witnesses

We place the utmost importance on confidentiality throughout the reporting and investigative process. The personal details of whistleblowers and witnesses, as well as all information provided, are kept strictly confidential. We have zero tolerance for any form of retaliation against whistleblowers or individuals who refuse to participate in activities that violate these policies. The company ensures that whistleblowers and investigators are not subjected to any retaliation, discrimination, adverse treatment, or negative consequences due to their reporting. If a whistleblower or witness experiences any form of retaliation, they are encouraged to contact the Audit Department, which will take appropriate measures to provide protection. Verified reports may be eligible for a material reward.

Main Policies

- Trip.com Group Anti-Fraud and Anti-Corruption Policy (2023)
- Trip.com Group Compliance Committee Charter (2022)
- Code of Business Conduct and Ethics for Trip.com Group (2021)
- Reward and Penalty Policy for Protection of Trade Secrets (2015)
- Compliance Fund Reward Policy (2019)
- Trip.com Group Rules for Entry into Third-Party Integrity Platforms (2019)

Compliance Governance and Audit

The Audit Committee is the highest authority for internal audit and compliance risk management within the Group. It is responsible for ensuring the integrity and compliance of the Group's sustainability governance framework and for overseeing internal controls and risk management mechanisms. The Audit Committee operates independently of management and is chaired by independent directors Neil Nanpeng Shen, JP Gan, and Gabriel Li, working closely with the independent internal audit function.

The Group conducts internal audits annually. These are led by the Audit Department, whose mission is to provide independent operational assessments. The scope and frequency of audits are determined based on risk assessments, management priorities, and professional judgement. The Audit Department is responsible for offering expert opinions or evaluations on audit topics and reports findings to the Audit Committee for review.

As a publicly listed company, Trip.com Group is also subject to annual external audits conducted by independent third parties, which assess the company's financial condition and risk management.

During the reporting period, the Group carried out special reviews on various aspects, such as cost compliance and conflict of interest, to improve the risks identified in a timely manner. During the period, there were no cases or reported incidents of violation of anti-fraud and anti-corruption regulations that had a significant impact on the Group.

Business Ethics and Anti-Corruption

As an international company that is listed on the HKEX and NASDAQ, Trip.com Group integrates relevant laws, regulations, and standards into its business ethics framework. We strictly comply with all applicable operational terms and legal requirements across China and global markets. In addition, we adhere to all relevant anti-corruption and anti-fraud laws to ensure full compliance across our global operations. Each year, the Group conducts both online and offline anti-corruption training. During the reporting period, no incidents were reported that had a significant impact on the Group due to violations of anti-fraud regulations. There were also no breaches of business ethics involving money laundering, insider trading, conflicts of interest, or similar misconduct.

Trip.com Group maintains a zero-tolerance policy toward fraud or unethical behaviour. We are committed to operating with high standards of business integrity. Based on the "Trip.com Group Code of Business Conduct and Ethics", we have developed a series of policies including the "Insider Trading Policy", "Anti-Commercial Bribery Policy", "Administrative Regulations on Anti-Fraud and Anti-Corruption of Trip.com Group", "Compliance Fund Reward Policy", "Protection and Reward Measures for Whistle-blower and Witness of Trip.Com Group", and "Rewards and Punishments for Protecting Business Confidentiality". These policies apply to all directors, senior management, and employees across the Group and its subsidiaries and branches.

"The Code of Business Conduct and Ethics" clearly outlines all prohibited behaviours and requires strict adherence by all employees, including directors, supervisors, employees, and agents. It also defines key concepts such as conflicts of interest, bribery, and fraud, ensuring all staff gain a deeper understanding and avoid regulatory breaches. Additionally, the policy provides behavioural guidance for handling company assets, intellectual property, and trade secrets. "The Anti-Commercial Bribery Policy" sets out detailed procedures for handling reports, protection measures and incentives for whistleblowers and witnesses, and prohibits any form of retaliation—such reports will be dealt with seriously. The "Administrative Regulations on Anti-Fraud and Anti-Corruption of Trip.com Group" covers every aspect of the Group's operations, and has been reviewed internally and published on our official website.

Trip.com Group conducts annual assessments of business ethics practices across all regions and levels of its operations. The Group continues to benefit from a structured and regulated business environment. We believe that fair competition drives innovation and are fully committed to complying with all applicable laws. We actively encourage our partners and stakeholders to uphold high standards of integrity, diligence, and professionalism, working together to promote the sustainable and healthy development of the travel industry.

Compliance Training

Business ethics and compliance remain a core component of Trip.com Group's governance. "The Code of Business Conduct and Ethics" clearly defines all prohibited behaviours and mandates full compliance by all employees. It offers clear guidance on unethical conduct such as conflicts of interest, bribery, and fraud, helping employees gain a comprehensive understanding and avoid breaches. It also provides behavioural standards on issues such as company assets, intellectual property, and trade secrets. "Administrative Regulations on Anti-Fraud and Anti-Corruption of Trip.com Group" outlines the reporting procedures, protections and incentive mechanisms for whistleblowers and witnesses, strictly prohibits retaliation, and mandates serious handling of all reports.

We strictly adhere to anti-corruption and anti-fraud laws to ensure compliance across our global business. Anti-corruption training is provided to the Board of Directors, all employees, and suppliers. Each year, we conduct a range of awareness activities on integrity and compliance, including onboarding training for new employees, an annual Compliance Week, awareness posters, periodic compliance emails, and targeted compliance training for specific business units.

All employees—including directors, supervisors, employees, and agents—are required to complete anti-corruption learning and assessment annually, with a 100% training participation rate and a 100% pass rate.

3.2 Ensuring Information Security

The Group complies with the relevant laws and regulations of the country and place of operation, including the Data Security Law of the People's Republic of China, the Cybersecurity Law of the People's Republic of China, the Personal Information Protection Law of the People's Republic of China, and the EU's General Data Protection Regulation (GDPR). We have established a comprehensive information security response standard, which includes the "Data Security Management Policy", "Personal Information Security Management Policy", and "Information Security Incident Management Policy". We place great emphasis on securing every operational project by improving our security management system and enhancing employee awareness and capabilities to protect user data.

Through comprehensive management mechanisms and technical safeguards, we ensure that user data is handled securely and in compliance with legal requirements. Trip.com Group has obtained multiple certifications, including PCI DSS (Payment Card Industry Data Security Standard), ISO 27001 (Information Security Management System), and ISO 27701 (Privacy Information Management System). Additionally, the Group has completed the filing for the Multi-Level Protection Scheme (MLPS) Level 3 certification, as mandated by the Ministry of Public Security of the People's Republic of China, and has received the corresponding certification for the security protection of communication networks used in online transaction systems.

Governance Structure

Trip.com Group's information security and personal data protection framework is overseen by a dedicated organisation responsible for planning, implementing, monitoring, and improving related initiatives. The governance structure comprises three levels: decision-making, management, and execution, ensuring compliance with relevant Chinese laws and the EU GDPR. Through this multi-level management structure, the Group is able to effectively manage and protect information security and personal privacy, ensuring compliance of business operations and security of user data.

Information Security Committee:

The Group has established an Information Security Committee composed of senior management representatives, the Chief Information Security Officer, the Head of the Information Security Department, and department heads. The committee is responsible for setting and guiding the Group's overall strategy for information security and privacy management, ensuring compliance with relevant laws and regulations. The Head of the Information Security Department serves as the designated management representative, coordinating and advancing information security and privacy efforts across the organisation. Looking ahead, we are actively exploring the elevation of the Information Security Committee to a board-level committee to strengthen oversight and governance.

Information Security Department:

This department oversees the security infrastructure and integrated risk governance of Trip.com Group and its global branches. Its responsibilities include strengthening security awareness among all employees, safeguarding customer information assets from internal and external threats, preventing security incidents, and minimising the impact of any incidents that do occur—thereby enhancing user trust and ensuring the stable, sustainable development of our business.

department heads, product privacy business partners and department employees

The responsibilities of the executive level are shared by department heads, product privacy business partners and department employees. They are responsible for implementing and enforcing information security policies and privacy protection requirements, monitoring the risk management processes in their departments, and cooperating with management in supervision and inspection. In addition, each department head is required to designate an information security officer who is responsible for supervising and checking the day-to-day implementation of information security and privacy protection in his or her department.

Policies:

Information Security Response Mechanisms:

- Information Security Incident Management Policy
- Security Incident Management Procedures
- Information Security Risk Assessment Policy

Data Security Management Mechanisms:

- Data Security Management Policy
- Data Classification and Grading Guidelines
- Sensitive Information Security Management Policy
- Sensitive Information Handling Procedures
- Personal Information Security Management Policy
- User Privacy Protection Policy

Data Security Management Mechanism

To safeguard users' personal data and privacy, we implement four key policies, including the "Data Security Management Policy", "Sensitive Information Security Management Policy", "User Privacy Protection Policy", and "Trip.com Group Personal Information Protection Policy", among others, to guide our information security practices. Trip.com Group has been certified under the ISO 27701 Privacy Information Management System and has established a multi-layered information security management system.

Physical Layer:

Our data centres comply with the GB50174-2017 "Code for Design of Data Centres".

Security Testing:

Professional engineers regularly conduct intrusion and vulnerability testing to reduce risk.

Host Layer:

A host intrusion detection system is deployed to monitor the integrity of service systems in real time.

Network Layer:

Access to information is strictly controlled using advanced firewalls and anti-virus technologies, and a network intrusion detection system is in place.

Data Layer:

User data is encrypted using advanced algorithms for storage, and SSL encryption is applied during data transmission to ensure security.

Application Layer:

We utilise advanced DDoS protection and web application firewalls to guard against cyberattacks such as SQL injection and XSS.

Operation Mechanism for Data Security

We uphold full-process security management throughout development, operations, testing, governance, and business functions, and link employee performance evaluations to information security responsibilities.

Operation level:

Establishment of security operation mechanism, including emergency response to unexpected security incidents, security policy management and monitoring.

Testing level:

Proactively detect and discover security vulnerabilities and establish an automated scanning platform.

Business level:

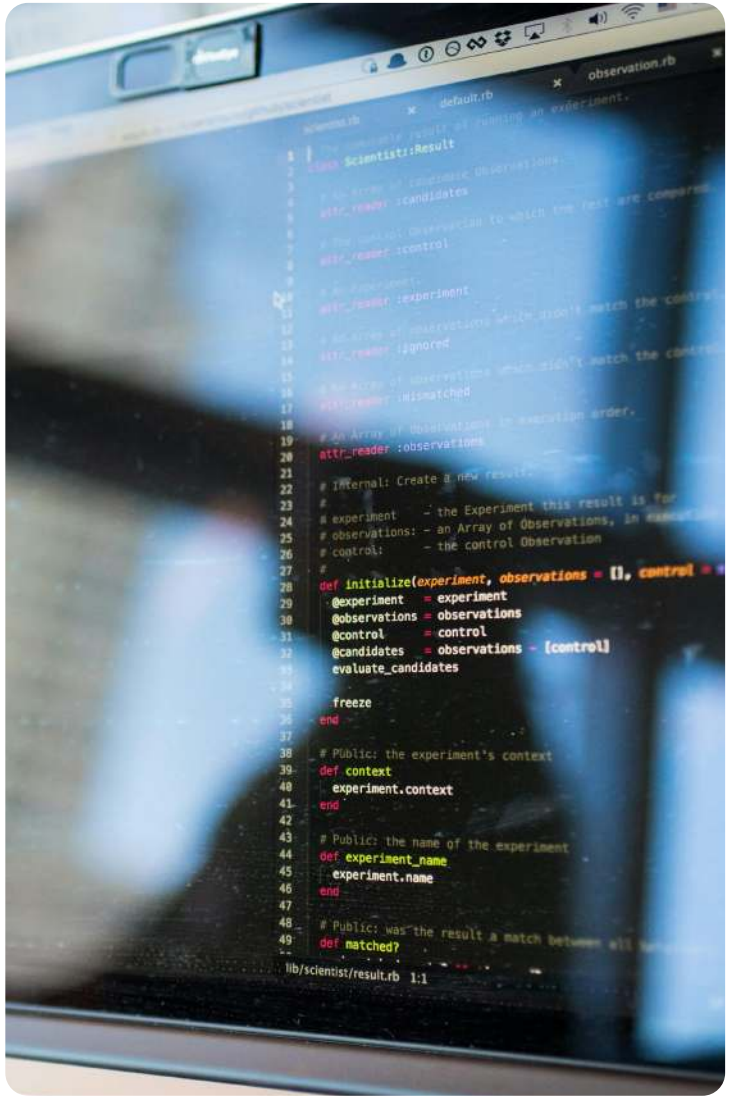
Security protection and information security are carried out at each business level.

R&D level:

Build a data security platform to ensure information security at the system and process levels, and establish a Group security emergency response centre.

Compliance level:

Implement data classification management to ensure that operational departments can only access user data within the necessary scope. At the same time, robust technical security measures are in place to prevent the unlawful use of user privacy.



Third-Party Audits and Security Qualifications

For external audits, we engage independent third-party law firms to assess and audit the Group's cybersecurity, data security, and personal information protection practices. In addition, we engage professional third-party accounting firms to audit our internal security controls in accordance with the relevant standards of the American Institute of Certified Public Accountants (AICPA). These audits assess the security, availability, confidentiality, and privacy of the Group's information systems and internal control activities.

We also obtain verified System and Organization Control (SOC) Reports through independent audits, which comprehensively validate the reliability of our services, system stability, and data protection capabilities. These reports not only demonstrate our commitment to data security but also affirm the compliance and effectiveness of our information security management system, providing greater transparency and trust for our users and partners.

In terms of internal inspections and drills, during the reporting period, we conducted 37 internal inspections and security drills, covering various personal data processing scenarios. These included in-depth reviews and full risk assessments to effectively mitigate internal risks. We re-identified and classified critical internal data, applying encryption to related sensitive data. We also optimised our data asset management and classification/grading functions to ensure accurate identification and management. Additionally, we conducted emergency drills covering data leakage and phishing attacks, significantly enhancing our defence capabilities and ensuring comprehensive user data protection.

Third-Party Security Certifications

Trip.com Group regards cybersecurity and user privacy protection as core responsibilities. Through in-depth cooperation with authoritative third-party institutions, we have established a multi-layered and comprehensive security protection framework to ensure that our security and compliance at an industry-leading level.

In terms of cybersecurity defence, we maintain long-term partnerships with top-tier third-party cybersecurity firms to conduct regular and comprehensive security and system testing. These include vulnerability scans, penetration tests, and code audits, simulating real-world attack scenarios to identify and remediate potential risks, thereby enhancing our ability to resist external threats and improve overall security resilience.

In compliance management, we retain internationally recognised law firms annually to assess our adherence to laws and regulations such as the Personal Information Protection Law, Cybersecurity Law, and Data Security Law. These firms review our policy frameworks, implementation processes, and technical safeguards, providing professional compliance reports and recommendations to ensure legal operations in data processing and privacy protection.

Trip.com Group has also obtained several internationally recognised certifications, further solidifying its leadership in data security and privacy protection. These include ISO 27701 (Privacy Information Management System), ISO 27001 (Information Security Management System), PCI DSS (Payment Card Industry Data Security Standard), and the MLPS Level 3 certification from the Ministry of Public Security of the People's Republic of China.

These certifications not only highlight the Group's leading capabilities in data security management and privacy protection, but also reflect the deep integration of international standards with domestic compliance requirements. Through this approach, the Group has built a comprehensive security framework that spans technical safeguards, management processes, and operational systems. This framework establishes a secure digital environment covering the full data lifecycle—from collection and storage to usage—and provides a multi-layered privacy protection system across all local and connected devices

ISO Certifications

Currently, 100% of the Group's entire business has been certified to both ISO 27001 (Information Security Management System) and ISO 27701 (Privacy Information Management). ISO certification is a globally recognised standard for information security management. The certification process is rigorously examined by independent external certification bodies, covering the establishment, implementation, maintenance, and continuous improvement of security and privacy management systems.

These certifications demonstrate Trip.com Group's professional competence in safeguarding user data and managing information security risks, underscoring the Group's systematic, standardised, and effective approach to data security and privacy at an internationally advanced level.

PCI DSS Certification

The Payment Card Industry Data Security Standard (PCI DSS), developed by the PCI Security Standards Council—comprising five major global payment brands—is the world's most authoritative and stringent standard for securing financial data.

Given the sensitivity and confidentiality of cardholder information, robust protection is essential. Trip.com Group has achieved 100% PCI DSS certification across its entire business, reflecting its comprehensive measures to secure data and prevent fraud. Through standardised and tightly controlled transaction processes, Trip.com Group ensures the security of each transaction step, effectively reducing the risk of data breaches. This not only strengthens the credibility of Trip.com's online payment systems but also enhances customer trust.

MLPS Level 3 Certification

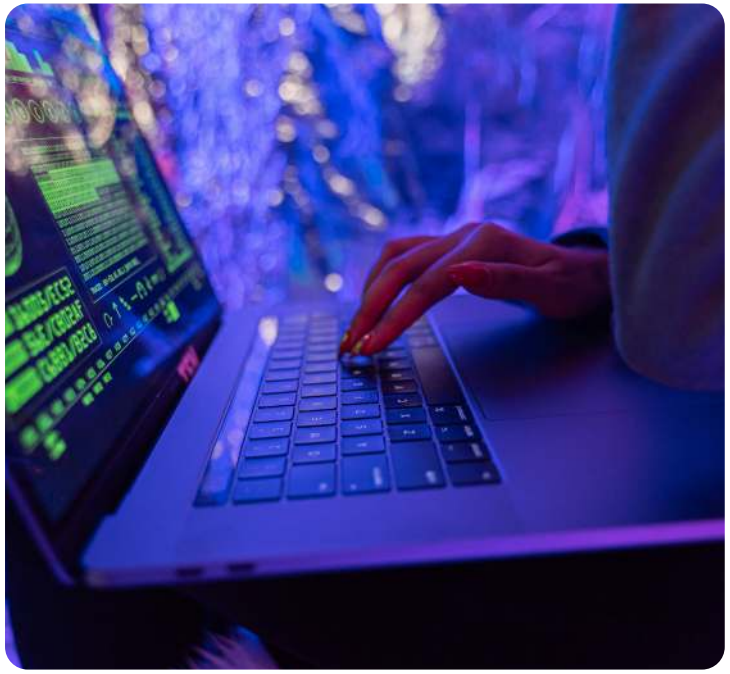
Trip.com Group has obtained full certification under China's Multi-Level Protection Scheme (MLPS) Level 3 across all business units—representing the highest level of information security certification available to non-financial institutions in China.

Level 3 certification is the national authoritative recognition of information system security protection capabilities, which requires strict compliance across five key domains: physical, network, host, application, and data security. It affirms Trip.com Group's capability to build a comprehensive and multi-layered cybersecurity framework that aligns with the highest national standards, further demonstrating the Group's expertise and technical strength in managing information security.

Level 3 Filing for Communications Network

Trip.com Group has achieved 100% compliance with the Level 3 filing requirements for communications network security protection. This classification and filing process enables the Group to more effectively defend against network threats and reduce security risks.

Through regular security assessments, continuous updates, and close collaboration with regulatory authorities, Trip.com Group continues to enhance the resilience and security of its communications infrastructure.



3.3 Safeguarding User Privacy

Trip.com Group has established a privacy and security management framework that spans the entire business chain, guided by the core principles of "legitimacy, relevance, and data minimisation." A multi-layered personal privacy protection mechanism has been implemented to ensure comprehensive safeguards. During the data collection stage, the Group strictly adheres to the principle of data minimisation by carefully managing data acquisition across all online and offline scenarios. This prevents the collection and retention of unnecessary data, and ensures that personal information is stored only for the minimum duration necessary to fulfil its intended purpose.

Through a transparent and publicly accessible privacy policy, the Group clearly discloses the purposes, scope, processing rules, and security measures related to the collection of personal information. All data is collected only with users' consent—forced data collection is strictly prohibited. The Group also enforces rigorous audits of third-party data transmission permissions and enhances the application of de-identification and anonymisation technologies to systematically reduce data circulation risks.

As the rightful owners of their personal data, users are granted full rights to be informed and to exercise control. They may freely decide whether to provide their information and can access, copy, correct, supplement, or delete their data at any time. Trip.com has established an efficient response mechanism to uphold users' rights and foster a trusted, transparent personal data protection ecosystem.

User Rights Protection

Transparent Privacy Policy

Privacy policies are tailored based on the context of data collection and are made publicly available through our website homepage, app installation pages, and user interfaces to ensure ease of access and readability. These policies clearly outline the purposes of data collection, usage methods, retention periods, sharing scopes, and user rights, thereby ensuring transparency in data processing activities.

Response Mechanism for Data Subject Rights

We place great importance on users' rights over their personal information and provide convenient, efficient channels to support the exercise of these rights. In addition to the channels disclosed in our Privacy Policy for exercising user rights, individuals may also submit requests by emailing our designated privacy address or by contacting our customer service hotline. All available channels are clearly communicated through our publicly accessible Privacy Policy.

We have established a dedicated 'User Rights Response' team responsible for handling requests such as data access, correction, deletion, withdrawal of consent, and account deactivation. A standardised internal process is in place to ensure that all user requests are addressed and responded to within the timeframes prescribed by applicable laws and regulations.

Through this mechanism, we are committed to providing users with an efficient and transparent service for exercising their data subject rights, fully respecting and safeguarding their control over personal information.

Internal Regulations for Personal Information Protection

We have implemented strict internal policies to protect users' personal information, including but not limited to:

Classified and Tiered Management

User data is classified based on sensitivity and potential impact, with corresponding protection measures applied according to classification level.

Full-lifecycle Management

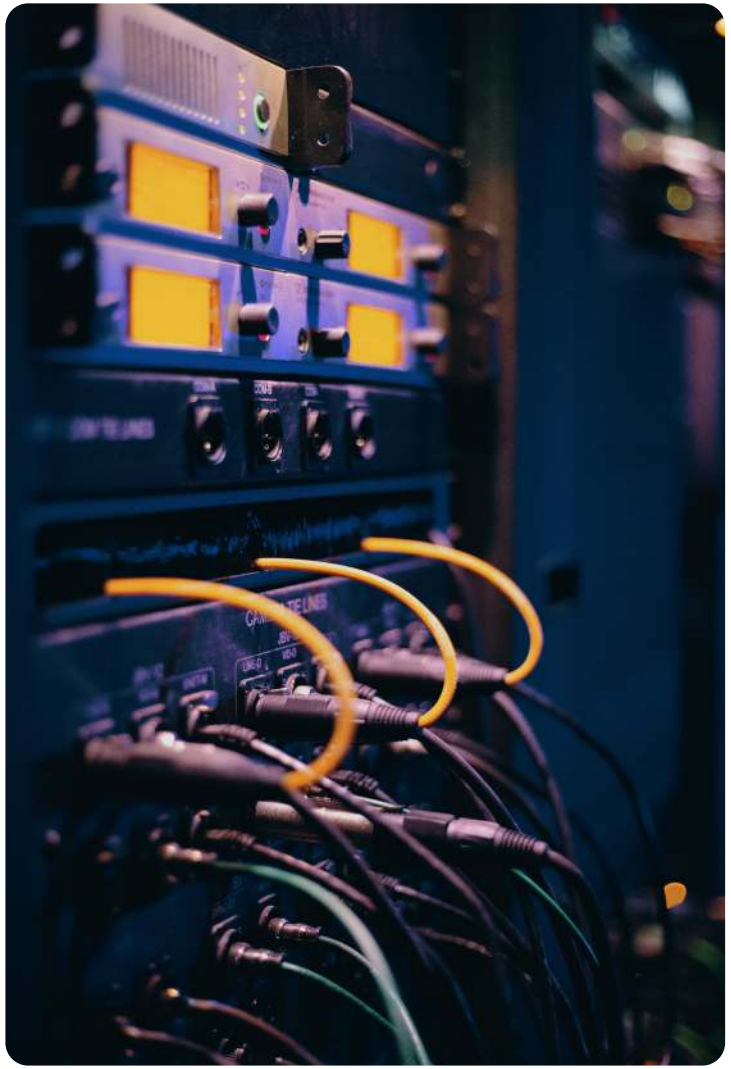
Personal information is managed throughout its lifecycle—including collection, usage, storage, sharing, and disclosure—in compliance with applicable laws and security standards.

Rights Protection

Users are entitled to rights such as inquiry, correction, deletion, withdrawal of consent, and account cancellation.

Security Measures

These include third-party processing controls, activity logging, automated decision governance, security impact assessments, and the implementation of security safeguards to ensure secure and compliant data handling.



Measures to protect users' personal information

We have established a full-lifecycle management mechanism for user personal data, with clearly defined procedures and monitoring measures for each stage—collection, storage, usage, and destruction.

Legality of Collection

User Consent & Transparency:
Before collecting any personal information, users are informed of the purpose, methods, scope, and duration of data use via privacy policies and user agreements, and their explicit consent is obtained.

Data Minimisation:
Strictly follows the principle of minimum necessity; Collect only the least amount of information that is directly related to the business function, and avoid over-collection.

Compliance Review & Audits:
During business scenario design, the Legal and Information Security departments conduct compliance assessments to ensure that all personal data collection activities comply with relevant laws and regulations (e.g., GDPR, China's Personal Information Protection Law). Internal audits and compliance checks are regularly performed to ensure legality and transparency.

Data Retention

Trip.com Group processes personal data based on legal allowances or user consent and retains it only for the minimum period necessary to fulfil business purposes or meet legal obligations. Once this period expires, or if the user exercises their right to deletion or account cancellation, data is either deleted or anonymised in accordance with applicable national regulations.

Data Storage

Encryption:
We utilise our self-developed 'Aegis System' to encrypt and securely store sensitive user data—such as mobile numbers, identification numbers, and email addresses—using advanced encryption algorithms.

Key Management:
Encryption keys are stored in a dedicated Key Management System (KMS) with strict access controls. Only authorised personnel may access the KMS. Key generation, storage, rotation, and destruction all follow rigorous protocols to ensure security.

Compliance Review for Data Usage

Before any business unit can access user data, it must submit a detailed request. The Information Security team conducts a comprehensive evaluation of the purpose, necessity, and compliance of the intended use. The Data Management Department will approve data usage by business units only after confirming that the intended purpose is directly related to the user-authorised scope and that appropriate compliance measures have been implemented. This ensures that the use of personal data remains compliant and that no data is used for unauthorised purposes.

Prior to establishing partnerships involving user data, strict security and legal reviews are conducted. The Information Security and Legal Departments conduct dual assessments to determine whether data processing activities are legitimate, necessary, and covered by the user's informed consent. Data is only shared if the third party complies with legal requirements and demonstrates sufficient security capabilities. Upon termination of the partnership, the third party is contractually required to delete all user data and issue a written confirmation of destruction.

Data Usage & Display

Data Masking:
In internal systems, sensitive user data is masked to prevent full exposure, even to authorised personnel. Digital watermarks are also applied to deter someone from leaking or capturing the data.

Access Control & Audit Logs:
All access to personal data is subject to strict permission controls. Detailed access logs are generated for each session, recording access time, personnel, and operation details for auditability and traceability.

Risk Prevention and Response

Employee Privacy and Data Protection

Trip.com Group has established an employee privacy policy that clearly outlines the collection, use, storage, and protection measures for employee personal information, as well as employees' privacy rights, ensuring employees are fully informed about how Trip.com Group processes their personal information. Internal channels are in place to ensure that employees can easily access the privacy policy at any time, promoting transparency and safeguarding their privacy rights.

SDK Privacy Compliance Governance Platform

Trip.com Group has established an SDK Privacy Compliance Governance Platform to comprehensively identify how third-party SDKs embedded in our apps use personal information. This platform helps ensure user privacy and protect their legal rights.

AI technology is used to verify whether the app's disclosures regarding SDK data use are accurate, improving the efficiency and accuracy of the review process. This prevents unauthorised or excessive data collection by third-party SDKs and further strengthens the Group's commitment to privacy compliance and accountability.

This platform was reviewed and approved by MIIT experts and was included as a best practice in the "Regulating SDK Application Services and Enhancing Service Coordination" category in December 2023.

Privacy Firewall

Trip.com Group is committed to protecting user privacy through a dedicated privacy firewall that isolates data access. In addition to strict pre-approval mechanisms, privacy controls are dynamically managed in real time after the launch of Ctrip and Trip.com, enabling 24/7 monitoring and effective interception. This significantly enhances the Group's privacy protection capabilities and full-process online monitoring, thereby reducing privacy-related risks.

Before becoming a registered member, every user must confirm acceptance of the User Service Agreement and Privacy Policy, where privacy-related rules are clearly communicated.

Trip.com Group's privacy firewall was recognised by China's Ministry of Industry and Information Technology (MIIT) on September 20, 2023, as one of the first 18 successful "minimum necessary" personal data processing case studies. It was also the only internet company in Shanghai to be publicly listed. On December 21, 2023, the firewall solution passed expert review and was included in the "Deploying Technical Measures to Strengthen Risk Prevention" section of the MIIT's best practice cases.

Internal and External Compliance Reviews for User Privacy

To protect user personal data and privacy, Trip.com Group has been certified under the ISO 27701 Privacy Information Management System and has implemented a multi-layered information security management system that covers all business operations. The Group has also obtained certifications including MLPS (Multi-Level Protection Scheme), Communications Protection, UP DSS, and PCI DSS.

To further strengthen personal information protection, the Group has engaged external supervisory experts specialising in privacy and compliance. These experts are selected through open recruitment or targeted invitations, and include legal scholars, lawyers, industry specialists, media representatives, and user representatives.

In November 2024, the Group convened the fourth Personal Information Protection External Advisory Panel. During the session, the Group reported on its personal information protection efforts for the year. The experts provided comprehensive guidance and exchanged views on the Group's privacy policies and their implementation, recognising the thoroughness and effectiveness of the Group's privacy compliance measures.

Privacy and Security Training

Trip.com Group places great importance on information security and personal privacy protection and provides regular targeted training for employees across different countries and roles. In the reporting period, the Group organised 15 training sessions on information security and privacy, reaching 34,470 participants. New hires and employees in key roles receive additional specialised training. The Group also regularly invites internal and external experts to conduct awareness sessions and uses cybersecurity drills to enhance employee preparedness.

All employees—including contractors—are required to complete annual information security and privacy training and pass an online exam. Training covers laws and internal standards on data protection and is available in Chinese, English, Japanese, Korean, and Thai to ensure global participation and understanding. In 2023, all 33,193 employees (including full-time, part-time, interns, and contractors), including 2,454 overseas staff, completed the training and assessments.

To ensure effective implementation, Trip.com Group has also set up a dedicated whistleblower channel (shared with the business ethics channel) for reporting information security concerns. Key employees are required to sign a "User Data Protection Commitment" and a "Confidentiality Agreement".

The Group conducts at least one comprehensive internal and external review each year to verify the effectiveness of security controls. Internal reviews are based on standards such as ISO 27001 and MLPS and cover systems and personal data protection practices. External audits are conducted by independent third parties, including SOX audits and ISO 27001/27701 reviews, enhancing transparency and credibility. During the reporting period, there were no major data protection violations, and the number of users affected by significant data security incidents was zero.

Information Security Week

Trip.com Group organises an annual Information Security Week. The 2024 theme, "Build a Privacy Shield, Strengthen Security Awareness," was celebrated with on-site events in Shanghai, Beijing, and Chengdu, drawing over 4,700 participants. Activities included online learning modules, interactive games, quizzes, and point-based prize redemption. These initiatives reinforced the message that "Information Security is Everyone's Responsibility," strengthening awareness that data protection is not only the responsibility of the IT department but a shared duty for all employees.

Cybersecurity Drills

In 2024, Trip.com Group conducted 31 security drills targeting key infrastructure, including IDC, servers, networks, systems, and data, covering all business lines. Two red-blue team drills were also held, simulating real-world cyberattacks to test our defensive systems, with full employee participation. In terms of personal data protection, we conducted specialised drills on data leakage scenarios, covering detection, internal reporting, incident assessment, emergency response, and disclosure. These efforts have enhanced the Group's overall cybersecurity resilience and ensured stable and secure business operations.

Rock Solid Initiative

Trip.com Group has participated in the "Rock Solid Initiative" for four consecutive years—a real-world cybersecurity drill led by the Shanghai Communications Administration in collaboration with multiple agencies. The 2024 campaign involved 42 elite red teams and 138 key blue team companies. Trip.com Group was recognised as an "Outstanding Blue Team" in 2024, "Elite Blue Team" in 2023, and received both the "Outstanding Blue Team" and "Most Improved" awards in 2022.

Cybersecurity Emergency Response Centre (CSRC)

Trip.com Group established the CSRC to promptly identify and resolve security issues, including but not limited to vulnerabilities, procedural weaknesses, attack methods, and attacker profiles.

To attract more security experts, CSRC updated its vulnerability scoring system in 2024 and launched an open platform for the public. Under the "Vulnerability Reward Program," participants can earn up to RMB 20,000 in rewards. All security issues reported by the public in 2024 were resolved promptly.

Anti-Phishing Drills and Training

To raise employee awareness of phishing risks and protect company data, we conducted two phishing simulation exercises in 2024. These were followed by phishing awareness training sessions to help employees recognise common attack formats and respond effectively. These initiatives have strengthened the company's defences against cyber threats.

Enhancing Supplier Security Capabilities

Trip.com Group prioritises the security and privacy of user data and places strong emphasis on building the information security capabilities of its suppliers. To this end, the Group has established a comprehensive, systematic, and detailed security management framework to ensure that users' personal information is well protected throughout the supply chain.

Before entering into any partnership, Trip.com Group conducts a rigorous security assessment of potential suppliers, focusing on their technical competence and management practices related to protecting user personal information. Only suppliers that pass this evaluation are permitted to proceed with collaboration. In addition, Trip.com Group signs legally binding data processing agreements with all suppliers, clearly defining their responsibilities and security requirements for data collection, storage, processing, and transmission. These agreements ensure that suppliers comply with relevant laws, regulations, and Trip.com Group's internal security standards.

During the partnership, Trip.com Group continuously evaluates supplier security capabilities through a dynamic monitoring mechanism. Leveraging advanced threat intelligence platforms, Trip.com Group proactively scans for exposed IP addresses, website assets, and other digital resources of suppliers to identify potential vulnerabilities and risks of data breaches. If any risks are detected, Trip.com Group promptly notifies the supplier and facilitates swift remediation to minimise potential impact on user data.

To further enhance supplier protection capabilities, Trip.com Group develops customised security reinforcement plans and regularly provides professional security awareness training to supplier staff. These training sessions equip supplier personnel with up-to-date cybersecurity knowledge and skills to effectively respond to increasingly complex threats.

Additionally, Trip.com Group has implemented a regular supplier security inspection and audit mechanism that combines online assessments with on-site audits. On-site reviews pay particular attention to the supplier's physical environment, technical infrastructure, and operational procedures, allowing for more direct identification of issues and provision of targeted improvement suggestions. This multi-dimensional oversight framework not only strengthens suppliers' security performance but also provides strong protection for the security of Trip.com Group users' data.

Through these measures, Trip.com Group has significantly improved the security resilience of its suppliers and built a robust, efficient, and trustworthy data protection ecosystem—safeguarding the privacy and personal information of its users across all touchpoints.

3.4 Intellectual Property Protection

Trip.com Group regards the protection of intellectual property (IP) as a vital foundation for supporting innovation. We are committed to ensuring that every innovative achievement is respected and safeguarded through a comprehensive IP protection strategy.

IP System Development

Trip.com Group's IP system focuses on four key areas: fundamental rights protection for trademarks, patents, copyrights, and domain names; market monitoring and timely enforcement actions against counterfeit or copycat use of the Trip.com brand; internal development of an IP management system and a compliant design resource platform; and establishment of internal IP-related management policies.

System Capabilities

Trip.com Group has developed an internal IP system platform to support case tracking and data management. This system offers traceable, visualised, and statistical capabilities for IP protection and enforcement.

Policy and Compliance Management

Trip.com Group has established internal IP management regulations, such as trademark authorisation policies, trademark management rules, and interim patent management measures. Additionally, the Group conducts internal training and publishes educational content — including official articles and seminars — to promote IP compliance and awareness among employees.

Basic Protection

As of December 31, 2024, Trip.com Group owned: (1) nearly 1,800 registered trademarks — around 1,600 in Mainland China and over 200 in overseas markets — covering the product and service categories relevant to our business; (2) over 1,600 authorised patents, including 650 invention patents and over 900 design patents; (3) more than 1,400 software copyrights.

During the reporting period, Trip.com Group filed: (1) 259 trademark applications — 188 in Mainland China and 71 overseas; (2) 287 patent applications — including 162 invention patents and 125 design patents; (3) 171 software copyright registrations.

In practice, Trip.com Group tailors IP strategies to different business models, ensuring comprehensive protection of our brand and business operations.

Rights Enforcement and Monitoring

Trip.com Group proactively monitors trademarks, raising opposition against preliminary approvals of malicious imitations or look-alike trademarks. We also take enforcement actions against social media accounts, products, and company names that attempt to leverage or misappropriate the Trip.com brand. Fraudulent websites impersonating our brand are promptly blocked and reported.

3.5 Supplier Management

Trip.com Group is committed to maintaining a compliant supply chain while continuously improving its supply chain management practices. We integrate social and environmental responsibilities across all stages of the procurement process and prioritise collaborative growth with local suppliers.

We have established internal management policies such as the "Trip.com Group Procurement Management Policy", and built a standardised process covering supplier registration, maintenance, evaluation, penalties, and disqualification. A tiered management approach is applied to ensure the scientific and effective governance of procurement and supplier management. For cost-based procurement projects, our policy stipulates that a contract with the same supplier may be renewed for a maximum of three years under original pricing conditions. Renewals beyond three years must clearly justify the supplier's advantages and undergo a bidding process, with final decisions based on evaluation results.

Supplier information is cross-verified with third-party organisations to ensure authenticity and accuracy. We also maintain a blacklist system to track and record major violations committed by suppliers during bidding, procurement, or contract fulfilment. Blacklisted suppliers are promptly updated in our internal EPM system, accessible by employees for review.

In 2024, based on our annual supplier performance assessments, Trip.com Group permanently terminated cooperation with 53 suppliers for violations of procurement policies.

Supplier Management Process

Step 1: Admission and Review

We have a stringent supplier onboarding process. Prior to registration, due diligence is conducted to ensure that suppliers meet requirements such as business longevity, valid certifications, and professional qualifications. We also assess performance in areas such as business ethics, environmental compliance, and social responsibility. Upon joint evaluation by business and procurement teams, an invitation to register is extended to qualified suppliers.

Step 2: Selection and Engagement

We strive to foster a fair and compliant environment in supplier selection and use, promoting healthy competition and ensuring all procedures meet risk control and compliance standards. For domestic suppliers, we pay special attention to conflicts of interest during onboarding, requiring suppliers to sign a Bidding Commitment Letter and disclose related-party affiliations to prevent collusion or other forms of unfair competition.

Step 3: Evaluation and Performance Review

We conduct annual evaluations of suppliers in our system. After each project, the business unit assesses the supplier's performance based on project delivery. Suppliers found to be non-compliant or dishonest may face penalties including termination of cooperation, suspension, or inclusion on a three-year or permanent blacklist, depending on the severity of the issue.

Sustainable Supply Chain

The Group has developed the "Supplier Code of Conduct of Trip.com Group", which outlines the key principles suppliers are expected to follow in their business activities. We actively encourage suppliers to implement these principles throughout the procurement process to ensure compliance. The Code of Conduct covers seven key areas: human rights, fair labour conditions, health and safety and quality management, business ethics, operational security, operational sustainability, and environmental impact reduction.

We require all suppliers to strictly adhere to applicable laws and regulations. Beyond legal compliance, we encourage suppliers to adopt internationally and industry-recognised best practices to strengthen their sustainability management and transparency.

Core Principles for Trip.com Group Suppliers

- Human rights
- Fair labour conditions
- Health and safety quality management
- Business ethics
- Security of business operations
- Sustainability of business operations
- Reducing environmental impact

Supplier Information Security

Trip.com Group prioritises user data security and privacy, and places strong emphasis on evaluating and improving the information security capabilities of our suppliers. Before initiating cooperation, we conduct strict assessments of a supplier's information security qualifications, with a focus on both technical and managerial competencies. Only suppliers that pass this evaluation may proceed to sign data processing agreements with Trip.com, which define responsibilities for data protection.

During cooperation, we employ dynamic monitoring mechanisms and threat intelligence platforms to continuously assess supplier security capabilities. We proactively identify potential security risks and immediately notify suppliers to implement necessary remediation measures.

In addition, we provide tailored security enhancement plans and conduct regular professional security training sessions to help suppliers improve their cyber defense capacity and respond to increasingly complex network threats. These measures collectively ensure the comprehensive protection of user data.

Win-Win Cooperation

We are committed to continuously improving the overall capabilities of our suppliers, enhancing the quality and efficiency of their products and services, and attaining a mutually beneficial cooperation. We have established transparent communication channels with our suppliers. All types of suppliers can communicate with us through the online supplier bidding platform. We have also strengthened cooperation with suppliers through regular summits domestically and abroad, as well as on-site visits and annual awards to promote mutual growth.

Supplier Integrity and Anti-Corruption

Trip.com Group is committed to building a clean and ethical supplier management system. We promote compliance and anti-corruption awareness among suppliers in our day-to-day operations. During the reporting period, all active suppliers signed anti-corruption agreement clauses, and 100% of contracts included designated complaint channels.

Suppliers are required to reject all forms of corruption, extortion, and bribery, and to truthfully disclose any potential conflicts of interest as Trip.com Group partners. No major negative events affecting the Group's operations occurred within the supply chain during the reporting period.

Supplier Environmental-Conscious Practices

We plan to integrate sustainability factors into our supplier management system and to progressively implement risk screening, risk assessment and supplier support, tailored to the industry characteristics of our suppliers in order to enhance their sustainability performance. In the future, we will incorporate suppliers' environmental compliance performance into the supplier access and selection process as part of the evaluation dimensions, and focus on flagging suppliers with non-compliant behaviour and related environmental risks. We also encourage suppliers to actively consider environmental impact when adopting products, reduce the carbon footprint of their operations, and prioritise cooperation with other environmentally conscious suppliers. Through these measures, we are committed to promoting an integrated and sustainable value chain.

3.6 Enhancing Product Quality

Trip.com Group complies with relevant laws and regulations, by leveraging the strengths of our platform, we integrate resources across the travel industry chain and deepen cooperation with premium travel service partners to launch innovative products and significantly enhance the customer experience. At the same time, Trip.com empowers partners through technology, marketing, and other dimensions to optimise their operations and jointly drive high-quality development in the tourism industry.

Accommodation

Trip.com provides access to a vast hotel network with 1.5 million properties across 200 countries and regions, offering users a rich selection of high-quality accommodation options. We empower hotel partners to connect with a global customer base and increase their visibility and revenue through creative and effective solutions.

Enhancing User Experience

Trip.com Group continues to improve its hotel services beyond industry averages, especially in resolving complex customer issues. In response to outbound travel demand, we offer 24/7 multilingual support for global users, along with a “Global Hotel Booking Guide” to help users understand international booking differences. We have also upgraded our booking assurance policy, ensuring guests are protected under a “Guaranteed Stay or Compensation” policy to provide a more reliable booking experience.

Enabling Merchant Growth

During the reporting period, Trip.com Group promoted a new hotel ecosystem through initiatives in content, technology, inbound tourism, and services for the silver generation. For example, our curated "Reputation List" recommends outstanding hotels in 196 countries and regions, highlighting those with high quality, popularity, reputation, and distinctive features, including scenic and family-friendly hotels. The list offers objective consumer insights and brings hotel partners a 20% increase in traffic and 10% growth in bookings.

Our “Hotel + X” initiative customises value-added services beyond room nights to generate additional revenue for hotels. Over 8,000 hotels have joined, achieving an average 30% increase in pricing. Meanwhile, our Preferred Partner Program has boosted traffic to participating hotels by 130%.

Flights

Trip.com Group provides comprehensive air travel solutions for global airlines and travel partners. Our strong distribution network spans over 640 airlines and 3,400 airports, with approximately 2.7 million routes across 220+ countries and regions. With advanced technology and industry expertise, we help airlines optimise revenue, increase efficiency, and enhance customer satisfaction in a competitive market.

Partner Enablement

We offer a variety of innovative marketing solutions, including single-price discounts, buy-one-get-one promotions, and other tailored campaigns to meet diverse marketing goals and attract different traveller segments. Data-driven strategies enable precise targeting of seasonal trends and market opportunities, boosting bookings and revenue. Our full-spectrum digital advertising tools influence travellers throughout their journey, from search to booking. Through a robust partner network, we integrate flight options into bundled products with hotels, car rentals, and tours—achieving resource integration and coordinated growth across the tourism value chain.

Enhancing User Experience

Trip.com Group develops convenient tools to improve flight services. Our semi-self-service platform enables travellers to manage bookings independently, while real-time flight tracking provides timely updates. We also offer flexible transfer flight options and protection services, enhancing the overall travel experience and helping airlines improve customer satisfaction, advancing the future of air travel services.

Trains and Ground Transportation

Trip.com Group's trains and ground transportation business offers intelligent mobility solutions by integrating national railway, highway, and waterway resources, delivering comprehensive ground transport services. Backed by a robust technology platform, we enable real-time search, booking, and refund/change services for train, coach, and ferry tickets to meet growing travel needs.

Improved Intermodal Transport

Leveraging our platform strengths, we integrate ground and air transport information to develop intermodal products such as air-rail, air-coach, and rail-coach connections—bridging gaps between different transport modes. Currently, our air-rail product covers over 200 cities with airports, more than 200 cities without airports, and over 600 domestic train stations.

To simplify the multi-journey ticket booking process, the company supports the combined booking of multiple journeys and multiple modes of transportation, and travellers can complete the booking operation in a single platform. This simplifies the ticket booking process, reducing the time and energy consumed by travellers in planning their journeys, and enhancing the overall travel efficiency.

Smart Travel Solutions

Using vast real-time data and advanced algorithm models, we precisely match user needs with optimal travel plans—offering intelligent solutions that are cost-effective, time-saving, and efficient. Our rail ticketing service handles over 2 billion smart itinerary queries per day. Beyond ticketing, we also address pain points in arrival, departure, and transfers between stations, offering a full journey experience from point to point.

Attractions and Tours

Backed by a global network spanning 89 countries and regions with over 90,000 partners, Trip.com Group's travel business leverages international resources to build a new one-stop travel ecosystem. Our offerings cover a full range of services, including group tours, independent travel (private tours, free independent tours, customised trips), cruises, car rental, car services (airport transfers, chartered tours), attraction tickets, activities, visa services, insurance, and more. We also integrate digital intelligence into personalised trip planning and seamless customer service. Our overseas vacation business is rapidly expanding its global ticketing footprint, adding 16 new sites and supporting services in 8 languages to further enhance our capabilities in the international market.

We have formulated the "Emergency Response Plan and Preventive Measures for Adverse Weather in Tourism" to safeguard the safety and property of travellers. Upon receiving extreme weather forecasts, we promptly notify suppliers and customers with safety alerts to help mitigate risks and prevent emergencies.

Optimising Partner Integration

For the attractions and activities segment, we developed a standardised direct-connection API for partners, enabling full-process automation from product listing and pricing/inventory management to order processing. This seamless integration between scenic spots and the platform greatly improves operational efficiency, reduces labour costs and error rates, and facilitates smoother, more convenient partnerships.

Enhancing Customer Experience

During the reporting period, Trip.com's car rental service launched the "Worry-Free All-Inclusive Price" product, offering a fixed price with no hidden fees. The "no damage liability" coverage includes full vehicle damage protection, up to 274,206 USD in third-party liability, exemption from loss-of-use and depreciation charges, and up to 6,855 USD per seat for passenger coverage. In the event of vehicle damage or an accident, renters are not required to bear any compensation liability—demonstrating a concrete effort to promote standardisation and regulation across the car rental industry.

Corporate Travel

Trip.Biz is the corporate travel arm of Trip.com Group, specialising in business travel management, serving 15,000 large enterprises—including 3 out of the Fortune Global 500—and over 1 million growing businesses, covering more than 60 million business travellers. We aim to help companies reduce costs and improve efficiency by offering tailored travel management solutions.

Global Corporate Travel Solutions

To address diverse corporate needs, we have developed three global corporate travel solutions, namely "Outbound Travel Solutions for Chinese Enterprises"; "Global Travel Solutions for Multinational Corporations"; and "Localised Travel Solutions for Overseas Enterprises".

Empowering Supply Chain Management

During the reporting period, Trip.Biz launched the Biz.eBooking platform to bridge enterprise clients with supply chain partners. It enables efficient, accurate matching between supply and demand and streamlines upstream and downstream travel interactions. The platform also provides service providers with a backend system for information maintenance, enterprise resource management, quote requests, venue management, group room booking, batch quotations, and quality management—boosting supplier matching efficiency.

Financial Services

Trip.com Group Financial Services offers tailored financial products and services for small and medium-sized businesses in the travel industry and individual travellers, supporting industry growth through flexible credit and convenient payment solutions.

Travel the World Safely and Conveniently

Since its launch, Trip.com Group Financial Service has operated steadily, providing reliable financial services to individuals and businesses. Through flexible travel credit solutions, secure payment methods, and comprehensive travel insurance, it supports global travellers in enjoying safe and convenient journeys.

Travel on Credit and Pay Before You Go

With a strong focus on travel finance, Trip.com Group has launched credit-based products that enable services such as flash hotel stays, deposit-free car rentals, and delayed hotel payments. Leveraging our technological and resource advantages, we've built a "zero-interest travel instalment ecosystem" that connects merchants, users, and travel scenarios—integrating interest-free and credit payment options across various travel services to empower tourism merchants and boost consumer spending.

3.7 Promoting the Development of Inbound Tourism in China

As the global tourism market continues to evolve, China's 2024 inbound tourism policy signals positive momentum, with the introduction of a series of visa-free policies. Trip.com Group has supported inbound tourism development through a strategy focused on service upgrading, product innovation, and collaborative ecosystem development. It continues to leverage its global resources and integrated marketing advantages to contribute to the sector's growth.

Upgrades across Key Sectors

Accommodation	• Implementation of a multi-language service system and online multi-language booking page, hotel e-guides and real-time translation assistants. • Introduction of "Foreigner-Friendly" service labels and facilities at partnered hotels.
Scenic Spots	• Launched an online multi-language ticketing system and offline intelligent ticketing terminals at scenic locations, supporting 15 languages and international credit card payment. • Continuously expanded the supply of scenic spot tickets, with more than 11,000 domestic scenic spot tickets and more than 10,000 day and half-day tour products, making it convenient for inbound tourists to plan itineraries.
Travel Stores	• Launch of a nationwide store service upgrade programme, initially transforming 351 out of 7,000 stores into "bilingual service demonstration stores". • Provide foreign travellers comprehensive services ranging from trip planning, real-time consultation, payment and settlement.
Airport pickup service	• Launched the "Welcome to China" pick-up service, allowing international travellers to book airport transfers through Trip.com. This service offers bilingual drivers, free pick-up signs and waiting services upon landing, addressing common problems such as difficult software use and payment.

Product Innovation

In 2024, Trip.com launched the “City Express Free Half-Day Tour” programme for international transit passengers, offering a one-stop inbound travel experience for those transiting through Shanghai and Beijing. The service includes free transportation, 24-hour mobile internet access, multilingual tour guides, and specially curated themed itineraries.

In April 2024, we introduced the “Shanghai Express” for international travellers transiting through Shanghai. Passengers with layovers of more than eight hours can select from curated routes based on their schedule and explore the city’s landmarks. In December 2024, we expanded the program to Beijing Capital International Airport with the launch of the “Beijing Express”. Successful registrants can embark on customised itineraries from the airport to experience the rich cultural heritage of China’s capital.

During the reporting period, over 6,000 international travellers from 50 countries participated in the half-day tour programs.

Trip.com’s “Shanghai Express" free half-day tour was recognised as an Innovation Model Empowered by New Quality Productive Forces by the China Tourism Academy.

New Quality Productive Forces by the China Tourism Academy

One standout in the “Shanghai Express” project is Huang Xuan, a Shanghai-based tour guide born in the 1980s. Fluent in both Mandarin and English—and even Shanghainese—she often teaches foreign visitors to say “侬好哇” (Hello in Shanghainese). More than just a tour guide, Huang helps bridge cultural divides, allowing international guests to move beyond news and social media to gain an authentic understanding of China, playing a meaningful role in promoting cultural exchange.

3.8 Collaborative Ecosystem Building

Trip.com Group actively empowers industry partners and destinations, fostering a travel ecosystem that creates shared value for users, partners, and society. We aim to make travel a bridge for enhancing global understanding and driving innovative cultural exchange.

Partner Conferences

Trip.com Group hosts two global partner conferences each year to foster a collaborative platform for international tourism partners and support the growth of cross-border travel.

In December 2024, the Trip.com Partner Summit was held in Abu Dhabi, bringing together 2,200 partners from over 100 countries.

·In May 2024, Trip.com Group hosted the Envision Partner Summit in Shanghai and Zhangjiajie, welcoming 1,600 overseas partners from 50 countries.

Global Emergency Recovery Program for Disaster

Trip.com Group has launched a global recovery fund to support destinations affected by natural disasters, and this has been designed to help both customers and communities. It enables destinations to leverage additional assets to boost tourism during a recovery period following a natural disaster. The goal is to help drive revenue for local communities in times of need and alleviate some of the economic pressures in the destinations affected by extremes situations.

1)Visit Valencia voucher campaign across UK, France and Spain, promoting Hotels, Flights and Rail products

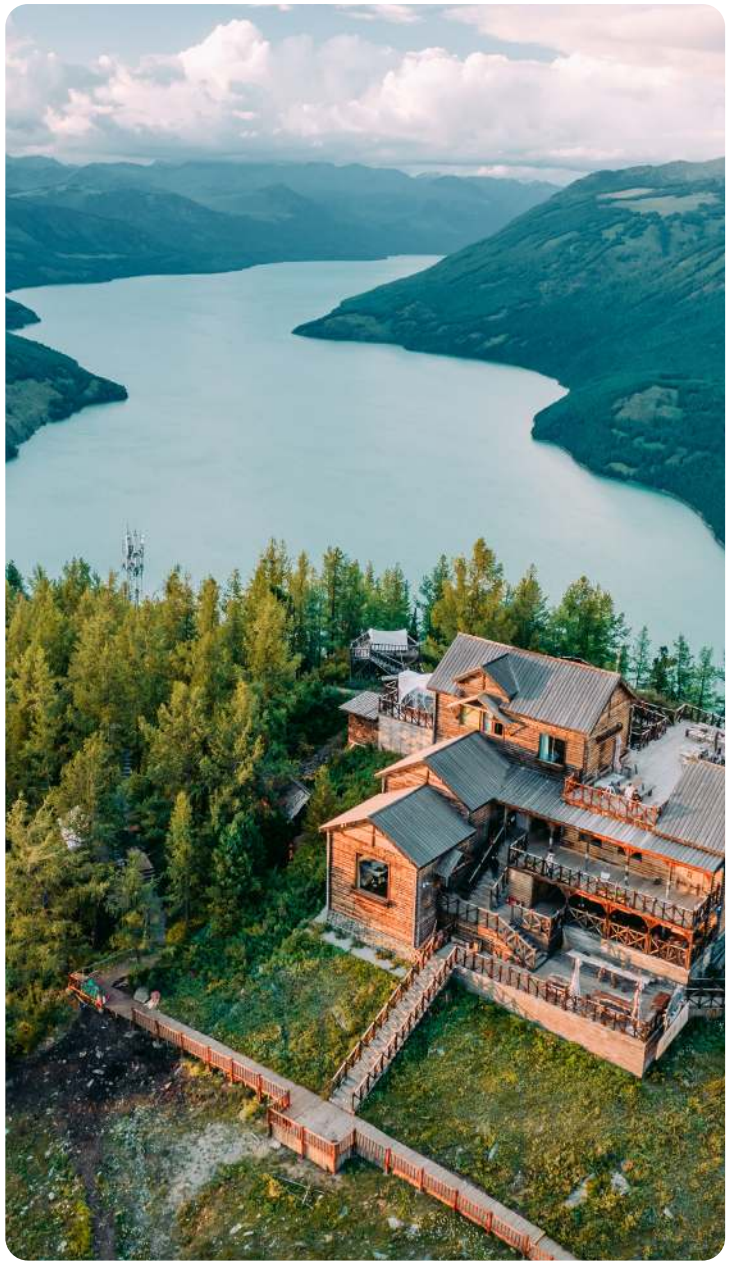
2)"We Love LA" Campaign to help mitigate the negative tourism impact after theLA Wildfire in January 2025

04

Community Friendly

- Assisting the Revitalisation of Rural Tourism
- Customer Service Guarantee
- Global Travel SOS Service
- Bridging the Digital Divide
- Commitment to Charity

Trip.com Group is deeply committed to sustainable community development and actively fulfils its corporate social responsibility. By promoting tourism, we stimulate local economies, create employment opportunities and support rural revitalisation efforts, and in the process, help preserve cultural heritage and foster sustainable development. At the same time, we are dedicated to delivering high-quality travel services that ensure a seamless and worry-free experience for every customer. To safeguard travellers in times of crisis, we have established the Global Travel SOS Service that offers timely emergency assistance and enhances travel safety. Furthermore, we actively support public welfare and charitable initiatives around the world. Through collaboration with our partners, we champion social welfare programmes in areas such as education, disaster relief and environmental protection, contributing to the well-being and resilience of communities worldwide.



4.1 Assisting the Revitalisation of Rural Tourism

2024 marks the fourth year of Trip.com Group's rural tourism revitalisation strategy, a cornerstone of our community-friendly initiatives. Since 2021, we have actively developed Trip.com Group Country Retreats nationwide in China, leveraging high-quality accommodation offerings to drive the integration of local culture and tourism, promote shared prosperity and support rural revitalisation.

From the launch of our first country retreat in July 2021 through to 2024, Trip.com Group has evaluated over 300 projects across 31 provinces, municipalities and autonomous regions. As of December 2024, 34 Trip.com Group Country Retreats have been established in 15 provinces and autonomous regions, including Anhui, Henan, Shaanxi, Shanxi, Jiangxi, Fujian, Inner Mongolia, Xinjiang, Hunan, Sichuan and Guizhou, featuring five directly operated charity retreats and 29 joint branches.

2024

Trip.com Group Country Retreats project was featured by the United Nations Global Compact 20 Cases Examples for 20 Years Report

- **March 2021**
  Trip.com Group initiates the rural tourism revitalisation plan
- **July 2021**
  Trip.com Group Country Retreats Anhui Jinzhai Dawan Branch opens for business
- **July 2021**
  Trip.com Group Research Institute's Rural Revitalisation Centre is founded
- **June 2023**
  Trip.com Group Rural Support Programme is launched to showcase agricultural products
- **December 2024**
  34 Trip.com Group Country Retreats are in operation across China

Driving Local Employment

Across China, the 34 Trip.com Group Country Retreats directly employ over 500 people and indirectly create more than 40,000 jobs in related industries. Over 80% of the rural retreat staff are local villagers, contributing to a significant increase in household income by raising the average annual income of the locals to over USD 5,483. Taking the directly-operated branches in Jinzhai, Foping and Linzhou as examples, the total annual income of the local employees in these places exceeds USD 61,686.

Cultivating Rural Talents

In 2024, Trip.com Group Country Retreats continued to promote rural talent development. As a public welfare training initiative, Trip.com Group's Rural Revitalisation Academy organised eight large-scale training sessions focused on homestay operation skills and delivered 364 in-store training sessions. These programmes benefited 2,634 operators and supported 162 rural homestays in the surrounding areas.

The course was developed with input from 56 experts, more than 60% of whom were from Trip.com Group. The seven specialised training modules comprising 90 hours of content covering a wide range of rural industries, including tourism planning, homestay management and rural marketing. During the reporting period, the Academy's programmes also reached 1,875 university students, injecting fresh energy and talent into the ongoing rural revitalisation journey.

Continuing the Legacy of Cultural Heritage

During the reporting period, Trip.com Group Country Retreats launched over 70 themed cultural activities centred on traditional solar terms, farming culture and cultural heritage. These initiatives spanned all 34 Country Retreats across China. Among them, 100% of the Retreats offered check-in activities, and over 60% featured themed experiences. We have introduced over 40 cultural activities, including paper cutting, Chinese frog buttons, leaf carving, bamboo weaving, woodblock New Year prints, embroidery and textile arts, and established partnerships with dozens of heritage inheritors, collectively generating over USD 400,000 in related income.

Driving Sales of Agricultural Products

With Trip.com Group Country Retreats, we believe that tourism is the best form of marketing for unique agricultural products. In 2024, we deepened our integration of tourism and agriculture by leveraging our nationwide network of country retreats as offline showcases for local agricultural products. These farms served as natural exhibition venues, connecting travellers with high-quality goods and helping local producers reach broader markets. Through the online reach of Trip.com Group's platforms, local specialities were also promoted and sold via e-commerce. By November 2024, 50 categories of premium local agricultural products from 34 places were selected for inclusion in the Rural Support Programme, with 43 available on the Trip.com Group Member's Mall, contributing to nearly USD 5.48 million in increased revenue for local farmers.

4.2 Customer Support Guarantee

Trip.com Group upholds a "customer first" philosophy, delivering high-quality support through a global network of 15,000 customer support specialists across 9 customer service centres and 16 call centres in locations such as Bangkok, Kuala Lumpur, Edinburgh, Seoul, Tokyo and Manila. We believe that strong customer satisfaction not only enhances operational revenue but also mitigates business risks, laying a solid foundation for sustainable long-term growth. We strictly comply with relevant laws and regulations, including the Law of the People's Republic of China on the Protection of Consumer Rights and Interests and the E-Commerce Law of the People's Republic of China. To safeguard customer rights, we have established a comprehensive complaint management system and provide 24/7 customer service support. Our long-term commitment is to maintain a 100% resolution rate for customer complaints. During the reporting period, we achieved this goal, with all complaints being addressed and resolved in a timely and satisfactory manner.

2024
"Golden Headset" Top 10 Digital Service Brand

2024
"Golden Voice Award" China Best Customer Service Centre

Service System Construction

Trip.com Group places a strong emphasis on delivering high-quality service across all business units. Dedicated quality management and user experience teams are in place to drive ongoing research, evaluation and continuous improvement. A Service Committee has been established to oversee the end-to-end optimisation of systems, processes, personnel and service delivery through a top-down management framework.

To standardise service excellence, we have developed a comprehensive "Customer Support Centre Standard Operating Procedure". This outlines detailed protocols and recommended scripts tailored to various customer support scenarios. The service journey is segmented into clearly defined stages, each monitored with specific performance indicators to ensure consistent and high-quality execution. This structured approach forms the foundation of our lean service system, which is continuously refined and recalibrated. At the same time, we have built a robust employee development framework for all our customer support staff, offering targeted learning and training programmes to elevate service skills and standards.

As a pioneer in the industry, Trip.com Group has successfully introduced the Six Sigma methodology, which is commonly used in manufacturing, into the travel service sector to enhance service process efficiency and quality control. This innovation has earned us the prestigious 4PS international standard five-star certification. We are guided by "HEAT" service principles: Heart-warming, Effortless, Active and Trustworthy. During the reporting period, Trip.com Group upgraded its service framework from accessible service (1.0) to effective service (2.0), and furthermore to heart-warming service (3.0), enhancing both problem-solving efficiency and emotional engagement with users to deliver a more human-centred service experience.

Service Talent Guarantee

During the reporting period, we further launched a comprehensive and scientific customer support growth system, focusing on four key pillars: professional development, skills certification, flexible career mobility and competitive compensation. The upgraded system aims to enhance employees' career development experience while strengthening talent attraction, motivation and retention.

To recognise and support our global customer service teams, we host the "Trip.com Group Global Customer Support Festival" every year on 16 June. This event features a series of engaging activities and benefits, including breakfast carts, afternoon tea and the HEAT Customer Service Awards Ceremony, fostering a warm and appreciative team culture. In May 2024, we introduced the "Work from Hometown" policy for our customer support teams during the Spring Festival period. Our business units are encouraged to enforce this policy based on their respective operational needs to allow eligible employees to work from home for up to two months. During the Spring Festival period in 2025, 730 customer support specialists signed up for the programme.

Technology-Driven Service Enhancements

At Trip.com Group, every customer interaction reflects our brand's commitment to service excellence. We continuously invest in AI technology to enhance service quality and operational efficiency. By integrating AI into our customer support processes, we have significantly increased automation, achieving an AI self-service rate of 80%. This allows our customer support specialists to focus on more complex, high-value interactions to deliver a more personalised service experience. In Q4 2024 alone, AI-driven resolution rates rose by 19%.

With the support of AI technology, we can more effectively assess the service attitude and responsiveness of our customer support team during interactions with customers. At the same time, we conduct in-depth analyses of user behaviour and feedback throughout the service experience, enabling us to better understand customer needs and exceed their expectations.

Intelligent Quality Assurance

Trip.com Group has transformed traditional manual quality inspection into a fully intelligent quality monitoring system. This upgrade has tripled sampling efficiency and substantially increased inspection coverage. Using semantic analysis and sentiment recognition technologies, we are now able to quantify employee performance more accurately, shifting quality management from an "experience-driven" model to a robust, "data-driven" approach.

Our intelligent quality inspection system has an accuracy rate of 80%, covering an average of 100+ issues per day.

Smart Summary

Leveraging AI-powered auto-parsing and pre-filling technology, we can now accurately extract consultation types, user needs, and key information from customer enquiries. This significantly reduces the manual workload and operational time for our customer support specialists. In addition to minimising manual entry errors, this technology enables customer support specialists to focus on problem-solving and empathetic communication, resulting in a dual improvement in both service efficiency and customer experience.

Our smart summary system cuts response documentation time from 2 minutes to just 10 seconds.

Enhanced Service Feedback Mechanism

Trip.com Group places high importance on the end-to-end customer journey, from booking to post-travel feedback. After each product booking, users are invited to rate their experience through the Net Promoter Score (NPS) system, either via the platform or through follow-up phone calls. Each business unit actively listens to user feedback, conducts in-depth analyses of raised concerns and launches targeted initiatives to improve the service experience. During the reporting period, customer support experience feedback was collected through multiple channels. According to third-party monitoring data, our customer satisfaction rate reached an industry-leading level in 2024, with 80% of users saying they are satisfied with their experience (10-point scale, of which 80% chose a highly satisfied score of 8–10). Internally, the NPS for the Chinese hotel segment reached an impressive 94% in 2024, reflecting strong customer loyalty and satisfaction.

World-leading Hotline Centres

Trip.com Group has established 9 customer services centres and 16 call centres across 11 countries and regions, including key overseas locations such as Bangkok, Kuala Lumpur, Edinburgh, Seoul, Tokyo and Manila. Leveraging a globally coordinated service network, these centres support 13 product lines in more than 20 languages, providing 24/7 multilingual, high-quality assistance to travellers worldwide.

4.3 Global Travel SOS Service

Trip.com Group not only creates beautiful journeys for travellers, but also cares about the safety of travellers. As the first company in the world to launch the Global Travel SOS Service, we provide global users with services such as emergency support and handling of unexpected situations during their trips.

Global Travel SOS Service provides 24/7, around-the-clock emergency assistance to travellers across the globe. Since its inception in 2017, the platform has served a total of over 440 million travellers, offering emergency support and assisting them in unexpected situations during their trips. As of the end of the reporting period, we have responded to over 22,000 emergency requests from more than 100 destinations, with a support success rate of 98%. The platform has played a critical role in handling over 20 major incidents, including the eruption of Mount Agung in Bali, the Hawaii earthquake and Typhoon Mangkhut.

Today, the Global Travel SOS Service connects with 27 emergency response institutions and over 1 million medical partners worldwide. Services are available in 24 languages, covering 20 categories of travel-related emergencies, such as lost items, medical assistance and emergency document replacement.

440 million
travellers

>100
from destinations

27
Global Travel SOS

1 million
medical partners worldwide

22,000
emergency requests

98%
support success rate

24
Services languages

20
travel-related emergencies

Following the recent earthquakes in Tibet and Myanmar, Trip.com Group promptly assessed and addressed the needs of affected users through the Global Travel SOS Service, providing them with timely support, including temporary accommodation, medical assistance, emergency medical transfers and critical medicine delivery. In parallel, we activated our Major Disaster Travel Experience Guarantee Mechanism, offering users flexible itinerary changes or cancellations based on the disaster's impact. Trip.com Group also worked closely with relevant parties to minimise user losses, and where applicable, absorbed final cancellation costs within the defined scope.

4.4 Bridging the Digital Divide

With the popularity of smartphones and the rise of the senior tourism market, seniors are faced with specific challenges during their travels, such as difficulty in navigating digital platforms, challenges in understanding products and services and a lack of customised products and differentiated services. To cater to the diverse needs of individuals aged 50 and above, Trip.com Group introduced the brand "Old Friends Club", which specialises in offering tailored travel products for seniors, as well as 1v1 customer support to reduce the impact of the digital divide. We have also introduced an "age-friendly" app to help those who struggle with smart technology.

Old Friends Club

In 2024, Trip.com Group officially launched the "Old Friends Club" brand to better serve travellers over the age of 50. Customers who have completed the age verification can book exclusive products for Old Friends Club members and enjoy 1v1 customer support in Old Friends chat groups. To date, the Old Friends Club has introduced over 7,000 exclusive travel products, covering more than 50 popular destinations worldwide.

Old Friends Club introduced an Old Friends & Children Affinity Card. Elderly people can link their Old Friends & Children Affinity Card with one click to unlock three major benefits, including six travel + lifestyle benefits, purchase exclusive products and enjoy exclusive customer service. They can also reserve exclusive products for the elderly in the family and synchronise their trip information with one click. This makes travel simpler and more accessible. Currently, over 50% of Old Friends Club members are in the early elderly age range of 50–60 years old. Since its launch, the club has served more than two million members.

Age-friendly App

To accommodate the usage habits of elderly users, we launched an age-friendly version of our Ctrip app in 2021. This version offers a more comprehensive, thoughtful and accessible experience through refined, human-centred smart terminal design. Additionally, dedicated staff are available to assist elderly users.

Exclusive visual

The age-friendly version of the Ctrip app features tailored UI, and incorporates larger fonts and higher contrast to enhance readability for elderly users.

Exclusive service

After selecting the departure and destination in the group tours section, elderly users can click on "Confirm Intention" to generate an order. Subsequently, our customer support staff will contact these customers to introduce relevant routes and products.

Exclusive features

The web pages and apps are specifically designed with interfaces that are suitable for the elderly. The second update added a text-to-speech function to meet the needs of the elderly and people with certain disabilities.

Exclusive hotline

A dedicated hotline is set up to serve elderly users. Elderly users can now bypass the option selection process and directly connect with a human customer support operator to address the travel needs quickly.

4.5 Commitment to Charity

Trip.com Group believes that synergising business with philanthropic endeavours can result in a greater and more positive impact on society. We actively encourage Trip.com Group's global employees to care for social welfare causes such as by promoting youth cultural exchanges, caring for the next generation and looking after the underprivileged.

China: Advancing Rural Tourism in Xinyuan County

In March 2024, to further implement China's rural revitalisation strategy, the Shanghai Trip.com Group Charity Foundation continued its support for the Xinyuan Charity Federation in the Ili Kazakh Autonomous Prefecture, Xinjiang Uygur Autonomous Region, to launch the Xinyuan Rural Tourism Development Project, aimed at increasing the income of the local villagers. The foundation contributed an additional USD 411,240, on top of the USD 959,561 donation made in 2023. Currently, the facade of the snow sports centre is completed, and the interior is being renovated. Infrastructure such as a water reservoir, maintenance hangar, snowmaking system pipelines, park roads and parking facilities is already ready.

China: Trip.com Group Make-A-Wish Journey Charity Programme

The Shanghai Trip.com Group Charity Foundation has committed to funding Make-A-Wish Shanghai with USD 68,540 annually for three years to launch the Trip.com Group Make-A-Wish Journey Charity Programme. In 2024, the programme fulfilled the travel dreams of 50 children with cancer, offering experiences such as watching the sunrise in Haitang Bay, Sanya and horseback riding in Inner Mongolia. These journeys aim to bring hope and strength to children in their fight against illness.

Thailand: Supporting Orphaned and Vulnerable Children

In July 2024, the Trip.com Group's Thailand branch donated essential daily necessities to the Bann Nokkamin Foundation, a local organisation dedicated to supporting orphaned and vulnerable children. This donation aims to create positive changes in the lives of children facing difficult circumstances, helping them build a better future. The foundation is committed to supporting orphans, street children, underprivileged youth, the elderly and individuals recovering from addiction. By improving their living conditions and fostering psychological resilience, the foundation helps prepare them for successful integration into society.

Singapore: Trip.com Oncofertility Programme

In October 2024, Trip.com Group donated SGD500,000 to support young female cancer patients through the Trip.com Oncofertility Programme, launched in collaboration with SingHealth Duke-NUS Obstetrics and Gynaecology Academic Clinical Programme (OBGYN ACP) and the KKH Health Fund (KKHHF). The programme will support fertility preservation efforts for young women undergoing cancer treatment, giving them hope to start families in future.

Japan and South Korea: Christmas Gifts for Children

During the Christmas season in 2024, Trip.com's Korean and Japanese branches held different events to brighten the day for the children from disadvantaged backgrounds. Trip.com Group's Korea branch transformed into "Trip Santa", distributing Christmas gifts to children at Didimjary, an institution for disabled infants and young children. Additionally, donations were made to purchase essential daily supplies for children with specific disabilities. Trip.com Group's Japan branch visited the Christmas village set up by a local child welfare agency, where they distributed holiday gifts to underprivileged children.

Hong Kong SAR: Support for Breast Cancer Patients

In 2024, Trip.com Group supported the Hong Kong Breast Cancer Foundation by sponsoring four patient support group gatherings. These gatherings provided breast cancer patients with an opportunity to connect with others facing similar challenges, share their experiences and receive professional guidance from psychologists, nurses and social workers. The initiative benefited a total of 78 breast cancer patients, underscoring Trip.com Group's commitment to giving back to the community and supporting those in need.

Europe: Women's Entrepreneurship Programme

In Europe, Trip.com Group launched an entrepreneurship programme in partnership with Women in Travel CIC, focusing on empowering women through its Travel Guide Academy project. The platform is dedicated to empowering women with limited resources, helping them plan and manage local, in-depth travel projects both in the UK and globally. This innovative initiative not only fosters women's small and micro tourism businesses but also provides development opportunities for disadvantaged groups. It creates economic opportunities for women, while promoting cultural diversity, preserving historical heritage and encouraging multicultural integration through immersive tourism experiences.

05

Family-friendly

- Building a Family-Friendly Workplace
- Diversity, Equity, and Inclusion Practices
- Attracting and Retaining Talent
- Empowering Talent Development
- Caring of Employee Health and Wellbeing

Trip.com Group firmly believes that the foundation of corporate sustainability lies in the sustainable development of people, so we are committed to becoming a world-leading family-friendly company. As one of the first major enterprises in China to adopt a hybrid work model, we offer flexible work arrangements that support employees in balancing their family and career responsibilities. In response to the challenges posed by an aging population and declining birth rates, we have introduced initiatives such as childcare subsidies to help ease the financial burden of childcare for our employees. At the same time, we prioritise employee well-being and career development, while fostering a diverse, equitable, and inclusive workplace environment. We believe these efforts not only address employees' concerns but also create positive value for society, helping us truly realise our vision of being a family-friendly company.

5.1 Building a Family-friendly Workplace

Mr. James Liang, one of the Co-founders and Executive Chairman of Trip.com Group, has long been dedicated to research in the fields of population, economics, and innovation. With his professional insights, Mr. Liang has published multiple influential research works and a series of well-regarded academic papers in top international economics journals. In his research framework, he points out that a shrinking population will significantly constrain scientific and technological innovation, triggering a chain of negative impacts on economic growth and social development. Bridging theory and action, Mr. Liang consistently emphasises that "talent is the foundation—only with talent can we achieve everything, from driving economic innovation to sustaining the continuity of civilisation." Guided by this belief, Mr. Liang not only advocates for the building of a birth-friendly society at the national level but also actively integrates this concept into Trip.com Group's practices as a commitment to building a family-friendly enterprise.

Ms. Jane Sun, CEO of Trip.com Group, one of the few female executives to lead a listed company, has been a strong advocate for promoting gender equality in the workplace. Through her leadership, personal example, and extensive advocacy, she continuously strives to create more equitable career advancement opportunities for women. She is committed to breaking down gender barriers, fostering a fair, diverse, and inclusive corporate environment, and setting a strong example for the holistic development of women in the professional world.

Under the strategic leadership of the senior management team, Trip.com Group is dedicated to becoming a global leader in fostering a family-friendly environment, achieving shared value for social welfare, employee well-being, and corporate sustainability. We offer a comprehensive benefits system designed to help our employees better balance work and life, enhance their sense of belonging, and support broader goals such as building a birth-friendly society and promoting high-quality population development.

Among them, the childcare subsidy policy and hybrid work arrangement are two standout welfare policies that are very well received by our employees and the public. In addition, we offer a wide range of other benefits, including childcare leave, assisted reproduction support, and pregnancy transport allowances.

Family-friendly Policies	Start Year	Benefits
Regulations of Employee Medical Benefits	2014	Supplementary commercial medical insurance for employees' children below the age of 16
Regulations on Employee Maternity Benefits	2015	Transportation allowances during pregnancy, maternity leave
Instructions on Borrowing Recliners for Pregnant Women in Shanghai Office		Recliners for pregnant women in the office space
Instructions for Use of Mother-and-Baby Rooms		Multiple baby care rooms in the office space
Assisted Reproductive Welfare Policy for Female Employees	2018	Fertility assistance benefits for eligible employees
Temporary Parking Space During Pregnancy		Temporary parking space for employees during pregnancy
Hybrid Work Policy	2022	Employees can request to work remotely on Wednesdays and/or Fridays
Trip.com Group Childcare Subsidy	2023	Childcare subsidy of USD 6,880 for eligible employees*
Additional Childcare Leave	2025	3 additional days of paid leave per year (beyond statutory childcare leave) for employees with children aged 18 or below

* The monetary amount in this table is directly quoted from the 2023 Trip.com Group ESG Report

Childcare Subsidy

In response to the pressing challenges of an aging population and declining fertility rates, Trip.com Group is leveraging its corporate capabilities to promote family-friendly policies and contribute to a more supportive societal environment for families. In July 2023, we introduced the childcare subsidy programme. Under this programme, employees who have been with us for at least three years, regardless of their location or gender, will receive a cash subsidy of around USD 1,376 per year for every newborn until the child turns five years old. The Group will provide more than USD 137 million in childcare benefits to support parenting.

Since the launch of the benefit in July 2023, over 900 children qualified for a USD 6,880 stipend. During the reporting period, 336 employees received the childcare subsidy in 2024, with 342 children benefitting from the total handout of approximately USD 468,814.

>USD 137 million
The Group childcare benefits to support

USD 1,376
per year for every newborn

900
children benefitting

[1] The monetary amount in this paragraph is directly quoted from the 2023 Trip.com Group ESG Report

Hybrid Work Policy

Trip.com Group is the first major Internet company in China to introduce a hybrid work system. Since February 2022, our offices around the world have been embracing hybrid work. Our employees can request to work remotely one to two days a week on Wednesdays and Fridays at any location of their choice outside the office, such as at home, cafés, and resorts.

In the last three years after the policy was implemented, 70% of our global workforce has benefited from the hybrid work model, with over 630,000 remote work days recorded, collectively saving approximately 1.25 million hours of commute time. In terms of demographics, there are more requests from female employees. Hybrid work is especially popular among younger employees, with those born in the 90s and 00s accounting for nearly 70% of the remote work requests. The policy is also particularly beneficial for employees who are parents, with 65% of male employees and 58% of female employees with children utilising the hybrid work option.

In May 2024, we introduced the "Work from Hometown" policy for our customer support teams during the Spring Festival period. Our business units are encouraged to enforce this policy based on their respective operation needs to allow eligible employees to work from home for up to two months. During the Spring Festival in 2025, 730 customer support specialists applied for this benefit, with 72% of them working remotely for more than one month.

Trip.com Group Hybrid Work Milestones

2013
The management research team conducted the first round of study and published their findings in an authoritative journal

2021
The second round of the research involving 1,612 participants conducted and the results published in an authoritative journal

2022
Launch of the hybrid work policy

2024
Hybrid work policy upgraded, with the customer support team allowed to work from home for up to 2 months during the Spring Festival

2024
Third paper on hybrid work published in leading journal, Nature

Mr. Zhang, who is from Shenyang, works at the Trip.Biz customer contact center. Before the Spring Festival in 2025, he requested permission to return to his hometown early and work remotely from there. According to him, one of his biggest regrets in life is being unable to spend more time with his family, as he spent most of his time working hard in Shanghai in the past few years. The Group's Work from Hometown policy allows him to return to his hometown and work efficiently while in the familiar and cozy setting of home. At home, even simple meals and quiet days bring joy. This policy has significantly increased his sense of belonging and appreciation for the company.

5.2 Diversity, Equity, and Inclusion Practices

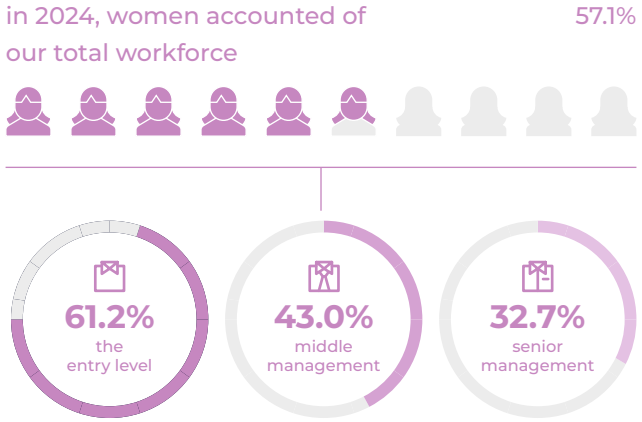
Trip.com Group is committed to respecting human rights, embracing diversity, and fostering a diverse and inclusive workplace environment. Our "Equity and Diversity Policy for Trip.com Group" prohibits any form of discriminatory behaviour against any gender, race, skin colour, age, religious belief, marital status, nationality, family status, or physical or mental disability in our recruitment practices and daily operations. We are committed to providing a more equitable development and promotion environment for women, while also supporting the career advancement of employees of minority ethnic groups and those with disabilities.

Empowering Women to Grow

As a signatory to the Women's Empowerment Principles, a joint initiative by UN Women and the United Nations Global Compact, Trip.com Group remains committed to promoting gender equality and empowering women across the workplace, marketplace, and community.

We actively support our female employees through comprehensive, family-friendly policies, including flexible hybrid work models, a global childcare subsidy fund, and paid childcare leave. During the reporting period, 32.5% of our female employees became mothers, including 9.4% who were pregnant in 2024. Nearly 100% of our female employees chose to return to work after pregnancy. These initiatives help ensure that female employees can embrace parenthood without worries, further reinforcing our commitment to workplace equality and providing career advancement opportunities for women.

At the organisational level, in 2024, women accounted for 57.1% of our total workforce, including 32.7% in senior management, 43.0% in middle management, and 61.2% in entry-level positions.



In November 2024, as a signatory to the Women's Empowerment Principles, Trip.com Group was invited to attend the Policy Forum on Women's Economic Empowerment in the Context of Demographic Shifts in Asia hosted by UN Women in South Korea. We shared a series of initiatives to promote gender equality in the workplace, including hybrid work, childcare subsidy, and other employee support measures.

Promoting Gender Equality

Trip.com Group is committed to promoting equality and inclusiveness around the world and helping local women attain more career advancement opportunities by providing them with equitable opportunities for growth and leadership. Through advocacy, public engagement and targeted initiatives, we are establishing a benchmark for supporting women in breaking professional barriers.

On International Women's Day 2024, Trip.com Group CEO Ms. Jane Sun held a dialogue with Dr. Andromachi Athanasopoulou, a professor at the University of Oxford's Saïd Business School, on women's leadership. Ms. Sun shared her decades-long path toward leadership and the valuable insights she gained during the process, offering a fresh perspective on how women can break barriers at the workplace. On the eve of International Women's Day 2025, Ms. Sun visited Shanghai Jiao Tong University, where she shared her career journey and insights on female leadership with students.

In addition, our employees from different office locations around the world participated in International Women's Day celebrations in recognition and support of the achievements of local female workers, further promoting gender equality and women's empowerment.

Our Singapore office formed a strategic partnership with BoardAgender, an initiative under the Singapore Council of Women's Organizations, to help more women pursue board director roles in Singaporean companies.

Our Korea office partnered with the Jongno Women Resources Development Center to host lectures and mentoring sessions for women who aspire to work in the global tourism industry. The activities offered industry insights, group discussions, and career development guidance for women either entering the tourism sector for the first time or returning to the workforce after a career break.

Focus on Women Employment

Trip.com Group initiated "The Journey of Mulan" programme in 2023, working with cultural tourism companies to create more than 20,000 jobs for women as the industry recovers. By the end of the reporting period, we had further expanded the initiative to broaden employment opportunities for women and support their career development through multiple programmes, including career guidance for university students in China, multilingual inbound tour guide training, Trip.com Live Youth Training Camp, and Million-Level Sales Manager Bootcamp.

Multilingual Inbound Tour Guide Training

With China's inbound tourism sector growing rapidly, the demand for global talent has surged. Trip.com Group has responded to this need by partnering with more than 10 universities to provide paid training opportunities for female students, regularly offering internship openings, and recruiting multilingual talents.

Women Entrepreneurship Programme

Trip.com Group launched the “Mulan Initiative – Women Entrepreneurship Programme” to support female entrepreneurs under the age of 40 who operate offline stores. The programme offers free training opportunities, dedicated one-on-one support, and exclusive benefits. It aims to empower women by opening new doors for their entrepreneurial journey.

In 2024, we interviewed female leaders in different industries around the world to showcase their outstanding contributions and unique style in their respective fields. The "Women in Travel: Discover Her Journey" e-magazine featured more than a dozen women who have worked in diverse aspects of the global tourism industry, ranging from airlines and hotels to technology and design, to share their stories and inspire other women to follow their lead. The interviews also explore effective strategies for advancing gender equality, particularly in leadership roles, and contribute to building a more equitable, diverse, and inclusive industry ecosystem.

Career Guidance for University Students

Trip.com Group executives and HR teams visited different Chinese universities to deliver workshops on various key topics, such as job search strategies, career planning, and female leadership. The first session was successfully held at Shanghai Jiao Tong University. Through experience sharing, interactive discussions, and one-on-one resume coaching, we helped female students strengthen their workplace competencies and take solid first steps in their professional journeys.

Trip.com Live Youth Training Camp

Trip.com Group has partnered with over 10 universities and vocational colleges across China to set up tourism live stream bases, supporting the development of 100 tourism-focused live channels. The project aims to train 10,000 aspiring individuals to support the digital transformation and innovative growth of the tourism industry. Currently, the project has already been launched in vocational colleges in major cities such as Beijing, Shanghai, Chongqing, Chengdu, and Qingdao.

Preventing Sexual Harassment in the Workplace

To foster a safe and respectful work environment, we established the "Anti-Sexual Harassment Code of Conduct," along with dedicated reporting channels and clear handling procedures. We are committed to protecting both victims and whistleblowers to ensure that any cases of workplace sexual harassment are addressed promptly and appropriately. Given our global operations, we also encourage all our subsidiaries and departments to develop localised anti-discrimination and anti-harassment policies tailored to the specific legal and cultural contexts of the countries and regions where they operate.

Employing People with Disabilities

Since 2001, we have been employing people with disabilities. During the reporting period, we employed a total of 175 people with disabilities around the world, mainly in roles such as customer support specialist, cultural specialist, ticketing specialist, and designer. We pay great attention to the career progression needs of these employees and strive to do our best to help them realise their potential, so that they find satisfaction and a sense of achievement in their work.

We are committed to providing equal development opportunities for ethnic minorities. During the reporting period, the Group hired 916 ethnic minorities worldwide and ensured that they have access to an equitable workplace and additional support, such as food options based on their customs and beliefs.

72
our employees come from 72 countries and regions

175
employees with disabilities

916
ethnic minorities

5.3 Attracting and Retaining Talent

Trip.com Group recognises that talent is the driving force behind corporate growth and has consistently focused on attracting exceptional individuals from diverse backgrounds and industries. We are fully committed to protecting employees' rights and interests, ensuring a fair and transparent recruitment process, and supporting their career development. We offer competitive compensation that reflects individual contributions, pay close attention to the well-being of our employees, and actively listen to their feedback. Our goal is to provide a dynamic platform for all employees, enabling them to showcase their talents and collaborate to achieve our mission and vision.

Recruitment

We adhere to the principles of openness, equity, fair competition, and selection of the best in attracting talent through different channels, such as campus recruitment, social recruitment, internal referrals, and internship programmes. We have established clear guidelines, such as the "Recruitment Management Measures" and "Internal Referral Management Policy," to define the recruitment standards and processes. During the recruitment process, we focus on candidates' professional knowledge, skills, overall qualities, and potential. To ensure fairness and professionalism, interviewers undergo rigorous screening, training, and regular assessments. After each interview, candidates are invited to complete a feedback questionnaire, allowing us to continually improve the interview experience. For prospects who successfully pass the interview, we verify their qualifications while adhering to related privacy and information security policies.

We strictly comply with the labor laws and regulations of the countries and regions where we operate and eliminate the use of any child labour through a strict identity verification process. We have also formulated remedial measures for child labour. Upon detection of such incidents, we will stop the child labour immediately and report to the relevant local authorities. At the same time, child labourers will be provided with health and psychological examinations. Over the years, we have never employed any child labour.

We adopt localised and diversified strategies and execute employment contracts with all our full-time employees around the world to strengthen our internationalisation and ensure compliance. We have also enforced anti-discrimination concepts in every aspect of our recruitment process.

In 2024, we leveraged emerging technologies in our recruitment practices, such as AI interview tools, to enhance the experience for prospective candidates and improve the fairness of the screening process. By optimising our talent pool management strategy, we increased the utilisation of internal resumes and reduced reliance on external recruitment channels. Additionally, we share our development updates with prospective candidates to help them better understand our organisation and enhance their overall application experience.

	2024	2023	2022
Total number of employees	29,949	28,007	27,000
Number of employees by gender			
Male	12,870	11,917	11,242
Female	17,079	16,090	15,758
Number of employees by employment category			
Full-time	29,611	27,854	26,617
Part-time	338	153	383
Number of employees by age			
Below 30	39.7%	42.3%	43.7%
30-50	59.8%	56.1%	55.7%
Above 50	0.5%	0.6%	0.6%
Number of employees by management level			
Entry level	77.8%	78.0%	76.1%
Middle management	21.7%	21.4%	23.2%
Senior management	0.5%	0.6%	0.7%

Compensation and Benefits

Trip.com Group has established a competitive and fair compensation and benefits system, ensuring fair remuneration for our employees while offering a wide range of benefits to create a safe, supportive, and growth-oriented working environment. The Compensation Committee is the Group's highest authority on compensation. The committee comprises the Group's non-executive directors Neil Shen, JP Gan, and Qi Ji, and operates independently of the Group's management. The Group has published the "Employee Rights Statement of Trip.com Group," which covers the principles of related guidelines such as the ILO Declaration on Fundamental Principles and Rights at Work, The 10 Principles of UN Global Compact, and the United Nations Guiding Principles on Business and Human Rights.

Compensation

Trip.com Group has published the "Remuneration Management Policies for Trip.com Group," which includes fixed salaries, business performance bonuses, annual performance bonuses, stock options, and other forms of compensation. We are committed to providing all our employees with competitive compensation that is in line with industry standards and ILO guidelines.

We foster a fair, transparent, and impartial performance evaluation environment, and manage performances across all our business processes with a top-down approach from the company to organisational units to individuals. Performance appraisals are conducted every six months, and 100% of our full-time employees who are subject to annual performance review have variable compensations that are linked to their performance outcomes.

Based on a comprehensive assessment of the Group's talent pool, we provide short-term incentive plans (variable compensation) to those who bring added value. These are available to all employees of the Group. In addition to short-term incentives, we also motivate our employees to promote the long-term development of the Group through an equity incentive plan ("Global Rewards Plan").

Benefits

Trip.com Group's benefits include social insurance, namely pension insurance, medical insurance, unemployment insurance, work-related injury insurance, maternity insurance and housing provident funds. Our welfare list covers six main categories and more than 20 welfare items, including holiday benefits, travel benefits, business travel allowances, medical facilities, and health examinations. We offer a variety of engaging employee activities, including annual meetings, sports meets, anniversary celebrations, team-building activities, club events, and family open house days, to meet the cultural and lifestyle needs of our employees.

Resignations

Trip.com Group has formulated employee onboarding, transfer, and offboarding management regulations in accordance with labor contracts and relevant laws and regulations. We strictly ensure that all economic compensations required by the relevant laws and regulations are provided to departing employees. We also invite employees who have voluntarily resigned to take part in exit surveys and implement appropriate measures to retain talents. We collect suggestions from departing employees on the company and their jobs, then analyse and address these concerns. During the reporting period, the Group had no layoffs. As of the end of 2024, the total number of employees increased by 5.7%.

	2024	2023
Voluntary turnover rate	7.3%	11.7%
Voluntary turnover rate by gender		
Male	6.9%	10.5%
Female	7.5%	12.3%
Voluntary turnover rate by age		
Below 30	12.1%	19.8%
30-50	3.8%	5.4%
Above 50	3.8%	8.8%
Voluntary turnover rate by region		
Chinese mainland	6.3%	11.0%
Outside Chinese mainland	18.7%	20.8%

Employee Communication

Trip.com Group has established trade union policies and a trade union in China to protect the legal rights and interests of employees and resolve labor disputes. We have created multiple communication channels, including reporting email addresses, HR feedback email addresses, communication meetings that are held twice a year, and an annual Group-wide satisfaction survey (Group Pulse), through which we gather employee feedback and identify areas for continuous improvement.

Employee Satisfaction Survey

Since 2018, we have conducted Group Pulse surveys targeting full-time employees who have been with us for more than three months. Originally focused on management behaviour, the survey has evolved into a comprehensive engagement assessment covering five key areas: organisational confidence, cultural identity, leadership, learning and development, and compensation and benefits. Based on survey results, we generate personal and organisational reports to assist supervisors in self-diagnosis and improvement efforts. In addition, we also conduct in-depth analysis of overall survey findings, identify shared concerns among employees, and validate these insights through interviews and focus groups to design targeted improvement measures and foster an even better working environment.

In 2024, we sent out questionnaires to 27,132 employees. Compared with 2023, overall employee satisfaction remained stable. Survey results showed that over 90% of employees recognised the company's commitment to customer-centric values, management practices, and strategic direction. Among them, customer-centricity and management behaviours ranked as the highest-scored dimensions for the second consecutive year.

5.4 Empowering Talent Development

Focus on Talent Cultivation

Trip.com Group is committed to the nurturing of talents and team building. By providing diverse training and learning opportunities, we continuously enhance the professional skills and overall standards of our employees, promoting the further advancement of the Group. We provide all employees with a variety of physical and online trainings to aid their growth. In 2024, 100% of our employees took part in the trainings, with an average training time of 42.26 hours per employee, an increase of 8.9% compared to 2023.

In 2024, Trip.com Group continued to optimise our employee learning platform, iHub, leveraging digital innovation to enhance the accessibility of learning resources and improve learning efficiency. Through these efforts, we aim to support our employees' professional growth and promote the sustainable development of corporate talent.

Employee Development and Training	Unit	2024	2023
Participants	Persons	105,842	96,133
Total training ratio	Percent	100%	100%
Ratio by gender			
Male	Percent	42%	43%
Female	Percent	58%	57%
Ratio by job level			
Senior management	Percent	0.49%	0.36%
Middle management	Percent	17%	16%
Ordinary employees	Percent	82%	83%
Training time			
Average training time	Hours	42.26	38.81
Training time by gender			
Male	Hours	45.67	42.35
Female	Hours	39.66	36.17
Training time by job level			
Senior management	Hours	15.90	15.39
Middle management	Hours	82.59	76.64

Customised learning paths & broader coverage

Based on the employee competency model, iHub offers personalised learning roadmaps, providing systematic and intuitive development plans tailored to different roles. In 2024, the platform had expanded to cover all product lines as well as selected R&D and service positions, with plans for further expansion in the future. During the reporting period, 60% of target employees have utilised this feature, accumulating a total of 17,000 learning sessions.

AI-powered learning assistant that boosts training efficiency

To further enhance the learning experience, iHub introduced an AI learning assistant that recommends relevant resources, answers course-related queries, and provides comprehensive platform guidance. During the reporting period, the AI assistant serviced nearly 1,000 users and handled approximately 3,000 inquiries across 5,000 accesses.

Improved incentive mechanisms to motivate learning

iHub launched a points-based reward system and a training credit programme. Employees can earn points by joining courses and exams, adding resources to favorites, and sharing content, which can then be used to redeem gifts. Additionally, timely participation in training sessions earns employees credit points, significantly boosting engagement and enthusiasm for learning.

In 2024, Trip.com Group continued to offer systematic and multi-tiered training programmes tailored to the career development needs of different employee groups, supporting individual growth and strengthening the overall competitiveness of our talents.

Category	Training
New employee training	We offer customised training programmes for new employees to help them quickly adapt to the work environment. For campus recruits, the focus is on developing professionalism and core skills.
	For experienced hires, the emphasis is on corporate culture assimilation. In addition, each business unit provides specialised training based on their specific operations to support new employees in transitioning smoothly into their roles.
Expertise improvement	In terms of professional development, we recommend learning resources tailored to employees' professional fields, job levels, and competency requirements. Employees can select courses and learning methods based on their interests, needs, and stages of career growth. We offer a wide range of programmes, including Six Sigma training, PMP certification, product training, technical training, and service capability enhancement courses, to help our employees strengthen their professional skills and improve job performance.
Leadership development	To support managers at different levels and career stages, we offer tiered leadership development programmes, including new manager training, manager empowerment courses, frontline manager training, and TMBA programmes. These initiatives help managers enhance their leadership skills and business decision-making capabilities.

In addition to structured training, we also provide employees with diverse learning and networking opportunities to further support their growth.

The Trip.com Group Product Design Summit started in 2019. During the reporting period, the 2024 Summit, themed "Trip to a New Future," brought together leading industry experts from around the world. Participants explored how outstanding products and innovative design concepts can drive industrial transformation and upgrading. The summit also showcased how AI technology empowers designers with greater creativity and freedom, creating new competitive advantages and growth opportunities for enterprises. A total of 45 speakers delivered eight keynote speeches and participated in two expert roundtable discussions.

Trip.com Group is committed to creating an environment that supports the professional growth of technical employees by offering strong development resources and learning opportunities. We provide both internal and external platforms for technical exchange to help employees sharpen their skills and broaden their horizons. During the reporting period, the Group conducted over 120 technical training sessions and organised more than 70 themed technical exchange events that benefited 1,500 technical employees. Every year on October 24, we celebrate the Trip Tech Day, hosting a range of activities that promote the spirit of exploration, enhance collaboration among technical teams, and encourage continuous innovation and technological breakthroughs.

Building a Customer Support Growth System

Trip.com Group's customer support team, comprising 15,000 employees, serves as the frontline of customer interaction and is a vital force in delivering high-quality service. In 2024, we launched a comprehensive and scientific customer support growth system, focusing on four key pillars: professional development, skills certification, flexible career mobility, and competitive compensation. The upgraded system aims to enhance employees' career development experience while strengthening talent attraction, motivation, and retention.

Professional improvement

We have established a customer support specialist development channel to define clear promotion standards based on competency models and learning roadmaps, and provide targeted empowerment resources to support employees' professional growth.

Skills certification

Each business group has a service skill library that offers ongoing training resources and regular certification opportunities to identify and cultivate high-skilled and multi-skilled talent.

Free movement

We have a flexible talent mobility mechanism that encourages internal competition, supports employees in exploring new positions and roles, and expands their career development opportunities.

Competitive compensation

We have a market-oriented compensation system to enhance the comprehensive compensation structure, strengthen industry competitiveness, and improve employees' sense of achievement and satisfaction.

5.5 Caring for Employee Health and Well-being

Ensuring Occupational Health and Safety

We strictly abide by the Labor Law of the People's Republic of China, the Fire Protection Law of the People's Republic of China, and other local safety and health laws and regulations to protect our employees. We have formulated the "Occupational Health and Safety Policy," focusing on four key areas: occupational safety, environmental management, health management, and emergency response. This policy applies to all Trip.com Group operational sites and personnel, including our employees and on-site partners.

To protect the safety of employees and company property, we have developed a comprehensive "Trip.com Group Emergency Response Management Manual" to ensure swift and effective handling of emergencies, such as water outages, power failures, fires, electric shocks, and elevator malfunctions. Our offices are equipped with complete fire safety systems, designated fire safety officers, and a strictly enforced "Fire Evacuation Emergency Response Plan." We regularly conduct fire self-inspections and safety hazard assessments, update fire equipment and signage, and reinstall necessary facilities to ensure a safe and reliable office environment. We also organise annual fire drills and provide monthly fire safety training for key personnel to reinforce emergency preparedness.

Supporting Employees' Physical and Mental Health

We offer a range of physical health management resources to encourage employees to proactively care for their well-being. In addition, we provide a variety of mental health support options, enabling employees in need to access appropriate assistance and resources.

Annual Health Check-ups

As a key component of our health management programme, we offer free annual physical exams and provide expert consultations to help employees interpret their results. This enables them to gain a deeper understanding of their health, supporting proactive disease prevention and treatment.

Internal Mutual Aid Programme

This initiative is designed to provide mutual support for employees and their families during major life events. Between May 2024 and April 2025, more than 16,000 employees enrolled in the programme, with combined contributions from the company and individuals exceeding USD 520,890. Over the course of the year, nearly 300 employees received assistance through the initiative.

Internal Online Medical Consultation Platform

The company offers employees unlimited free access to medical consultations via phone and text. This allows staff to receive professional medical advice and support from the comfort of their own homes. So far this year, nearly 3,000 consultations have been completed—a 98% increase compared to the same period last year.

520 Health Day

On May 20, 2024, the Group teamed up with renowned psychological counseling organisation SUNROAM DRM Psychology to launch the first "520 Trip.com Group Health Day." The event provided our employees in China with a diverse range of online and offline mental health-related activities and outpatient counseling services by American-Sino Women's & Children's Hospital. The online and offline events attracted a total of 8,000 participants, and the overall Net Promoter Score (NPS) of our employees exceeded 80%.

Psychological Counseling

The 2024 psychological counseling programme continued to support our employees in maintaining a positive and healthy mindset. Our team of 12 internal counselors, along with third-party partner EAP SUNROAM DRM Psychology provided professional psychological counseling services to our employees. During the reporting period, 739 employees benefited from the initiator and the NPS was 85%.

06

Environmentally-Friendly

- Environmental Governance and Risk Management
- Carbon Neutrality Commitment
- Practising Greener Operations
- Promoting Lower Carbon Travel Products

Travel connects people and cultures, bringing the world closer together. However, the environmental footprint that it leaves behind must not be ignored. Trip.com Group actively incorporates greener and more sustainability principles into our product design and operations. We promote responsible consumption, support ecological conservation projects and work to reduce carbon emissions across the entire value chain to foster harmonious development between the tourism industry and the natural environment. On the operations side, we identify and assess climate and nature-related risks, implement robust environmental commitments and advance sustainability goals, including our 2050 carbon neutrality target. Trip.com Group remains dedicated to contributing to global ecological progress, enhancing the well-being of the people and building a more sustainable future.

6.1 Environmental Governance and Risk Management

Trip.com Group's environmental governance is anchored in our broader sustainable development management framework, with a focus on climate and nature-related issues, risk control and opportunity identification. In 2024, we strengthened our environmental management by clearly defining responsible departments and establishing structured reporting mechanisms. The Group's Sustainability Working Group is tasked with overall environmental oversight and reports regularly to the Sustainability Management Committee.

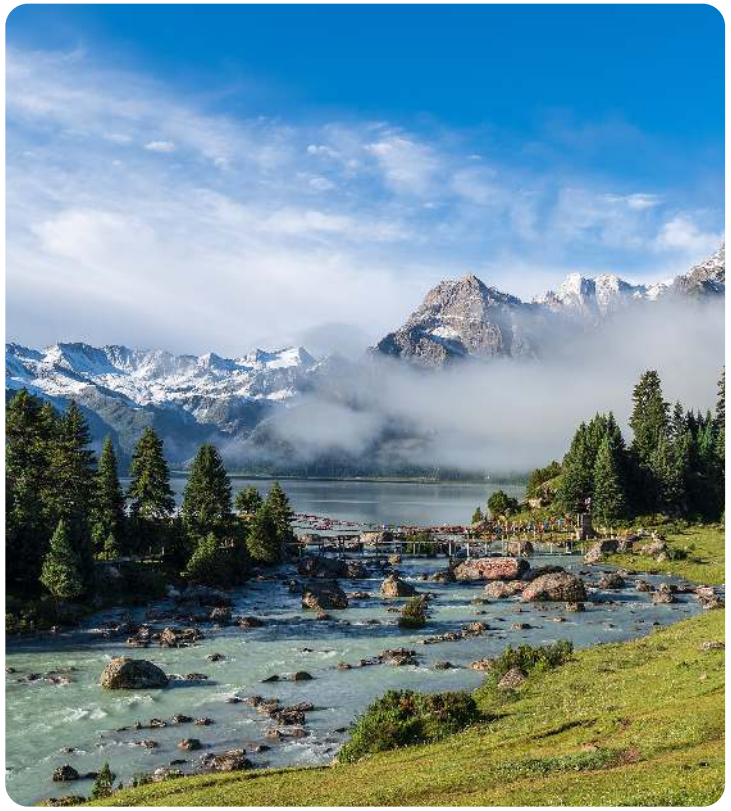
Environmental Governance

Supported by the Sustainability Management Committee, the Board of Directors oversees Trip.com Group's environmental performance and practices. This includes reviewing assessments of environmental risks and opportunities, overseeing the implementation of mitigation and adaptation measures and monitoring progress towards climate and nature-related goals.

Our Sustainability Working Group, led by our Senior Vice President, includes representatives from sustainability, procurement and administration departments, as well as lower carbon product teams from different business units. The working group is responsible for identifying and assessing climate and nature-related risks and opportunities, reviewing strategies, overseeing the implementation of response measures and enhancing employee awareness and capability on environmental issues. Work progress is reported annually to the Sustainability Management Committee.

Risk Management

Trip.com Group recognises that climate-related risks and opportunities will continue to influence our long-term business development. To effectively respond, we conduct scenario analyses to model potential impacts under various climate scenarios and systematically identify key climate risks and opportunities through data collection, risk identification and risk assessment. This enables us to communicate climate change-related risks to our stakeholders more effectively and enhance the Group's overall risk management capabilities.



Trip.com Group's Key Climate Risks and Opportunities

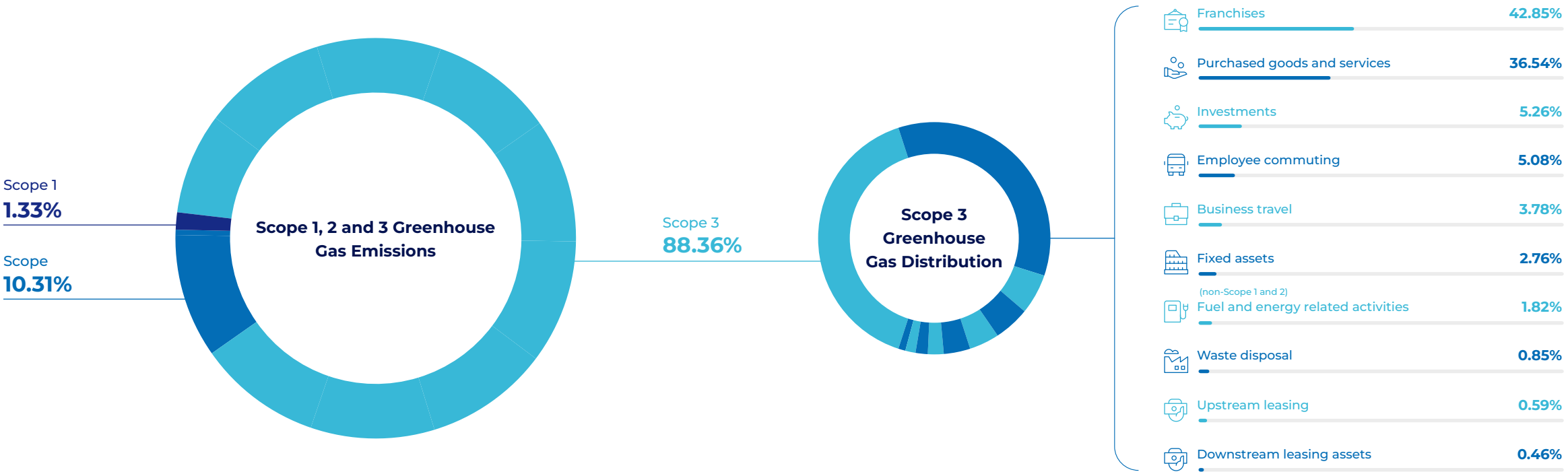
	Type	Risks	Impact on Trip.com Group	Risk Impact Short-term 1-5 years	Risk Impact Mid-term 5-10 years	Risk Impact Mid-term 5-10 years	Response Measures
Physical Risks	Acute Risks	Impact of extreme weather on operations	Extreme weather can lead to equipment damage and increased energy consumption, resulting in higher operating costs. Power supply disruptions may affect business continuity and reduce revenue.	Mid	Mid	Low	To mitigate these risks, we are enhancing facility resilience and energy efficiency by adopting advanced technologies, including upgraded air-conditioning systems and servers. We have also developed emergency preparedness plans and conduct regular training and drills to ensure effective responses to extreme weather events.
	Chronic Risks	Impact of climate change on tourism	We provide our customers with travel solutions that include transportation and accommodation. An increase in extreme weather events may disrupt travel plans, raise safety concerns, reduce revenue and increase operational costs.	Mid	Mid	High	Each business unit has implemented disaster response protocols for events such as typhoons. These include real-time information sharing and coordinated actions to minimise disruptions and ensure user safety.
Transition Risks	Policy and Legal Risks	Increased costs of greenhouse gas emissions	Compliance with carbon emission quota systems requires investments in emission reduction technologies or the purchase of carbon credits, leading to higher capital and operating costs.	Mid	Mid	High	We are strengthening internal carbon management and promoting energy-saving and emission reduction initiatives. We are also increasing the overall percentage of clean energy use.
		Stricter climate disclosure and regulatory requirements	Evolving climate-related regulations have increased the need for comprehensive management practices and transparent disclosures, adding to operational expenses.	Low	Mid	High	We are aligning our climate disclosures with internationally recognised and industry-standard frameworks.
	Reputation Risks	Increased attention from stakeholders	Faced government scrutiny due to environmental issues; discrepancies between public communications and actual practices led to accusations of overstating performance.	Low	Mid	High	We are establishing carbon reduction targets and pathways aligned with international standards and regularly disclosing our progress.
	Market Transition Risks	Evolving customer expectations on lower carbon emission	As customers strive to meet their own carbon reduction goals, demand for lower carbon products and services is increasing. Failure to meet these expectations could result in a loss of market share.	Mid	Mid	High	We are actively collaborating with partners to reduce the carbon footprint of travel-related offerings, providing customers with sustainable options such as lower carbon business travel, hotels and vehicles.
Transition Opportunities	Products and Services	Market Opportunities for Lower Carbon Products	By offering lower carbon products that align with customer preferences and support their carbon neutrality goals, we aim to enhance customer loyalty and increase market share.	Mid	Mid	High	We are continuously expanding our lower carbon travel ecosystem and working closely with value chain partners and suppliers to promote sustainable travel solutions.

6.2 Carbon Neutrality Commitment

Trip.com Group actively supports global climate initiatives. Through our carbon reduction commitments, we demonstrate our ambition to lower emissions across our operations and influence our upstream and downstream value chain toward a carbon-neutral future by 2050.

In 2023, Trip.com Group officially committed to achieving carbon neutrality and initiated a comprehensive carbon neutrality plan. In 2024, we engaged professional consultants to conduct a group-wide carbon inventory project, designating 2024 as the base year for accurately quantifying our carbon emissions. We are advancing a practical and actionable lower carbon roadmap, including the development of carbon reduction targets aligned with the Science Based Targets initiative (SBTi).

In 2024, Trip.com Group's total greenhouse gas emissions amounted to 248,979 tonnes of CO2 equivalent.



6.3 Practising Greener Operations

We strictly comply with applicable laws and regulations in our operating regions, including the Environmental Protection Law of the People's Republic of China, Energy Conservation Law of the People's Republic of China and European Union Health and Safety Legislation. We are committed to reducing carbon emissions throughout our operations. We actively promote greener operations by optimising equipment and facilities and encouraging greener office practices. These measures support our broader goals of energy conservation and emissions reduction.

Supporting Renewable Energy Transition

We continue to advance the transition to renewable energy. Photovoltaic power generation facilities at the Trip.com Group headquarters building have been operational since 2023. In 2024, these facilities generated a total of 69 megawatt hours of electricity.

At Trip.com Group Country Retreats Anhui Jinzhai Dawan Branch, an energy-saving upgrade was completed in 2023, which included the installation of photovoltaic panels and charging stations. In 2024, the site generated 98 megawatt hours of electricity, avoiding approximately 52.65 tonnes of carbon dioxide emissions, while effectively reducing the retreat's operating costs.

In addition to practising lower carbon operations, we also actively promote lower carbon education. For example, at the Anhui Jinzhai Dawan Branch, we hosted 196 environmental education sessions in 2024. These activities allowed students, youth groups and tourists to visit rooftop solar panels and engage in ecological experiences on the farm. Participants also have the opportunity to learn about lower carbon living and environmental protection through immersive, hands-on activities.

On top of that, the photovoltaic project at Ningxia Zhongning Huangyang Guluo Joint Branch has also delivered notable results. In 2024, our photovoltaic equipment generated a total of 290 megawatt-hours of electricity. Looking ahead to 2025, we plan to fully activate a 5,000-kilowatt photovoltaic system, incorporating energy storage technology to further reduce electricity costs and carbon emissions.

We also conduct regular assessments of the greener and lower carbon potential of our rented data centres, and encourage them to use renewable energy. In 2024, the use of greener electricity at these data centres was expanded significantly, with 42.6% of the electricity used in the rented data centre from renewable sources, helping to avoid approximately 10,593 tonnes of carbon dioxide emissions.

Improving Energy Efficiency

We continue to enhance the energy and resource efficiency of office design, construction and operations by adopting a range of energy-saving measures and strengthening greener management practices. In 2024, these efforts resulted in savings of 3,960 MWh of electricity and a reduction of 2,124.9 tonnes of carbon dioxide emissions.

Ongoing Energy-Saving Transformation

In 2024, we continued to implement energy-saving upgrades at the Group headquarters building. This included comprehensive improvements to systems such as refrigeration, heating and air-conditioning terminals, along with equipment updates and the application of frequency conversion technologies. We also promoted intelligent control and waste heat recovery in the boiler room, while upgrading cooling towers and HVAC terminals to enable precise energy control and improve overall energy efficiency. To further reduce energy consumption, we enhanced our smart control systems by integrating human body sensing with lighting and HVAC operations, enabling accurate energy management during non-working hours. These collective energy-saving measures are projected to reduce overall energy consumption by 6.68%, including a reduction of 2,020 megawatt-hours of electricity and 72,600 cubic metres of natural gas. As of the reporting period, the implementation of these initiatives is progressing in an orderly manner, with some projects already operational.

Optimising Energy Management

In 2024, we also further optimised the energy management at our offices. By linking air conditioning controls with smart lighting systems, we achieved automatic energy adjustments based on human presence during non-working hours, effectively reducing unnecessary energy use. Building on our refrigeration system's centralised control platform, we independently developed an intelligent control module for air-conditioning terminals. This system uses real-time temperature monitoring to dynamically adjust water and air flow, enhancing comfort while minimising energy waste. The smart lighting control system, introduced in 2023, has already delivered significant results, saving a total of 2,600 megawatt-hours of electricity to date.

We are committed to enhancing water resource efficiency by adopting water-saving and recycling technologies. The Group Headquarters also uses a water recycling system and water-saving devices to increase the building's water conservation rate. Additionally, we encourage our staff to reduce water wastage.

Trip.com Group's headquarters, SKYBRIDGE HQ, has earned the "Leadership in Energy and Environmental Design" and a LEED Gold Certification.

Waste Management

We embrace the principles of the circular economy and are committed to minimising the environmental impact of waste. To this end, we have established a standardised waste management system that includes waste classification, source reduction and robust processes for reuse, recycling and resource recovery—effectively reducing the volume of waste sent to landfill. We also prioritise employee engagement by promoting awareness and providing education on solid waste management.

Electronic products: We prioritise the responsible recycling of used electronic products. Devices and accessories that remain within their serviceable life are internally upgraded and restructured to extend their use. For equipment that has reached the end of its lifecycle, we ensure proper disposal through qualified recycling partners. Additionally, devices that are no longer in use but remain in good condition are donated to under-resourced communities to maximise resource value.

In November 2024, in response to the shortage of educational technology in primary schools in Yunnan, we donated 200 fully refurbished second-hand computers to a local school. Each donation was accompanied by a handwritten encouragement card from a volunteer. This initiative helped bridge the digital divide in education and provided children with valuable access to digital tools and opportunities.

In project construction, we minimise material waste through model optimisation and refined management practices. During operations, we advocate for a paperless office and promote measures such as reducing excessive packaging to encourage source reduction.

We classify and segregate waste, transferring non-reusable materials to qualified third-party recycling agencies for proper disposal.

For non-hazardous waste, we rigorously adhere to waste classification practices. Recyclable materials generated in the office, including paper, plastic, glass and metal, are handled by certified recycling agencies.

For hazardous waste, we fully comply with local laws and regulations related to hazardous waste management to ensure safe and responsible disposal.

6.4 Promoting Lower Carbon Travel Products

As a leading player in the tourism industry, Trip.com Group has made more sustainable travel a cornerstone of its operations. We actively promote the development of a lower carbon travel product system, offering travellers more sustainable options. Trip.com Group's lower carbon products now cover four major areas: hotels, flights, business travel, and car rentals and airport transfers across both Ctrip and Trip.com. To date, these offerings have collectively encouraged travellers to place more than 100 million orders.

Sustainable Travel Consumer Report

Since 2022, Trip.com Group has been publishing the annual Sustainable Travel Consumer Report. The latest 2024 edition reveals encouraging progress - with traveller awareness of sustainability on the rise and strong potential to turn that awareness into impactful, responsible behaviours. As an industry leader, Ctrip bridges this gap through innovative products and technological advancements.

We are addressing the sustainability challenges within the tourism industry by joining key global associations and adhering to their standards to guide our sustainable travel efforts. As a founding member of Travalyst, a non-profit organisation promoting sustainable travel, we are dedicated to helping travellers explore the world through innovative and transformative methods. Travalyst aims to protect both humanity and the environment for the sustainable development of destinations and local communities for future generations. Additionally, we are a member of the Global Sustainable Tourism Council (GSTC), collaborating closely with its global network to promote more sustainable tourism practices across the industry.

Lower Carbon Hotel Initiative

Lower Carbon Hotel Initiative

In 2023, Trip.com Group launched the "Lower Carbon Hotel Initiative" in mainland China, working with hotel partners to drive lower carbon transformation. The initiative is based on the principles of measurability, verifiability and improvement. It primarily evaluates hotels by comparing their carbon emissions per unit against those of similar hotels. Hotels can see their performance on carbon emission reduction within the same provinces and star ratings. Hotels have reduced their carbon emissions by up to 47.5% will be regarded as the top-tier among all participating hotels in the initiative.

By the end of 2024, 3,300 hotels have joined the initiative, encouraging the implementation of greener practices and enabling 10 million travellers to stay in hotels actively reducing their carbon footprint.

Ctrip has introduced a “Lower-Carbon Hotel” tag under its filters, enabling travellers to easily browse all lower-carbon hotels at their chosen destination with a single click. This feature enhances visibility for lower-carbon hotels, supporting both booking growth and brand recognition, while also helping hotels to reduce marketing and operational costs.

Evaluation Criteria

Hotel carbon emissions are calculated based on their electricity and gas bills. Hotels with emissions below the threshold qualify as lower carbon hotels.
This threshold is determined by factors such as hotel category, geography and season. Additionally, the rating for these hotels must be 4.3 or higher on Ctrip.

Recognition Period

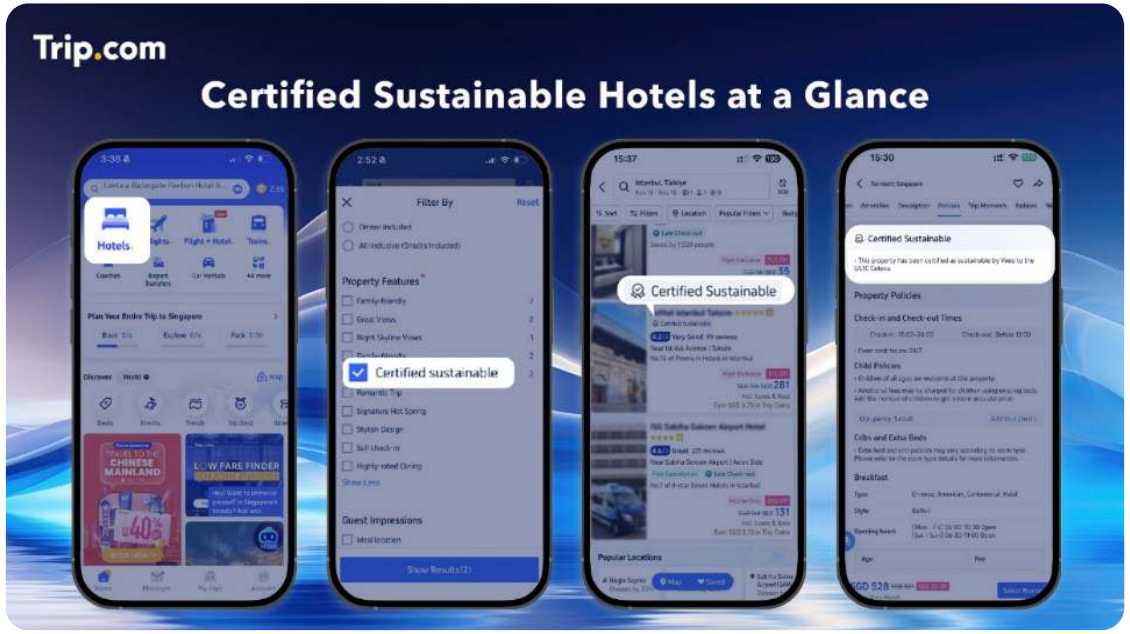
The result of the carbon emission data is valid for six months, after which hotels must reapply and resubmit their bills.

Audit Process

The audit includes both online reviews and random on-site inspections to ensure compliance.

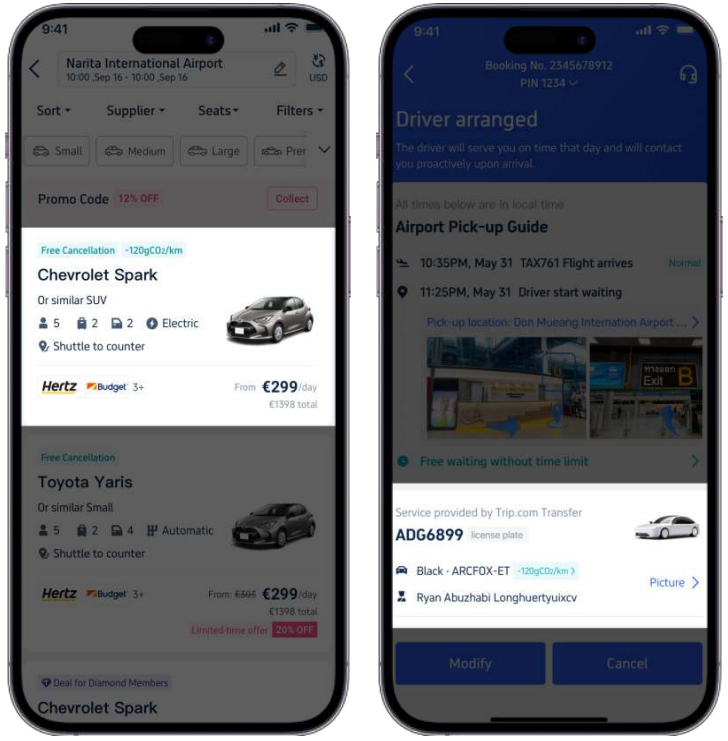
GSTC Certification Label

In November 2024, Trip.com launched a new feature that highlights sustainable hotels certified by the Global Sustainable Tourism Council (GSTC). This initiative simplifies the process of identifying and booking sustainable accommodation, promoting eco-friendly travel choices. The GSTC certification includes a comprehensive sustainability framework for hotels, addressing governance, socio-economic responsibility, cultural impact and environmental protection. This robust system ensures that certified hotels are committed to responsible practices across environmental, social, and cultural dimensions.



Car Rentals and Airport Transfers

We continue to expand our offerings of new energy vehicles in car rentals and airport transfers. Supported by ACRISS, we have upgraded the tailpipe carbon emission data labels for new energy models for both car rentals and airport transfers, allowing users to easily view and understand the carbon footprint of their travel choices.



Tailpipe carbon emission data for car rentals and airport transfers

Flights

To further encourage sustainable travel, we have enhanced lower carbon flight options. Carbon emission data now covers 92% of flight segments, and during the reporting period, nearly 40 million orders were placed on lower carbon flights.

Trip.com has partnered with the leading climate tech company CHOOOSE to offer carbon offset products. When travellers book flights on Trip.com, they have the option to pay a small fee to contribute to projects offseting carbon emissions. These fees support four global projects: constructing and operating two waste-to-energy facilities in Turkey, providing efficient cookstoves to households in India, protecting the pristine mangrove forests in Cambodia and preserving the forest ecosystems in Brazil.

Trains

We have enabled lower carbon train travel options on both Trip.com (select European trains) and Trip.Biz, allowing users to select train models based on their carbon emissions. Trip.com travellers can also see how much they can lower their carbon footprint by comparing the carbon emissions of trains versus cars, and visualise their contributions to the planet through lower carbon travel.

Business Travel

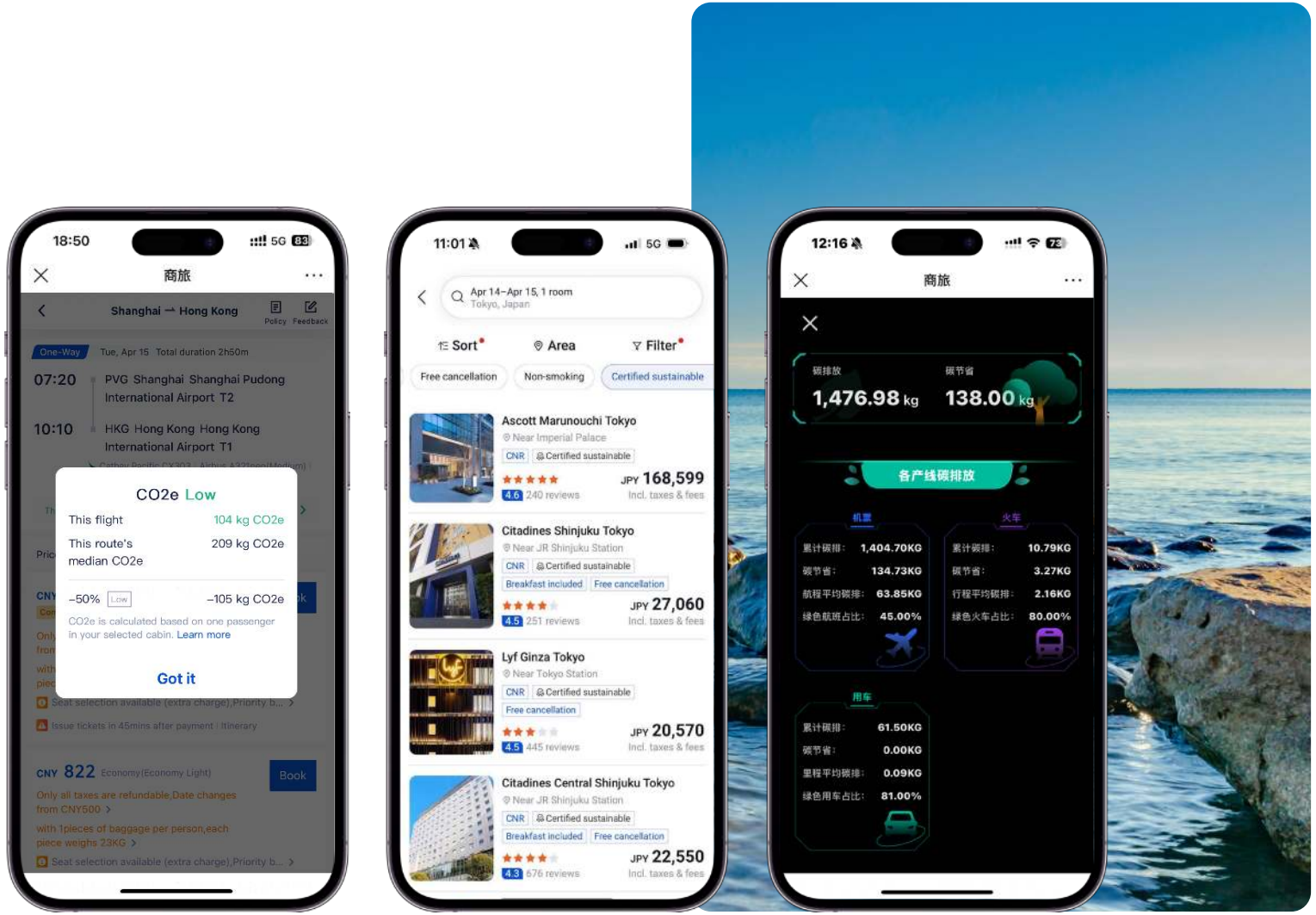
Trip.Biz continues to expand its suite of lower carbon travel products across all business scenarios, supporting companies in their sustainability goals. By integrating lower carbon options across flights, trains, cars and hotels, we have guided millions of users toward greener business trips, collectively avoiding over 317,000 tonnes of carbon emissions. In 2024, we introduced corporate carbon accounts and carbon control functions, resulting in a more than 20% year-on-year increase in business travellers' engagement with greener travel products.

Comprehensive Lower Carbon Product Coverage

Our carbon emission data now covers over 95% of travel products, including flights, trains, cars and hotels. Carbon emission information is clearly displayed throughout the booking journey, empowering both individual and corporate travellers to make informed lower carbon choices. During the reporting period, we also added GSTC-certified hotels to further support sustainable business travel.

Carbon Account and Carbon Control Tools

Trip.Biz launched corporate carbon accounts and carbon control tools to offer visualised carbon emission reports, helping clients manage travel data and support carbon reduction decision-making. Companies can implement carbon budgeting by department and product type, and customise carbon calculation models according to local policy requirements, enabling precise and compliant carbon control.



Appendixes

Key Performance Indicators

Environmental

Indicator	Content	2024	2023	2022
Greenhouse gases	Greenhouse gas emissions in total (Scopes 1, 2 and 3) (Tonnes of CO2e)	248,978	8,656	9,976
	Greenhouse gas emissions in total per CNY 1 million of revenue (tonnes of CO2e/CNY 1 million)	4.67	/	/
	Scope 1 emission (Tonnes of CO2e)	3,233	25	19
	Scope 2 emission (Tonnes of CO2e)	25,088	9,951	8,637
	Scope 3 emissions(Tonnes of CO2e)	220,657	/	/
Energy	Energy consumption in total (MWh)	47,513.5	14,230	12,341
	Energy consumption in total per CNY 1 million of revenue (MWh/CNY 1 million)	0.9	0.3	0.6
	Direct energy consumption (MWh)	759.0	85	64
	Indirect energy consumption (MWh)	46,754.5	14,145	12,277
Water resources	Water consumption	96,379	87,046	117,629
	Water consumption per CNY 1 million of revenue (Tonnes/CNY 1 million)	1.8	1.9	5.8

Note: Starting from 2024, Trip.com Group is calculating greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard, SBTi's Science-Based Target Setting Guidelines for the Information and Communications Technology Industry, and ISO 14064-1:2018 Greenhouse Gas. The year 2024 has been set as the base year. In the future, we will maintain the consistency of accounting boundaries and methods, and continue to track and manage emissions data.

Environmental

Indicator	Content	2024	2023	2022
Employment	Total workforce	29,949	28,007	27,000
	Total workforce by gender			
	Male	12,870	11,917	11,242
	Female	17,079	16,090	15,758
	Total workforce by employment type			
	Full time	29,611	27,854	26,617
	Part time	338	153	383
	Total workforce by age group			
	Below 30	39.7%	42.3%	43.7%
	30-50	59.8%	56.1%	55.7%
	Above 50	0.5%	0.6%	0.6%
	Total workforce by employee category			
	Ordinary employees	77.8%	78.0%	76.1%
	Middle management	21.7%	21.4%	23.2%
	Senior management	0.5%	0.6%	0.7%
Employee training	Total employees trained	105,842	96,133	44,854
	Percentage of employees trained	100%	100%	100%
	Percentage of employees trained by gender			
	Male	42%	43%	41%
	Female	58%	57%	59%
	Ratio by job level			
	Senior management	0.49%	0.36%	0.7%
	Middle management	17%	16%	22.6%
	Ordinary employees	82%	83%	76.7%

Indicator	Content	2024	2023	2022
Employee training	Training hours			
	Average training hours completed per employee	42.26	38.81	33.51
	Average training hours completed per employee by gender			
	Male	45.67	42.35	37.61
	Female	39.66	36.17	30.12
	Average training hours completed per employee by			
	employee category	15.90	15.39	13.63
	Senior management	82.59	76.64	80.49
	Middle management	38.32	35.43	21.32
	Ordinary employees			
	Voluntary turnover rate	7.3%	11.7%	/
Employee turnover	Voluntary turnover rate by gender			
	Male	6.9%	10.5%	/
	Female	7.5%	12.3%	/
	Voluntary turnover rate by age			
	Below 30	12.1%	19.8%	/
	30-50	3.8%	5.4%	/
	Above 50	3.8%	8.8%	/
	Voluntary turnover rate by region			
	Chinese mainland	6.3%	11.0%	/
	Outside Chinese mainland	18.7%	20.8%	/

Note:
1. Voluntary turnover rate = Number of employees who voluntarily resigned during the reporting period / Total number of employees during the reporting period × 100%;
2. The data only include the Ctrip and Trip.com brands.

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