

REGISTERED NUMBER: 04217916 (England and Wales)

Skyscanner Limited
Annual Report and Financial Statements
For the Year Ended 31 December 2024

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Skyscanner Limited

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For the Year Ended 31 December 2024**

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Skyscanner Limited

**Company Information
For the Year Ended 31 December 2024**

Directors:	Bryan Batista (appointed on 9 May 2025) James Jianzhang Liang John Mangelaars (resigned on 28 March 2025) Jane Jie Sun Xiaofan Wang Xing Xiong
Secretary:	Martin Gerard Nolan
Registered office:	Level 5, Ilona Rose House Manette Street London, United Kingdom W1D 4AL
Registered number:	04217916 (England and Wales)
Independent auditors:	PricewaterhouseCoopers LLP Atria One 144 Morrison Street Edinburgh, United Kingdom EH3 8EX

Skyscanner Limited

Strategic Report For the Year Ended 31 December 2024

The Directors present their Strategic Report for Skyscanner Limited ('the Company') for the financial year ended 31 December 2024.

BUSINESS MODEL

The Company owns and operates an integrated online travel meta search service connecting travellers with travel service providers around the world. The Company derives substantially all of its revenue from:

- Commissions earned from facilitating the booking of flight, hotel and car hire services;
- Commissions earned from facilitating click through of visitors to our flight, hotel and car hire partner websites; and
- Forms of advertising, including display advertising based on number of impressions and click through of visitors to partner websites.

BUSINESS REVIEW

The Directors use Key Performance Indicators ('KPIs') to monitor and assess Company performance, as follows:

	2024	2023
Sessions ('000) ¹	3,734,038	2,941,765
Revenue (£'000)	389,858	349,432
Net assets (£'000)	332,233	228,040

Sessions have increased by 27% while revenue has increased by 12%, compared to the prior year. 135m users visit Skyscanner's platforms every month. Flight meta search continues to be the Company's largest revenue stream representing 74% (2023: 78%) of the Company's revenue. In 2024, revenue from advertising and partner analytics has contributed 17% (2023: 16%) of overall revenue in the financial year, whilst hotel and car hire generated 9% (2023: 6%) of revenue. Net assets increased by 46% when compared to the prior year. This was driven by an increase in cash to £130,566k (2023: £45,947k) generated by stronger trading conditions, and an increase in trade and other receivables to £181,738k (2023: £164,475k) predominantly because of the increase in revenue.

The Company's business and financial results continue to perform strongly as the travel industry growth normalised, with travellers exceeding their pre-COVID booking trends. The Company's performance has been sustained through product and traveller first enhancements to our core business streams alongside careful management of our cost base. The Directors are confident that these developments will continue to be beneficial to the Company's performance.

The director's assessment about going concern is disclosed under Note 2: Material accounting policies.

TAXATION

The Company had a tax charge of £12,618k (2023: tax credit of £5,018k) for the year ended 31 December 2024. The normalised tax rate during the year after adjusting for the impact of share-based payment deductions and non-taxable dividend income is 24% (2023: 24%). Note 9 to the financial statements provides further detail on the composition of the tax charge. The Company pays the taxes it is due to pay and avails itself of allowances to which it is entitled.

The Directors seek to operate under a policy of full transparency and cooperation with the tax authorities by exhibiting transparent compliance in all countries in which the Company operates and disclosing all relevant facts in full, while seeking to build open and honest relationships in day-to-day interactions.

Pillar Two

The Company has applied the temporary exception adopted by the UK Endorsement Board in July 2023 from the accounting requirements for deferred taxes in IAS 12 Income Tax. Accordingly, the Company neither recognises nor discloses information about deferred tax assets and liabilities related to Pillar Two income taxes.

¹ Sessions are user interactions across website and mobile app.

Skyscanner Limited

**Strategic Report
For the Year Ended 31 December 2024**

**TAXATION – CONTINUED
Pillar Two – continued**

Under the legislation, the Company is liable to pay a top-up tax for the difference between their GloBE effective tax rate per jurisdiction and the 15% minimum rate. The Company is currently engaged with tax specialists to assist them with applying the legislation. Initial findings indicate there is a potential exposure risk with regards to group activities in Spain for financial year 31 December 2024. However, this information is based on the profits and tax expense determined as part of the preparation of the Group’s consolidated financial statements. Analysis has been performed in advance of the completion of the Group’s Spain local financial statements showing this would be immaterial for the Group. The Company will continue to engage in dialogue with business partners and tax specialists to ascertain potential exposure risk in future periods under Pillar 2 legislation.

PRINCIPAL RISKS AND UNCERTAINTIES

As a global leader in the travel meta-search industry, the Company operates in an environment marked by rapid technological advancements, shifting consumer behaviours, and evolving regulatory landscapes.

The principal risks and uncertainties facing the Company have been assessed in accordance with our risk management framework. Principal risks are defined as those that could have a material impact on our operations, financial performance or reputation if not effectively managed.

Our risk management framework incorporates regular reviews and updates to reflect changes in the business environment, industry trends and regulatory landscape. The principal risks we face are detailed below, as well as the potential impact on our overall objectives.

I. Economic Sensitivity

Travel demand can be sensitive to macroeconomic conditions, inflationary pressures, geopolitical instability, and unforeseen global events. Economic downturns, rising interest rates, and weakened consumer confidence can reduce discretionary spend on travel. Unforeseen global events such as pandemics, natural disasters, or travel restrictions have the potential to cause sudden and severe declines in travel demand.

Potential Impact	Mitigation Strategy
<ul style="list-style-type: none"> • Reduced consumer spending on travel may lead to lower search and booking volumes. • Increased customer acquisition costs could arise as competition for a shrinking market intensifies. • Disruptions in financial markets and supply chains can impact airline stability, potentially leading to bankruptcies, reduced flight capacity, and higher fares, all of which can constrain travel demand. • Fluctuations in foreign exchange rates and inflation could impact operational costs and pricing strategies. • Geopolitical instability may deter travel to certain destinations. Heightened travel restrictions or changes in visa policies could further impact international travel. • Reputational risks may emerge if responses to crises do not meet consumer expectations. 	<ul style="list-style-type: none"> • The group is diversifying revenue streams, such as incorporating train travel, to reduce reliance on specific markets or travel sectors. • Monitoring of economic, geopolitical, and consumer trends enables the group to adapt quickly. • Strengthening partnerships with airlines and travel providers ensures access to competitive pricing and availability. • The Treasury team actively monitors and manages foreign exchange exposure through a combination of natural hedging strategies, and use of derivative instruments, such as forward contracts. • Developing contingency plans for global crises ensures operational resilience and clear crisis communication strategies.

II. Industry Competition

The travel meta-search industry faces intense competition from both established players and new entrants, putting pressure on market share and profitability. Reliance on search engines creates vulnerability to algorithm changes, such as Google’s ranking updates. Navigating these challenges require strategic differentiation, investment in brand recognition, and diversified traffic acquisition strategies.

Skyscanner Limited

**Strategic Report
For the Year Ended 31 December 2024**

**PRINCIPAL RISKS AND UNCERTAINTIES – CONTINUED
II. Industry Competition – continued**

Potential Impact	Mitigation Strategy
<ul style="list-style-type: none"> • Loss of traffic and reduced visibility as a brand. • Increased competition from travel providers (e.g. airlines and hotels) and travel aggregators. • Higher customer acquisition costs if organic traffic declines. • Reduced profitability and pricing pressures may arise as competitors offer preferential commercial arrangements or introduce alternative business models. • Potential dependence on fewer traffic sources increases business risk if key channels become less effective or more expensive. 	<ul style="list-style-type: none"> • The group is investing in direct user engagement and brand loyalty initiatives to reduce reliance on third-party platforms. • Diversification of marketing channels, including app-based engagement, social media, content marketing, and affiliate partnerships, helps drive traffic. • Continuous innovation in user experience and AI-driven personalisation differentiates offerings and increases conversion rates. • Strengthening partnerships with travel providers and technology firms secures competitive inventory and exclusive deals. • Proactive search engine optimisation (SEO) strategies and collaboration with search platforms ensure adaptation to algorithm updates and maintain visibility.

III. Evolving Consumer Preferences

Shifting consumer behaviour, technological advancements, and environmental concerns are reshaping the travel industry. Growing sustainability awareness may drive demand toward low-carbon transport alternatives, impacting traditional revenue streams. At the same time, rapid changes in user expectations require continuous innovation. Additionally, our heavy dependence on the airline industry makes revenue vulnerable.

Potential Impact	Mitigation Strategy
<ul style="list-style-type: none"> • Declining user engagement may result if preferences shift toward alternative travel methods. • Increased demand for sustainable travel options necessitates adaptation in partnerships and service offerings. • Dependence on the airline industry may lead to revenue volatility if airlines reduce routes, increase prices, or restructure distribution models. • Higher operational and compliance costs may arise to meet evolving consumer expectations, sustainability goals, and regulatory requirements. • Market share erosion is possible if technological advancements, including AI, disrupt traditional models faster than Skyscanner Holdings Limited can adapt. 	<ul style="list-style-type: none"> • Investment in research and data analytics allows the Group to track and anticipate evolving consumer preferences, sustainability trends, and competitive shifts. • Development of sustainable travel solutions and partnerships offers alternative and multi-modal options aligned with consumer demand and regulatory changes. • Strengthening relationships with key industry stakeholders ensures access to competitive pricing and inventory. • Continuous and responsible innovation in AI-driven personalisation and automation enhances user experience and engagement to remain competitive in a rapidly evolving market. • Recruitment to ensure we are meeting these new and evolving operational and compliance requirements.

IV. Reputation & Brand Risk

Negative press, potential unavailability and inaccuracy of our platform, perceived negative changes to our product (e.g. pricing changes) or misconduct by partners or stakeholders can significantly damage brand trust. The impact of reputation damage can go beyond customer loyalty, potentially leading to increased regulatory scrutiny or legal challenges, particularly in highly regulated sectors like data security, platform regulation and consumer protection.

Skyscanner Limited

**Strategic Report
For the Year Ended 31 December 2024**

PRINCIPAL RISKS AND UNCERTAINTIES – CONTINUED

IV. Reputation & Brand Risk – continued

Potential Impact	Mitigation Strategy
<ul style="list-style-type: none"> • Loss of consumer confidence and brand loyalty may result in a decline in customer retention, acquisition and revenue as well as potential partner withdrawal. • Reputational risk, particularly from widespread media coverage or viral social media incidents, could negatively impact brand perception, customer trust, and business relationships. • Increased regulatory scrutiny or public concerns may prompt investigations into business practices, leading to fines or operational restrictions. • Decreased market share may occur as competitors capitalise on reputational issues. • Rebuilding trust after such events often requires significant resources, time, costs and a strong commitment to transparency and accountability. 	<ul style="list-style-type: none"> • Material investment in governance and control functions. • Proactive monitoring of social media and public sentiment helps the group address issues before they escalate into crises. • Clear communication strategies ensure transparency and build trust with customers and stakeholders. • Establishing strong partnerships with ethical and reputable companies. • Robust crisis management plans help contain reputation damage. • Continued investment in ESG initiatives to uphold the group’s strong reputation, reinforce its commitment to ethical business practices, and continue to enhance its commitment to public trust.

V. Legal & Regulatory Risks

Increasing regulatory obligations, such as the EU’s Digital Markets Act (DMA), the Digital Services Act (DSA), the EU AI Act and the UK’s Online Safety Act (OSA), as well as the plethora of global data privacy laws, are placing greater compliance burdens on businesses. Due to our global presence, we now operate in an increasingly litigious environment. Ethical risks, including AI-driven biases in search results, pricing, and recommendations, further heighten scrutiny.

Potential Impact	Mitigation Strategy
<ul style="list-style-type: none"> • Increased demand and spend on control functions. • Restrictions on data collection and processing that could limit the ability to generate business insights, personalise customer experiences, and optimise marketing strategies. • Ethical concerns over AI-driven decision-making, such as biases in search rankings, recommendations, or pricing, which could lead to reputational damage and a loss of consumer trust. • Heightened risk of legal challenges or consumer backlash if regulatory frameworks are not adhered to, leading to damage to brand image and possible fines or sanctions. • Increased oversight from regulatory bodies, potentially restricting operational flexibility and innovation. 	<ul style="list-style-type: none"> • Active engagement with policymakers and industry regulatory bodies to stay informed of upcoming regulatory changes, influence policy development, and ensure the business is ahead of compliance requirements. • Dedicated regulatory compliance and AI governance resource to ensure ongoing monitoring of regulations and adherence to best practices. • Investment in responsible AI development, ensuring algorithms are transparent, fair, and free from biases, along with clear policies on how AI is used within the business. • Internal training and awareness programs to ensure all employees are aware of regulatory obligations and best practices to mitigate compliance risks.

VI. Technology & Security

As a solely online platform provider, our operations depend on the uptime, availability and security of our technology infrastructure, systems and key third-party relationships. In today’s digital world there are increased risks associated with solely doing business online: for example, external cyber-attacks could result in an inability to operate our platform; and a security breach, such as corruption or loss of key data may disrupt the day-to-day operations. As we work closely with key third party technology providers, a potential failure or outage at these may cause repercussions across our system infrastructure.

Skyscanner Limited

**Strategic Report
For the Year Ended 31 December 2024**

PRINCIPAL RISKS AND UNCERTAINTIES – CONTINUED

VI. Technology & Security – continued

Potential Impact	Mitigation Strategy
<ul style="list-style-type: none"> • Inability to trade and provide services resulting in customers choosing to book with our competitors or direct with the travel provider. • A cyber security incident can result in unauthorised access to, or misuse of information systems technology or data. This could lead to leakage of sensitive information. • Any potential loss or compromise of our critical customer data may also lead to significant financial penalties, regulatory interactions and a loss of customer and employee confidence. 	<ul style="list-style-type: none"> • Our infrastructure and operational teams have an incident management framework in place, including an on-call rota to provide continuous monitoring coverage over our key systems. • Our critical infrastructure is hosted on AWS with controls in place to ensure continuous availability. • Annual targeted threat and vulnerability assessments and monitoring by cross-functional, executive-level committees. • The group’s cross-functional Security Steering Committee regularly reviews and monitors existing and emerging security threats as well as our current mitigation strategies. This Committee, including our Data Privacy Officer (‘DPO’), also discusses privacy matters to confirm that we continue to adhere to data privacy regulations across our markets. • In FY2024, the Group refreshed our compliance training framework, with a key focus on information and cybersecurity as well as privacy topics. All existing and new Skyscanner Holdings Limited employees are required to complete relevant e-learning around cybersecurity and privacy-related topics.

VII. Emerging Skills Shortages

The ability to attract and retain top tech talent with emerging and specialised skill sets is crucial for maintaining product quality, driving innovation, and staying competitive in a rapidly evolving market. As new technologies such as artificial intelligence, machine learning, cybersecurity, and cloud computing continue to advance, the demand for professionals with expertise in these areas is intensifying. However, there is a shortage of skilled professionals in these emerging fields, making it increasingly difficult for companies to recruit and retain top talent.

Potential Impact	Mitigation Strategy
<ul style="list-style-type: none"> • Inability to implement emerging technologies effectively due to a shortage of skilled professionals, delaying product development or preventing the group from capitalising on new opportunities. • Increased recruitment costs as companies compete for a limited pool of highly specialised talent. • Higher employee turnover rates as existing talent in emerging fields is poached by competitors offering more attractive compensation or career opportunities, resulting in knowledge gaps and disruption to ongoing projects. 	<ul style="list-style-type: none"> • Focused recruitment efforts targeting emerging skill sets through specialised job boards, recruitment agencies, and partnerships with universities or coding bootcamps that offer training in high-demand fields like AI, cybersecurity, and data science. • Development of internal talent pipelines by offering training and development programs designed to upskill current employees in emerging technologies and specialised fields. • Partnerships with academic institutions and research organisations to create tailored curricula, internships, and mentorship programs that cultivate the next generation of talent in emerging skill areas.

Skyscanner Limited

**Strategic Report
For the Year Ended 31 December 2024**

PRINCIPAL RISKS AND UNCERTAINTIES – CONTINUED

VII. Emerging Skills Shortages – continued

<ul style="list-style-type: none"> • Reduced market competitiveness if the group is unable to adapt quickly to industry changes, leaving it vulnerable to competitors who can leverage emerging technologies more effectively. 	<ul style="list-style-type: none"> • Competitive compensation and retention packages specifically targeting roles with critical emerging skills, including performance bonuses, flexible working conditions, and opportunities for rapid career advancement. • Cross-industry collaboration to share knowledge, resources, and best practices for addressing skill shortages, as well as investing in innovation hubs and industry-specific tech conferences to stay at the forefront of emerging talent trends.
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SECTION 172(1) STATEMENT

The Company is required to give a statement which describes how the Directors have had regard to the matters set out in section 172(1) of the Companies Act 2006 when discharging their duty to promote the success of the Company.

The Directors acknowledge and understand their duties and responsibilities, including that, under section 172(1) of the Companies Act 2006, a director of a company must act in a way they consider, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, and in doing so have regard (amongst other matters) to:

- (a) the likely consequences of any decision in the long-term;
- (b) the interests of the Company's employees;
- (c) the need to foster the Company's business relationships with partners, travellers and others;
- (d) the impact of the Company's operations on the community and the environment;
- (e) the desirability of the Company maintaining a reputation for high standards of business conduct; and
- (f) the need to act fairly between members of the Group.

There were no principal decisions made in the year. The Directors consider principal decisions to be those which are material and have a significant impact on stakeholders. Overall, the Directors take decisions in line with the three-year plan and associated medium and long term aspirations for growth, and ensure the potential impacts of decisions are understood and considered. The Company's 'Traveller First' value is at the core of all decisions and drives our mission to help travellers plan and book their trip with ease and confidence. The Directors, both individually and together as a Board, consider that the decisions taken during the year ending 31 December 2024 were in conformance with their duty under section 172(1) of the Companies Act 2006. The Board is assisted in considering key stakeholders as part of the decision-making process by including stakeholder considerations in board papers as appropriate, and board papers are carefully reviewed and considered by Directors.

The successful delivery of the Company's strategy requires the Company to conduct business in a manner that benefits travellers and protects the Company's trusted marketplace reputation, while continuing to deliver shareholder value and prudently managing risks inherent in the travel business. In setting and updating this strategy, the Directors' duties under section 172(1) of the Companies Act 2006 have been considered.

The Directors strongly believe that effective and meaningful engagement with colleagues, travellers, partners and suppliers and other stakeholders are key to achieving the Company's vision to help travellers explore the world effortlessly for generations to come, and as a result ensure the long-term success of the Company. Details of the Company's key stakeholders and how it engages with them are set out below:

Skyscanner Limited

Strategic Report For the Year Ended 31 December 2024

SECTION 172(1) STATEMENT – continued

Employees

The Company can deliver its strategy only if it recruits, trains, and retains the best employees and develops a flexible, motivated, efficient, diverse, and engaged team. The Directors actively seek employee input on matters that impact employees and the performance of the Company, as well as encouraging responses as part of the Company's annual engagement survey, the results of which are cascaded to individual teams and form the basis of strategic action plans. Business and performance updates are circulated frequently to all employees, and colleagues are encouraged to ask direct questions of the management team at regular town hall internal briefings. Core compensation elements for employees, aside from their salary, include participation in bonus schemes, travel benefits, wellbeing and home office allowances. Employees may also have access to benefits available in their location, such as medical and dental insurance, life assurance, income protection, holiday purchase, gym benefit schemes and travel incentives.

Partners and Suppliers

The Board actively fosters strong supplier relationships, insisting that all partners are treated fairly and ethically. The Company aims to maintain long-term relationships with its partners, with an internal department dedicated to managing partner services. The Company has open, constructive, and effective relationships with all suppliers and meets regularly with material suppliers to provide both parties with the opportunity to give feedback on successes, challenges and future roadmap. Payment policies, practice and performance are reported through the Government's Payment Practices Reporting portal.

Travellers

Understanding travellers' changing needs and behaviours helps the Company to achieve its traveller first vision. Trust is always important to travellers and the Company endeavours to uphold the trust placed in it, measuring traveller trust and other traveller engagement metrics with regular surveys, market research and interaction across social media channels. Travellers continue to place high importance on value for money and a seamless experience throughout the booking process. There is also a growing trend in ethical and sustainability concerns being a factor in traveller choices.

Communities and the Environment

The Company's vision is to become the world's number one travel ally. The Company is committed to making a positive contribution to the communities within which it operates, including through payment of taxes, charitable donations and activities, reducing its environmental impact and creating employment opportunities. To make progress on environmental issues, the Company recognises the need for cross-section and industry co-operation and is involved in several initiatives to this effect. The Company buys sustainable aviation fuel to reduce some of its corporate travel emissions, having been a founding partner of the Board Now program with SkyNRG to support the development of more sustainable aviation fuel supply.

The Group to which the company belongs has published an annual Climate Action Plan since June 2023 (www.skyscanner.net/news/company-news/our-climate-action-plan-update), publicly reporting its carbon emissions and progress towards achieving its goal to reach net zero by 2045 at the latest. The Group's pioneering work to provide emissions data on search results to show which flights emit less than typical emissions for that route has been used by more than 246 million travellers globally, and through the Group's work with the Travalyst organisation, now includes an industry-standard emissions calculation methodology that has been adopted widely across consumer-facing platforms. The Group has committed financial support to the UnTours Foundation's Reset Tourism Fund, aimed at supporting regenerative projects within the travel and tourism space. At a community level, the Group supports the development of a more inclusive and diverse tech sector, both through an internal accessibility programme and external charitable giving programme, which includes supporting women career changers into tech, coding programmes for migrant communities and tech clubs for school children.

Government and Regulators

Governments and regulators play a central role in shaping the industry. The Company engages with governments and regulators directly and through trade associations, responding to issues of concern and providing expertise to support policy development. The Company has a dedicated Public Affairs team who lead with proactive and reactive engagement, principally in the United Kingdom, European Union, and North America.


SOURCES OF TRADING

The Company finances its activities through cash and working capital. Other financial assets and liabilities, such as trade receivables and trade payables, arise directly from the Company's operating activities.

Skyscanner Limited

**Strategic Report
For the Year Ended 31 December 2024**

Approved by the Board of Directors and signed on its behalf on 9 June 2025 by:

Signed by:

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Bryan Batista
Director

Level 5 Ilona Rose House
Manette Street
London, United Kingdom
W1D 4AL

Skyscanner Limited

Directors' Report For the Year Ended 31 December 2024

The Directors present their Annual Report on the affairs of Skyscanner Limited, together with the audited financial statements and independent auditors' report, for the financial year ended 31 December 2024.

RESULTS AND DIVIDENDS

The Company's audited financial statements for the year ended 31 December 2024 are set out on pages 19 to 53. The Company made a profit after tax for the year of £85,013k (Restated 2023: £104,167k) and had net assets of £332,233k (Restated 2023: £228,040k) at 31 December 2024. The Directors do not propose a dividend payment for the year ended 31 December 2024 (2023: £nil).

POST BALANCE SHEET EVENTS

Information about events affecting the Company which have occurred since the end of the financial year can be found in Note 27 to the financial statements which is incorporated into this Directors' Report by reference.

SHARE CAPITAL AND CONTROL

Details of the Company's share capital are set out in Note 20 which is incorporated into this Directors' Report by reference. As at 31 December 2024, the entire issued share capital of the Company was held by Skyscanner Holdings Limited ('SHL'). The ultimate parent company is Trip.com Group Limited ('Trip.com Group'), a company incorporated in the Cayman Islands and listed on NASDAQ and the Hong Kong stock exchange.

GOING CONCERN

The Director's assessment about going concern is disclosed under Note 2: Material accounting policies.

CORPORATE GOVERNANCE AND DIRECTORS

The Company's governance structure includes accountability to key stakeholders as well as policies and management systems that contribute to efficient and effective operations. There is a regular focus at Board and senior management level on improvements in good corporate governance and the Company aims to develop its corporate governance framework to exceed standards practised by companies of a similar size and ownership structure. The Company is also part of the Trip.com Group which is compliant with the requirements of the Sarbanes Oxley Act 2002 section 404 and maintains strong business processes and governance framework.

The Board has oversight responsibilities in preserving and enhancing the Company's long-term value for the stakeholders and oversees the Company's overall performance objectives, key organisational initiatives, financial plans and annual budget, major investments, financial performance reviews, risk management and corporate governance practices including on environmental and social matters. In order to discharge its responsibilities, the Board has met regularly during 2024 to address key issues and review reports from designated committees and management.

DIRECTORS

The Directors who held office during the year, and up to the date of this report, were as follows:

Bryan Batista (appointed on 9 May 2025)
James Jianzhang Liang
John Mangelaars (resigned on 28 March 2025)
Jane Jie Sun
Xiaofan Wang
Xing Xiong

SECRETARY

The Company Secretary who held office during the year, and up to the date of this report, was Martin Gerard Nolan.

FINANCIAL INSTRUMENTS

The Company finances its activities through cash and working capital and through lending from its bankers and parent company. Other financial assets and liabilities, such as trade receivables and trade payables, arise directly from the Company's operating activities.

Financial instruments give rise to foreign currency, credit and liquidity risk. Information on how these risks arise are set out below, as are the policies and processes for their management.

Skyscanner Limited

Directors' Report For the Year Ended 31 December 2024

Additional information about the Company's financial instruments' policies and processes can be found in Note 2 to the financial statements, which is incorporated into this Directors' Report by reference.

FINANCIAL RISK MANAGEMENT

The Company adopts a structured approach to financial risk management, aiming to minimise non-operational volatility in profitability and cash flow while ensuring financial stability. The key financial risks relevant to the Company, along with the policies in place to mitigate them, are outlined below.

Liquidity risk

The Company proactively manages liquidity risk by continuously monitoring cash flow performance and maintaining robust short- and long-term cash flow forecasts supported by a Treasury Management System. A prudent liquidity strategy ensures that adequate cash reserves are available to support business growth while maintaining the ability to meet short-term liabilities as they fall due. Additionally, the Company regularly assesses funding requirements to mitigate potential liquidity constraints. This is governed by a board approved treasury policy which is reviewed annually as a minimum.

Foreign exchange risk

Operating across multiple geographies exposes the Company to foreign exchange risk arising from fluctuations in currency values. The Treasury team actively monitors and manages foreign exchange exposure through a combination of natural hedging strategies, and use of derivative instruments, such as forward contracts (Note 23). This is also governed by a board approved policy, which prohibits speculative transactions. The Company's foreign exchange risk management framework is designed to protect financial performance while ensuring compliance with applicable accounting standards and policies.

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Company. The Company has adopted a policy of assessing the credit worthiness for each partner it works with. The Company's exposure is continually monitored by the credit control team and credit insurance is used to mitigate exposure to risk.

POLICY AND PRACTICE ON PAYMENT TO SUPPLIERS

In respect of all its suppliers, it is the Company's policy:

- to settle the terms of payment with those suppliers when agreeing the terms of each transactions;
- to ensure that the suppliers are made aware of the terms of payment; and
- to abide by the terms of payment.

STAKEHOLDER MANAGEMENT

The long-term success of the Company's business relies on the way the Directors fulfil their responsibilities to its stakeholders by considering the need to foster the Company's business relationships with its stakeholders as well as the impact our operations have on our local communities and wider society.

Information on how the Directors foster the Company's business relationships with suppliers, travellers, partners, employees and other stakeholders can be found in the Strategic Report.

DISABLED EMPLOYEES

The Company makes it clear in all its job adverts that we are committed to creating an inclusive and accessible candidate experience. As part of this, we explicitly say that any disabled candidates can openly discuss adjustments they may require to the interview process to make it more accessible. This allows us to consider applications for disabled colleagues in a fair way, bearing in mind the abilities and needs of applicants. As well as supporting disabled candidates, we also look at ways we can support disabled employees to ensure there are no barriers to them continuing in employment. The training, career development and promotion of disabled employees does not differ from that of other employees, save where reasonable adjustments are being made. The Company complies in all material respects with prevailing legislation and good practice, with its commitment to creating a culture where everyone feels they belong at the heart of its workforce ambitions. It is also a Disability Confident employer under the Disability Confident scheme.

Skyscanner Limited

Directors' Report For the Year Ended 31 December 2024

EMPLOYEE INVOLVEMENT

Significant effort is devoted to ensuring that employees feel engaged on matters that impact them and the performance of the Company. This includes regular business and performance updates by members of the management team for all employees, frequent internal briefings and team meetings, and the circulation to employees of Company announcements and developments. All employees are invited to participate in the employee engagement survey, as well as regular pulse surveys, in order to help assess the overall engagement levels of employees. The results of the employee engagement surveys are analysed, and initiatives implemented to address matters identified in the surveys.

The Directors actively encourage the participation of employees in the performance and success of the business, through Skyscanner group-wide bonus incentives and share options programmes provided to certain employees that are linked to the Company's performance.

EQUAL OPPORTUNITIES

The Company is committed to providing equality of opportunity to all employees without discrimination and applies fair and equitable employment policies which seek to promote entry into and progression within the Company. Appointments are determined solely by application of job criteria, personal ability, behaviour, and competency. We annually publish our UK gender pay information and initiatives to support diversity, equity and inclusion and this information is available on our website.

RESEARCH AND DEVELOPMENT

The Company undertook research and development work during the year. This includes development of employee enablement tools, use of generative artificial intelligence, mobile applications, general product enhancement and optimisation of the site for mobile devices.

OVERSEAS BRANCHES

The Company has one branch, as defined in section 1046(3) of the Companies Act 2006, in Dubai, United Arab Emirates.

POLITICAL AND CHARITABLE CONTRIBUTIONS

The Company made no political donations during the year (2023: £nil). The Company made charitable donations to humanitarian, technology education and not-for-profit organisations of £430k during the year (2023: £228k).

FUTURE DEVELOPMENT

The Company's mission is to help travellers plan and book their trip with ease and confidence, using technology to make the complex simple and providing honest and transparent solutions to connect travellers with trusted partners so that everyone can find the best offer for them. The Company is confident in the global strategy underpinning this objective and believes that it can continue growing sessions and revenue in the coming year and beyond by expanding global reach and increasing revenues across revenue streams other than flights.

DIRECTORS' LIABILITIES

The Company has maintained throughout the year a directors' and officers' liability insurance for the benefit of the Company, the Directors and its officers. The Company has entered into qualifying third-party indemnity arrangements for the benefit of all its Directors in a form and scope that comply with the requirements of the Companies Act 2006, which were in force throughout the year and remain in force up to the date of signing the financial statements.

Skyscanner Limited

**Directors' Report
For the Year Ended 31 December 2024**

GREENHOUSE GAS EMISSIONS AND ENERGY

	2024 UK	2023 UK
Energy consumption used to calculate emissions (Scope 1 and 2) (kWh)	1,137,595	901,001
Scope 1:		
Emissions from combustion of gas (tCO ₂ e)	112.8	34.5
Scope 2:		
Emissions from purchased electricity, heat, steam, and cooling (tCO ₂ e)	106.6	147
Scope 3:		
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel	0.9	-
Total gross tCO₂e based on above fields	220.3	181.5
Intensity ratio: UK gross tCO₂e per £ million of worldwide revenue (based on mandatory fields above)	0.76	0.82
Intensity ratio: UK gross tCO₂e per employee (based on mandatory fields above)	0.25	0.24

Quantification and reporting methodology

We have followed the 2019 HM Government Environmental Reporting Guidelines in line with the Streamlined Energy and Carbon Reporting ('SECR') requirements. Emissions were calculated following the GHG Reporting Protocol (Corporate Standard) using Watershed's platform. Energy usage data was collected or estimated based on building square-footage for all facilities, and was combined with emissions factors from the multi-regional Comprehensive Environmental Data Archive ('CEDA') to calculate GHG emissions. Electricity emissions factors are chosen based on geography to reflect the emissions intensities of the facilities' local grid.

Measures taken to improve energy efficiency

The Company continues to strive for energy and carbon reduction arising from its activities. During this reporting period the Company has:

- Calculated its full global carbon footprint across all three GHG scopes and set a net zero roadmap using this data. The Company set science-aligned near-term targets to help it achieve its goal of achieving net zero by 2045 at the latest.
- Made office space improvements, with sustainability consultants advising the best way to reduce energy usage.
- Enacted platform energy efficiencies, through work on AWS systems to achieve more efficient ways of running existing services with lower power consumption.
- Through our partnership with Watershed, identified Frontier as a strategic investment opportunity and made a \$1million commitment. Our investment with Frontier will help to drive the scalability of new carbon removal technology, while guaranteeing Skyscanner access to high quality, vetted carbon removals in the near-term through to 2030.
- Purchased Energy Attribution Certificates for our offices where clean energy tariffs were otherwise unavailable.
- Commenced a supply chain pilot, engaging with our top emitting suppliers on their environmental ambitions, progress and plans, as well as helping them measure their emissions where they hadn't already.
- Expanded employee engagement opportunities through company-wide town halls, internal blog posts, the sharing of footprint information and internally run training sessions.
- Worked in collaboration with our partners and the wider industry, to amplify the call to action and help drive solutions at scale.

Skyscanner Limited

**Directors' Report
For the Year Ended 31 December 2024**

GREENHOUSE GAS EMISSIONS AND ENERGY – CONTINUED

The increase in the Company's Scope 1 emissions between 2023 and 2024 came from the Company's fitout works to its Edinburgh and Glasgow offices.

DISCLOSURE OF INFORMATION TO INDEPENDENT AUDITORS

In the case of each Director in office at the date the Directors' Report is approved:

- so far as the Director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of section 418 of the Companies Act 2006.

DIRECTORS' RESPONSIBILITIES STATEMENT

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 *Reduced Disclosure Framework*, and applicable law).

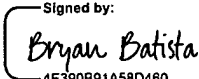
Under company law, Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 101 have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

Approved by the Board of Directors and signed on its behalf on 9 June 2025 by:

Signed by:

4E390B91A58D460...
Bryan Batista
Director

Level 5 Ilona Rose House
Manette Street
London, United Kingdom
W1D 4AL

Independent auditors' report to the members of Skyscanner Limited

Report on the audit of the financial statements

Opinion

In our opinion, Skyscanner Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2024 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 101 "Reduced Disclosure Framework", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise: Statement of Financial Position as at 31 December 2024; Statement of Comprehensive Income and Statement of Changes in Equity for the year then ended; and the notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Independent auditors' report to the members of Skyscanner Limited (continued)

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic report and Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors' Report for the year ended 31 December 2024 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

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

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

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

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

Independent auditors' report to the members of Skyscanner Limited (continued)

Auditors' responsibilities for the audit of the financial statements

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

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

Based on our understanding of the company and industry, we identified that the principal risks of non-compliance with laws and regulations related to Companies Act 2006 and tax legislation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to journals aimed at improving the financial performance within the financial statements. Audit procedures performed by the engagement team included:

- Enquiries of management around known or suspected instances of non-compliance with laws and regulations, claims, litigation and instances of fraud;
- Understanding of management's controls designed to prevent and deter irregularities;
- Review of board minutes;
- Identifying and testing journal entries to assess whether any of the journals appeared unusual, for example unexpected accounting combinations impacting revenue, and
- Incorporating into our testing plan procedures which are unpredictable in nature.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Skyscanner Limited

Independent auditors' report to the members of Skyscanner Limited (continued)

Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.



Craig Willis (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Edinburgh
9 June 2025

Skyscanner Limited

**Statement of Comprehensive Income
For the Year Ended 31 December 2024**

	Note	2024 £'000	Restated 2023 £'000
Revenue	3	389,858	349,432
Cost of sales		<u>(23,568)</u>	<u>(19,392)</u>
Gross profit		366,290	330,040
Marketing expenses		(93,868)	(49,038)
Administrative expenses		(253,404)	(290,620)*
Other operating income	4	<u>74,301</u>	<u>107,699</u>
Operating profit	5	93,319	98,081
Finance income and similar income	7	8,333	5,507
Finance expense and similar expenses	8	<u>(4,021)</u>	<u>(4,439)</u>
Profit before tax		97,631	99,149
Tax on profit	9	<u>(12,618)</u>	<u>5,018</u>
Profit after tax and total comprehensive income for the year		<u>85,013</u>	<u>104,167</u>

*Share-based payment expenses have been restated in the prior year- refer to Note 22.

The Notes on pages 22 to 53 form part of these financial statements.

Skyscanner Limited

Statement of Financial Position
As at 31 December 2024

	Note	2024 £'000	Restated 2023 £'000
Non-current assets			
Investments in subsidiaries	10	44,802	44,802
Intangible assets	11	29,698	27,946
Tangible assets	12	16,591	8,458
Right-of-use assets	13	38,535	33,411
Deferred tax asset	14	49,661	49,242
		<u>179,287</u>	<u>163,859</u>
Current assets			
Trade and other receivables	15, 23	181,738	164,475
Cash and cash equivalents		130,566	45,947
		<u>312,304</u>	<u>210,422</u>
Total assets		<u>491,591</u>	<u>374,281</u>
Current liabilities			
Trade and other payables	16, 23	(76,191)	(77,720)
Lease liabilities	17	(5,064)	(3,408)
		<u>(81,255)</u>	<u>(81,128)</u>
Net current assets		<u>231,049</u>	<u>129,294</u>
Total assets less current liabilities		<u>410,336</u>	<u>293,153</u>
Non-current liabilities			
Lease liabilities	17	(36,021)	(30,879)
Employee benefits	18	(39,530)	(31,393)*
Provisions	19	(2,552)	(2,841)
		<u>(78,103)</u>	<u>(65,113)</u>
Net assets		<u>332,233</u>	<u>228,040</u>
Equity			
Called up share capital	20	16	16
Share premium account	21	4,396	4,396
Merger reserve	21	302	302
Profit and loss account		327,519	223,326*
Total shareholders' funds		<u>332,233</u>	<u>228,040</u>

*Capital contribution from parent and Employee benefit liabilities have been restated in the prior year- refer to Note 22.

The Notes on pages 22 to 53 form part of these financial statements. Comparative periods have been restated to reflect the correction of historic errors, as detailed in note 22.

The financial statements from page 19 to 53 of Skyscanner Limited (Registered number: 04217916) were approved and authorised for issue by the Board of Directors on 9 June 2025 and signed on its behalf by:

Signed by:

 4E390B91A58D460...
 Bryan Batista
 Director

Skyscanner Limited

Statement of Changes in Equity
For the Year Ended 31 December 2024

	Called up share capital £'000	Share premium £'000	Merger reserves £'000	Restated* Profit and Loss account £'000	Restated Total shareholders' funds £'000
At 1 January 2023	16	4,396	302	91,091	95,805
Restated profit for the year	-	-	-	104,167	104,167
Total comprehensive income	16	4,396	302	104,167	104,167
Capital contribution from parent	-	-	-	19,841	19,841
Capital contribution from ultimate parent	-	-	-	3,488	3,488
Deferred tax on share- based payments	-	-	-	4,739	4,739
At 31 December 2023	16	4,396	302	223,326	228,040
At 1 January 2024	16	4,396	302	223,326	228,040
Profit for the year	-	-	-	85,013	85,013
Total comprehensive income	-	-	-	85,013	85,013
Capital contribution from parent	-	-	-	11,730	11,730
Capital contribution from ultimate parent	-	-	-	1,470	1,470
Deferred tax on share- based payments	-	-	-	5,980	5,980
At 31 December 2024	16	4,396	302	327,519	332,233

*Share-based payment expenses and capital contribution from parent have been restated in the prior year- refer to Note 22.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

1. General information

Skyscanner Limited is a private company limited by shares incorporated and domiciled in the United Kingdom under the Companies Act 2006 and registered in England and Wales. The address of the Company's registered office is shown on page 1.

The Company's principal activity is set out in the Strategic Report on pages 2 to 9. These financial statements are presented in pounds sterling which is the currency of the primary economic environment in which the Company operates.

These financial statements are separate financial statements. The Company is exempt under section 401 of the Companies Act 2006 from preparing consolidated financial statements, because it is included in the group financial statements of Trip.com Group Limited which are available to the public and can be obtained online at <http://investors.trip.com>.

2. Material accounting policies

This section summarises the basis of preparation and material accounting policies used to prepare the financial statements. Our disclosed accounting policies outlines the principles, rules, and practices we apply in preparing and presenting the financial statements.

Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006 as applicable to companies using FRS 101.

As permitted by FRS 101, the Company has taken advantage of the following exemptions from the disclosure requirements of IFRS available under that standard:

- IFRS 7, 'Financial instruments: Disclosures'
- Presentation of cash flows under IAS 7, 'Statement of cash flows' and IAS 1:111
- Paragraphs 30 and 31 of IAS 8, 'Accounting policies, changes in accounting estimates and errors' (requirement for the disclosure of information when an entity has not applied a new IFRS that has been issued but is not yet effective).
- The requirements of the second sentence of paragraph 110 and paragraphs 113(a), 114, 115, 118, 119(a) to (c), 120 to 127 and 129 of IFRS 15 Revenue from Contracts with Customers.
- Paragraphs 130(f)(ii), 130(f)(iii), 134(d) to 134(f) and 135(c) to 135(e) of IAS 36, 'Impairment of assets'
- Paragraph 17 and 18A of IAS 24, 'Related party disclosures' (key management compensation) and the requirement to disclose related party transactions entered into between two or more members of a group.
- The requirements of paragraph 52, the second sentence of paragraph 89, and paragraphs 90, 91 and 93 of IFRS 16 Leases
- Paragraphs 91 to 99 of IFRS 13, 'Fair value measurement' (disclosure of valuation techniques and inputs used for fair value measurement of assets and liabilities).
- IAS 1, 'Presentation of financial statements': 134-136 (capital management disclosures)

The principal accounting policies are summarised below. They have all been applied consistently throughout the year and to the preceding year.

Going concern

As part of their assessment of going concern, the Directors have considered the current environment as well as the funding and liquidity position of the Company in order to determine the appropriateness of preparing the Company financial statements on a going concern basis. Management has produced forecasts using a range of scenarios including a severe but plausible downside scenario. The Company's forecasts and projections, taking account of the current environment as well as management estimates around travel market growth, indicates that the Company will continue to be profitable and cash generative.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. Material accounting policies – continued Going concern – continued

After making enquiries and having assessed the principal risks and all other available information, the Directors are satisfied that the Company will be able to remain in operation for a period of at least 12 months from the date of signing these Company financial statements. The sensitivity analysis on the forecasts indicate that the Company is able to continue to operate and meet its liabilities as and when they fall due. There are no material uncertainties relating to this going concern assessment.

Foreign currency translation

Transactions in foreign currencies are initially recorded in the functional currency by applying the exchange rate ruling at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency rate of exchange ruling at the balance sheet date. All differences are recognised in profit and loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions.

Investment in subsidiaries

Investments are equity holdings in subsidiaries and are measured at cost less impairment.

Intangible assets

Goodwill

Goodwill arising on the acquisition of a business is carried at cost, as established at the date of acquisition less any accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to a cash-generating unit ('CGU') that is expected to benefit from the combination that such goodwill arose from. A CGU is the smallest identifiable group of assets that generates cash inflows largely independent of other assets. All goodwill is tested for impairment annually, or when an indicator of impairment arises. If the recoverable amount of the CGU is less than its carrying value, an impairment loss is recognised in profit and loss. Any impairment loss recognised for goodwill is not reversible in subsequent financial years.

The Company does not amortise goodwill. An annual impairment test, as described above, is performed with any identified impairment being recognised to the income statement. The non-amortisation of goodwill conflicts with paragraph 22 of Schedule 1 of 'The Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 (SI 2008/410), which requires acquired goodwill to be written off over its useful economic life. As such, the non-amortisation of goodwill is a departure from paragraph 22 of Schedule 1 of those regulations.

Internally generated intangible assets – software development

An internally generated intangible asset arising from the Company's development work is recognised if, and only if, all of the following conditions have been demonstrated in accordance with IAS 38:

- There is technical feasibility of completing the intangible asset so that it will be available for use;
- we have the intention to complete the intangible asset and use it;
- we have the ability to use the intangible asset and we have control over it;
- it is expected to generate probable future economic benefits;
- we have the availability of adequate technical, financial and other resources to complete the development and to use the intangible assets; and
- we have the ability to measure reliably the expenditure attributable to the intangible asset during its development.

If all of the above criteria are met for ongoing projects, then development expenditure is capitalised as incurred. Any costs incurred for research activities as defined under IAS 38 is expensed.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. Material accounting policies – continued Intangible assets – continued *Internally generated intangible assets – software development – continued*

The amount initially recognised for internally generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets all of the recognition criteria listed above. Where no internally generated intangible asset can be recognised, development expenditure is recognised in the profit and loss in the period in which it is incurred. Subsequent to initial recognition, internally generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

Amortisation is charged to the profit or loss on a straight-line basis from the date that the asset was brought into use over the estimated useful life of the intangible asset. The estimated useful life for intangible assets is 4 years or less. All internally generated intangible assets are tested for impairment annually.

Tangible Assets

Tangible assets are measured at cost less accumulated depreciation and accumulated impairment losses. The initial cost of an asset comprises its purchase price, plus any costs directly attributable to bringing the asset into operation. The purchase price is the aggregate amount paid, and the fair value of any other consideration given to acquire the asset. Leasehold improvements which we incur expenditure for are classified as a component of tangible assets.

Depreciation is charged to the profit or loss on a straight-line basis from the date that the asset was brought into use over the estimated useful lives of each part of an item of property, plant and equipment.

The estimated useful lives of PPE are outlined below:

Furniture, fixtures & fittings:	5 years
Computer equipment:	3 years
Leasehold improvements:	with reference to the remaining period of the lease

The residual value and useful life of each asset is reviewed at each financial year end and, if expectations differ from previous estimates, the changes are accounted for prospectively in the profit or loss in the period of the change and future periods. An increase in the residual value of an asset will decrease the depreciation charge for the period and future periods and vice versa.

In accordance with IAS 36, the carrying value of an asset is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Any gains and losses on disposals are determined by comparing the proceeds less cost of sale with the carrying amount and are recognised in profit or loss.

An item of tangible assets is derecognised upon disposal or when no future economic benefits are expected from its use or disposal.

Leases

The Company assesses whether a contract is or contains a lease, at inception of the contract. The Company recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is a lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. Material accounting policies – continued Leases – continued

Lease liability

Initial recognition and measurement

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Company uses its incremental borrowing rate (IBR) for discounting.

Lease payments included in the measurement of the lease liability comprise:

- Fixed lease payments (including in-substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease if the lease term reflects the exercise of an option to terminate the lease.

Lease liabilities are presented as a separate line in the Statement of Financial Position.

Subsequent measurement

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made. The Company remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) whenever:

- The lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.
- The lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which case the lease liability is remeasured by discounting the revised lease payments using an
- unchanged discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used).
- A lease contract is modified, and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

Whenever the Company incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under IAS 37 *Provisions, Contingent Liabilities and Contingent Assets*. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset. We obtain dilapidation cost estimates from our workplace team who use external data inputs, together with historical restoration costs per square meter.

Variable rents that do not depend on an index or rate are not included in the measurement of lease liabilities and the right-of-use assets. The related payments are recognised as an expense in the period in which the event or condition that triggers those payments occurs and are included in administrative expenses.

As a practical expedient, IFRS 16 *Leases* permits a lessee to not separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement. The Company has applied this in respect of property leases with associated service charges.

For a contract that contains a lease component and one or more additional lease or non-lease components, the Company allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. Material accounting policies – continued Leases – continued

Right-of-use assets

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Company expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation charge starts at the commencement date of the lease.

The Company applies IAS 36 *Impairment of Assets* to determine whether a right-of-use asset is impaired for any identified impairment loss as described in the impairment accounting policy below.

Impairment of non-financial assets

At each balance sheet date, the Company reviews the carrying amounts of its non-current assets to determine whether there is any indication that those assets may be impaired. If any such indication exists, the recoverable amount (being the higher of value-in-use and fair value less costs of disposal) of the asset is estimated to determine the extent of the impairment loss (if any). In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted. Where the asset does not generate cash flows that are independent from other assets, the Company establishes the recoverable amount of the smallest identifiable cash-generating unit (CGU) to which the asset belongs.

When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest of cash-generating units for which a reasonable and consistent allocation basis can be identified.

An asset with an indefinite useful life (including goodwill) and internally generated intangibles are tested for impairment at least annually and whenever there is an indication that the asset may be impaired. The recoverable amount is the higher of fair value less costs to sell and value in use.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit and loss. With the exception of goodwill, where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

Financial instruments

Financial assets and financial liabilities are recognised in the Company's Statement of Financial Position when the Company becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are measured initially at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in the income statement.

Financial assets

All purchases or sales of financial assets are recognised and derecognised on a trade date basis. Purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace. All recognised financial assets are measured subsequently in their entirety at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less any impairment.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. **Material accounting policies – continued** **Financial assets – continued**

Classification

The classification and measurement of financial assets are determined on the basis of the business model assigned to manage financial assets and the related contractual cash flows. At initial recognition of financial assets, the classification comprises the categories financial assets at amortised cost, financial assets at fair value through other comprehensive income (FVOCI) and financial assets at fair value through profit and loss (FVPL).

Recognition and measurement – Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial assets other than purchased or originated credit-impaired financial assets (i.e. assets that are credit-impaired on initial recognition), the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at fair value through other comprehensive income. For financial assets other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit impaired. For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset. If, in subsequent reporting periods, the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset.

Interest income is recognised within Finance income and similar income in the income statement.

Impairment of financial assets

The Company recognises a loss allowance for expected credit losses on investments in debt instruments that are financial assets measured at amortised cost (including trade receivables). The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Company recognises lifetime expected credit loss ('ECL') for trade receivables in accordance with the IFRS 9 'simplified approach'. Under the simplified approach to impairment, a loss allowance is carried at an amount equal to lifetime ECL at initial recognition for trade receivables, regardless of the credit quality of the accounts receivable. The Company uses a provision matrix to determine the expected loss for trade receivables and lease receivables. Average historical default rates are determined for the following maturity bands: less than 30 days past due; 31-60 days; 61-90 days and more than 90 days past due. To determine the historical default rate, the weighted average loss rate for the past 12 months is calculated for the receivables in default within each band, set at a minimum of 1% for debt less than 30 days past due.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. Material accounting policies – continued Financial assets – continued *Impairment of financial assets – continued*

For all other financial instruments, the Company recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. For cash and cash equivalents, the low credit risk exemption of IFRS 9 is applied.

(i) *Significant increase in credit risk*

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Company compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Company considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considerations includes the future prospects of the industries in which the Company receivables operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Company's operations. In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g. a significant increase in the credit spread, the credit default swap prices for the receivable, or the length of time or the extent to which the fair value of a financial asset has been less than its amortised cost;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- significant increases in credit risk on other financial instruments of the same debtor;
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debt or that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Company presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Company has reasonable and supportable information that demonstrates otherwise. Despite the foregoing, the Company assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date.

The Company considers a financial asset to have low credit risk when the asset has external credit rating of investment grade in accordance with the globally understood definition or, if an external rating is not available, the asset has an internal rating of performing. Performing means that the counterparty has a strong financial position and has no past due amounts.

The Company regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

(ii) *Definition of default*

The Company considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet either of the following criteria are generally not recoverable:

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. Material accounting policies – continued

Financial assets – continued

Impairment of financial assets – continued

- when there is a breach of financial covenants by the debtor; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to settle its payables, including amounts due to the Company, in full (without taking into account any collateral held by the Company).

Irrespective of the above analysis, the Company considers that default has occurred when a financial asset is more than 90 days past due unless the Company has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

(iii) *Credit-impaired financial assets*

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- (a) significant financial difficulty of the issuer or the borrower;
- (b) a breach of contract, such as a default or past due event (see (ii) above);
- (c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- (d) it is becoming probable that the borrower will enter bankruptcy or another financial reorganisation; or
- (e) the disappearance of an active market for that financial asset because of financial difficulties.

(iv) *Write-off policy*

The Company writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed in liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, when the amounts are over 2 years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Company recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

(v) *Measurement and recognition of expected credit losses*

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given

default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive, discounted at the original effective interest rate.

If the Company has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Company measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which simplified approach was used.

The Company recognises an impairment gain or loss in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account and does not reduce the carrying amount of the financial asset in the Statement of Financial Position.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. Material accounting policies – continued Financial assets – continued

Derecognition of financial assets

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Company neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

Financial liabilities

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at fair value through profit or loss. Interest expense is recognised through Finance costs in the statement of comprehensive income.

Derecognition of financial liabilities

The Company derecognises financial liabilities when, and only when, the Company's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument as guided by IAS 32.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

Derivative financial instruments

Derivative financial instruments are contracts, the values of which are derived from an underlying financial instrument and include foreign exchange forwards. The Company uses derivative instruments to hedge its risk associated with foreign exchange movements. All derivative hedging instruments are recorded in the Statement of Financial Position at fair value. The fair value of the foreign exchange forwards will be recorded at each reporting date and compared to the mark-to-market value of the derivatives supplied by the derivative counterparties, with any movement in fair value recognised in the finance income/expense in the Statement of Comprehensive Income.

Cash and cash equivalents

Cash and cash equivalents include deposits held on call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value (such as money market funds).

Investments in money market funds are made in instruments with a stable net asset value or LVNAV (low volatility net asset value). The investment criteria of the individual money market funds, their credit ratings, historical performance and stress tests meet the criteria for cash and cash equivalents.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. Material accounting policies – continued Cash and cash equivalents – continued

As the contractual cash flows of the money market funds do not exclusively comprise interest and principal payments, they are measured at fair value through profit or loss. Returns from Money Market Funds are presented as income from investments within finance income.

Provisions

A provision is recognised when the Company has a legal or constructive obligation as a result of a past event; it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

The expense relating to any provision is recognised in profit or loss net of any reimbursement. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risk specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as part of finance costs in profit or loss.

Taxation

Current tax

Current tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the tax authorities. Taxable profit differs from net profit as reporting in profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The tax rates and laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Company operates and generates taxable income. Current income tax related to items recognised directly in other comprehensive income or equity is recognised in other comprehensive income or equity.

Deferred tax

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled, or the asset is realised based on tax laws and rates that have been enacted or substantively enacted at the balance sheet date. Deferred tax is charged or credited in the profit or loss except when it relates to items charged or credited in other comprehensive income, in which case the deferred tax is also dealt with in other comprehensive income.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. Material accounting policies – continued Taxation – continued

Recovery of deferred tax assets

Judgement is required to determine whether deferred tax assets are recognised in the Statement of Financial Position. Deferred tax assets including those arising from unutilised tax losses, require management to assess the likelihood that the Company will generate sufficient taxable profits in future periods, in order to utilise recognised deferred tax assets. Estimation of future taxable profits are based on forecasted cash flows and judgement about the application of existing tax laws.

Revenue

Revenue is measured at the fair value of the consideration received or receivable, excluding taxes or duty. The Company recognises revenue as it satisfies its performance obligations with the customer in accordance with IFRS 15.

The following specific recognition criteria must be met for each revenue type before revenue is recognised:

Flight commission

Revenues from flight commission are recognised at the point the Company has performed its obligations under contract. Depending on the terms of the contract, this would either be at the point of redirect or at the point of booking.

Hotel and car hire commission

Revenues from hotel and car hire commission are recognised at the point the Company has performed its obligations under contract. Depending on the individual contract, this is either at the point of redirect or at the point of stay or hire.

Advertisement and partner analysis

Revenue from display is recognised on the date the impression is delivered to the end user. This occurs when an end user makes a click on native-in-line displays or makes an impression on standard banner displays.

The Company assesses its customer contracts against specific criteria in order to determine if it is acting as principal or agent. The Company has concluded that it is acting as an agent in its contracts with all customers except advertising and partner services where it is acting as principle.

Other services revenue

Revenue from other services rendered is recognised at the point the contractual service is provided to the end customer.

Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the Company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to the defined contribution pension plan are recognised as an expense in the profit or loss in the period during which services are rendered by employees.

Short-term benefits

Employee benefits are classified as short-term if they are expected to be settled wholly within 12 months from the reporting date. Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

2. Material accounting policies – continued Employee benefits – continued

Long-term benefits

Employee benefits are classified as long-term if they are not expected to be settled wholly within 12 months from the reporting date. Long term employee benefits fall within scope of IAS 19 and are measured in accordance with the projected unit credit method. Under this method, expenses are recognised as the related service is provided with reference to an estimate of the expected payment date. At each reporting period, finance costs are applied against any previous costs recognised.

Share-based payments

The Company operates several equity-settled compensation plans, under which the Company's subsidiaries receive services from employees as consideration for equity instruments or options.

Classification

Share-based payments are classified either as equity-settled or cash-settled.

Measurement

For equity-settled awards, share-based payment charges are calculated with reference to the fair value at grant date. Charges are recognised to profit and loss in accordance with the vesting schedule and the number of shares expected to vest.

For cash-settled awards, share-based payment charges recognised to profit and loss are calculated with reference to the fair value of the award at the reporting date, and in accordance with the vesting schedule and the number of shares expected to vest.

Should awards include any non-market vesting conditions, at each balance sheet date, the Company revises its estimate of the number of equity instruments expected to vest as a result of any reassessment of the achievement of said vesting condition. Any market vesting conditions, or non-vesting conditions are included within the grant date fair value.

The fair value of an option includes option-pricing assumptions. Further information about the nature of our share-based payment awards and pricing inputs are disclosed within the note 22.

Netting & Offsetting

Financial statement line items are generally not offset unless part of the same contractual net settled transaction, and offsetting is not precluded by IAS 1. Financial assets and financial liabilities can be offset, and the net amount presented on the balance sheet only when we currently have a legally enforceable right to set off the recognised amounts and we intend either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Key sources of estimation uncertainty

The estimates involved in our accounting policies that are considered by the Directors to be the most important to the portrayal of our financial condition are noted below.

The following are the critical estimates that the Directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in financial statements.

Skyscanner Limited

Notes to the Financial Statements
For the Year Ended 31 December 20242. Material accounting policies – continued
Key sources of estimation uncertainty – continued

<i>Policy</i>	<i>Estimate</i>	<i>Further information</i>
Recognition of deferred tax asset	<p>Deferred tax asset is recognised on the basis that there is reasonably certainty around the future profitability of the Company.</p> <p>The Directors have considered the Company's current 5-year forecasts, which demonstrate utilisation of this deferred tax asset within this financial year. If the level of taxable profit forecast by the Directors were to reduce in future financial years, the amount of deferred tax asset recognised could be reduced by a material amount, ranging from zero to the full amount recognised. Given the Company's past track record of profitability, the Directors consider the likelihood of this asset being reduced to the lower end of the scale as low.</p> <p>The Company has recognised a deferred tax asset of £49,661k (2023: £49,242k).</p>	Note 14
Milestone bonuses	<p>When the Company was acquired by Trip.com Group, a milestone bonus was offered to employees of the Company. This bonus is dependent on the financial performance of the Company to meet certain targets in relation to revenue and profitability within a set time period. Management have produced forecasts, using a range of scenarios, to determine a best estimate of when the milestone targets are estimated to be achieved, and recognised an accrual reflecting our obligation for ultimate payment.</p> <p>At the balance sheet date, the accrual for milestone bonuses was £27,277k (2023: £22,804k).</p>	Note 18

3. Revenue

Revenue recognised in profit or loss is analysed as follows:

	2024 £'000	2023 £'000
Flight commission	288,613	271,250
Hotel commission	16,201	9,713
Car hire commission	17,127	11,513
Advertising and partner analytics	67,917	56,956
	<u>389,858</u>	<u>349,432</u>

As a global online meta search platform serving partners and customers who book and travel across different geographies, revenue cannot be reliability attributed to any single market. The revenue of the Company is therefore attributable to markets, which in the opinion of the Directors, do not differ substantially from each other and can be treated for disclosure purposes as one market.

Skyscanner Limited

**Notes to the Financial Statements
For the Year Ended 31 December 2024**

4. Other operating income

	2024	2023
	£'000	£'000
Licencing fees	23,989	17,102
Research and development tax reclaim	6,920	6,086
Dividend income	43,392	84,493
Other income	-	18
	<u>74,301</u>	<u>107,699</u>

5. Operating profit

This is stated after charging/(crediting):

	2024	2023
	£'000	£'000
Amortisation of intangible assets (Note 11)	4,963	4,749
Depreciation of tangible assets (Note 12)	1,635	2,122
Depreciation of right-of-use assets (Note 13)	4,982	5,141

	2024	2023
	£'000	£'000
Audit fee payable to the Company's auditor	<u>666</u>	<u>531</u>

6. Staff costs and Directors' remuneration

	2024	2023
	£'000	£'000
Wages and salaries	88,727	84,492
Defined contribution pension	3,551	3,378
Share-based payments (Note 22)	13,201	26,081
Social security costs	17,865	17,569
Employee benefits	3,753	3,580
Intercompany recharge for staff costs	4,766	16,159
	<u>131,863</u>	<u>151,259</u>

The monthly average number of people employed by the Company during the year, analysed by department, was as follows:

	2024	2023
	Number	Number
Development, operations and commercial	822	799
Administrative	159	168
	<u>981</u>	<u>967</u>

The Directors' remuneration was as follows:

	2024	2023
	£'000	£'000
Directors' remuneration	1,553	2,552
Social security costs	14	13
	<u>1,567</u>	<u>2,565</u>

Skyscanner Limited

**Notes to the Financial Statements
For the Year Ended 31 December 2024**

6. Staff costs and Directors' remuneration – continued

Some of the Company's Directors were employed and paid through fellow group companies.

None of the Directors accrued benefits under a defined contribution plan in the year (2023: none). 10,000 options were exercised during the year with a value of £304k (2023: none).

The above amounts for remuneration include the following in respect of the highest paid Director:

	2024	2023
	£'000	£'000
Directors' remuneration	1,553	2,552

The highest paid Director received 10,000 shares in the year and had 14,510,000 awards outstanding at 31 December 2024.

7. Finance income and similar income

	2024	2023
	£'000	£'000
Interest income – intercompany balances	3,689	3,011
Interest income – banks	1,701	1,176
Interest income – other	141	93
Fair value gain (Note 23)	690	338
Foreign exchange gain	-	889
Income from money market investments	2,112	-
	<u>8,333</u>	<u>5,507</u>

8. Finance expense and similar expenses

	2024	2023
	£'000	£'000
Interest expense – intercompany balances	81	1,057
Interest expense – bank	-	139
Interest – leases	1,762	1,702
Discount unwind on post-acquisition employee incentives	868	1,479
Foreign exchange loss	1,140	-
Other fees and charges	170	62
	<u>4,021</u>	<u>4,439</u>

9. Tax on profit

(a) Tax charge/(credit) in profit and loss

	2024	2023
	£'000	£'000
Current tax:		
UK corporation tax	6,509	4,280
Adjustment relating to prior year	548	1,772
Total current tax charge	<u>7,057</u>	<u>6,052</u>
Deferred tax:		
Origination and reversal of timing difference	9,292	(10,230)
Charge arising from previously unrecognised tax loss, tax charge or temporary differences	(3,731)	529
Impact of change in tax law and rates	-	(1,369)
Total deferred tax charge/(credit)	<u>5,561</u>	<u>(11,070)</u>
Total tax charge/(credit) in profit and loss	<u>12,618</u>	<u>(5,018)</u>

Skyscanner Limited

**Notes to the Financial Statements
For the Year Ended 31 December 2024**

9. Tax on profit – continued

(b) Reconciliation of the tax charge/(credit) in profit and loss

The effective income tax rate was lower than the standard rate of UK corporation tax of 25% (2023 the effective rate of income tax was lower than the standard rate of UK corporation tax of 23.52%)

Reconciliation between the tax charge/(credit) and the accounting profit before tax multiplied by the UK standard rate of corporation tax is as follows:

	2024	Restated
	£'000	2023
		£'000
Profit before tax	<u>97,631</u>	<u>99,149</u>
Profit before tax multiplied by the standard rate of corporation tax in the UK of 25% (2023: 23.52%)	24,408	23,320
<i>Effects of:</i>		
Non-taxable income/(expenses)	(900)	(18,944)
Intangible assets	(37)	100
Losses utilised	(7,758)	(8,519)
Changes in tax rates	0	(1,369)
Tax (over)/under provided in previous years	(3,183)	2,302
Share-based payments	88	(1,908)
Total tax charge/(credit) in profit and loss	<u>12,618</u>	<u>(5,018)</u>

10. Investments in subsidiaries

Cost	2024	2023
	£'000	£'000
As at 1 January	44,802	44,539
Additions	-	263
As at 31 December	<u>44,802</u>	<u>44,802</u>

The Company has investments in the following direct and indirect subsidiary entities:

Direct holdings:

Entity name/country of incorporation	Principle activity	Registered address	Holding
Skyscanner Private Limited/ Singapore	Commercial and engineering	30 Raffles Place #28-02 Singapore 048622	100%
Skyscanner España, S.L. (formally ExperienceOn Ventures, S.L)/Spain	Engineering	Plaza de Catalunya 1, Planta 5, Barcelona 08002, Spain	100%
Skyscanner 2020 Netherlands B.V./The Netherlands	Commercial	Piet Heinkade 55, 1019 GM Amsterdam, The Netherlands	100%
Reacher Investments Limited/ China	Holding company	Room 1318-20, Hollywood Plaza, 610 Nathan Road, Mongkok, Kowloon, Hong Kong	100%

Skyscanner Limited

**Notes to the Financial Statements
For the Year Ended 31 December 2024**

10. Investments in subsidiaries – continued

Distinction Informatikai Szolgáltató Kft/Hungary	Engineering	H-1068 Budapest, Városligeti fasor 24, Hungary	100%
Skyscanner Technology Limited/United Kingdom	Engineering	Level 5 Ilona Rose House, Manette Street, London, United Kingdom W1D 4AL	100%
Skyscanner Japan K.K./Japan	Commercial and engineering	The ARGYLE aoyama, 2-14-4 KitaAoyama, Minato-ku Tokyo 107-0061, Japan <i>In Japanese:</i> 〒107-0061 東京都港区北青山2-14-4 the ARGYLE aoyama	100%
Beijing Skyscanner Technology Co. Limited/China	Commercial	Room A331, Level 3, Building 1, Global Trade Centre, No. 36 North Third Ring Road East, Dongcheng District, Beijing 100013, China	100%
Skyscanner Holdings Inc./United States of America	Holding Company	Incorporating Services Ltd, 3500 S Dupont Hwy, Dover, Delaware 19901	100%
Skyscanner Brasil Tecnologia Ltda/Brazil	Commercial	Apeninos Avenue, No. 485, set 12, Aclimação City of São Paulo 01533-000 Brazil	100%
Skyscanner India Private Limited/India	Commercial	2nd Floor Aiwan-e-Ghalib Complex, Matasundarai Lane, Minto Road, New Delhi, Central Delhi-110002, Delhi, India	0.0003% ¹

Indirect holdings:

Entity name/country of incorporation

Entity name/country of incorporation	Principle activity	Registered address	Holding/Held by
Shenzhen Skyscanner Technology Co. Limited/China	Engineering	L13, Tower 7, One Shenzhen Bay Center, Yuehai Street Zhongxin Road Nanshan District, Shenzhen, China	100%/Reacher Investments Limited
Skyscanner Inc./United States of America	Commercial	Incorporating Services Ltd, 3500 S Dupont Hwy, Dover, Delaware 19901	100%/Skyscanner Holdings Inc.
Gogobot Inc./United States of America	Engineering	Incorporating Services Ltd, 3500 S Dupont Hwy, Dover, Delaware 19901	100%/Skyscanner Holdings Inc.
Skyscanner Optimisation Inc./United States of America	Holding Company	Incorporating Services Ltd, 3500 S Dupont Hwy, Dover, Delaware 19901	100%/Skyscanner Holdings Inc
Skyscanner India Private Limited/India	Commercial	2nd Floor Aiwan-e-Ghalib Complex, Matasundarai Lane, Minto Road, New Delhi, Central Delhi-110002, Delhi, India	99.9997% ¹ / Skyscanner Private Limited/ Singapore

¹For accounting purposes, Skyscanner India Private Limited is classified as a fully owned subsidiary of Skyscanner Private Limited/ Singapore

Skyscanner Limited

Notes to the Financial Statements
For the Year Ended 31 December 2024

11. Intangible assets

	Goodwill £'000	Development costs £'000	Computer software £'000	Total £'000
Cost				
As at 1 January 2024	21,508	29,389	68	50,965
Additions	-	6,715	-	6,715
As at 31 December 2024	<u>21,508</u>	<u>36,104</u>	<u>68</u>	<u>57,680</u>
Accumulated amortisation and impairments				
As at 1 January 2024	5,474	17,477	68	23,019
Amortisation for year	-	4,963	-	4,963
As at 31 December 2024	<u>5,474</u>	<u>22,440</u>	<u>68</u>	<u>27,982</u>
Net book value				
As at 31 December 2024	<u>16,034</u>	<u>13,664</u>	<u>-</u>	<u>29,698</u>
As at 31 December 2023	<u>16,034</u>	<u>11,912</u>	<u>-</u>	<u>27,946</u>
	Goodwill £'000	Development costs £'000	Computer software £'000	Total £'000
Cost				
As at 1 January 2023	21,508	25,124	324	46,956
Additions	-	7,053	-	7,053
Disposals	-	-	(256)	(256)
Write offs	-	(2,788)	-	(2,788)
As at 31 December 2023	<u>21,508</u>	<u>29,389</u>	<u>68</u>	<u>50,965</u>
Accumulated amortisation and impairments				
As at 1 January 2023	5,474	15,521	313	21,308
Amortisation for year	-	4,744	5	4,749
Disposals	-	-	(250)	(250)
Write offs	-	(2,788)	-	(2,788)
As at 31 December 2023	<u>5,474</u>	<u>17,477</u>	<u>68</u>	<u>23,019</u>
Net book value				
As at 31 December 2023	<u>16,034</u>	<u>11,912</u>	<u>-</u>	<u>27,946</u>
As at 31 December 2022	<u>16,034</u>	<u>9,603</u>	<u>11</u>	<u>25,648</u>

For the purposes of impairment testing, goodwill is allocated to one group cash-generating unit ('CGU'). For assessment of the current financial year, four forecasts underpinned by external data were used to conduct sensitivity analysis and evaluate the carrying value; it was concluded that there was no impairment identified in the current year and there was no reasonable sensitivity that led to a possible impairment.

Development costs capitalised in the year relate to internally generated intangible assets which meet the criteria for capitalisation which are amortised over a period of 4 years. R&D Staff costs expensed during the year amounted to £31,207k (2023: £28,319k).

Amortisation of intangible assets is included in administrative expenses.

Skyscanner Limited

Notes to the Financial Statements
For the Year Ended 31 December 2024

12. Tangible assets

	Computer Equipment £'000	Fixtures, fittings and furniture £'000	Leasehold improvements £'000	Total £'000
Cost				
As at 1 January 2024	3,863	5,216	6,622	15,701
Additions	497	977	8,294	9,768
Disposals	(311)	(676)	-	(987)
As at 31 December 2024	<u>4,049</u>	<u>5,517</u>	<u>14,916</u>	<u>24,482</u>
Accumulated depreciation				
As at 1 January 2024	2,634	3,733	876	7,243
Charge for the year	767	485	383	1,635
Disposal	(311)	(676)	-	(987)
As at 31 December 2024	<u>3,090</u>	<u>3,542</u>	<u>1,259</u>	<u>7,891</u>
Net book value				
As at 31 December 2024	<u>959</u>	<u>1,975</u>	<u>13,657</u>	<u>16,591</u>
As at 31 December 2023	<u>1,229</u>	<u>1,483</u>	<u>5,746</u>	<u>8,458</u>

No depreciation has been charged on additions of £5,858k (2023: none) as an office refurbishment project was incomplete as at 31 December 2024.

	Computer Equipment £'000	Fixtures, fittings and furniture £'000	Leasehold improvements £'000	Total £'000
Cost				
As at 1 January 2023	5,044	4,562	-	9,606
Additions	511	1,485	6,622	8,618
Disposals	(1,692)	(831)	-	(2,523)
As at 31 December 2023	<u>3,863</u>	<u>5,216</u>	<u>6,622</u>	<u>15,701</u>
Accumulated depreciation				
As at 1 January 2023	3,628	3,798	-	7,426
Charge for the year	686	560	876	2,122
Disposal	(1,680)	(625)	-	(2,305)
As at 31 December 2023	<u>2,634</u>	<u>3,733</u>	<u>876</u>	<u>7,243</u>
Net book value				
As at 31 December 2023	<u>1,228</u>	<u>1,484</u>	<u>5,746</u>	<u>8,458</u>
As at 31 December 2022	<u>1,415</u>	<u>765</u>	<u>-</u>	<u>2,180</u>

Skyscanner Limited

Notes to the Financial Statements
For the Year Ended 31 December 2024

13. Right-of-use assets

	Property £'000	Motor Vehicles £'000	Total £'000
Cost			
As at 1 January 2024	41,824	1,009	42,833
Additions	4,592	434	5,026
Modification	5,183	-	5,183
Disposals	(1,618)	(143)	(1,761)
As at 31 December 2024	<u>49,981</u>	<u>1,300</u>	<u>51,281</u>
Accumulated depreciation and impairments			
As at 1 January 2024	9,291	131	9,422
Depreciation charge	4,649	333	4,982
Disposals	(1,617)	(41)	(1,658)
As at 31 December 2024	<u>12,323</u>	<u>423</u>	<u>12,746</u>
Net book value			
As at 31 December 2024	<u>37,658</u>	<u>877</u>	<u>38,535</u>
As at 31 December 2023	<u>32,533</u>	<u>878</u>	<u>33,411</u>
	(Restated) Property £'000	Motor Vehicles £'000	(Restated) Total £'000
Cost			
As at 1 January 2023 (Restated) ¹	48,422	-	48,422
Additions	-	1,009	1,009
Modification	523	-	523
Disposals	(7,121)	-	(7,121)
As at 31 December 2023	<u>41,824</u>	<u>1,009</u>	<u>42,833</u>
Accumulated depreciation and impairments			
As at 1 January 2023 (Restated) ¹	9,809	-	9,809
Depreciation charge	5,010	131	5,141
Disposals	(5,528)	-	(5,528)
As at 31 December 2023	<u>9,291</u>	<u>131</u>	<u>9,422</u>
Net book value			
As at 31 December 2023	<u>32,533</u>	<u>878</u>	<u>33,411</u>
As at 31 December 2022	<u>38,613</u>	<u>-</u>	<u>38,613</u>

¹Comparative period opening balances for Cost and Accumulated Depreciation have been restated for fully depreciated leases with a nil net book value which were not written off as a disposal within the movement disclosure before 1 January 2023. This resulted in a £11,942k reduction to both Cost and Accumulated Depreciation as at 1 January 2023 for Property and Total Right-of-use assets and there is no net impact to the balance sheet in the current or prior year.

Skyscanner Limited

Notes to the Financial Statements
For the Year Ended 31 December 2024

14. Deferred tax asset

Deferred tax assets and liabilities recognised by the Company and movements thereon during the current and prior reporting years, are as follows:

	Accelerated capital allowances £'000	Share- based Payments £'000	Short-term timing differences £'000	Losses £'000	Total £'000
As at 1 January 2023	(1,942)	6,927	4,048	24,400	33,433
(Charge)/Credit to profit or loss	(2,558)	7,865	1,782	3,981	11,070
(Charge)/Credit to equity	-	4,739	-	-	4,739
As at 1 January 2024	(4,500)	19,531	5,830	28,381	49,242
(Charge)/Credit to profit or loss	(2,350)	(1,503)	1,129	(2,837)	(5,561)
(Charge)/Credit to equity	-	5,980	-	-	5,980
As at 31 December 2024	(6,850)	24,008	6,959	25,544	49,661

Deferred tax assets have been recognised in respect of other temporary differences giving rise to deferred tax assets because it is probable that there will be future taxable profits available.

Deferred tax has been calculated at 25% in respect of accelerated capital allowances, share-based payments, short term timing differences and tax losses reflecting the rate at which these temporary differences are expected to unwind.

A deferred tax asset of £25,544k has been recognised in respect of £102,176k of tax losses carried forward at 31 December 2024.

Deferred tax assets and liabilities are offset where the Company has a legally enforceable right to do so. The following is net deferred tax balances in the statement of financial position:

	2024 £'000	2023 £'000
Deferred tax assets	49,661	49,242

15. Trade and other receivables

	2024 £'000	2023 £'000
Trade receivable	48,290	41,514
Amounts due from group undertakings	104,494	98,079
Allowance for doubtful debts	(1,503)	(1,932)
Prepayments	9,566	8,049
Current tax asset	15,956	18,389
Other receivables	4,935	376
	181,738	164,475

Skyscanner Limited

Notes to the Financial Statements
For the Year Ended 31 December 2024

15. Trade and other receivables – continued

The recoverability of trade and other receivable is reviewed monthly, and the Company considers any change in the credit quality of its receivables from the date credit was initially granted up to the balance sheet date. During the year, the provision was utilised to write off debts that are deemed uncollectable. Amounts due from group undertakings are unsecured, non-interest bearing and repayable on demand, with the exception of £61,183k (2023: £81,819k) which is interest bearing at 5.18% (2023: 3.15% to 5.18%) per annum.

Included within prepayments at 31 December 2024 £3,845k (2023: £4,586k) are for amounts due from group undertakings.

The allowance for doubtful debts relates to an allowance for doubtful trade debts of £733k (2023: £1,162k) and an allowance for doubtful amounts due from group undertakings of £770k (2023: £770k). The movement is summarised as follows:

	2024 £'000	2023 £'000
As at 1 January	(1,932)	(1,510)
Additional provision during the year	(369)	(921)
Provision utilised in the year due to write off	648	311
Provision released in the year due to recovery of debt	150	188
As at 31 December	<u>(1,503)</u>	<u>(1,932)</u>

16. Trade and other payables

	2024 £'000	2023 £'000
Trade payables	761	1,383
Amounts due to group undertakings	31,324	46,221
Other taxation and social security	13,166	11,964
Accruals and deferred income	20,469	11,357
Employee related payables	8,532	5,374
Other payables	1,939	1,421
	<u>76,191</u>	<u>77,720</u>

Amounts due to group undertakings are unsecured, non-interest bearing and repayable on demand.

17. Lease Liabilities

	Property £'000	Motor Vehicles £'000	Total £'000
Lease liabilities			
As at 1 January 2023	38,771	-	38,771
Payment	(5,474)	(157)	(5,631)
Interest	1,672	30	1,702
Additions	-	1,009	1,009
Modification	(1,564)	-	(1,564)
As at 31 December 2023	<u>33,405</u>	<u>882</u>	<u>34,287</u>
Payment	(4,972)	(378)	(5,350)
Interest	1,720	64	1,784
Additions	4,463	434	4,897
Modification	5,602	-	5,602
Disposal	(29)	(106)	(135)
As at 31 December 2024	<u>40,189</u>	<u>896</u>	<u>41,085</u>

Skyscanner Limited

Notes to the Financial Statements
For the Year Ended 31 December 2024

17. Lease Liabilities – continued

	2024	2024	2024	2023
	Property	Motor	Total	Total
	£'000	Vehicles	£'000	£'000
	£'000	£'000	£'000	£'000
<i>Analysed as:</i>				
Current	4,697	367	5,064	3,408
Non-current	35,492	529	36,021	30,879
	<u>40,189</u>	<u>896</u>	<u>41,085</u>	<u>34,287</u>
<i>Maturity:</i>				
Year 1	4,697	367	5,064	3,408
Year 2	4,036	333	4,369	4,129
Year 3	2,178	172	2,350	4,282
Year 4	4,981	24	5,005	2,034
Year 5	5,000	-	5,000	4,578
Year 6+	19,297	-	19,297	15,856
	<u>40,189</u>	<u>896</u>	<u>41,085</u>	<u>34,287</u>
			2024	2023
			Total	Total
			£'000	£'000
<i>Maturity – undiscounted cashflows:</i>				
Year 1			6,038	5,517
Year 2			6,231	5,496
Year 3			4,003	5,447
Year 4			6,471	3,024
Year 5			6,215	5,436
Year 6+			21,953	15,555
			<u>50,911</u>	<u>40,475</u>

The Company leases property and motor vehicles. The average term for property leases is 12 years (2023: 10 years), and the average term for motor vehicle leases is 4 years (2023: 4 years).

	2024	2024	2024	2023
	Property	Motor	Total	Total
	£'000	Vehicles	£'000	£'000
	£'000	£'000	£'000	£'000
<i>Amounts recognised in profit and loss:</i>				
Expenses relating to variable lease payments not included in lease liabilities (included in administrative expenses)	-	-	-	-
Expenses relating to leases of low value assets	-	-	-	17

The lease term is reassessed if an option is actually exercised (or not exercised) or the Company becomes obliged to exercise (or not exercised it). The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee. During the current financial year, there was no financial effect of revising lease terms to reflect the effect of exercising extension and termination options to both lease liabilities and right of use assets (2023: nil).

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

18. Employee benefits

	31 December 2024 £'000	Restated ¹ 31 December 2023 £'000
Share-based payments related employee benefits	12,253	8,589
Other long-term employee benefits	<u>27,277</u>	<u>22,804</u>
	<u>39,530</u>	<u>31,393</u>

¹Share-based payment expenses have been restated in the prior year- refer to Note 22.

19. Provisions

	Restoration provision £'000	Total £'000
As at 1 January 2023	2,493	2,493
Charge for the year	590	590
Utilised in the year	(192)	(192)
Unused amounts reversed in the year	<u>(50)</u>	<u>(50)</u>
At 31 December 2023	2,841	2,841
Charge for the year	274	274
Utilised in the year	<u>(563)</u>	<u>(563)</u>
At 31 December 2024	<u>2,552</u>	<u>2,552</u>

Provisions were made during the year for dilapidation costs associated with our leases. The provisions represent management's best estimate of the Company's future liability.

20. Called up share capital

Allotted, issued and fully paid:

Number:	Class:	Nominal Value:	2024 £'000	2023 £'000
1,609,146	Ordinary Shares	£0.01	<u>16</u>	<u>16</u>

21. Other reserves

Share premium

Share premium includes the difference between the value of the shares issued and their nominal value. Note 20 contains details of shares issued in the year.

Merger reserve

Merger reserve arose during the financial year ending 31 December 2013, when the Company incorporated Skyscanner Private Limited.

22. Share-based payments

Equity-settled share schemes

Long-term Incentive Plan ('LTIP') Options scheme

The immediate parent company, SHL granted share options to employees of the Company. Options are exercisable on the shares of SHL at the price equal to the latest share price which is internally announced quarterly.

The options issued to employees up to and including 7 December 2020 (30,456,916 at the balance sheet date) vest on the following profile:

Skyscanner Limited

**Notes to the Financial Statements
For the Year Ended 31 December 2024**

22. Share-based payments – continued

Equity-settled share schemes – continued

Long-term Incentive Plan ('LTIP') Options scheme – continued

- 10% of the options vest on the first anniversary of vesting start date;
- a further 30% of the options vest on each of the second and third anniversaries of the vesting start date; and
- the balance of the options vests on the fourth anniversary of the vesting start date.

During the year ended 31 December 2021, a new LTIP was approved which included a share option scheme over shares in SHL. The underlying options are similar to those issued as part of the existing share options scheme. However, the vesting profile has been amended to the following (52,192,723 issued to employees at the balance sheet date):

- 25% of the options vest on the anniversary of the vesting start date over a 4-year period.

Active grants held under both schemes are valid.

The remaining units (19,720,000 at the balance sheet date) were issued to senior management and have specific performance-based vesting conditions. The share-based payment charges for these units have been recognised based on our assumptions as to whether these performance conditions will be achieved.

If the options remain unexercised after a period of 10 years from the date of grant, the options expire. Options are forfeited if employment ends in certain circumstances before the options vest. The options have an average exercise price of £1.10. The fair value of options granted during the year have been determined using the Black-Scholes and Monte Carlo valuation models.

Cash bonus units: Intergroup restatement of prior period balances

In prior periods, liabilities for settlement of cash bonus units were recognised in Skyscanner Limited as the employing entity. During 2024, we conducted a review of our legal contracts with employees and noted that obligation for settlement of cash bonus units lies with Skyscanner Holdings Limited instead of Skyscanner Limited. Consequently, and in accordance with IFRS 2 Group accounting guidance, we have restated our prior period balances in respect of cash bonus units so that liability sits with the settling entity (Skyscanner Holdings Limited), with equity-settled accounting expenses reinstated within Skyscanner Limited.

Within Skyscanner Limited, the liability was derecognised as part of the reinstatement and equity settled accounting expenses were instated.

The prior period restatement impact in Skyscanner Limited Company is shown below:

	Options	SIP Scheme	£'000s Total
SBP Liability derecognised in Skyscanner Limited	(8,299)	(591)	(8,890)
Restatement of Equity settled SBP charges ¹	4,756	233	4,989
Net impact on Retained Earnings	3,543	358	3,901
Restatement of capital contribution from Skyscanner Holdings Limited	4,756	233	4,989

¹Charges are determined with reference to the grant date fair value of the awards as if equity accounting had been applied since inception

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

22. Share-based payments - continued

Equity-settled share schemes - continued

Cash bonus units: Intergroup restatement of prior period balances - continued

There is no restatement impact at a consolidated level as the group has been applying cash settled accounting from the onset. Having regard for materiality, and in accordance with the exemption available under FRS 101p8(g) 40A-D, opening balances for the earliest comparative period shown on the face of the statement of financial position have not been restated.

	£'000s
	Total
Impact of restatement	
Employee benefits	
Balance prior to restatement	40,283
Impact of restatement	<u>(8,890)</u>
Balance post-restatement	<u>31,393</u>
Capital contribution from Skyscanner Holdings Limited	
Balance prior to restatement	14,852
Impact of restatement	<u>4,989</u>
Balance post-restatement	<u>19,841</u>

Cash bonus units scheme

SHL granted bonus units to the Company's employees. Cash bonus units are exercisable at a price equal to SHL's latest internally announced share price at the grant date.

The bonus units issued to the Company's employees (967,060 at the balance sheet date) vest at the following profile:

- 10% of the bonus units vest on the first anniversary of vesting start date;
- a further 30% of the bonus units vest on each of the second and third anniversaries of the vesting start date; and
- the balance of the bonus units vests on the fourth anniversary of the vesting start date.

During the year ended 31 December 2021, a new LTIP was approved which included a bonus units scheme. The underlying bonus units are similar to those issued as part of the existing bonus unit scheme. However, the vesting profile has been amended to the following (10,351,547 issued to employees at the balance sheet date):

- 25% of the bonus units vest on the anniversary of the vesting start date over a 4 year period.

Active grants held under both schemes are valid.

If the bonus units remain unexercised after a period of 10 years from the date of grant, the bonus units expire. Bonus units are forfeited if employment ends in certain circumstances before the bonus units vest. The bonus units have an average exercise price of £1.15. Out of the 11,318,607 outstanding bonus units, 4,438,343 bonus units were exercisable.

Skyscanner Limited

Notes to the Financial Statements
For the Year Ended 31 December 202422. Share-based payments - continued
Equity-settled share schemes - continued
Cash bonus units scheme - continued

	LTIP - Options	LTIP - Bonus Units	Weighted average exercise price £
	Number	Number	
Outstanding at 1 January 2024	110,846,657	12,214,252	1.08
Granted during the year	2,122,250	4,250	1.90
Forfeited during the year	(1,994,975)	(204,500)	1.01
Exercised during the year	(8,521,043)	(695,395)	1.07
Net transfers (from)/to the Company	(83,250)	-	0.94
Outstanding at 31 December 2024	<u>102,369,639</u>	<u>11,318,607</u>	<u>1.10</u>
Exercisable at 31 December 2024	<u>51,766,613</u>	<u>4,438,343</u>	<u>1.15</u>
	(Restated)		
	LTIP - Options	LTIP - Bonus Units	Weighted average exercise price £
	Number	Number	
Outstanding at 1 January 2023	84,441,575	5,287,430	1.07
Granted during the year	33,951,802	7,195,962	1.10
Forfeited during the year	(3,056,410)	(92,550)	0.95
Exercised during the year	(4,231,310)	(140,440)	1.11
Net transfers (from)/to the Company	(259,000)	(36,150)	0.92
Outstanding at 31 December 2023	<u>110,846,657</u>	<u>12,214,252</u>	<u>1.08</u>
Exercisable at 31 December 2023	<u>42,960,829</u>	<u>2,302,550</u>	<u>1.21</u>

The equity settled units outstanding as at 31 December 2024 with valuation determined using the Black-Scholes valuation model had a weighted average exercise price of £1.10 (2023: £1.08) and a weighted average remaining contractual life of 6.21 years (2023: 6.34 years).

The weighted average fair value of equity settled units granted during the year, determined using the Black-Scholes valuation model, was £1.04 (2023: £0.88) per equity-settled unit. The significant inputs into the Black-Scholes model were:

	2024	2023
Weighted average market value share price	£1.92	£1.41
Weighted average exercise price	£1.90	£1.03
Volatility	52%	55%
Expected unit life	6.25 years	4.82 years
Annual risk-free interest rate	<u>3.50%</u>	<u>3.57%</u>

Skyscanner Limited

**Notes to the Financial Statements
For the Year Ended 31 December 2024**

22. Share-based payments – continued
Equity-settled share schemes – continued
Cash bonus units scheme – continued

The equity settled units outstanding as at 31 December 2024 with valuation determined using the Monte Carlo valuation model had a weighted average exercise price of £1.20 (2023: £1.20) and a weighted average remaining contractual life of 3 years (2023: 4.14 years).

The weighted average fair value of equity settled units granted during the year, determined using the Monte Carlo valuation model, was £nil per equity settled unit (2023: £0.87). The significant inputs into the Monte-Carlo model were:

	2024 ¹	2023
Weighted average market value share price	-	£2.08
Weighted average exercise price	-	£1.47
Volatility	-	55%
Expected unit life	-	3.50 years
Annual risk-free interest rate	-	4.70%

¹No new awards were granted in 2024 under the Monte Carlo valuation model.

The volatility measured at the standard deviation of continuously compounded share returns is based on statistical analysis of comparable companies' listed share prices over a period equal to the expected life of the equity-settled units.

Share Incentive Plan ('SIP')

Shares

A SIP scheme was introduced in 2018 and the shares were granted in 2019 at the end of the accumulation period (464,132 outstanding at balance sheet date).

A second SIP scheme was introduced in 2020 and the shares were granted in 2021 at the end of the accumulation period (375,088 granted at the balance sheet date).

A third SIP scheme was introduced in 2022 and the shares were granted in 2023 at the end of the accumulation period (2,508,075 estimated to be granted at balance sheet date).

For all three schemes, the SIP shares are split between partnership and matching shares with the matching shares having a 3-year forfeiture period after the end of the accumulation period. The share-based payment charges for these shares have been recognised based on the number of shares issued.

Cash-settled bonus units

A SIP scheme was introduced in 2018 and the bonus units were granted in 2019 at the end of the accumulation period (40,000 outstanding at the balance sheet date).

A second SIP scheme was introduced in 2020 and the bonus units were granted at the end of the accumulation period (112,000 granted at the balance sheet date).

A third SIP scheme was introduced in 2023 and the bonus units are granted at the end of the accumulation period in 2023 (1,124,000 estimated to be granted at the balance sheet date).

For all three schemes, The SIP bonus units are split between partnership and matching bonus units with the matching bonus units having a 3-year forfeiture period from the end of the accumulation period. The share-based payment charges for these bonus units have been recognised based on the number of bonus units issued.

Skyscanner Limited

Notes to the Financial Statements
For the Year Ended 31 December 202422. Share-based payments – continued
Equity-settled share schemes – continued
Share Incentive Plan ('SIP') – continued
Shares – continued

	SIP – Shares Number	SIP – Bonus Units Number	Weighted average exercise price £
Outstanding at 1 January 2024	3,929,161	1,390,000	0.29
Granted during the year	-	-	-
Forfeited during the year	(111,315)	(24,000)	-
Exchanged during the year	(470,551)	(90,000)	0.51
Net transfers (from)/to the Company	-	-	-
Outstanding at 31 December 2024	<u>3,347,295</u>	<u>1,276,000</u>	0.27
Available for exchange at 31 December 2024	<u>1,670,245</u>	<u>526,667</u>	0.57
	SIP – Shares Number	SIP – Bonus Units Number	Weighted average exercise price £
Outstanding at 1 January 2023	4,419,327	1,476,000	0.30
Granted during the year	-	-	-
Forfeited during the year	(490,166)	(86,000)	0.38
Exchanged during the year	-	-	-
Net transfers (from)/to the Company	-	-	-
Outstanding at 31 December 2023	<u>3,929,161</u>	<u>1,390,000</u>	0.29
Available for exchange at 31 December 2023	<u>1,872,157</u>	<u>541,000</u>	0.63

The equity settled units outstanding as at 31 December 2024 with valuation determined using the Black-Scholes valuation model had a weighted average exercise price of £0.27 (2023: £0.29).

*Trip schemes**Restricted Stock Units ('RSUs')*

Trip.com Group granted RSUs to the Company's employees. Vested RSUs will be settled in Trip.com Group shares with a par value deemed settled by the employee's past services.

RSUs issued to employees (nil at balance sheet date, 2023: 9,176) vest on the following profile:

- 12.5% of the RSUs vest on each anniversary of the vesting date with a balance of 50% of RSUs vested on the fourth anniversary of the vesting date;
- The remaining 50% of the RSUs vest based on specific performance-based vesting conditions.

Skyscanner Limited

**Notes to the Financial Statements
For the Year Ended 31 December 2024**

22. Share-based payments – continued

*Equity-settled share schemes - continued
Trip schemes - continued*

Options

Trip.com Group granted share options to the Company's employees which are exercisable on Trip.com Group shares at a price of \$0.01.

The portion of options issued to employees (176,697 at the balance sheet date) vest on the following profile:

- 25% of the options vest on the anniversary of the vesting start date over a 4-year period.

The remaining options issued to employees (102,695 at balance sheet date) have varied vesting profiles.

If options remain unexercised after a period of 8 years from the date of grant, the options expire. Options are forfeited if employment ends in certain circumstances before the options vest.

	RSU Number	Options issued over Trip.com Group shares Number	Weighted average exercise price £
Outstanding at 1 January 2024	9,176	504,826	4.06
Granted during the year	-	12,000	0.01
Forfeited during the year	(114)	(6,496)	2.76
Exercised during the year	(9,062)	(229,802)	2.79
Net transfers (from)/to the Company	-	(1,136)	-
Outstanding at 31 December 2024	<u>-</u>	<u>279,392</u>	4.83
Exercisable at 31 December 2024	<u>-</u>	<u>204,908</u>	1.67
	(Restated)	(Restated)	(Restated)
	RSU Number	Options issued over Trip.com Group shares Number	Weighted average exercise price £
Outstanding at 1 January 2023	38,976	551,127	1.96
Granted during the year	-	30,000	28.60
Forfeited during the year	(568)	(10,941)	-
Exercised during the year	(29,232)	(93,032)	0.38
Net transfers (from)/to the Company	-	27,672	5.34
Outstanding at 31 December 2023	<u>9,176</u>	<u>504,826</u>	4.06
Exercisable at 31 December 2023	<u>-</u>	<u>303,399</u>	1.65

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

22. Share-based payments – continued *Equity-settled share schemes – continued Trip schemes – continued*

Prior year presented unit numbers in respect of Trip RSUs & options have been restated due to changes in reporting granularity. There is no effect on financial statement measurement of these awards.

The equity settled units outstanding as at 31 December 2024 with valuation determined using the Black-Scholes valuation model had a weighted average exercise price of £4.83 (2023: £4.06) and a weighted average remaining contractual life of 4.51 years (2023: 5.02 years).

The weighted average fair value of equity settled units granted during the year, determined using the Black-Scholes valuation model, was £29.27 (2023: £14.62) per equity-settled unit. The significant inputs into the Black-Scholes model were:

	2024	2023
Weighted average market value share price	£29.28	£14.62
Weighted average exercise price	£0.01	£28.60
Volatility	53%	45%
Expected unit life	3.86 years	3.86 years
Annual risk-free interest rate	4.01%	1.35%

Charge for equity settled share-based payments

The share-based payment charged to the income statement were as follows:

	2024 £'000	2023 £'000
<i>Equity settled payments:</i>		
Charge for equity settled share-based payments	<u>13,200</u>	<u>18,354</u>

23. Derivative financial instruments

The Group uses foreign currency forward contracts to hedge against fluctuations in foreign currency exchange rates. Foreign currency forwards are contractual agreements to buy or sell a specified amount of foreign currency at a predetermined rate on a specific future date. These instruments are valued by observable or calculated forward currency exchange data points.

	2024 £'000	2023 £'000
Derivative Financial Assets measured at fair value		
Balance at 1 January	-	-
Fair Value Movement through P&L	<u>1,076</u>	<u>-</u>
Balance at 31 December	<u>1,076</u>	<u>-</u>
Derivative Financial Liabilities measured at fair value		
Balance at 1 January	-	-
Fair Value Movement through P&L	<u>557</u>	<u>-</u>
Balance at 31 December	<u>557</u>	<u>-</u>

A fair value gain of £171k (2023: £338k) was recognised in respect of realised forwards in the year.

24. Related party transactions

The Company has taken advantage of the exemption under paragraph 8(k) of FRS 101 not to disclose transactions with wholly owned subsidiaries and key management personnel.

25. Commitments

As a result of the refurbishment of one of the Company's offices in 2025 a capital commitment of £5,649k (2023: £212k) has been made.

Skyscanner Limited

Notes to the Financial Statements For the Year Ended 31 December 2024

26. Contingent liabilities

Legal action in relation to, amongst other things, disputes over intellectual property rights was taken against Skyscanner Limited, a subsidiary of Skyscanner Holdings Limited. Skyscanner Limited denies any liability and has counterclaimed. As of the approval date of these financial statements, the case is under legal proceeding and no reasonable outcome, nor any present obligation, has been established. Furthermore, no reliable estimate can be made for the potential amount of damages, if any. No provision is made in this respect as of 31 December 2024.

27. Post balance sheet events

In April 2025, the Group completed a restructuring initiative designed to optimise its operations. The initiative involved Skyscanner Limited transferring its technology business to Skyscanner Technology Limited ("Skyscanner TechCo"), a wholly owned UK incorporated subsidiary of Skyscanner Limited.

The technology business transferred comprises the Group's technology infrastructure, employees within the software development organisation, and associated fixed assets. In exchange for the transfer of the Technology Business, Skyscanner Limited received additional ordinary shares in Skyscanner TechCo. As part of the initiative, 584 employees were transferred to Skyscanner TechCo.

28. Ultimate parent company and controlling party

The Company's immediate parent undertaking is Skyscanner Holdings Limited, a company registered in England. The Company's ultimate parent undertaking and the smallest and largest group to consolidate these financial statements is Trip.com Group, a company incorporated in the Cayman Islands, listed on NASDAQ and the Hong Kong stock exchange and whose registered office is at Maples Corporate Services Limited, PO Box 309, Ugland House, Grand Cayman KY1-1104, Cayman Islands. The consolidated financial statements of the Company's ultimate parent company and ultimate controlling party, Trip.com Group, can be obtained from <http://investors.trip.com>.