

THE WAY FORWARD

SITA GROUP ACTIVITY
REPORT 2020



SITA



THE WAY FORWARD

INTRODUCTION

As the global pandemic reshapes air travel, we continue to see a focus on the passenger experience, efficient operations, streamlined costs, and new agile ways of working. In the second to fourth quarters of 2020, this focus was intensive.

Reacting to the shock, the industry needed to adapt suddenly to a radically lower number of passengers and changing requirements at the border. Digital technologies showed the way forward, helping the air transport industry to respond.

These technologies are now playing a major role in the air transport industry's recovery, as well as its readiness for the future. SITA's remit is to help drive the digital shift needed, working with airline, airport, aircraft, government and other customers across the global air transport community.

Our story, as a partner at the heart of this community, has never been more relevant. Centered on the vision of 'Easy and safe travel every step of the way', SITA's story is about embracing IT to enable better air transport industry collaboration, operational excellence and the seamless passenger journey. And it is about a complete

commitment to sustainable operations, as evidenced by SITA's own objective to be carbon neutral by 2022 and by the growing number of products in SITA's portfolio to help aviation achieve its own operational sustainability targets.

As aviation tackles the challenges of the coronavirus, volatility, recovery, survival and sustainability, technology will remain critical to the future success of our industry.

See also: [SITA's CSR Report 2020](#).

Watch [The SITA Story, at-a-glance](#)

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SITA BOARD DIRECTORS

**THE SITA BOARD IS TASKED
WITH SUPERVISING THE
ACTIVITIES OF THE COMPANY
AND ITS SUBSIDIARIES TO
ENSURE THE EFFECTIVE
OPERATION OF THE GROUP**

SITA CEO



Barbara Dalibard

Board Chair



Dr. Omar Jefri



Sonia Barrière



Emese Békéssy



Frédéric Gagey



Elizabeth Haun



Dirk John



Dr. Roland Schütz

Board Vice-Chair



Stephan Sieber



A. T. Srinivasan



Richard Steer



Eash Sundaram

Laurent Jossart (Luxair), Christoph Kleinsorg (Swissport) and Thomas Woldbye (Copenhagen Airports AIS) stepped down from the Board in 2020.

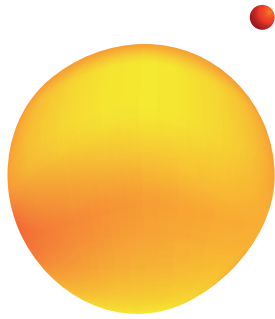
A.T. Srinivasan was appointed as Member Director.

CHAIR'S STATEMENT

Dr. Omar Jefri



**HELPING THE
RETURN TO THE
SKIES**



“Our industry is looking at the green shoots of recovery. Air travel will recover. Technology is playing a critical part in that recovery, and so is SITA.”

THE PANDEMIC’S IMPACT ON THE AIR TRANSPORT INDUSTRY

Never before have I witnessed the dramatic disruption that we saw in the air transport industry in 2020. As the virus struck, global air traffic fell by around 80% in April 2020, according to SITA figures. By year end, it had recovered to around 40%.

But as we produce this statement, our industry is looking at the green shoots of recovery. We expect to return to 2019 levels of air travel by 2023, as recovery becomes the focus of the entire industry. Technology is playing a critical part, and so is SITA.

THE IMPACT OF THE PANDEMIC ON SITA

SITA’s early and robust response to the pandemic was fully supported by the Board. To ensure close alignment and greater engagement with SITA’s management, the Board was quick to reorganize itself at the start of the crisis.

We met more frequently, adapting rapidly to the need for fully virtual meetings. We received regular updates on the financial health of SITA, as well as the physical health of SITA’s people, staying closely involved as the pandemic evolved.

The Board advised on and endorsed the necessary measures to react to fast-moving events, both within SITA’s organization and in response to addressing the pressing needs of its air transport community customers. Importantly during this time, it has also been vital for the SITA Board to support SITA in the continuing development of its Long-Term Business Strategy.

SITA pivoted well in 2020 and was swift in making organizational changes to adjust costs and priorities. At the same time, to help its customers, SITA prioritized portfolio developments, bringing forward solutions to meet the emerging industry requirements for health and safety, agility and cost-effectiveness.

Thanks to this, SITA offset lower levels of business. While revenues were, of course, adversely impacted in this extraordinary year, SITA managed to limit the effects of the virus on its performance. The CEO Report explains more.

But overall, in 2020 SITA proved its resilience and its relevance to the air transport industry. I commend the executive team, management and all SITA teams for their efforts.

“The profound changes happening to the passenger journey and industry operations will be lasting. Our industry must work together to embrace these changes, driven by technology and digitalization. SITA exists to support the air transport community in this drive.”

SITA'S ROLE IN THE RECOVERY

SITA's role in the recovery is extremely important. SITA gains unique insights into industry challenges and requirements, through its work with the SITA Board and Council.

From the outset, SITA understood that now, more than ever, our industry needs to achieve operational and business efficiencies, embracing new agile ways of working to help turn around profitability issues.

By quickly readjusting its priorities, SITA remained close to its customers and kept industry operations up and running. The Board wholly endorsed this as a priority, encouraged to see SITA reacting efficiently, with the ability to remotely support and implement urgent projects for its customers.

Looking ahead, the profound changes happening to the passenger journey and industry operations will be lasting. Vitally, our industry must work together to embrace these changes, driven by technology. SITA exists to support the air transport community in this drive.

This includes the continued digital transformation of the industry. It is clear from the interactions between SITA and the Board and Council, that digitalization, as a top agenda item, has accelerated due to COVID-19.

But even well before the pandemic, SITA's focus was to help our community digitalize operations, driven by mobile devices, biometrics and identity management. So as the pandemic hit, SITA was well placed to display strong industry leadership, and to meet the new demands of the air transport community.

ABOUT 'SIMPLYSITA'

SITA made excellent progress during the year with SimplySITA, which is a vital multi-year transformation program set in motion by the Board and Council in 2018 and approved by both bodies in 2020.

The SimplySITA program is reorganizing the SITA Group's current legal structure. The aim is to simplify SITA's structure and reinforce SITA's position as a sustainable provider of connected IT products and services

to the air transport industry, while meeting evolving market demands and the challenges of global compliance requirements.

The program is based on all SITA activities being run in a single, robust business structure that will allow SITA to embrace its full potential, with increased agility and efficiency. At the same time, SimplySITA enables SITA to continue to be wholly owned by the industry.

By removing the growing impediments of a hybrid structure, the common business structure is being put in place without causing change to ownership, governance, or pricing strategy. Furthermore, SITA NV will run networking and messaging on a new single platform.

The first steps of SimplySITA are in motion, laying the basic organizational foundation and legal framework required by the program. This includes preparing for the enlargement of the SITA NV/BV network and messaging footprint as a result of transferring assets from SITA SC over the course of 2021.

THANK YOU

I would like to thank my fellow Board Directors, the Council and SITA's senior team for their commitment, leadership and example during a year in which our industry faced its biggest ever challenge.

Thank you to all of SITA's people who proved themselves able to rise to the challenge, putting customer and the industry needs and the return to the skies at the center of their efforts.

The Board recognizes their commitment to keeping industry operations running, while delivering technologies and services that address current issues and meet future demands, as we recover and emerge in our new operating environment.

SITA'S LONG-TERM DIRECTION

SimplySITA is one of the initiatives under SITA's EVOLVE transformation program, steering the long-term direction of the company and supporting SITA's Long-Term Business Strategy.

These initiatives include efforts to help the industry return to the skies, to improve service levels and service automation, and to remain a trusted partner working closely with customers to meet their needs.

In a separate initiative in the latter part of 2020, the Board, together with the Council, initiated a joint review of SITA's governance. The drivers for this review included a change in Belgian Corporate law that came into effect in 2020, along with ensuring that SITA is fit for purpose in the years ahead. In addition, five years had passed since the approval and implementation of recommendations coming from the last joint review.

Once fully considered and approved by the Board and Council, the recommendations and outcomes of the joint review will be reflected in amendments to SITA's Articles of Association, which will be presented for approval at an Extraordinary General Assembly to be held before year-end 2021.

SITA also began evaluations of opportunities in adjacent markets. The Board endorses this early work. We recognize the potential to drive better passenger processing and operations across the global travel and transportation industry.

The Board believes that these transformational initiatives are vital to three fundamental goals of SITA's Long-Term Business Strategy: to build a stronger, simpler and financially sustainable SITA for the years ahead.

Dr. Omar Jefri
SITA Board Chair

COUNCIL PRESIDENT'S STATEMENT

Kerry Peirse

A COMMUNITY
RESPONSE TO THE
NEW NEEDS OF
AVIATION



AN EXTRAORDINARY YEAR

I was honored to be elected President of the SITA Council at the end of 2020, having joined the Council in June 2016.

I would like to extend my thanks, both personally and on behalf of all Council Representatives, to our previous President, Ashish Jain, whose commitment and leadership over the past two years was greatly appreciated.

2020 was an exceptionally bleak year for our industry. The traffic and passenger figures reported by SITA and IATA for the year would have been simply unimaginable prior to the pandemic. (See the CEO Report page 16)

Figures from industry aviation body CAPA are not dissimilar, recording a fall in global capacity to around one tenth of its previous level during 2020. Domestic operations are forecast to pick up sooner than the rebound in international travel, though they will also be variable.

But one thing is certain, as aviation strives to recover and be prepared for our post-pandemic operating environment, it makes great sense for the industry's players to work collectively to help smooth the path ahead.

“Not only must we create a safe and seamless journey for future years, but airlines, airports and other air transport organizations must also be highly adaptable and cost efficient in the new operating environment.”

THE SITA COUNCIL AS A BAROMETER OF INDUSTRY ACTIVITY

The SITA Council embodies such a collective approach. Council Representatives are a powerful resource for SITA, providing access to aviation expertise in every corner of the globe.

Throughout 2020, as the pandemic's impact on aviation unfolded, the Council proved to be a barometer of the industry's activity, exposure and response.

As passenger volumes collapsed, the organizations of each of us on the Council, needed to make historic changes to respond to the economic fallout from COVID-19.

Our ability to understand the challenges and to represent the industry have never been of greater value to SITA and, in turn, SITA's customers. Our Representatives offer deep experience and insights into the responses needed to help the community recover.

RISING TO THE CHALLENGES

SITA's initial and ongoing response to the COVID-19 crisis demonstrates its role as a community player. SITA collaborated with its customers in support of their new requirements and also communicated industry-wide guidance and advice on the technologies to adopt.

I was impressed to see how quickly SITA and the Council adapted to the new ways of working together. Like for so many of us, virtual meetings became the norm and, while there is no replacement for face-to-face interaction, we were able to get our business done effectively and efficiently.

This is in addition to SITA's continuous efforts to maintain close relationships with customers and the activities of its Customer Advisory Boards in geographies across the world, which include the organizations of SITA Council Representatives.

As the CEO Report points out, SITA quickly switched focus to ensure business continuity and support of customers, underpinned by its global support infrastructure and SITA Global Services team.

On top of that, the Council was pleased to see SITA teams readily engaging with the community to understand the industry's new drivers, both during the crisis and in the post-pandemic world to come.

NEW DRIVERS FOR THE FUTURE

It is clear that these industry drivers are here for the long-term. Airlines, airports and other air transport organizations must continue to develop a journey that is safe and seamless for passengers. As an industry, we have to be highly adaptable and cost efficient in our new operating environment.

For these reasons, the pandemic has focused attention in areas such as biometrics and mobile-driven travel, low-touch and contactless experiences, digital borders, and new cloud technologies. These drivers and technologies affect all of SITA's Members.

It is appropriate that SITA's response addresses the new needs and challenges that we face collectively, and that the experiences and understanding brought onboard by our Council Representatives plays an important part. We are a forum for capturing industry views and expertise in relation to industry needs, and we play a key role in sharing that knowledge with SITA.

“SITA's initial and ongoing response to the COVID-19 crisis demonstrates its role as a community player. SITA immediately collaborated with customers to fulfill their new requirements.”

ACTIVITIES INVOLVING THE COUNCIL

During 2020, in alignment with the Board, the Council approved the implementation of SimplySITA, having taken part in initiating this program just under two years earlier.

SimplySITA is a transformational program that simplifies and streamlines SITA's business.

The Council believes that putting in place a new framework for the organization will open new opportunities for SITA to innovate and develop integrated solutions embracing communications and applications.

In turn, this will provide the air transport community with new solutions and models to support ever more cost-efficient and agile ways of working, as the Board Chair points out in his statement.

Owing to changes in Belgian Corporate law, certain approval authorities between the General Assembly, the Council and the Board needed to be reconsidered. The Council approved amendments to its role and powers in May 2020 and I am pleased that the Council will continue to play a key part in the Director nomination process and admission of new Members.

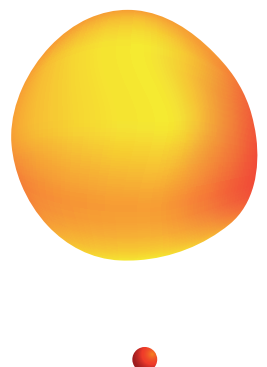
Furthermore, as set out in the Council President's speech at the December

Special General Assembly, the Council, together with the Board, agreed to jointly undertake a broader review of SITA's governance. This was initiated in October of last year.

All Council Representatives were invited to provide input to this review through an online survey, which achieved a strong 82% response rate.

The work of the joint review concluded in early Q2 2021 and the recommendations were fully considered and approved, with some amendments, by the Council and the Board in April.

These three factors, SimplySITA, addressing the changes in Belgian Corporate law and the joint Governance Review, each resulted in recommendations that necessitate changes to the existing Articles of Association of SITA SC. The revised Articles will be presented for approval by the Members of SITA SC at a yet to be scheduled Extraordinary General Assembly.



COUNCIL CHANGES

We offer grateful thanks to those whose term on the SITA Council ended in 2020 – and we welcome those new Representatives who took their place.

See [page 15](#) for more information.

COUNCIL AWARDS – INNOVATION AND SUPPORT

Despite the pandemic, the Council Awards again took place. They drew as many as 30 entries, all of which truly impressed our Council Representatives.

Under a single, new category called ‘Supporting our customers through the COVID-19 crisis’, we judged entries for SITA’s support initiatives, project deliveries and implementations in 2020.

The many entries received are testament to SITA’s dedication to our industry as a community player, in good times and bad. Evaluating the submissions was no easy task and, after much deliberation, we decided to select joint winners.

One of them is a great example of how SITA adapted rapidly to help customers meet new pandemic health requirements.

It involves an innovative grass roots solution developed by the SITA Global Services India South team, allowing passengers in Mumbai International Airport to control check-in kiosks using their mobile phones.

The other joint winner is SITA’s Sydney Borders Practice team. The team helped governments in APAC, including Australia, to manage the complex task of implementing agile border responses and travel corridors during COVID-19.

The Council congratulates both teams, as well as every other team taking part in the awards. The quality of entries made this competition very difficult to judge.

LOOKING FORWARD TO RECOVERY

Finally, let me conclude with a glance to the future. As I said, the recovery will take time and there are many challenges ahead, but we are on the right road in 2021.

The Council is committed to working with SITA as it develops its portfolio and innovates to help our industry face up to those challenges and rebuild the future of air travel.

SITA can be sure of the SITA Council’s full commitment to the continued representation of industry interests to the SITA Board and management. Our industry must work together to successfully navigate the road to recovery.

Kerry Peirse
SITA Council President

SITA COUNCIL REPRESENTATIVES

OUR COUNCIL REPRESENTATIVES ARE THE
VOICE OF SITA'S 400-PLUS MEMBERS

Council President



Kerry Peirse
Cathay Pacific
Airways

Council Deputy President



Adib Charif
Middle East & India
Group (Middle East
Airlines - Air Liban)



Fathi Atti
Qatar Airways



**Mohd Azharuddin
Mat Sah**
Malaysia Airlines



Mohammed Bamaga
Saudi Arabian
Airlines



Sam Charmand
Qantas Airways



Chris Clair
American Airlines



Kelly Cunningham
United Airlines



Abe Dev
Etihad Airways



Isabelle Droll
Northern Europe
Group [TUfly]



Sherine Fahmy
Middle East & North
Africa Group
(Egyptair)



Dragan Gajovic
Southern Europe
Group (Air Serbia)



Edwin Garcia
South America &
Caribbean Group
(LATAM Airlines
Brazil)



Lata Gupta
Air India



Kamal Hingorani
SpiceJet



Dirk John
LATAM Airlines Group



Suhail Kamil Kadri
Airports Group (Hamad International Airport)



Jean-Christophe Lalanne
Air France



Chamindra Lenawa
Commonwealth of Independent States & Russia Group (Air Astana)



Cobus McQuirk
South African Airways



Claudia Meira
GOL



Jennifer Paine
North & Central America Group (Southwest Airlines)



Ilia Perevalov
Aeroflot



Sourav Sinha
Interglobe Aviation (IndiGo)



Laeke Tadesse
Sub-Saharan Africa Group (Ethiopian Airlines)



Angie Tinsay
South Asia & Pacific Group (Philippine Airlines)



Eelco van Asch
KLM



Brant Venice
United Parcel Service



George Wang
Singapore Airlines



Bardo Werum
Lufthansa

CHANGES TO THE COUNCIL IN 2020

Council Representative	Member	Replaced by
Ronojoy Dutta	Indigo	Sourav Sinha
Susan Doniz	Qantas Airways	Sam Charmand
Dean Wu	Hainan Airlines	Bin Bai
Laurent Jossart	Luxair	Dragan Gajovic
Mukesh Sareen	Air India	Lata Gupta
Paul Elich	Klm	Eelco Van Asch
Wayne Moss	Delta Air Lines	No Replacement
Richard Thomas	easyjet	Isabelle Droll
Ashish Jain	Qatar Airways	Fathi Atti
Bin Bai	Hainan Airlines	No Replacement
Dirk John	Latam Airlines Group	Juliana Rios

Other Council Representatives appointments at the Special General Assembly 3 December 2020:

Kerry Peirse (Cathay Pacific) was appointed Council President and Adib Charif, representing the Middle East & India Group (Middle East Airlines - Air Liban) was appointed Deputy President. Their terms will run until the AGA in June 2022.

CHIEF EXECUTIVE OFFICER'S REPORT

Barbara Dalibard



**WORKING
COLLABORATIVELY
TOWARDS OUR
INDUSTRY'S
RECOVERY**

“SITA’s responsibility is to support industry operations everywhere. We made an immediate shift in our support of customers through the pandemic, to ensure business continuity and maintain normal levels of service.”

WEATHERING THE STORM

For the world’s travel industry, 2020 was an extraordinary year, presenting unprecedented challenges to everyone, including SITA, our customers, and our members.

Not since the Second World War have we seen such a drastic fall in demand for air travel. SITA’s air traffic figures for the year record a drop in air traffic of around 50%. IATA figures reinforce this, citing a 60% decrease in passenger numbers.

In response, we worked closely with our airline, airport, and other customers to help them in their hour of need. At the same time, we relooked at SITA’s own business, introducing cost-saving programs and measures to limit our workforce costs, such as voluntary pay cuts, time off, a hiring freeze, and reducing our contingent workers across the world.

Thanks to our efforts, we weathered the storm. We contained our fall in revenue to -27% for the year, at US\$ 1.34 billion, compared to the previous year’s US\$ 1.8 billion.

In reacting quickly to the crisis, we decreased our cost base in 2020 by 18% versus prior year, while reducing external support by 50%. We achieved more than US\$ 300 million in cost reductions, including US\$ 52 million in procurement savings, through our EVOLVE transformation program with 360° initiatives on our workforce management, technical costs, asset management and living standards. Through strict cost controls and careful cash management, SITA also managed to limit impacts on its free cash flow for the year.

Our concerted efforts to reduce our cost base and restructure our business were major factors in mitigating the impacts of the pandemic on our organization, creating resilience for the future, while protecting our margin and our EBITDA figures.

Focusing on customer care and needs during the pandemic, we delivered around 85% of projects on time, many remotely, while in our Customer First Feedback survey we achieved over eight out of 10 for customer satisfaction in 2020.

CONTINUITY FOR CUSTOMERS AND THE INDUSTRY

Being at the heart of the air transport community, it is SITA’s responsibility to support industry operations everywhere. We made an immediate shift in our support of customers through the pandemic, to ensure business continuity and maintain normal levels of service.

Our teams quickly implemented remote 24/7 support. We helped with repatriation flights across the world, and, through collaboration, we remotely implemented CUTE, Maestro, Bag Message, and other solutions. Vitality, we made use of reliable and secure video conferencing services to keep in touch with customers.

We delivered 54 projects in the first three months of lockdown. Examples include the remote delivery for **San Francisco Airport** of our new cloud-based platform SITA Flex, and the accelerated delivery of **increased bandwidth** for one of our major European airline customers.

We delivered against an urgent border requirement for one large South American airport, to **identify passengers who might pose health risks**. And we enabled the immediate implementation of **Manila International Airport’s** Business Continuity Plan and rapid consolidation of terminals. There are many other examples during and since those early days of the virus.

“Digitalization and data go hand-in-hand. We cannot underestimate the importance to air travel of data, along with Application Programming Interfaces (APIs) to free up that data, making it instantly available, intelligent, and usable.”

PIVOTING TO MEET NEW INDUSTRY NEEDS

With the dramatic shift in industry needs, SITA pivoted to meet increased demands for a healthy, safe, and frictionless passenger experience – to reassure passengers and enable ‘COVID-compliant’ journeys.

We responded to rapidly emerging requirements for agility, resilience, efficiencies, and cost containment, as our airline, airport, and other customers expressed urgent imperatives to achieve more with less.

Our collaborations with customers made clear the importance of accelerated digital transformation to meet these requirements – both during and after the pandemic.

For these reasons, we switched portfolio developments and innovations rapidly to areas vital to recovery and survival, which we communicated to customers through [‘SITA’s Runway for future operations’](#).

We modified or launched eight solutions in 2020 to support COVID requirements, providing the ability to create safe and touchless travel, and to introduce cost-efficient, flexible, cloud-based business models. We continue to invest in these areas.

DIGITALLY TRANSFORMING TRAVEL

Digitalization remains a SITA priority. For many years, we have worked collaboratively to digitalize air transport industry processes. In 2020, we invested further in platforms to enable new digital ways of working, including Software Defined Networking (SDN), Software-as-a-Service (SaaS), and our shared cloud platform, SITA Flex.

Launched in the year, our cloud-based platform brings cost-effectiveness and agility in responding to travel changes and volatility, while enabling ‘Your mobile is your remote control for travel’ scenarios. It makes it easy for airlines and airports to deliver digital journeys using mobile, self-service, and automated solutions – for identity, kiosks, bag drops, self-boarding gates, fast touchless bag-tagging, and more.

At the same time, we continue to invest in next-generation passenger processing at airports, including SITA Smart Path. Utilizing digital identity management, SITA’s Smart Path biometrics self-service solution delivers a near walk-through, touchless airport experience – where ‘Your face is your boarding pass’.

We strengthened our proposition to customers in 2020 through a partnership with NEC, the world-leading provider of highly accurate and fast biometric capture and matching software. [See Innovation.](#)

2020 threw a bright spotlight on the need for digitalization at the border. We now provide digital and automated border solutions to over 60 governments, for air, sea, and land. They enable pre-checking of passengers, making travel safer by keeping passengers moving, automating systems, and avoiding the need to touch airport equipment surfaces.

The year saw preparations for two announcements, that came in early 2021. First, the launch of **Health Protect** to support industry adoption of multiple health pass solutions. And second, SITA’s ability to facilitate implementation of new European Union Schengen Zone border controls for 2022 (the **EU Entry-Exit System**).

For SITA’s aircraft business, our ‘Digital Day of Operations’ portfolio evolved to include a partnership with Safety Line, focusing on safer, more economical, intelligent, fuel-saving, and flexible flight plans, through our **eWAS Pilot** and **OptiCruise** solutions. In our aim to realize a digital shift around the aircraft, we set out the direction for emerging from the pandemic in our paper [‘Powering post-COVID-19 recovery with the connected aircraft environment’](#).

DATA EVERYWHERE

Digitalization and data go hand-in-hand. We cannot underestimate the importance to air travel of data, along with Application Programming Interfaces (APIs) to free up that data, making it instantly available, intelligent, and usable.

In airports around the world, for example, our airport management solutions depend on up-to-the-minute data to manage and monitor operations, keep airport stakeholders and workers instantly informed, ensure passenger flow and distancing, and perform data and predictive analytics.

Our API developer portal, [developer.aero](#), remains a critical resource as we digitalize and mobile-enable our industry, from passenger travel planning and booking, to airport operations, baggage, boarding, aircraft connectivity, and more.

SITA is strongly positioned as the air transport industry's data partner of choice, bridging as much as 60% of the air transport industry's data exchange among airlines, airports, aircraft, and border agencies.

PROVING OUR RESILIENCE

Our ability to pivot helped our resilience during the year. While we saw an impact on business, we continued to sign contracts with customers seeking to digitalize processes, create 'COVID-compliant' journeys, and improve business, operational, and cost efficiencies.

The contracts came from **far and wide**, including a touchless solution for **Mumbai's** Chhatrapati Shivaji Maharaj International Airport; mobile

passenger and baggage self-service for **Lufthansa**; airport collaborative decision-making (A-CDM) for the **Greater Toronto Airport Authority**; and mobile-controlled self-bag drop for Los Angeles Airport.

Our biggest SITA Smart Path achievement came with a deployment covering 600 biometric checkpoints – delivering a contactless environment for the second largest airport in the world, Beijing Capital International Airport. SITA works with airports right across the Asia-Pacific region, and we were delighted to receive the 2020 **Frost & Sullivan Excellence Award** for APAC Airport Accomplishments.

We continue to see a growing number of customers using Smart Path, ranging from trials and Proofs-of-Concept to full-scale implementations. They include Hamad International Airport, Istanbul Grand Airport, Orlando and Miami Airports, Athens International Airport, Bahrain International Airport, and others.

On the border front, we collaborated with governments to ensure the agility of their borders, while also offering our new health solutions. For example, we worked closely with the Australian Government, airlines, and airports to help implement strong border controls to minimize and manage the impacts of the pandemic nationally. This positions Australia well for the safe reopening of borders in the future.

So all in all, looking at our contracts and collaborations in 2020, we proved our resilience, limiting the pandemic's impact on our ability to provide solutions relevant to immediate and future industry needs.

LOOKING FORWARD: SITA'S TRANSFORMATION

Looking to SITA's future, our EVOLVE transformation program is enabling us to achieve our strategic priorities, with multiple projects spanning our people, our portfolio, and our financial sustainability as an organization.

Priority number one is caring for our people. In 2020, we responded quickly to the pandemic, keeping employees safe through remote working and promoting wellbeing. Our efforts were appreciated, as SITA came 24th in the **Forbes** list of the world's best multinational employers in 2020.

Our success depends on our people, and strengthening their capabilities drives our organizational transformation and culture. This is why, despite the virus, we made every effort during the year to develop, skill, and reskill our employees, building on targeted professions such as customer solutions, product management, technology management, and others.

Another key priority is staying close to customers, as part of SITA's role as a trusted partner to the air transport industry. This means constantly evaluating the relevance of our portfolio and innovations to meet urgent and future demands. We worked hard in this area during 2020, and it is a major ongoing initiative.

To meet customer needs, we must also be agile to achieve best-in-class delivery. Through 2020 we continued to build excellence in DevOps practices and integration services, for those particular instances where our standard products require customization for customers.

CARING FOR CUSTOMERS

As we build a sustainable SITA, we will become an increasingly lean and efficient organization. Our initiatives will minimize technical costs and optimize systems performance and availability for customers, with new and better ways to support customers through SITA Group Services (SGS).

This major undertaking is transforming the way SITA delivers its services. We made good progress through the year with our work to automate services, to enable better service and infrastructure management, along with enhanced monitoring, zero touch deployment and improved Airport Device Management.

We are optimizing local support, too, to deliver services more efficiently and ensure greater up-time for customers, and we are finalizing our Smart Infrastructure Management Program as we move our services to the cloud.

PREPARING FOR THE YEARS AHEAD

Let me conclude by referring to three other initiatives in our EVOLVE transformation program – all of which will determine SITA's long-term growth and success.

The first, SimplySITA, is a multi-year program to move SITA from its hybrid commercial-cooperative model to a fully commercial business. We accelerated our efforts in 2020 and continue to move quickly in 2021. SimplySITA will bring great agilities and efficiencies to SITA, as the [Chair statement explains](#).

Second, SITA remains committed to creating a sustainable future for its employees, business, communities, and the air transport industry. That commitment includes our Planet+ ambition to be a certified carbon neutral company by 2022, as explained in our latest [Corporate Social Responsibility \(CSR\) report](#).

And third, during 2020, we began evaluating the potential to provide our solutions and services in adjacent markets, such as railway and maritime. The travel industry faces many common requirements to improve passenger flow, manage disruption, and exploit operational and passenger data. We believe our air travel experience and portfolio may bring many benefits to the wider travel industry.

THANK YOU

I will finish by first thanking SITA's staff and management teams for their commitment during 2020. In these extraordinary times, they should be proud of their efforts to simplify our organization, build a leading portfolio, and strengthen our relationships with customers

And let me thank the SITA Board and Council for their support and guidance as we navigated the storm and continued to transform SITA.

We have ambitions to grow SITA, enhance our EBITDA, and drive up revenues – with a rising proportion from new products and markets. We are reassured by the SITA's Board and Council's continued insights and expertise as we undertake this journey.

Finally, of course, I would like to thank our customers and members. As a part of the air transport industry, SITA works collaboratively with customers through good times and bad. We are grateful for your continued support and look forward to working together as we recover through 2021 and emerge into a new operating environment.

Barbara Dalibard
SITA CEO

“SITA is constantly evaluating the relevance of our portfolio and innovations to meet urgent and future demands. We worked hard in this area during 2020, and it is a major ongoing initiative.”



BUSINESS REVIEW

INTRODUCTION

Business Review



THE WAY FORWARD

A healthy, frictionless and personalized passenger experience, greater business and operational efficiencies, flexible business models, better financial sustainability, resilience, and more. The pressing requirements of the air transport industry during 2020 and through to 2021 demanded urgent actions. SITA responded rapidly.

SITA's immediate responsibility was to support the community's operations. But as the pandemic progressed, with all eyes on the air transport industry's recovery and readiness for the future, [SITA's Runway for future operations](#) set out a blueprint for the way forward.

Building passenger confidence and a seamless journey take center stage. But equally critical, to succeed in the years ahead, the industry must create cost-efficient and agile operations now, while safeguarding existing capital investment.

Confirming the industry's new requirements, based on 2020 research during the pandemic, SITA's [Air Transport IT Insights](#) report reveals the industry's changed spending priorities, as airlines and airports increasingly adopt IT for safety, automation, and efficiency.

SITA's focus through 2020 and into 2021: technologies critical to air transport industry recovery and readiness for the future



Maximizing IT's potential to enhance the traveler's journey before, at, and beyond the airport.

- Identity and biometrics
- Mobile
- Data and AI



Driving efficiencies in air transport operations with smarter and collaborative IT.

- Data and AI
- Mobile
- Robotics

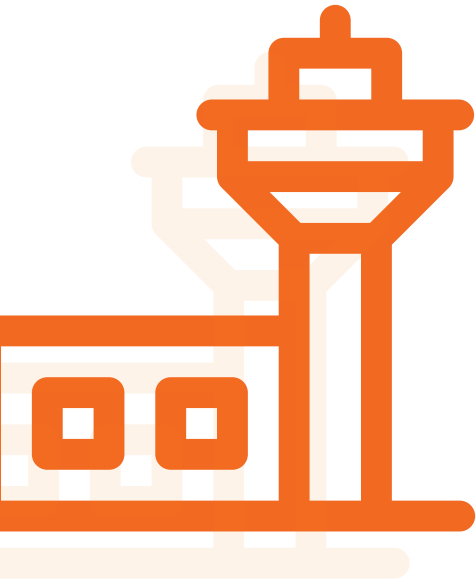


Innovating platforms to lower costs and increase agility for airlines, airports and other aviation players.

- SDN
- APIs
- Cloud

SITA AT AIRPORTS

Business Review



SITA'S AIRPORT PORTFOLIO SPANS INDUSTRY-RENOWNED SOLUTIONS FOR PASSENGER PROCESSING, BAGGAGE PROCESSING, AIRPORT OPERATIONS, COMMUNICATIONS, AND DATA EXCHANGE – FOR AIRLINES, AIRPORT OPERATORS, GROUND HANDLERS AND OTHER PLAYERS AT AIRPORTS.

Throughout the year, the pandemic focused SITA's airport expertise and efforts on delivering a safe and easy passenger experience, backed by operational agility and efficiency.

SITA's portfolio development and innovation at airports: 2020 and into the future



Creating a safe, frictionless passenger journey – through low-touch and contactless technologies.

SITA Smart Path innovation continued. This world-leading whole-journey **identity management** solution delivers 'Your face is your boarding pass' passenger experiences, integrating biometric and mobile technologies into existing common-use airport infrastructure.

At the same time, 2020 saw the introduction of SITA Flex, SITA's next-generation, mobile-enabled common-use cloud-based **platform** – enabling seamless and contactless passenger processing, as well as improved operational efficiencies.



Moving processes off airport, and enabling safer easier passage once at the airport, from arrival onwards.

Common-use compatible, SITA Flex allows staged rollout of cloud-based mobile services leveraging existing shared physical devices. Vitality, it gives airlines and airports the ability to respond rapidly and cost-effectively to events, owing to scalability and flexibility.

The solution is part of SITA's leadership drive in digital platforms for the travel industry, which also include Software Defined Networking (SDN) and Application Programming Interfaces (**APIs**) to make smart use of industry operational **data**.



Rapidly deploying platforms for future operations, for easy transition to next generation passenger processing.

SITA's prime role in the industry's adoption of mobile, cloud and biometric-enabled self-service is accompanied by a focus on smart operations and automation. Investments continued to be made in SITA's leading **airport management** platform to enhance operational excellence through collaborative working.

Added to that, SITA further developed its leading end-to-end **baggage management** portfolio with a range of new features to simplify the baggage process for the industry and its passengers.

SITA AT AIRPORTS, A YEAR AT-A-GLANCE: LEADING TECHNOLOGIES FOR AIRPORTS, EVERYWHERE



600

airports across **166** countries enabled with SITA AirportHub shared communications platform by end 2020.



1,000+

airports around the world with a **SITA presence** at the end of 2020.

80

airports upgraded with Software Defined Networking (**SDN**), providing faster, more resilient and agile connectivity.



500+

airlines and ground handlers at some **2,800 airports** use SITA's **WorldTracer®**, the only fully global baggage tracing and matching system.

460+

SITA common-use airports ready for **SITA Flex cloud and mobile solution**. Easy and affordable deployment of new airport processes, and native airline apps, including off-airport and new mobile features.

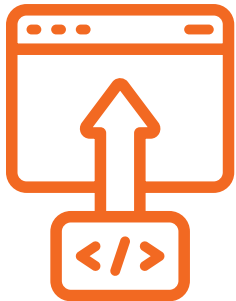


120

SD-WAN connections now in service.



SITA AT AIRPORTS, A YEAR AT-A-GLANCE: KEY ACHIEVEMENTS IN THE YEAR

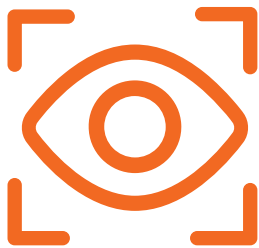


8

solutions rapidly developed to support customers' pandemic requirements, for safe, contactless and low-touch travel around the world. **Also see page 28.**

Mobile lost bag reporting

for Lufthansa Group using WorldTracer® Self Service for a contactless, mobile way to report and track delayed baggage, avoiding wait times.



600

SITA Smart Path biometric checkpoints at Beijing International Capital Airport, including 250 lanes of automatic gates. Smart Path in use or trialed at many airports, including Hamad, Bahrain, Orlando, Miami, Athens, and more.

180

million transactions a year through SITA's **Application Programming Interfaces – APIs**. SITA **Open API** continues to expand, to **extract, collate, analyze and present industry data**, across every step of the journey – see www.developer.aero.

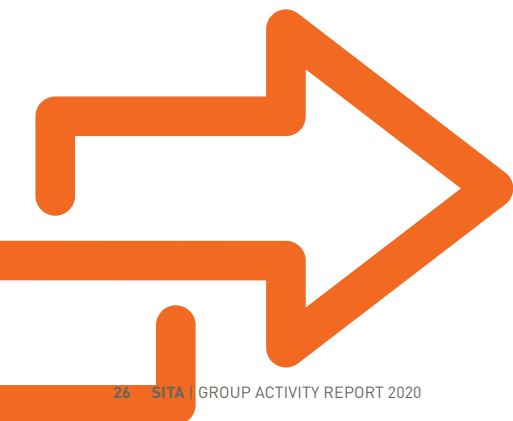
Winner

of the 2020 'Frost & Sullivan Award for APAC Airport Accomplishments'.



50

mobile-enabled kiosks to meet touchless travel COVID-19 requirements for Mumbai's Chhatrapati Shivaji Maharaj International Airport. Low-touch solutions everywhere, including SITA Smart Path, SITA Flex and SITA Airport Management for Bahrain International Airport.



SITA AT AIRPORTS, A YEAR AT-A-GLANCE: PORTFOLIO MILESTONES IN THE YEAR



TS6

Smart Path Kiosks Smart Path Kiosks to set a new standard in self-service hardware. Timeless, future-proof design for use with Smart Path and for Automated Border Control.



NEC biometrics partnership

with SITA to deliver the future of digital identity at airports, for seamless next-generation passenger processing, in mobile-enabled and touchless airports.



Major launches

included Bag Manager Lite, SITA Flex cloud and mobile-enabled platform, WorldTracer® Lost and Found Property, and SITA Connect SDN at over 70 airports, including AirportHub SD-WAN-enabled operations in Asia.

Omnichannel Contact Center Advanced launched, based on a Genesys partnership. In use by Turkish Airlines and Lufthansa Global Telesales, among others.

Digital identity

commitment as SITA becomes a Premium Donor of the Sovrin Foundation, the international non-profit organization focused on the advancement of self-sovereign digital identity.

54

projects delivered for customers in the first three months of lock-down, including Manila International Airport, a major European airline, and a major US West Coast airport.



SITA AT BORDERS

Business Review




WITH EXTENSIVE EXPERTISE IN PROVIDING DIGITALLY-ENABLED 21ST CENTURY BORDERS FOR AIRPORTS, SEAPORTS, AND LAND BORDER CROSSINGS, SITA'S GROWING BORDERS BUSINESS TOOK ON A CRITICAL ROLE IN THE YEAR, HELPING WITH NATIONAL RESPONSES TO THE PANDEMIC.

With the pandemic's outbreak in 2020, SITA's growing borders business began playing a critical role to mitigate health risks and restore trust in travel



Used by over 60 governments globally by the close of 2020, SITA's border solutions lead the world, reducing the cost and complexity of border control.



The portfolio includes travel authorization, border control, intelligence, advance passenger information and traveler data, border automation and more.



SITA's digital border controls and automation are helping to create a safe, frictionless passenger journey, through low-touch and contactless technologies.

To meet the demand for opening and closing borders quickly, SITA worked with governments and border agencies far and wide. The work continues, as countries aim to ease travel restrictions and open borders in a controlled manner to prevent resurgences of coronavirus cases.

SITA's border solutions enable collaboration and regulatory data exchange among airlines and governments. They make it safer and easier for passengers to travel – minimizing hassle and wait times – while lowering the costs of compliance.

Helping the response to the pandemic, SITA's border solutions ensure passengers arrive **pre-checked** at the airport, with **health-aware border checks** on arrival, linked to pre-checked identity, journey and health information. Processing passengers via **biometric-enabled gates** or traditional border checkpoints is faster than ever and completely touchless.

In 2020, SITA was quick to develop health features for governments to add to their border solutions, resulting in the introduction of Health Protect, which includes travel authorization and

advance passenger processing. Health Protect helps the industry to adopt health pass solutions, to get aviation back up and running.

Given the growing sensitivities around border management and related technologies, SITA operates in line with its border **[Ethics Charter](#)**.

SITA AT BORDERS, A YEAR AT-A-GLANCE: WORLD-LEADING BORDER SOLUTIONS, EVERYWHERE



60+

governments across the globe, by the end of 2020, featured among the growing number of SITA border solutions customers.

660+

airlines in 2020 connected through SITA's Advance Passenger Information (API), traveler data (Passenger Name Record - PNR), and Advance Passenger Processing (APP) border solutions.

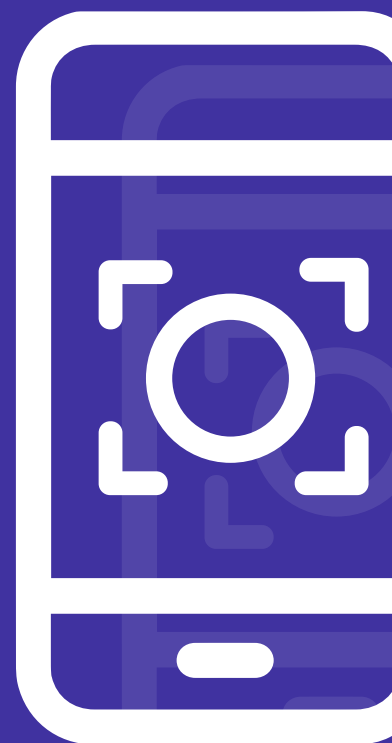


25

years since SITA started providing border solutions to the world's governments. Began with electronic travel authorization in 1996 for the 2000 Sydney Olympics, easing passenger flow with the huge influx of competitors and spectators.

G20

countries around the world all use SITA's border solutions.



SITA AT BORDERS, A YEAR AT-A-GLANCE: KEY ACHIEVEMENTS IN THE YEAR



10

major new, renewed and/or enhanced SITA border projects went live in 2020. Two in the Middle East India and Africa, one in Europe, one in the Americas, and six in Asia Pacific.

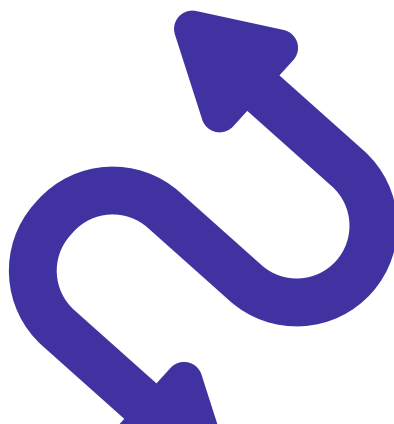
Successes

in 2020 include a SITA Health Protect trial at SEA Milan Airports, going live in 2021, and API PNR Gateway solutions in Azerbaijan as well as for a major new government customer in Europe.



Safety and Security

paramount in Australia's implementation of SITA Health ETA (Electronic Travel Authorization). SITA's work to enable **strong border controls** helps minimize and **manage the pandemic's impacts**.



40

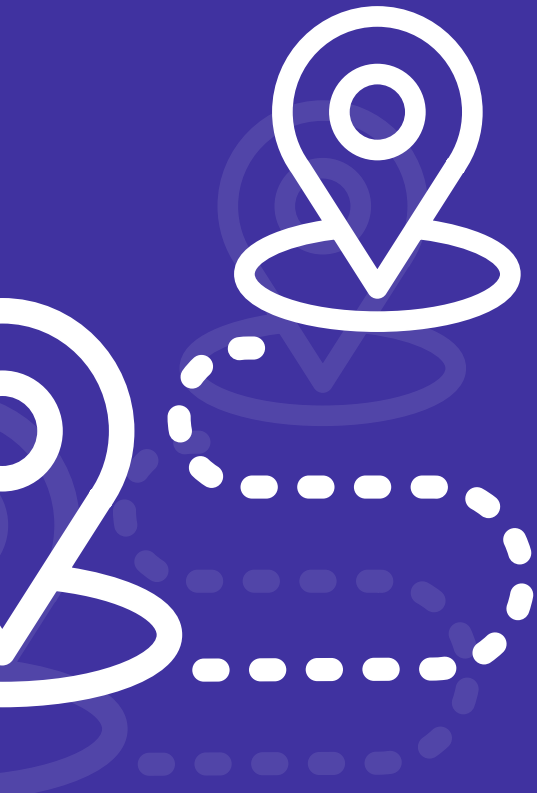
border customers signed new or renewal / extended contracts during the year.



Extreme flexibility

the name of the game for a South American airport in the immediate days of the virus. SITA worked with the airport to quickly **identify risks at the border** in line with updates from World Health Organization.

SITA AT BORDERS, A YEAR AT-A-GLANCE: PORTFOLIO MILESTONES IN THE YEAR



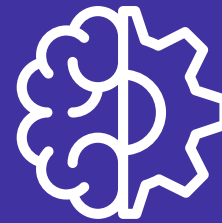
Contact Tracing

became a key part of SITA's border portfolio during 2020, aiming to help the return to travel and featuring intelligence and targeting in response to COVID-19.



Health Protect

brings together SITA's border and platform solutions to support industry recovery. They include Health ETA, APP, SITA Flex and Passenger Flow. Work began in 2020. Final launch in early 2021.



Machine Learning

capabilities became part of a 2020 upgrade to innovate and modernize SITA's border intelligence and targeting capabilities – offering smart predictive risk assessment.

4,000+

airport kiosks delivered by SITA around the world. SITA is keen for this experience to be leveraged in the roll out of air transport and EES border devices, using the new and innovative SITA TS6 kiosk.

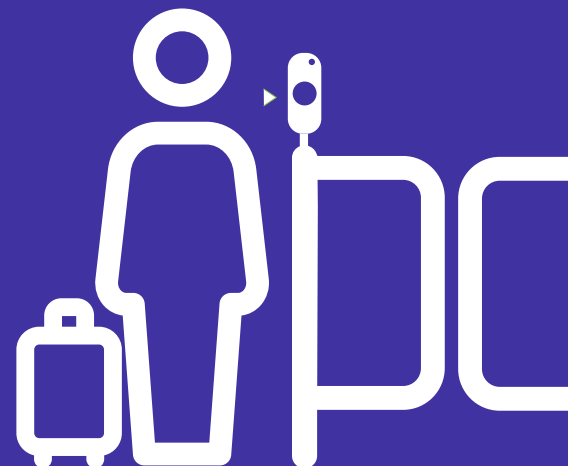


Health pass

schemes such as AOK, CommonPass, IATA and SimplyGo integrate into Health Protect for sharing health information. SimplyGo partnered with SITA in a successful trial.

Entry and exit

border solutions launched in response to EU Schengen Zone regulations. Including a mobile solution, SITA's Entry-Exit System (EES) offers Automatic Border Control (ABC) kiosks to capture biometric data.



SITA FOR AIRCRAFT

Business Review



WITH A FOCUS ON ENABLING SAFE, EFFICIENT AND SUSTAINABLE AIRCRAFT OPERATIONS, SITA'S AIRCRAFT BUSINESS PROVIDES SYSTEMS, DATA AND APPLICATIONS TO CUSTOMERS ACROSS THE WORLD.

Those customers include airlines and business jet operators, Air Navigation Service Providers (ANSPs), air framers, Original Equipment Manufacturers (OEMs), and Maintenance and Repair Organizations (MROs).

Key strategic directions for SITA's aircraft business: 2020 and into the future



Digitalizing processes, including digital flight and crew operations, with collaboration and decision-making based on real-time data.



Enabling touchless travel, greater industry efficiencies, and fuel savings, with fast deployments and ROI through Software-as-a-Service.



Increasing capabilities in digital pilot IDs, blockchain for aircraft parts management, aircraft data analytics, and more.

In a year when the industry suffered its biggest ever shock, helping recovery through **digitalization** is of paramount importance. This led to the publication of a SITA paper in 2020 to guide airlines through the recovery as they emerge from the pandemic: **'Powering post-COVID-19 recovery with the connected aircraft environment.'**

At the same time, SITA's aircraft business sought to help its customers **optimize costs**, operational **efficiencies** and **collaboration** within the aircraft ecosystem. To enhance

efficiencies, in 2020 SITA worked towards the 2021 introduction of its Mission Control air-to-ground collaboration platform, eWAS Dispatch for real-time dispatcher information, and FlightFolder to digitalize pilot briefings, among others.

Crew efficiency remained a focus too, through SITA's CrewTab digital cabin solution as part of the Digital Day of Operations (DDO) portfolio. Both this, and SITA's Aerocel inflight mobile for passengers, began to play an important role in touchless travel during 2020.

With sustainability high on the industry's agenda, the year also saw the expansion of SITA's eWAS suite of products, through collaboration with Safety Line. As part of SITA's DDO portfolio, eWAS Pilot saves aircraft fuel through better managed flights, helping to reduce aviation CO₂ emissions.

SITA FOR AIRCRAFT, A YEAR AT-A-GLANCE: DIGITALIZING AIRCRAFT, FLIGHT OPERATIONS, AND THE ON-BOARD EXPERIENCE



250+

airline customers and 250+ Air Navigation Service Providers (ANSPs) are **served by SITA's aircraft business.**



18,000+

commercial air transport and business aviation aircraft use SITA's services for their daily operations.



1,000+

aircraft equipped with SITA's Cabin Connectivity Services by the end of 2020.

60,000

daily **inflight internet sessions.**

50,000

pilots rely on eWAS Pilot for **fuel-efficient flights** and to avoid severe weather, with customers including Singapore Airlines, Air France and, in 2021, Aerologic.



80%+

of the world's airlines use SITA's AIRCOM service to connect every resource, from pilots to air traffic control.



SITA FOR AIRCRAFT, A YEAR AT-A-GLANCE: KEY ACHIEVEMENTS IN THE YEAR



1st

eWAS Pilot customers in 2020 in China and India. Gives pilots **graphically optimized** real-time **views of weather** phenomena. Better prepares pilots for flights. Enables a more comfortable passenger experience.

Goodyear

and Pratt & Whitney became new customers of SITA's e-Aircraft DataHub in 2020. The hub offers a neutral data brokering platform for data collection among airlines, original equipment manufacturers, and digital service providers.



5%

growth for SITA's **Air Traffic Control (ATC)** business in 2020 despite the pandemic. Contracts with PAME (Parque de Material de Eletrônica do Rio de Janeiro), DFS (Deutsche Flugsicherung), Air Services Australia, Airport Authority India, and Cyprus telecoms provider CYTA.

Cabin crew solution

CrewTab helps touchless journey. New digital menus, payments and chat with crew. **Inflight mobile** for passengers also helps touchless journey. Pre-pandemic, SITA enabled over 22.5 million **inflight Wi-Fi sessions** a year.



OptiCruise

and eWAS contract signed with Condor in 2020, and Aerologic in early 2021, for more efficient flights and fuel economy.



5G-ready

inflight mobile available. Aerocel connects passenger mobiles onboard, as an add-on to Wi-Fi. Pre-pandemic, SITA enabled over **3.5 million inflight cellular connections** a year.

SITA FOR AIRCRAFT, A YEAR AT-A-GLANCE: PORTFOLIO MILESTONES IN THE YEAR



Less fuel burn

thanks to Safety Line solutions, for **efficient flight planning**. 2020 partnership with Safety Line, which estimates that aviation could **avoid 5.6m tons of CO₂ emissions** if all airlines used its OptiClimb.



234kg

average **saving per climb** on a B777 thanks to OptiClimb, recorded by a specific SITA airline customer. Other savings cited in 2020 include a **68t yearly fuel saving** per tail and **214t yearly reduction in CO₂ emissions** per tail.



GTD Air Services

acquisition announced early 2020. The aerospace software company is enriching SITA's eWAS and Digital Day of Operations portfolios, with **apps for dispatch, pilot briefings**, and more.

\$60 billion

annual cost to aviation due to flight disruptions. eWAS Pilot alleviates cost by enabling airlines to create **safer, more economic, intelligent and flexible flight plans**.

US\$20,000

initial **cost saving estimates per aircraft per year**, recorded by one African airline customer in 2020 using **CrewTab to digitize crew**. This cost saving is on labor, storage, fuel and printing.



INNOVATION

Business Review



INNOVATION AND PORTFOLIO EVOLUTION CONTINUE TO BE DRIVEN BY THE PORTFOLIO TEAMS AND SITA LAB, WITH THE OBJECTIVE OF TURNING DEVELOPMENTS AND RESEARCH IN SOLUTIONS ADDRESSING INDUSTRY PAIN-POINTS.

SITA's portfolio development and innovation at airports: 2020 and into the future



Creating frictionless, safe travel using SITA Smart Path, SITA Flex and border solutions for touchless, automated, biometric and mobile-enabled journeys.

While SITA **portfolio teams** address industry problems with today's deployable technology, the **SITA Lab** engages with industry players to explore the potential of emerging technology in a three-to-five-year timeframe.

Steered by SITA's **Innovation Board**, SITA innovates **collaboratively**, taking on the risks of technology



Driving operational excellence through business and artificial intelligence, for aircraft turnaround, baggage tracking, airport operations, passenger flow and more.

investigations through Proofs-of-Concept (PoCs), trials and pilot projects – mindful that not all research will always become a SITA portfolio solution.

The approach includes **partnering** and **co-innovating** with airline, airport and border customers, proven innovative companies, early-stage ventures and universities.



Enabling safe, healthy, seamless and secure journeys for passengers, crew, aircraft parts and more – through innovations in digital identity and verification.

Trials, PoCs and other research projects underway in 2020 and into 2021 are looking at **new and emerging technologies across the journey, supply chains and operations**, including biometrics for digital identity, Artificial Intelligence, Computer Vision, Machine Learning, blockchain, and digital health credentials.

INNOVATION, A YEAR AT-A-GLANCE: COLLABORATIVELY INNOVATING WITH THE WORLD'S AIR TRAVEL INDUSTRY



365+

patents granted to SITA by the end of 2020 for innovations. SITA continues to safeguard its investments in key technologies for the recovery with **225+ more patent applications** in the pipeline.



7%+

of revenues invested in **R&D, product development and delivery** (2019-20).

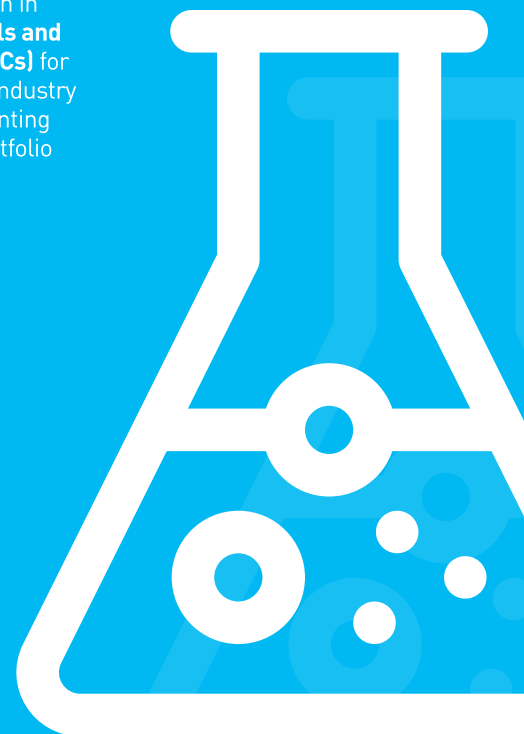


12

new SITA **product introductions** and **20+ start-up incubations** resulting from the R&D carried out by SITA's Lab, with more in the pipeline.

80+

co-innovation projects by the SITA Lab since inception in 2008. They include **trials and Proofs-of-Concept (PoCs)** for use cases addressing industry challenges, complementing innovation in SITA's portfolio teams.



INNOVATION, A YEAR AT-A-GLANCE: KEY ACHIEVEMENTS IN THE YEAR



NEC biometrics

partnership combines SITA Smart Path ground-breaking passenger processing with NEC's **cutting-edge identification technologies**. Ability to integrate with common-use environments, for low-touch, efficient experiences. [Also see page 24.](#)



Touchless

is high on the agenda with SITA delivering contactless and low-touch travel globally, including **touchless and remote control of kiosks** and bag drops via mobile devices, touchless **superfast bag tagging, and more.**

AI use cases

remain in constant exploration by SITA for On-Time-Performance, aircraft turnaround, flight prediction, stand allocation, passenger flow, chatbots and more.

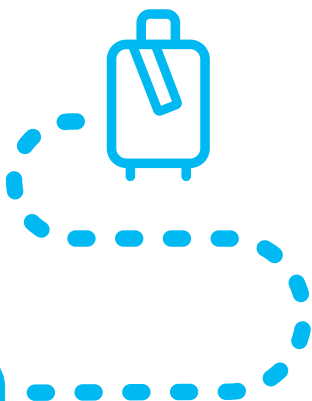


Digital ID

research – a focus of SITA's Lab. In 2020, SITA became a **Premium Donor of the Sovrin Foundation** which advances blockchain **self-sovereign digital identity (SSI)** to give individuals sole ownership and control of their identity.

Bag Vision: 95%+

tracking accuracy achieved in 2020, in a PoC using a high performing deep learning prototype based on **AI and Computer Vision**. Leading to zero-touch, end-to-end baggage tracking. PoC partners include a major North American airline and airport.



Biometrics

and related innovations took place to enhance SITA Smart Path, including Smart Path Mobile. SITA's common-use **mobile and biometrics-enabled self-service solution enables whole journey identity management.**



Digital travel

remains an industry and a SITA goal. SSI promises a truly secure and seamless journey using **biometric single token travel**. SITA is further testing SSI in 2021 to simplify international arrivals and more.

Social distancing

is driving airports to unobtrusively measure compliance with the rules. Using **Lidar** sensors, as deployed in SITA's passenger flow solutions, the SITA Lab worked with a major European airport in 2020 to send alerts to staff apps on **detecting a lack of distancing** in its security hall.

INNOVATION, A YEAR AT-A-GLANCE: INNOVATION MILESTONES IN THE YEAR



A world health 1st

underway in a **Digital Health Certificates** PoC between SITA and universal health verification provider Affinidi. It will deliver **end-to-end health verification** for passengers, integrating with SITA's **Health Protect**. More countries are evaluating the approach.

Digital health

credentials are key to recovery and future travel and must be exchanged securely. Under the SITA Lab's Digital Identity program, work started on **digitally verifiable health credentials**, tested in **Aruba** and with a major US international airport.



E-Pilot Licenses

SITA Lab PoC continues with ICAO, using SSI to **digitize pilot licenses** and demonstrate **offline verification in a decentralized way**. COVID-19 has intensified problems in license issuance or renewal.

82%

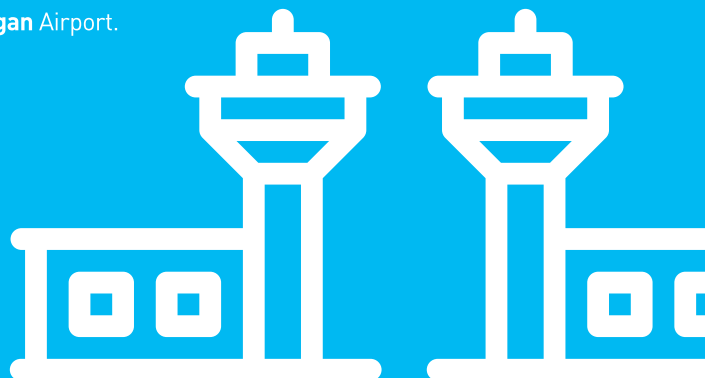
of crew satisfied in a SITA Lab PoC with Etihad Airways for **biometric and mobile device identity for crew** check-in for flight and standby duty.

Blockchain

pioneered by SITA under the umbrella of the SITA Global Blockchain Alliance. Includes **MRO Blockchain Alliance** PoC to **digitally track aircraft parts**. Plus investigations into air cargo supply chain (shipment and ULD tracking), flight information, baggage customs clearance, Digital Health Certificates and more.

Digital Twins

create a virtual replica of the airport to model vast amounts of data to **rapidly analyze, predict and control airport operations**. Successful trials at **La Guardia**. New trials with **Istanbul Sabiha Gokcen** International Airport, and **Boston Logan** Airport.



SITA GLOBAL SERVICES

Business Review



THROUGHOUT THE YEAR SITA'S CUSTOMER SERVICE ORGANIZATION, SITA GLOBAL SERVICES (SGS), CONTINUED TO INVEST IN MANAGED INFRASTRUCTURE, TOOLS AND PROCESSES TO ENHANCE GLOBAL CUSTOMER SERVICE.

Priorities include optimizing performance and availability, pro-actively resolving problems, and ensuring business continuity for customers.

Key strategic directions for SITA Global Services' customer service and support during 2020 and into the future



Transforming customer service through automation, with monitoring, remote deployment, more efficient service delivery and greater up-time for customers.



Delivering products faster, with higher quality, through best-in-class DevOps processes, tools and team practices – decreasing risk and failed deployments.



Enabling safe, healthy, seamless and secure journeys for passengers, crew, aircraft parts and more – through innovations in digital identity and verification.

The SGS organization worked hard to sustain its **transformation** of cost and efficiency levels through 2020, particularly in response to COVID-19. This has demanded rapid adaptation to the industry's new operating environment, maintaining lower operating costs yet **delivering greater efficiencies and service levels** for customers.

In the years to come, SGS will continue to transform the way SITA delivers services, while enhancing its Customer Services Operations to increase efficiency, improve productivity and maintain competitive costs.



SITA GLOBAL SERVICES, A YEAR AT-A-GLANCE: ALWAYS-ON, EVERYWHERE



1

global customer service and operations **organization**, managing services for the SITA portfolio.



1,700

strong global team of IT service professionals and field engineers **'on-the-ground'**, 24/7/365.

60+

languages spoken by SITA's **multi-lingual** support staff, onsite and remotely.



2,500+

customers supported by an SGS presence in **380+ locations in 129 countries**.

2

SITA Command Centers, in Montreal and Singapore, with follow-the-sun, around-the-clock support of mission-critical operations. 2020 drive to achieve more efficiencies through automation, including remotely managing airport devices.



SITA GLOBAL SERVICES, A YEAR AT-A-GLANCE: KEY ACHIEVEMENTS IN THE YEAR



33%

reduction in major incident downtime in 2020, though COVID-19 resulted in lower activity levels.

8+

achieved out of 10 in **SITA's Customer First Feedback customer satisfaction survey** in 2020, among 16% of customers.

Security tools

continued to be embedded by SGS into services to proactively detect and address cybersecurity threats. Ongoing **security health checks** ensure compliance with **ISO/IEC 27001** Information Security Management System.



Rapid

deployment in the year of **SITA's Smart Path Mobile** and **Health ETA**, supported by SGS, for SITA's first customer, the **Australian Government**.



25

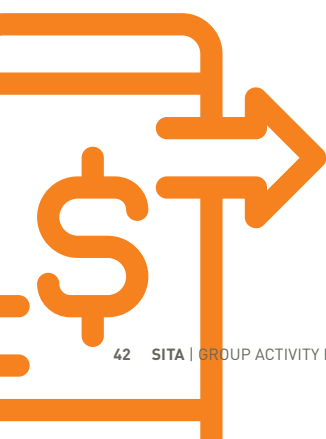
airports transitioned to a centrally supported model in a move to standardize processes, bringing **operational efficiencies** and the **flexibility** to react to the pandemic's impact. The program continues.

60

airports, and growing, now benefit from **heightened security** through the SITA's Security Incident and Event Management infrastructure, with **45,000** devices globally receiving enhanced security updates.

ISO 27K

certification successfully renewed for the SITA **Command Centers**.



50,000+

transactions a month on average will be processed by a range of **Robotic Process Automation** solutions on which work started in 2020. They will also eliminate repetitive manual activities.

Root cause

analysis of incidents greatly **improved** through new interfaces with SITA's Orange Business Services network partner.

SITA GLOBAL SERVICES, A YEAR AT-A-GLANCE: SERVICE AND SUPPORT MILESTONES IN THE YEAR



DevOps

execution phase achieved in 2020 and applied **across SITA's airports and borders portfolios.**



Self-service

capabilities introduced for customers through new support channels as part of the SGS drive to **enhance monitoring.**



Pilot projects

to prepare for 2021 launch of SITA's **Airport Device Management (ADM)** remote capability, while implementing SITA's **monitoring solution and service management** support across airport and border portfolios.



Work-from-home

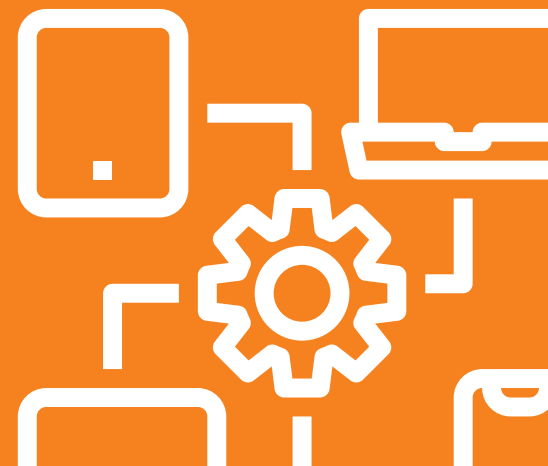
quickly enabled for SITA's central teams to operate remotely with the introduction of national and international lockdowns.

28,000+

devices will be supported for **202 airports** with the launch of SITA's next-generation ADM, based on 2020's successful pilot activity.

Zero Touch

Transition initiative kicked off in 2020 for implementation in 2021, to **simplify, streamline and automate** SITA's service transition processes for customers.



HUMAN RESOURCES

Business Review



THE COVID-19 CRISIS IS A HUMAN CRISIS. RECOGNIZING THIS, 'KEEPING EMPLOYEES SAFE AND WELL' BECAME THE NUMBER ONE PRIORITY FOR SITA'S MANAGEMENT IN 2020 AND INTO THE FUTURE.

SITA's HR team priorities in 2020 and 2021: navigating through change in the face of COVID-19



Keeping SITA's people safe and informed, and quickly setting up remote working to protect employee health, backed by wellness resources and other measures.



Keeping people connected, through guidance and regular communication, and embracing technology to enable home-working while maintaining productivity.



Delivering what matters through people manager training, focusing SITA on an EBITDA special incentive, and continuing to transform SITA's talent and skills for the future.

Throughout the year, SITA's 'HR heroes' went above and beyond in **responding quickly to the crisis**. Priorities set in 2020 remain in place. They include the mental and physical wellbeing of employees, ensuring SITA's people stay connected centrally and locally, and enabling people managers to support their teams' performance during the uncertainty of the pandemic.

SITA people and skills are central to the company's **business strategy** and **organizational transformation**. Despite the pandemic, initiatives focused on identifying and developing skills and proficiencies for SITA's targeted **professions**, such as Technology Management, and Product and Project Management. These professions underpin customer satisfaction, delivery and development.



HUMAN RESOURCES, A YEAR AT-A-GLANCE: SITA EXPERTISE EVERYWHERE



4,700+

SITA staff work in countries across the world. Global and local, we are **one of the most international companies on earth.**



130+

nationalities represented throughout SITA in almost every corner of the globe.

380+

locations have a **SITA presence**, with staff working in **280+ cities.**



129

countries have a SITA presence.

40%

of SITA staff work in **customer-facing roles**, including customer service and support.



60+

different **languages** spoken.



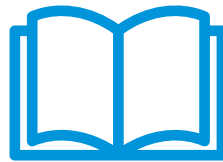
HUMAN RESOURCES, A YEAR AT-A-GLANCE: KEY PEOPLE STRATEGIC DIRECTIONS FOR SITA IN 2020 AND BEYOND

Engagement

of all staff through **open** and **transparent communication**, sharing feedback and achievements to maintain a motivating and engaging workplace.

Building skills through learning

growth and development using **world-class learning resources**, while advancing profession-specific learning and helping to build skills for the future.



People manager

initiatives continued to build and develop SITA's people manager community, and prepare the 2021 launch of a global people management development program.

Wellbeing

of every SITA employee during an extraordinary and tough year, promoting and maintaining a **healthy workplace culture**.

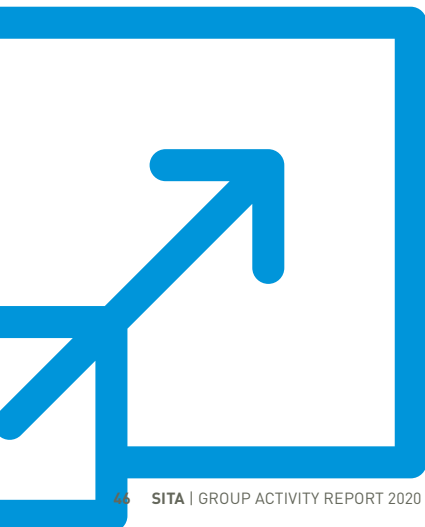


Bench strength

across all SITA **professions and levels** remains vital, giving SITA the ability to immediately fill critical positions from its own talent pool.

Transforming

SITA's organization, culture, people and skills to enable resilience and an **agile operating and delivery model** for customers – a critical part of SITA's wider transformation program.



HUMAN RESOURCES, A YEAR AT-A-GLANCE: KEY ACHIEVEMENTS AND MILESTONES IN THE YEAR



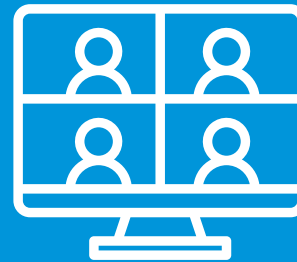
24th

among the **Forbes** list of the world's best multinational employers in 2020.



Rapid response

by SITA's HR Country Managers and Location Leaders as the crisis struck, to keep SITA's people **safe** and **informed**. **3,300+** employees supported by HR in fast adaptation to work from home.



Virtual

initiatives set up to **connect people** and **support wellbeing**, helped by program of **webinars**. **150+** local virtual events organized by HR Country Managers and Location Leaders.

People and performance

a key focus as SITA HR helped managers to enable good team performance through **webinars and learning resources**.



Talent development

during the pandemic remained a major focus as part of SITA's **transformation**, supporting skills enhancement and strategic professional development.

189,000

learning hours clocked up by SITA employees in 2020. **98%** achievement of the 40 hours per employee target for virtual learning in 2020, despite the challenges of lockdown.



CHAMP CARGOSYSTEMS

Business Review



A JOINT VENTURE BETWEEN SITA AND CARGOLUX AIRLINES, CHAMP CARGOSYSTEMS LEADS IN AIR CARGO IT, PROVIDING FULLY MANAGED SOLUTIONS TO OPTIMIZE PROCESSES AND INCREASE EFFICIENCIES FOR STAKEHOLDERS WITHIN THE GLOBAL FREIGHT SUPPLY CHAIN.

CHAMP Cargosystems: powering air cargo and global trade in 2020 and into the future

25
YEARS

Remaining the partner of choice for the world's air cargo community, based on 25 years of serving a wide customer base across the entire supply-chain.



Spearheading co-innovation to continuously improve services for the world's largest community of airlines, General Handling Agents (GHAs) and freight forwarders.



Collaborating with industry players to create a digital air cargo eco-system, combined with Application Programming Interfaces (APIs) to exploit apps and industry data.

By the end of 2020, CHAMP's customers included over 200 airlines, General Sales Agents and Ground Handling Agents, and 3,000 connected forwarders. The company provides **cargo management applications** for carriers, forwarders, handlers and general sales agents; supply chain integration services and APIs; regulatory compliance services; community marketplace services; and cargo insight services.

Renowned for its expertise, CHAMP is a much sought-after collaboration partner in the goal to create efficient **digital air cargo industry operations** – with extensive experience of migrating customers to its digital eco-system.



CHAMP CARGOSYSTEMS, A YEAR AT-A-GLANCE: THE WORLD'S BIGGEST CARGO COMMUNITY

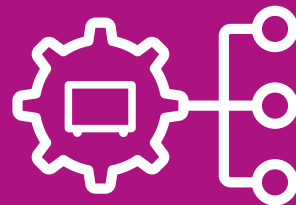


200+

air cargo carriers, general sales agents and handlers, and **3,000+** freight forwarders, as part of the world's biggest cargo community with **connectivity all along the supply chain.**

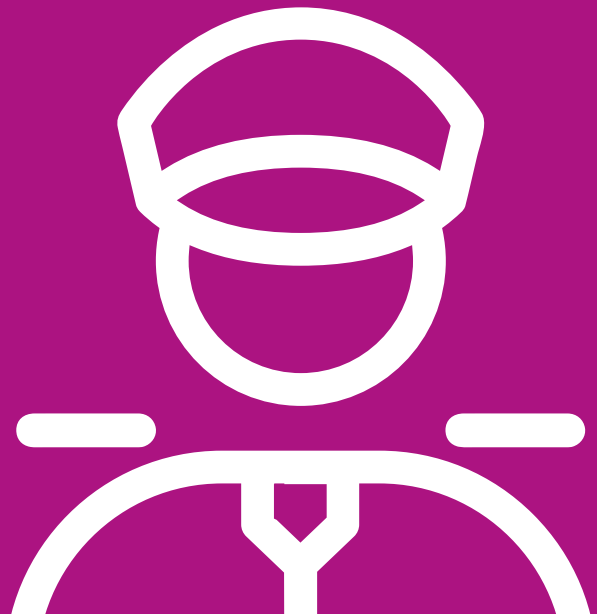
135+

customers, by the end of 2020, for Cargospot, the company's **comprehensive suite of air cargo management solutions.**



62

customs authorities now connected to CHAMP's eCargo, to digitize processes for **customs and security regulatory compliance.** Airlines and GHAs submit advance cargo information to these authorities.



CHAMP CARGOSYSTEMS, A YEAR AT-A-GLANCE: KEY ACHIEVEMENTS IN THE YEAR



100+ new customers

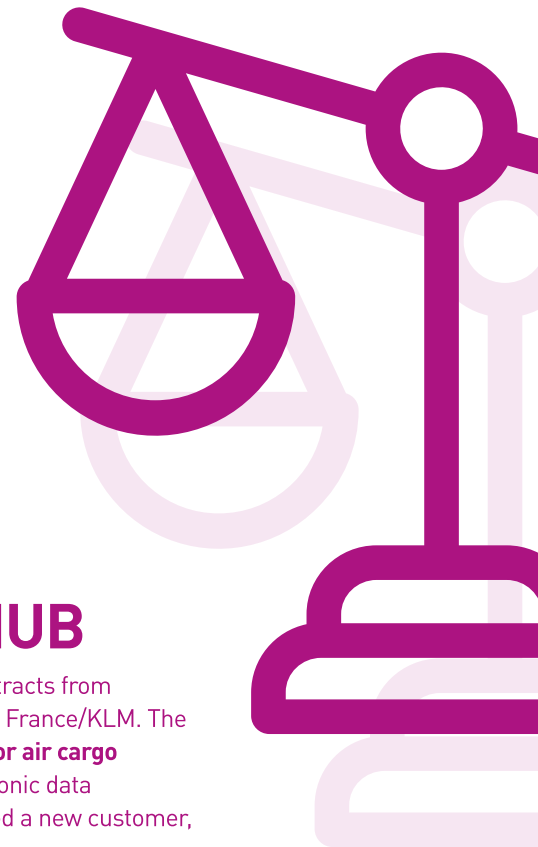
joined CHAMP's **air cargo community**, including Qatar Airways Cargo, Oman Air Cargo, Jordanian Customs, Aviance Ghana, Longtail Aviation and Fiji Airways. Expansion in Portugal included services to TAP Cargo, SATA and Abreu Carga.

Weight & Balance

became a 2020 focus with CHAMP supporting initiatives to **expand cargo capacity** in passenger cabins, in response to the pandemic. Implemented remotely for CargoLogicAir and Longtail Aviation.

Mere seconds

is all it will take **Ethiopian Airlines** to plan loads, a reduction from 90+ minutes thanks to collaborating with CHAMP to adjust its **Weight & Balance (W&B)** solution.



Traxon cargoHUB

saw renewed contracts from Lufthansa and Air France/KLM. The **global platform for air cargo** community electronic data interchange gained a new customer, Qatar Airways.

Paperless trading

is the aim of Japan Airlines' 2020 launch of CHAMP's **end-to-end digitalization** platform for domestic cargo operations, set to revolutionize cargo processes.

ONE Record

pilot project completed with Qatar Airways. IATA's program aims to deliver an **end-to-end digital logistics** and transport supply chain, with data easily exchanged in a digital air cargo ecosystem.



CHAMP CARGOSYSTEMS, A YEAR AT-A-GLANCE: PORTFOLIO AND RELATED MILESTONES IN THE YEAR



SaaS

migrations continue for CHAMP customers. Software-as-a-Service offers latest capabilities on a **cloud-based platform**. All CHAMP services and applications now available as SaaS.



Cargospot Mobile

launched. Using APIs, this **cargo management app on mobile devices** accelerates cargo handling, flight and shipment processing.

APIs



(Application Programming Interfaces) enable use of apps and cargo industry data. 2020 collaboration with SITA to launch **API Gateway** with Google Cloud. Allows instant end-to-end quotations, bookings, shipment tracking, and more.

Japan Airlines

embraced CHAMP's API Gateway to launch an **air-land delivery service**, connecting seven major domestic airports with land routes across Japan. Others implementing the gateway: Alliance Ground International (AGI) and TAP Cargo.



Air Cargo Belgium

signed a Memorandum of Understanding with CHAMP to be the preferred partner for roll-out and testing of new cargo technologies and innovation.

Swissport

became the **first customer** to implement Cargospot Mobile, synchronizing smart device data directly with CHAMP's Cargospot Handling in real-time. Other new customers: Alliance Ground International (AGI) and Saudia Cargo.

CargoAi partnership

began in the year as CHAMP joined the digital air cargo systems company through APIs, with both partners giving users **new connections and capabilities**.



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