

A photograph of two children in a field of tall green grass. A girl in the foreground is holding a green and blue model airplane. A boy in a yellow shirt is in the background, also holding a model airplane. The sky is cloudy and the overall scene is bright and airy.

SITA

REINVENTING TRAVEL & TRANSPORT

SITA ACTIVITY REPORT 2023

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BOARD, COUNCIL & EXECUTIVE STATEMENTS

SITA Board of Directors

As of 31 December, 2023



Dr. Omar Jefri

Chair
Saudi Arabian Airlines



A.T Srinivasan

Vice Chair
CIO - Qatar Airways



Hui Yee Boo

Group Chief Financial Officer
Malaysia Airlines



Mel Crocker

VP & Chief Information Officer
Air Canada



Michael Doersam

Chief Financial and
Group Services Officer
Emirates



Dominique Fehlmann

Head of Ground Operations LHG
America South and Latin America
Lufthansa Group



Russell Hubbard

VP, Deputy General Counsel
American Airlines



Ladislaus Matindi

Managing Director and CEO
Air Tanzania



Frank Meyer

Chief Digital Officer,
member of the ExeCom
Etihad



Dominique Prümm

Executive Director Aviation
& Infrastructure
Fraport



Juliana Rios

Chief Information & Digital Officer
LATAM Airlines Group



Mahesh Sogal

Vice-President IT Strategy,
Transformation & International Technology
Delta Air Lines

SITA and the future of travel

Dr. Omar Jefri, Board Chair



Over the past year, it has been exciting to witness the return of travel, both in the air and on the ground. The SITA Board remains confident and optimistic about the industry's future, and about SITA's transformational role in that future.

We have seen how the company is playing a pivotal part in the industry's recovery, supporting airlines, airports, governments and other stakeholders as they regroup and instigate plans to address not only immediate needs, but also those of the years ahead. SITA added depth to its portfolio during the recovery period with around 35 solutions to meet new industry demands, addressing market volatility, flexibility in use, value-based pricing, and the ability to 'do more with less'.

As a partner to the industry, SITA maintained its focus through 2023 on transformative and digital technologies that will accelerate the travel community's journey to a brighter future. SITA's next-generation platforms, such as SITA Connect Go, are underpinning the digital transformation for our community, bolstered by real-time collaboration and data insights in a cloud-based environment.

And the result? The Board believes SITA stands high in the minds of industry players as they navigate pressing challenges, such as achieving their digitalization and sustainability goals. SITA is clearly delivering what is needed at a time when global air passenger demand in 2024 is expected to be around 4% higher than in 2019. It is satisfying to see this contributing to the company's excellent achievements. The Board commends SITA on the strong performance recorded for 2023 (see the CEO Report).

Reinventing and transforming

Our industry's future requires that we embrace every opportunity to relook at the passenger journey, to reinvent where necessary, and to make better the processes and operations surrounding it.

IT is more than a facilitator. IT is a catalyst for the sustained growth and health of travel. To paraphrase IATA: we stand at the crossroads of recovery and renewal, and it is crucial to acknowledge the transformative opportunities that lie ahead.

IT plays a transformative role in seizing those opportunities, as evidenced by SITA's Insights reports. Passengers are ever harder to please, and they are eager to embrace IT for smoother journeys, using their mobile devices for multiple purposes – from booking to onboard engagement – according to SITA's 2023 Passenger IT Insights.

Over half of airlines and airports have implemented IT solutions to improve efficiencies across check-in, bag tag, and boarding in 2023. On top of that, 70% of airlines expect to have biometric ID management in place by 2026, with 90% of airports investing in major programs or R&D in this area (SITA 2023 Air Transport IT Insights).

Equal emphasis goes to innovative solutions on the operations side. To boost efficiencies, protect operations against disruption, and streamline processes for both passengers and staff, industry CIOs are embracing IT solutions that leverage business intelligence, artificial intelligence (AI), and data sharing capabilities.

SITA is well placed to help the travel industry embrace the future

In all of these areas, SITA's leading portfolio positions the company strongly to meet the demands of the future. It encompasses digital travel credentials and biometrics, mobile-enabled travel, digital borders, infrastructure and platforms, collaborative data sharing, predictive analytics, APIs (Application Programmable Interfaces), AI, and much more. Increasingly, SITA's solutions are meeting the requirements to track, report, and optimize energy and fuel consumption and emissions, as the industry looks towards its sustainability commitments to net-zero by 2050.

SITA's Three-Year Business Plan 2024-2026 highlights the path forward for the portfolio. Throughout the year, the Board worked closely with the SITA Executive Team to define and refine the strategy. On behalf of the Board, I would like to congratulate SITA on this insightful and exciting plan, which has the full backing of the Board. It reflects significant self-funded investments to explore opportunities and achieve sustainable organic and inorganic growth. The plan clearly shows the company's leadership role in travel and transport, as SITA strives to deliver against top agenda items – such as operational excellence and digital transformation, sustainability, agility, and resilience.

It is also pleasing to see the continuous spotlight on achieving leadership in fast-evolving trends, technologies and requirements, in new growth areas, such as regional airports, vertiports, sustainability, air traffic management, digital travel and identities, and the maritime and rail industries.

“SITA’s longevity has much to do with its deep involvement in the community and its robust relationships across multiple stakeholders, as well as its proven ability over the years to develop, innovate, adapt and target real community requirements on a global basis.”

Community focus and collaborative innovation: for 75 years

Of course, SITA’s community role remains of paramount importance in meeting requirements, especially with the company reaching its 75th anniversary in February 2024. SITA’s commitment extends beyond technological solutions. It encompasses a broader responsibility towards fostering collaboration, innovation, and sustainability. It is a great testament to SITA that for three-quarters of a century the company has successfully brought together stakeholders to jointly wrestle with, and find solutions for, issues across different parts of the industry.

I could cite many examples of community-focused services, including the fact that SITA bridges as much as 45% of aviation operational exchanges through services such as SITA AIRCOM and AirportHub for mission-critical communications. Or that SITA integrates data between millions of passengers, more than 600 airlines, and 70 government agencies, to reduce complexity, cost and risk for hundreds of airlines. I am convinced that SITA’s longevity has much to do with its deep involvement in the community and its robust relationships across multiple stakeholders, as well as its proven ability over the years to develop, innovate, adapt and target real community requirements on a global basis.

This community involvement brings with it SITA’s enduring commitment to collaborative innovation, working closely with airlines, airports, governments, technology partners and more. More than ever, SITA is focused on bold innovation with partners to harness the full potential of IT, to tackle shared challenges, drive technological advancements, and shape the future of travel and transport.

I have said this before, but SITA’s founding by a group of forward-thinking airlines in 1949 means that industry collaboration is embedded in SITA’s DNA. It is remarkable that, 75 years later, SITA is still joining the dots across dozens of stakeholders to help reinvent travel and transport.

Indeed, SITA’s collaborative Proofs of Concept often become operational solutions that drive positive industry change. Examples include the major steps taken in digital identities and digital travel trials with the Government of Aruba, which now involve traveler pre-clearance with a privacy-preserving digital identity on mobile devices, for secure, seamless travel using ICAO’s DTC standard. The year also saw a game-changing partnership to embark on projects with the Arab Air Carriers Association (AACO) in the field of digital identity and sustainability.

The CEO Report and Business Review sections explain more. But what is clear, is this: SITA’s solutions and services continue to enable collaboration among stakeholders across the world, to ensure operational efficiency and, increasingly, sustainability. This is vital to our industry’s future prosperity.

Thank you to SITA’s Board, Council, Executive Team and Members

Let me conclude by recognizing the dedication and hard work demonstrated by my fellow Board Directors. I am grateful for their counsel, strategic insights, and collaborative spirit as we navigate the changing landscape of our industry. Equally, my appreciation goes out to every Council Representative, as part of this unique collaborative governance structure that steers and informs SITA.

Let me also thank SITA’s Executive Team for their expertise, foresight, and innovative thinking in setting out the company’s strategic roadmap and growth ambitions, and for putting into place the program to continuously drive SITA’s transformation. It was a busy year for the Board, the Council and the SITA executive, and we are pleased with the progress achieved.

I would also like to extend my gratitude to each and every one of SITA’s people for their unwavering commitment to SITA’s success. Their passion, dedication, and expertise make for an incredible team.

Finally, in closing, I am proud to acknowledge all the Members of SITA, our shareholders, whose commitment to our company is core to its resilience and success. As SITA moves forward on the back of a successful 75 years at the heart of air transport, and an outstanding performance last year, I am confident of the continuing and growing relevance of SITA to the air and wider travel industry.

Board changes in 2023

I would like to warmly welcome Mahesh Sogal who joined the SITA Board in 2023, as well as thank Nicolas Ferri, who left the Board in 2023, for his service and contribution.

SITA Board composition as of 31 December 2023. See page 4.

Building a better tomorrow

Adib Charif, Council President



Building a better tomorrow

Travel and transport professionals across the world are rejoicing, as we leave behind the extraordinary and testing experiences of the last few years.

As the voice of SITA's members, and therefore the global air transport industry, the SITA Council has firsthand experience of the tough challenges inflicted on our industry.

But we can now truly welcome a new chapter in travel and transport. People are flying in ever increasing numbers. Given the experiences of our own organizations, we can confidently say that passenger demand is healthy and showing no signs of slowing down.

The Board Chair's statement outlines the vital part played by SITA in delivering IT solutions for the industry's strong recovery. We are now looking towards a much brighter future for the travel industry.

SITA's Air Transport IT Insights survey reveals that CIOs are eager to harness new and emerging technologies to shape our industry's future. The survey clearly shows that our industry is gearing up for a "digital breakthrough", "in an era defined by rapid technological evolution".

In shaping this future, it is essential that we use the full force of new technologies to tackle the process and efficiency challenges we face. We now have a genuine opportunity to build a better, more efficient industry for the years ahead.

This is great news for SITA and for SITA members. The company's strong performance throughout the year shows the clear demand for its solutions and innovations.

For SITA's Council Representatives and members, it is a special time to be involved with SITA. The turning point for travel comes as SITA celebrates 75 impressive years of pushing the frontiers of IT and communications for the global air transport industry. Crucially, SITA's role of meeting community requirements, preparing all of us for the future, remains the same as when SITA was founded in 1949.

The Council's role through the year

In 2023, the Council focused on its connections and engagement with SITA. Specific activities included:

- Working closely with the SITA Board of Directors and SITA Management to be kept fully informed about the latest portfolio innovations.
- Providing guidance and insights on portfolio development. This makes sure SITA members and customers – be they airlines, airports, governments or others – can adopt the technologies needed to thrive in the evolving travel landscape.
- Steering SITA's portfolio to be certain it addresses real industry needs. These range from cloud capabilities for agility, to biometrics and automation for seamless digital journeys, to tracking and optimization tools for sustainability.

Evolving a stronger portfolio

The Council plays an important role in guiding and informing SITA on portfolio development and innovations. The expertise and insights of our Representatives serve as invaluable industry input. The digital revolution is reinventing every aspect of the travel experience and industry operations, through real-time data sharing, predictive analytics, artificial intelligence, and more. The Council's input helps SITA to stay at the forefront of such technological advancements for our industry.

It is a privilege for us to help steer the direction of SITA's portfolio in these exciting times. As part of the company's growth plan, SITA is self-funding portfolio investments. Impressively, the company saw a 26% growth year-on-year in spend on R&D, design and testing for new or improved products, and for growth areas.

On top of that come other collaborative innovations with the travel industry around the world, working on Proofs-of-Concept (PoCs), trials and pilot projects. I am pleased to see 377 patents granted to SITA by the end of 2023 for innovations. (See 'Innovation at SITA' in the Business Review section.)

“For SITA Council Representatives and Members, this is a special time to be involved with SITA. The turning point for travel comes as SITA celebrates 75 impressive years pushing the frontiers of IT and communications for the global air transport industry.”

Council Awards: ‘Reinventing travel and transport’

SITA's portfolio and innovations play an essential part in reinventing our industry. Nowhere is this more evident than in the SITA Council Awards. Started in 2018, the awards recognize the efforts and successes of SITA teams as they provide value to the travel and transport community.

With the theme of ‘reinventing travel and transport’, we received 23 nominations in 2023 from SITA teams all over the world. They involve close collaboration with many stakeholders within SITA, as well as with numerous functions and organizations across the travel industry.

We were delighted to see many innovative, game-changing projects. They include:

- World-leading cloud implementations at airports
- Biometrics solutions for walkthrough airport and off-airport experiences
- Pioneering digital borders solutions for air, land and sea travel
- Industry-leading airport operations and automated baggage solutions at airports globally, including intermodal and door-to-door solutions
- Cutting-edge aircraft solutions for sustainable aircraft operations and flights ... and more.

As always, we faced the daunting task of choosing a shortlist of six nominations. The shortlisted projects clearly show SITA's leadership in new digital ways of working for the travel industry. Let me briefly outline each of these nominations.

Airports Authority of India (AAI)

As the winning entry, SITA's vast strategic project with 44 AAI airports sees the deployment of over 3,500 self-service touchpoints. This supports India's expected meteoric growth in air traffic.

Not only is this project the largest airport cloud-enabled platform in the world. It is also a great example of uplifting smaller airports, giving them access to the same capabilities as larger airports. The project represents an ambitious shift to adopt new age technologies, introduce scalable infrastructure, and usher in a smart, sustainable tech footprint.

Bangalore: digital travel, biometrics and blockchain

We awarded one of the three runner up positions to a project with Bangalore International Airport Ltd (BIAL). BIAL operates and manages Kempegowda International Airport, one of the fastest-growing airports in the world.

SITA works closely with BIAL, bringing to life India's Digi Yatra digital travel modernization initiative at Kempegowda, with leading-edge biometric and blockchain technology. The project truly reinvents travel for passengers through the airport. At the same time, the solution helped to evolve SITA Smart Path.

easyJet bag drop for sporting and other major events

Another award runner up – a co-innovation between easyJet, Geneva Airport and SITA – lets passengers quickly drop sports-related bags, using SITA self-service, biometric-ready bag drops.

Uniquely, self-serving passengers can weigh skis, golf bags and surf boards at bag drops. They can use automated P2PE certified payment, too, for any extra baggage. The solution is easily portable to other airports and major sporting events.

Red Sea Global: intermodal baggage world first

The other runner up, SITA's partnership with Red Sea Global, sees an innovative intermodal world-first baggage solution ‘direct to your resort’. Travelers arriving at the airport can seamlessly transition to their resort via land, air, or sea, with their luggage directly transported to their hotel rooms.

Using SITA BagJourney, the project requires extensive collaboration to capture and deliver data in a timely and accurate way.

The winner and three runners up are highly worthy and innovative projects. So too is SITA's leading-edge project with Azul, Brazil's largest airline. This involves the successful use of a range of SITA's cutting-edge aircraft solutions, including OptiClimb®, eWAS, Mission Watch and Mission Control. The project comes as Azul drives its game-changing digital transformation. Completing the Council Awards shortlist of six is a digital borders project in the Americas.

Thank you and looking ahead

Each of these landmark projects shows how IT and innovations drive efficiency, sustainability, and a seamless travel experience. IT gives us the building blocks to reinvent the way we do things. IT is critical to unlock the full potential of the travel industry and underpin sustainable growth.

As we make this journey of reinvention, and as we build a better industry, the SITA Council remains committed to collaboration and expertise. Let me take this opportunity to thank our Council Representatives for their collaboration, invaluable insights, and dedication as we work towards a successful future for the industry.

I would also like to thank the Directors of SITA's Board for their strategic guidance, and SITA's Leadership Team, for their vision and determination to drive SITA's growth and success.

And, of course, the Council fully recognizes the commitment of each and every SITA employee. It is their passion, talent and expertise that help to set SITA apart on this next chapter in the evolution of interconnected travel.

Council changes in 2023

I would like to warmly welcome David Pizzey, Christian Poeselt, and Jenean Green who joined the SITA Council in 2023. I would also like to thank the following Representatives for their service and contribution: Bardo Werum, Kenneth Chang, Sam Charmand, and Kelly Cunningham. They left the Council in 2023.

SITA Council composition as of 31 December 2023: see page 10.



“SITA’s portfolio and innovations play an essential role in the reinvention of our industry. Nowhere is this more evident than in the SITA Council Awards.”

SITA Council Representatives

As of 31 December, 2023



Adib Charif

Council President
Representing the Middle East &
North Africa Group
(Middle East Airlines - Air Liban)



Daniel Colling

Representing the Southern Europe
Group (Luxair)



Riadh Della

Representing the Middle East
& North Africa Group (Tunisair)



**Andino Valls
Dubarry**

Representing
South America & Caribbean Group
(Aerolineas Argentinas)



Sherine Fahmy

Representing the Middle East
& North Africa Group (Egyptair)



George Fanthome

Representing the Indian Subcontinent
Group (Bangalore International Airport
Limited - BIAL)



Lawrence Fong

Representing the North Asia Group
(Cathay Pacific Airways)



Edwin Garcia

Representing the South America &
Caribbean Group (LATAM Airlines Brasil)



Jenean Green

Representing the Sub-Saharan Africa
Group (Airlink)



Kamal Hingorani

Council Deputy President
Representing the Indian Subcontinent
Group (SpiceJet)



Jennifer Paine

Representing the North & Central
America Group (Southwest Airlines)



David Pizze

Representing the South Asia & Pacific
Group (Qantas Airways)

SITA Council Representatives

As of 31 December, 2023



Christian Poeselt

Representing the Northern Europe Group (Lufthansa)



Aart Slagt

Representing the Southern Europe Group (KLM)



Tzu Chieh Soo

Representing the South Asia & Pacific Group (Singapore Airlines)



Getinet Tadesse

Representing the Sub Saharan Africa Group (Ethiopian Airlines)



Brant Venice

Representing the North & Central America Group (United Parcel Service)



Gary Walker

Representing the Northern Europe Group (Virgin Atlantic)

SITA



CEO REPORT

Reinventing travel and transport

David Lavorel, CEO SITA



Reinventing travel and transport

I am excited and honored to be heading up an organization that leads the change in IT for the travel and transport industries. We are on the cusp of a new era in travel. Major trends such as digitalization and sustainability will uproot the way we work, forever.

Being at the forefront of that seismic change, SITA offers the expertise and technologies needed to reinvent the processes that will underpin tomorrow's journey, and the operations that keep the wheels of our industry in motion.

By reinventing how we do things in our industry, we will drive better operational efficiencies. We will make sure the travel industry can create ever more frictionless journey experiences, achieve agility and resilience, and tackle the pressing demands of sustainability.

Deploying the latest technologies will be critical to meeting industry challenges head on. This means being able to: do more with less, optimize profitability and minimize costs, react swiftly to rapid market shifts and opportunities, digitalize processes, cost-effectively increase capacity, and much more.

The pace is fast-moving. And SITA remains in the vanguard. As the community's first-choice digital partner and expert, we are differentiated by our industry experience, passion and understanding. We are unrivalled in the global presence and influence needed to realize this new era in travel.

We stand at this crossroads as SITA celebrates its 75th anniversary. We are proud to be an industry-owned organization delivering the information and communications technologies that the air transport industry needs to evolve and succeed.

SITA's founding principle of meeting real community needs, through collaboration and co-innovation, remains as valid today as it was in 1949. That was the year when 11 pioneering airlines, with great foresight, created our unique global community-focused organization.

Meeting real needs

Ever since our inception, SITA has worked to satisfy the demands of the community that created us. It is no different today. We proudly played an integral part in the industry's recovery, offering customers new solutions and business model opportunities to be more flexible and agile, and to focus on costs and profitability.

As we step into the future, our fast-evolving portfolio is more relevant than ever. This is thanks to close collaboration with customers and the community, through partnerships. We pro-actively embrace new and emerging technologies and trends, to reinvent the way we work in travel and transport, be it by air, rail or sea:

That includes:

- Transforming travel at airports and borders. We do this through digital identities, biometric and mobile-enabled self-service, and digital borders. For example, SITA's work in Aruba, using ICAO's Digital Travel Credential (DTC), is world beating.
- Making operations efficient and businesses viable. This is thanks to technologies such as SD-WAN, Cloud, Multi-Cloud, Security Service Edge (SSE) and Software as a Service. The launch of new services for SITA Connect Go, for instance, puts into place a platform for industry digitalization in the future.
- Ensuring collaboration around the aircraft. This makes for efficient and sustainable flights, using collaborative IT, AI and data-driven operational tools. Airlines are eagerly taking on SITA's OptiFlight® to reduce fuel consumption and limit CO₂ emissions.
- Helping aviation's journey to a carbon net-zero future. This is thanks to data, AI and flight optimization services. Our new platform to manage airport operations and sustainability is groundbreaking, for example.
- And pioneering and exploring new and emerging technologies. We focus on Urban Air Mobility (such as Vertiports), turnaround optimization, baggage tracking, and more. We are pleased to be collaborating with Volocopter and other vertiport operators.

Strong performance, solid foundations

With air traffic back on track, IATA expects 4.7 billion people to take to the skies in 2024, breaking the pre-pandemic record. Thanks to SITA's role in the recovery, and in preparing for the future of digital and data-driven travel, we landed remarkably strongly in 2023. We consolidated our foundations on which to build further success.

It was a record year. Continuing our trajectory of growth, SITA's revenues reached around US\$ 1.5 billion for the year. That is up by about 7% on prior year. We concluded many landmark deals for renewed and new business – with our record sales positioning us well for future customer business.

We grew our EBITDA – exceeding our plans by 4%. And, crucially, we grew our margin. This gives us the means to self-fund portfolio evolutions, to explore innovation opportunities, and to fuel our organization's ongoing growth and transformation.

“As we step into the future,
we are on the cusp of a new era in travel.

Major trends such as digitalization and sustainability
will uproot the way we work, forever.”



David Lavorel
SITA CEO

That transformation continues apace, thanks to our internal acceleration program to tackle the most important transformative projects – each steered by executive sponsors and individual owners. The program achieved a high level of success in 2023. It continues to help drive growth, accelerate portfolio development, enhance and better use customer centric roadmaps, and further build SITA as a house of unmatched expertise, and a magnet for new talent.

Added to that, we constantly focus on quality of service. We are further improving our operational stability and the customer experience, along with putting into place the most modern technology engine. By streamlining our tech capabilities and platforms, we are dramatically speeding-up our ability to create new products at a lower cost.

Across all of this is our culture and mindset shift program. We encourage SITA's experts to take the initiative. SITA's people right across the globe are passionate about the travel industry. They will lead the change and live the SITA values.

This is all excellent news for 2023. SITA has significantly over-achieved the first year goals of our four-year business plan. As a result, we entered 2024 with a strong tailwind.

Stepping into the future

With 75 successful years behind us, we step into the future on the back of our unrivalled industry expertise and experience. SITA's mission is to empower our customers to deliver the ultimate travel and transport experience, with the most advanced, efficient, and sustainable technologies. We successfully delivered against our mission in the year.

We saw countless important deals, implementations, developments and innovations. They fulfil industry requirements as we prepare for the years ahead, including seamless and touchless journeys, operational efficiency, resilience and agility, sustainability, and more.

Communications and Data

New industry challenges demand that airlines, airports, ground handlers, Air Navigation Service Providers (ANSPs), and other players are fully flexible, rapid and cost-effective, as they respond to events. Digital transformation, and the platforms on which to build digital services, is crucial. SITA responded in 2023 with new additions to our SD-WAN (SITA Connect Go), Multi-Cloud, and Security Service Edge (SSE) solution, offering new security and cloud capabilities.

Designed specifically for the travel industry, SITA Connect Go offers cloud integration for airport and off-airport settings. It provides full online visibility and network changes in real-time. One of the first to adopt the solution was Biman Bangladesh Airlines, as part of its ambitious growth plans. Another was Qatar Airways. The flagship carrier is transforming from a traditional network to future-proof technology, to realize its growth strategy for the years ahead.

Airports

At the airport, we won a landmark project as Master Systems Integrator for the new JFK Terminal One, to be opened in 2026. Around one in eight passengers arrive in the US through JFK, which four years ago decided it wanted a new world-class terminal. Acting as the information broker for almost 100 systems, SITA is playing a pivotal role in the project's success, collaborating across multiple stakeholders.

The technology deployed will streamline the passenger experience through biometric touchpoints. It will provide integrated systems to manage everything from baggage to aircraft turnaround. Set to revolutionize the standard of travel for visitors and New York residents, the project demonstrates great industry value and the importance of strategic partnerships.

In India, we notched up an impressive airport first in collaboration with the Airports Authority of India (AAI). We are cloud-enabling 44 airports across the country, preparing them for a future of growth as passenger traffic in India continues to rise.

The project, winner of the SITA Council Awards during the year (see the President's statement), became the biggest worldwide airport cloud solution to date. We continue with programs to biometrically enable AAI and other Indian airports, supporting the country's Digi Yatra digital journey program.

Another airport accomplishment came in Europe. Frankfurt became the first airport in the geography to offer full biometric touchpoints to all airline passengers, who can use their face as identification, from check-in to boarding the aircraft. With SITA Smart Path, passengers register securely through the Star Alliance biometric app, or directly at the check-in kiosk, with their biometric-enabled passports. The whole registration process takes only a few seconds.

We highlighted our biometrics leadership and expertise with a new SITA White Paper in 2024, 'Face the Future'. Our paper points the way ahead for airports, airlines, passengers, governments and border agencies.

We innovated strongly in the area of sustainability management. SITA's commitment to sustainability solutions for the industry saw the signing of new partnership agreement with Unifers. Previously called Envision Digital), Unifers are a global net zero partner and technology leader in the Artificial Intelligence of Things (AIoT). The partnership focuses on real-time data IoT flows, so that airports can monitor and report their energy usage, emissions from aircraft and other vehicles, and their carbon footprint.

These solutions are crucial to SITA's Total Airport Management. Using an AI-powered platform, this will help airports manage every aspect of their operation, bringing sustainability into the heart of holistic operational decision making. Preparations continued in the year for the 2024 launch of the platform, called SITA Total Airport Optimizer. (See 'Our Airports business' in the Business Review section).

Borders

At the border, we continued to work on our transformative collaborative innovation in Aruba. Our digital travel pilot project, with long-term strategic partner Indicio and the Aruba Tourism Authority, is pioneering passenger processing at Aruba's Queen Beatrix International Airport.

As the clear market leader today, SITA enabled passengers to enter Aruba using only their digital identity, which is then also usable at venues throughout the island. Based on privacy-preserving decentralized identity technology, the solution uses the ICAO Digital Travel Credential (DTC) standard. SITA's strategic commitment is to invest in and partner with companies such as Indicio, to help accelerate the digital transformation of our industry.

We are also pioneering digital identity and sustainability solutions in the Middle East, with a unique collaborative innovation initiative with the Arab Air Carriers Organization (AACO). Working closely with major airlines within AACO, we will move the industry forwards, pooling insights and know-how to create the best value through our innovations. The resulting developments and innovations will serve as a SITA template for other regions across the world.

Aircraft

In our Aircraft business, we again showcased how SITA's expertise differentiates us. One perfect example is the above AACO sustainability management collaboration. Another is SITA OptiFlight® – a suite of solutions using flight data and machine learning to determine the best fuel saving scenarios for all phases of a flight.

This unique solution lets airlines contribute to their sustainability goals. It optimizes flight efficiency at the tail level, and lets airlines understand the savings they are making. The year saw huge momentum for SITA OptiFlight® with carriers all over the world welcoming it, including Azul, Singapore Airlines, AIX Connect, Vistara, and many more.

Intermodal: maritime, rail and Urban Air Mobility

Equally exciting is SITA's expansion into the adjacent markets of maritime and rail. Here, we apply our expertise and leading technologies to passenger processing, baggage, and operations for cruise lines and railways. We saw good progress in the year with Italian cruise company, Costa Cruises, selecting SITA for accurate real-time flight updates for its Fly & Cruise packages.

Other key intermodal projects came with Singapore Cruise Center and Express Rail Link in Kuala Lumpur, Malaysia. Each of them features self-service check-in kiosks, bag drop and gate counter solutions. They make seamless travel experiences possible across both the railway station and maritime hubs. Together, these solutions pave the way for a future of integrated digital and biometric maritime and rail travel.

Added to that, SITA occupies a primary position in the accelerating trend towards Urban Air Mobility (UAM). This offers a new form of sustainable aviation, with multiple mobility options to cities worldwide. SITA became an investor during the year to join Volocopter's Series E funding round, with the aim of deploying our industry expertise in developing new operating standards and a digital-first passenger experience.

We signed a Memorandum of Understanding with Italian vertiport operator UrbanV. We are developing a digital-first passenger experience for UrbanV's vertiports in Rome, due to start operations in 2024. And we initiated a proof of concept with aircraft system traffic management provider, Heron AirBridge, to advance UAM for Singaporean airspace, and to collaborate on vertiport solutions.

These are just a few examples of SITA's progress in 2023. Every one of these initiatives and innovations is taking travel and transport into an exciting data-driven and digital future. See our Business Review section for many other examples.

Thank you

Let me finish by saying that I am immensely grateful for the commitment and invaluable insights of SITA's Executive Team. They have been instrumental in driving SITA forward and achieving success through the year. Their dedication is central to our future, in every decision, every initiative, and every challenge that we face.

I would also like to express my appreciation for the tireless work of the SITA Board and SITA Council. Their experience and wisdom not only steer SITA forward, but also steer the travel and transport industry towards a new future, helping us to push boundaries and explore new horizons.

And of course, our success would not be possible without the unmatched expertise of SITA's people across the world. Their passion for excellence, collaboration, and innovation, is admirable. Thanks to them we remain at the forefront of technological advancements, as we reinvent travel and transport for the future.

I look forward to working with each and every one of you as we make this next year every bit as successful and exciting as the last.





BUSINESS REVIEW

Introduction

The year saw the continued rapid evolution of technology as airlines, airports, governments and other players seek to position themselves for the digital breakthrough that faces the industry. There is great eagerness to bring the full weight of digital technology to bear on preparing for the industry's future.

Technology enables industry players to seize the digital opportunities ahead. At the same time, they remain focused on addressing new challenges and new needs, as they look towards a trajectory of industry growth.

Airlines and airports are, once again, investing more in IT than in previous years. So says SITA's 2023 Air Transport IT Insights report. Top agenda items include Business Intelligence (BI), Artificial Intelligence (AI), biometric ID management, touchless identity verification, 5G communications, data management, and more.

On top of that, the industry continues to look towards IT to help the journey to carbon net zero, with growing demand for flight optimization, as well as solutions to track, report, and optimize energy and fuel consumption and emissions.

As this Business Review shows, SITA is heavily involved in preparing the air transport and wider travel industry for a successful future of growth. That will come through more streamlined digital journeys, and optimized operations.

Throughout the year, SITA worked closely with airlines, airports, governments and other stakeholders across the world, helping to transform processes and – as the industry's 'go-to' digital partner – striving to meet the requirements for digital transformation and sustainability. This section includes reviews and infographics for SITA's areas of business.

SITA's focus for the years ahead:
reinventing travel and transport – through the passion of our people for the industry, and their forward-looking expertise in all corners of the globe

Leading the transformation of travel at the airport and border:

- Digital identities
- Biometric and mobile-enabled self-service
- Digital borders
- Advanced Data Services, APIs and AI
- Total Airport Management

Making operations efficient and businesses **viable**:

- SD-WAN
- Cloud, Multi-Cloud
- Security Service Edge (SSE)
- Advanced Data Services, APIs, and AI
- Collaborative IT

Ensuring collaboration around the **aircraft**, with efficient and **sustainable flights**:

- Collaborative IT
- Communications & messaging
- Data-driven operational tools
- Aircraft data services
- Flight operations apps
- Urban Air Mobility

Helping aviation's journey to a carbon net zero future:

- Data and AI
- Digital aircraft and flight optimization services to reduce fuel burn / emissions
- Sustainable airports
- Monitoring environmental KPIs
- Collaborative IT

Pioneering and exploring new and emerging technologies:

- Digital identities
- Urban Air Mobility, incl. Vertiports
- Robotics
- Turnaround optimization
- Supply chain operations
- Baggage tracking, and more

SITA's latest **Air Transport IT Insights** results show more investment in:

- Biometrics and mobile for passenger self-service
- Cloud
- Business intelligence
- IT service management
- Disruption warning systems
- Aircraft turnaround

Our Airports business

Innovation sits at the center of SITA's Airports business. SITA leads the way in passenger processing, airport operations and baggage management. We help the world's airlines and airport operators to do things faster and smoother.

Passengers are back, and in larger numbers, making frictionless journeys even more important. SITA's portfolio of Airport solutions is rising to challenges and reinventing travel, through smarter and ever-more efficient operations that also meet sustainability responsibilities.

Here are just some of the large-scale trends impacting airports across the world today:

- Investments to redevelop existing and **build new airport infrastructure**
- The embrace of **automation** and **predictive analytics** for capacity growth
- **Airport electrification** and **decentralization** (off-airport passenger and bag processing)
- Ever-smoother **passenger experiences** and **monetization**
- **Regionalized** growth and **intermodal** connectivity

Add to that the pressure of **sustainability** and **compliance**, with looming targets for **net zero**, and the airport industry really does stand at a crossroads of momentous change. It is vital to **digitally transform** its passenger, operations, and baggage processes for a new era of travel.

New developments and innovations – leadership in a fast-paced environment

The pace of change demands **timely portfolio developments** and a **strong drive for innovation**. SITA's Airports portfolio continued to deliver both, helping the industry globally to tackle the trends it faces on many different fronts.

In **passenger processing**, SITA stayed focused on industry requirements for easy passenger journeys through low-touch and contactless experiences. As the industry witnesses innovations and developments in **biometrics** and **digital identities**, SITA remains the **undisputed industry leader**. See also: 'Our Borders business'.

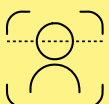
In **airport operations**, SITA's Airport Management Solution goes from strength to strength, increasingly used by airports everywhere, and with a 55+ Net Promoter Score (NPS) rating (see later). SITA continues to invest in airport operations technologies, including the move to public **cloud**, **analytics**, **Artificial Intelligence (AI)** and **Machine Learning**. One of the biggest innovations in this area is SITA's **Total Airport Management** and **sustainability** platform **SITA Total Airport Optimizer**, utilizing AI and data analytics.

Baggage management sees equally groundbreaking activity, as SITA maintains market leadership through business intelligence, bag tracking, and off-airport capabilities. One of many recent highlights includes **SITA WorldTracer® Auto Reflight** which uniquely digitally and automatically reflight bags.

In a critical year for the industry, **regional airports** and **Low Cost Carriers (LCCs)** have looked to SITA for a response to the resurgence of passenger numbers and the need for cost-effective 'lite' solutions offering agility and speed. We answered their call with solutions such as Flex as a Service, Passenger Flow Management, and the move to the cloud. To top the year, SITA brought **expertise and leadership in Master Systems Integration (MSI)** for JFK as it completely revamps and modernizes its Terminal One.

SITA's Airports business:
delivering cutting-edge technologies and innovations so that airports all over the world can improve profitability and sustainability

Increasing on-airport **automation** to help airports **save money**, through **biometrically enabled** self-service **Digital Travel** and **baggage management**, along with new, innovative and intelligent 'lite' **infrastructure**.



Driving **greater efficiencies** at airports, helped by **off-airport** automation, pre-travel authorization, decoupling bag drop, and more. **Expanding biometrics** beyond the airport.



Pioneering and innovating for **Software as a Service**, **data insights** for correlation and **predictive analytics**, **Artificial Intelligence (AI)**, **vertiports** and **robotics**, with a focus on **sustainability** to support the travel industry's decarbonization challenges.





Cutting-edge technologies and innovations at airports across the world.

4600+

SITA Smart Path biometric touchpoints at 22 locations and rising.

1000+

airports with a **SITA presence** at the end of 2023.

500+

airlines and ground handlers at over **2,800 airports** use SITA's **WorldTracer™** baggage tracing solution.



Unprecedented digital baggage

innovation with **SITA WorldTracer® Auto Reflight**. Fully compliant with IATA Resolution 755, this is **the only industry solution** to automatically reflight bags with no (or minimal) human intervention. **Higher volumes of delayed baggage can be processed**, while minimizing risks of further disruption at later points in the journey. SITA estimates that widespread automation of reflighting baggage could **save the industry US\$30 million a year** in costs associated with mishandled baggage.

470

common use airports are SITA Smart Path-ready – for biometric, self-service and mobile-enabled frictionless travel around the world. SITA customers include the airports at Beijing Capital, Bangalore, Frankfurt (with Star Alliance), Hamad, Boston, Miami, and Orlando, among others.

First-rate

customer feedback on SITA's **Airport Management System (AMS)**, with a remarkable **Net Promoter Score (NPS) of 55+**. One of the latest airports to welcome AMS is India's **Noida International Airport** for Airport-Collaborative Decision Making (A-CDM).

No. 1 biometrics player

in the air transport industry, with **40+ SITA Smart Path** biometrically enabled airports spread across the world – and growing.

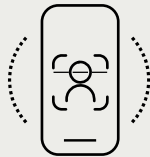
240+

airports and **50 off-airport sites** use SITA's **Airport Management Solution (AMS)**, **Airport-Collaborative Decision-Making (A-CDM)** and related solutions to optimize operations with accurate, reliable, shared real-time data, including flight operations, fixed and mobile resources, and collaborative decision-making. One of the latest to embrace AMS is Kazakhstan's **Nursultan Nazarbayev International Airport**.

Biometrically enabled Digital Travel is spanning the world!

Groundbreaking

demonstration of using ICAO's **Digital Travel Credential (DTC)** industry standard for passengers arriving at Queen Beatrix International Airport in Aruba. **SITA**, our partner **Indicio** and the **Aruba Tourism Authority**, for the **first time ever** in this **world-leading** initiative, showed how physical passports using DTC can be held as a digital identity on the passenger's mobile device. See 'Our Borders business'.



3,000+

SITA Smart Path biometric touchpoints **in place across Asia**, including the airports of Bangalore, Thailand, Bangkok, Beijing and Shanghai – with 1,300 of those at 5 separate airports in Thailand, and 1,200 at Bangkok, the **largest deployment of SITA biometric technology**.

State-of-the-art biometric

SITA Smart Path solution for **Bangalore International Airport Limited (BIAL)** in partnership with SITA delivers a seamless passenger experience at Terminal 2 at over **280 touchpoints**. The project complies with the Indian Government's **Digi Yatra** (digital journey) initiative, with more touchpoints expected.

Star Alliance

at Frankfurt Airport wants **half of its airline members** to use biometrics by 2025. To benefit from Digital Travel, passengers can **securely register in advance for SITA Smart Path** on their mobile device through the alliance's biometric app, or directly at the check-in kiosk with their biometric-enabled passports.

A biometric first

for SITA and **Fraport**, owner of **Frankfurt Airport**, as the first airport in Europe to provide biometric touchpoints to all airline passengers, for streamlined, **frictionless passage** throughout. Using **SITA Smart Path**, passengers pass through **facial recognition** checkpoints without showing any physical documents.

Airports Authority of India (AAI)

will see a step change in the efficiency of passenger processing systems at 44 of the country's airports. SITA is deploying the **largest adoption of cloud-based technologies** for passengers and baggage, with modern and efficient common use technology to support India's expected meteoric growth in air traffic. Deployment will rise to over **3,500 touchpoints**. The platform can easily host complementary technologies such as **biometrics** for the future, and was the **Winner of the SITA Council Awards 2023**.



240 passengers

can now be **boarded in around 10 minutes** at **Orlando International Airport**, thanks to SITA Smart Path's facial recognition at boarding gates for international flights. That's 30% faster. The solution enables compliance with the US Customs and Border Protection (CBP) Biometric Exit program.

30+ airlines

in the Arab Air Carriers Organization (**AACO**) will be the first to benefit from SITA's cutting-edge Digital Travel capabilities. This initiative will transform how passenger data – such as passport and visa – is verified, bringing security and efficiency benefits for travelers, airlines, airports, and governments.



Customer and portfolio milestones in the year

JFK

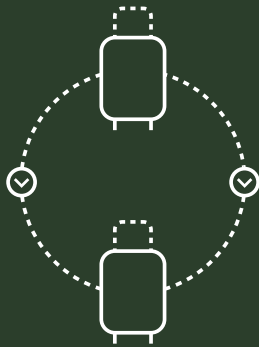
is embracing critical new generation systems for **biometric passenger touchpoints**, baggage and airport management in a huge revamp of Terminal One, to deliver a whole new travel experience for passenger arrivals. Not only is SITA delivering the **technological capabilities**, but we are also providing **testing and expertise** in leading the **Master Systems Integration** at the airport for **100s of different systems**.

Regional and small airports

can now adopt **smart ways of working just like larger airports** thanks to SITA's cost-effective **cloud-based solution SITA Flex**. Leading the country's digitalization journey for regional airports is Australia's **Newcastle Airport**, where the solution is simplifying infrastructure and lowering costs.

The march of kiosks

continues with **2,000+ award-winning SITA Smart Path Kiosks** now deployed globally – and rising. We work with **airlines and airports everywhere**, including Air France/KLM, Calgary International Airport, Los Angeles International Airport, and the airports of Montréal, Toronto and Thailand.



Eurowings

welcomed SITA's **Bag Journey** to keep staff informed of the whereabouts of each bag along its journey, including precise, real-time location details inside the airport. From a bag's check-in to arrival, SITA Bag Journey provides **full end-to-end bag tracking**, sharing the data with airlines and airports.

50,000+

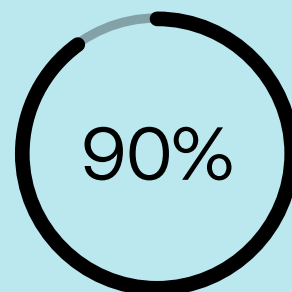
bags **digitally and automatically reflighted** for Lufthansa at Munich Airport over a 5-month period, through SITA's new **WorldTracer Auto Reflight** solution, an **automation rate of 75%** (approx.) 'Auto Reflight' not only **reduces cost and inconvenience**, but also contributes to **industry sustainability** efforts and CO₂ net zero targets.

Reinventing infrastructure

to enable quick, easy and **cost-effective** implementation of touchpoints, SITA Flex eliminates the need for servers on premises at airports. Great for small, regional and larger airports, it means SITA can **efficiently deliver easy to use touchpoints on/off airport, for check-in, gates, bag drop, and kiosks**. The service underpins the **largest implementation of an airport cloud-enabled platform in the world**, for 44 airports, in an agreement during the year between SITA and the Airports Authority of India (AAI).

Train and air travel

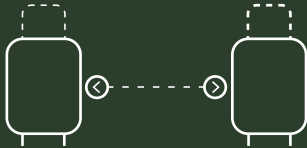
come together as **Malaysia's Express Rail Link** and the **Kuala Lumpur City Air Terminal** in KL Sentral took on board **SITA Check-in Kiosks** and **SITA Self Bag Drop** services. Tag and bag drop will be reduced to less than **30 seconds**. Passengers can check in and drop their bags at the city center train station prior to taking the KLIA Ekspres train to the airport, for a more relaxed arrival. Driving the solution is the next-generation platform, SITA Flex, enabling smooth and efficient passenger processing on and off airport. The agreement **opens the door to the future of intermodal check-in and the passenger experience**.



reduction in **payment card compliance** requirements with SITA Flex Payment, used for **payments at travel touchpoints on/off airport**. The requirements are for Payment Card Industry Data Security Standards (PCI DSS). SITA's service has the highest level of PCI security (PCI P2PE).

A world first

baggage solution '**direct to your resort**' arrived as SITA partnered with **Red Sea Global** on an innovative **intermodal** initiative for 16 resorts in Saudi Arabia's Red Sea region. Travelers arriving at the airport can seamlessly transition to their resort **via land, air, or sea**, with luggage transported directly to their hotel rooms. **SITA Bag Journey** streamlines and **automates baggage data collection**, while **SITA Flex** enables departing passengers to **check-in from any hotel or resort** within the region.



Seymour Airport Galapagos

is deploying the compact SITA FlexBox for **quick and cost-effective passenger processing**. This frees up space and resources, and allows seamless interlinking of intermodal sea and air trips. With power and internet access, the box can be deployed anywhere. It joins a wider rollout of self-service check-in touchpoints, including TS6 kiosks, Scan and Fly units, and our **next-generation common use platform** SITA Flex.

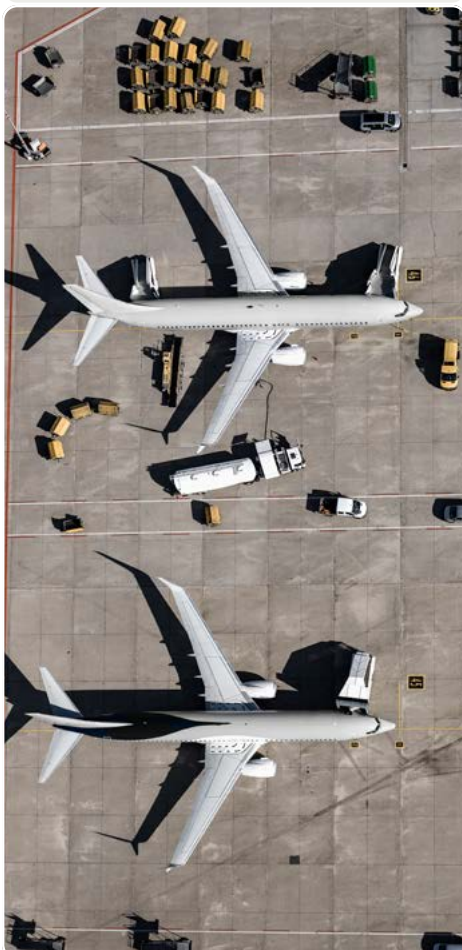
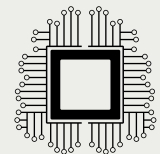
Airside operations

can now be optimized with the launch of **SITA Airside Optimizer**. Web-based and 'lightweight', it offers subscription-based **Airport Collaborative Decision Making (A-CDM)** services. This includes the ability to provide an integrated A-CDM platform that empowers airport operators and stakeholders to achieve **new levels of business performance**.



A paradigm shift

in **airport management** is underway as SITA **integrates Artificial Intelligence (AI)** into the decision-making process. A new single SITA platform, called **SITA Total Airport Optimizer**, will address the challenges which our airport customers cite as critical to future success: **Total Airport Management, Sustainability Management and Data Sharing**. A SITA and **Greater Toronto Airports Authority (GTAA)** Proof-of-Concept demonstrated high value.



Total Airport Management (TAM)

developments made good progress in SITA through the year. TAM enables greater airport efficiencies and revenues through **holistic** decision making, supported by interacting airport systems (airports airside, landside, and external). **Artificial Intelligence (AI)** then recommends **balanced operational efficiencies**, taking into account **capacity, revenue generation, cost, passenger experience, and sustainability**.

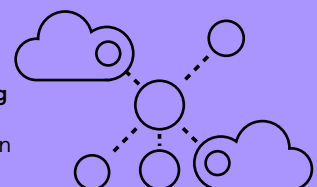
Sustainability Management

is the objective of SITA's partnership with Artificial Intelligence of Things (AIoT) technology leader, Unvers (formerly Envision Digital). Armed with data insights on **energy** usage, **emissions** from aircraft and other vehicles, and **carbon footprint**, airports will accurately calculate and predict energy usage and emissions, **tracking their progress to net zero**.



Data sharing

capabilities are part of the paradigm shift being introduced by SITA's new platform under development in 2023. It allows tightly secured and **controlled sharing among stakeholders** in and around the airport, with all collected data being accurately logged, and billing taken care of. For airports, this means **additional revenue** by providing data in a secure and efficient way.



TS6 kiosk a favorite

SITA delivered **400 TS6s** to the **Air France/KLM Group**, and to **50+ airports in India**, including Chennai International and Kolkata Airport. Plus TS6s at **Regina and Waterloo International Airports**, so they can join the wave of digitalization. This will bring the number of SITA touchpoints to **725 kiosks** and **2,000+ workstations** across five of Canada's major airports.

easyJet, Geneva Airport

and SITA, have put into place the latest in advanced baggage handling with a **special drop-off for sports equipment**, such as **skis and bicycles**. Streamlining the welcome for passengers and reducing waiting times. The 'sports solution' is easily portable to other airports and for sporting events anywhere, and was runner-up in the **SITA Council Awards**.

Next generation travel

embraces mobile, as enabled by SITA Flex as a Service, our **'beyond common-use' platform**, to enhance the passenger experience. It allows airlines to provide a **totally mobile travel experience on or off airport**, ideal for addressing surging passenger numbers. **New touchpoint options** came in the year allowing the creation of **low-cost, low footprint touchpoints** (SITA FlexBox), and **cloud-based self-service tagging** (Print&Go).



Market leader

in retrofit **self-bag drop**, deploying **200+** self-bag drops in 2023, bringing the total today to **1100+**, including **100+** airlines. SITA's app prints/drops around **1.8 million** tags/bags a month, an estimated **monthly saving of almost 30,000 staff-hours**.

Bag Manager

is one of the many SITA solutions to be implemented at 44 of India's largest airports, in our landmark agreement with the Airports Authority of India (AAI). The **largest-ever adoption of cloud-based technologies** for passenger and baggage.

Lufthansa

used **WorldTracer Auto Reflight** during a snowstorm to **overcome disruption**, with more than **90% of bags automatically reflighted**, which meant less stress for passengers and a quick return to regular operations.

Digitalizing

and automating the industry's existing **baggage processes** is a major trend. SITA's portfolio excels, with the launch of new solutions like **WorldTracer Auto Reflight** (digital reflighting) and **WorldTracer Auto Notify** (bag notification). We estimate they could **save the industry up to US\$30 million a year**.



Intermodal

travel surged ahead in 2023 with **Urban Air Mobility (UAM)** pioneer, **Volocopter**, selecting SITA as its preferred **digital and IT systems partner for vertiports**. SITA is developing new operating standards and a **digital-first passenger experience**. A recent partnership with Italian vertiport operator **UrbanV** reinforces the momentum. See 'Innovation at SITA'.





PARIS OLYMPICS 2024

Paris Olympics 2024 will use **SITA Bag Journey** and **Flight Data Global** solutions to power French start-up Alltheway's new doorstep baggage delivery service.

Passengers traveling from Paris will check in and drop off their bags from their home or city center hotel, with **delivery direct to their destination**. Passengers and airlines will be able to **track bags on and off airport**.

Our Borders business

Digitalizing borders remained a top priority this year. SITA's innovative identity management, biometrics, and artificial intelligence capabilities continue to transform borders for travel by land, sea and air. They also make major international sporting and cultural events quicker and easier to attend.

As the border management industry undergoes a fundamental digital transformation, SITA maintains its position as the world's leading provider. Continuing to play a crucial part in this transformation are mobile and biometrics technologies, data analytics and Artificial Intelligence (AI), along with data privacy, health, and industry collaboration – all of them vital elements of SITA's borders portfolio.

Borders of the future will be agile, dynamic, and digitally enabled, with decisions about travel made well in advance. Shaping this future is SITA's comprehensive, market-leading borders portfolio, driven by our close collaboration with, and ownership by, the world's air transport industry. Offering seamless yet safe and secure travel across the globe, the portfolio includes **Advance Passenger Processing (APP)** for interactive pre-clearance, **eVisas**, **Travel Authorization**, **SITA Intelligence and Targeting**, and much more.

Walkthrough experiences

At the heart of the **near-walkthrough digital travel experience** – whether by land, sea, or air – is SITA's APP. Key to the future of **seamless intermodal travel**, the solution offers traveler **pre-clearance**, with all checks

strengthened by harnessing biometric-enabled traveler processes. Used by governments and airlines across the world, SITA's APP delivers easy passenger processing, working alongside SITA Smart Path face pods, as well as SITA's mobile app to integrate with other platforms and government IT systems.

Assessing risk in new and advanced ways

The year saw the continued rise of **advanced risk assessment** on data across all modes of travel and transport, using data analytics and AI. As the number one player, we launched our modernized **SITA Intelligence & Targeting** solution. The market reacted positively, with the first delivery implemented in the Middle East.

Digital identities: collaboration is crucial

We saw the further evolution of **digital identities to streamline the travel process** globally. Key to this is collaboration – across partners, customers, governments, border agencies, industry bodies and standards setters. As the **prime provider** and **thought-leader**, SITA excels in the field, uniquely differentiated by our digital identity program, while contributing to programs like ICAO TRIP, the EU Wallet Consortium, and more.

Our ground-breaking co-innovation initiatives with partner Indicio continued to accelerate the development of digital identities with the **Aruba Tourism Authority**. A mid-year pilot project showed the use of ICAO's Digital Travel Credential (DTC) standard to establish a direct, trusted relationship between passengers and the governments of countries they plan to visit. Later in the year, a follow-on pilot showcased how a verifiable digital credential takes away the need for physical passports when arriving on the island.

Towards the end of the year, SITA partnered with the **Arab Air Carriers Organization (AACO)** to develop a Travel Digital Identity Solution to transform conventional, manual passenger id checks to one simple digital check, based on the biometric information that can be digitally verified at each point in the journey. The learnings and templates will subsequently be **deployed in other regions across the world**.

SITA's Borders business:

Delivering the digital and integrated border of the future, with protection from threats, improved national prosperity, and seamless yet safe travel

Delivering the **leading** integrated, **end-to-end portfolio**, including new **SITA Intelligence and Targeting**, and the further evolution of **Advance Passenger Processing** within SITA's cohesive border solution ecosystem.



Evolving **land and sea borders** solutions, including new capabilities for Gateway Services for governments, clearance for **seamless multi-modal experiences**, and co-innovations with **major cruise operators** and other players.



Leading **Digital Identity** initiatives to **transform travel by air, land and sea**, through industry collaborations. Our forthcoming **Travel Trust Network** will enable trusted identities right across the global travel value chain.





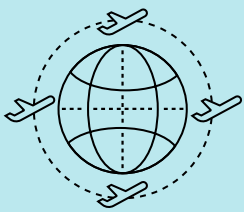
AT - A - GLANCE

The world's leading provider of border solutions, everywhere.

Key achievements in the year.

70+

governments and all **G20 nations** continue to use SITA's border management solutions – representing **85%** of all international air passengers. Our solutions enable **seamless travel** and **efficient operations**, focusing on **security** and **safety**, helping national **prosperity** by keeping borders agile and open.

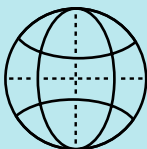


2.2 billion+

traveler journeys a year are processed by SITA's border solutions for over **660 airlines** through a single gateway – a unique position for SITA in the border management market.

25+ years

heritage in providing border solutions to the world's governments.



Over half

of the world's **interactive pre-clearance** solutions are now provided by SITA, using SITA Advance Passenger Processing (APP), a key capability to address the trend towards **pre-authorization** of travelers.



66 MILLION

passengers recorded in SITA's **Advance Passenger Processing** solution in December 2023, versus **60 million** for December 2019. Our gateway is now handling **10% more passengers** than before the pandemic. Qatar volumes are **double pre-pandemic levels**.

Industry collaboration

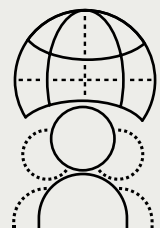
across the world, through SITA's contribution to programs like **ICAO TRIP**, the **EU Wallet Consortium**, the World Travel & Tourism Council's (**WTTC**) Safe & Seamless Traveler Journey, and more. We are proud to work with industry bodies like **ICAO**, **IATA**, **ACI** and **WTTC**, advocating for global standards and initiatives such as ICAO's **Digital Travel Credential (DTC)**. At the same time, we actively participate in events across the world, such as the WTTC's 2023 Global Summit in Rwanda, and the ID4Africa conference in Nairobi.

2 Borders User Forums

held in Nairobi and Singapore, as part of SITA's **thought-leadership** initiatives to understand real industry-wide challenges and needs. Around **30 government representatives** in attendance, from SITA's existing and potential customers, plus industry organizations such as **ICAO** and the **International Border Management and Technologies Association (IBMATA)**.

World's first

successful international **Digital Travel Credential (DTC) pilot** presented by SITA at the **ICAO TRIP conference** in Montreal. Together with the Government of **Aruba**, SITA shared learnings from the **ground-breaking** international DTC air travel pilot.



Digital Travel on TV

with the prime-time BBC Two TV demonstration by SITA of a **Digital Travel Lane** which – combining pre-clearance, digital identities and biometrics – gives passengers a **walkthrough experience** at the border. Plus **'Spot the robot dog'**. (BBC Two, 'The Secret Genius of Modern Life', Series 2, Passport.)

1,800

is the estimated number of passengers that could be processed in one hour using a **Digital Travel Lane** just one metre wide, which is **6 times faster** than ordinary eGates.

Customer and portfolio milestones in the year.

Aruba's government

hopes to permanently roll out digital identity to verify visitors arriving on the island, making it **one of the first countries** globally to do so. It follows a series of trials, including the first successful implementation by SITA, and partner Indicio, of ICAO's Digital Travel Credential (DTC) standard. DTCs represents the **biggest innovation in the travel industry** in at least a decade.

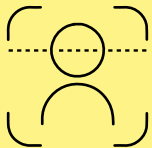
Jamaica

embraced SITA ABC Gates and Kiosks at the end of the year in Montego Bay, following the country's decision a year before to adopt SITA's **Digital Travel Declaration (DTD)**. This allows travelers to submit health, immigration, and customs documentation through one **easy, efficient, and secure platform**.

Singapore success

with the adoption of **SITA Intelligence & Targeting** by Singapore Immigration and Checkpoints Authority (ICA). They say: "Through the application of data analytics, SITA Intelligence & Targeting enables advance information that helps ICA in the **early identification of persons of interest through advance risk assessment**, and has thus increased the effectiveness and efficiency of ICA officers in keeping Singapore's borders safe and secure."

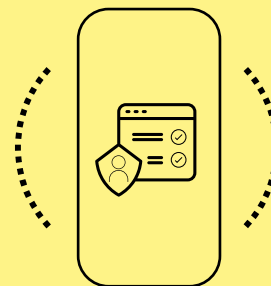
SITA ABC Gates



were deployed by Aruba's **Queen Beatrix International Airport** during the year, replacing the incumbent provider. The **Automated Border Control** Gates enable automated, fully secure, self-service border crossing processing for travelers who hold a biometric credential.

Advanced risk assessment

moves to the fore, with the launch in the year of **SITA Intelligence & Targeting**. This brings to bear advanced technologies such as **data analytics** and **AI** to greatly reduce the time needed for intelligence border agencies to extract strategic risk analysis and operational situational awareness.



Millions

of transactions across many different types of mobile devices and operating systems are now performed by **SITA's Mobile Travel Authorization** app, which includes **Electronic Travel Authorization (ETA)**. The app covers over 30 countries, with the list growing. The experience gained by SITA from this successful solution is invaluable for border agency customers the world over, as they **move towards digital travel capabilities**.



431 MILLION

and rising: the number of travelers **risk assessed each year** through SITA Intelligence & Targeting, to accurately identify travelers and activities of interest.

Our Aircraft business

With over seven decades of aviation expertise, SITA offers world-leading solutions to make flight operations, air traffic management and aircraft maintenance increasingly more sustainable and efficient.

SITA's Aircraft business provides market-leading services for communications, data and platforms, along with applications to airlines, Air Navigation Service Providers (ANSPs), Original Equipment Manufacturers (OEMs), and Maintenance and Repair Organizations (MROs). Through digital solutions, we connect aircraft and people around the world, turn aircraft data into insights, and empower people and teams with user-friendly tools.

Meeting the industry's **most pressing needs** remains top priority. Of vital importance is tackling the **consequences of climate change**, specifically bad weather. This means achieving net zero goals, focusing mostly on emissions reduction. It demands the ability to make better and timely decisions, improve operations, drive down operational costs, and reduce the organization's environmental footprint.

Meeting industry demands

Delivering against these industry demands, SITA's **Aircraft portfolio** offers **Communications** to connect aircraft and people across the world, through our world-leading **AIRCOM® Cockpit** and **Air Traffic Control (ATC) Communications** services. The year saw rising demand with the return of air traffic, and a strong SITA focus on improving performance and availability. This strengthens our position as the **top industry player for 75 years**.

The purpose of our **Data & Platforms** services is to offer valuable insights from aircraft data, thanks to SITA's data engineering skills and expertise. Solutions include **SITA Aircraft DataSuite** for data sharing across organizations and teams. We also saw huge momentum for **SITA OptiFlight** in the year, as, far and wide, the industry welcomes its ability to reduce fuel burn and emissions from aircraft.

Our **Aircraft Applications** portfolio provides user-friendly tools to help deal with industry challenges, individually or collaboratively among teams working around the aircraft. This includes SITA Mission Watch, Mission Control and eWAS. All of these applications performed well during the year (see below).

Pioneering sustainability management solutions

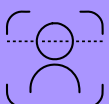
To achieve safe, efficient, and sustainable operations, SITA **combines data and technology with collaboration**. The approach was clearly embodied during the year in an exciting **Sustainability Management** partnership announced with the Arab Air Carriers Organization (AACO).

The collaborative partnership will deliver **a new unique product to airlines**, to address the growing complexity and cost of compliance for decarbonization and fuel emissions. This includes modeling costs and the emission impact of Sustainable Aviation Fuels, national and international offsetting schemes, and airport-specific taxes and charges usage.

SITA's Aircraft business:

Enabling the air transport industry to work together and fly in the most efficient way

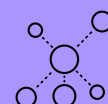
Advancing the aviation industry through the power of **collaboration**, bridging people, teams and organizations with **reliable** and **resilient** aircraft communications solutions for airlines and ANSPs.



Delivering **operational excellence** with improved on-time **performance** and **maintenance**, more **agile collaboration**, and anticipated disruptions through **data-driven** tools.



Reducing **fuel consumption** and **CO₂ emissions** through flight recommendations based on custom **predictive performance** models.





With over seven decades of aviation expertise, SITA leads the world in providing solutions for aircraft.

Key achievements in the year.



480+

customers in every corner of the globe, including **315 airlines**, **80+ Air Navigation Service Providers (ANSPs)**, along with dozens of **Original Equipment Manufacturers (OEMs)**, **Maintenance and Repair Organizations (MROs)** and other players.

18,420

aircraft tails benefit from SITA's Aircraft Communications, Data & Platforms, and Applications services.



40,000+

pilots actively use **SITA eWAS** and **SITA OptiFlight®** for weather awareness and fuel-efficient flights.

10 million+

ACARS (Aircraft Communications, Addressing and Reporting System) messages processed daily by **SITA Aircraft DataSuite** and **AIRCOM ServerPlatform®** for critical aviation communications and data sharing around the world.



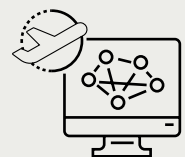
157,000+

tons of **CO₂** and **50,000+** tons of **fuel saved** by airlines thanks to **SITA OptiFlight®**, our unique market-leading suite of solutions. It uses flight data and machine learning to determine the most fuel saving scenarios for all phases of a flight.



2 modules

of **SITA Aircraft DataSuite** launched as part of our Data & Platforms portfolio: one for OEMs, one for airlines. Through the seamless **sharing of aircraft data** across organizations and teams, the solution helps to **anticipate** potential problems early. It **reduces flight disruption**, **lowers risk**, **cuts maintenance costs** and **improves product design**.



SITA Aircraft DataSuite

provides unique flight data integrations that eliminate previous problems with **sharing and managing sensitive data**. With no need for additional hardware, airlines can **easily provide safe and secure access to partners**, keeping control of their data sharing.



ACARS

success throughout another year with **10+ million exchanges** as air traffic picked up. Designed and priced for **small airlines**, Aircraft Communications, Addressing and Reporting System (ACARS) is an automation messaging solution that **lies at the heart of aviation**. It improves communication, pre-empts problems, and relieves the pressure on ground teams.

The industry's only

pre-configured and **purpose-built** ACARS solution from SITA is newly built and designed to automatically route messages into the right in-house system. Information can then be used to **save time and effort**, **improve customer service**, **reduce delays**, **cut costs** and **improve performance**.

Customer and portfolio milestones in the year.

Unmanned Aerial Vehicle (UAV)

communications saw pioneering work in a SITA collaboration with **Xwing** and **uAVionix Corporation**, to test and develop a **Command and Control (C2)** communication link. This is the link between the UAV and the ground station for managing and controlling the vehicle. C2 links are **essential in drone operations** where the aircraft is being remotely piloted by a human or is programmed to fly autonomously.



AACO collaboration

to develop an advanced **sustainability management** platform for airlines. Working with the Arab Air Carriers Organization (AACO), SITA is developing and delivering a unique decision-making tool. It will use advanced **data modeling** and **visualization** to detail the impact of regulations on operations and emissions data. Airlines will be able to stay **compliant**, with more **accurate reporting of emissions**, and the ability to identify **emission optimization** opportunities.

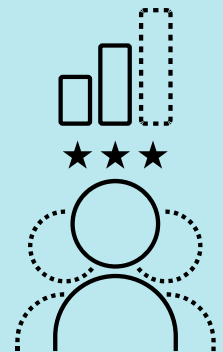


VHF network capacity

and coverage was **optimized** throughout the year, particularly in regions experiencing significant traffic growth for SITA customers, such as **India** and **China**. Maintaining and enhancing our existing infrastructure remains **top priority**, while continuing to invest in future technologies.

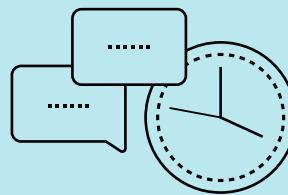
'Sustainability customers' grew

throughout the year, as the industry welcomes SITA's suite of cutting-edge **SITA OptiFlight®** and **eWAS** solutions, for sustainable flights and weather predictions. New customers in 2023 included **Azul, SWISS, TUI, Vistara** (the first Indian airline), and many more. eWAS is now used by more than **40 airlines worldwide** and rising.



SITA OptiFlight®

expanded to all phases of the flight, from cruise to descent, using **tail-performance modeling** with **flight data** and **machine learning** to determine the most fuel-saving scenarios across each phase. SITA continuously improves the solution for maximum fuel savings by our **30+ customers** of SITA OptiFlight®.



Flight briefings

became even more efficient with the ability of **SITA Flight Folder**, our mission-critical application, to integrate SITA eWAS and SITA OptiFlight® recommendations. This brings **fuel-saving tactical recommendations seamlessly into the pilot workflow**.

Fast Mission Watch growth

as dispatchers at **15+ new customers** – from low cost to flagship carriers across India, Portugal, Malaysia and several other countries – welcomed the next-generation application to enable better **decision-making for safer, more efficient flight operations**. Mission Watch delivers **best-in-class weather visualization** gathered from multiple sources and now supports close to **3,000 tails every day**.

Viasat

recently launched its ground-breaking **Iris** program using SITA's Controller Pilot Datalink Communications (**CPDL**) over the **Inmarsat satellite** network over continental European Air Space. The pre-commercial flight phase of the Iris program started in January 2024, with **easyJet** as the launch airline to operate the service.

Decarbonization

will be one of the **outcomes of the Iris program**, as it provides aircraft with an additional air-ground communications network service. This adds more capacity to Europe's overall air traffic control communications system, enabling more **optimal use of air space**. The initiative is part of a major European program led by the **European Space Agency (ESA)** and **Viasat**, with SITA as a key provider.



Our Communications & Data Exchange business

In line with SITA's vision, SITA's Communications & Data Exchange (CDE) business is committed to reinventing travel and transport. We provide cutting-edge global solutions for networks, messaging, value-added services, and data exchange.

In every corner of the globe, connectivity and data exchange underpin the operations of the air transport industry. No one is more dedicated to ensuring this industry-wide communication than SITA. For 75 years, we have been at the forefront of connecting air transport in over 200 countries and territories. At the same time, we are proud to enable approximately 45% of the industry's operational data exchange, consolidating our position as a key player in global aviation.

With the goal of delivering unparalleled value to customers, SITA's CDE business remains focused on **enhancing connectivity** for airlines and airports worldwide, while leading the world in **processing extensive volumes of crucial industry data**.

Our portfolio meets complex communication and data needs for air transport organizations everywhere. This involves **thousands of stakeholders** needing to collaborate and communicate continuously, 24/7. SITA's solutions mean that the industry can **digitalize and optimize operations**, gain **insights from data**, **improve decision-making**, and **enhance the passenger experience**.

Underpinning the global operations of the industry are SITA's market-leading **Network** and **Messaging** solutions. By the end of the year, SITA's airport-wide shared platform AirportHub™ was available in over 500 airports, offering global communication services to airlines and others. In the meantime, our messaging community, the industry's largest, still stands at 1,500 customers. SITA continued to invest in these core services through the year, to deliver operational excellence and drive innovation.

The year also saw increasing customer interest in **SITA Connect Go**, our **SD-WAN solution** (software-defined wide-area networking) – for secure, scalable, and agile connectivity. Designed especially for the air transport industry, it offers multiple airlines and other tenants secure access to the cloud and applications through virtualized infrastructure.

Importantly, SITA has now delivered **Security Service Edge (SSE)** and **Multi-Cloud** to the SITA Connect Go platform. This latest cutting-edge technology brings flexibility and innovation to support the industry's journey into multi-cloud adoption. We continue to evolve our flagship SITA Connect Go, with seasonal connectivity at the airport and a co-management service offering due in 2024.

SITA's **Value Add Services** – such as call collection, sip trunking, and LAN/WLAN – represent an emerging area, offering customers complementary digital communication solutions. Added to those offerings are 5G private networks, low orbit satellite, and cybersecurity solutions. A new module within the portfolio came with the launch of **SITA Campus Network** to provide LAN/WLAN technology specifically tailored for airports, and the airlines operating within them.

Another exciting growth area is SITA's **Data and API portfolio**. Its range of Application Programming Interfaces (APIs) contain flight information datasets. This helps airports and airlines to improve operational efficiency, respond effectively to disruptions, and enhance the passenger experience. The portfolio will soon offer further value thanks to a new **Advanced Data Analytics** service.

SITA's Communications & Data Exchange business:

Expanding our global reach to connect more airlines and airports, ensuring seamless and efficient communication across aviation's largest global network

Ensuring operational excellence and innovation for our **Network** and **Messaging** solutions.

Focusing on next generation solutions to enable our customers' journey to the **cloud**, for example, **SD-WAN**, **SSE**, and **Multi-Cloud**.



Building on our unique, leading position in air transport industry communications, to scale existing **Value Add Services**, such as voice, mobile data and perimeter security. Introducing new services for 5G, LEO VSAT, MIFI, Cloud security, and LAN/Wireless.



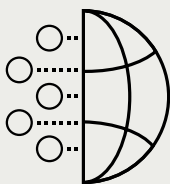
Generating new insights from our emerging **Data and API** portfolio, including **advanced analytics** using latest data science tools to enrich existing SITA data combined with third party data. This is increasingly creating more **intelligent offerings** across the entire SITA portfolio.



AT-A-GLANCE

75 YEARS

as market leader in **communication services** for the air transport industry, providing global coverage in over **200 countries and territories** worldwide.

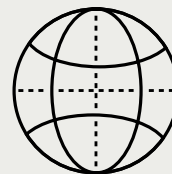


95%

of all **international destinations** are covered by SITA's extensive global network.

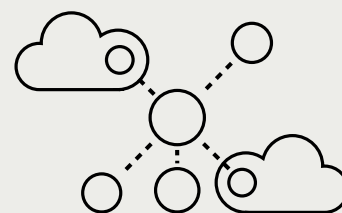
2,500

air transport businesses in every corner of the globe use SITA's **Network** services for fast, dependable connections, with **99.99%** service availability.



13,000+

connections with **air transport partners** and over 20,000 users, representing the industry's largest messaging community. Over **30 million messages a day**, as well as **deep technical experience** and **expertise** across SITA.



45%

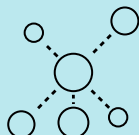
of the air transport community's data exchange is bridged by SITA.

Key achievements in the year.



750+

airport locations where SITA provides **onsite expertise** in communications and data exchange.



500+

airports connected with SITA's **AirportHub™** shared global connectivity network platform by the end of 2023.



4 billion

data transactions now conducted every year, including flight information on schedules, gates and carousels, along with **11 billion messaging exchanges** across the globe.

Customer and portfolio milestones in the year.

A new era

of integrated **Security Service Edge (SSE)** and **Multi-Cloud** air transport industry solutions launched with **SITA Connect Go**, thanks to SITA's strategic partnerships with **Versa Networks** and **Alkira**.

Biman Bangladesh Airlines Ltd

became one of the customers in 2023 to embrace SITA Connect Go as part of its ambitious growth plans. This will increase network speeds, **optimize the airline's operations**, and **reduce expansion costs**.

Qatar Airways

chose SITA Connect Go to transform its network infrastructure. Secure SD-WAN will enhance **connectivity, security, and operational efficiency** across Qatar Airways' international offices and destinations.

Airports Authority India (AAI)

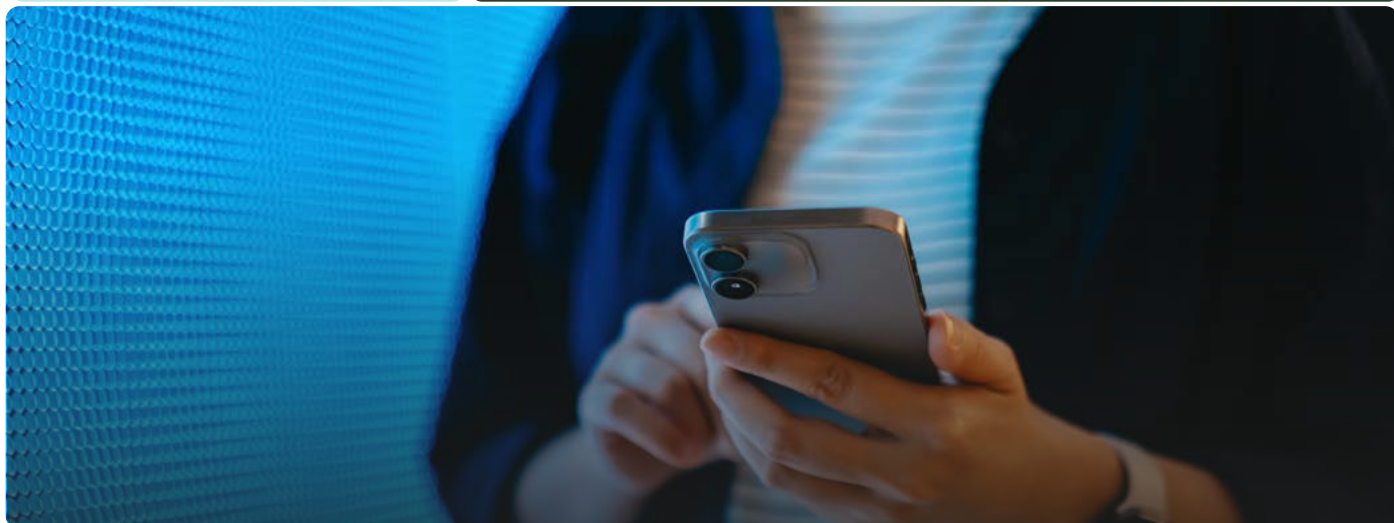
is seeing the rollout of **new cloud technology** across **44 Indian airports**. This will allow the shift to common-use passenger experiences where **multiple airlines can use the same infrastructure**, such as check-in counters, self-service kiosks, and boarding gates. The **cloud-first approach** brings new **agility** and **flexibility** to scale airport operations efficiently as passenger numbers grow. See 'Our Airports business.'

Costa Cruises

became a customer of SITA's **Data & API portfolio** in the year. The cruise company, part of the Carnival Group, uses **SITA Flight Global APIs** to help provide its Fly & Cruise passengers with the latest flight information. This will **minimize costs** associated with disruptions, while **avoiding inefficiencies**.

1 billion+

hits from around the globe in 2023 to **SITA's APIs** for baggage processes, boarding passes, flight information, mobile apps, SITA Flex for mobile-enabled travel, and more.



Our Travel and Transport focus

SITA brings extensive expertise and experience in air travel to the wider travel and transport industry, providing solutions across land, sea, and air.

The evolution of travel and transport sees increasing demands for connected intermodal journeys and end-to-end operations, across land, sea and air. SITA's role is to join the dots of intermodal travel, using existing data-driven building blocks to bring innovation, seamlessness and scalability to multi-leg journeys.

With the aim of connecting intermodal travel and transport every step of the way, SITA's provides **scalable solutions for multi-leg journeys**. That focus is expanding SITA's expertise and innovations beyond air transport to land and maritime borders, with intermodal links to offer a seamless passenger journey and operations.

It demands the **latest technologies**, along with **flawless data collaboration** among ecosystems within airports, airlines, ports, cruises, ferries and governments. The ultimate goal? **Happy and informed 'connected travelers'** enjoying the passenger journey and the timely, hassle-free and 'smart' handling of their baggage across every step.

SITA's areas of focus include:

- **Combined check-in** – with self-service web and mobile solutions, and direct interfaces to the rail, cruise and airline systems.
- **Off-airport bag tagging** – at hotels, exhibition centers, ports, rail and bus stations, as well as onboard ships and buses.
- **Baggage tracking** – right across the journey, with notifications to staff and travelers alike, along with better processing and repatriation of mishandled baggage.
- **Biometrics** – to maximize the benefits of digital travel identities across different players, including carriers, ships, trains and border agencies.
- **Informed travelers** – providing real-time updates and proactive notifications across multi-leg journeys, be that trains, ships, ferries or flights.
- **Collaboration** – with data exchange among all involved operators and pre-established access rights.

SITA's focus on travel and transport:

Seamless door-to-door travel across land, sea and air, including off-airport services, and the removal of complexity around baggage.

Focusing on the world's **maritime industry**, bringing innovative digital passenger processing, baggage management and data exchange solutions.



Driving **intermodal** solutions across land, sea and air, making **Rail-Fly** and **Fly-Cruise** journeys more reliable than ever – with **off-airport 'anywhere, anytime'** processing.



Pioneering and innovating to shape the future of **Urban Air Mobility (UAM)**, including **digital travel** experiences for passengers at vertiports – both **landside and airside**.



AT - A - GLANCE

Increasing demands and expectations for intermodal travel.

36%

of passengers intend to **reserve two to three intermodal journeys** over the next year, according to respondents to SITA's Passenger IT Insights survey in 2023. Some **30%** of passengers intend to reserve one intermodal journey in the next year.

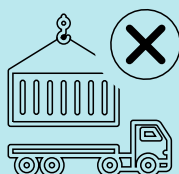
Only
12%

of passengers have no interest in **improved baggage handling for intermodal travel**. The overwhelming majority of passengers want to see baggage handling improvements across the journey (SITA Passenger IT Insights 2023).

44%

of passengers would prefer to have their luggage picked up from their home or hotel, instead of at the terminal (SITA Passenger IT Insights 2023). Ideally, any solution should offer passengers a choice between these options.

Ideally, any solution should offer passengers a choice between these options.



Only 24%

of respondents to SITA's Passenger IT Insights 2023 will not be making **intermodal journey plans** in the next year.



Only 12%

of passengers have no interest in **improved baggage handling for intermodal travel**. The overwhelming majority of passengers want to see baggage handling improvements across the journey (SITA Passenger IT Insights 2023).



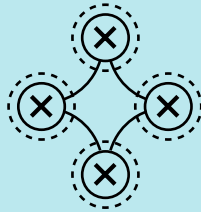
33%

of passengers see the ability to **drop their bags at the journey start point**, and have them arrive at their destination, as one of the most useful 'smart' solutions when thinking about intermodal travel.

Customer and portfolio milestones in the year.

Multimodal matters

according to SITA's 2023 'Meet the Megatrends' report. It says: "The **future of travel** lies in multimodal transportation, which involves **collaborating** across different travel industries, including **air, rail, cruise, and ferry.**" It sees **digital travel** as key, allowing passengers to book and track journeys across various transportation modes. So too is **multi-leg baggage processing.** SITA's **biometrics** and **baggage** services are rising to the challenge.

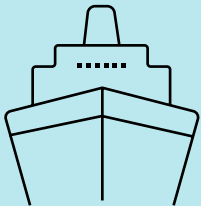


Galápagos Islands

is where SITA is **revolutionizing the check-in experience**, at Seymour Airport. SITA **FlexBox** will be used at the Baltra Island **cruise terminal**, making **off-airport** check-in far easier for cruise passengers. The compact self-service device frees up valuable terminal space and resources, seamlessly connecting **intermodal sea and air travel.**

Costa Cruises

passengers are receiving **real-time flight updates** to help them deal with trip disruptions and plan ahead in the event of flight cancellations or delays. SITA's cloud-based solutions **Flight Monitoring** and **Flight Global APIs** are enhancing the **fly-cruise experience**, while automating updated passenger transfers in the event of delays.



Train and air travel

come together as **Malaysia's Express Rail Link** and the **Kuala Lumpur City Air Terminal** in **KL Sentral** take on board **SITA Check-in Kiosks** and **SITA Self Bag Drop** services. This will reduce tag and bag drop to fewer than 30 seconds. Passengers will be able to check in and drop their bags at the city center train station prior to taking the **KLIA Ekspres** train to the airport, reducing stress on arrival. Driving the solution is the next-generation platform, **SITA Flex**, enabling smooth and efficient passenger processing **on and off airport**

Paris Olympics 2024

will use **SITA Bag Journey** and **Flight Data Global** solutions to power French start-up **Alltheway's** new doorstep baggage delivery service. Passengers traveling from Paris will check in and drop off their bags from their home or city center hotel, with **delivery direct to their destination.** Passengers and airlines will be able to **track bags on and off airport.**

A world-first

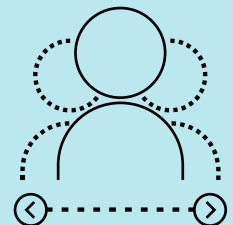
baggage solution '**direct to your resort**' was developed as SITA partnered with **Red Sea Global** on an innovative **intermodal** initiative for 16 resorts in Saudi Arabia's Red Sea region. Travelers arriving at the airport can seamlessly transition to their resort **via land, air, or sea**, with luggage transported directly to their hotel rooms. **SITA Bag Journey** streamlines and **automates baggage data collection**, while **SITA Flex** allows departing passengers to **check-in from any hotel or resort** within the region.

Urban Air Mobility (UAM)

continues to evolve as part of the intermodal mix. UAM pioneer **Volocopter** selected SITA in 2023 as its preferred **digital and IT systems partner for vertiports.** SITA is developing new operating standards and a **digital-first passenger experience.** A recent partnership with Italian vertiport operator **UrbanV** reinforces the momentum. See 'Innovation at SITA'.

UAM flights

will provide a promising solution to **speed up passenger transfers** for airports and airlines, says SITA's 2023 'Meet the Megatrends' report. Operating in their own airspace, UAM flights will offer a nimble extension to long-haul flights and enable a '**just-in-time**' travel experience that seamlessly aligns with the airport's flight schedule.



Innovation at SITA

To reinvent travel and transport, we need bold innovation. We are pushing boundaries, co-innovating and working in partnerships to deliver breakthrough results that tackle the industry's toughest challenges.

With ever-increasing spend on R&D and product developments, SITA accelerates innovation in strategic areas of investment as a crucial part of the company's ambitious growth plans. Our businesses and portfolio teams aim to solve today's challenges and shape tomorrow's travel. At the same time, SITA Lab engages with industry players to investigate the potential of emerging technology in a three-to-five-year timeframe.

We are proud to have been owned by the community for 75 years. In that time, we have been celebrated for our collaborative innovation, partnering with airlines, airports, and border customers to deliver effective solutions. That is not to mention the early-stage ventures, universities, and other science, academic, and management institutions we work with too.

Our rationale is simple. Collaborative innovation means we can test innovations with customers directly in real environments through Proofs-of-Concept (PoCs) and trials. It also allows us to work with partners that complement our strengths, skills, and technologies. Together, we encourage industry growth while exploring real needs and use cases that bring ideas to fruition as quickly as possible.

Portfolio and innovation investments

With the **return of passenger demand**, the travel industry must meet a **new set of needs** and face fresh challenges. These include cost optimization, capacity constraints, congestion, staff shortages, the need for agility, intermodality, and more.

With a rolling **pipeline of innovations**, we continued to invest in our portfolio to meet these pressing needs, while further shaping the future of travel. In 2023, that included new product developments, PoCs, trials, pilots and other projects for the years ahead – all harnessing new and emerging technologies to improve the passenger journey, supply chains and operations.

Driven by real community requirements

Our accelerated investment in R&D is directed by requirements from the community, including:

- The **transition to Cloud and Software-as-a-Service (SaaS)** models. This will offer fast adaptation to evolving market needs and scalable solutions for the industry with minimal cost and effort.
- **Simplifying operations and making use of automation technologies** that make travel more efficient and seamless for passengers.
- Continuing to **optimize processes and embrace digitalization** to make operations more efficient and effective.
- Addressing **sustainable travel's importance** by focusing on tracking, reporting, and optimizing energy consumption and emissions across airline and airport operations.

Harnessing emerging technologies

Our experts constantly assess new technologies for how they can be applied to our industry – Artificial Intelligence (AI), blockchain, biometrics, robotics, and digital identity technologies to name just a few.

We also actively pioneer the integration of **Urban Air Mobility (UAM)** and **vertiports** infrastructure. This is an extension of the airport's infrastructure and operational model, which relates to **Total Airport Management (TAM)** – another area where we are making advances. (See 'Our Airports business').

We have a wide range of innovation initiatives aimed at improving our offerings, including:

- New models delivered by Software as a Service (SaaS) for flexible services
- Data analytics and insights for correlation, prediction and sustainability
- 'Walkthrough' travel driven by biometrics and new on-and-off airport passenger touchpoints
- Universal digital identities
- Intelligent baggage tracking
- Optimized aircraft turnaround

This includes fresh and disruptive digital ways of working across aircraft stakeholders, like airlines, Air Navigation Service Providers (ANSPs), aircraft lifecycle partners and industry bodies.

Key areas of collaborative innovation for SITA: Re-inventing travel and transport

Empowering our customers to deliver the ultimate travel and transport experience with the most **advanced, efficient, and sustainable technologies**.



Solving today's travel challenges through operational efficiencies and sustainability, delivering safe and smooth journeys that meet passenger expectations.



Shaping tomorrow's travel with new technologies to overcome future challenges and create more sustainable and intermodal passenger journeys.





AT-A-GLANCE

Co-innovating with the world's travel industry.

26% growth year-on-year

in spend on **R&D, design and testing** for new/improved products and our growth areas.

This is in addition to our other collaborative innovation initiatives with industry stakeholders around the world.



377 patents

granted to SITA by the end of 2023 for innovations. We continue to safeguard our investments in key technologies to meet the new era of growth in travel. We have another **276 patent applications** in the pipeline.

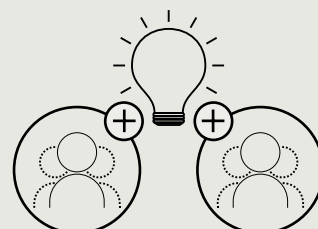


New patents

covering a wide range of emerging technology in areas such as biometric touchpoints, flight optimization and predictions, mobile travel, aircraft monitoring, digital re-flight of baggage, and many more.

100+ co-innovation projects

by the SITA Lab since its launch in 2008 (approx.) These include **trials and Proofs-of-Concept** for use cases meeting industry challenges, complementing innovation in SITA's portfolio teams.



Key achievements in the year.

World's first

successful international **Digital Travel Credential (DTC)** pilot presented by SITA at the **ICAO TRIP conference** in Montreal in partnership with the Government of Aruba to share learnings from the ground-breaking international DTC air travel pilot.

Digital Travel

Proof-of-Concept (PoC) with the Aruba Tourism Authority and our strategic partner Indicio allowed passengers to **enter Aruba without showing a travel document**. We built on previous PoCs with Aruba to show how co-innovation can create a **verifiable digital credential** for travel – crossing the border digitally before actually flying, eliminating the need for physical passports, and avoiding queues at arrival immigration.



Aruba's government

hopes to use digital identities permanently to verify visitors arriving on the island, making it **one of the first countries** globally to do so. This is the first successful implementation of **ICAO's Digital Travel Credential (DTC)** standard by SITA and Indicio, representing the **biggest innovation in the travel industry** in at least a decade.

Digital Travel Lanes

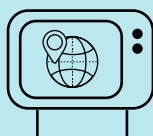
gained attention in 2023 with our **prototype demonstrations** at major global and regional events, our Customer Experience Center in Singapore, and elsewhere. Multiple passengers can walk through the lane at immigration simultaneously while being verified seamlessly and securely using their facial biometric data.

1,800

passengers could be processed in one hour using a **Digital Travel Lane** just one meter wide, which is **6 times faster** than ordinary eGates. See also: 'Our Borders business.'

Digital Travel on TV

with the prime-time BBC Two TV demonstration by SITA of a **Digital Travel Lane** and the 'walkthrough experience' at the border – combining pre-clearance, digital identities and biometrics. Plus '**Spot the robot dog**'. (BBC Two, 'The Secret Genius of Modern Life', Series 2, Passport.)

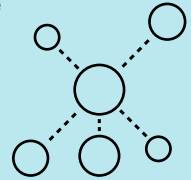


Arab Air Carriers Organization (AACO)

and SITA announced game-changing projects around **digital identity** and **sustainability management** that will transform travel in the region. Our Sustainability Management Solution will use data to help the industry measure and manage its operational carbon footprint, all while meeting fast-evolving sustainability requirements and creating learnings that can be **deployed in other regions across the world**.

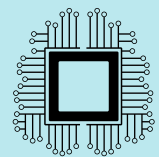
Biometrics leadership

continues as more airports and airlines become customers of the **SITA-NEC biometrics partnership**, including **Frankfurt Airport** and **Star Alliance**. We combined SITA Smart Path's touchless passenger processing with NEC's market-leading identification technologies. It means airline passengers can complete touchless processes using their face biometrics for tickets, loyalty programs, and payment cards. See 'Our Airports business'.



Advances in AI

have the potential to revolutionize the passenger experience and efficiency of airport management by integrating **Large Language Models (LLM)** into airport operations. In 2023, we showcased how passengers can talk to AI service kiosks at airports, as well as how to integrate LLMs into an airport command center to assist with decision-making processes. We continue our work on LLM into 2024 and exploring other applications.



Digital Passenger Assistant

became another highlight at the ICAO TRIP Symposium 2023. By adding **generative AI** to the **Furhat Robot**, it could answer potential passenger questions about gates, queues, check-in and boarding times, restaurants, shops and much more.

Pioneering

with **Computer Vision** in multiple areas, including **3D models** of the environment, **curb side tracking** (CurbVision) of vehicles and assets for higher security, seamlessness for smart-airport operations, and more.

Airport security zone

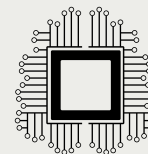
tests using **3D cameras at immigration** and **security checking**. Cameras match a passenger's face and pinpoint on a map the location where they are standing. This helps to pick out specific passengers from crowds.



Innovation milestones in the year.

A paradigm shift

in **airport management** is underway as we **integrate Artificial Intelligence (AI)** into the decision-making process. Our new platform, **SITA Total Airport Optimizer**, addresses the challenges that our airport customers tell us are crucial to future success. They include: **Total Airport Management**, **Sustainability Management** and **Data Sharing**. Working with **Greater Toronto Airports Authority (GTAA)**, our Proof-of-Concept for this has already demonstrated high value.

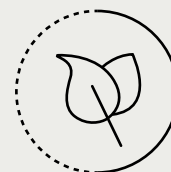


Total Airport Management (TAM)

developments are one of our key wins this year. TAM unlocks greater airport efficiencies and revenue through **holistic** decision-making that considers interacting airport systems (airports airside, landside, and external). **Artificial Intelligence (AI)** then recommends **balanced operational efficiencies**, taking into account **capacity, revenue generation, cost, passenger experience, and sustainability**. See 'Our Airports business.'

Sustainability Management

is our main objective for partnering with Artificial Intelligence of Things (AIoT) technology leader, Univers (formerly Envision Digital). By collecting data insights on **energy** usage, vehicle **emissions** and **carbon footprints**, airports can accurately calculate and predict energy usage and emissions while **tracking their progress to net zero**. See 'Our Airports business.'

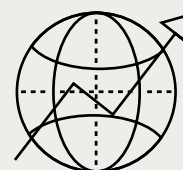


Data Sharing

capabilities are part of the paradigm shift introduced with our new platform under development in 2023 (with release in 2024). It allows tightly secured and **controlled sharing among stakeholders** in and around the airport, with all collected data accurately logged, and billing taken care of. For airports, this means **additional revenue** by securely and efficiently providing data.

SITA's 'Meet the Megatrends'

report in 2023 once again received a positive market response as it identified technological, societal, traveler, and economic **trends set to shape the future of travel**. Top agenda items include Urban Air Mobility (electric air taxis), generative AI, biometric-enabled digital identity technologies, AI, machine learning, computer vision, and more.



Urban Air Mobility (UAM)

is a growing mode of short-distance transport. We are leading this work with a focus on reliable and secure **communication, flight preparation and training, flight tracking, fleet management and data management**. The first commercial route is planned for 2024 with large-scale operations mapped out for 2030.

Volocopter

is one of our collaborators on **digital infrastructure** for **vertiports**. In 2023, we announced we would join Volocopter as the UAM pioneer's preferred digital and IT systems partner for vertiports. This involves developing new operating standards and a **digital-first passenger experience**.

UrbanV

is our partner in providing digital solutions for **Rome vertiports**, as well as exploring opportunities for vertiports globally. UrbanV lead in **Advance Air Mobility (AAM)** with a test vertiport at Rome's Fiumicino Airport. Our passenger processing and operations solutions play a key role in creating the digital travel experience.

SITA Global Services

The travel industry has never been more dependent on technology to underpin its processes and operations. Highly responsive, 'always on' technology services are now critical. It is the job of SITA Global Services (SGS) to optimize performance and availability for the industry.

Unique in the industry, SITA Global Services (SGS) comprises a global team of dedicated professionals passionate about delivering excellent operational and support services to SITA's customers all over the world.

Its vision is to be the leading travel industry service partner, recognized for innovative operational excellence. To achieve this, a new SGS transformation program constantly focuses on people and skills development, a proactive and customer centric mindset, new support models, and the most advanced technologies to enhance services and support for customers.

In 2023, the SGS organization **rose to the challenge** of meeting the travel industry's increasing **demands for robust, high-performance global IT operations**. These demands require **around-the-clock connectivity** and **multilingual support** for all customers, in an environment of rising network traffic, increased data transactions, and ever greater data storage needs.

SGS continuously focused on improving efficiencies throughout the year, by **optimizing SITA's global footprint** and making greater use of lower cost locations. Optimization plans, started in late 2023, continue through 2024. Added to that, SGS will **enhance Service Management practices**, to transform

support models and offer the industry more relevant and cost-effective services.

Significant efforts took place to **strengthen SITA's operational resilience**. We are maximizing application capacity management, by proactively implementing risk remediation actions for several major airport sites. This work helped to reduce the volume of major incidents, with similar plans for more airports in the year ahead.

Efficient **proactive** and **predictive incident management** remain high on our agenda. With the adoption in 2023 of the software intelligence platform Dynatrace, SITA now performs monitoring and event management of infrastructure and application software in its solutions. On top of that, to further improve service quality, for each of SITA's products SGS will **integrate** infrastructure and application monitoring tools into the ServiceNow IT service management tool.

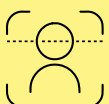
The year saw many other major evolutions. They included:

- Exploring **opportunities** to use **machine learning** and Generative **AI Large Language Model (LLM) technologies**. This will support incident management and customer impact analyses. Our 2024 ambitions include implementing these capabilities as part of the process of **continuous improvement**.

- Overseeing **hybrid infrastructures**, encompassing public and private cloud. We will further refine our offerings, transitioning towards a Software as a Service (SaaS) model, enhancing our service portfolio, and ensuring adaptability and scalability to meet evolving customer needs.
- Playing an active role in **revolutionizing SITA's Security Operations Centers (SOCs)**. This ensures that SITA's security infrastructure remains at the forefront of technological innovation and resilience – as part of SITA's Enterprise Security Improvement Program (ESIP+). It includes enhancing the centers' capabilities and maturity levels, with dedicated SGS resources offering strategic oversight.

SITA Global Services' customer service and support: Elevating the customer experience and keeping the world traveling

Delivering more **cost effective support** for all our air transport and other travel industry customers – through transformation to **simpler, activity-based support models**.



Strengthening customer relationships through **proactive support** to anticipate and resolve future issues. Improving the content and speed of customer **communications** for service issues.



Enhancing **event and incident automation**, with more self-help capabilities and implementation of **machine learning and AI technologies** to **speed up incident management** processes.





Always-on, everywhere.

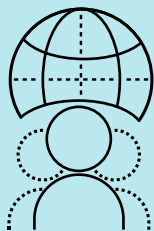
Key achievements in the year.

1

global **customer service and operations organization** managing services across the world for the full SITA portfolio.

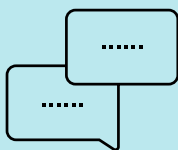
1,750

service **professionals** and field **engineers** fully global network ITIL-compliant and found across 324 locations in 108 countries.



60+

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



2

SITA Command Centers

found in Montreal and Singapore to provide **around-the-clock support** of crucial operations, with new initiatives helping to speed up incident response times alongside better-integrated system monitoring.

2,500+

customers supported by SITA Global Services.

50%

improvement in resolution times for Priority 1 incidents supported by **increased automation** and solving incidents at first contact.

18%

reduction in Priority 1 incidents, largely due to the **proactive assessment** and remediation of potential operational risks for our major airport sites and central infrastructure.

1,000,000+

tickets successfully processed including incidents, problems, changes and service requests via ServiceNow, our cloud-based software platform for **IT Service Management**. We continue to improve efficiency while managing increasing volumes.

50%+

deployment of Dynatrace across SITA products to monitor infrastructure and application software and anticipate future issues for greater **proactive incident management**.



Service and support milestones in the year.

Global Network Competency Center

We established a new **24/7 center** in Delhi, India, to concentrate expertise in managing SITA's global network services.



ISO 27K

We successfully renewed our certification for the **fifth year running** since 2018 for SITA's **Command Centers**.

Cloud migrations

With the majority of migrations into the public or SITA private cloud now complete, most major applications have moved from SITA Data Centers to third party cloud provides with the support of SITA Global Services.



200+ airport sites using SITA omni-channel virtual agent

Customer self-service tools like this enable sites to **better engage with the incident management process**. Customers and local support teams can resolve device issues quickly, increasing the availability of our services. We expect to see more customers using our virtual agent in the year ahead with greater functionality to cover more operational needs.

Improved operational resilience

Driven by our **proactive and preventative initiative**, we have reduced the volume of major incidents at many major airport sites worldwide despite passenger traffic volumes rising above pre-COVID levels.

ITIL maturity

We saw great progress in using ITIL as an IT service management assessment instrument. We made significant **improvements in capacity, change and problem management handling** across the year and will repeat the assessment to periodically assess the success of our continued maturity improvements.

SITA People Team

As we reinvent travel and transport, the passion of our people will make the difference, driven by innovation in a high-performing culture. With the comeback of travel, industry expertise and skills have never been more critical.

SITA continues on a trajectory of growth, in line with greater passenger demand and an industry determined to invest and prepare for its digital future. As we do so, there is no underestimating the need for expertise in IT, travel and transport. Our People Team's focus recognizes this. We fully support SITA's people in learning new skills to develop their talents, enhancing organizational performance, and thriving in experiencing SITA's culture.

Celebrating milestones

Our People Team made great progress in improving our operational framework, laying the foundation for success. **The move to a new operating model** is an important achievement. Together with the streamlining of Payroll and Benefits management, it marks an even bigger step forward.

Our guiding principle is **standardization**. It helps us to ensure consistency, efficiency, and scalability across our global operations, and helps us to deliver a seamless experience for our employees worldwide. A key example is the digitalization of personal files globally. We have not only enhanced their security and accessibility, but also minimized paper usage too, reflecting our dedication to environmental responsibility.

We are on a journey to improve **compliance**, to minimize the risk of non-compliance with local and regional labor laws. Our tailored compliance program looks at the specific legal requirements of each region. By conducting regular audits, and continuously training our teams, we are proactively reducing legal risks and showing our dedication to ethical practices and employee welfare.

We also established **local governance** structures, to empower country teams within our 'Geographies' to address regional requirements. This improves our agility and responsiveness and helps us better serve diverse markets and communities. It includes assigning dedicated consultants with on-the-ground knowledge to guide employees through local regulations, culture, and practices.

Attracting and nurturing talent

As part of our commitment to nurture talent, our People Team boosted our hiring capacity. We saw a remarkable 27% increase in new hires for SITA as the company grows (with a net gain of 55%). We cut our average time-to-hire down to just 97 days, thanks to new efficiencies and agility in talent acquisition. This means we now onboard new talents and skills in the most effective way to fulfil our **future growth ambitions**.

We identified a top **Talent Pool**, to retain, develop, and reward individuals who demonstrate exceptional leadership potential. We want a high-performance culture that encourages excellence. We want to build a robust, agile leadership pipeline, to strengthen our ability to navigate challenges, adapt, and continuously improve.

Living the SITA Values

SITA embraces a culture where every individual is encouraged to live our values to make our business better:

- **Dare to grow** is designed to help drive change and growth.
- **Do it together** seeks to inspire a global network of industry experts, through open communication, cross-functional collaboration and knowledge sharing.
- **Step up for the customer** is about empowering our people to lead with confidence in meeting customer needs.
- **Try fast, fail fast** encourages teams to challenge the status quo, and bring new ideas to the table.

SITA's People Team priorities:

Helping our business to make informed decisions, while achieving sustainable and profitable growth in a compliant manner

Attracting, retaining and managing our **talent**, while building a skills-driven organization with a **high performance culture** as we continue to grow.



Developing and managing **highly skilled, world-recognized industry experts and professionals** to deliver pioneering technologies and solutions for our customers.



Providing an **inspiring, diverse, inclusive, and global** place to grow, where our people can express and reach their **full potential** throughout our business.





Putting the right skills, in the right place, at the right cost, to ensure business growth

130+ nationalities

represented in almost every corner of the globe.

4,900+

SITA staff across the world. Globally and locally, we are **one of the most international companies on the planet**.

37%

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

TMAG

SITA's **Talent Magnetism team**, started in 2022. Through 2023, it continued to carry out our hiring and selection strategy, focusing on a **skills-approach** to fill key roles.



Talent

attraction and development is a major priority. The year saw **400+** promotions and **49** students becoming regular employees, providing our people with opportunities to develop.



Learning

and professional skills are supported by a diverse range of learning opportunities for teams in 2023. We use **robust learning platforms** including Harvard Business Publishing, Skillsoft, Coursera, Pluralsight, Microsoft ESI or Challenger. This equips them with the necessary tools and resources to thrive in an evolving work landscape.



Bespoke

learning is tailored to each SITA **profession**, encompassing Technology, Sales, Business Development, Product, Project, Service Management and more.

SITA's talent – thriving in an inspiring, diverse and global place to grow, where everyone can express and reach their full potential

373
LOCATIONS

across **116 countries** with SITA services available in 200+ countries and territories.

Workforce needs

We launched a number of initiatives including **digital skills**, **remote work proficiency**, **adaptability**, **resilience**, **diversity**, **equity**, and **inclusion**. This prepared our teams to meet the challenges of a dynamic business environment. We also introduced flexible work locations, where employees enjoy up to 30 days of benefits, anywhere in the world.

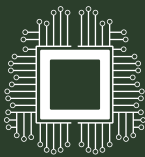


80 change agents

We **mobilized** this diverse group across our business during the year. They engaged in an array of initiatives including dedicated **coaching** sessions with the International Institute of Management Development (IMD), **Executive Sponsor guidance**, **Regional roadmap presentations** to the executive team, and much more.

Culture program

4 Values in Action Workshops, **2** SITA values campaigns, **6** employee podcasts, and **5** global sessions. Other initiatives included the **SITA Open Day** for all staff, themed 'Connecting with our customers', as well as partnering with our NXTGEN community to support young professionals as they grow and develop.



AI-driven solutions

are implemented across the organization to develop **skills**, and offer **skills-based talent** and **career development**. This builds the base for a **company-wide continuous learning culture** while empowering our people to take **ownership** over their development and careers.

Diversity Equity and Inclusion (DEI)

remained a key part of our DNA and success. We continuously strive to further diversify our workforce and create an **inclusive** and **equitable** environment where our people can 'bring their whole selves to work'.



Wellbeing health and safety

To help us achieve these top priorities we partnered with **Champion Health** and **Optum** to support employee **mental and physical** wellbeing. Local champions also organized events to promote community cohesion and social wellbeing.

Culture

A crucial focus area for us. Driving a **high performance** culture is central to our growth ambitions, based on strong **leadership** and shared **values**. It is equally vital for us to realize our inclusive, major **transformation program**, RISE, which gives every employee a chance to shape the future of SITA and advance our industry.



Transformation

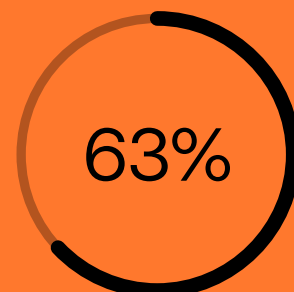
and the success of SITA demanded the support of our People Team as the company evolved throughout the year. We collaborated with teams to improve **skills and performance**, foster **leadership**, and refine **organizational design**. This, combined with driving a high-performance culture, is pivotal to our business transformation.

5.6%

manager-to-employee ratio achieved in 2023. Our People Team empowered employees and enhanced leadership capabilities through optimized team structures.

SUCCESSSES

in 2023 included a **skills and gaps overview** across the company. We also validated **skills profiles** for **35%** of our priority role population and introduced **end-to-end skills pilots** for our Borders business and European Geography.



increase in **graduate** and **undergraduate** full-time hires in 2023 versus previous year, and **11.6% increase in graduate and undergraduate placements**, to address skill needs in key functions and ensure a pipeline of new talent.

Key achievements and milestones in the year.

732 new employees

attracted in 2023, up from around **570** in 2022 and **400** in 2021, meaning that we are almost back to pre-pandemic numbers.



63%

increase in **graduate** and **undergraduate** full-time hires in 2023 versus 2022, and **11.6% increase in graduate and undergraduate placements**, to address skill needs in key functions and ensure a pipeline of new talent.

Harvard Business Publishing



The well-known **talent development** provider's platform is now available to our Executive Management Team (EMT) and their reports, supporting leadership development. The platform is being launched to SITA's People Managers.

Executive coaching

We designed and introduced a new **Leadership program** in 2023 in partnership with the International Institute of Management Development, to develop our leaders in key strategic areas to grow and enhance our capabilities.



67,432 courses

were completed in the year, by employees and students, a total of **109,035 hours of training**. That is an average of approx **14.7** courses and **23.8 hours** per person among the 4,571 individuals involved.

Wellbeing activities

were rolled out, including **11 Optum wellbeing webinars**, and 50+ yoga sessions. Some **20%** of SITA's population engaged in the company's wellbeing activities.



International Women's Day

panel held, with three panellists giving their personal accounts on the **role of equity in a high-performance culture**. This offered insights into **equitable actions** that support an inclusive environment.

Hybrid working

continues, with agile ways of working – transcending physical boundaries, and **fostering collaboration**. Various events also encourage office attendance to bring teams together, enhancing camaraderie and team spirit. Our employee survey saw a **strong score for wellbeing** (above the high-tech score), demonstrating our commitment to an environment that **promotes productivity**, and prioritizes **quality of life and people relationships**.



CHAMP Cargosystems

Reimagining air cargo is the driving force behind CHAMP Cargosystems. A global leader with deep expertise in air cargo management, SITA's wholly owned subsidiary, CHAMP, is collaborating with the community to digitalize its future.

For over 30 years, our community-driven, customer-focused provider, CHAMP Cargosystems, has collaborated with air cargo organizations around the world. The aim? Smarter, more responsive, more cost-efficient ways of working. Digitalization across the industry, globally, is the way forward.

CHAMP's air cargo community of airlines, general sales agents, ground handling agents, and freight forwarders is the **largest air cargo community**. It continues to grow, adding almost **70 new customers** during 2023.

With its **wide customer base** and **leading portfolio**, CHAMP is uniquely positioned to use **digitalization** to drive efficiencies and transparency for air cargo operations globally – creating increasingly seamless air cargo processes.

Committed to **collaboration** and **connectivity** CHAMP is **the world's most open and interconnected provider**. It allows airlines, freight forwarders, ground handlers, and other stakeholders to integrate systems and processes – quickly and cost-effectively.

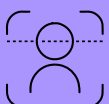
CHAMP's portfolio encompasses **air cargo management, ecargo** and **insights / intelligence** solutions. Provided by a team with a breadth of **knowledge, expertise**, and **industry dedication**, this uniquely shapes the future of reliable, smart, streamlined air cargo processes and operations.

The key trends addressed by CHAMP through 2023 and beyond include:

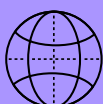
- Better connectivity and integration across the industry through continued evolution of CHAMP's **AI-enabled, automated Cargospot-neo platform**, which will bring radical gains in productivity.
- Speeding up the adoption of **IATA's ONE Record**, central to the future of digital cargo.
- CHAMP is the first provider to gain certification of its solutions enabling **industry compliance** with the **European Union's Import Control System 2 (ICS2)**, a new customs pre-arrival security and safety program.

CHAMP Cargosystems: digitally transforming cargo and global trade in an open, collaborative, innovative way

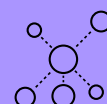
A **leader** in air cargo IT, CHAMP Cargosystems provides digital solutions to **improve** day-to-day operations for customers in the global **air cargo supply chain**. Enhancing **efficiencies**, enabling **interoperability**, and **reducing costs, time, and complexity**.



As champions of industry collaboration, CHAMP is driving the adoption of **IATA's ONE Record**, which will **digitalize air cargo**. The aim is an end-to-end digital logistics and transport supply chain where **data is easily and transparently exchanged**.



Offering a **unique range** of cargo management solutions, from distribution **connectivity** and advance **customs**, to **security** filing and market **insights**. **Co-innovating and co-developing** with customers and partners, to use **machine learning** and artificial intelligence (**AI**) to enhance processes and predictability.

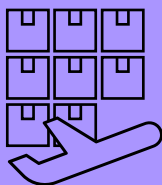


AT-A-GLANCE

Spanning the air cargo community.

200+

air cargo carriers, general sales agents (GSAs) and handlers (GHAs), with **4,000+** freight forwarders, as part of the world's biggest air cargo community, with connectivity right across the supply chain.



150 million

API (Application Programming Interface) calls, which continue to increase rapidly to CHAMP systems. APIs deliver cost-effective, fast digitalization and go-to-market times. Businesses can collaborate and process real-time data seamlessly. CHAMP is an API leader.

9.2 million

security declarations submitted via CHAMP's **Traxon Global Security** for complying with Pre-Loading Advance Cargo Information (PLACI), currently covering five regions and schemes (US ACAS, CA PACT, UK PREDICT, EU PRECISE, UAE MANAFTH).

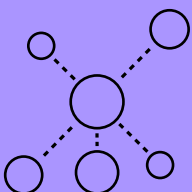


7.9 million

advance customs filings submitted by airlines and GHAs worldwide through CHAMP's **customs compliance** application **Traxon Global Customs (TGC)** which is connected to **65** customs authorities.

300 million

annual electronic exchanges across CHAMP's cargo community, with **20 million** shipments a year among **200+** airlines, ground handling agents and general sales agents, completed by **50,000+** users.



Key achievements and implementations in the year.

68

new customers joined CHAMP in 2023, boosting **CHAMP customer numbers to 900** and growing.



120+ Cargospot customers

by the end of 2023, for CHAMP's **comprehensive suite of air cargo management solutions**.

IATA ONE Record

is a strategic priority to **digitalize air cargo**, being **central to the industry's future**. First use cases in production with Cathay Cargo and two leading GHAs (see below). Focus now is to deliver successful new **ONE Record use cases**, to prove the standard's concepts.

1Neo-Connect

is a new CHAMP service to speed up ONE Record adoption. Greatly **simplifying the ONE Record landscape** it will kick-start the standard's **adoption**. Benefits will be truly felt when ONE Record is **implemented at scale** across the supply chain.

Cathay Cargo, Worldwide Flight Services (WFS) and Swissport

committed to working with CHAMP for IATA's ONE Record during 2023, going live with a **first use case**. Taking air cargo digitalization to the next level and supporting widespread adoption of modern data sharing.

Airbus and Deloitte

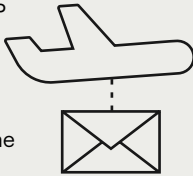
agreements with CHAMP on **collaboration** and **innovation** came to fruition this year following discussions in 2023. CHAMP joined **Airbus' OpenCargoLab**, focusing on openness and integration for enhanced connectivity and visibility. The strategic agreement with **Deloitte** centers on **addressing industry challenges collaboratively**.

Japan Airlines (JAL)

continued to work closely with CHAMP through the year on a number of **major implementations**, including a new **financial accounting system** early in 2023 for the company's International Mail business. Later in the year, CHAMP delivered the final phase of the **JAL Space Control project**, to support JAL's Airmail business/operational needs.

Ethiopian Airlines

extended its partnership agreement with CHAMP in 2023. A **customer for 30 years**, the airline is a long-term user of CHAMP's Cargospot suite of applications to manage its day-to-day sales and commercial activities. Ethiopian Airlines went live with **Cargospot AirMail** during the year. Two of the newest Cargospot customers are **JetBlue Cargo** and **Aeronex Cargo**.



60+ ICS2

implementations delivered by CHAMP in the year to meet the new European Union Import Control System 2 (ICS2) regulation, the new customs pre-arrival security and safety program. CHAMP **leads the field as the recognized industry expert**, holding multiple webinars on the topic and is also the **first air cargo solution provider to complete ICS2 conformance testing**.

Traxon leads the market

buoyed by the momentum from the roll out of ICS2 capabilities. Both Traxon Global Customs (TGC) and Traxon Global Security (TGS) position CHAMP as market leader for air cargo customs security. They enable regulatory filings for **air cargo customs and security**. 2024 will see further **expansion of country coverage**.



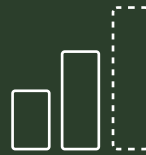
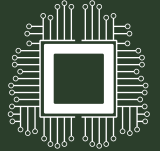
Shanghai Pilot Free Trade Zone

('TradeNexus') turned to SITA and CHAMP in the year to track shipments to help digitalize the tracking of shipment and capital flows of enterprises registered in zone. Using CHAMP's **Traxon Premium Tracking**, the solution replaces outdated processes and offers **high visibility** with **data-sharing** for all.

Portfolio and related activities in the year.

The future of air cargo management

is being redefined by CHAMP's AI-enabled, automated **Cargospot-neo** platform, which continued to evolve during the year. In addition to big **productivity gains**, it sets new standards for the use of Application Programming Interfaces (**APIs**) to enhance industry **connectivity** and **drive down integration costs**. With the widest range of applications, Cargospot-neo offers visibility from booking through to customs clearance.



Cargospot-neo

saw major investments in 2023 in three core modules: Cargospot-neo, for Airline, Handling, and Revenue Accounting.



Swissport

discussions began about CHAMP's next-generation cargo management solution, **Cargospot-neo**, followed by the announcement in 2024 that the global ground handling giant would become one of a number of **launch customers**. Swissport and CHAMP agreed that their partnership would **reimagine air cargo** together, elevating **visibility, customer centricity** and **operational performance**.

ICS2 solutions

launched early in 2023 for regulatory compliance with the European Union's Import Control System 2. **Other product launches** included an **A2Z Scan application**, resulting from a collaborative initiative with Metamaze, to transform Air Waybill data capture and comparison.



Design and rollout

of a new, market leading **Traxon Global eCommerce (TGE)** service for eCommerce security and customs filing, and the launch of a Traxon service for **ICS2 compliance** for e-commerce shipments. TGE launch took place in Jan 2024 to address the regulatory change impacting e-commerce shipments under ICS2. **Thai Airways** announced a continued partnership with CHAMP's Traxon cargoHUB to support their operational growth.





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