

SITA IMPACT REPORT 2025



Contents



Executive Review

Chair Statement	05
Board Directors	08
President Statement	09
Council Representatives	12
CEO Report	14

Business Review

Introduction	19
Sustainability at SITA	20
SITA Global Services	28
Airports	32
Borders	36
Aircraft	40
Communications & Data Exchange	44
Travel and Transport	48
Innovation and SITA Labs	52
Technology & Engineering	56
CHAMP Cargosystems	60

SITA



Executive Review

Chair statement

Leading the journey toward a new era of travel



Dr. Omar Jefri, SITA Board Chair

At the time of publishing this Impact Report, we can all agree it's an exciting period of transformation in the global air travel business. But even though the long-term future looks bright, we must acknowledge the current geopolitical tensions, complex cyber threats, and rising pressures on operations that impact us on a daily basis.

Of course, our immediate challenge is the ongoing disruption in the Middle East driven by the US-Iran conflict. Constrained airspace means that every day a significant number of flights are cancelled or re-routed. Added to that is the increase in the price of jet fuel, potential fuel shortages, and disrupted supply chains – all of which are driving up operating costs and fares.

Our thoughts are with all those affected across the region and the wider aviation industry. For SITA, the safety and security of our staff in the Middle East is the highest priority. At the same time, SITA has been diligently supporting our members and customers during this difficult period, ensuring operations can continue.

Long-term growth

Looking ahead, IATA's forecast cites a doubling of global passenger numbers, to 8 billion a year over the next 20 to 25 years. For our industry, this is a promising prospect. **There are incredible growth opportunities to be seized.**

But let's be clear, we recognize that this brings huge capacity challenges. Airports won't easily be able to double in size. Neither will we see twice as many aircraft in the skies nor officials at our borders. Yet we have to move forward. As travel gets even busier, how do we turn potential friction into flow, keeping passengers, aircraft and baggage moving, safely and smoothly?

Foundations for the future

The answer lies in next-gen IT. Airline and airport CIOs are already eagerly exploring and investing in the next wave of tech that will underpin travel in the years ahead.

SITA's Insights surveys tell us that 97% of airlines will have invested in an AI program or R&D by the end of 2026. 82% of airports are on the same investment track. Data platforms are becoming the norm too, with 90% of airlines using them to support analytics and operational decision-making. For travelers, the shift at the gate is well underway, with 43% of airports already offering biometric boarding.

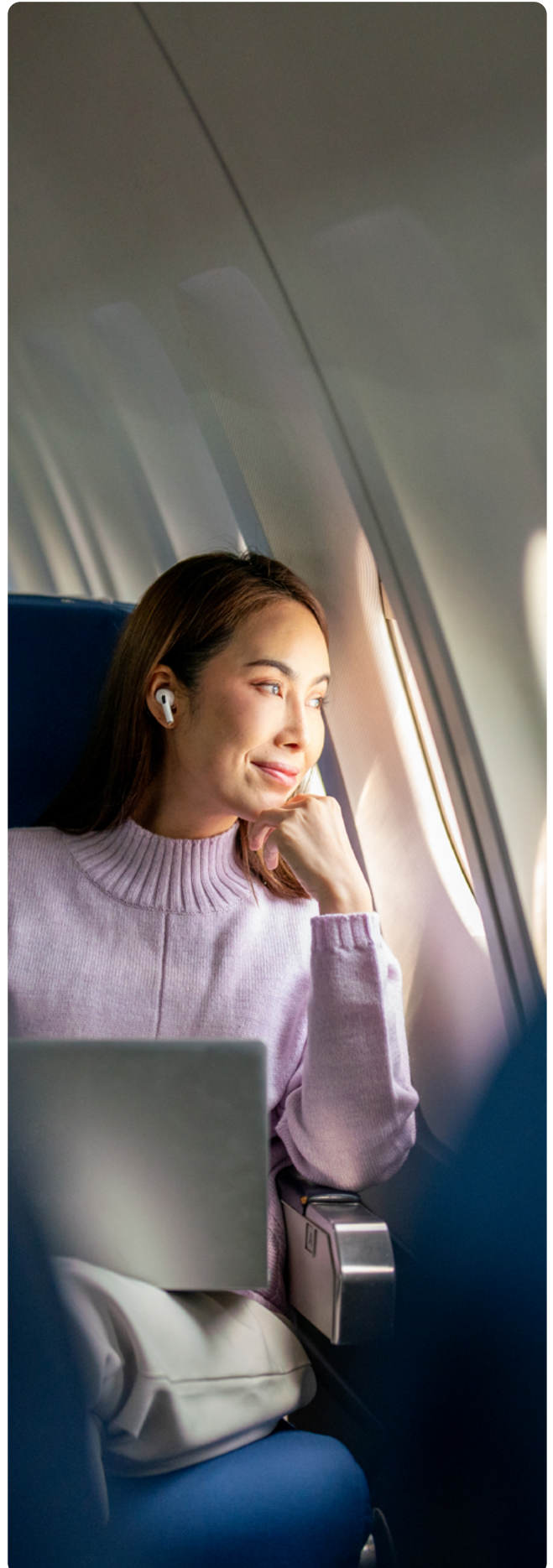
As digital transformation hits its stride, two-thirds of airports and nearly half of airlines are now upgrading their IT infrastructure, including cloud and core systems, as part of their investment plans and priorities for the years to come.

Setting the pace

It's against this background that SITA performed strongly in 2025, steered successfully by its leadership and experts all around the world (see the CEO Report, page 14). As aviation's digital transformation accelerates, the Board supports SITA's continued focus on being the industry's partner of choice in this critical transformation – helping us to manage the challenges of capacity constraints, airport queues, disruption, siloed data, skills shortages, and more.

I speak for the SITA Board when I say that in 2025 we were excited and proud to work with SITA's management on its business plan and strategy to lead the industry's digital transformation as it embraces smarter tech for faster collaboration, efficient operations and smoother travel.

This is a crucial journey for all of us. But let's remember that for SITA, leading the industry's adoption of IT isn't a new direction. SITA has always been our provider; our trusted team of experts and innovators rooted in the community. Ever since our community created SITA over 75 years ago, its remit has been to work closely with us, its shareholders, to set the pace, help us rise to our challenges, and chart the course ahead.



Partnership in practice

This collaboration and trust have never been more important. As we move into the fast-paced world of smarter platforms, AI, and data analytics, our industry is undergoing profound change. That's why in 2025 SITA kept up its long-term commitment to strategic investments in technology, co-innovations, and partnerships – to provide a pathway for our industry's evolution.

Let me cite a few examples:

- Aviation's new-gen communications platform, SITA Connect Go, gained traction in 2025. It allows the shift to cloud services, data-heavy apps, AI and digital passenger systems. Last year, SITA onboarded a major new customer, Cathay Pacific.
- SITA showed how a disciplined and focused adoption of AI benefits specific operational challenges, such as flight planning, disruption prediction, and more. One standout example is the industry's growing embrace of SITA OptiFlight®, providing intelligent flight optimization technology, which now has over 40 customers.
- SITA entered new collaborations in AI-driven intelligent Total Airport Management (TAM), including an MoU with Abu Dhabi Airports in 2025. This builds on earlier trials with the Greater Toronto Airports Authority. SITA's Total Airport Optimizer next-gen platform points the way forward, blending TAM, sustainability analytics, and secure data sharing on a single platform.

Opening the next chapter, as a community

As airports rethink their space for the age of Digital Travel, smart design becomes as important as smart tech. It demands the alignment of physical environments, operational processes, and digital capabilities to create smoother, more intuitive journeys. SITA's forward-thinking strategic investment to acquire CCM, the globally recognized leader in airport interior design, positions us strongly in this area.

SITA leads the world in Digital Travel, as proven by trials in Aruba of the first operational uses of ICAO's Digital Travel Credential (DTC), a secure digital version of a passport stored on a smartphone. SITA continues to invest in innovation of digital travel processes that will radically reinvent border crossings.

Stepping back and looking at the year for SITA, I'd say the company's progress in 2025 demonstrates how disciplined innovation, long term investment, and close collaboration with industry partners is securing the next chapter for our industry.

SITA has always been a community player.

Digital transformation will not come from isolated breakthroughs but from coordinated progress across technology, infrastructure, and the passenger experience. That's what SITA is here to do; bringing the community together around shared objectives and common standards.

Looking ahead with confidence

SITA's progress is the result of a clear long-term business plan and a vision, and strategy, rooted in inspired thought-leadership. I'd like to conclude by expressing the Board's confidence in SITA's direction, its CEO David Lavorel, its management and the SITA Council, and all of SITA's teams and experts around the world.

Finally, thank you to you, our shareholders, for joining us on this transformation journey. SITA stands ready as your trusted travel tech partner for the next chapter of our industry's evolution.

SITA Board of Directors

as of 31 December, 2025



Dr. Omar Jefri (Chair)
Saudi Arabian Airlines



Michael Doersam (Vice Chair)
Chief Financial and Group Services
Officer, Emirates



Pierre-Olivier Bandet
EVP Cargo, Air France – KLM Group



Mel Crocker
Vice-President and CIO, Air Canada



Dominique Fehlmann
Head of Ground Operations LHG America South
and Latin America, Swiss International Air Lines



Laurent Jossart
CEO, Liege Airport



Kerem Kızıltunç
Chief Information Officer, Turkish Airlines



Frank Meyer
Chief Digital Officer, member
of the ExeCom, Etihad Airways



Dominique Prüm
Executive Director Aviation
& Infrastructure, Fraport



Juliana Rios
Chief Information and Digital Officer,
LATAM



Mahesh Sogal
Vice President - IT Transformation and
International Technology, Delta Air Lines



A.T. Srinivasan
Advisor to the Group CEO,
Qatar Airways

President statement

We're here to shape tomorrow, together



Brant Venice, SITA Council President

As President of the SITA Council over the past two years, and a Council Representative for 12 years, I've always been impressed by the collaborative role of our unique industry body.

At a time when our industry is growing rapidly, safely and efficiently moving record numbers of passengers around the world, the Council's role remains as important as ever. It's essential to have an advisory body to address the interests of the SITA member community.

Our industry faces a range of challenges as we step up to handle the surging demand for travel, and the Council is confident that SITA is the travel tech partner ideally positioned to support the growth.

Travel tech, critical to the future

The Council contributes to and advises on SITA's portfolio of travel tech solutions for the benefit of SITA's members and customers. This is vital, as digitalization, emerging tech and sustainability continue to be central themes in aviation.

Our Council Representatives come from aviation organizations spanning the globe, so they truly represent the industry everywhere.

The Council continued to work in 2025 with SITA's management team and experts to offer insights and thought leadership on the accelerating adoption of biometric identity, automation, data-sharing initiatives, and more, as these trends reshape tomorrow's passenger journey and operational efficiencies.

Enduring industry partnership

This is an enduring industry partnership. Since 2011, the Council has worked closely with the SITA Board and the Management team. Today, its advisory role on SITA's portfolio offers a unique approach to help the travel community get the IT and innovation it needs.

It matters because it represents a strong collective voice in shaping the technology that the industry relies on every day. During the year, we were excited to be involved and collaborate during sessions on innovation, baggage, new airline solutions, AI agents and aviation operations, and new-gen cloud platforms.

Council Awards: perfect collaboration

The SITA Council Awards are a great example of collaboration with SITA. The awards recognize standout SITA projects that shape the future of travel and reinvent processes to keep journeys and operations flowing.

Four nominations made the final for the Council vote. These were innovative projects for easyJet, Hamad International Airport, Singapore's immigration authority, and Apple.

easyJet's innovative Ground Crew App

easyJet worked with SITA to reimagine airport operations through a new Ground Crew App. The airline's agents can now assist passengers anywhere in the terminal – untethered from desks and legacy systems.

Key innovations at easyJet include mobile check-in, boarding, and bag-tagging using SITA FlexBox and handheld devices, with real-time passenger processing. Following successful trials, expansion is planned for over 30 locations.

In just 12 months, easyJet checked in over 30,000 passengers and boarded more than 3 million passengers. Crucially, this initiative created a blueprint for the future of airport operations everywhere.

Future-ready flowing travel at Hamad International Airport

Doha's Hamad International Airport, a long-term partner of SITA, is embracing SITA Smart Path. Its biometric verification spans all the journey's stages, including mobile and on-site enrolment, check-in desks and self-service kiosks, pre-immigration security eGates, lounge access, and boarding eGates.

This vast reinvention of the journey encompasses mobile enrolment for multiple airlines, 82 traditional check-in counters, 62 self-check-in next generation kiosks, and much more.

What started as a proof of concept over five years ago became a full-blown project in 2025. Again it shows the power of collaboration and partnership to shape tomorrow's travel.

Passport-less border clearance in Singapore: a world first

Another shortlisted project included Singapore's Immigration and Checkpoints Authority's game-changing biometrics initiative. It represents a fundamental reinvention of the travel experience – the world's first passport-less clearance. The project automates all traveler touchpoints, from pre-arrival to departure.

Singapore residents arriving and departing at all four Changi terminals now clear immigration by simply using



facial and iris biometrics. All foreign visitors can also enjoy the same convenience when they depart Singapore.

The average clearance time for each traveler has now been reduced by 60%, from 25 to 10 seconds. Again, partnership is pivotal. SITA has been a trusted tech partner for Changi Airport Group for the past 13 years.

SITA-Apple partnership transforms aviation's mishandled bag experience

The fourth shortlisted project is SITA's partnership with Apple to transform the experience of mishandled baggage recovery. This integrates Apple's Find My technology into SITA WorldTracer® Self-Service.

Using their mobile devices, passengers can now share the precise location of their delayed or damaged baggage with their airline, in a major step forward in aviation.

Available statistics show 25% faster bag tracing, a 10% higher Net Promoter Score, lower compensation costs as fewer bags are lost, and fewer incoming calls for contact centers.

The solution is being increasingly adopted by airlines, with British Airways, Lufthansa, Qantas, Virgin Atlantic, Finnair, and Air India among the early adopters. The same is now being implemented with Google. (See page 34.)

Thank you

Before I close, let me thank all of our representatives on the SITA Council for their dedication and insights. Together with SITA, we're here to shape the future of our industry, bringing greater flow to the processes behind tomorrow's travel.



SITA Council Representatives

as of 31 December, 2025



Brant Venice

Representing the North & Central America Group (ABX Air) - Council President



Kamal Hingorani

Representing the Indian Subcontinent Group (SpiceJet) - Deputy President



Adib Charif

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)



Sherine Fahmy

Representing the Middle East & North Africa Group (Egyptair)



George Fanthome

Representing the Indian Subcontinent Group (BIAL)



Lawrence Fong

Representing the North & Central Asia Group (Cathay Pacific)



Dragan Gajovic

Representing the Central, Eastern & Southeastern Europe Group (Air Serbia)



Jenean Green

Representing the Sub-Saharan Africa Group (Airlink)



Fernando Lara

Representing the South America & Caribbean Group (Avianca)



Ian Maggi

Representing the Southern Europe Group (Malta International Airport)



Jennifer Paine

Representing the North & Central America Group (Southwest Airlines)



David Pizzey

Representing the South Asia & Pacific Group (Qantas Airways)



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)



Hélène Thomas

Representing the South Asia & Pacific Group (Air New Zealand)



Suzy Wardle

Representing the Northern Europe Group (Virgin Atlantic Airways)

CEO Report

Your travel tech partner



David Lavorel, SITA CEO

Aviation is growing exponentially, as we move toward IATA's forecast of 10 billion passengers for 2050. Yet instability in the Middle East is a reminder of our industry's volatility, showing just how quickly it can be disrupted.

Our primary concern is the safety and well-being of everyone in the region and the return to normal operations. In the meantime, as the Chair statement says, aviation and the wider travel industry must cope with the financial strain of rising fuel costs, restricted airspace, and growing operational complexity.

For the duration of the conflict, SITA has set up a central crisis management structure to coordinate decision-making. Our global support across our regions includes resources to keep systems resilient, as well as continuous monitoring and rapid response capabilities.

Long-term optimism, as we digitally transform travel, together

Looking to the future, our industry continues to respond to long-term expectations for passenger growth of around 3% a year through to 2050. But meeting that demand will require more than just growing fleets and expanding airports.

Why? Because more passengers are digitally native, expecting instant, mobile-first, and smooth journeys. It's projected that by 2029, 1.27 billion travelers will use digital identities, up from 155 million today¹.

To serve more passengers, the industry must turn to travel tech, not just physical expansion. That's why airlines and airports increased their IT investments to US\$36 billion and US\$14.8 billion respectively last year².

We see it as our role to lead this digital transformation, working with customers as their chosen partner. It's our mission to explore new tools, navigate AI, unleash insights, and deliver data-driven journeys and operations.

Before the journey begins

Travel is already becoming more digital, even before passengers get to the airport. Right from the start, destination is top of mind, as governments adopt digital identity and pre-clearance solutions to balance security with efficiency.

In APAC, programs like India's DigiYatra offer biometric-based, paperless travel at scale. Throughput is three times faster, with much shorter queues. Our close collaboration with the Airports Authority of India supports this transformation across more than 40 airports.

And in Latin America and the Caribbean, rising passenger volumes are also being managed by smart solutions rather than physical expansion. SITA has become the chosen partner and leader for ABC gates in the region. Our digital border initiatives in LATAM now process passengers in 15-30 seconds with fewer officers per lane. This allows travelers to move faster while giving authorities greater visibility and control.

At the airport

For many airports, infrastructure expansion is simply not an option. They must rethink the journey from the inside, using common-use systems, biometrics, self-service, and real-time data for better passenger flows from start to finish.

We're already seeing this shift taking shape at Düsseldorf Airport, our 27-year partner. Through digital transformation, the airport is scaling capacity without terminal expansion, with SITA driving full automation across most airport operations.

Our 2025 acquisition of airport design leader, CCM, brings us into airport construction projects earlier, helping shape how airports are designed around digital flows, automation, and passenger movement.

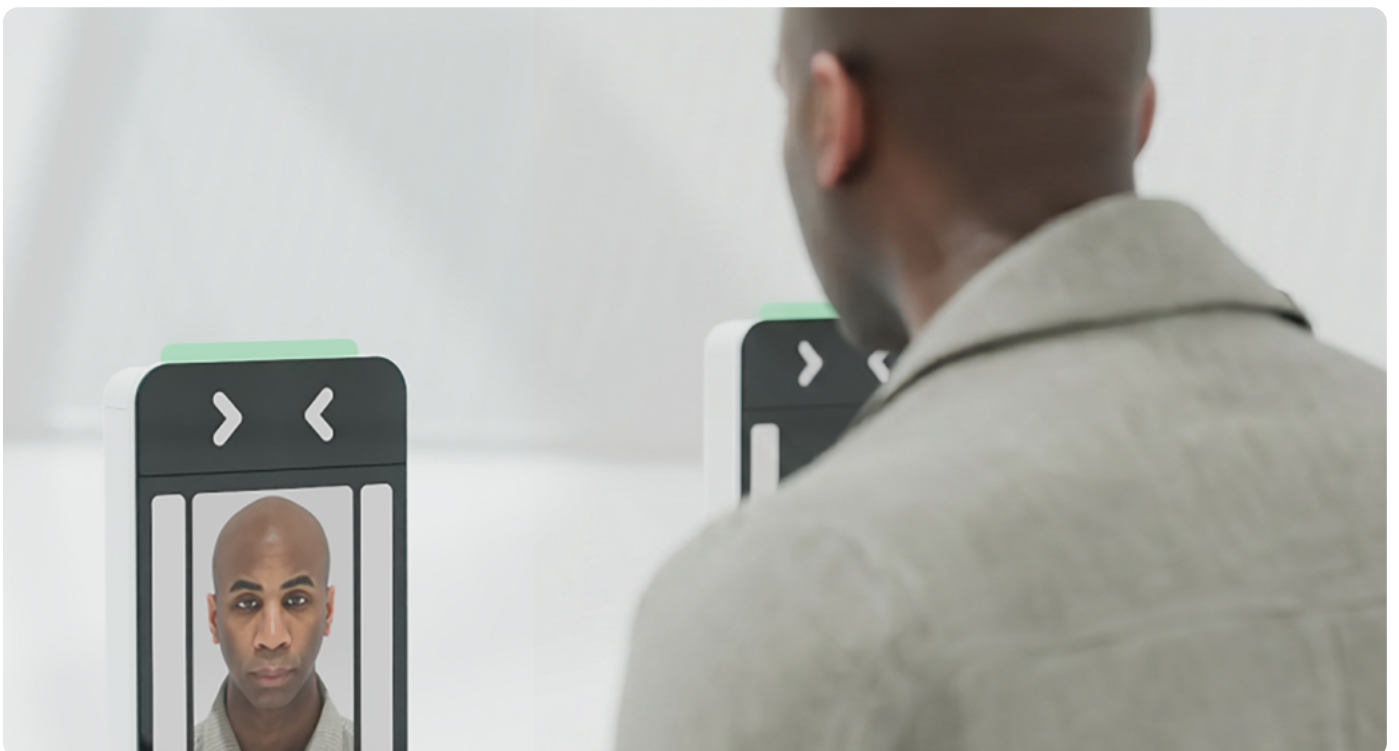
The same thinking applies to airlines. Together with easyJet, we launched our Ground Crew App, replacing fragmented legacy systems with one mobile interface. It frees ground crew from fixed desks to support passengers anywhere in the terminal, drastically improving flow and already helping board over 3 million flyers.

Behind the scenes

Behind these smooth passenger experiences sits a far more complex operation, requiring non-stop coordination between multiple stakeholders. Digital platforms and real-time data sharing are providing answers for airlines, ground handlers, airports, and air navigation providers.

That's why we're partnering with the industry to modernize networks through SITA Connect Go and next-gen SD-WAN platforms. We recently joined forces with Emirates Airline, to strengthen the airline's bandwidth, flexibility, and resilience to support smoother systems and cloud services across the airport.

Adding to these transformations behind the scenes, we're beginning to see the rise of Total Airport Management (TAM). As the Chair statement says, we've teamed up with Abu Dhabi Airports in this area, while our live proof of concept with Toronto Pearson International Airport uses AI to optimize stand/gate allocation, for better turnaround time. Industry figures show that even one or two minutes saved per turnaround scales into major gains.



In the air

Optimization doesn't stop on the ground. Once aircraft are in the air, tech is also reshaping how routes are managed, fuel is used, and delays are reduced. Using machine learning and digital twin tech, SITA's OptiFlight® solutions have brought significant improvements in operational performance and sustainability. This typically means a 5% fuel saving in the climb phase and a reduction of thousands of tonnes in CO₂ emissions per fleet.

SITA OptiFlight® customers span the world, including United Airlines, American Airlines, Azul, ITA Airways, Air Europa, Transavia, Singapore Airlines, Indigo, Air India and many more.

At the destination

The journey doesn't end when the aircraft lands. That final step matters just as much as any other. This is why SITA works with over 75 governments to help borders run smoothly, keeping passenger flows moving efficiently while giving authorities stronger risk assessment capabilities.

A proven example is our partnership with the Government of Aruba. There, Digital Travel Credentials allow passengers to receive pre-departure approval before they even board, then move through biometric border processing on arrival, with clearance in as little as 8 seconds, 78% faster than before. A more secure and smoother arrival experience, with passengers estimated to go from 'plane to oceanfront' in under 30 minutes.

Growing, innovating and transforming sustainably

As the market grows, so do we. Our 2025 revenue rose 7% year on year. Guided by our ambitious 2023–2026 Four-Year Business Plan, we've delivered consistent 7-8% annual growth, increasing revenues from US\$1.37bn in 2022 to US\$1.71bn in 2025³.

Key to that growth is staying close to our customers – anticipating their needs and keeping our finger on the industry's pulse. This helped drive a 33.09% Net Promoter Score in 2025, placing us in the top B2B bracket for customer loyalty and satisfaction.

We back our progress and transformation with multimillion-dollar investments, in R&D (US\$93 million in 2025), innovation, and in strategic acquisitions to expand our capabilities.

In 2025, we accelerated our use of AI and advanced analytics. We deployed SITA Bag Radar, our AI-driven baggage analytics tool, helping airports and airlines anticipate and prevent baggage disruptions before they happen.

In parallel, our SITA Labs continue to drive co-innovation directly with customers, moving rapidly from concept to application. With a strong focus on data sharing, our Labs are developing a 'universal data stream' to support multi-party, real-time data exchange, alongside agentic AI engines that actively orchestrate airport and airline workflows.



Ultimately, it's about how we work with our customers, co-developing in real operational environments, to turn ideas into tangible outcomes for the industry.

At the same time, our organic growth exceeds expectations, as we provide more digital, data and platform-led solutions, which are fast-growing areas.

With sustainability as a core part of our business model, we're moving closer to our STBi Net Zero 2050 goal. We cut our carbon emissions by 1.3% last year, even as revenue increased. We continued to push our Environmental, Social, and Governance (ESG) programs in 2025. (See page 20.)

As part of that, we've embedded sustainability into product development and innovation. We work closely with our customers to understand their evolving needs and meet their sustainability goals – from reducing energy use through software-defined networking and cloud-based infrastructure, to lowering fuel burn and emissions through AI-powered solutions.

And in partnership with the Arab Air Carriers Organization and Amadeus, we're now giving the industry access to combined aircraft emissions data through SITA Eco Mission and Amadeus tech.

People power

None of this would have been possible without our people. We ramped up talent acquisition and development, with hiring rising 14% and 1,422 roles filled, three-quarters of them taken by external talent, as we bring on board new expertise.

Our talent strategy continues to build skills across SITA for thousands of employees. We launched a new Skills Center and expanded our leadership and high-potential programs, helping prepare our people for what comes next.

Underpinning this is a culture of trust, care, and empowerment. In 2025, we were proud to earn the 'Great Place to Work' certification in 28 countries, covering more than 80% of our people.

Showing the way

Spanning the world, with customers in 95% of international destinations, we're ideally positioned to deliver next-gen travel tech anywhere. Our industry is in a moment that matters. It's vital we collaborate to reshape travel together, so that it works for everyone.

Footnotes:

1 Juniper Research.

2 SITA Air Transport IT Insights 2025.

3 Excluding our discontinued Passenger Service System (PSS) business.



Business Review

Introduction

Aviation today runs on a level of complexity that wasn't there even a few years ago. It's the tech that keeps things moving. That's why the industry relies on tech partners who can make it work. Investment in IT is rising to meet the challenge. Our latest report, *The State of Aviation: 2025 Air Transport IT Insights*, shows an increase in IT investments to US\$36 billion for airlines and US\$14.8 billion for airports. That's an average of 3.6% and 7.3% of revenue, respectively.

In 2025 our teams delivered that travel tech, turning friction into flow. We helped make travel easier, faster, and more connected across aviation and the broader travel industry. We connect staff, crews, systems, and passengers, keeping data moving and giving teams the visibility they need in real time to keep operations on track.

Across our organization, 2025 brought real progress in aviation, especially through co-innovation. That includes putting AI to work directly in live operations, helping the industry keep things running.



Sustainability at SITA

It's core to our business

Sustainability is core to how we run our business, especially as we grow. It shapes how we work, how we innovate, and how we show up for our partners. Our approach shows the connection between business performance, environmental responsibility, our people and communities, and governance.

Our Environmental, Social and Governance (ESG) credentials are built on industry-recognized commitments and independent standards. This is how we embed sustainability across our organization.

Our sustainability strategy at a glance



Climate – we take action

We're committed to becoming a net zero company by 2050, guided by the Science Based Targets initiative (SBTi).



People – we take care

Inclusive, supportive, empowering. That's the culture we promote.



Practice – we do it right

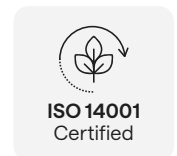
We hold ourselves to high standards of corporate governance across ethics, data management, and more.



Impact – we help the industry

Air transport has committed to net zero by 2050. We're helping the industry get there.

For details, see our related publication: "SITA Impact Report 2025 - ESG Excellence".



Environment

2025 was a strong year for us. We increased renewable electricity use to 90% of our offices globally.

Two of our new offices became ISO14001 certified for Environmental Management Systems (EMS). We continued to grow while stabilizing our emissions, achieving a 1.3% year-on-year reduction.

Environmental governance and management

We focus closely on environmental governance and management. We embed this across our global business and corporate operations. Our ESG strategy guides it. We've built this strategy on responsibility, innovation, and cooperation. Climate change is a key risk, and we manage it through our double materiality assessment and enterprise risk framework.

For environmental management, we run an ISO 14001-aligned EMS in nine offices. This covers 30% of our global workforce. In 2025, certification was expanded to our Reading office, followed by our Prague office in early 2026.

Our commitments

In 2023, we committed to a net zero pathway by 2050 under the Science Based Targets initiative (SBTi). Our targets and decarbonization pathway reflect climate science. They guide action across our operations and value chain.

To stay in line with evolving SBTi requirements, we've built an internal SBTi target management methodology. It defines how we assess and govern targets, trajectories, and base year recalculations.

Our ESG strategy sets environmental priorities and targets beyond this. We're expanding ISO 14001 certification to 12 offices by 2027, stepping up engagement with our supply chain, and maximizing renewable electricity use by 2030.

Climate impact and decarbonization

We validate our climate targets using the SBTi, following the 1.5°C pathway. We're committed to reducing absolute greenhouse gas emissions across Scopes 1, 2 and 3 by 46.2% by 2030, compared to a 2019 base year. We've also targeted net zero emissions across our value chain by 2050, with at least a 90% absolute reduction long term.

One of our KPIs is carbon intensity (tCO₂e per million USD of revenue). We've built this into our corporate goals under the SITA Incentive Reward Plan (SIRP). It links climate performance directly to employee compensation and leadership priorities. We also hit our 2025 carbon intensity target by evolving our portfolio, increasing renewable electricity use, and improving operational efficiency.

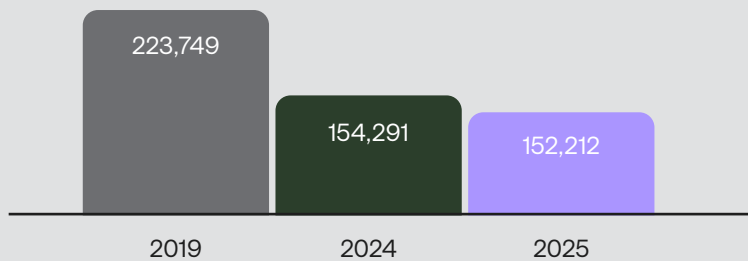


Carbon footprint

2025 was a strong year for us. Despite our growth, we managed to stabilize and slightly reduce our emissions by 1.3%. Compared with our 2019 base year, we have reduced our total carbon footprint by roughly one third. This confirms our SBTi commitment to progressive decarbonization.

In 2025, we have significantly modernized the way we measure our carbon footprint, improving our coverage and updating our emissions categories in line with the GHG Protocol. To allow for comparability, we have restated our historical reported emissions using the improved approach.

Evolution of SITA's carbon footprint vs 2019 base year



Total market-based GHG emissions (Scopes 1–3) in tonnes of CO₂e. Detailed scope breakdown and methodology, see SITA Impact Report 2025 - ESG Excellence.

32% REDUCTION
SINCE 2019

1.3% REDUCTION
YEAR ON YEAR

Our decarbonization levers

Our Climate Transition Plan drives our decarbonization. It integrates SBTi-validated targets and focuses on the main drivers of our emissions. To stay on track for 2030, we're now pushing forward three 'decarbonization levers':

- **Energy management.** To reduce emissions, we're increasing renewable electricity and energy use across our operations and infrastructure.
- **Product efficiency improvements.** We're improving the energy and carbon performance of our products. We do this through sustainability-by-design principles and by making products more efficient throughout their lifecycle.
- **Process changes.** We're reshaping how we work. That includes factoring carbon into procurement, closer work with suppliers, and better logistics, travel, and asset management to reduce emissions.



Energy

Energy efficiency is key in our climate strategy. And 2025 was a strong year for us. We increased the share of renewable electricity in our offices from 37% in 2024 to 90%. This moves us closer to maximizing renewable electricity use by 2030.

Where direct renewable sourcing isn't available, we purchase renewable energy certificates.

Electricity consumption in SITA offices across the globe

	2019	2024	2025
Total electricity consumption (offices) in MWh	19,446	10,385	5,560
Renewable electricity from active sourcing	N/A	3,805	5,059
% of direct renewable electricity	N/A	37%	90%

Our offices are key to delivering our environmental commitments. For more, see "SITA Impact Report 2025 - ESG Excellence".

As a digital and service-based organization, we also improve energy performance across cloud services, data platforms, and data centers. We do this by partnering with providers to have the direct emissions data on our usage, improve efficiency and reduce emissions.

Health, Safety and Environment (HS&E)

Occupational Health and Safety (OHS) policies make sure of the health and safety of our workforce. They follow HSG65, ISO 45001:2018 procedures, and are audited independently. To support safe and compliant operations worldwide, we carry out risk assessments, mandatory training, continuous improvement, and more.

Driving lower-impact aviation

We help airlines reduce emissions by using data to optimize flight operations. SITA OptiFlight® makes flying more efficient across all phases of flight, from climb, to cruise, to descent. Its flagship module, SITA OptiClimb, processed 2.9 million flights in 2025, saving 127,732 tonnes of fuel for 59 airline customers worldwide. That's equivalent to 403,633 tonnes of CO₂ in total.

And we don't stop there. SITA Eco Mission simplifies emissions reporting and regulatory compliance by automating data collection. It supports Sustainable Aviation Fuel (SAF) and certificate management, allowing airlines to think well ahead as they plan for climate regulations.

Beyond this, we're building our role as the long-term sustainability partner for the air transport industry. With sustainability-by-design for software and passenger processing hardware, we build in energy efficiency and lower carbon impact from the start. This helps our customers reduce emissions across the full lifecycle of their tech.

Social

Our people – a driving force

Our people drive our innovation and shape how we're changing travel and transport. We support their wellbeing and work-life balance through flexible and hybrid working, global wellbeing tools, and a focus on health, safety, and mental wellbeing.

Respecting dignity and protecting people

We underpin people practices with respect for human rights and human dignity. Anyone in our business or value chain can raise concerns - including on human rights - safely and confidentially, through management or our whistleblowing service, RADAR. In 2025, our workforce reported no human rights related incidents or complaints.

Culture, leadership, and belonging

Shared SITA values shape our culture. They guide behavior and leadership across our geographies. In 2025, we strengthened our people-first, high-performance culture. We worked through ambassadors for culture-change, leadership development, and moments of global connection, like our global Open Day, celebrated across almost 80 countries.

Growing skills for a changing world

We work in a rapidly evolving sector, so developing skills is critical. In 2025, our employees completed 68,000 courses. That's over two million hours of learning. We made this happen through an upgraded learning ecosystem and a new skills-based platform.

Different voices, stronger outcomes

As one of the world's most global companies, the diversity and varied perspectives of our people are a strategic strength.

Our people represent over 130 nationalities, 372 locations, and 113 countries. More than a third of them are in customer-facing roles. We see first-hand the positive effects of diverse and inclusive teams. The ability to service customers globally and adapt to change. Better business decisions. Stronger performance, and a culture where people can bring their full selves to work.

We build inclusion with fair policies, regular conversations with employees, engagement surveys, and a network of Employee Resource Groups.

Community engagement and social impact

Community engagement is a key part of our social impact. We help employees to give locally and globally through volunteering and partnerships. Our Value in Volunteer Action (VIVA) program grants one paid day a year for volunteering, which we complemented in mid-2025 with an added paid day off for blood donation. In 2025, community engagement grew to 11.3% of employees.





Governance

Strong governance drives our business practices and resilience. SITA's Board and its committees oversee the business, hold it to account, and make sure it reflects stakeholder expectations. At the same time, our member-representative advisory body, the SITA Council, supports us as we develop products and solutions for the air transport community.

We regularly improve our frameworks for governance, risk, ethics, procurement, cybersecurity, and privacy. This is how we make a difference for our stakeholders and society. We also build sustainability principles and human rights into our business decision-making, acquisitions, and supplier relationships. Because as we grow, we want to do it responsibly and with value that will last.

Risk management – ahead of risk

Strong risk management protects value and supports sustainable growth. It also helps us stay ahead of a changing risk environment. We use an Enterprise Risk Management (ERM) framework, covering financial, operational, cybersecurity, privacy, ESG, and regulatory risks.

We document all risks, including those related to sustainability, in our Enterprise Risk Register. Our risk owners, including our Executive Team and Audit and Risk Management Committee, review this register every quarter.

Ethics – at the heart of our culture

Ethical conduct and compliance are core to our culture. Ethics underpin trust with our customers, partners, employees, and society. We have zero tolerance for unethical behavior, including bribery, corruption, fraud, and human rights violations.

All employees and contractors follow our Code of Conduct. We strengthen this with policies on anti-bribery, sanctions, conflicts of interest, and non-retaliation. For confidential reporting anywhere in the world, our employees and stakeholders can use our RADAR hotline. (See page 24.)

Responsible procurement – a key driver of our ESG performance

Responsible procurement drives our ESG performance, making sure our supply chains stay ethical, sustainable, and resilient.

We embed ESG criteria into supplier selection and include a 10% minimum weighting for all major Requests for Proposal. In late 2025 we launched a digital supplier management platform to support ESG data collection and risk monitoring. Today, 49% of supplier spend goes to SBTi-committed suppliers, and we're increasing that share over time.

Cybersecurity, AI and privacy – critical to operations and trust

Cybersecurity and data privacy are essential to how we operate, build trust, and meet global regulations. We set up cybersecurity governance through a structured framework, with Board-level review through a Cyber and Privacy Committee.

We embed information security into our enterprise governance, following ISO 27001, SOC 1 and 2, NIST, and PCI standards. We apply a responsible AI framework for ethical AI use, with direction from our internal management AI Board and global policy.





SITA Global Services

Keeping travel flowing 24/7

Aviation runs on tech that can't afford to stop. SITA Global Services (SGS) is the team that the industry relies on to keep travel flowing. 'Always on', always responsive, and with increasingly automated support, we help prevent downtime, solve problems faster and keep airports, airlines, and major events running better every day.

Our SGS team has around 900 travel tech field engineers on the ground and more than 800 service support professionals. They help cut waiting times, improve connectivity, and support safety and security. As part of our transformation, SGS rolled out new tools and improved service support across our portfolios in 2025, giving the industry the reliability it needs.

Keeping travel flowing



Simpler, cost-effective support: shifting to streamlined models for aviation and travel industry customers everywhere.



Proactive customer care: anticipating issues, resolving them faster, making communications faster and clearer.



Smart automation: using AI, machine learning, and self-help tools to speed up incident management and make operations more efficient.



Trusted tech behind smart operations

In 2025 and 2026, SGS is focused on delivering quality across applications, data, and service delivery. A key priority is proactive incident management and prevention.

Alongside this, we're expanding AI-powered support to help customers resolve issues faster. We're using chatbots and digital channels to route requests and give solutions without unnecessary delays.

Behind the scenes, we added new modules on platforms like ServiceNow to improve how issues are handled and resolved internally. This reduces friction by addressing everyday issues quickly and efficiently in one place. It strengthens how we deliver smart operations. With proactive monitoring, advanced analytics, and automation, we make services more reliable and easier to manage.

These capabilities work behind the scenes. For customers, the result is fewer disruptions, faster resolution, and smoother, more transparent support.

Modernizing field operations

In 2025, SGS transformed field operations to give our on-site teams the tools to discover and fix issues faster. We launched our new Field Service Management capability on the ServiceNow digital service management platform.

We brought automated dispatching, AI-driven scheduling, real-time tracking, and mobile enablement for field teams across airports worldwide. We're helping airports and airlines flow by predicting problems, fixing them fast, and keeping everyone on the same page.

Making global events happen

2025 showcased SGS experience in supporting customers during major world events in sports, religion, and more. They come with high stakes as well as the operational challenges of managing millions of passengers in short timeframes.

But we've been doing this for decades. We started with common use terminal equipment (CUTE) tech for the 1984 Summer Olympic Games in Los Angeles. Since then, we've delivered the tech behind major events every year, including: the 2022 FIFA World Cup in Doha, 2024 Paris Olympics and the 2025 Hajj. End result for Hajj? Zero downtime. Zero major incidents. 100% compliance with service level agreements (SLAs), and automated incident management with self-healing processes to resolve issues quickly.

Built on experience, our major event support model gives customers operations they can count on. The focus is on operations that flow, maximum uptime, and peace of mind during complex and high-profile travel events. Next up for SITA SGS? The FIFA World Cup 2026 in the US, Mexico and Canada, and Hajj 2026.

Modernizing self-bag drop

In 2025, SGS moved all our self-bag drop systems, in over 75 airports, onto an updated cloud platform, the SITA Landing Zone. It runs on Microsoft Azure. This new setup is more modern, more secure, and more reliable. It keeps airport operations moving and shows what reliable cloud tech can do for travel.

Did this large-scale migration disrupt airport operations? No. The tech held steady, and operators everywhere could rely on it. We worked closely across airports, stakeholders, and time zones to make this happen. This is just one example of how improved automation and monitoring help customers identify and resolve issues faster. We're keeping migration work moving through 2026.



SITA Global Services – helping travel flow, worldwide



1 GLOBAL CUSTOMER SERVICE AND OPERATIONS

organization managing services across the world for SITA portfolios.

2,500+

customers across our portfolios supported by SITA Global Services, including 300+ airports.

1,700+ SERVICE PROFESSIONALS AND FIELD ENGINEERS

fully global network ITIL-compliant, across 324 locations in 108 countries.

60+

languages spoken by SITA's multilingual support staff both on-site and remote.

3 SITA COMMAND CENTERS

in Montreal, Singapore, and Cairo to provide around-the-clock support for crucial operations. New initiatives helping to speed up incident response times alongside better-integrated system monitoring.





Airports

AI ambition, operational flow

Imagine an airport that thinks ahead, capacity that stretches without physical expansion. Operations that adapt before disruption hits. Passengers who flow through, because intelligence is already working behind the scenes. That's what AI-powered airports look like. As the trusted travel tech partner, we're building them, today.

Our travel tech gives airports the tools to handle more passengers than ever, without waiting for new terminals to be built. Physical space is finite. Operational capacity doesn't have to be. Through automation, AI, predictive capabilities, and Total Airport Management (TAM), we're giving airports the tools to move more people through terminals. Reduce bottlenecks. Keep journeys flowing. All using the infrastructure they already have today.

Baggage operations are improving thanks to better tracking, tracing, and more automation. At the same time, passenger processing is shifting toward biometrics and Digital Travel Credentials (DTCs). More of the process is happening before passengers reach the airport, and journeys are linking up across rail, road, and air.

Your travel tech partner

We keep passengers and operations flowing, powered by data and tech



We're still **the trusted collaborator** for airports, airlines, and ground handlers worldwide.



We **help airports connect AI, data, and automation**, so everything runs as one system.



We're set on becoming aviation's **leading AI-services company**. We're already changing the experience of millions of passengers at SITA-powered airports.



One plan, one picture for operations

Nearly 200 airports now run their operations on SITA's Airport Management Solution (SITA AMS) making it the operational brain behind some of the world's busiest airports. Our 'Airports of the Future' white paper sets out what comes next: a practical roadmap for those ready to take the next step in their digital transformation.

AMS brings together the tools that improve how passengers move through airports. It can be fully customized to get the most out of existing resources and processes. Accurate, shared, real-time data allows different teams to make decisions together.

SITA AMS puts operational data to work, so teams spot issues early, adjust resources, and make faster, more efficient, and more sustainable decisions. It's the operational foundation of Total Airport Management (TAM). It gives a real-time view across systems, helping operations stay coordinated and predictable.

The commercial outcomes are there. Industry benchmarks consistently show TAM reduces delays by 15% and taxi time by 5-8%. The result is fuel savings, lower emissions, more capacity, and better on-time performance.

We're ahead in this space. In 2025, we signed an Intelligent TAM MoU with Abu Dhabi Airports, where our AI-driven platform will shift operations toward more optimized decision-making. This builds on a proof of concept with the Greater Toronto Airport Authority (GTAA) to pilot one of our most impactful innovations in airport management, Total Optimizer.



Smarter runways, better departures

In airfield operations, we've seen our Airside Optimizer quickly become an A-CDM ready platform that brings order to runways. That includes higher runway throughput, reduced taxi-out times, and more predictable departures. It also delivers less fuel burn, and support for sustainability goals.

Machine learning for predicted taxi times and real-time data keep departure sequencing, runway allocation, de-icing, and air-traffic coordination in sync. Geneva Airport is now a certified A-CDM airport by EUROCONTROL, with SITA's solution at the core.

Passenger flow just gets better

This year, we took our biometric and digital travel capabilities much further. Today more than 7,500 live biometric passenger touchpoints serve over 85% of the world's international travelers. We expanded our Smart Path biometrics across Asia Pacific, India and North America, bringing seamless, face-based end-to-end travel to millions more passengers. Boarding times are still dropping, and face-match accuracy reached new levels of service.

In the US, we've partnered with over 10 airports, offering facial recognition for all international flights. That involves around 1,000 touchpoints and working with the United States Customs and Border Protection.

We're also rolling out biometrics across 75+ airports for the Airport Authority of India (AAI), supporting the country's DigiYatra digital journey program. Through CCM, we've installed biometric cameras at Hamad International Airport in Doha.

Alongside biometrics, SITA Flex, our cloud-native common-use platform, is moving check-in and services onto mobile, and beyond the airport. With solutions like Flex as a Service, passengers reach the terminal prepared: check-in complete, bags ready to drop, and digital credentials verified.

At Gatwick, easyJet ground crew using the Ground Crew App can now check in passengers, complete document checks and print boarding passes anywhere in the terminal. No fixed desk needed. Agents can access customer information 85% faster, print boarding passes 15% quicker, and ground crew satisfaction hit 100%. Airports and airlines using SITA Maestro DCS stayed operational during the CrowdStrike-related outage that disrupted other airline systems. As a result, over 460 flights stayed on schedule with SITA Maestro DCS.

Baggage: transparent, automated, trusted

Our acquisition of Materna IPS in 2024 boosted our portfolio. By the end of 2025, SITA self-bag-drop was processing more than 150,000 bags a day. With check-in times consistently under a minute, we've cut costs, freed up terminal space, and made the journey flow better from curb to gate.

We're also driving innovation in self-bag drop through SITA Scan and Go, making the process faster and more seamless for both passengers and airports.

And that matters especially when it comes to baggage, because few things matter more to travelers than knowing their bags will arrive. Our milestone partnership with Apple and newly signed partnership with Google lets passengers share the dynamically-updating location of their bag via their personal device.

Airlines can then access the shared location to recover delayed baggage faster. This is helping reduce lost baggage, speed up recovery, and support more resilient operations. In the case of Apple, for bags with an AirTag or Find My network accessory, the number of truly lost bags decreased by 90% when location sharing was enabled through WorldTracer®.

The number of airlines using WorldTracer® Auto Reflight grew. In the case of Thai Airways International, it reduced baggage reconciliation from three minutes to just one second. It also reduces environmental impact, as there's no need to print additional bag tags.

Alongside that, we're turning baggage data into operational intelligence with the launch of our predictive baggage analytics solution, SITA Bag Radar.

Designing tomorrow's airports

In 2025 we acquired Italian airport interiors experts CCM. Together we're integrating travel tech with high-end design and literally building the airports of the future. We're already seeing the impact across major airport deployments.

At Fraport in Germany, for example, 114 self-bag drop units show how automated processing can work with existing infrastructure. Across many other airports, like Rome Fiumicino, Geneva, and Shanghai Hongqiao, we're handling more traffic without building bigger terminals.

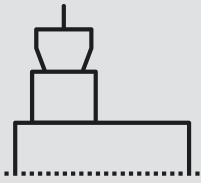
CCM plays an important role in contributing to the sustainability goals of airports. Its eco-active Krypton® material purifies air. Just 1m² cleans enough air for 6.5 people a year. It meets leading environmental certifications (ISO 22197, 27447, 10678, 27448), and cuts the environmental impact of our airport infrastructure solutions.

Working together to shape the airport of the future

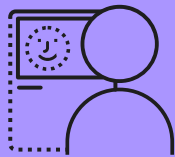
And across passenger processing more broadly, we're simply operating on a different level. Across common use terminal equipment (CUTE), common-use self-service (CUSS), and common use passenger processing systems (CUPPS) we process around 1 billion passengers a year. That's 2.74 million per day, 114,000 per hour, 1,900 per minute, and 32 every second. It's a reminder of the scale of our role in keeping the world's airports flowing.



SITA's airports business – world leaders in digital travel



1,000+ AIRPORTS
WITH A SITA PRESENCE



7,500+ **biometric touchpoints** at airports and borders, the broadest footprint in the industry.



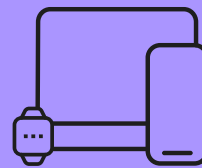
500+ **airline and ground handler** customers across the world.

2,800 AIRPORTS
USING SITA'S
WORLDTRACER® BAGGAGE
TRACING SOLUTION

13 BILLION+ PASSENGERS
interact with SITA's self-service solutions annually
at airports around the world.



470 common use airports are **SITA Smart Path-ready** – for biometric, self-service, and mobile-enabled frictionless travel globally.



500 airports use **SITA Flex** as their platform for passenger processing, helping airports and airlines roll out mobile tools and new apps faster than ever.

Borders

When decisions happen early, and movement just flows

Borders are changing. The world is moving faster. People are moving more. Risks are less predictable. And governments no longer ask how to improve at the point of entry. They're asking how to keep control in a faster world. Because performance is defined long before arrival.

In 2025, that shift took flight. We secured landmark government partnerships across the Middle East and Africa, Asia Pacific, and the Americas, reinforcing our leadership in digital border management. With decisions now made earlier than ever, the border carries less friction, and movement just flows.

A new operating model for borders



Know early

Identity, eligibility, intent – they're understood ahead of travel. So when the traveler arrives, there are no questions left to ask.



Act instantly

There's no shortage of data. **It's about timing.** Patterns surface earlier. Risk shows sooner. Decisions stop reacting and start leading.



Let it flow

When everything connects, the border simplifies. Travelers arrive already verified. Officers focus on where it matters. More people flow.



The journey starts with identity

More countries are shifting border management from reactive checks at the point of entry to intelligence-driven decisions across the full traveler journey. Verifying who is traveling before they reach the border reduces risk at source and removes pressure later.

SITA Trusted Identity supports this through a continuous layer: Travel Authorization, which confirms eligibility before departure; and Digital Travel ID, which creates a trusted identity that carries through the journey.

Today, eligible travelers can apply for Electronic Travel Authorization (ETA) securely in minutes with a mobile experience making border clearance simpler long before arrival.

Behind the scenes, governments have earlier visibility into who is traveling, giving border agencies more time to assess eligibility, identify risk, and keep legitimate travel moving.

Act on intelligence - early

Most decisions still arrive too late, at the border, under pressure, when options are limited. But in 2025, governments didn't just collect more data. They changed when decisions happen. Passenger data, national systems, global intelligence – they can all connect into something you can act on immediately.

More governments moved beyond collecting passenger data alone, to using it for risk assessment and operational decision making. Authorities accelerated adoption of SITA Intelligence and Targeting as they shifted toward a more person-centric view of travel.

In Angola, authorities set up a national Command and Contact Center to use intelligence in daily border operations (see later). On a global scale, SITA now supports the risk assessment of more than 271 million travelers every year, with most assessments completed in under four seconds.

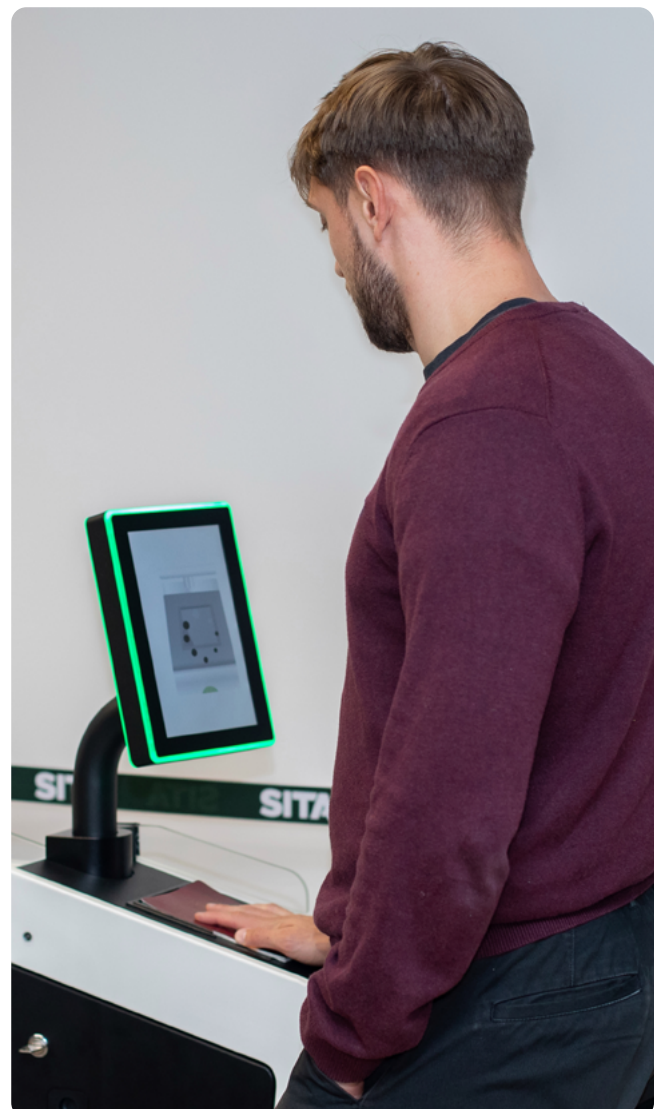
Just flow

By the time a traveler reaches the border, most of the work is already done.

Instead of processing each traveler in 45–90 seconds, with one officer handling one person at a time and pressure building at arrival, the model changes completely.

With biometrics in Automated Border Control (ABC) gates and kiosks, combined with early decisioning, processing drops to under 25 seconds. One officer can oversee multiple lanes, and routine clearance becomes continuous flow.

In 2025, we took this a step further by enabling pre-cleared travelers to cross borders using verified digital identities. This shifts decision-making earlier, giving governments more time, better information, and greater control. By the time travelers arrive, decisions have already been made, turning the border crossing into a simple, walk-through experience for most travelers coming to Peru. (See page 38.)



Behind it all

Behind it all is a system making sure everything works together, exactly as it should. SITA Border Management System (BMS) brings together identity and biometrics, travel document data, travel history, and risk and watchlist checks – all in one place across air, land, and sea.

It connects all traveler records into a single view, allowing officers to act on complete information, so decisions are consistent and made faster with full context.

Expertise and guidance in border transformation

Modernizing borders isn't just a tech exercise; it depends on coordinated change. We work across the ecosystem, partnering with border agencies, airlines, and airports to help governments manage this transformation.

In 2025, we worked with authorities through every stage of change, from meeting international regulatory requirements to improving day-to-day border operations. This included closer collaboration and operational support for Passenger Information Units.

We helped customers like the Government of Angola to open Command and Contact Centers, bringing intelligence directly into operations.

Co-innovation and collaboration

We worked closely with governments and industry partners throughout 2025, to address their real operational challenges. In Kenya, for example, authorities continued expanding intelligence-led border capabilities to improve earlier risk assessment.

Collaborations like this are helping shape a new generation of border operations where intelligence, identity, and traveler facilitation work together smoothly.

Angola: advancing border intelligence in central Africa

As Angola grows as a regional transport hub, border management now supports far more than national security. In 2025, Angola took a big step forward, reshaping how risk is managed across the traveler journey. The country positioned itself as a regional leader in intelligence-led border operations.

Angola is moving beyond checks at the point of entry, building a clearer view of who is traveling and identifying risk earlier in the journey.

Angola's newly created national Command and Contact Center places intelligence directly into day-to-day operations. This brings together border, aviation, and security stakeholders, strengthening coordination and speeding up decisions in real time. SITA's professional services support, including Passenger Information Unit expertise, helps build new capabilities that fit real operations and regulatory rules.

Peru: better automated border control in Latin America

At the new terminal of Lima International Airport, Peru has taken a major step forward in how its borders operate. By combining automated border control with digital travel authorizations, the focus shifts from processing travelers at arrival to making decisions earlier in the journey.

Automated Border Control (ABC) eGates and kiosks enable fast document and biometric checks for pre-cleared travelers using digital travel authorization. As a result, the border moves from a point of pressure to a point of flow.

For governments, this means higher throughput without expanding infrastructure, reduced operational pressure at the checkpoint, and the ability for officers to focus on exceptions and higher-risk cases.

Together, these changes strengthen control while improving efficiency, setting a new standard for border operations in Latin America.



How we lead in Border tech

75+ GOVERNMENTS
AND ALL G20
NATIONS

use SITA's border solutions. That's 85% of all international air passengers.

30 YEARS

delivering border management solutions across all continents (2026).

80 MILLION PASSENGERS recorded in SITA's Advance Passenger Processing (APP) solution in December 2025, versus 72 million in 2024.



700+ AIRLINES

connect to governments through SITA's border solutions.

800 MILLION ADVANCE
PASSENGER PROCESSING
(APP) MESSAGES
PROCESSED EACH YEAR



100+ MILLION

Passenger Name Record (PNR) messages processed each year by our system.

Aircraft

Predictable, connected, and ready for AI

In 2025, we stayed focused on our mission to help airlines and Air Navigation Service Providers (ANSPs) keep operations moving with clarity and control, so they can act at the right moment with confidence.

Airlines and ANSPs rely on us to make every flight more predictable, more connected, and ready for the next wave of AI-driven innovation. We sit inside the flow of operations. We keep communications running, aligning data in real time, and turning it into decisions teams can trust. We kept aircraft communications strong, turned data into real-time operational insight, and built the foundations for hyperconnected, AI-powered operations.

This reinforced our role as a trusted partner to airlines and ANSPs.

In 2025, fuel costs rose, capacity tightened, weather became more unpredictable, and the operational complexity of sustainability grew. We worked alongside operators to manage this complexity, helping them reduce fuel burn, improve operational decisions, and make better use of constrained capacity.

Our focus: global communications, data, and AI



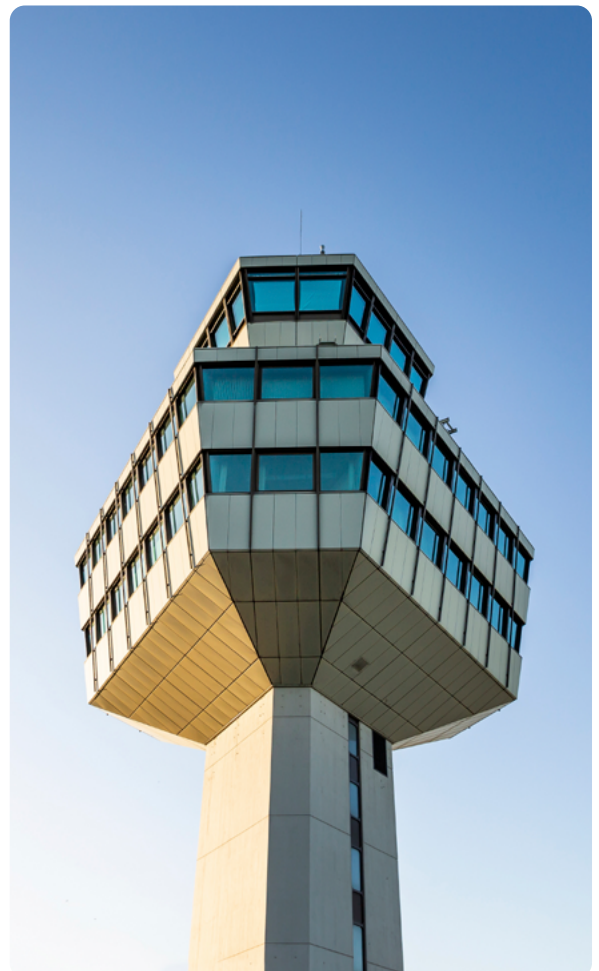
Strengthening and evolving our global aircraft communications network and shaping future connectivity, so that airlines and ANSPs can rely on resilient, high-performance datalinks, as traffic and data demands grow.



Turning data into real-time operational decisions, as we expand our optimization, weather and disruption management portfolio - so that pilots, dispatchers and controllers can act faster and with greater confidence.



Laying the foundations for AI-enabled airline operations, starting with disruption management in OCCs, so that teams can act faster and stay in control.





The trusted partner to airlines and ANSPs

Rising fuel prices, capacity constraints, weather volatility, regulatory pressure, and sustainability demands: they're all putting increasing strain on crews in the cockpit, Operations Control Centers (OCCs), and control towers.

In 2025, we kept our tech grounded in this reality, teaming up with airlines and ANSPs, helping them take on the new operational challenges. We're expanding our work in optimization, sustainability, and OCC support. And we're building AI directly into workflows, not standalone tools.

We put our expertise in airline and ANSP operations, weather, data, and tech to work. And we delivered results. We helped turn bottlenecks into movement and we're carrying that forward into 2026.

New approaches in aircraft communications

In 2025, our key projects helped move aviation from fragmented information to a more connected, real-time view. We expanded our Air Transport Network with 70 new VHF/VDL stations. That brought the total to 2,766 stations globally. And with extra investment in Europe, we also cut delays to almost zero over the summer period.

With Boeing's ecoDemonstrator flight test program, we showed how aircraft can stay connected during flight by switching between networks. That moved real-time visibility from concept to reality, across the whole system. And, together with Thales, we prepared the industry's first hybrid communications (HYCON) proof of concept. It combines airborne and ground gateways for connectivity that holds up in any condition. This is the kind of work the industry trusts us for.

Tech that powers smarter outcomes

In a busy year, our customers relied on our tech to help them run more sustainably. We also helped them stay more connected and save time too. We launched SITA OptiLevel, for real-time flight optimization. Going live with two customers, it delivered 1-3% fuel savings in cruise and cut CO₂ and fuel costs. All without adding workload.

We also extended weather and traffic visibility to air traffic controllers. Originally for pilots and dispatchers, it now allows everyone to work from the same live picture. The results from our 2025 DSN trial were impressive: 60% fewer weather-driven delays, 100,000 delay minutes avoided, and 100+ controller hours saved in just two months. These are the kinds of changes that keep aviation flowing as passenger numbers rise.

The tech that turns sustainability goals into action

With more people flying, airlines need smarter ways to hit their sustainability targets. Our flight optimization tools now help airlines save 97,802 tonnes of fuel a year. That's about 50 Olympic swimming pools of jet fuel. We also helped avoid 400+ severe weather events per 100 aircraft.

In parallel, we stepped up SITA's Eco Mission sustainability management tool. It now delivers better CO₂ insights and will integrate more with SAF and environmental reporting. Environmental reporting is complicated, but our customers know they can rely on us to make things clear and move them forward.

Customer successes

We deliver in the moments that matter, helping our customers keep operations running and secure. That's why they rely on us, and why we've become the trusted tech partner across the industry.

KLM Cityhopper went live with SITA OptiFlight® on 63 aircraft. Air Transat became the first Canadian airline to use SITA OptiClimb® across its fleet. easyJet chose SITA eWAS and SITA Mission Watch for their operations. Riyadh Air chose SITA Eco Mission to manage their environmental commitments and build smart strategies. Each success story shows the real impact of practical, trusted tech.

Co-innovating to bring AI to disruption management

In our Aircraft business, we're always working on the next breakthrough. A major highlight of 2025 was bringing AI into Operations Control Centers (OCCs) for better disruption management. Today, when disruption hits, most OCC recovery work is slow, manual, and depends on a few experts juggling dozens of scenarios under intense pressure. AI acts like a co-pilot, spotting issues early and guiding real-time decisions, turning disruption into flow.

We're now pioneering our AI IROPS (irregular operations) management approach. We're putting AI to work on the heavy calculations so teams can recover quickly, make better decisions, and spend less time on manual decisions.

In 2026, we're planning to go into general availability for the customers who need it the most.



Our aircraft business – making a real impact



ATN DELAYS CUT FROM 500+ HOURS TO ALMOST ZERO IN ONE YEAR.

97,802 TONNES OF FUEL SAVED

around 50 Olympic pools of jet fuel across 4,798 aircraft



2,766 radio stations worldwide, with 70 new sites in 2025.



Helping to avoid 400+ severe weather events per 100 aircraft.



Delivering up to 1–3% fuel savings in cruise, and up to 5% in climb.



DSNA trial achieving a 60% cut in weather delays, 100,000 minutes avoided and 100+ controller hours saved in two months.

Communications & Data Exchange

Where real-time data becomes real-world flow

Aviation depends on trusted, real-time connectivity, and information. It's what drives safe, efficient operations at scale. Airlines, airports, ANSPs, and industry partners depend on us to keep systems connected, data flowing, and critical communications available when they matter most.

Tech leaders are moving toward real-time data for travel operations. They need high-performance platforms to make it work. That's why our Communications & Data Exchange (CDE) business will keep rolling out cloud-first platforms that make communications faster, safer, and more reliable.

Supporting aviation's digital transformation, data-driven operations, and new analytics capabilities for real-time decision-making



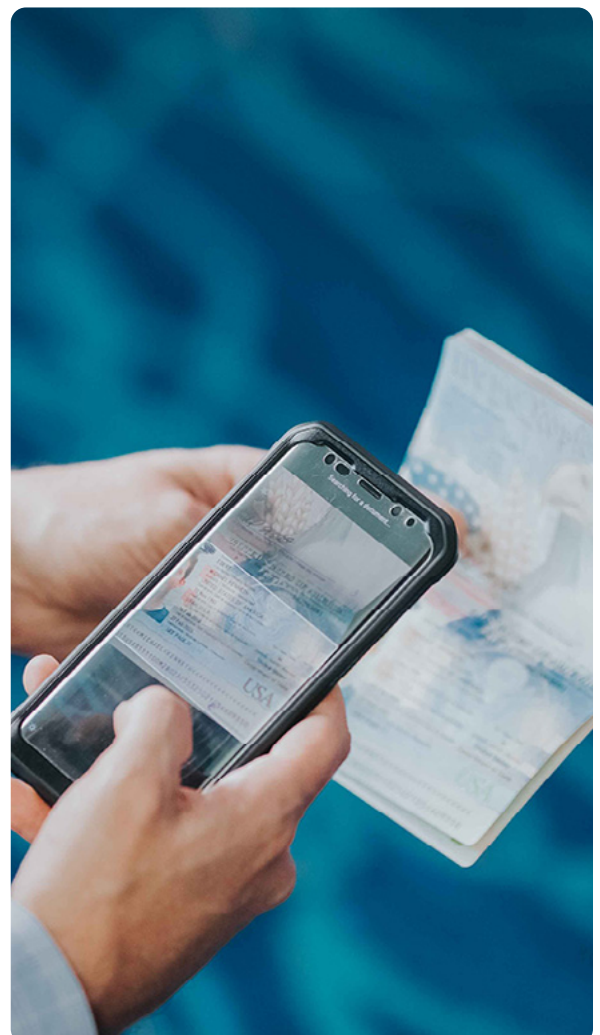
Offering modern networking and messaging platforms as the foundation for aviation digitalization.



Delivering critical services through resilient connectivity, omnichannel capabilities, cybersecurity, and managed services.



Developing new data analytics applications using operational data to help the industry run better.



Ready for AI, data analytics and more

Modern aviation platforms must be built to support AI, advanced analytics, automation, and the Internet of Things (IoT), as the digital foundation for future travel. To do this, they need to be secure by design, cloud-ready, and able to scale as operational demands grow.

When done right, these platforms help the industry control costs, strengthen cybersecurity, and improve efficiency. Passenger traffic is growing. Airports and airlines are digitizing. They need a trusted tech partner for reliable connectivity, seamless data sharing, and future-ready foundations.

The tech backbone of the air transport industry

In aviation, tech alone is not enough. What makes the difference are network and connectivity foundations that can adapt as operations evolve. They must support new routes, new applications, and new security demands without disruption.

Fast secure connectivity – built for aviation

SITA Connect Go delivers Software-defined-wide-area-networking (SD-WAN) as part of a Secure Access Service Edge (SASE) architecture, purpose built for the demands of air transport. It connects airport and off-airport locations, including airline offices, outstations and operational sites, to critical systems and applications. It delivers centralized visibility, intelligent traffic management, and security built in from the ground up.

Over time, we've designed SITA Connect Go to support greater resilience, seamless cloud adoption, and stronger protection for users and data. By combining SD-WAN with Secure Service Edge (SSE), airlines can modernize their networks and still have consistent performance and security wherever they are.

In high-traffic environments like London Heathrow, this capability keeps airline operations running smoothly through reliable, secure connectivity. SITA Connect Go supports airline teams operating across the airport and beyond. It keeps operations running, protects critical systems, and adapts to daily change.

Building on this, Qatar Airways selected SITA Connect Go to transform its global network infrastructure. It deployed secure SD-WAN and SASE capabilities across its international outstations to connect airport locations, offices, and partners to its hybrid cloud environment. The result is greater agility, improved performance visibility, and a stronger security posture across the network.

EGYPTAIR has taken a similar step, choosing SITA Connect Go as part of a broader modernization of its network infrastructure. The airline is moving to a cloud-ready, secure connectivity platform. This strengthens resilience, automates network operations, and improves service reliability for staff and passengers.

Delivering the tech aviation trusts

Modern aviation operations rely on more than core connectivity. They need a resilient digital infrastructure. It has to connect terminals, campuses, people, and mobile operations, securely and without interruption.

Our Value-Added Services portfolio builds this foundation, starting with SITA Campus Network, a fully managed LAN and WLAN service that gives airports and airlines centralized visibility, consistent performance, and simplified management across complex campus environments. It delivers the stable connectivity that digital operations and passenger services depend on.

To support growing bandwidth demands and long-term sustainability, SITA PON (Passive Optical Network) adds a high-capacity, fiber based infrastructure for airports and airlines.

Beyond the campus, SITA Wireless services extend connectivity wherever operations run. Managed Satellite Connectivity, including Low Earth Orbit (LEO) tech, delivers secure broadband access in remote or constrained locations. SITA Mobile Wi-Fi (MiFi) offers reliable, portable connectivity for ramp teams, baggage operations, mobile check-in, and temporary operational setups.

Together, these services form a practical, aviation-ready connectivity ecosystem. They help airports and airlines keep operations running, teams connected, and services reliable in routine and high-pressure situations.

Making sure everyone is connected

In aviation, Air Navigation Service Providers (ANSPs) are at the center of the ecosystem. Airlines, airports, and aviation authorities all depend on seamless, reliable communication to keep airspace operating safely and efficiently. This puts more pressure on the messaging infrastructure connecting the industry to ANSP systems.

We've played this role for a long time and continue to evolve it. Through our Messaging portfolio, we support ANSPs and aviation stakeholders with secure, resilient services. That means we keep information flowing without interruption, across borders, systems, and time-critical operations.

In recent years, we've modernized this foundation with global upgrades and new capabilities across our messaging services.



This includes the evolution of air traffic control (ATC) messaging distribution. It now allows faster, more reliable exchange of operational information between ANSPs and the wider aviation community.

With services like ATC Connect, ATC Bridge, and our SITATEX messaging portfolio, we're helping airlines, airports, ANSPs and aviation partners transition from legacy environments to modern, IP-based messaging. We do this while keeping continuity and trust in safety-critical operations.

The result is a messaging ecosystem that allows aviation teams to stay connected, share information with confidence, and respond quickly. This underpins safe, efficient airspace operations today and into the future.

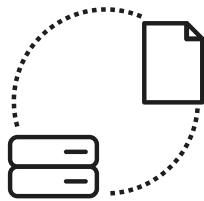
Operational data services

Airlines and airports are relying more on real-time operational insight and predictive analytics to manage disruption, improve performance, and make faster decisions. Through our Data & API portfolio, we connect operational systems and standardize data flows. This creates a scalable digital backbone allowing analytics and automation to work in real time across aviation.

Building on this foundation, we're delivering targeted data services that turn insight into action. SITA AeroCost Manager gives airlines transparency and control over operational cost structures through advanced analysis and forecasting. And from 2026, the SITA Advanced Flight Delay Notification API will deliver automated early-warning alerts and real-time updates during disruption. This allows airlines and airports to anticipate issues sooner, respond faster, and keep operations moving.

Our global scale and footprint

200+ COUNTRIES AND TERRITORIES COVERED BY OUR GLOBAL COMMUNICATIONS INFRASTRUCTURE



45% of global aviation operational data exchange enabled by SITA.

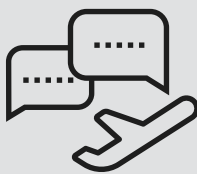


95% of all international travel destinations rely on SITA's network.

750+ AIRPORTS WITH PHYSICAL SITA NETWORK PRESENCE

600 AIRPORTS CONNECTED VIA AIRPORTHUB

aviation's shared global network platform.



1,500+ air transport organizations connect through SITA's global messaging community.



13,000+ system connections & 35 million messages/day powering seamless data exchange. 1 billion API calls/year, delivering real-time operational data across our industry.

Travel and Transport

Keeping the data flowing beyond the airport

We keep data flowing across every journey, by sea, rail, or road. We're bringing aviation-grade tech to the wider travel and transport industry.

Throughout 2025, we took what we know from airports and borders and brought it to the rest of travel. From maritime to multimodal mobility to off-airport services, we're rolling out the same reliability, automation, and real-time data flows that are transforming aviation.

Through SmartSea, we're helping the maritime sector tap into the same tools that help aviation run smarter. We're also supporting journeys beyond the airport with a shared platform for intermodal situational awareness and event-based trigger notifications. We do this alongside our off-airport and baggage partnerships that keep travel moving, whatever the mode of transport.

SITA's travel tech for the wider travel industry



Bringing aviation-grade tech to maritime through our joint venture SmartSea. Including real-time data flows, automation, predictive tools, and more.



Introducing an intermodal data-sharing platform to connect data from multiple transport modes and make disruption handling more efficient.



Pioneering off-airport and baggage partnerships for better passenger experiences across the journey, whatever the mode of transport.



Travel without friction

From flexible operations to faster passenger flow, we build tech that keeps travel and transport running the way they need to. For airports, that means solutions like SITA Flex and Smart Path for biometric journeys both on and off airport. For borders, we're helping replace outdated border processes with Advance Passenger Information (API) and digital travel. And for baggage, our BagJourney and WorldTracer are already shaping the travel industry. Here's how we're taking this beyond aviation.

Transforming maritime: an industry digital first

Ports and cruise ships want reliable travel tech to support passenger processing, identity management, baggage handling, access control, and better guest flows. That's why we created SmartSea. What worked in aviation, we're now applying to maritime as it shifts to digital.

One highlight is the first ever interoperable digital identity solution for seafarers in the Bahamas. We built it with the Bahamas Maritime Authority, CSM (Columbia Shipmanagement) and the digital platform IDSure. The trial goes live in 2026 and shows where maritime is heading – away from traditional paper-based seafarer documents, toward secure, mobile-ready digital credentials. Which is why our tech matters.

It comes on the back of flagship projects like our Singapore Cruise Centre (SCC) initiative for digitalized cruise and ferry passenger processing, as well as common-use inspired port experiences, or maritime border crossing projects across different geographies such as Europe, Middle East and Asia Pacific.

Intermodal: the way to go

The demand for flowing intermodal travel across air, rail and sea is growing. Travelers have door-to-door expectations. They want disruptions managed across every stage of their journey.

That's where our intermodal platform comes into play. It's a smart system that monitors travel across air, land, and sea. It spots issues in a timely way and alerts operators so they can stay ahead. It makes sure teams all have the same, real-time view of the journey across different travel modes.

In 2025, our platform was Athens International Airport's travel ecosystem's live operational prototype. It's supporting the ongoing EU Travel Wise intermodal co-innovation project funded by Europe's Rail and SESAR 3 Joint Undertakings.

It shows how airports, rail, urban mobility, and wider transport systems can use our tech to share real-time, cross-modal data to reduce disruption and improve travel. And it demonstrates how intermodal situational awareness and notifications triggered by events can support coordinated operations across different transport modes.

Baggage innovations beyond the airport

Other areas gaining traction are off-airport and intermodal baggage convenience, from home to gate. The industry needs to meet the demand for end-to-end baggage visibility and home-to-gate handling. It must also respond to pressure to lower mishandling costs and improve customer experience.

That's why travel tech companies like Airportr in the UK and Reclaim in the US joined our off-airport baggage expansion. By partnering with them, we extended our baggage leadership beyond the terminal, easing the flow for passengers and airports. Our tech allows passengers to drop their bags before they get to the airport. By integrating with SITA BagJourney, airlines and airports get full end-to-end bag tracking, even when the journey begins elsewhere.

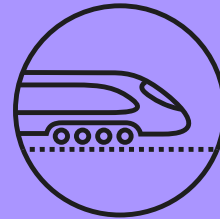
Not all bags are equal. As passenger numbers grow, so does the number of people traveling with bulky sports equipment. Aviation needs new approaches to manage that equipment properly. In 2025 we supported Milan's SEA Sporting Goods project. Using SITA BagJourney and NetScan, our tech helped keep operations moving, so athletes competing at the Milano Cortina 2026 Olympic Winter Games could travel without delays or baggage issues.

Keeping Advanced Air Mobility moving

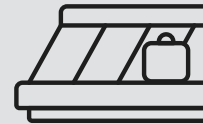
As well as maritime, rail, and baggage, we're also active in Advanced Air Mobility (AAM). And momentum is building toward 2027–2028. For AAM to thrive though, it needs new tech and smarter flow. To answer this, we run our Vertiport Management System as we work with our key partners, UrbanV and Heron Tech. It's one of the ways we help aviation move with less friction.



Intermodal momentum



>70% of travelers expect to take an intermodal trip within 12 months. (SITA research.)



>60% of mishandled bags are resolved within **48 hours** by WorldTracer, but mishandling remains a multibillion-dollar problem. (SITA research.)



40+ airports took part in developing the new Airport Council International – Europe white paper 'Bridging multimodal gaps: solutions for improving passenger experience and securing on-time arrivals' (Dec 2025). The paper cites fragmentation at the 'seams' between modes of travel and calls for action.



Innovation and SITA Labs

Collaborative, data-driven, and AI-led

Look closely at aviation today... AI and data are already doing the work. And SITA is building the intelligent infrastructure that makes it all flow. That's why the industry continues to choose our travel tech.

83% of airlines already prioritize data-driven decisions, 90% are investing in AI, and 63% are already using it in operations right now. Innovation is moving faster than ever, and we're at the center of it. Airports are catching up fast with 73% investing in AI for prediction and automation, and 48% breaking down data silos to make it happen (SITA Air Transport IT Insights 2025). With data and AI already reinventing the passenger journey, it's clear the future is automated; and through innovation, we're connecting the pieces today.

SITA Labs: what if you had startup founders, AI and data engineers, and industry veterans in one team?

SITA Labs exists to build zero-to-one technology businesses in areas of high uncertainty. We tackle some of aviation's biggest and most mission-critical challenges. Our team combines deep industry expertise, advanced technology capabilities and fast, founder-like execution.

It means we can iterate rapidly, work closely with leading airlines and airports, and turn ambitious ideas into real operational solutions. Our goal is to help transform how the industry operates while creating new growth opportunities for both our customers and SITA.

SITA: the industry's tech partner, co-innovating to reshape the future of travel



Using **data and AI-led innovation** to improve operations, smooth out journeys, and reduce environmental impact. Our focus is on apps and data solutions to improve aircraft and airport operations, baggage management, flight optimization, and more.



Innovating for digital transformation across borders, airports, and for aircraft globally – through advanced risk and threat management, digital identities, and seamless passenger journeys.



Investing in tech to support sustainability, like airport energy reduction from efficient touchpoints, airline fuel reduction through flight optimization software, and emissions tracking and reporting.





We co-innovate so the industry can accelerate

We don't innovate in isolation. We work with airlines, airports, governments, industry bodies, tech leaders, startups, universities, and other travel-related stakeholders. Always as a partner shaping what's next.

Because we're owned and driven by aviation, we're built to innovate together. That industry ownership puts us in a privileged position. No other company plays a role in so many parts of aviation. No other tech partner has access to such vast amounts of airport, airline, and aircraft data.

Our co-innovations with industry stakeholders put rigorous trials and proofs of concept to the test in live environments. By doing this, we see our work in action, meeting the real needs of travel. Beyond that, our co-innovations are shaping how travel will work in the years ahead, for the wider industry.

Travel is changing – we're shaping what it changes into

We've spent 75 years building what travel runs on, and now we're rethinking what it needs next. That's why we have programs to surface ideas from across our business and put them to work, including a structured internal investment program in the central innovation fund.

At the same time, our portfolio teams aren't standing still. They're solving today's issues and already building what travel will be. We saw some strong examples in 2025.

- For airports, we advanced a collaboration with Abu Dhabi Airport to evolve Total Airport Management (TAM), including predictive analytics, as well as a newly launched AI-driven Airside Optimizer platform to streamline operations.
- For baggage, we launched our AI-driven baggage analytics tool, SITA Bag Radar, to help airports and airlines prevent baggage issues before they happen.
- We also kept our lead in border management and digital travel in 2025. We're bringing together digital identities and self-service biometrics for passenger journeys that don't need physical documents across multiple touchpoints. We're moving quickly, with some big initiatives on the way.
- We're showing the way in applying AI to operational challenges, like flight planning, disruption prediction, and more. SITA's intelligent flight optimization tech, like SITA OptiFlight®, leads the field.
- We're moving intermodal travel forward with innovations like our platform that unifies data from multiple transport modes. We're also building new off-airport and baggage partnerships.

SITA Labs – leading data sharing across aviation

Our SITA Labs are turning long-term strategy into real products. In 2025, our Labs worked closely with over 30 airline and airport customers.

These collaborations go far beyond workshops, with Labs teams co-developing solutions in live operations. We validate ideas quickly, together with customers. Not in isolation.

In 2025, we put real focus on data sharing. We started building a ‘universal data stream’ for multi-party, real-time data exchange. The vision was to give broader operational visibility across airlines, airports, and ground stakeholders. That means moving data faster and making it easier for the industry to work together. Our role is actively bringing the industry together.

Advances in agentic AI

Our Labs are already building an agentic AI engine. This will coordinate how airport and airline operations run. We worked together with Oman, AENA, and have started with Incheon International Airport, signing a proof of concept in 2026, among others.

For airports, we worked with tier-one organizations to build a prototype engine that produces consistent operations. For airlines, we focused on disruption management and stakeholder coordination. Overall, this agentic approach reveals a shift from passive systems to active ones.

Innovating what’s next

Put together, our real-time data stream and our agentic AI engine are the smart foundation for how travel will work. One brings flow and connects high-quality operational data. The other allows data to be interpreted and acted on in real time. In 2025, we built the tech, testing and refining it with customers along the way. And we’re already feeling the impact.



SITA: an innovation partner for what comes next

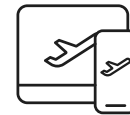
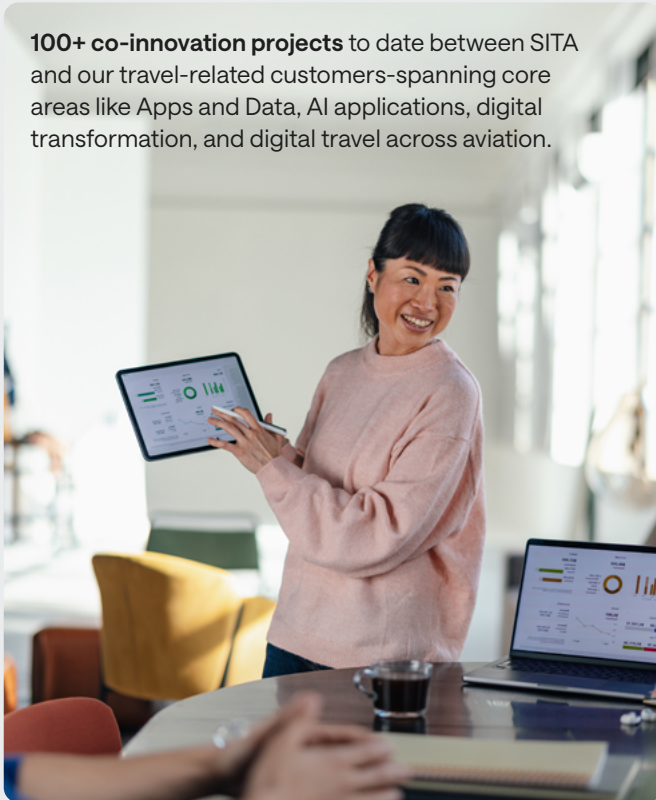
MULTIMILLION-DOLLAR INVESTMENTS

in R&D (US\$93m in 2025), plus more investments in innovation, strategic programs, revenue generating projects, and acquisitions to expand our capabilities.



30+ airline and airport customers worked closely with SITA Labs in 2025 on pioneering co-innovations for the benefit of aviation.

100+ co-innovation projects to date between SITA and our travel-related customers—spanning core areas like Apps and Data, AI applications, digital transformation, and digital travel across aviation.



Our 2025 acquisition of CCM helps us shape how airports are designed around digital flows, automation, and passenger movement. We're literally building the airports of the future.

378 PATENTS HELD BY SITA IN 2025 AS WE KEEP BUILDING AND IMPROVING



16+ years of SITA Labs solving aviation industry problems, with innovations from baggage and robotics to Digital Travel Credentials, and AI passenger assistants. SITA Inventor Reward Program to encourage our people to share new ideas and turn them into patents.

Technology & Engineering

The engine of tomorrow's travel tech

Technology & Engineering (T&E) at SITA helps set the pace for the industry. What our teams build plays a real role in how SITA grows, competes and innovates. That takes strong engineering execution, clear product thinking, and people who can connect the two across a complex business. That's where our T&E team comes in, strengthening SITA's travel tech portfolio and building partnerships across the industry.

SITA's Technology & Engineering team – leading the way



Acting as the engine for SITA's travel tech, across the world.



Delivering intelligent, secure and interoperable aviation tech for millions of journeys.



Building a standardized, secure, cloud-native platform for aviation.



Transforming our tech foundations

T&E is building a standardized, secure and cloud-native platform for our industry. AI-enabled by design, it puts automation, predictive intelligence, and resilience into operational environments across airports, airlines and border agencies.

This is a major shift in focus, with investment and execution now going directly into our strategic priorities:

- Biometric passenger processing
- AI-optimized operations
- Border risk assessment
- Sustainability
- Next-gen connectivity
- Passenger personalization

Defining aviation operations

We're strengthening the core of our tech, not layering innovation on top of fragmented systems. That means our priority areas need to scale securely and efficiently, and work across aviation systems without friction.

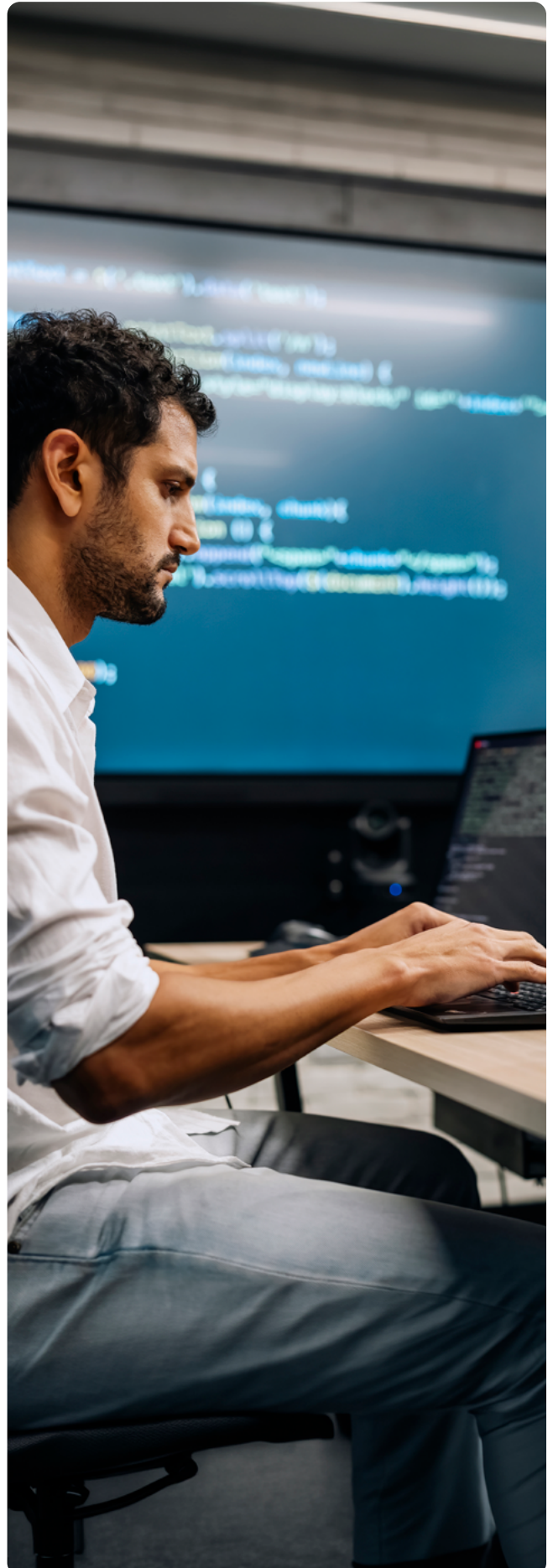
This supports business strategy and shapes how aviation operations are run globally.

Tech leadership

Our aim? To be the tech leaders in travel. To give our customers and partners the benefits of tech that's built for a more connected aviation industry. To do this, our T&E team is focused on developing talent, culture, and better ways of working.

We're leaning into AI and turning our data ambition into reality. That includes AI-driven automation and a cloud-based data exploration platform. We're also accelerating digitalization and scaling AI automation across the business to work faster, improve quality and reduce cost.

This is how we're modernizing our portfolio, automating delivery, and building the infrastructure and platforms for future travel tech. And we're doing it with security and standardization built in.



Industry trends and needs

We're helping the business grow through innovation, better travel solutions, and closer work with the industry.

Our approach matters because aviation is shifting structurally toward automation and AI adoption, across infrastructure, cybersecurity, operations and passenger platforms.

It means we're ahead of what airports and airlines are asking for as they accelerate toward:

- Intelligent automation to reduce operational complexity
- Predictive and data-driven decision-making
- Cloud-native, interoperable platforms replacing legacy fragmentation
- AI embedded directly into core workflows

As AI and automation become more important in our industry, our T&E team is making sure that SITA stays ahead.

Shaping, collaborating, and co-creating

We're strengthening our core systems and architecture first. It's how we support industry change and shape how intelligent, secure and interoperable aviation systems are implemented.



The tech behind these trends includes:

- Resilient cloud-native platforms
- Automation and DevSecOps (Development, Security, and Operations) for building and running software
- Modern data and AI platforms
- Integrated security and observability

Our programs reduce fragmentation and make operations more resilient. They also create scalable platforms that support long-term growth and AI adoption across the business. In 2025, we ran key modernizations like next-gen messaging and a cloud-based approach, and automated delivery of our Airport Management System.

Working with our businesses, partners and customers

We worked across SITA's businesses and portfolios to help our customers succeed. That included a range of initiatives for our portfolio solutions for Airport Operations, Borders, Baggage, Passenger Processing, and Communications and Data Exchange.

We worked closely with partners to develop better solutions. We entered a proof of concept with Microsoft, for example, to deliver resilient, self-healing AI-powered infrastructure for the SITA Borders App Gateway. We collaborated again with Microsoft (Copilot) to drive the modernization of SITA Airport Management Solution (AMS).

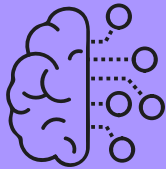
At the same time, we co-created with customers around the world.

At Athens International Airport, for example, we created data products and AI chat, building on data from SITA AMS.

At Düsseldorf Airport, we continued to work with SAIT (SITA Airport IT). It's a joint venture between SITA and Düsseldorf Airport, to manage and transform the airport's entire tech landscape. We act as a strategic partner, not just a traditional supplier.

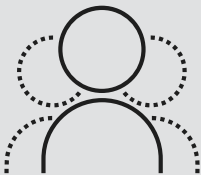
Our model brings together local and global expertise to co-create solutions with customers. It keeps operations stable and creates space for ongoing innovation. From there, we scale what works across other airports.

SITA Technology & Engineering – tech leaders in travel

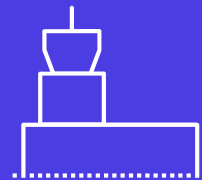


99.8% PLAN DELIVERY PERFORMANCE

in 2025, keeping services within availability targets and improving overall quality. For our airport, airline, and border agency customers, it means less operational risk, more predictability, and always-on support for critical operations.



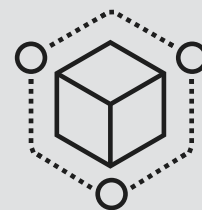
175 engineers across the SITA T&E organization.



230 airports embracing SD-WAN (Software-Defined Wide Area Network) to keep operations steady and under control.



87% SITA developers adopting AI for our software solutions.



63% adoption of AI Agents to work better and deliver better results.

1.8 MILLION LINES OF CODE CHANGED WITH AI IN 28 DAYS

61,000 INDIVIDUAL DEVICES (ENDPOINTS) actively protected and secured using our cybersecurity tools.

CHAMP Cargosystems

Powering the future of digitalization in air cargo

In 2025, CHAMP Cargosystems, a wholly owned subsidiary of SITA, drove air cargo into its next phase. We connected the industry on one trusted digital ecosystem. We delivered the platform, data, and breakthroughs that make global trade flow faster and smarter.

We cemented our role as the digital backbone of air cargo, connecting airlines, ground handling agents (GHAs), general sales agents (GSAs), freight forwarders, shippers, and partners together onto one reliable platform. At the same time, we're freeing up resources to roll out systems like Cargospot neo to keep global trade moving.

The trusted tech partner for air cargo



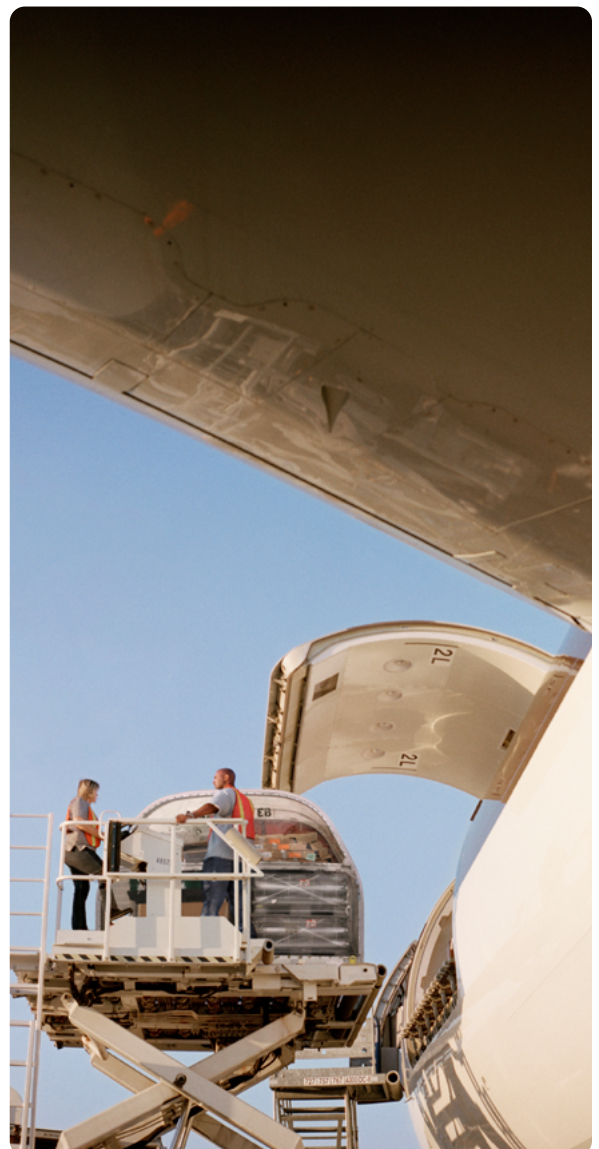
Powering the future of air cargo through intelligent, connected, and flexible digital solutions unified on a single platform.



End-to-end tech partner for airlines, GHAs, GSAs, freight forwarders, software houses and shippers.



Delivering automation, interoperability, and digital transformation, on a single platform to optimize air cargo operations.





Gaining traction, built on trust

2025 was a turning point. Our modern platform strategy gained traction, and operators are leaning on it more than ever. We anchor this on our CHAMP neo platform, where we build our suite of apps like Cargospot neo.

Cargospot neo was key to our progress in 2025. It's the next step in our flagship cargo management system, helping our customers do more. Ready for fully digital, paperless cargo, Cargospot neo is helping aviation move from fragmented systems into the connected platforms the industry depends on.

The market response is clear. Early wins include Riyadh Air as the launch customer for Cargospot neo Airline, and Air Canada selecting Cargospot neo. Key projects are in progress with global carriers like Japan Airlines (JAL). The sector still turns to us to guide them through digital transformation with tech they can depend on.

Beyond product launches, we worked with the industry to make collaboration and innovation stronger than ever. Our global CHAMP Summits in Bangkok (2025) and Seville (2026) drove conversations on innovation, upgrade planning, and connected systems.

CHAMP's neo Platform: one foundation, true interoperability

At the heart of our strategy is the CHAMP neo Platform, our modern, cloud-native foundation powering our portfolio based on 'microservices'. These small, independent software components can be updated without disrupting the whole system. We take an API-first approach too, meaning that systems can connect easily through standardized interfaces.

This means our customers can use new features quickly and connect with partners and other systems more easily. That's crucial in air cargo. True interoperability means data flows freely across the network, bringing teams together, and letting them act on information in real time throughout the entire cargo journey.

With native AI and machine learning, our platform reduces manual work, automates repetitive processes at a new level, and improves accuracy. It turns data into action, at scale.

Cargospot neo: redefining cargo management

Cargospot neo is a complete rethink of our cargo management system. It's built for a digital-first era. It unifies real-time commercial, operational, and financial decisions with the CHAMP neo Platform. Airlines now rely on our tech for a better view of capacity, smarter pricing decisions, and faster turnaround.

The industry is working toward a fully paperless cargo ecosystem. In 2025, powered by our Cargospot Portal, Japan Airlines (JAL) launched its international cargo portal. Our tech brings booking, billing, handling, and warehouse operations together in one digital flow.

We began working on Cargospot neo Revenue Management in 2025 for launch in 2026. It combines demand forecasting, capacity optimization, and dynamic pricing. It uses AI and market insights to make sure every flight is priced to deliver the best possible return.

Making industry-wide data flow possible

The air cargo industry is also transitioning to IATA ONE Record (the new data-sharing standard, replacing traditional messaging with real-time, API-based data exchange). And our tech is shaping that move.

But connecting all the stakeholders and making it easy to adopt ONE Record is complex. How to do it without friction? Our 1Neo-Connect solution manages that. It acts as a 'super-node', a central hub that connects everyone. It also bridges the gap so legacy formats can stay in play while the industry transitions.

In 2025, we helped adoption move faster, across the board. Multiple live use cases showed the value in action. We offered a 90-day free sandbox trial to simplify onboarding. We also earned industry recognition, including success at the IATA ONE Record 2025 Hackathon in Dublin.

The result? A faster, more connected cargo system where data is shared once and used everywhere.

Impact you can see – through innovation and partnerships

The industry needs solutions that work in the real world. Our innovation strategy is built around that. In 2025, this included AI-driven automation. We're launching initiatives like our AI Hub, to turn generative AI into practical operational assistants. We're improving how documents are processed, with CHAMP A2Z Scan. It cuts processing time by up to 85% by automating how shipment data is extracted and validated.

We're also improving our compliance solutions and expanding our customs coverage with our Traxon Global Customs compliance solution, now supporting over 70 authorities worldwide.

Customer uptake in 2025 shows the difference our tech makes. Riyadh Air, who went live on Cargospot neo in January 2026, chose CHAMP and Cargospot neo because the platform aligned with its vision of a fully digital cargo ecosystem.

Air Canada Cargo is rolling out our customs and security solutions globally, and has signed for Cargospot neo to boost operational efficiency, and deliver a more transparent, responsive experience for customers and partners across the cargo lifecycle. And DSV, the world's largest freight forwarder, partnered with us following DSV's acquisition of DB Schenker. The growth is clear because operators trust our tech.

Building the tech the next generation will rely on

Rising demand, tighter regulations, sustainability targets, and the need for real-time visibility. The air cargo industry has to respond to these rising challenges. Our priority in 2025 was to bring Cargospot neo to life. That means greater agility, better decisions, clearer insights, lower costs, and real sustainability gains. Overall, this means more efficient operations, powered by our tech.

Our large community is always connected. Every year, we process tens of millions of air waybills and hundreds of millions of API messages. As the most powerful digital ecosystem in the air cargo industry, we deliver the platforms, data systems and apps that keep global trade flowing.

Digitally transforming air cargo

210+
CUSTOMER
CONTRACTS

signed in 2025, including
53 new customers.

300+ MILLION
ELECTRONIC
EXCHANGES

processed annually across the
CHAMP community.



26+ MILLION
SHIPMENTS

handled each year across the CHAMP community.

50,000+ USERS

connected across airlines, GHAs and GSAs.

5,500+ FREIGHT
FORWARDERS

integrated into the global ecosystem.

9.7 MILLION
CUSTOMS FILINGS

processed in 2025 via Traxon Global Customs.

70+ CUSTOMS
AUTHORITIES

supported worldwide.



5.9 MILLION
SECURITY
DECLARATIONS

submitted annually through
Traxon Global Security.

365 MILLION
API CALLS

demonstrating the digital acceleration.

5% INCREASE

year on year in eAWB penetration
using Traxon cargoHUB.



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