



SAN FRANCISCO
INTERNATIONAL AIRPORT



ANNUAL REPORT 2025

A YEAR IN REVIEW

Message from the Airport Director

What a year it has been for San Francisco International Airport! I am proud of the progress we have made towards building for our future, especially since starting as Airport Director in January 2025. Explore the sections of the Annual Report outlined below to see how we're preparing SFO for continued growth.

Connecting the World: On the air traffic front, we continue our upward trajectory of 54 million passengers flying through SFO in FY 2025. View additional passenger traffic stats and fun facts in this section.

The SFO Guest Experience: Learn how we're delivering thoughtful amenities and one-of-a-kind concessions to our terminals, such as the Sensory Room in Harvey Milk Terminal 1 and the Terminal 3 West Modernization Project.

People and Our Planet: In line with our [Inspiring the Extraordinary 2023-2028 Strategic Plan](#), we're proud to further our mission of putting people and the planet first through bold sustainability goals and employee volunteerism.

Growing our Workforce: It goes without saying that this progress would not be possible without our people. In FY 2025, there were nearly 1,800 Airport Commission staff, including 128 active interns. In this section, discover how we shape our culture at SFO.

The complete Financial Summary and Airport Commission & Airport Senior Management listing for FY 2025 round out the report. Please explore the videos, stories, and data from this report to see what we've accomplished and where we're headed in the coming years.



A handwritten signature in black ink, appearing to read 'Mike Nakornkhet'.

Mike Nakornkhet
Airport Director

— VISION —

inspiring^{the}
extraordinary

— MISSION —

Delivering an airport experience
where people and our planet come first.

— CORE VALUES —



SAFETY & SECURITY

Safety & Security
is our first priority.



TEAMWORK

We are one team.



EXCELLENCE

Being your personal best
makes our airport exceptional.



CARE

Promoting the well-being of
our guests, our tenants, our
community, and each other.



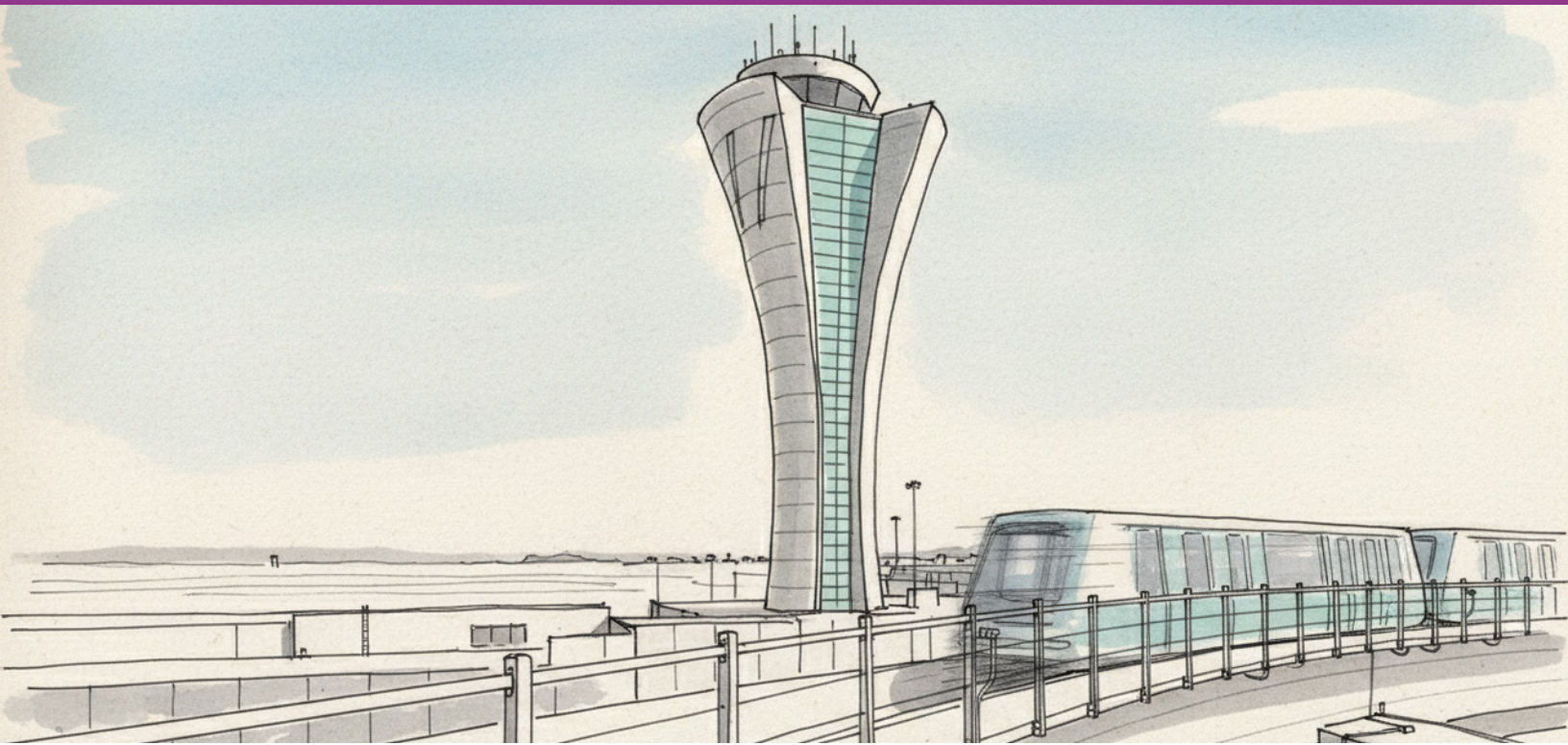
EQUITY

We are anti-racist, inclusive,
and respectful (AIR); committed
to equitable outcomes for all.

EXPLORE THE STRATEGIC PLAN

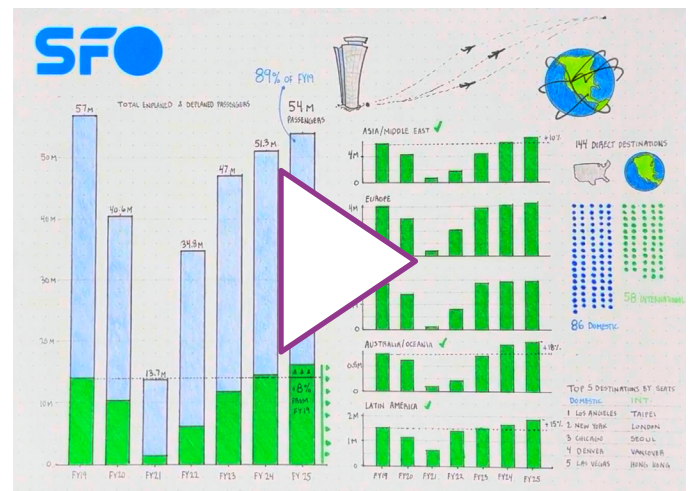
CONNECTING THE WORLD

Where the Bay Area Takes Off



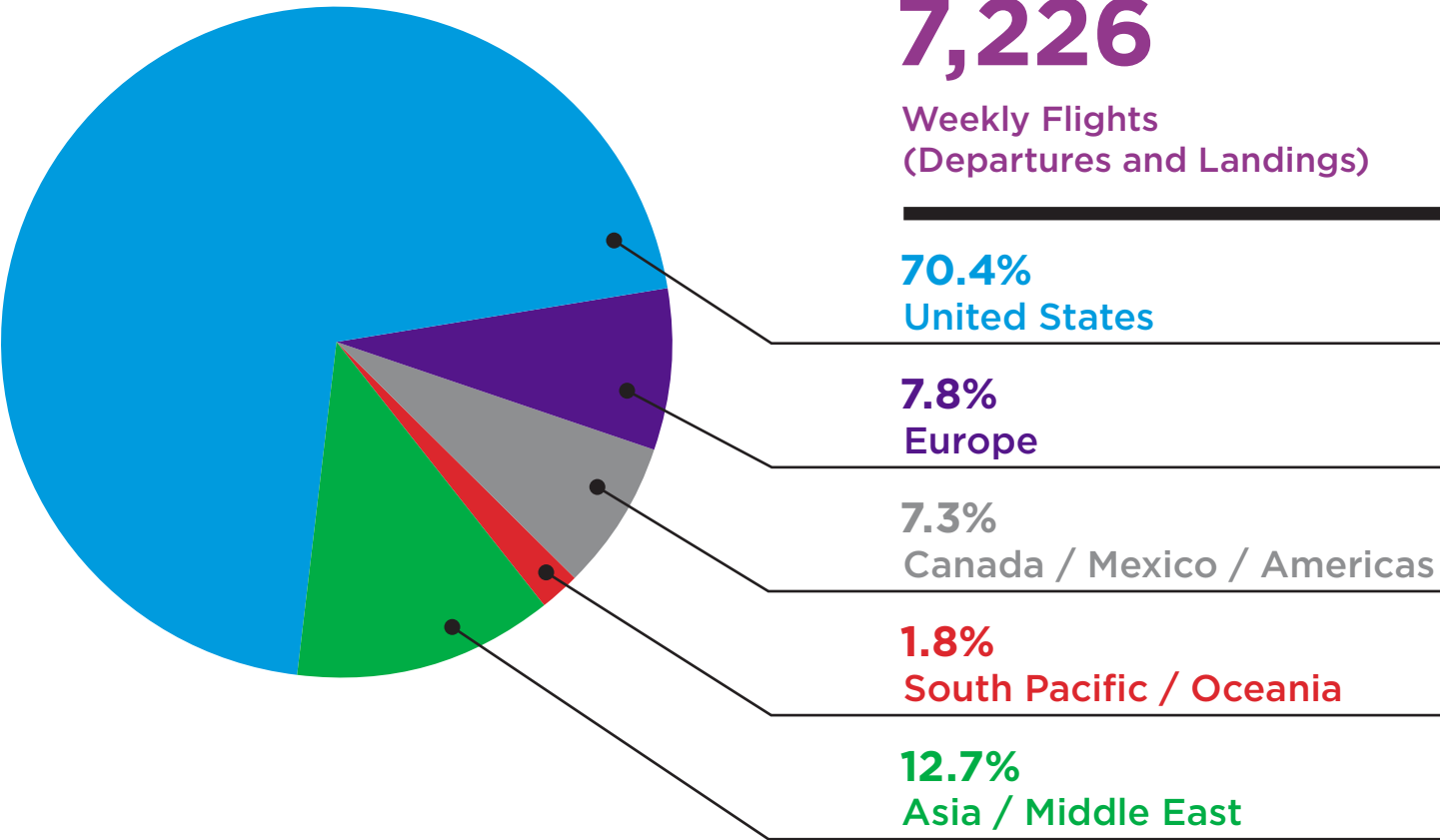
In Fiscal Year (FY) 2025 (July 2024 to June 2025), 54.1 million passengers traveled through SFO, an increase of 5.5% compared to FY 2024. SFO offered nonstop service to 58 international destination airports and 86 domestic destination airports with new flights to Monterrey, Mexico, Belize City, Belize, and San Jose, Costa Rica.

Explore more passenger traffic stats on the next page to see how SFO is connecting the world.

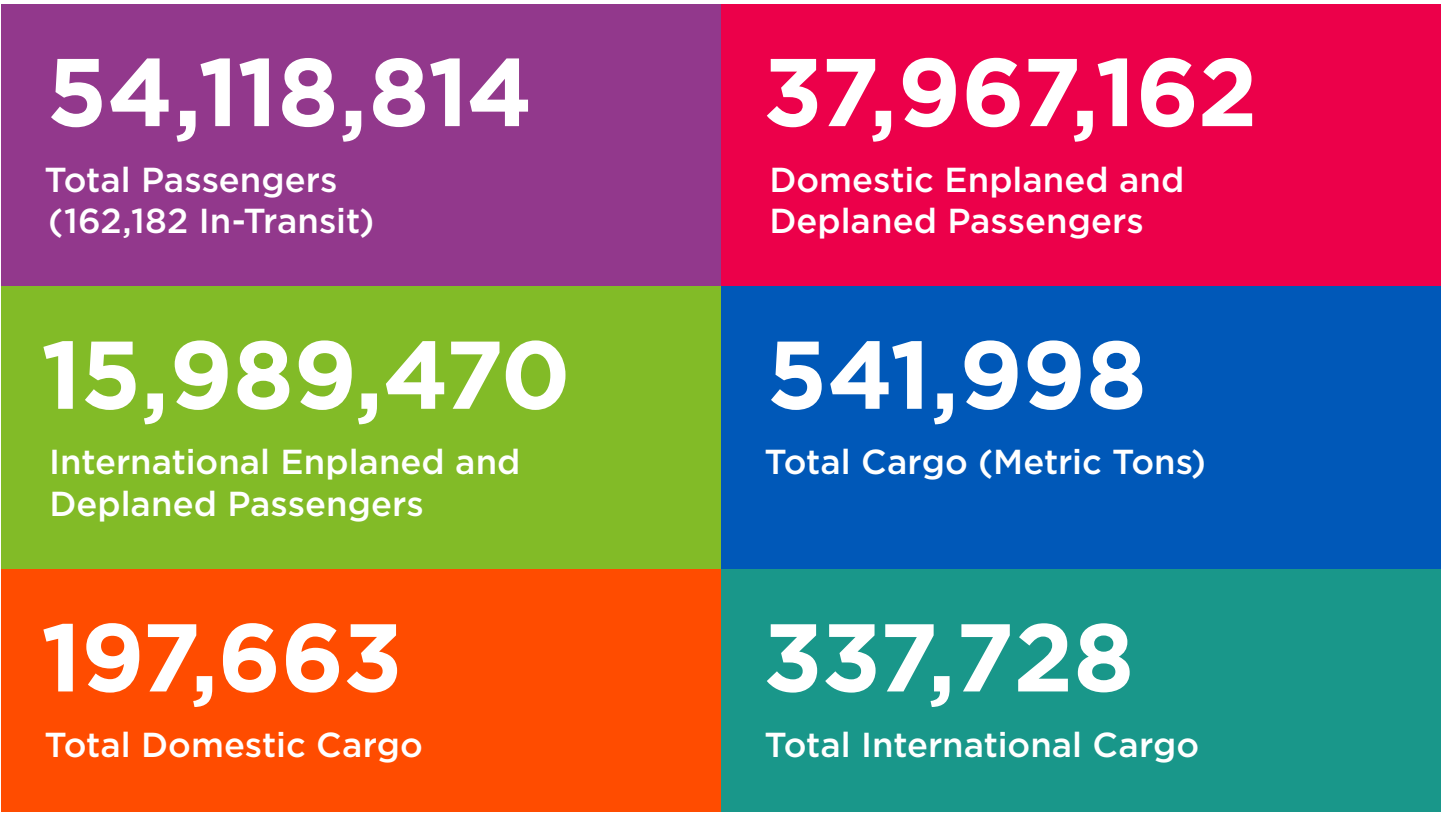


Video: Connecting the World

Passenger Air Traffic by Region



Air Traffic Data





LOS ANGELES



NEW YORK

TOP FIVE DOMESTIC DESTINATIONS

149,389

Weekly Seats



CHICAGO



DENVER



LAS VEGAS



TAIPEI



LONDON



SEOUL

TOP FIVE INTERNATIONAL DESTINATIONS

56,765

Weekly Seats



VANCOUVER



HONG KONG

FY 2024–2025 Airlines & Destination Airports: Domestic

ABQ – Albuquerque International Sunport, NM	FLL – Fort Lauderdale–Hollywood International Airport, FL	PAE – Paine Field, WA
ACV – California Redwood Coast–Humboldt County Airport, CA	GEG – Spokane International Airport, WA	PDX – Portland International Airport, OR
ANC – Ted Stevens Anchorage International Airport, AK	GJT – Grand Junction Regional Airport, CO	PHL – Philadelphia International Airport, PA
ASE – Aspen/Pitkin County Airport, CO	HDN – Yampa Valley Airport, CO	PIT – Pittsburgh International Airport, PA
ATL – Hartsfield–Jackson Atlanta International Airport, GA	HNL – Daniel K. Inouye International Airport, HI	PHX – Phoenix Sky Harbor International Airport, AZ
ATX – Austin–Bergstrom International Airport, TX	IAH – George Bush Intercontinental Airport, TX	PSC – Tri-Cities Airport, WA
BFL – Meadows Field Airport, CA	IAD – Washington Dulles International Airport, VA	PSP – Palm Springs International Airport, CA
BIH – Eastern Sierra Regional Airport, CA	IND – Indianapolis International Airport, IN	PVU – Provo Municipal Airport, UT
BNA – Nashville International Airport, TN	JAC – Jackson Hole Airport, WY	RAP – Rapid City Regional Airport, SD
BOI – Boise Airport, ID	JFK – John F. Kennedy International Airport, NY	RDD – Redding Municipal Airport, CA
BOS – Logan International Airport, MA	KOA – Ellison Onizuka Kona International Airport, HI	RDM – Redmond Municipal Airport, OR
BUR – Hollywood Burbank Airport, CA	LAS – Harry Reid International Airport, NV	RDU – Raleigh–Durham International Airport, NC
BWI – Baltimore/Washington International Thurgood Marshall Airport, MD	LIH – Lihue Airport, HI	RIC – Richmond International Airport, VA
BZN – Bozeman Yellowstone International Airport, MT	LAX – Los Angeles International Airport, CA	RNO – Reno–Tahoe International Airport, NV
CLE – Cleveland Hopkins International Airport, OH	MCI – Kansas City International Airport, MO	RSW – Southwest Florida International Airport, FL
CLT – Charlotte Douglas International Airport, NC	MDW – Chicago Midway International Airport, IL	SAN – San Diego International Airport, CA
CMH – John Glenn Columbus International Airport, OH	MFR – Rogue Valley International–Medford Airport, OR	SAT – San Antonio International Airport, TX
CVG – Cincinnati/Northern Kentucky International Airport, KY	MIA – Miami International Airport, FL	SBA – Santa Barbara Airport, CA
DAL – Dallas Love Field, TX	MCO – Orlando International Airport, FL	SBD – San Bernardino International Airport, CA
DCA – Ronald Reagan Washington National Airport, DC	MRY – Monterey Regional Airport, CA	SBP – San Luis Obispo County Regional Airport, CA
DEN – Denver International Airport, CO	MSO – Missoula Montana Airport, MT	SDF – Louisville Muhammad Ali International Airport, KY
DFW – Dallas/Fort Worth International Airport, TX	MSP – Minneapolis–Saint Paul International Airport, MN	SEA – Seattle–Tacoma International Airport, WA
DTW – Detroit Metropolitan Wayne County Airport, MI	MTJ – Montrose Regional Airport, CO	SLC – Salt Lake City International Airport, UT
EGE – Eagle County Regional Airport, CO	MSY – Louis Armstrong New Orleans International Airport, LA	SMF – Sacramento International Airport, CA
EWR – Newark Liberty International Airport, NJ	OMA – Eppley Airfield, NE	SNA – John Wayne Airport, CA
EUG – Eugene Airport, ORG	ONT – Ontario International Airport, CA	STL – St. Louis Lambert International Airport, MO
FAT – Fresno Yosemite International Airport, CA	ORD – O’Hare International Airport, IL	SUN – Friedman Memorial Airport, ID
FCA – Glacier Park International Airport, MT	OGG – Kahului Airport, HI	TPA – Tampa International Airport, FL
	OTH – Southwest Oregon Regional Airport, OR	TUS – Tucson International Airport, AZ

FY 2024-2025 Airlines & Destination Airports: International

AKL – Auckland Airport, New Zealand
 AMS – Amsterdam Airport Schiphol, Netherlands
 BCN – Barcelona-El Prat Airport, Spain
 BNE – Brisbane Airport, Australia
 BOM – Chhatrapati Shivaji Maharaj International Airport, Mumbai, India
 BZE – Philip S. W. Goldson International Airport, Belize
 CAN – Guangzhou Baiyun International Airport, China
 CCU – Netaji Subhas Chandra Bose International Airport, Kolkata, India
 CDG – Paris Charles de Gaulle Airport, France
 CHC – Christchurch Airport, New Zealand
 CPH – Copenhagen Airport, Denmark
 CUN – Cancún International Airport, Mexico
 DEL – Indira Gandhi International Airport, Delhi, India
 DOH – Hamad International Airport, Doha, Qatar
 DUB – Dublin Airport, Ireland
 DXB – Dubai International Airport, United Arab Emirates
 FCO – Leonardo da Vinci-Fiumicino Airport, Rome, Italy
 FRA – Frankfurt Airport, Germany
 GDL – Guadalajara International Airport, Mexico
 HKG – Hong Kong International Airport, Hong Kong
 ICN – Incheon International Airport, South Korea
 IST – Istanbul Airport, Türkiye
 KIX – Kansai International Airport, Osaka, Japan
 LHR – London Heathrow Airport, United Kingdom
 LIS – Humberto Delgado Airport, Lisbon, Portugal
 LIR – Daniel Oduber Quirós International Airport, Liberia, Costa Rica
 LTO – Loreto International Airport, Mexico
 MAD – Adolfo Suárez Madrid-Barajas Airport, Spain
 MEL – Melbourne Airport, Australia
 MEX – Mexico City International Airport, Mexico

MNL – Ninoy Aquino International Airport, Manila, Philippines
 MTY – Monterrey International Airport, Mexico
 MUC – Munich Airport, Germany
 MZT – Mazatlán International Airport, Mexico
 NAN – Nadi International Airport, Fiji
 NRT – Narita International Airport, Japan
 ORY – Paris Orly Airport, France
 PEK – Beijing Capital International Airport, China
 PPT – Faa'a International Airport, Tahiti
 PTY – Tocumen International Airport, Panama
 PVG – Shanghai Pudong International Airport, China
 PVR – Licenciado Gustavo Díaz Ordaz International Airport, Puerto Vallarta, Mexico
 SAL – El Salvador International Airport, El Salvador
 SJD – Los Cabos International Airport, Mexico
 SGN – Tan Son Nhat International Airport, Ho Chi Minh City, Vietnam
 SIN – Singapore Changi Airport, Singapore
 SJO – Juan Santamaría International Airport, San José, Costa Rica
 SYD – Sydney Kingsford Smith Airport, Australia
 TER – Lajes Airport, Terceira Island, Azores, Portugal
 TPE – Taiwan Taoyuan International Airport, Taiwan
 WUH – Wuhan Tianhe International Airport, China
 YEG – Edmonton International Airport, Canada
 YUL – Montréal-Trudeau International Airport, Canada
 YVR – Vancouver International Airport, Canada
 YYC – Calgary International Airport, Canada
 YYZ – Toronto Pearson International Airport, Canada
 ZIH – Ixtapa-Zihuatanejo International Airport, Mexico
 ZRH – Zurich Airport, Switzerland

Passenger Airlines

Aer Lingus
 Aeroméxico
 Air Canada
 Air China
 Air France
 Air India
 Air New Zealand
 Air Premia
 Alaska
 All Nippon Airways (ANA)
 American Airlines
 Asiana Airlines
 Avianca
 Breeze Airways
 British Airways
 Cathay Pacific
 China Airlines
 China Eastern Airlines
 China Southern Airlines
 Condor
 Copa Airlines
 Delta Airlines
 Emirates
 EVA Air
 Fiji Airways
 Flair Airlines
 French Bee
 Frontier Airlines
 Hawaiian Airlines
 Iberia
 ITA Airways
 Japan Airlines
 JetBlue
 KLM Royal Dutch Airlines
 Korean Air
 LEVEL
 Lufthansa
 Philippine Airlines
 Porter Airlines
 Qantas
 Qatar Airways
 SAS Scandinavian Airlines
 Singapore Airlines
 Southwest
 STARLUX Airlines
 Sun Country Airlines
 Swiss International Air Lines
 TAP Air Portugal
 Turkish Airlines
 United
 Vietnam Airlines
 Virgin Atlantic
 WestJet
 ZIPAIR

Cargo

21 Air, LLC
 ABX Air Air
 Transport International, Inc.
 Atlas Air, Inc
 Federal Express
 Kalitta Air

THE SFO GUEST EXPERIENCE



Awards & Recognition

**BEST AIRPORT IN THE
US FOR KIDS
MOTHERHOOD**

**BEST AIRPORT IN
NORTH AMERICA**
BUSINESS TRAVELER MAGAZINE

BRAND IDENTITY WINNER
AIRPORTS COUNCIL
INTERNATIONAL - NORTH AMERICA
(ACI-NA)

**WORLD'S MOST BEAUTIFUL
AIRPORTS FOR 2025**
PRIX VERSAILLES

**TOP 10 AIRPORT FOR FOOD
AND DRINK**
FOOD & WINE MAGAZINE

**AIRPORT WORKFORCE
DEVELOPMENT
ACCREDITATION**
AIRPORTS COUNCIL
INTERNATIONAL - NORTH AMERICA
(ACI-NA)

**RECOGNIZED FOR
IN-HOUSE DEVELOPMENT OF
SFOCITE APP**
CIO 100 AWARD

**2025 POLICY
LEADERSHIP AWARD**
U.S. GREEN BUILDING COUNCIL
CALIFORNIA

**WORLD'S BEST ART
IN THE AIRPORT 2025**
SKYTRAX

**SFO MUSEUM -
AWARD OF EXCELLENCE**
THE AMERICAN ASSOCIATION
FOR STATE AND LOCAL HISTORY
(AASH)

A Masterpiece in Progress

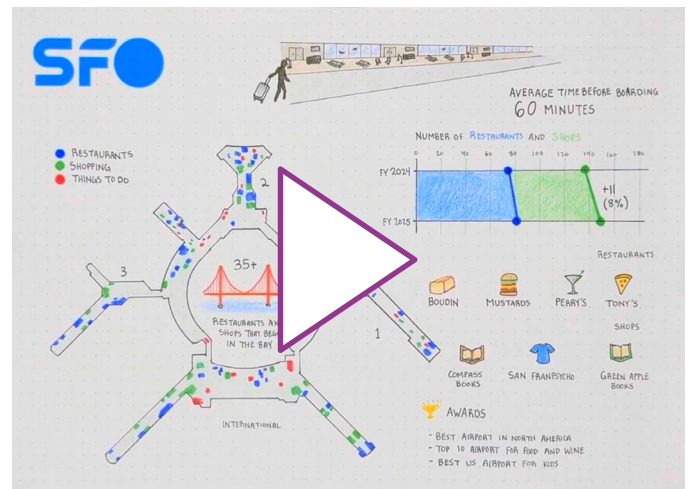
In FY 2025, the Terminal 3 West Modernization Project kicked off! Originally completed in 1979, Terminal 3 is undergoing a modern makeover of the west portion of the terminal to deliver the same extraordinary airport experience as our other terminals. This project encompasses the check-in lobby and F Concourse. Here's an overview of the work in progress:

- Larger ticketing and check-in lobby with more self bag-drop options
- New centralized checkpoint areas on the Departures and Mezzanine levels
- 250,000 square feet of new space for shopping and dining
- New “swing” gates that will serve both international and domestic flights
- World-class art and additional SFO Museum exhibitions



Staying in Motion

To keep Terminal 3 in motion around the construction, SFO opened two interim corridors to re-route guests and maintain connectivity post-security. The two interim corridors replaced the walkway from the F1 Security Checkpoint to the food court hub. The first corridor extends 440 feet and leads from Gate E2 to the hub. The second extends 1,000 feet and runs from the hub food court to the existing post-security walkway to the International Terminal G gates. The corridors have been designed with a fun, San Francisco-focused theme that features the parrots of Telegraph Hill leading guests through some of the City's neighborhoods and icons.



Video: Guest Experience

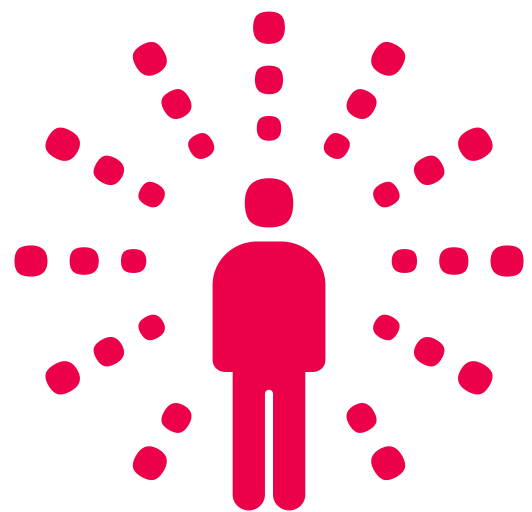




Sensory Room: A Space for All

In December 2024, SFO opened its first Sensory Room to provide a comforting space for neurodivergent travelers and their families to make their travels more relaxing and enjoyable. To develop the space, SFO consulted with UCSF Benioff Children's Hospital and the Arc San Francisco, an organization that partners with, supports, and amplifies the voices of people with intellectual and developmental disabilities. This interactive room offers a variety of experiences, including an 'Activity Area' with both analog and digital options, a 'Calming/Soothing Area' for contemplation and wonderment, and a life-size 'Cabin Experience' featuring a realistic, full-scale aircraft interior mock-up which allows families to acclimate to the experience of flying before boarding their actual flight. SFO is committed to providing thoughtful amenities like these to increase the [accessibility](#) of our facilities.

The Sensory Room is open to all passengers and is located post-security in Harvey Milk Terminal 1.



"I had a long week, and it was great to just have a very quiet space to reflect and relax. I truly enjoyed the space, and it helped me to have a great travel day away from home."

- Sensory Room guest

A Dynamic Concessions Program



43

Domestic
Terminal
Shops



61

Domestic
Terminal
Restaurants



24

International
Terminal
Shops



20

International
Terminal
Restaurants

TASTE.
SHOP.
FLY.
REPEAT.

In FY 2025, SFO had 149 shops and restaurants throughout the terminals and opened 11 new concessions for passengers to enjoy, including the SFO Eats Food Hall.

Average daily spend per passengers was \$40.31 with total daily sales at \$2,977,925.25.



SF Eats Brings Local Flavors to Harvey Milk Terminal 1

Guests in Harvey Milk Terminal 1 can now enjoy more flavors from San Francisco at SF Eats Food Hall! Open since June 2025, the food hub connects travelers with homegrown, locally inspired restaurant brands, including:

Equator Coffees:

A part of Napa Farms Market, this outpost of Equator Coffees serves selections from the Bay Area-founded, sustainably sourced specialty coffee roaster.

Kitava:

A clean casual restaurant that serves real food everyone can enjoy. The menu features comforting meals for any diet using nutritious veggies, mindful meat and healthy fats, all designed to be healthy, delicious and satisfying.

Kona's by Pacific Cocktail Haven:

Named one of Esquire Magazine's "Best Bars in America" in 2021, Kona's offers a lively environment with cocktails inspired by street markets from around the world.

Napa Farms Market:

Award-winning grab-and-go "farm to flight" fare made on-site, including salads, sandwiches, artisanal meats and cheeses and wood-fired pizzas, as well as locally made desserts.

Tony's Pizza Napoletana:

This eatery showcases the culinary creations of award-winning pizzaiolo and celebrity chef Tony Gemignani, winner of multiple world titles. From foldable New York Slices to hearty Sicilian squares, Tony's menu showcases combinations that cater to every pizza lover's taste.



MAC Cosmetics,
Harvey Milk Terminal 1



Pop-Up:
Socola, Terminal 3



Pop-Up:
Foggy Notion, Terminal 3

WELCOME TO THE NEIGHBORHOOD:

NEW CONCESSIONS IN FY 2025



Poke to the Max,
Harvey Milk Terminal 1



Green Apple Books,
Harvey Milk Terminal 1



Cafe X,
Harvey Milk Terminal 1



7x7,
Harvey Milk Terminal 1



Black Point Cafe,
Terminal 2



Perry's,
Harvey Milk Terminal 1



Chalo,
Terminal 3

SFO Museum: A Color Experience in Every Terminal

36

Total exhibitions on display



1,550

Objects featured



48

Unique short films featured
in the Video Arts room



35,000

Visitors to the Aviation
Museum and Library

AIDS Memorial Quilt Reception: Honoring Community Arts

In June 2025, SFO hosted a celebration of the AIDS Memorial Quilt, on exhibit in the International Terminal, which coincided with Pride Month in San Francisco. Considered the largest community arts project in history, the Quilt is an epic, 54-ton tapestry honoring the lives and stories of those we've lost to HIV/AIDS. Founded in 1987 by the NAMES Project in San Francisco, the Quilt is now under the permanent stewardship of the National AIDS Memorial and serves as a powerful and heartfelt reminder of the ongoing epidemic. Guided by its foundational message of love and compassion, the Quilt raises awareness of HIV/AIDS, promotes education to slow the spread of HIV/AIDS worldwide, and encourages emotional healing for those affected by the disease.



Video: AIDS Memorial Quilt Reception

PEOPLE & OUR PLANET



Social Impact: SFO as a Force for Good

SFO's commitment to economic equity is realized through policies and programs led by the Social Impact (SI) Section, which is composed of two specialized units. The Economic and Community Development unit manages business diversity initiatives, ensures federal compliance, and supports local business participation. The Workforce Standards and Development unit focuses on the recruitment, retention, and job quality of tenant employees. As part of its efforts, the SI Section operates the Business and Career Center (BCC), a centralized hub at SFO that advances economic inclusion through personalized support, resource navigation, walk-in assistance, workshops, and services for job seekers, employees, employers, and businesses.

FY 2025 Impact:

Economic and Community Development (ECD)

44

Airport Disadvantaged Business Enterprises (ACDBE) at SFO

22

Disadvantaged Business Enterprises (DBE) at SFO

\$120,105,584.31

Revenue generated by ACDBE at SFO in FY 2025

Early 2025 outreach events showed that 60% engaged businesses were new to SFO's procurement process.

Workforce Standards and Development (WSD)

73

Number of hiring fairs hosted at SFO in FY 2025

1,067

Number of positions the Business and Career Center (BCC) helped fill in FY 2025

57

Number of tenant employer partnerships in FY 2025

2,204

Number of visitors the BCC supported with job placement services and employee resources in FY 25

Resource Fair

On April 16, 2025, the Airport’s Social Impact Section held its second Resource Fair in San Mateo County Event Center. The Resource Fair provided businesses with access to information about contract opportunities and diverse business certifications and connected job seekers with numerous employers.

With over 1,300 RSVPs and 600 attendees, the event drew significant community engagement. There were 89 exhibitors representing airlines, airline service providers, contractors, consultants, concessions, government agencies, community-based organizations, and support services organizations.

Attendees appreciated learning and connecting with exhibitors and panelists who were eager to share opportunities. The event successfully achieved its education, engagement, and community-building objectives.

SFO looks forward to seeing you next year at SFO’s 2026 Resource Fair!



Video: 2025 Resource Fair

Sustainability: Advancing Towards Net Zero Goals

SFO continues to make progress towards becoming the first airport in the world to achieve triple zero: zero waste going to landfill, zero net energy facilities, and zero net carbon operations by 2030. Through innovative programs and partnerships, SFO has established itself as a leader in airport sustainability.

The Zero Annual Report and new SFO Sustainability Dashboard offer a narrative account and quantitative metrics used to track progress across all net zero goals. The dashboard provides an interactive format that allows tracking of year-over-year changes in metrics and identifies how these metrics align with 2030 zero goals. View these resources and highlights from our sustainability initiatives below.

Sustainability data is reported by calendar year.

SUSTAINABILITY REPORTS

SUSTAINABILITY DASHBOARD

Sustainability Progress (CY 2024)



61%
decrease in
natural gas

Zero net energy



3%
decrease
in campus
energy use

Zero net energy



99%
of debris
diverted
from landfill

Zero waste



25,000
rides
monthly
on SFO2Go

Zero net carbon



New leak
detection
software
program

Zero net water



2,079
meals
donated
to local
nonprofits

Zero waste

Caring for Our Community

For over a decade, SFO's Motivating Volunteer Participation (MVP) committee has been inspiring and empowering Airport employees to share their time and talents to make a meaningful impact by engaging in volunteer activities and initiatives that benefit our local communities and the broader Bay Area. MVP embodies our core value of Care, which promotes the well-being of our guests, our tenants, our community, and each other. In FY 2025, 268 SFO employees volunteered in 13 MVP projects.



Airport Director Mike Nakornkhet with MVP Committee Leads at Belle Air Elementary School



Organizations supported in FY 2025 include:

Bayanihan Equity Center

Belle Air Elementary School (pictured left)

City College of San Francisco Trades Day

Meals on Wheels

Samaritan House Safe Harbor Shelter

San Mateo County Health Department

San Francisco Marin County Food Bank

St. Anthony Foundation

Reading Partners

Project Spotlight: Coastal Cleanup Day



Airport Commission employees helped turn the tide on ocean pollution in the annual Coastal Cleanup Day, embodying our mission to put people and our planet first. SFO hosted its 5th annual Coastal Cleanup Day at the Mel Leong Treatment Plant (MLTP) Bay Shoreline to pick up debris and litter at the site. In total, 69 employee volunteers recovered 60 pounds of recyclables and 550 pounds of trash. Coastal Cleanup Day is a volunteer activity led by our MVP committee and sustainability team in support of San Mateo County Health Department.

GROWING OUR WORKFORCE



Team SFO

SFO is often called a city unto itself, and it takes thousands of people to keep our facilities operating safely and securely. In FY 2025, the Airport Commission hired 382 new staff, including 43 interns. In fact, half of our staff has been hired since the pandemic! These new hires have brought fresh perspective, new ideas, and challenge us to think in different ways. Take a look at some of our workforce stats and stories on how we shape our culture and foster the next generation of Team SFO.

Our Workforce by the Numbers

1,797

Airport Commission Employees

929

Companies at SFO

382

Airport Commission Employees
Hired in FY25

29,825

Employees
(Non-Airport Commission)

128

Active Airport Commission Interns

31,622

Total Employees at SFO

Career Pathways Program



Career Pathways Impact

SFO offers ten Career Pathways programs providing internship and career development opportunities to hundreds of rising professionals each year. Interns are placed at a variety of departments and engage in a robust calendar of events to provide exposure to the Airport's culture, projects, and operations. Interns range from high school students to post-graduates with growing subject matter expertise in their field of exploration. Below are stats from our FY 2025 program:

- 116 interns
- 37 professional development opportunities (workshops and tours)
- 981 Engagement Hours
- 5,971 Community Connects

SFO AIM High Impact

Launched in FY 2025, SFO AIM High is a virtual-based program that introduces current high school students to the aviation industry through virtual learning and early career exposure. Students participating in SFO AIM High engage in a unique program that provides exposure to aviation-related careers with industry experts.

- 4 schools + 3 career connections
- 131 students
- 340 engagements
- 111 graduates

Team SFO

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INTERNS IN THEIR OWN WORDS

SFO's Career Pathways team is proud to lead a robust internship program throughout the year. Hear from a few of our interns below on their experience as part of Team SFO.



My internship at SFO has given me exposure to the professional workforce, particularly in understanding the responsibilities of the different sections and teams. I strengthened soft skills such as communication and problem-solving, while also enhancing hard skills, such as enhancing my knowledge of Microsoft applications.

Stephanie Kwan

Summer College Intern, Learning & Development

One of the most exciting parts of my internship with the airport has been coming up with new initiatives and projects for the airport. Last year I was able to start a project with my team for Airport Duty Managers viewing special events, and I had the opportunity to continue improving the service in my current internship.

Braydon Hart

Student Design Trainee, ITT



A highlight of my time at SFO has been meeting new people and seeing different parts of the airport. I was able to explore new areas, gain behind-the-scenes insight, and see how different teams work together to serve passengers. My internship at SFO taught me how to adapt when working with different personalities, which will help me in future jobs and school projects.

A'Riyah Dotson

Summer High School Intern, Customer Care

Driving a Culture of Inclusion and Diversity

The Airport's Office of Diversity, Equity & Inclusion (DEI) mission is to foster a culture of inclusion and belonging so that every employee feels respected, valued, and engaged to bring their personal best and contribute fully to the Airport. Employee Resource Groups

play a key part in this mission, which are voluntary and open for all employees to join. These groups are managed under DEI, which helps produce events with ERG employee leads.

In FY 2025, there were seven ERGs at SFO, including AAPI@SFO, BIPOC@SFO, LatinX@SFO, Out@SFO, Parents@SFO, Vets@SFO, and Women@SFO. Twenty-three employees served as ERG leads and hosted 90 events, engaging 2,500+ employees during the year. Examples of events hosted include Women and Entrepreneurship: Passion to Action Panel; Juneteenth Picnic and Freedom Festival, LatinX Fashion Show, The Alvarado Project Speaker and Tour; and the AIDS Memorial Quilt Panel.

Celebrating with the City

In FY 2025, ERGs sponsored participation in San Francisco's Chinese New Year, Juneteenth, and Pride Parades—the first time SFO has marched in all three festivities with a parade contingent! The AAPI@SFO, BIPOC@SFO, and Out@SFO ERGs led the parade contingents, respectively. SFO had a strong, spirited showing with festive floats and dozens of employees and their families walking the streets of downtown San Francisco. Thank you to our employees for representing SFO with creativity and enthusiasm!

Lunar New Year



SFO employees marched in the 2025 Chinese New Year Festival & Parade with a float decorated with a golden Chinatown gate, boarding passes, and airplanes! The Airport was awarded the “Year of the Snake Award” by San Francisco Chinese Chamber of Commerce for our participation.

Juneteenth



San Francisco’s Fillmore Street transformed into a joyful celebration of Black unity in the Juneteenth Freedom Festival. Thirty SFO employees, including our Airport Director Mike Nakornkhet, participated in the parade for the first time in the Airport’s history. In the terminals, the Airport celebrated with performances and live music from spoken word poets and musicians.

Pride Parade



For the past six years, SFO has proudly marched in the San Francisco Pride Parade, which features 250 contingents and lasts around 4 hours. Pride is one of the biggest events for the LGBTQ+ community, and SFO employees, DEI staff, and Pride@SFO leads collaborate closely for months in the lead-up to the parade to ensure a lively contingent.

FINANCIAL SUMMARY



Highlights of Airline Operations at the Airport

Fiscal year 2025 total passenger traffic at SFO was more than 54.1 million passengers, an increase of 5.5% compared to the prior fiscal year. Domestic enplaned passengers increased by 5.6%, and international enplaned passengers increased by 5.9%. Total cargo and U.S. mail tonnage increased by 3.7%.

FY 2024-25 published scheduled departing seats for SFO were 7.3% higher than FY 2023-24, while the Oakland International Airport (OAK) and the San Jose Mineta International Airport (SJC) were 9.2% and 0.9% lower, respectively. Total scheduled departing seats for the Bay Area were 3.2% higher than the prior fiscal year.

View the entire [FY 2025 Audited Financial Statement](#).

** Reporting period covers July 1, 2024 through June 30, 2025.*

FY 2025 AUDITED FINANCIAL STATEMENT

Net Position Summary (in Thousands)

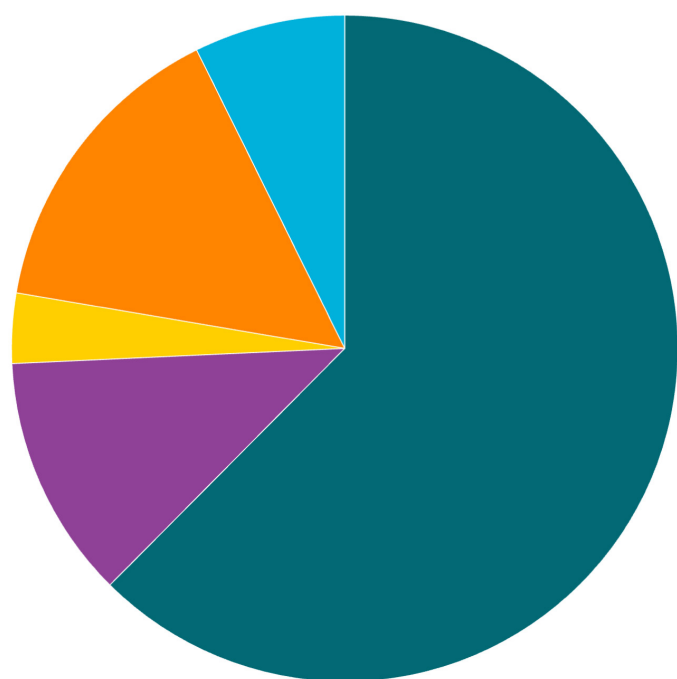
Category	FY 2025	FY 2024
Assets:		
Unrestricted current assets	\$ 1,322,414	\$ 1,245,436
Restricted current assets	1,087,534	955,000
Unrestricted noncurrent assets	705,715	753,061
Restricted noncurrent assets	1,481,815	1,218,357
Capital assets, net	<u>7,537,288</u>	<u>7,136,289</u>
Total assets	<u>12,134,766</u>	<u>11,308,143</u>
Deferred outflows of resources:	<u>217,434</u>	<u>215,498</u>
Liabilities:		
Current liabilities	529,413	526,458
Current liabilities payable from restricted assets	332,670	259,617
Noncurrent liabilities	10,574,371	9,774,879
Net OPEB liability	236,686	249,579
Net pension liability	<u>229,504</u>	<u>208,295</u>
Total liabilities	<u>11,902,644</u>	<u>11,018,828</u>
Deferred inflows of resources:	<u>984,269</u>	<u>1,057,297</u>
Net position:		
Net investment in capital assets	(2,194,281)	(1,949,136)*
Restricted for debt service	265,813	157,855
Restricted for capital projects	889,448	833,330
Restricted for other purpose	9,292	6,403
Unrestricted	<u>495,015</u>	<u>399,064*</u>
Total net position	<u>\$ (534,713)</u>	<u>\$ (552,484)</u>

*FY 2023-24 lease receivable, lease interest receivable, and deferred inflows related to leases were reclassified from net investment in capital assets to unrestricted net position.

Highlights of Changes in Net Position (in Thousands)

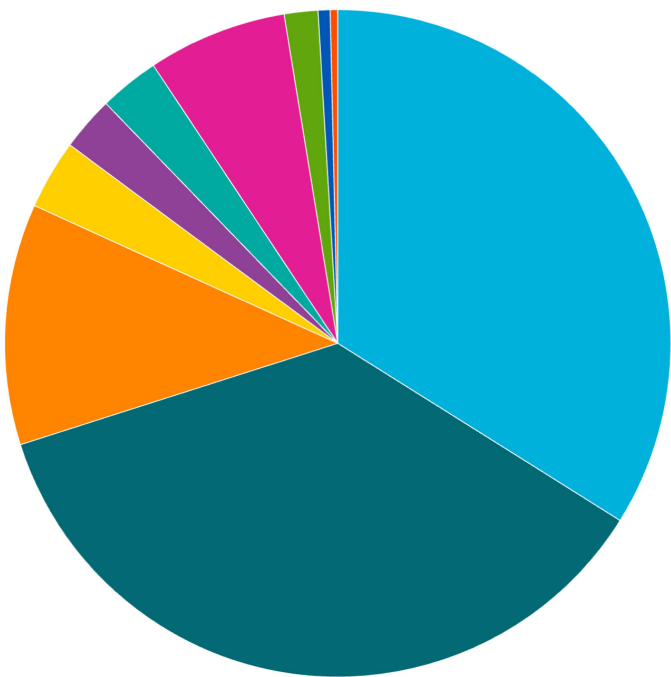
Category	FY 2025	FY 2024
Operating revenues	\$ 1,369,248	\$ 1,401,390
Operating expenses	(1,146,671)	(976,556)
Operating income (loss)	222,577	424,834
Nonoperating expenses, net	(172,375)	(162,710)
Loss before capital contributions and transfers	50,202	262,124
Capital Contributions	60,776	63,909
Transfers to City and County of San Francisco	(58,489)	(55,600)
Changes in net position (deficit)	52,489	270,433
Total net position (deficit) – beginning of year	(552,484)	(822,917)
Cumulative effect of accounting change	(34,718)	--
Total net position (deficit) – beginning of year, as restated	(587,202)	(822,917)
Total net position (deficit) – end of year	<u>\$ (534,713)</u>	<u>\$ (522,484)</u>

Operating Revenues (in Thousands)



Aviation	\$855,002
Concession	\$161,996
Hotel	\$46,575
Parking & Transportation	\$205,262
Net Sales & Services	<u>\$100,413</u>
Total	<u>\$1,369,248</u>

Operating Expenses (in Thousands)



Personnel	\$388,763
Depreciation	\$414,926
Contractual Services	\$134,010
Hotel	\$38,511
Light, Heat & Power	\$30,090
Services Provided by Other City Departments	\$33,347
Repairs & Maintenance	\$77,422
Materials & Supplies	\$18,700
General & Administrative	\$6,726
Environmental Remediation	<u>\$4,176</u>
Total	<u>\$1,146,671</u>

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Airport Commission



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Airport Commission



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