

Aviation is showing long-term resilience and growth

- Global air traffic consistently demonstrates an intrinsic robustness, successfully recovering from major macroeconomic and geopolitical shocks
- Operators currently face external headwinds (geopolitical, airspace restrictions, supply chain bottlenecks, fuel price, ...)
- Services enable airlines to adapt to these headwinds all along the aircraft lifecycle, they play a pivotal role in enabling the global fleet to evolving air traffic demand

The services market supports more than 29,000 aircraft in 2026 and is expected to reach US\$ 209 bn.

Digital and connectivity serve as the common thread underpinning all sectors of the services market

- Cybersecure digital solutions are a strategic growth driver transforming all services activities, supporting airlines to be more efficient and agile
- Digitalisation and connectivity improve operational efficiency and reliability, reduce disruptions such as delays and cancellations, and drive overall operational performance at each step of the aircraft lifecycle
- Real time connectivity will meet passenger expectations for a seamless experience all along their journey
- Digitalisation is transforming maintenance to offer more flexibility and agility to operators
- This fast growing market is expected to triple over the next 2 decades and reach US\$ 27 bn in 2045.

Services support operators and lessors to optimise asset value, all along the aircraft lifecycle.

- Modifications and upgrades play an important role for airlines to adapt their fleet to fast evolving market needs and passengers expectations. This market is expected to reach US\$ 21 bn in 2045 (CAGR +2.7%)
- Upgrades allow airlines to bring older aircraft to today's standards of comfort and efficiency, through the retrofit of cabin interiors, and the introduction of the latest technology for efficient operations.
- With over 18,400 aircraft expected to retire by 2045, aircraft dismantling and Used Serviceable Material (USM) offer a robust alternative solution to new parts. The USM market, forecasted to reach US\$ 60 bn in 2045, will help alleviate supply constraints as a robust alternative solution to new parts.

The Aviation ecosystem requires a massive new workforce

- Over the next 20 years, there is a cumulative need for 730,000 maintenance technicians, 660,000 pilots and 1,050,000 cabin crew, totalling more than **2.44 million additional skilled people**, calling for the industry to intensify efforts in attracting and training new talents with new technologies and advancing training techniques. The training market is expected to reach US\$ 17 bn in 2045 with 3.1% CAGR

Market demand for services is expected to reach US\$422 bn by 2045 (+3.8% CAGR 2026-2045) including:

- Off-Wing Maintenance stream is doubling to reach US\$ 217 bn (CAGR +3.7% over 20 years).
- Maintenance Operations Support is the second largest market estimated to reach US\$ 104 bn in 2045. (CAGR of 4.3%)
- The On-Wing Maintenance stream is projected to reach US\$ 36 bn (CAGR +2.8%).
- The Digital & Connectivity market is the fastest growing segment, with a +5.3% CAGR over the next 20 years and a US\$ 27 bn market demand in 2045.
- The Modifications & Upgrades is forecasted to grow to US\$ 21 bn (CAGR +2.6%)
- Training stream is to reach US\$ 17 bn in 2045 (CAGR +3.1%)

In the next 20 years, **Europe & CIS, North America and China** will remain the **largest services markets** while **Asia** (Asia-Pacific, China and South Asia), is projected to be the **fastest growing**.

The Airbus GSF focuses on passenger jets with a capacity exceeding 100 seats and freighters with a payload capability above 10 tonnes. It is aircraft agnostic.