Resilience in flight: Securing future growth amid volatility

Commercial Aerospace Insight Report

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Introduction

Accenture's latest analysis foresees 12% industry growth by the end of 2025, driven by Boeing's rebound and strong MRO demand. Yet supply chain fragility and geopolitical uncertainty are pushing executives to accelerate efforts to build operational resilience.

Based on econometric modeling and an August 2025 survey of C-suite executives across OEMs, suppliers, and MRO providers, Accenture's latest commercial aerospace outlook projects double-digit revenue growth by year-end. North America is set to grow 17% on Boeing's rebound, Asia-Pacific around 10% on passenger traffic and MRO demand, and Europe 6% on Airbus deliveries. While supply chain volatility, rising costs, and geopolitical risks persist, 92% of executives expect delivery performance to improve within 12 months. Companies are tackling near-term disruptions with control towers and tighter supplier coordination, while embedding long-term resilience through diversified sourcing, regional hubs, digital twins, AI-driven forecasting, and co-innovation with suppliers.

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Executive summary

The commercial aerospace market enters 2026 with renewed momentum. Global revenues could post double-digit growth by end-2025, supported by a projected 25% increase in aircraft deliveries and resilient aftermarket demand. Though growth momentum has clearly shifted upward, continued supply chain disruptions may make recovery uneven across the regions. North America appears on track for its strongest revenue growth (17%) in two decades on the back of Boeing's rebound. Asia-Pacific could expand by around 10%, fueled by strong passenger traffic and maintenance, repair and overhaul (MRO) investment. The forecast for Europe, meanwhile, points to steady growth of 6%, supported by Airbus's delivery plans.

Boeing is at the forefront of this rebound. The company delivered more than 280 jets in 1H25, its best performance since 2018. We expect this delivery momentum to percolate quickly through the supply base. Providers such as Rolls-Royce, GE Aerospace and Lufthansa Technik are expanding capacity and upgrading assembly lines through AI-enabled maintenance solutions.

The aftermarket remains a stabilizer, even as it adds to strain. Global MRO spending could grow 14% YoY in 2025, lifted by strong passenger demand and the extended use of older aircraft.[1] But capacity is stretched: delivery delays are forcing airlines to keep jets in service longer, driving up maintenance demand just as labor gaps and parts shortages constrain turnaround times.

Supply chain fragility remains the industry's primary concern, although executive confidence in supplier deliveries is now rising. In the August 2025 Accenture Commercial Aerospace Insight survey, 92% of C-suite executives expressed confidence that supplier delivery performance will meet or exceed expectations within 12 months, up from 88% just six months earlier. Yet supply chain uncertainty, volatile material costs and geopolitical instability continue to disrupt established sourcing routes and give aerospace leaders a reason to worry.

In response, aerospace companies are doubling down on control tower visibility, establishing regional manufacturing hubs and working more closely with their suppliers to enhance resilience. They are also diversifying their procurement strategies, with India emerging as a critical sourcing base. Meanwhile, original equipment manufacturers (OEMs) and suppliers are investing in digital twins, AI-driven forecasting and new supply chain strategies to improve transparency, traceability and adaptability. All of this is geared towards absorbing risks more effectively.

The outlook for 2026 points to steady momentum. More than half of the executives we surveyed expect sustained revenue growth over the next six months, and nearly 90% foresee expansion over a two-year horizon. For an industry navigating fragile supply chains and shifting geopolitics, the challenge does not lie in delivering on immediate targets, but embedding greater resilience into the system. What matters now is less the pace of recovery than the choices leaders make to shape a more durable and flexible industry.

Findings in brief

This section highlights the key findings on commercial aerospace based on survey insights, econometric modeling and recent research.

01 Airline performance

Airline growth outpaces supply, fueling new aircraft orders, MRO demand and digital tool adoption.

5.8% global traffic growth likely in 2025

Asia-Pacific drives airline growth; Europe and Middle East remain strong

Record backlog of 17,000 aircraft deliveries forces airlines to extend fleet life, leading to surge in demand for MRO services

Airlines deploying AI to boost efficiency

02 Revenue and deliveries

Strong revenue growth outlook, led by consistent aircraft demand, OEM ramp-ups and strong aftermarket demand.

Global commercial aerospace revenue to grow 12% YoY in 2025

1,390 aircraft deliveries in 2025

Boeing leads recovery; Airbus catching up after a weak 1H25

Double-digit growth forecast for engine manufacturers

03 Aftermarket outlook

Aging fleet and delivery delays drive MRO growth amid capacity constraints.

37% of executives expect MRO spending growth to remain strong in the next six months, 77% in 24 months – continuing a strong growth trend

Spending expected to peak in the next two years

Strong revenue growth recorded in 1H25, led by Rolls Royce (28%) and GE Aerospace (23%)

MRO service providers embark on innovative solutions to manage capacity strains, deploy AI to automate tasks and boost productivity

04 Production outlook

Upswing in manufacturing, but supply-chain obstacles hinder output acceleration.

Airbus firm on A320 production target of 75/month by 2027

Boeing reaches 737 MAX target of 38/month; aims to sustain production rate

Most aerospace executives confident about achieving output growth over the next year

Raw material inflation remains an immediate area of concern, while rise in labor costs is a long-term challenge

05 Supply chain outlook

Confidence returns, but geopolitical friction and rise in input costs remain a cause for worry.

Executives confident about suppliers meeting delivery targets

Emerging US tariff risks drive contingency strategies such as alternative sourcing, pricing adjustments and supply line reshuffling

54% of executives anticipate a near-term rise in raw material costs

Digital tool deployment is on the rise as companies look to embed supply chain resilience

06 What keeps aerospace leaders up at night?

Executives remain wary of political uncertainty and international trade policy shifts.

Steel and aluminum tariffs stand at 50%*; titanium prices up 90% since 2022

*The UK is exempt from the 50% tariffs here

Geopolitical tensions—like the Russia–Ukraine war and instability in the Middle East—amplify supply chain fragility

Companies are prioritizing resilience through digitalization, while strengthening collaboration with OEMs, suppliers and logistics partners

Figure 1: Executive risk concern level across macroeconomic factors (6/12/24 months)

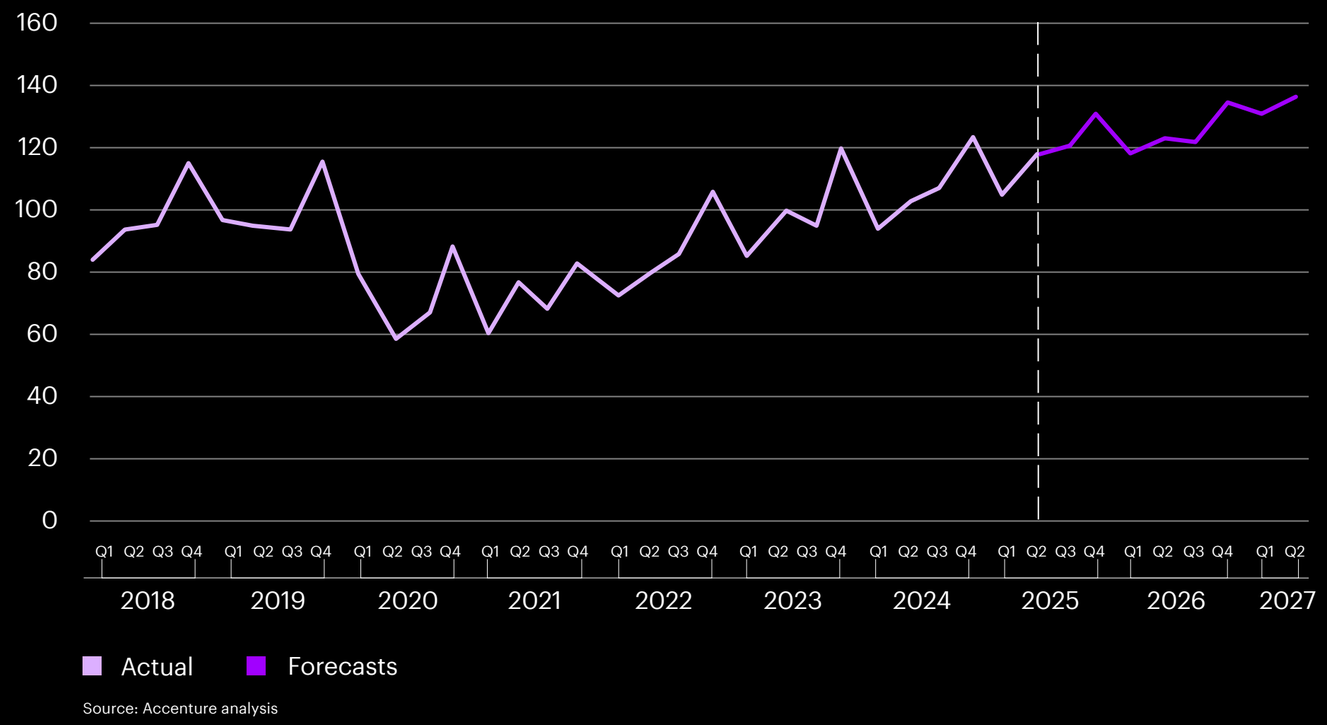
Broader categories	Risk factors	Previous impact expectation	Current impact expectation	Next 6 months	Next 12 months	Next 2 years
Political conditions	Terrorism	Low	Low	Low	Low	Low
	Political instability	Medium	Medium	Medium	High	High
	Regional armed conflicts	Low	Medium	Medium	Medium	Medium
Economic conditions	Worsening economic conditions	Medium	Medium	Medium	Medium	Medium
	International trade policy shifts*	NA	High	High	Higher	Higher
	Interest rate changes	Medium	Medium	Medium	Medium	Medium
	Exchange rate changes	Medium	Medium	Medium	Medium	Medium
Climate change	Weather volatility	Low	Medium	Medium	Medium	Medium

Source: Accenture Commercial Aerospace Insight survey, Jul-Aug 2025

*Note: International trade policy shifts are a newly added risk factor in this survey.

Global outlook

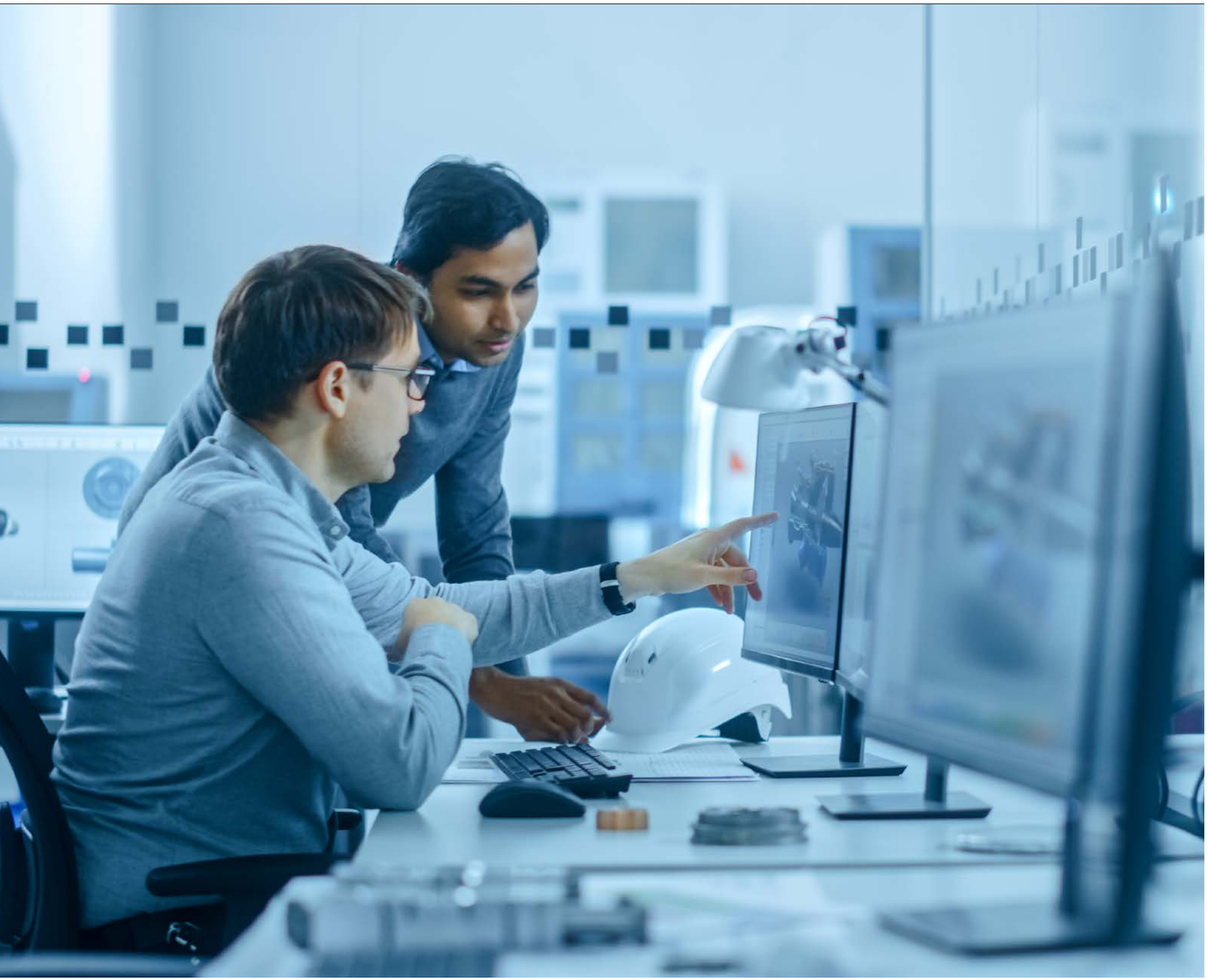
Figure 2: Global commercial aerospace revenue index (USD, 2018 = 100)



Source: Accenture analysis

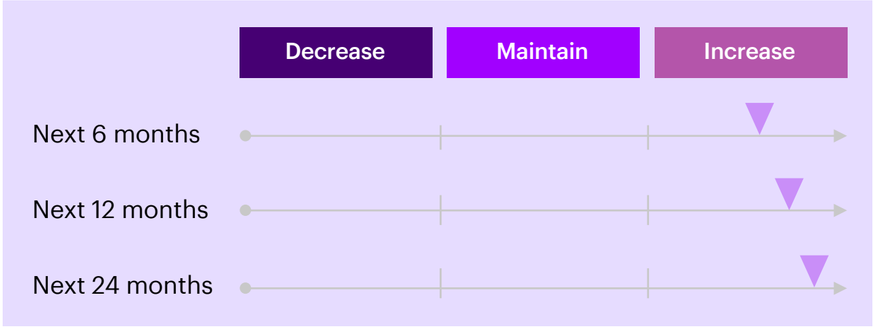
After facing a challenging 2024, the commercial aerospace industry is set to end 2025 on a positive note. Global revenues could grow by 12% on account of surging aircraft deliveries and steady aftermarket demand.

The aerospace industry's revenue growth could rebound to 12% YoY in 2025 (Figure 2), fueled by a 25% increase in aircraft deliveries. In 1H25, performance varied across OEMs. Boeing's commercial deliveries recovered rapidly (up 60% YoY), and Embraer reported accelerated delivery growth of 23% YoY. Airbus's deliveries, however, lagged behind, down 5% YoY. Key suppliers, such as GE Aerospace, Rolls-Royce and RTX benefited from aftermarket tailwinds, reporting strong commercial revenue growth of 11-22%.[2]



In 2H25, Boeing appears set to continue driving this turnaround, while Airbus could regain momentum. Continued expansion in flight operations will support sustained aftermarket demand. The executives who participated in our survey, shared this optimism, with 54% expecting higher revenue in the next six months and 43% anticipating stable revenue. Confidence rises over time, with 60% projecting revenue growth within a year and 89% over two years (Figure 3).

Figure 3: Business-cycle stance (commercial aerospace revenue) outlook



Source: Accenture Commercial Aerospace Insight survey, Jul-Aug 2025

The challenge, however, lies in sustaining this growth. Success will depend on easing supply-chain bottlenecks, managing geopolitical risks and addressing quality concerns. As Boeing CEO Kelly Ortberg said, "It's important to our overall recovery that we increase these [production] rates. But we're going to do it in a smart, safe way, in accordance with our safety and quality plan. Year-to-date, we're ahead of our plan on deliveries. We haven't been pushing the deliveries; we've been pushing the safety and quality plan."[3]

Industry players are investing in solutions to counter these headwinds and sustain growth. For example, Safran has launched a digital, real-time monitoring and predictive maintenance platform for aircraft interiors, aimed at reducing operating costs and downtime for galley equipment, lavatories and seats.[4] Looking ahead, momentum will depend on agile supply chains, digital-driven efficiency and disciplined execution.

Airline performance

As air traffic continues to rise, airlines expect AI to help optimize operational performance amid delivery delays, MRO bottlenecks and growing fuel costs.

International Air Transport Association (IATA) expects passenger demand to grow 5.8% YoY in 2025, compared to 10.6% in 2024.[5] Mid-year forecasts dipped slightly amid expectations of softer economic growth and macro volatility. Forecasts put industry revenue at $979 billion, with net profit of $36 billion.[6]

Asia-Pacific will likely drive more than half of the global traffic growth in 2025, reflecting strong economic momentum and rising international travel. Europe appears set to follow, led by the recovery of low-cost carriers, while the Middle East continues to benefit from hub connectivity and government investment. Growth in North America, however, could soften, reflecting weaker gross domestic product (GDP) growth.

Meanwhile, persistent aircraft delivery delays are reshaping fleet strategies. Airlines have extended the average aircraft life from 13 to 15 years, as the global aircraft order backlog climbed to a record 17,000 jets in end-2024—well beyond OEM production capacity.[7] The aging fleet will only add to the pressure on MRO capacity and raise fuel costs. The industry's return on invested capital (ROIC) is projected at just 6.7% for 2025, well below the weighted average cost of capital (8.8%), underscoring why leasing accounts for more than half of the global fleet and the need for greater operational efficiencies.

In response, airlines are accelerating the use of AI to optimize routes, streamline maintenance, save fuel and enhance customer experience. Singapore Airlines has embedded more than 270 use cases of AI across its operations.[8] It is also partnering with OpenAI to deploy gen AI in operations[9] and with Salesforce to enhance customer service.[10] British Airways has combined AI tools with additional staff at Heathrow, achieving a record 86% on-time departure rate in Q1 2025.[11]

But adoption has not been without challenges, most notably growing regulatory scrutiny. Delta Air Lines recently came under pressure from US lawmakers over AI-powered dynamic pricing, forcing the carrier to formally disclose how the model worked and what data it used.[12]

Figure 4: Expected regional airline profits, capacity and demand in 2025

Region	Airlines net profit	YoY demand growth (RPK)	YoY capacity growth (ASK)
North America	$13B (+10% YoY)	0.4%	1.3%
Europe	$11B (+18% YoY)	6.0%	5.9%
Middle East	$6B (+2% YoY)	6.4%	4.6%
Asia-Pacific	$5B (+23% YoY)	9.0%	6.9%
Global industry	$36B (+11% YoY)	5.8%	5.2%

Source: IATA, June 2025

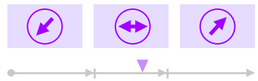
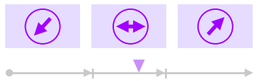
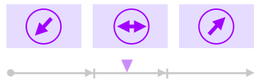
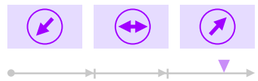
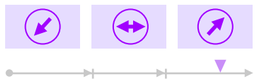
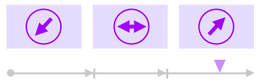
*Note: Profit figures are rounded, so the YoY percentage change may not precisely align with the displayed values; RPK (Revenue Passenger Kilometers) measures demand; ASK (Available Seat Kilometers) measures capacity.

Delivering new aircraft

Aircraft deliveries gained momentum and are projected to reach 1,390 in 2025, led by Boeing's sharp rebound and closer alignment of OEM-supplier production plans.

Confidence in aircraft deliveries is running high. For 2H25, almost all executives expect deliveries to match or exceed 2H24 levels. Optimism extends through the full year with 91% and 97% projecting narrow-bodies and wide-bodies, respectively, to meet or exceed last year's delivery levels (Figure 5).

Figure 5: Delivery outlook: Narrow-body aircraft, wide-body aircraft and commercial aerospace products

Delivery outlook	**Narrow-body aircraft (unit deliveries)**	**Wide-body aircraft (unit deliveries)**	**Commercial aerospace products**
2H25 vs 2H24			
2025 vs 2024			

Source: Accenture Commercial Aerospace Insight survey, Jul-Aug 2025

For major aircraft manufacturers, 1H25 brought mixed outcomes. Airbus delivered 306 commercial jets, down 5% YoY, as engine shortages left many A320s incomplete.[13] In contrast, Boeing recorded its strongest first half since 2018, with over 280 jets delivered (a 60% rise YoY). The resolution of labor disputes, higher production rates and a stabilizing supply chain drove this growth.[14]

In 2025, Airbus and Boeing could deliver 1,390 aircraft, up 25%, with Boeing accounting for most of the increase. Analysts note that although Airbus's full-year goal of 820 aircraft in 2025 is still attainable, 790–800 deliveries is a more realistic target.[15]

The rebound has filtered through to suppliers, who are now aligning themselves with the OEMs' production schedules. GE Aerospace reported a 30% jump in 2Q25 commercial revenue, citing "solid demand for new engines" and higher aftermarket activity.[16] Spirit AeroSystems delivered 152 Boeing fuselages, up 162% YoY, on the back of Boeing's ramp-up.[17] Meanwhile, engine manufacturers are also building their global capacity. Rolls-Royce is expanding its overhaul capacity in Asia,[18] while GE is upgrading its engine assembly lines in the US[19] and Europe.[20]

At the same time, procurement strategies are shifting to ensure resilience. Companies such as Airbus, Pratt & Whitney and Rolls-Royce are deepening supply chains in India. Rolls-Royce's procurement chief called the country "the best cost market" as traditional suppliers struggle to support rising engine production.[21]

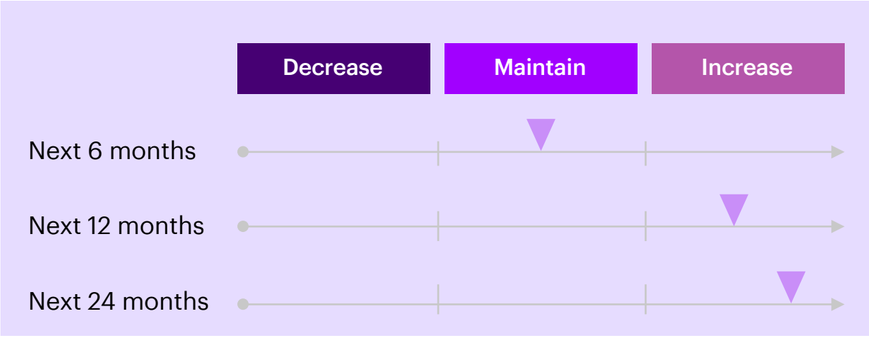
Looking ahead, if these measures—capacity expansion, diversified sourcing and closer OEM-supplier coordination—hold, the industry is set to close 2025 on a much stronger note. The caveat is clear: progress depends on avoiding fresh disruptions.

Supporting in-service fleets

Leading MRO providers are scaling capacity by adopting innovative ways, including using AI, to mitigate the impact of parts shortage while navigating labor and supply chain constraints.

Survey responses indicate steady near-term expectations. Over the next six months, 37% of executives expect MRO spending to rise, while 57% believe it will remain stable. This sentiment improves over a longer horizon: 57% forecast higher MRO spending in the next 12 months, which rises to 77% for 24 months (Figure 6).

Figure 6: Maintenance, repair and overhaul (MRO) activity outlook



Source: Accenture Commercial Aerospace Insight survey, Jul-Aug 2025

Strong financial results support this outlook. For instance, Rolls-Royce's civil aerospace aftermarket revenue grew 28% YoY in 1H25 compared to 1H24.[22] Meanwhile, GE Aerospace has raised its 2025 growth forecast after reporting a 23% YoY rise in commercial services revenue in 1H25.[23] Beyond engines, the components and distribution segment remained buoyant. HEICO posted 15% sales growth in 2Q25.[24]

Investor appetite for the aviation aftermarket has remained resilient, even as global dealmaking slowed to a multi-year low amid economic uncertainty and shifting trade policies.[25] In 2025, 69% of aftermarket mergers & acquisition (M&A) deals were domestic, mainly to offset tariff risks.[26] Strategic aerospace players continue to expand: Lufthansa Technik is investing $1 billion globally[27] and VSE's acquisition of Kellstrom has boosted its revenue by 58% YoY in 1Q25.[28] The continued M&A momentum, despite macro headwinds, underscores its role as a vital lever for capacity expansion, portfolio diversification and margin resilience.

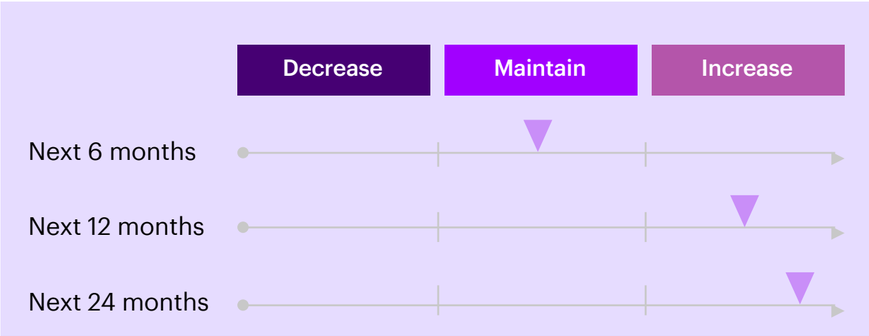
Yet pressures remain. New aircraft delivery delays and aging fleets are driving up maintenance demand. In Q2 2025, GE raised its CFM56 annual shop visit forecast by 600 through 2028. The company expects the visits to peak at 2,500 that year, before easing to 2,000 by 2030.[29] Many service providers are now making efforts to plug this demand. StandardAero has introduced a CFM56-7B engine exchange program, enabling operators to swap unserviceable engines for ready-to-use replacements.[30] Meanwhile, supply shortages are forcing airlines towards creative solutions—Azorra recently partnered with Delta Material Services to dismantle an Airbus A220-300 for spare parts.[31] At the same time, a widening labor gap is adding to the strain. Here, AI is starting to play a bridging role, automating routine tasks, improving workforce productivity and helping train and upskill the next generation of technicians.[32]

Production outlook

Although manufacturing is on the upswing, supply-chain bottlenecks and inflation continue to weigh on margins. Executives remain measured in the short run, but their confidence grows steadily as they look further ahead, signaling confidence in growth accelerating over the longer horizon.

Only 40% of surveyed executives expect production capacity to increase in the next six months, while 54% foresee stability. Optimism strengthens over the next 12 and 24 months (Figure 7).

Figure 7: Production capacity outlook



Source: Accenture Commercial Aerospace Insight survey, Jul-Aug 2025

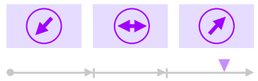
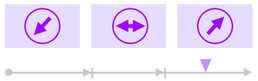
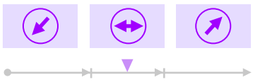
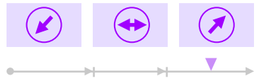
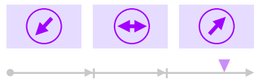
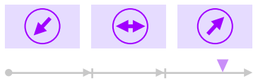
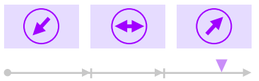
Persistent supply chain disruptions have emerged as a key challenge for OEMs and manufacturers. In 1H25, Airbus could not complete 60 A320 deliveries due to shortage of engines.[33] It was also unable to increase production of A220 and A350 due to a faulty Spirit AeroSystems supply chain.[34]

Despite these hurdles, progress is visible on key production lines. For example, Airbus has confirmed projected monthly production targets of 14 A220 by 2026, 75 A320 by 2027 and 12 A350 by 2028, as well as raised A330 target to five jets per month by 2029.[35] Also, Boeing's monthly production rate for 737s has reached 38—the ceiling set by the Federal Aviation Administration (FAA). The company now wants to stabilize this rate, after which it plans to ask the FAA to lift the production cap on narrowbodies. If this happens, Boeing aims to lift its 737 production to 42, followed by increments of five every six months.[36]

Higher production will directly impact engine manufacturers. Olivier Andriès, CEO of Safran, considers this "a challenging but achievable plan".[37] GE Aerospace has already committed to invest $1 billion in its US facilities to meet the growing demand.[38] Narrowbody suppliers, such as GKN Aerospace and Latécoère, are also preparing to support future volumes of over 100 aircraft per month by testing new manufacturing techniques, such as resin transfer molding (RTM) and thermoplastic composites.[39]

Yet cost pressures remain acute. Rising raw material prices are compressing margins in the short term, with 54% of executives anticipating further increases. Over the longer term, executives also foresee higher costs for labor and sub-systems, underscoring the need to better plan supply chains to manage these rising expenses (Figure 8). Boeing's machinists' strike in 2024 exemplified this risk as it resulted in a 38% rise in labor costs over four years.[40] Amid these headwinds, manufacturers that invest in digitalization, automation and supply chain agility will be best positioned to protect margins and sustain growth in an inflationary environment.

Figure 8: Production input cost outlook: Raw materials, subsystem/parts and labor

Cost type	**Raw materials**	**Subsystem/parts**	**Labor**
Next 6 months			
Next 12 months			
Next 24 months			

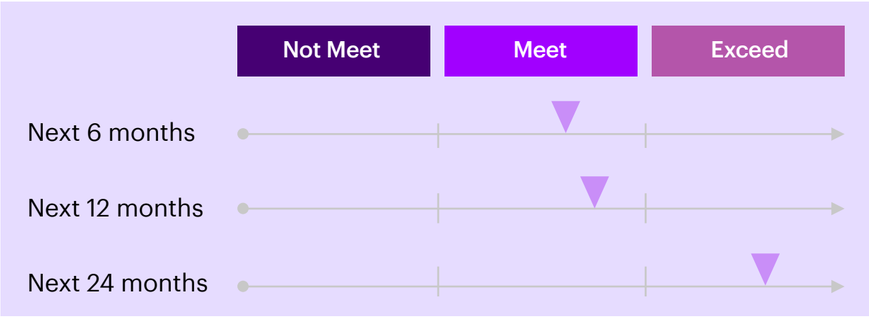
Source: Accenture Commercial Aerospace Insight survey, Jul-Aug 2025

Supplier delivery outlook

Supplier delivery confidence is improving as bottlenecks ease and OEMs step in with direct support. Technology adoption is also helping suppliers stabilize production and prepare for future ramp-ups.

Our survey results point to short-term caution but rising confidence ahead. Only 71% of executives expect suppliers to meet or exceed expectations in the next six months, down from 86% in February, reflecting uncertainty related to raw material availability and tariffs. Confidence strengthens over time, with 92% expecting delivery performance to meet or exceed expectations within 12 months and 97% within two years, surpassing the expectations in the February survey.[41] (Figure 9)

Figure 9: Supplier delivery outlook



Source: Accenture Commercial Aerospace Insight survey, Jul-Aug 2025

Major tier-1 suppliers are beginning to emerge from the worst of their supply chain pressures. Safran expects a 15–20% increase in LEAP engine deliveries in 2025, with CEO Olivier Andriès noting "some improvements" in the supply chain "for first time in a long time".[42] GE Aerospace CEO Larry Culp echoed the sentiment, saying supply chain fixes have lifted engine deliveries by 15-20%, with some suppliers producing "twice as much as a year ago".[43] OEMs, meanwhile, are also supporting critical suppliers like Spirit AeroSystems through financial aid and facility carve-outs to safeguard production ramp-ups.[44]

Digitalization is becoming central to supply-chain resilience. Airbus has scaled its Sensolus IoT tracking system to build digital twins of tooling and logistics flows, boosting material and logistics assets visibility and preventing delays.[45] Embraer's AI-based ONEChain program has saved 42,000 hours annually across 2,100 suppliers in more than 60 countries.[46] These tools are enhancing transparency, efficiency and resilience—enabling OEMs to sustain ambitious production ramp-ups despite lingering disruptions.

Despite these strategies, the US trade situation is keeping the industry on edge. OEMs and suppliers are preparing contingency strategies, ranging from alternative sourcing, supply line diversification and pricing adjustments, should trade frictions intensify.

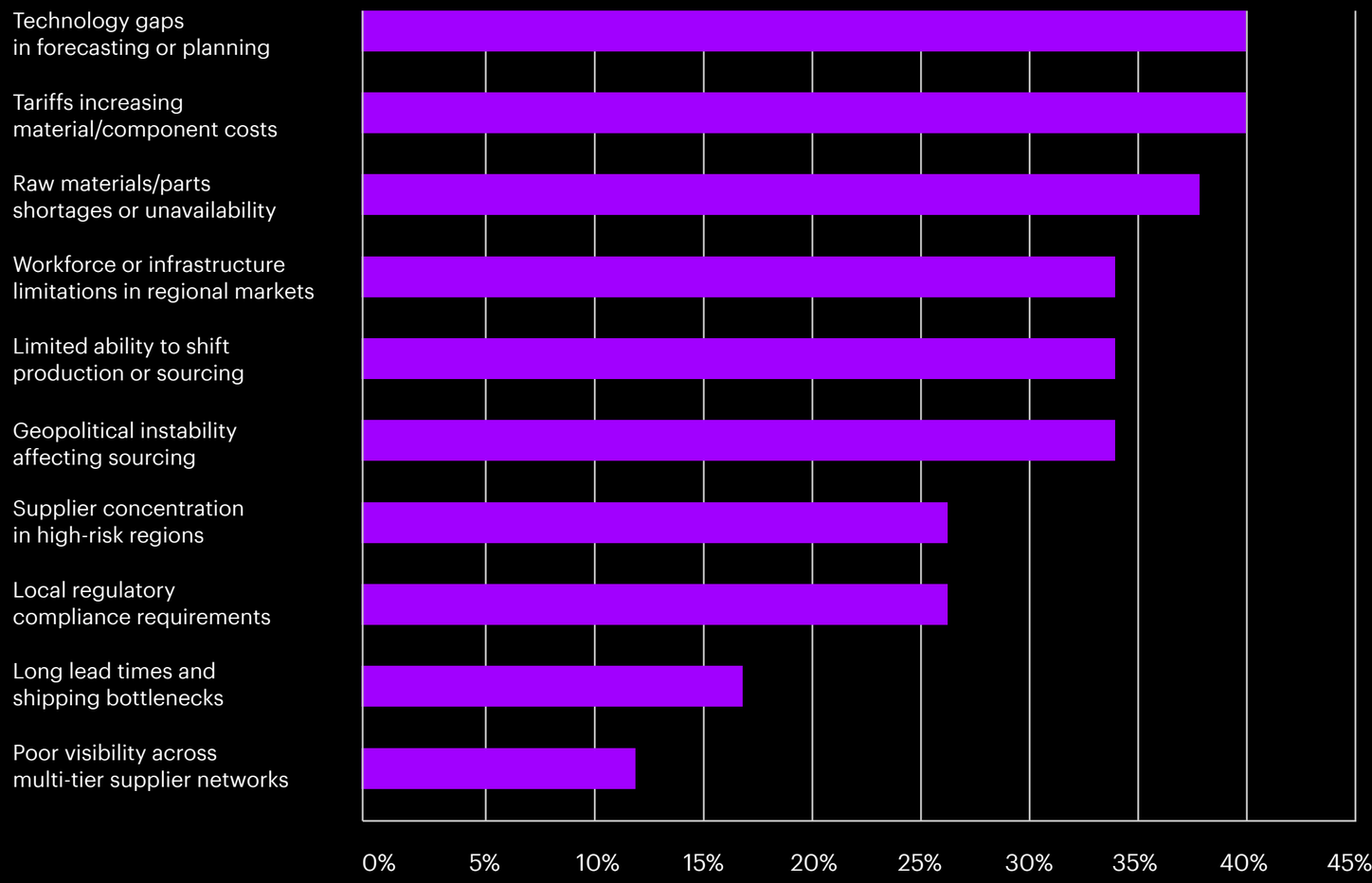
Supply chain resilience amid shifting trade dynamics

Aerospace executives are prioritizing control towers, regional manufacturing and long-term supplier collaboration to strengthen supply chain resilience.

Commercial aerospace supply chains remain under strain from volatile geopolitics and trade shifts. Escalating protectionism, regional instability and sudden policy changes continue to disrupt sourcing routes. The recent US-EU deal, which reverts to zero-tariff terms on aircraft parts, offered welcome relief, but wider concerns persist. In fact, our survey conducted before the deal had reflected deep anxiety—57% of executives expected up to 20% of 2025 revenue at risk, with 51% projecting similar exposure in 2026. On profitability, while only 14% anticipate losses above five points in 2025, this number climbs to 37% by 2026.

The reason? Given that aerospace supply chains are globally dispersed, both tariff and geopolitical risks extend beyond Europe. The US, for instance, has imposed a 50% duty on import of Indian aerospace components, threatening $1.3 billion in Boeing-linked components from 320 suppliers.[47] As a result, executives remain wary of rising tariff-driven material costs. In addition, geopolitical conflicts are causing shortage of raw materials and parts, resulting in further cost escalation (Figure 10). For instance, prices of titanium, a key raw material sourced mostly from Russia, have surged nearly 90% since 2022,[48] driving companies to seek alternative sources and pursue M&A opportunities. PMGC Holdings' acquisition of AGA Precision Systems, aimed at expanding its titanium machining capacity in North America, reflects this trend.[49]

Figure 10: Contributors to the complexity of managing the aerospace supply chain (top 3 mentions)

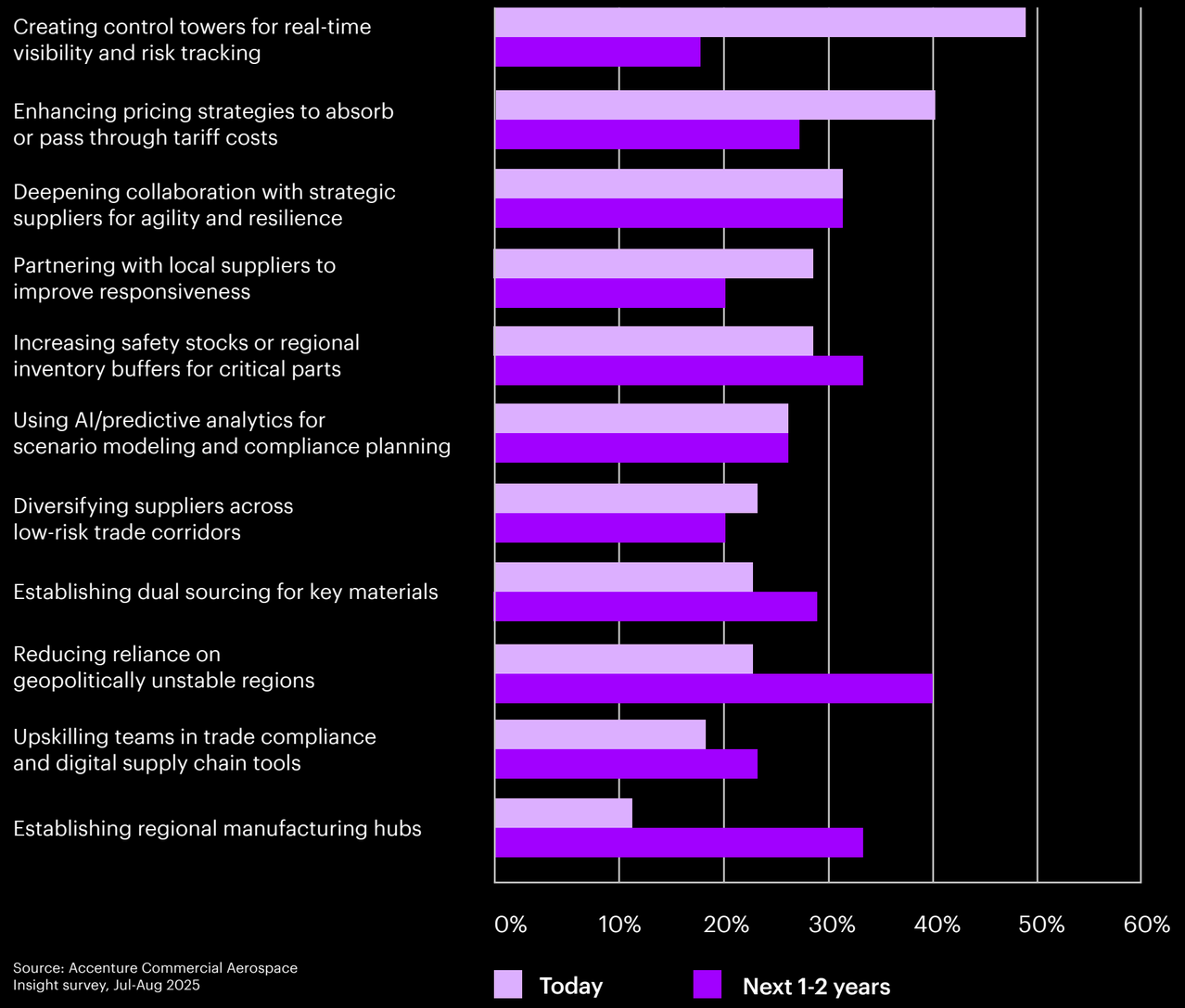


Source: Accenture Commercial Aerospace Insight survey, Jul-Aug 2025

To navigate these complexities, aerospace companies must balance short-term fixes with long-term resilience. The basic principle? Effective risk absorption, not elimination.

In the short term, companies must prioritize control tower capabilities for real-time supply chain visibility and flexible pricing strategies to navigate geopolitical uncertainty. Over a medium horizon, they must shift focus to diversifying away from geopolitically unstable regions and move towards establishing regional manufacturing hubs (Figure 11). For example, Airbus expanded its manufacturing facility in Mobile, Alabama, which will host the A220 and upcoming A320neo production lines, to strengthen its US manufacturing footprint and better serve North American customers.[50]

Figure 11: Actions to mitigate the impact of trade dynamics (top 3 mentions, today/next 1-2 years)

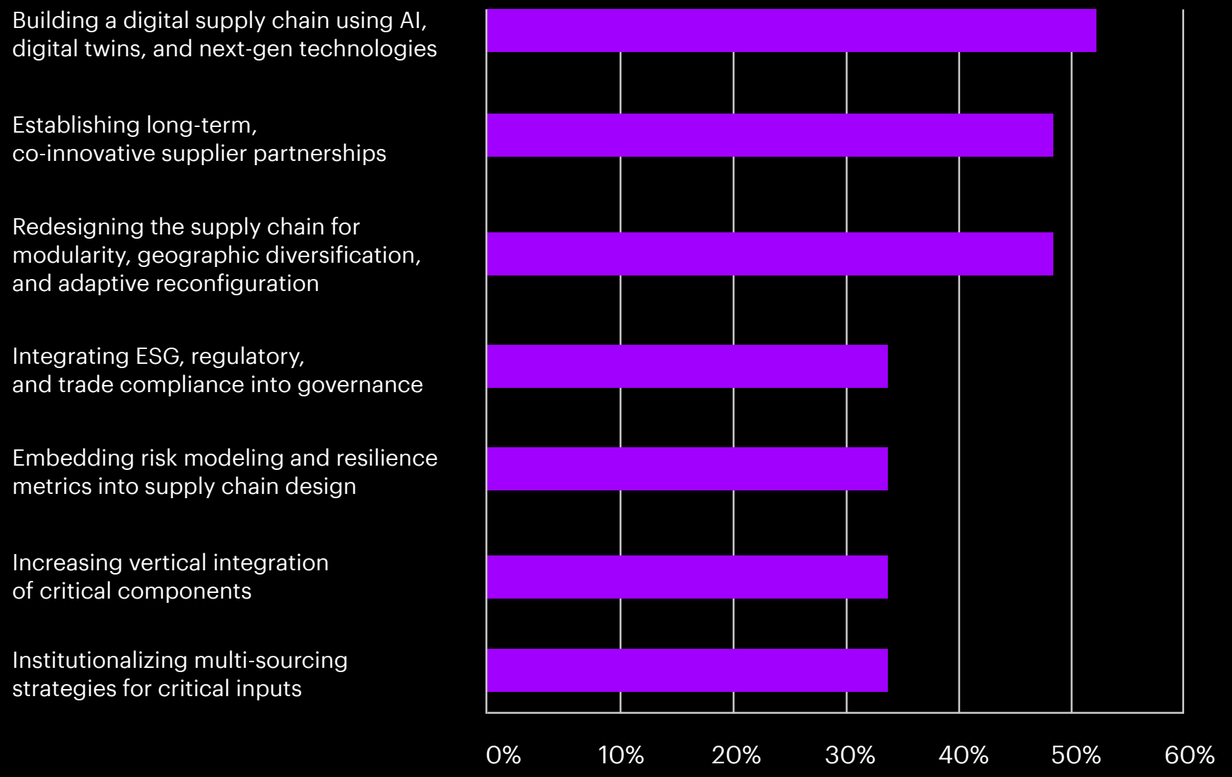


Source: Accenture Commercial Aerospace Insight survey, Jul-Aug 2025

To build long-term resilience, companies must invest in digital supply chains powered by digital twins, AI and other emerging technologies, while redesigning for agility, geographic diversification and adaptive configuration. Establishing long-term, co-innovative supplier partnerships will also be critical (Figure 12). For instance, Airbus, BoostAeroSpace, Collins Aerospace, Liebherr and Thales launched a nonprofit, DECADE-X (Digital ECosystem for Aerospace and DEfence), in 2025 to address the sector's biggest challenge: effective collaboration in a complex, fast-moving environment while protecting sensitive data. Its mission is to build a secure, sovereign and interoperable digital ecosystem that enables seamless data sharing and collaboration across all tiers of the aerospace and defense supply chains.[51]

For aerospace leaders, the challenge is less about reacting to disruption than redefining how supply networks create value in a shifting global order.

Figure 12: Long-term strategies to re-architect supply chain to improve resilience (top 3 mentions)



Source: Accenture Commercial Aerospace Insight survey, Jul-Aug 2025

Regional outlook

North America

2H 2025 vs 2H 2024	2025 vs 2024	1H 2026 vs 1H 2025
↗	↗	↗

Drivers: Boeing's recovery; growing MRO demand.

We expect Boeing's production and delivery rebound to drive 17% revenue growth in 2025—the strongest in over 20 years.

Suppliers like GE, Pratt & Whitney and Transdigm are expanding their business and capacity,[52] while others (including Senior and Collins Aerospace) are divesting assets to streamline operations and strengthen cash flows.[53]

Europe

2H 2025 vs 2H 2024	2025 vs 2024	1H 2026 vs 1H 2025
↗	↗	↗

Drivers: Delivery outlook for Airbus and tier-1 suppliers; supply chain improvements.

We project 6% revenue growth in Europe in 2025. Despite supply chain constraints, Airbus is targeting 820 aircraft deliveries (up 7% YoY), which is likely to drive growth in the region.

Safran has completed its acquisition of Collins Aerospace's flight control and actuation activities.[54] Meanwhile, Eaton's planned $1.6 billion purchase of Ultra PCS signals continued investment appetite and market optimism.[55]

Asia-Pacific

2H 2025 vs 2H 2024	2025 vs 2024	1H 2026 vs 1H 2025
↗	↗	↗

Drivers: Passenger growth; OEM sourcing; new MRO investments.

APAC is set for another year of double-digit revenue growth in 2025 (10% YoY), supported by strong passenger traffic and fleet expansion. India is emerging as an MRO and sourcing hub.

Airbus, Pratt & Whitney, Collins Aerospace and Rolls-Royce are diversifying sourcing across APAC.[56] Meanwhile, GE Aerospace is investing $75 million to expand its APAC MRO network, while ST Engineering is adding new facility in China.[57]

Accenture's approach

At Accenture, we're driving innovation across the Aerospace and Defense industry, transforming bold ideas into real-world reinvention. From next-generation digital engineering to AI-enabled sustainment and smart supply chains, we help our clients modernize operations and unlock value. We're collaborating with industry leaders to design intelligent platforms, accelerate capability delivery and bring agility to production lines through digital twin technologies and advanced analytics. Whether you're reimagining aerospace processes, scaling secure cloud solutions or optimizing your value chain, Accenture brings deep industry expertise and cutting-edge technology to help you deliver results at speed. If you're exploring how emerging technologies can create new value for your organization, your next leap in performance and readiness starts with Accenture. Let's deliver what's next—together.

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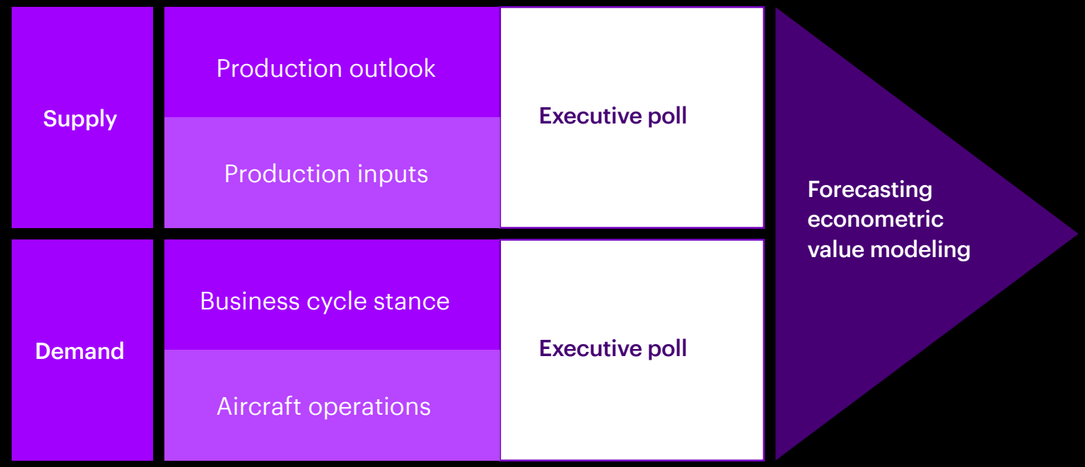
A focused review of your capital investments and P&L can unlock innovative funding strategies. Accenture supports clients with analytics and strategic insight to design more profitable delivery models, maximize existing assets, reduce legacy IT debt and align today's operations with future capacity needs.

About the Accenture Commercial Aerospace Insight report

Launched a decade ago, the Accenture Commercial Aerospace Insight report addresses the industry's growing need for data-driven perspectives on the evolving dynamics of global aviation. The report combines sophisticated econometric modeling with insights from senior executives across the commercial aerospace value chain—spanning OEMs, suppliers and MRO service providers. To ensure a comprehensive view, we draw on both primary and secondary research. Our primary research includes a pulse survey of C-suite executives from countries across North America, Europe and Asia-Pacific, conducted most recently in August 2025. This is complemented by secondary research from financial disclosures, third-party reports, datasets and trade media analysis.

Regional forecasts are presented in the highest-impact regional currencies, with the global index aggregated in US dollars at current exchange rates. The index baseline year is 2018, and both regional and global indices are based on this year. Together, the modeling, primary insights and secondary analysis create a robust perspective on short- and medium-term trends—highlighting the implications of supply chain fragility, cost pressures, MRO demand and shifting geopolitics for commercial aerospace players worldwide.



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