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# Global Fleet and MRO Market Forecast 2026-2036



# Foreword

Oliver Wyman's Global Fleet and MRO Market Forecast 2026-2036 is our firm's 26th annual assessment of the 10-year outlook for the global commercial airline fleet and the maintenance, repair, and overhaul (MRO) market. This year, we present our research in a redesigned format to better showcase our data and the key points of our forecast. This redesign is coupled with updates to our models and methodology that allow us to leverage machine learning and implement more advanced analytics.

In the report that follows, we focus on the record-setting year of 2025 and detail the status of the fleet at a time of global and industry turmoil. Demand for travel has reached new heights and driven up revenues. At the same time, supply chain, workforce, and quality challenges cascading through the aviation ecosystem have limited its expansion and tested its resilience.

In the year ahead, industry leaders will need vigilance and creativity to manage fast-changing circumstances and fly a safe, efficient fleet. Oliver Wyman's Aviation and Aerospace partners and vice presidents are available to discuss any questions about this forecast.

We look forward to collaborating with you.



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# US civil aviation maintenance employment and economic impact

## **Air transport fleet & MRO**

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Fleet size	30,046
2026–2036 fleet growth rate	3.2%
MRO market size	\$139.6 BN
2026–2036 MRO growth rate	3.3%

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## **Global civil MRO employment**

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Firms	5,039
Small/Medium enterprises (SME)	79%
Maintenance employees	428,664

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## **US civil MRO employment**

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Firms	3,988
Small/Medium enterprises (SME)	84%
Maintenance employees	192,044

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## **US economic activity**

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Maintenance, repair and overhaul	\$52.6 BN
Parts manufacturing/distribution	\$25.6 BN
Total economic activity	\$78.2 BN

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# Executive summary

01

For the first time, global passenger revenues for the airline industry are expected to top \$1 trillion in 2025. Demand reached a new high, with a record 5.2 billion people traveling by air. Revenue passenger kilometers (RPKs) rose 9% above its pre-pandemic peak in 2019.

Those passengers, however, flew on increasingly aging aircraft, as manufacturing capacity could not keep up with this robust demand. At the start of 2026, about 17,000 unfilled aircraft orders were on the books, a backlog that is expected to take over 12 years to clear at current rates of production.

In response to the shortfall, airlines are keeping planes in service longer and flying them more. In 2025, the average age of the global fleet was just short of 13 years, about a year and a half more than in 2024. Average flight hours per aircraft increased 2% year-over-year, with utilization projected to continue growing until deliveries catch up later in our forecast period.

The gap between supply and demand leaves the industry unable to fully capture the financial benefits of soaring demand. Increases in manufacturing, maintenance, workforce, and other costs were offset by a 16% decline in jet fuel prices, and the industry was more profitable in all regions other than North America, where growth was flat. While the industry is committed to net zero emissions by 2050, the production lag means it is jeopardizing sustainability targets and missing out on improved fuel efficiency from the enhanced design and technology of newer aircraft. In 2025, fuel efficiency increased by about 1% — an improvement over 2024 but short of the annual 1.5% to 2% gains of prior years.

## Supply chain tensions throttle expansion

A thriving aviation industry depends on a robust supply chain, but tensions throughout the system have slowed the industry's post-pandemic recovery. Raw material shortages, geopolitical volatility including tariffs, ramp-up challenges, and growing demand for military and defense aircraft led to delays in production and deliveries of commercial planes.

The fragile supply chain was not the only disruptor last year. Weather and technology-related delays, labor unrest in several markets, the US government shutdown, and shortages of air traffic controllers impacted schedules and costs. Another factor affecting fleet expansion was a wave of retirements of skilled workers. As the last of the baby boom generation leaves the workforce, taking their expertise with them, the industry is struggling to attract and retain younger generations of well-trained workers. About 41% of certified mechanics in the US are over 60 years old, and about 45,000 mechanics will retire in the next decade. Air traffic staffing is also a concern, with the pace of hiring unable to close the retirement gap. In 2025, both North America and Europe experienced flight delays and cancellations because of air traffic controller shortages.

Retirements are affecting management as well, and the leadership gap is an emerging concern. A slowdown in hiring in the 2000s and 2010s has resulted in fewer middle managers with the expertise and industry knowledge to take over from the older generation.

## Production lags force industry to rely on an aging fleet

As of early 2026, the global commercial in-service aircraft fleet (excluding Russia) totaled about 30,000 aircraft. By the end of our forecast period, we expect the fleet to number about 41,000 aircraft — a compound annual growth rate (CAGR) of 3.2%. That growth lags our pre-pandemic forecast by six years. Supply chain issues will limit annual aircraft production worldwide until at least 2030, representing more than 6,000 new aircraft that would have been produced otherwise. In the second half of the forecast period, a faster pace of deliveries will bring retirement ages back to their historical norms.

### Fleet replacement versus growth, 2026-2036



Note: Current fleet as of 1/1/2026

Sources: Aviation Week Intelligence Network's Fleet Discovery, Oliver Wyman analysis

Both Airbus and Boeing, the industry's leading manufacturers, have been unable to meet their ambitious production targets. Airbus holds 49% of the order book, with Boeing at 38%. Narrowbody aircraft orders dominate, reflecting the desire to increase efficiency. Airbus aims to produce 75 A320 aircraft per month by 2027, but that seems unlikely: It produced only 54 per month at the end of 2025. Boeing faces a similar shortfall. It targeted 57 monthly 737 units in 2026, but at the end of 2025 the FAA approved a production rate increase to 42 a month.

Looking across the globe, China will add the most aircraft over the next decade. India will experience the highest growth rate, at 7.1% CAGR, followed by the Middle East, with a CAGR of 5%.

## The MRO supercycle pushes up revenues as well as costs and delays

An older fleet needs more maintenance and more replacement parts. That demand has pumped up prices for both parts and labor, extending the supercycle that began following the pandemic in the maintenance, repair, and overhaul (MRO) segment of the market. Global MRO demand was \$136 billion in 2025, an 8% increase from \$126 billion in 2024. By the end of the decade ahead, we expect spending will reach almost \$193 billion — about double the amount in 2019. In regions with older fleets — North America, Western Europe, and Africa — maintenance spend will outpace fleet growth.

Not all news is good in the MRO market. Technical challenges with engines and broader supply chain constraints, including shortages of materials such as composites and titanium, are tying up schedules. Delayed maintenance from the pandemic and the 737 grounding between 2019 and 2023 have converged in a “bow wave” effect that is contributing to capacity bottlenecks, longer turnaround times, and fluctuating pricing. Large component systems have been hit the hardest, particularly the engines that represent the biggest segment of the MRO market.

To counter these ongoing headwinds, airlines are strategically managing their fleets and searching for operational efficiency. With cost containment essential, we expect more partnerships and acquisitions between operators and maintenance providers. Consumers will also see higher ticket prices due to increased costs through the system as well as from supply and demand trends. Without question, meaningful investment — from upgrading technology to hiring a replacement workforce to strategic capital investments in parts — is required to ensure the aviation industry can capture growth while manufacturing efficient aircraft.

# Fleet and MRO Forecast Summary

Region	North America	Western Europe	Middle East	China	Latam & Caribbean	Eastern Europe	Africa	India	Asia	Oceania	World
<b>2026 Fleet</b>											
Narrowbody	5,132	3,914	754	3,773	1,355	512	550	673	1,855	379	18,897
Widebody	1,486	1,181	842	765	185	65	186	58	1,107	110	5,985
Regional jet	1,670	374	61	260	207	84	208	8	87	130	3,089
Turboprop	544	334	28	0	173	65	304	73	312	242	2,075
<b>TOTAL</b>	<b>8,832</b>	<b>5,803</b>	<b>1,685</b>	<b>4,798</b>	<b>1,920</b>	<b>726</b>	<b>1,248</b>	<b>812</b>	<b>3,361</b>	<b>861</b>	<b>30,046</b>
<b>2036 Fleet</b>											
Narrowbody	7,128	5,228	1,243	5,845	2,151	826	1,128	1,433	2,926	556	28,464
Widebody	1,594	1,387	1,436	990	254	81	298	98	1,437	143	7,718
Regional jet	1,614	224	76	453	236	125	174	0	79	113	3,094
Turboprop	413	275	53	0	191	84	322	74	272	175	1,859
<b>TOTAL</b>	<b>10,749</b>	<b>7,114</b>	<b>2,808</b>	<b>7,288</b>	<b>2,832</b>	<b>1,116</b>	<b>1,922</b>	<b>1,605</b>	<b>4,714</b>	<b>987</b>	<b>41,135</b>
<b>Fleet growth rates</b>											
2026–2031	2.2%	1.8%	5.0%	4.2%	3.6%	4.1%	3.1%	7.3%	4.1%	-0.4%	3.1%
2031–2036	1.8%	2.3%	5.4%	4.4%	4.4%	4.7%	5.7%	6.8%	2.8%	3.2%	3.3%
<b>2026–2036</b>	<b>2.0%</b>	<b>2.1%</b>	<b>5.2%</b>	<b>4.3%</b>	<b>4.0%</b>	<b>4.4%</b>	<b>4.4%</b>	<b>7.1%</b>	<b>3.4%</b>	<b>1.4%</b>	<b>3.2%</b>
<b>2026 MRO (US\$ in billions)</b>											
Airframe	6.1	5.7	3.4	4.3	1.2	0.5	0.7	0.5	4.6	0.7	27.8
Component	6.6	4.8	1.8	3.8	1.4	0.5	0.8	0.6	3.2	0.6	24.0
Engine	14.8	12.8	12.1	9.1	3.8	1.2	1.9	1.5	11.8	1.2	70.1
Line	4.4	4.7	1.3	2.6	1.0	0.4	0.4	0.5	2.2	0.4	17.7
<b>TOTAL</b>	<b>31.8</b>	<b>28.0</b>	<b>18.6</b>	<b>19.8</b>	<b>7.4</b>	<b>2.6</b>	<b>3.8</b>	<b>3.1</b>	<b>21.7</b>	<b>2.8</b>	<b>139.6</b>
<b>2036 MRO (US\$ in billions)</b>											
Airframe	7.7	6.8	3.4	5.0	1.7	0.6	1.1	0.8	4.6	0.6	32.4
Component	8.4	6.3	2.8	5.4	2.2	0.7	1.2	1.3	4.3	0.6	33.3
Engine	20.3	18.1	19.4	12.6	5.6	1.6	3.2	3.9	15.9	1.9	102.6
Line	5.5	5.9	2.1	4.0	1.6	0.6	0.8	0.9	3.1	0.5	24.9
<b>TOTAL</b>	<b>42.0</b>	<b>37.1</b>	<b>27.7</b>	<b>27.0</b>	<b>11.0</b>	<b>3.6</b>	<b>6.3</b>	<b>6.9</b>	<b>28.0</b>	<b>3.6</b>	<b>193.1</b>
<b>MRO growth rates</b>											
2026–2031	2.6%	1.8%	3.1%	3.8%	3.9%	4.3%	3.2%	9.8%	1.3%	1.2%	2.8%
2031–2036	3.0%	3.9%	5.0%	2.5%	4.3%	2.4%	7.3%	6.9%	3.8%	3.5%	3.8%
<b>2026–2036</b>	<b>2.8%</b>	<b>2.8%</b>	<b>4.1%</b>	<b>3.2%</b>	<b>4.1%</b>	<b>3.3%</b>	<b>5.2%</b>	<b>8.4%</b>	<b>2.5%</b>	<b>2.3%</b>	<b>3.3%</b>