



GSF 2022-2041

Services demand evolution

3.7%

avg. growth over the period
2019-2041

3 streams highlighting
the needs of commercial
aviation

CAGR 2019-2041 ▲

+4.6% CAGR

\$17Bn (2041)

\$9Bn (2022)

\$6Bn (2019)

+3.5% CAGR

\$189Bn (2041)

\$78Bn (2022)

\$88Bn (2019)

+4.2% CAGR

\$26Bn (2041)

\$8Bn (2022)

\$10Bn (2019)



MAINTAIN

TRAIN &
OPERATE

ENHANCE

Keep aircraft in operational condition and manage lifecycle in a sustainable way

Train staff and operate the aircraft efficiently

Differentiate and enhance the overall passenger experience

In **2041**, the commercial services demand in some figures...

1,100+

DISMANTLED
& RECYCLED
AIRCRAFT



5,000+

HEAVY CHECKS

& 7,000+ Engines checks



440,000

Daily **FLIGHT HOURS**



8,000,000

Hours required
IN SIMULATORS



\$125Bn

Material



46,900+

The number of aircraft to support
>95% new generation pax aircraft



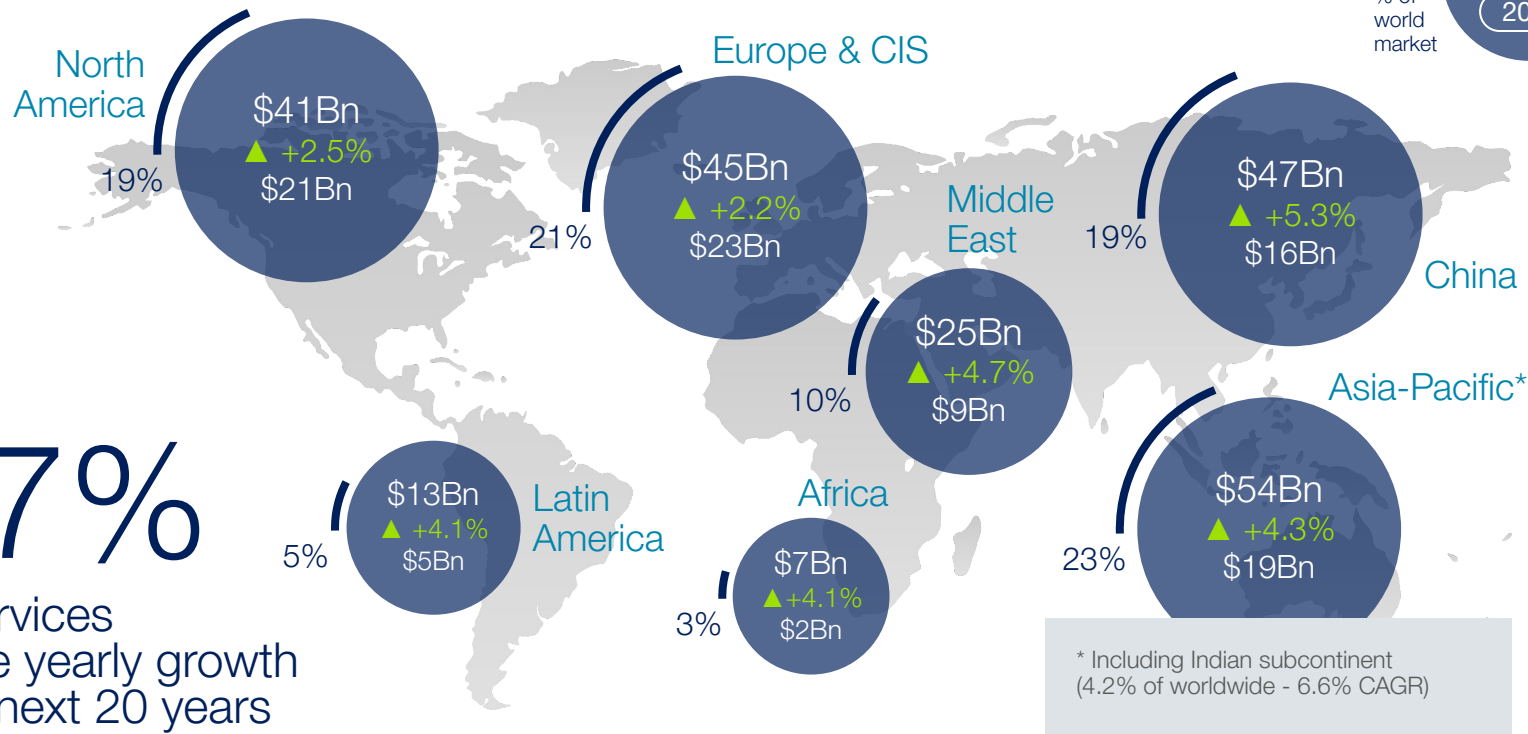
2,200 CABINS UPGRADED
OR REFURBISHED

75% Single Aisle | 25% Wide Body



4 times more aircraft with
INFLIGHT CONNECTIVITY
for passengers

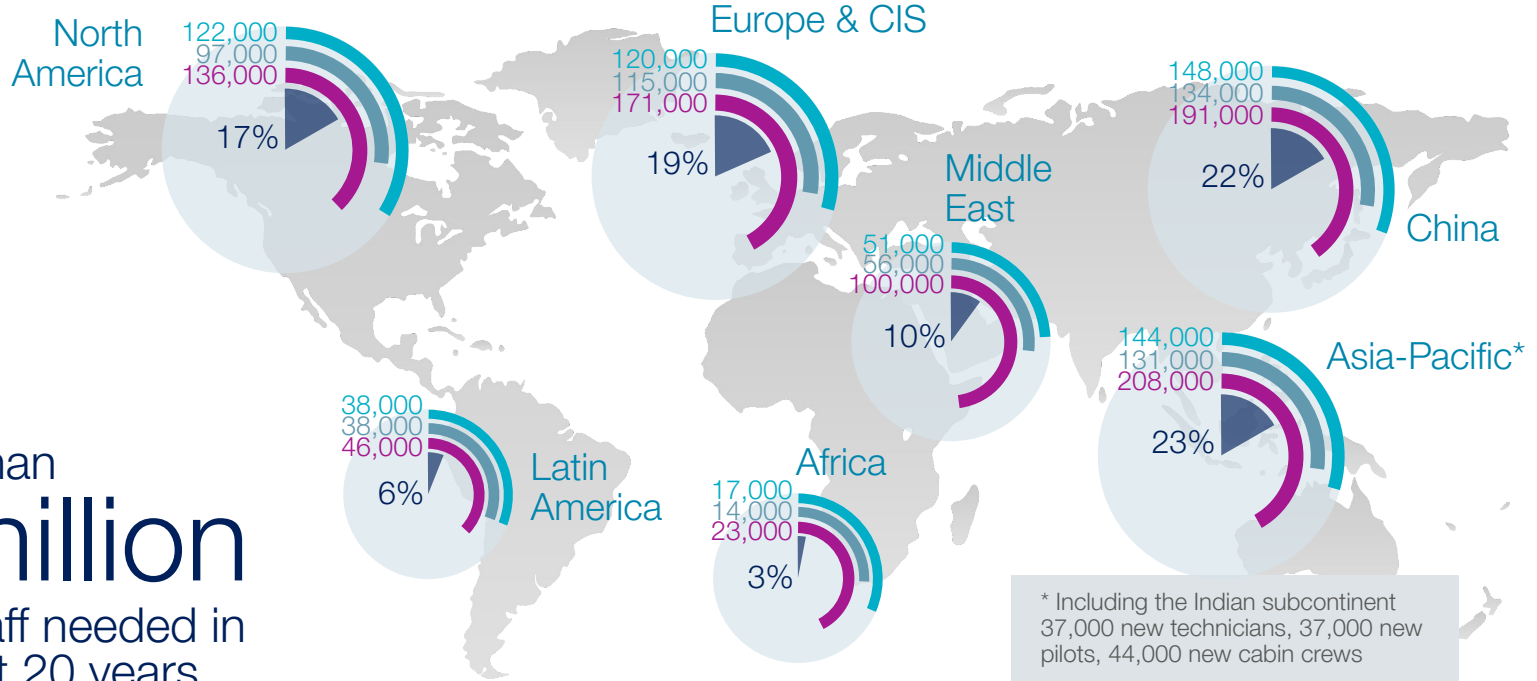
Services demand evolution **per region**



3.7%

The Services average yearly growth for the next 20 years

Workforce needs per region



* Including the Indian subcontinent
37,000 new technicians, 37,000 new pilots, 44,000 new cabin crews



More than
2 million
new staff needed in
the next 20 years