Accenture Research Report

Navigating the next phase of aerospace growth

Commercial aerospace enters 2027 with double-digit growth and a renewed focus on production, supply-chain resilience and execution



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Executive summary

Commercial aerospace enters 2027 with strong momentum. We expect global industry revenue to grow 11.5% in 2027, following an estimated 13% increase in 2026.[1] Higher aircraft production and resilient aftermarket demand will continue to drive growth, although the outlook varies across regions.

Growth in North America is expected to be driven by Boeing's increased production and the recovery of its suppliers, while Europe's momentum is maintained through higher output from Airbus. The Asia-Pacific region is steadily growing its influence in both manufacturing and aftermarket sectors within the industry. Geopolitical tensions and weaker airline financial conditions, especially in the Middle East, continue to pose the most significant threats to this forecast. Our global executive survey highlights these geopolitical concerns, noting a rise from moderate to high levels of worry.

We anticipate that combined deliveries from Airbus and Boeing will increase by 12% in 2027, fueled by production boosts and expanded capacity from key suppliers. This follows an estimated 10% growth in 2026, extending the production ramp-up into another year of expansion.[2] Nevertheless, bottlenecks are shifting among engines, aerostructures, and specific production stages, making steady monthly output a crucial indicator of progress during this ramp-up phase. Original equipment manufacturers (OEMs) and suppliers must convert their added capacity into reliable production as these challenges evolve.

Demand in the aftermarket sector is projected to stay strong through 2027, supported by ongoing maintenance requirements for CFM56 and V2500 engines, which keep engine maintenance, repair, and overhaul (MRO) activities elevated. Over time, MRO demand will gradually shift as newer engine models take a greater share of the fleet, with the composition of shop visits increasingly reflecting Leading Edge Aviation Propulsion (LEAP) and Geared Turbofan (GTF) engines as we approach 2030.

The supply chain enters 2027 relatively stronger, but recovery remains uneven. Executives' near-term confidence in supplier delivery and quality has fallen to a five-year low, although they expect performance to improve over time.[3] OEMs and suppliers are responding with targeted capacity investments, closer collaboration and selective acquisitions. For suppliers, the focus in 2027 will increasingly be on anticipating where higher production rates create the next constraint and targeting investment accordingly.

Sustaining growth as production scales puts execution at the center of the 2027 growth story. Executives are prioritizing production and delivery growth (74%) and supply-chain resilience (68%) well ahead of product innovation (26%), with a clear focus on fulfilling existing orders while ensuring quality and reliable deliveries. To support that effort, companies are advancing physical and digital investments together, expanding manufacturing and supply-chain capacity while using AI and data to improve visibility, decision-making and productivity. Executives favor developing many core strengths in-house while complementing them through external partnerships. Yet challenges around supplier and partner readiness, quality and safety complicate decisions about what to build internally and what to access through partners.

Companies that continually fine-tune what they acquire, build in-house and access through partners will have an advantage. As production needs change, they should acquire proven capabilities that complement their existing strengths, build in-house to retain greater control or partner to access external expertise. This flexibility will be key to sustaining growth in 2027 and beyond.

Research snapshot

This report draws on Accenture's proprietary econometric modeling and a September 2026 survey of C-suite executives across North America, Europe and growth markets. The analysis also incorporates company disclosures, third-party datasets and trade-media research. For more details, see the research methodology at the end of the report.



Findings in brief

Airline performance

Slower traffic growth, higher fuel costs and persistent aircraft shortages squeeze airline profitability.

Global passenger traffic decelerates to

2%

growth in 2026, while airline net profit nearly halves to $23 billion.

Middle East airlines account for over

50%

of the global profit decline.

Airline supply-chain disruption could add another

$59B

in airline costs over 2027–30.

Heading into 2027, airlines will increasingly rely on higher aircraft utilization, better maintenance planning and digital tools to offset constrained fleet capacity.

Commercial aerospace revenue and deliveries

Higher aircraft deliveries and sustained demand drive double-digit commercial aerospace revenue growth in 2026.

Global commercial aerospace revenue is set to grow

13% **in 2026;**

11.5% **in 2027.**

Airbus and Boeing combined deliveries are set to rise

10% **in full-year 2026;**

12% **in 2027.**

Backlog reaches nearly

60%

of the active fleet against the historical norm of 30% to 40%.

In 2027, companies must translate higher production rates into consistent deliveries to sustain growth.

Aftermarket outlook

Aftermarket demand remains strong in 2026, with engine MRO workloads elevated and capacity still tight.

59%

expect MRO spending to rise over the next 12 months.

Engine MRO stays elevated as CFM56 demand remains high and GTF and LEAP shop visits build.

Annual aircraft retirements are set to nearly double to

1,000

within the next four years.

Capacity remains tight into 2027, while rising retirements gradually ease legacy-fleet maintenance demand.

Production outlook

Manufacturers are planning capacity increases amid supplier and cost pressures.

74%
expect to maintain capacity in the near term; 62% plan increases within 12 months.

Airbus targets
70–75 A320s per month by the end of 2027;

Boeing is working to stabilize the **737 at 47 per month.**

Companies are **investing in manufacturing and supply-chain capabilities for the production ramp-up,** while using AI and digital to improve visibility and productivity.

In 2027, the challenge for OEMs and suppliers is turning added capacity into stable, higher output.

Supply chain outlook

Supply chain recovery is progressing, but supplier output is not yet fully aligned with planned production ramps.

Near-term **confidence in supplier** delivery and quality **has fallen to a five-year low.**

Pratt & Whitney engine availability remains key to Airbus's A320 ramp-up.

Executives cite **supplier and partner readiness as the top capability barrier** in supply chain and manufacturing.

Into 2027, higher production rates will test whether supplier capacity and readiness can scale across the value chain.

What keeps aerospace leaders up at night?

Geopolitical disruption has become the leading external risk for aerospace executives (Figure 1).

Geopolitical risk has risen from medium to high, while trade risk has eased from high to medium.

Middle East disruption pushes airline fuel spending up nearly **40% in 2026.**

Around **$3B** **of Middle East line and airframe MRO revenue is at risk.**

Fuel volatility and geopolitical disruption remain the clearest near-term threats to industry momentum into 2027.

Figure 1: Executives' risk concern level

Risk factor(s)*	Previous impact expectation	Current impact expectation	Next 12 months	Next 2 years
Geopolitical environment	Medium	**High**	**High**	**High**
Economic and financial environment	Medium	Medium	Medium	Medium
Trade and policy environment	High	Medium	Medium	Medium

Source: Accenture Commercial Aerospace Insight Survey, September 2026.

*Note: Geopolitical environment includes political instability, regional armed conflict and terrorism; Economic and financial environment includes interest rate changes, exchange rate changes and economic conditions; Trade and policy environment includes tariffs, export controls and sanctions.

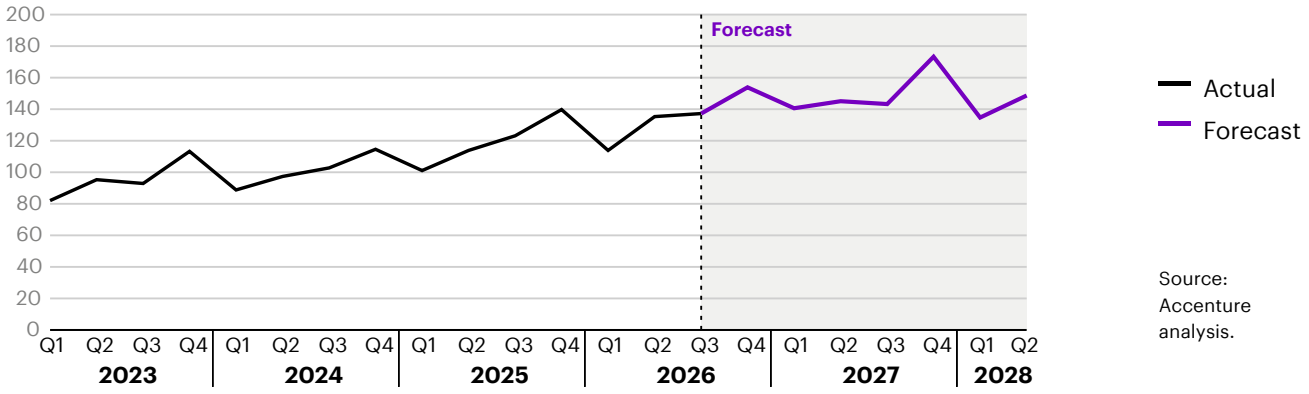


Global outlook

Commercial aerospace companies are scaling production and strengthening delivery resilience to meet sustained demand amid geopolitical and airline cost pressures.

Commercial aerospace enters 2027 with double-digit growth set to continue. We forecast global industry revenue to grow 11.5% in 2027, following an estimated 13% increase in 2026 (Figure 2), as higher aircraft deliveries, production ramp-ups and resilient aftermarket demand sustain industry momentum.[4] We expect combined Airbus and Boeing deliveries to rise 10% for full-year 2026. Major suppliers continue to record strong commercial growth, with GE Aerospace's Commercial Engines & Services revenue rising 27% in Q2, Collins Aerospace's commercial original equipment sales increasing 26% and Safran's revenue growing 19% in the first half of the year.[5]

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



Source: Accenture analysis.

85%

of executives expecting commercial aerospace revenue to increase over the next two years

These gains reinforce the 2027 growth outlook, with combined Airbus and Boeing deliveries forecast to rise another 12% as fleet replacement gains momentum and aftermarket growth moderates.[6] The longer-term outlook remains strong, with 85% of executives expecting commercial aerospace revenue to increase over the next two years. That optimism comes despite softer near-term expectations, with only 44% expecting growth over the next six months, down from 61% in the first half of 2026. Executives' confidence in suppliers' ability to deliver on time and meet quality standards mirrors this caution, weakening in the near term before recovering over longer horizons. Overall, survey results point to a near-term execution challenge rather than a structural weakening of demand (Figure 3).

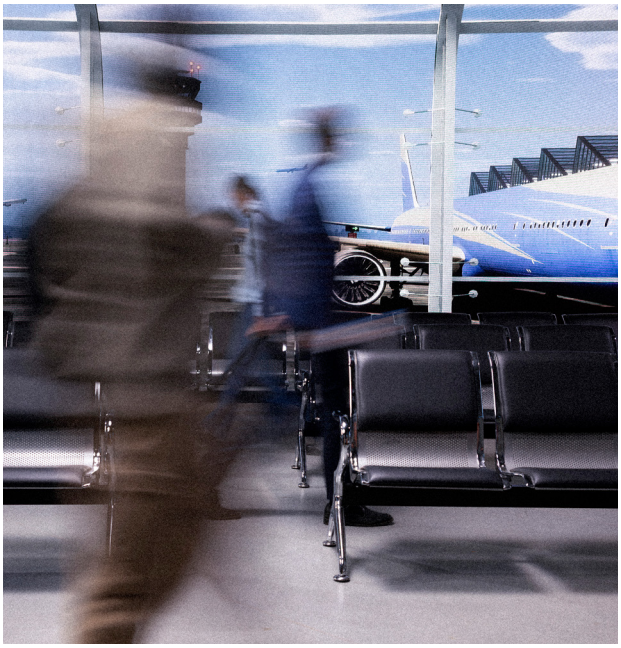
The Middle East conflict is testing the industry's growth outlook as higher fuel costs squeeze airline economics. International Air Transport Association (IATA) expects airlines to spend $350 billion on fuel in 2026, nearly 40% more than in 2025, severely pressuring airline profitability.[7] Yet strong delivery growth has so far prevented this from translating into a broader commercial aerospace industry slowdown. Even within the aftermarket, exposure appears concentrated: Accenture analysis suggests around $3 billion of line and airframe maintenance revenue is at risk in the Middle East, accounting for only about 2% of global MRO spend.[8]

Figure 3: Commercial aerospace revenue outlook



Source: Accenture Commercial Aerospace Insight survey, September 2026.

Looking ahead to 2027, the demand mix is beginning to shift. Higher fuel costs strengthen the case for newer, more fuel-efficient aircraft, while aircraft retirements are set to nearly double from an average of 586 in 2021–2026 to around 1,000 annually over the next four years, improving parts availability and reducing maintenance demand from legacy fleets.[9] As the industry navigates these changes while scaling production, executives continue to prioritize production and delivery growth and supply-chain resilience, at 74% and 68%, respectively.



Airline performance

Airlines are focusing on extracting more productivity from existing fleets and capacity as higher fuel costs, aircraft shortages and supply chain disruption pressure profitability.

Global passenger traffic continues to grow heading into 2027, although at a slower pace, with growth moderating to 2% in 2026, down from 5% in 2025, owing to major airspace disruptions, longer routings and higher fares and fuel costs.[10]

IATA expects airline revenues to rise 9.4% to $1.2 trillion and passenger load factor to reach a record 84% for full-year 2026.[11]

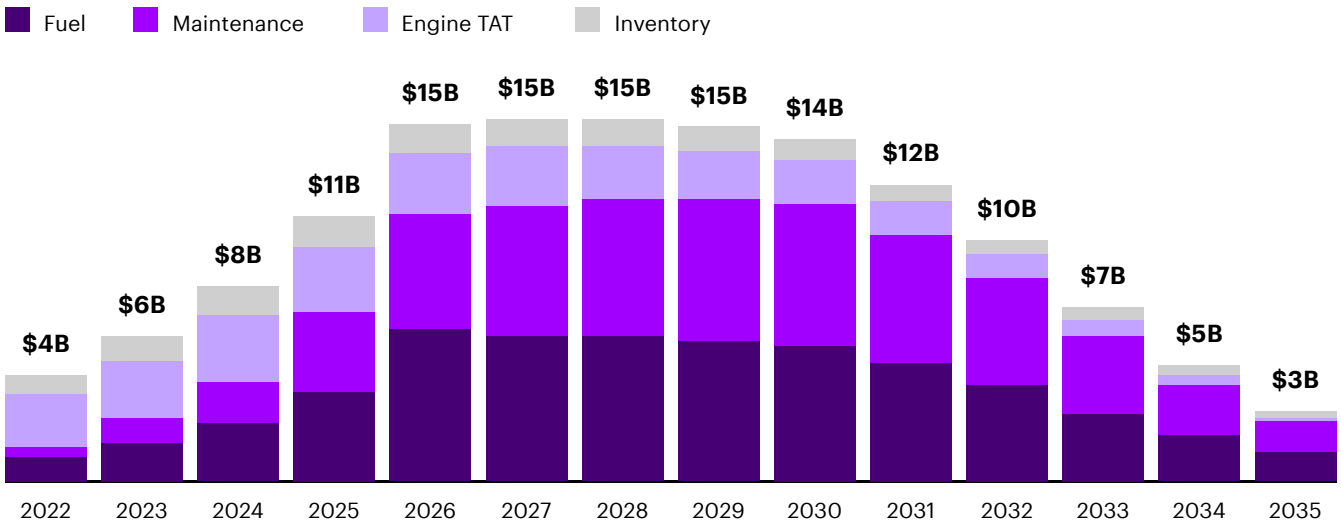
Profitability tells a different story. IATA expects global airline net profit to fall from $45 billion in 2025 to $23 billion in 2026, with the net margin falling from 4% to 2%. Fuel cost is the key driver squeezing profitability. The US Energy Information Administration (EIA) expects wholesale jet fuel prices to average $150 per barrel in 2026, up sharply from $92 per barrel in 2025.[12]

The Middle East accounts for a disproportionate share of this deterioration. Regional airlines face a $11 billion swing, from a $7 billion profit in 2025 to a $4 billion loss in 2026, representing more than half of the decline in global airline profits. Middle East passenger demand is also heading for an 11% decline, reversing 6.8% growth in 2025 as airspace restrictions, cancellations and operational disruption curtail traffic.[13]

The pressure on airline economics extends beyond the Middle East conflict. Aircraft shortages add another cost burden across the industry. Airlines continue to extend aircraft lives and increase utilization to preserve capacity, but older fleets require more maintenance while scarce aircraft keep lease rates elevated.

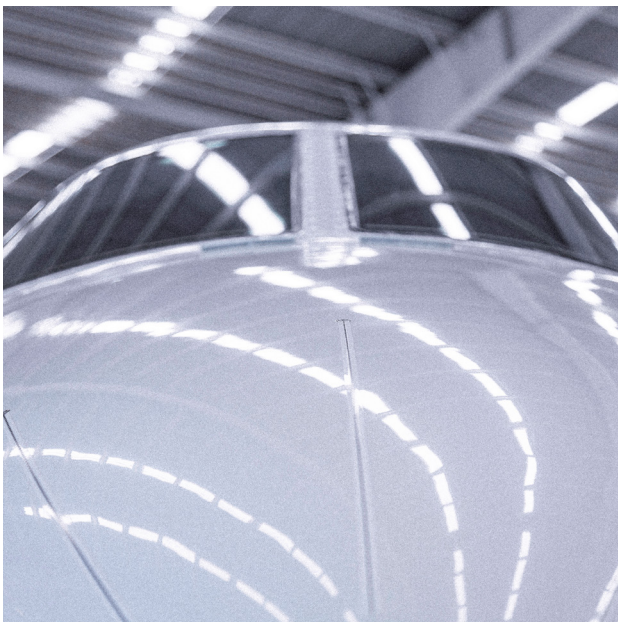
Against a baseline reflecting the fleet mix before the COVID-19 pandemic, Accenture estimates put supply-chain disruption costs at $45 billion in additional airline expenses between 2022 and 2026. We forecast supply-chain disruption to add a further $59 billion to airline costs between 2027 and 2030 (Figure 4).[14] Together, these pressures leave airlines with less room to absorb further shocks. As aircraft retirements accelerate toward a 2030 peak, higher deliveries will reduce airlines' reliance on older, maintenance-intensive aircraft, easing disruption-related costs beyond 2029 despite continued supply-chain pressures.

Figure 4: Airline supply chain disruption cost by driver, 2022–2035



Source: Accenture analysis. Note: Fuel reflects higher burn from keeping older aircraft in service. Maintenance captures higher airframe, component and engine upkeep on aging fleets. Inventory reflects additional spare-parts buffers held against longer lead times. Engine turnaround time (TAT) captures the cost of additional spare engines required as overhaul delays increase.

Airlines are using AI and digital tools across disruption management, route optimization, forecasting and maintenance planning to improve aircraft utilization and control operating costs. Aer Lingus, for example, is rolling out an AI-powered maintenance-planning platform that combines flight schedules, aircraft availability and staffing constraints to optimize maintenance plans, cutting the time needed to allocate maintenance tasks to engineers from hours to minutes. As fleet constraints persist, these productivity gains will become increasingly valuable by keeping more aircraft available for service.[15]



Delivering new aircraft

Safety and quality remain paramount as OEMs and suppliers increase production, address capacity constraints and strengthen supply-chain coordination to stabilize deliveries.

Accenture forecasts Airbus and Boeing to deliver a combined 1,532 aircraft in 2026, with Airbus deliveries rising 10% to 869 and Boeing deliveries increasing 11% to 663.[16]

Airbus faces a steeper fourth-quarter climb, needing to lift monthly deliveries from an average of 59 so far this year to about 99 through year-end.[17] Unlike 2025, when Boeing's recovery drove most incremental growth, delivery gains in 2026 are becoming more balanced across the two OEMs. We forecast this momentum to continue in 2027, with combined deliveries rising 12% to 1,720, including an 11% increase to 963 for Airbus and a 14% increase to 757 for Boeing. Boeing's faster growth reflects planned increases in 737 and 787 production rates and first deliveries of the 737-7, 737-10 and 777-9 models.[18]

1,532 **combined Airbus and Boeing deliveries forecast for 2026**

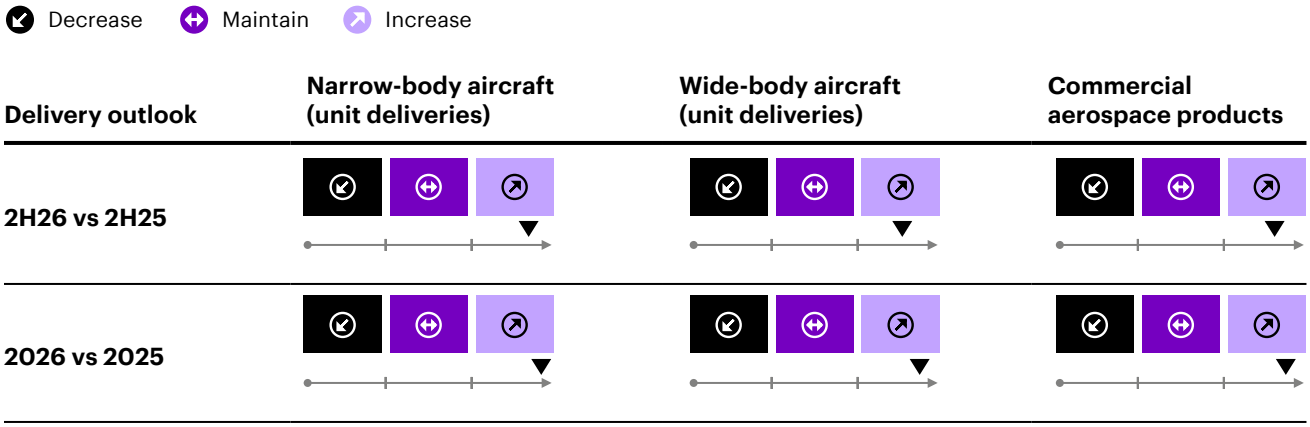
Airbus deliveries rise 10% to 869 and Boeing deliveries increase 11% to 663, with gains more balanced across the two OEMs than in 2025.

1,720
combined deliveries forecast for 2027, up 12% year-over-year

963
Airbus deliveries forecast for 2027, up 11% year-over-year

757
Boeing deliveries forecast for 2027, up 14% year-over-year

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

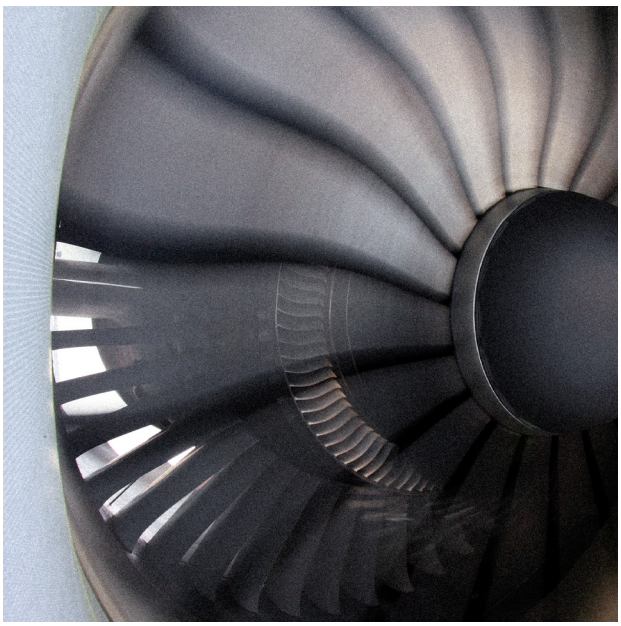


Source: Accenture Commercial Aerospace Insight Survey, September 2026.

The global backlog reached **18,000** aircraft, nearly 60% of the active fleet

The global backlog reached 18,000 aircraft, nearly 60% of the active fleet and well above the historical norm of 30% to 40%.[19] To narrow the gap, OEMs are adding capacity. For instance, Boeing began low-rate initial production on its fourth 737 line in Everett in July, but the line must still complete certification before it can support higher production rates.[20] Airbus, meanwhile, delivered the first aircraft from its second Tianjin A320 Family final assembly line in September.[21] COMAC aims to increase C919 production capacity to 200 aircraft annually by 2029, but parts shortages and US export-licensing delays threaten its plans.[22] Suppliers are scaling as well. Safran's LEAP deliveries rose 41% year-over-year in the first half of 2026. GE Aerospace is investing $1 billion in US manufacturing and its supplier base, and FACC is investing approximately $140 million in a new plant that will double structural-component capacity.[23]

Yet bottlenecks continue to shift within the system. Boeing is driving 737 production at roughly 47 aircraft per month but has not yet stabilized there, with wing production at Renton remaining a constraint.[24] That delays Boeing's move to 52 aircraft per month, a key milestone for 2027. Alongside its production ramp-up, Boeing is strengthening manufacturing quality through enhanced workforce training, simplified work instructions, additional inspections and tighter production controls.[25] Airbus, meanwhile, faces engine-related constraints in its A320 ramp-up.[26] The key signal for 2027 will be whether OEMs can translate added capacity into consistently higher monthly output and deliveries without compromising quality and safety.

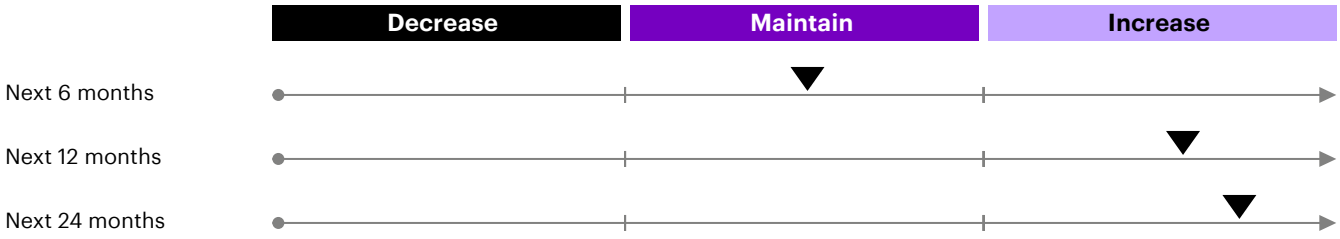


Supporting in-service fleets

Leading MRO providers are expanding capacity and capabilities through mergers and acquisitions and AI-enabled operations to capture sustained aftermarket demand while preparing for a gradual normalization in legacy fleet maintenance.

Executives expect MRO spending to strengthen in 2027, with 59% anticipating an increase. That confidence builds over time, with 76% expecting spending to rise over the next two years (Figure 6).

Figure 6: MRO spending outlook



Source: Accenture Commercial Aerospace Insight Survey, September 2026.

Recent results reinforce the positive outlook. GE Aerospace reported 27% growth in commercial engines and services revenue in Q2 2026, with internal shop visit revenue up 25% and spare-parts revenue up more than 25%.[27] Safran's civil engine spare-parts sales rose 28% in the first half of 2026, prompting the company to raise the growth outlook for the full year from around 15% to around 25%.[28] Lufthansa Technik's H1 revenue increased 11%, while AAR's repair, engineering and software segment grew 35% in its latest quarter as component and airframe MRO volumes increased.[29] These results point to broad-based aftermarket demand across MRO segments.

76%

expect MRO spend to rise within 2 years

At the same time, strong aftermarket demand continues to outpace available MRO capacity. GE Aerospace reported that 2026 commercial shop visits were more than 40% oversubscribed, while AAR recently opened a Miami expansion of more than 100,000 square feet, adding three new heavy-maintenance lines to support long-term airline demand.[30] Across the sector, providers are adding capacity and improving throughput to capture sustained aftermarket growth.

Strong demand is also sustaining mergers and acquisitions activity as aftermarket companies seek faster access to constrained capacity and specialized repair capabilities. Engine and component repair businesses remain prime acquisition targets owing to their attractive margins. StandardAero, for example, recently acquired Unified Turbines, an FAA repair station specializing in hot-section component repair and overhaul. The acquisition strengthens its core engine MRO business while expanding its exposure to higher-margin component repair.[31]

GE Aerospace reported that 2026 commercial shop visits were more than 40% oversubscribed.

The maintenance mix begins to shift from 2027. Annual retirements averaged 758 aircraft between 2015 and 2020 before falling to 586 between 2021 and 2026, but forecasts point to an average of around 1,000 annually between 2027 and 2030.[32] More retirements will increase the supply of used serviceable material and gradually reduce maintenance demand from legacy fleets. At the same time, engine MRO activity remains elevated as CFM56 and V2500 demand peaks around 2027–28 while LEAP and GTF shop visits continue to build.

As providers manage that transition, productivity becomes increasingly important. Pratt & Whitney is deploying AI-assisted borescope inspection across its MRO network, reducing inspection time by more than 30% and report-generation time from hours to minutes.[33] As demand stretches available capacity, productivity gains like these can help providers unlock more throughput from their existing networks.



Production outlook

Manufacturers are investing in targeted capacity and supplier capabilities to support higher production rates, while addressing persistent constraints in engines and aerostructures alongside rising costs.

Capacity growth is set to accelerate into 2027, with 62% planning production capacity increases within 12 months and 74% within two years.

Near-term growth, however, remains modest with 74% expecting to maintain current capacity and just 21% planning an increase (Figure 7).

Figure 7: Production capacity outlook



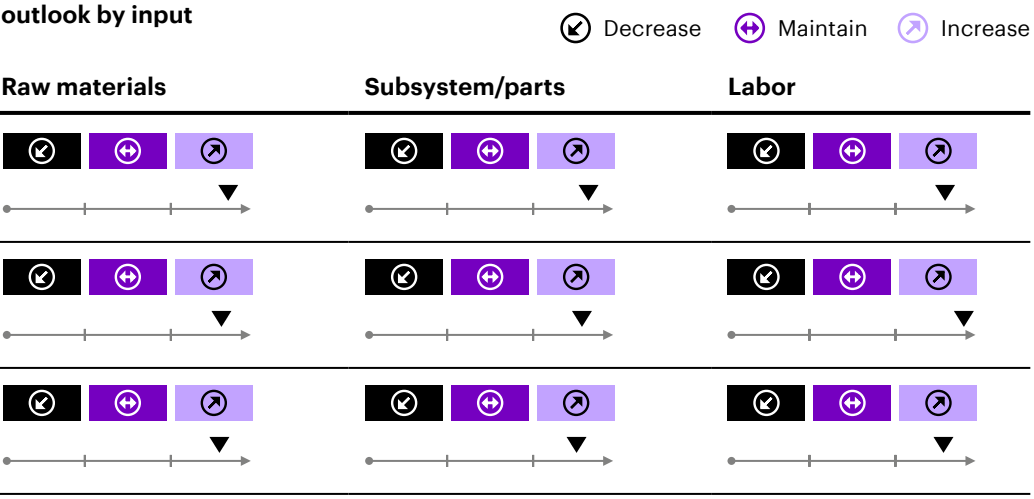
Source: Accenture Commercial Aerospace Insight Survey, September 2026.

Major OEMs' production plans reinforce the 2027 step-up. Airbus expects A320 production to reach 70–75 aircraft per month by the end of 2027 and stabilize at 75 thereafter.[34] Boeing, meanwhile, is working toward a stable 737 production rate of 47 aircraft per month before increasing output further. In September, CEO Kelly Ortberg said production was approaching that rate but had yet to stabilize.[35] Meanwhile, COMAC plans to expand annual C919 production capacity to 200 aircraft by 2029 as it seeks a larger share of the narrow-body market.[36] As manufacturers raise production rates, maintaining process stability and first-time quality will be critical to minimizing rework and ensuring that higher capacity translates into reliable output.

Suppliers and OEMs are taking more targeted steps to support these higher rates. Boeing is investing more than $1 billion to expand its 787 production facilities in South Carolina, including a new final-assembly building designed to support higher production rates.[37] Safran plans to add capacity for up to 350 LEAP-1A engines annually through a new Morocco assembly line by the end of 2027.[38] In 2027, the challenge for suppliers is how quickly they can turn new capacity into the engines, aerostructures and other components needed to support higher production rates.

Cost pressures add another complication as production increases. Over the next six months, 62% of executives expect raw-material costs to rise, while 59% expect increases in both subsystem and parts costs and labor costs. Cost pressures shift toward labor as production increases in 2027, with 74% expecting higher labor costs over the next 12 months compared with half expecting increases in raw-material costs and subsystem and parts costs (Figure 8).

Figure 8: Production cost outlook by input



Source: Accenture Commercial Aerospace Insight Survey, September 2026.

Competition for critical materials is also increasing. Rapid growth in AI and data-center infrastructure is accelerating semiconductor demand, while energy-intensive aluminum production is increasingly competing with data centers for access to affordable electricity. For aerospace manufacturers, these pressures increase risks around electronics and aluminum supply as production scales.[39]

Beyond the near term, the cost picture eases somewhat. Survey responses suggest material-cost pressures could ease over the next two years, although labor costs are likely to remain more persistent as manufacturers and suppliers add capacity and compete for skilled talent.



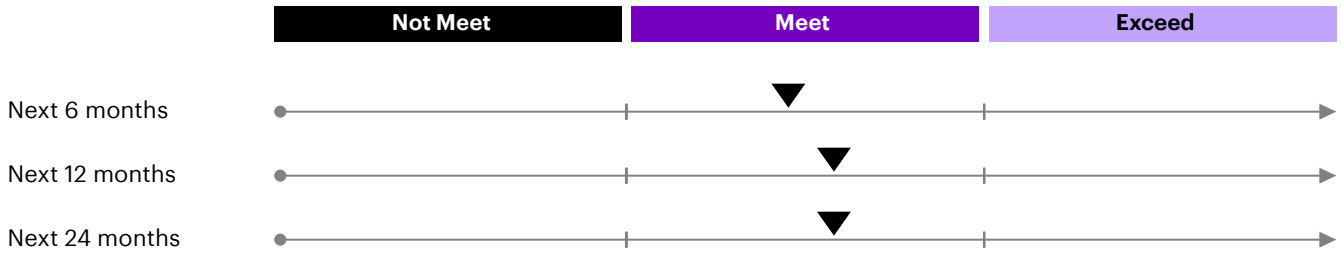
Supplier delivery outlook

Supplier recovery is underway, but uneven. Closer planning, stronger supplier support and targeted capacity expansion will help suppliers meet quality and delivery expectations as production rates rise.

Supplier confidence strengthens into 2027, with 88% of executives expecting suppliers to meet or exceed delivery expectations within 12 months (Figure 9).

Near-term confidence, however, remains weaker. Only 65% expect suppliers to meet or exceed expectations over the next six months, the lowest level since 2021, against a backdrop of rising geopolitical uncertainty. Honeywell Aerospace recently lowered its growth outlook, reinforcing the near-term execution challenge and citing supplier transitions and delays in bringing secondary sources online.[40]

Figure 9: Supplier delivery outlook, share expecting suppliers to meet or exceed expectations



Source: Accenture Commercial Aerospace Insight Survey, September 2026.

Supplier constraints continue to shape OEM production plans. Airbus has identified Pratt & Whitney engine availability as key to its A320 Family ramp-up in both 2026 and 2027. Engine shortages prompted Airbus to soften its A320 production targets.[41] Boeing faces a different challenge. After acquiring Spirit AeroSystems and bringing 737 fuselage production in-house, Boeing said its supply chain was stable enough to support higher rates.[42] By September, the immediate constraint had shifted from external supply to Boeing's own wing production.[43]

Supplier recovery remains uneven, but greater attention to quality and closer OEM-supplier collaboration are improving performance in some areas. At GE Aerospace, stronger supplier engagement has helped increase material inputs from priority suppliers by double digits, contributing to a 31% year-over-year increase in engine deliveries in the first half of 2026.[44] Safran is strengthening supplier performance through Aero Excellence, an industry-wide operational excellence framework that incorporates quality clinics, Advanced Product Quality Planning (APQP) to improve first-time quality and Quick Response Quality Control (QRQC) meetings to address quality issues. Its One Safran Baselines initiative helps anticipate supplier workloads and risks as the company works toward its target of 95% on-time delivery.[45]

Heading into 2027, suppliers are targeting investment at critical capabilities and capacity. Commercial aerospace deal activity fell 36% year-over-year in the first half of 2026, but companies continue to pursue strategically targeted acquisitions.[46] Howmet's $1.8 billion CAM acquisition added aerospace fastener and fluid-fitting capabilities, alongside plans for higher capital expenditure in 2027.[47] ITP Aero will operationalize a new facility in Hyderabad, India, in 2027 to expand production of commercial engine components.[48] Such targeted investments will become increasingly important as higher production rates expose the next set of supplier constraints.

31%

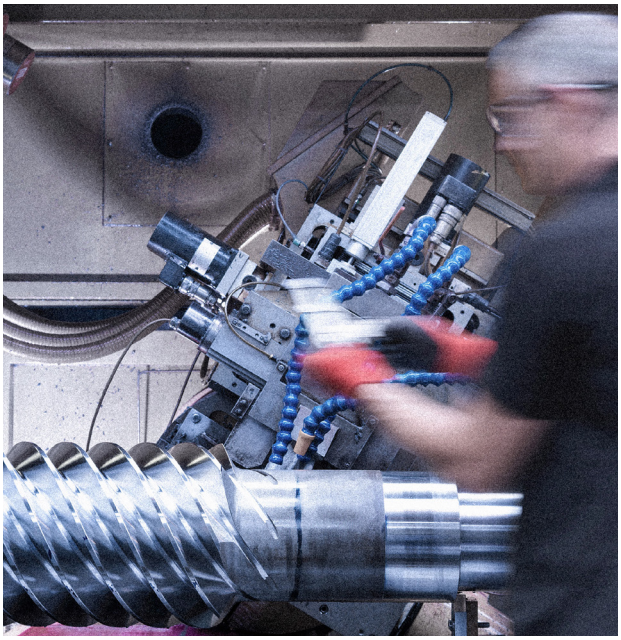
year-over-year rise in GE Aerospace engine deliveries, first half of 2026

95%

Safran's on-time delivery target

–36%

year-over-year commercial aerospace deal activity, first half of 2026



Capability will define the next phase of growth

As production scales, companies are strengthening manufacturing and supply-chain capabilities to increase output while investing in AI and digital capabilities to improve efficiency.

As constraints shift across the value chain, they will need to adapt how they acquire, build and partner.

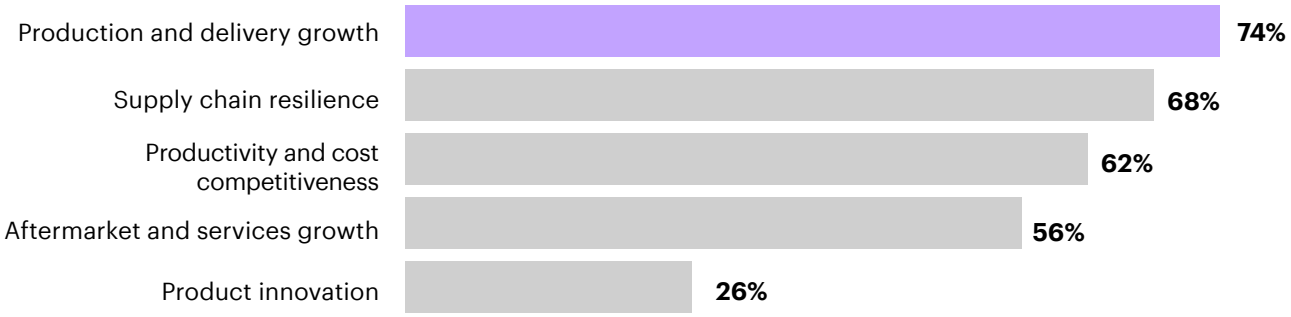
Commercial aerospace is moving into a period of sustained production growth. We forecast combined Airbus and Boeing deliveries to grow 23% between 2025 and 2027, highlighting the scale of the production increase ahead.[49]

> **The Boeing Company has a huge backlog. We don't have to think about, 'What airplanes do we want to build tomorrow?' We know what airplanes we want to build. This is an execution story, so just focus on execution.[50]**
>
> Kelly Ortberg, CEO, Boeing

Higher production is reshaping the capability agenda. Executives identify production and delivery growth (74%) and supply-chain resilience (68%) as their main drivers of capability development, with product innovation ranking lower (Figure 10). With backlogs extending well into the next decade, companies are focusing on capabilities that increase throughput, strengthen resilience and accelerate delivery without compromising quality and safety.

Figure 10: Strategic imperatives to develop or strengthen capabilities

Top three mentions, next 24 months

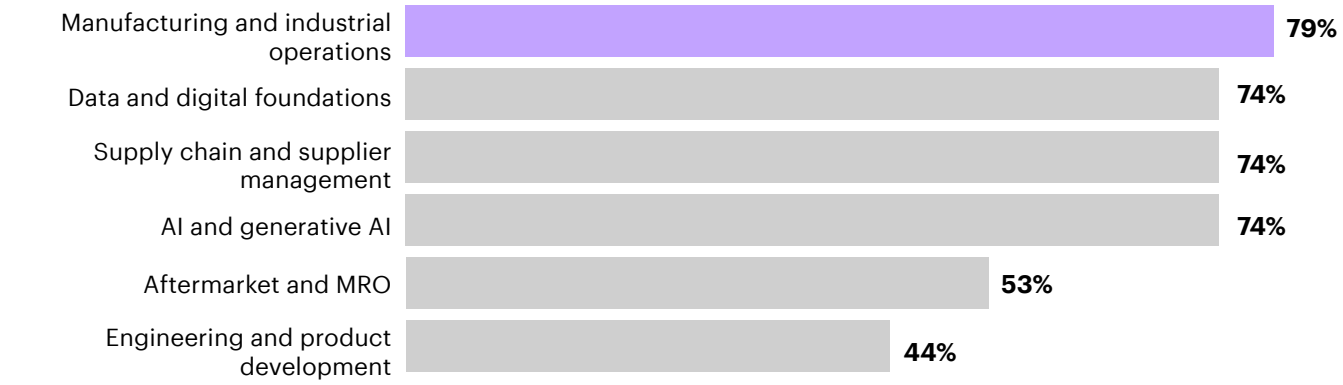


Source: Accenture Commercial Aerospace Insight Survey, September 2026.

That capability agenda spans both physical and digital investment. Executives prioritize physical capabilities in manufacturing and industrial operations (79%) and supply chain and supplier management (74%), alongside digital capabilities in AI and generative AI (74%) and data and digital foundations (74%) (Figure 11).

Figure 11: Areas organizations are exploring to develop or strengthen capabilities

Next 24 months



Source: Accenture Commercial Aerospace Insight Survey, September 2026.

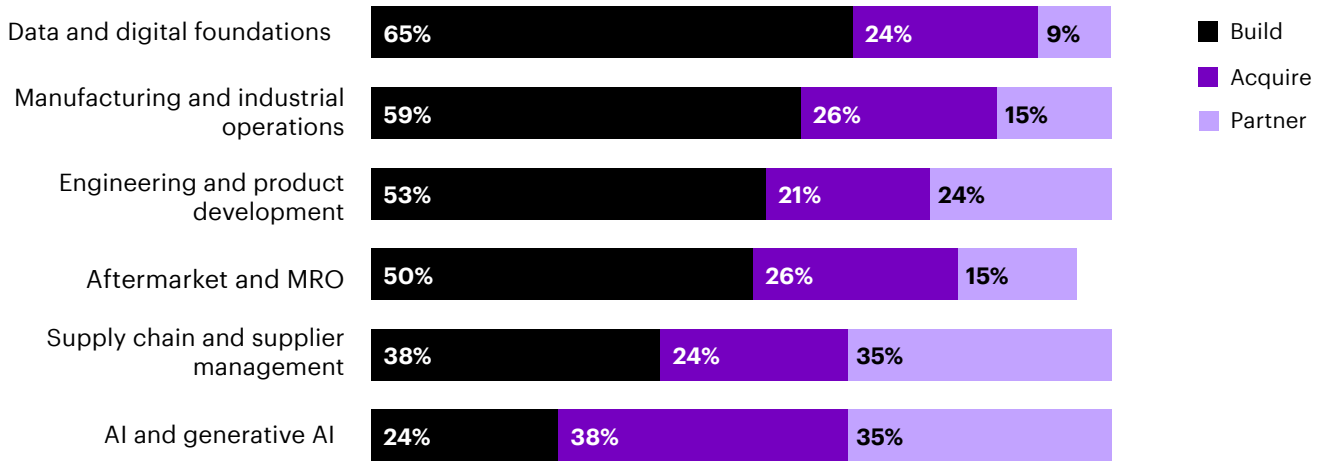
There is no single route to capability expansion

Survey results indicate that companies favor internal development across most capability domains but take different approaches where external expertise offers an advantage. They prioritize building capabilities in-house across engineering, manufacturing, MRO and digital foundations, where ownership, operating knowledge and control can create sustained advantage (Figure 12). Airbus illustrates this approach through its second A320 Family final assembly line in Toulouse. The new line adds capacity and flexibility to support the production ramp-up while integrating digital controls, automated logistics and robotics to optimize workflows and workstation ergonomics.[51]

For AI, companies lean more heavily on external capabilities. Executives rank acquisition and partnership ahead of internal development as the primary pathway. Talent shortages help explain that preference, ranking as the leading barrier to developing AI capabilities (Figure 13). As technologies and skills evolve rapidly, companies are more willing to access expertise externally rather than develop everything in-house. Honeywell Aerospace's collaboration with Shield AI illustrates this approach, combining Shield AI's Hivemind autonomy software with Honeywell's avionics for potential commercial aviation applications.[52]

Figure 12: Pathways organizations are exploring to develop or strengthen capabilities

Next 24 months



Source: Accenture Commercial Aerospace Insight Survey, September 2026. Note: Percentages may not total 100% as some executives selected "Not Applicable."

Fine-tuning the acquire, build, partner dynamic

As production priorities and external conditions change, companies will look to adjust the balance between what they acquire, build in-house and access through partners. However, executives see supplier and partner readiness as a key constraint on capability development in both manufacturing and supply chain, complicating those choices (Figure 13).

Boeing's 737 production increase illustrates how the capability mix changes as constraints shift. The company added internal capacity through its Everett line and acquired Spirit AeroSystems to gain greater control over 737 aerostructures.[53] As production increased, Boeing shifted its focus to strengthening internal wing production.[54]

Figure 13: Primary obstacles limiting organizations' ability to access or develop capabilities

Top response, next 24 months



Source: Accenture Commercial Aerospace Insight Survey, September 2026.

In 2027 and beyond, companies that align acquire, build and partner decisions with changing production needs rather than treating them as competing priorities will have an advantage. Companies favor scaling manufacturing and engineering capabilities in-house, while acquisitions and partnerships provide the specialized talent and technology that AI requires. As production priorities and technologies evolve, leaders should revisit these choices rather than default to a single approach.



Regional outlook

The regional outlook covers North America, Europe and APAC, the largest contributors to commercial aerospace revenue. Regional growth is modeled in USD, euros and yuan, respectively, while global growth is measured in USD, which is higher due to the appreciation of the euro and yuan.

North America

11.4%
2026 revenue growth forecast

10.8%
2027 revenue growth forecast

2H26 vs 2H25	2026 vs 2025	1H27 vs 1H26
↗	↗	↗

Drivers: Boeing 737 production ramp; improving engine and material flow; retirement-driven aftermarket shift

We expect North American revenue to grow 11.4% in full-year 2026 as Boeing deliveries rise about 11% to 663 aircraft, its 737 program moves toward 47 aircraft per month and GE Aerospace increases investment in manufacturing and its supplier base.

We also expect growth to moderate to 10.8% in 2027, even as Boeing deliveries rise another 14% to 757 aircraft. With around 4,000 aircraft retirements expected in North America between 2026 and 2035, aftermarket demand will gradually shift from maintaining older fleets toward parts and support for newer-generation aircraft.

Europe

12.1%
2026 revenue growth forecast

10.6%
2027 revenue growth forecast

2H26 vs 2H25	2026 vs 2025	1H27 vs 1H26
↗	↗	↗

Drivers: Airbus production growth; higher LEAP output; maturing CFM56 aftermarket

We project 12.1% revenue growth in 2026 as aircraft and engine output increases and aftermarket demand remains strong. Airbus deliveries are set to increase 10% to 869 aircraft, while Safran's LEAP deliveries rose 41% year-over-year in the first half of 2026.

We project 10.6% growth in 2027 as legacy-engine MRO activity begins to normalize. Airbus deliveries are on track to rise another 11% to 963 aircraft as the company ramps up its A320 production.

Asia-Pacific

9.3%
2026 revenue growth forecast

9.8%
2027 revenue growth forecast

2H26 vs 2H25	2026 vs 2025	1H27 vs 1H26
↗	↗	↗

Drivers: Growing MRO and manufacturing capacity

APAC revenue is projected to grow 9.3% in 2026, marking the region's first clear move into single-digit growth after several years of double-digit expansion. The moderation began in 2025, driven by a sharper slowdown in wide-body fleet growth, alongside more moderate narrow-body expansion, which reduced overall fleet growth as passenger demand and capacity normalized. Underlying demand remains solid, supported by growth in MRO and manufacturing capacity.

GE Aerospace is investing up to $300 million in Singapore to expand LEAP engine repair capabilities, while Airbus has begun deliveries from its second A320 Family final assembly line in Tianjin.

We expect growth to strengthen to 9.8% in 2027 as fleet expansion sustains demand for new aircraft and MRO services. Longer term, Airbus expects Asia-Pacific to account for 46% of global new-aircraft demand over the next 20 years.

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.

Substitute gut instincts for insights

Accenture helps clients rapidly assess the market and competitive landscape, validating growth opportunities by leveraging our global networks and deep industry expertise—enhanced by advanced AI capabilities. Gain instant access to the industry and market perspectives to better anticipate change and make more confident decisions.

Accelerate commercial impact

Accenture brings deep aerospace value chain expertise spanning engineering, sourcing, manufacturing, distribution and maintenance & repair. We partner with clients to provide insights that help them design solutions for rapidly evolving needs and deliver end-to-end service coverage.

Jumpstart your success

Capture immediate value and build momentum without waiting years for new capabilities to take hold. Accenture helps clients develop a plug-and-play service model that accelerates impact by integrating new talent, ecosystem partners and modern ways of working alongside your existing teams.

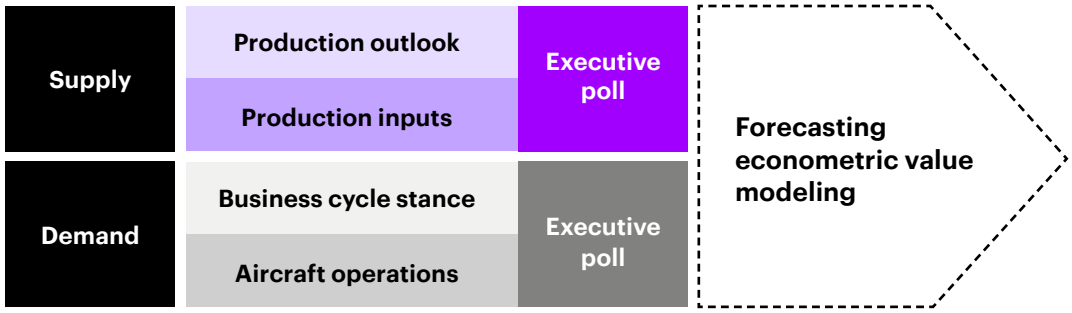
Create your own funding for growth

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 report

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 survey of C-suite executives from countries across North America, Europe and growth markets, conducted most recently in September 2026. 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.

We use generative AI in our research production process. Our research experts review and validate the generative AI outputs with traditional research methods where possible, applying Accenture's Responsible AI standards.

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