

**CAPA**

**Airline Leader Summit**

World

# **CAPA Outlook: State of the Industry**

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CAPA-Centre for Aviation

Lisbon  
*11 December 2025*

**AVIATION WEEK**  
NETWORK

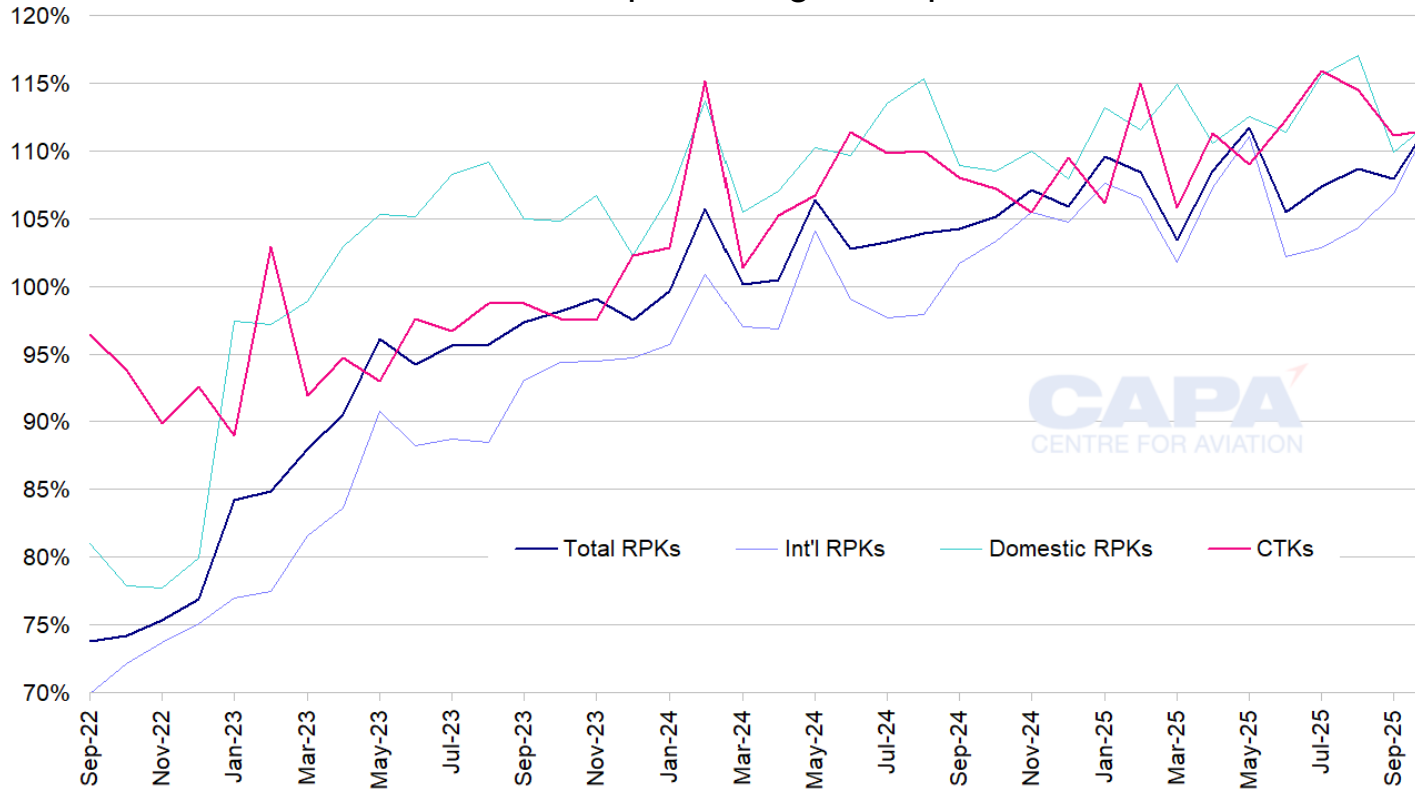
# 22 numbers in 20 minutes

Topics included:

- Traffic
- Capacity
- Aircraft in service
- Aircraft order backlog
- Labour recruitment needs
- Women in aviation
- LCC share
- GDP/Traffic relationship
- Visitors by air to US
- Fuel costs
- Air fare inflation
- Industry return on capital
- Number of airlines
- Artificial intelligence
- Sustainability

# Oct-2025 **traffic** vs Oct-2019: Pax & Cargo both at **112%**

World airline traffic volumes as a percentage of equivalent month of 2019



**RPKs : 112.2%**

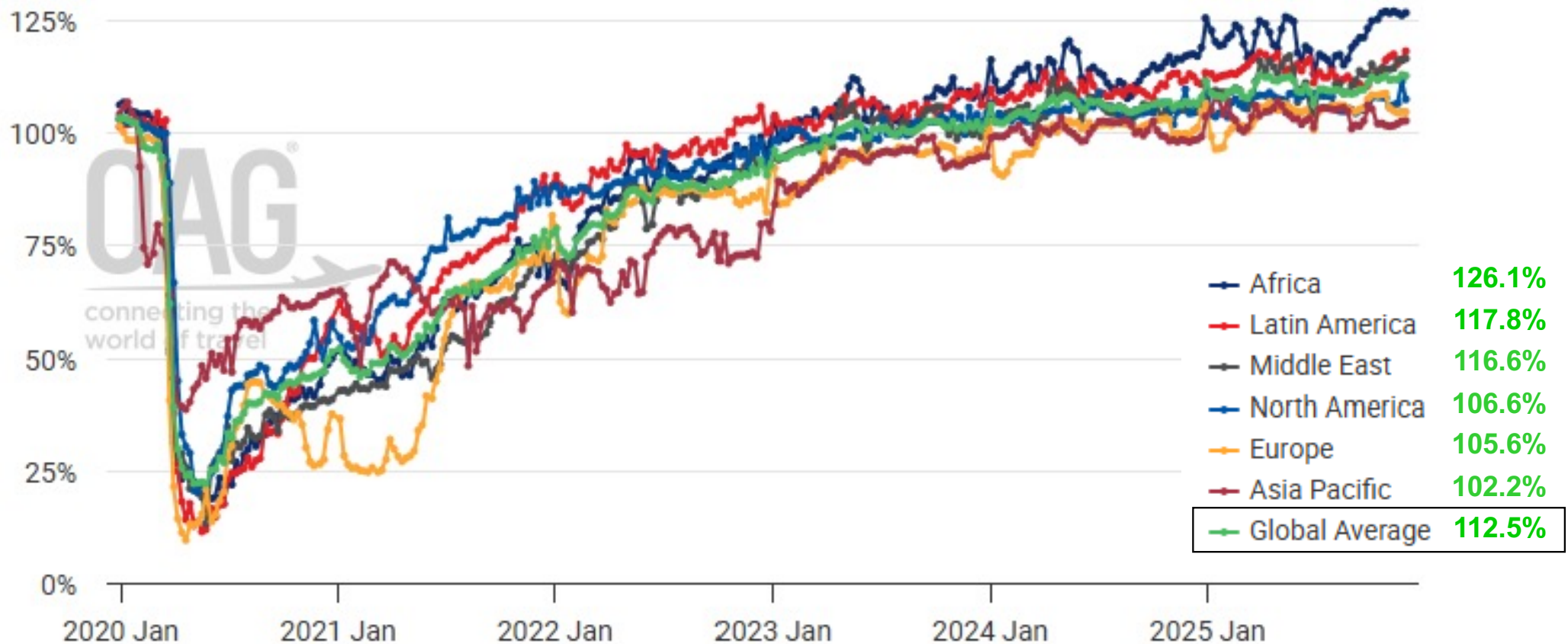
**CTKs : 112.1%**

10M2025 growth (y-o-y)

**RPKs +5.3%**

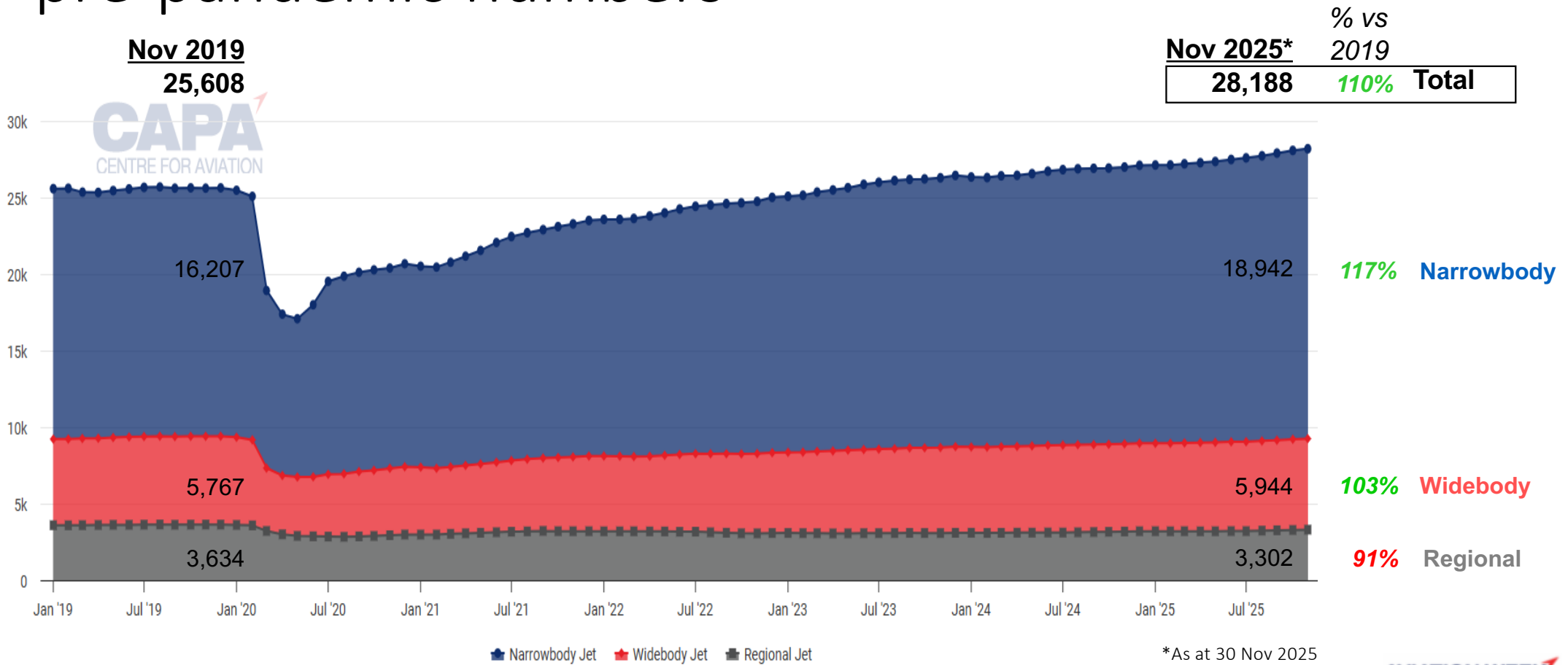
**CTKs +3.3%**

# Seat capacity 113% of 2019 level



Up to week commencing 8 Dec 2025. Source: CAPA - Centre for Aviation Centre for Aviation, OAG

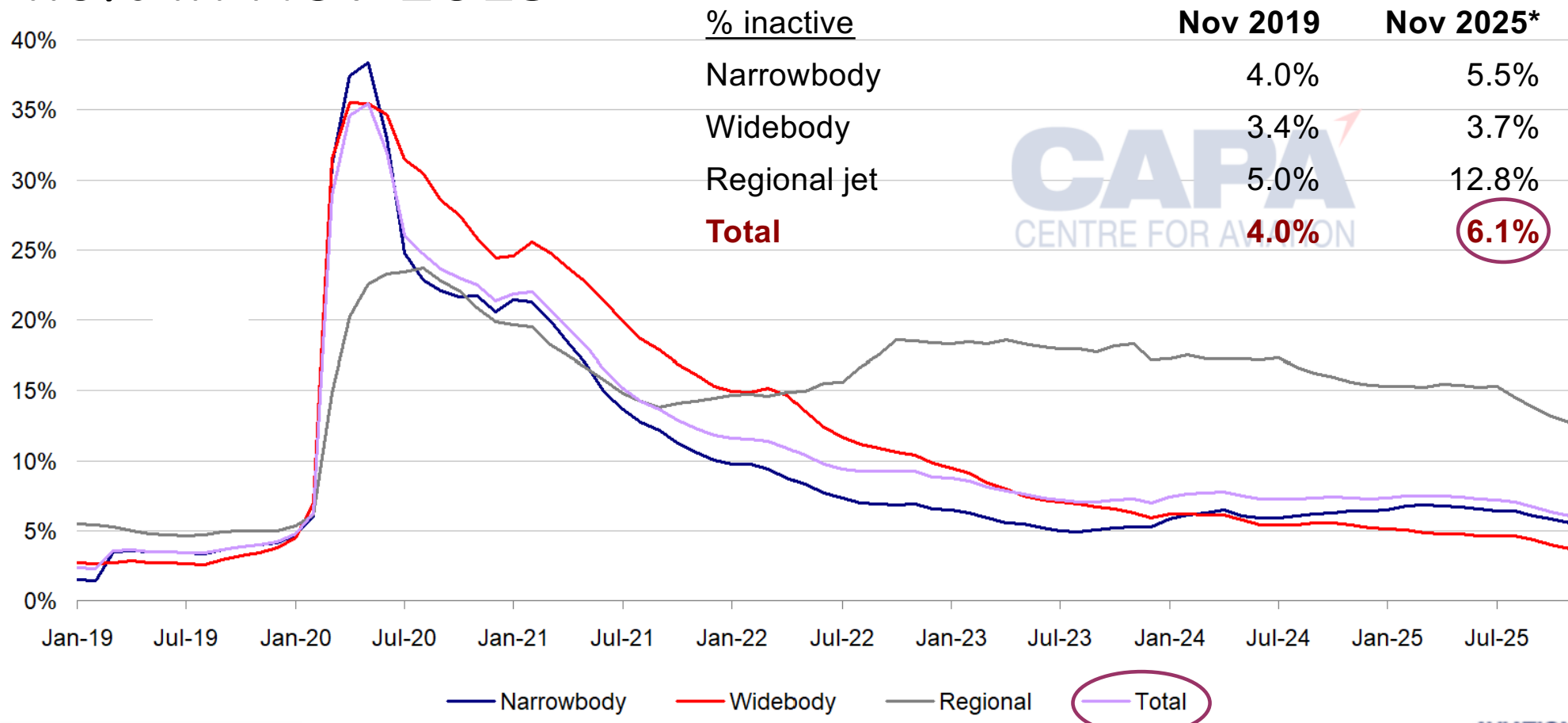
# Jets in service at 110% of pre-pandemic numbers\*



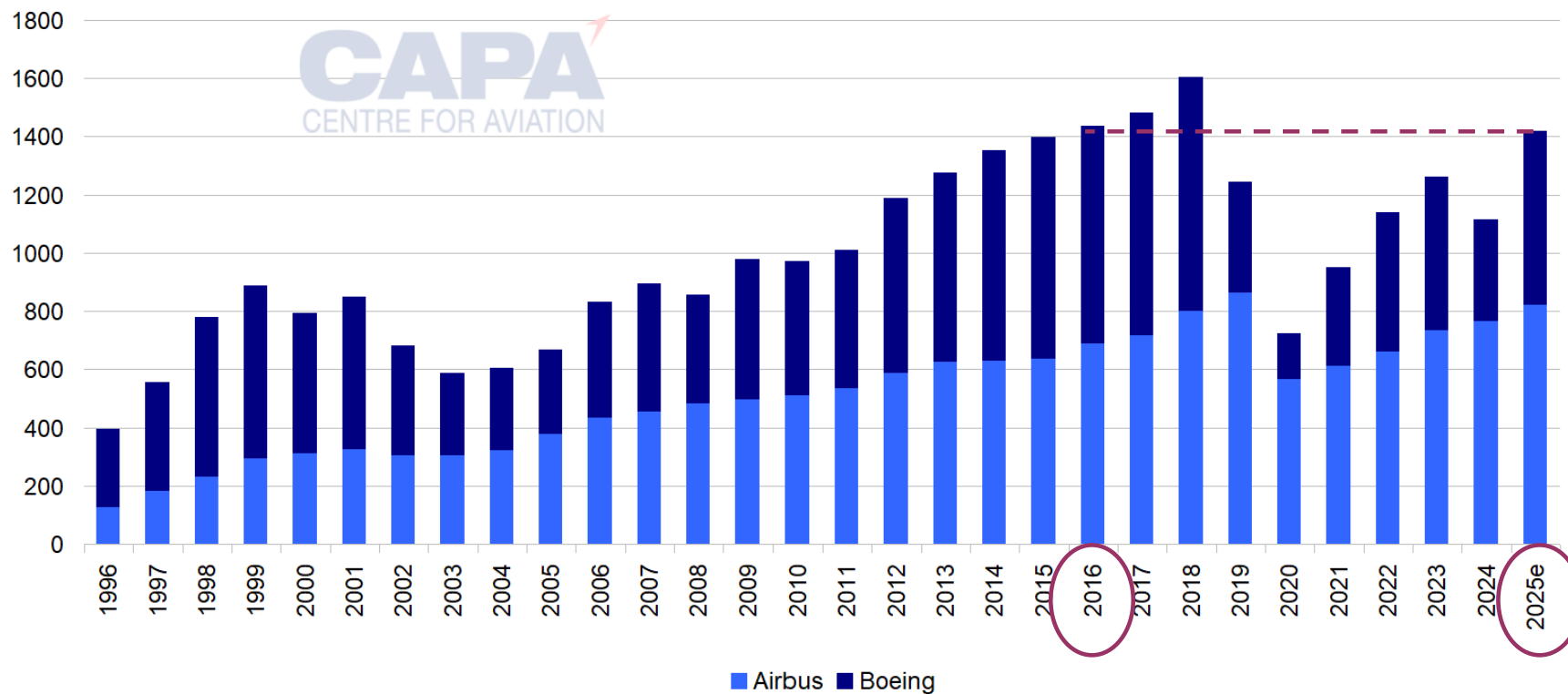
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\*As at 30 Nov 2025  
Source: CAPA Fleet Database

# Inactive jets 6.1% of total, vs 4.0% in Nov-2019



# Boeing, Airbus 2025e deliveries close to 2016 level: 9 years lost



**2024 deliveries**  
Total 1,114, below 2012 level

**Boeing 348**  
(level of between 2005 and 2006)

**Airbus: 766**  
(level of between 2017 and 2018)

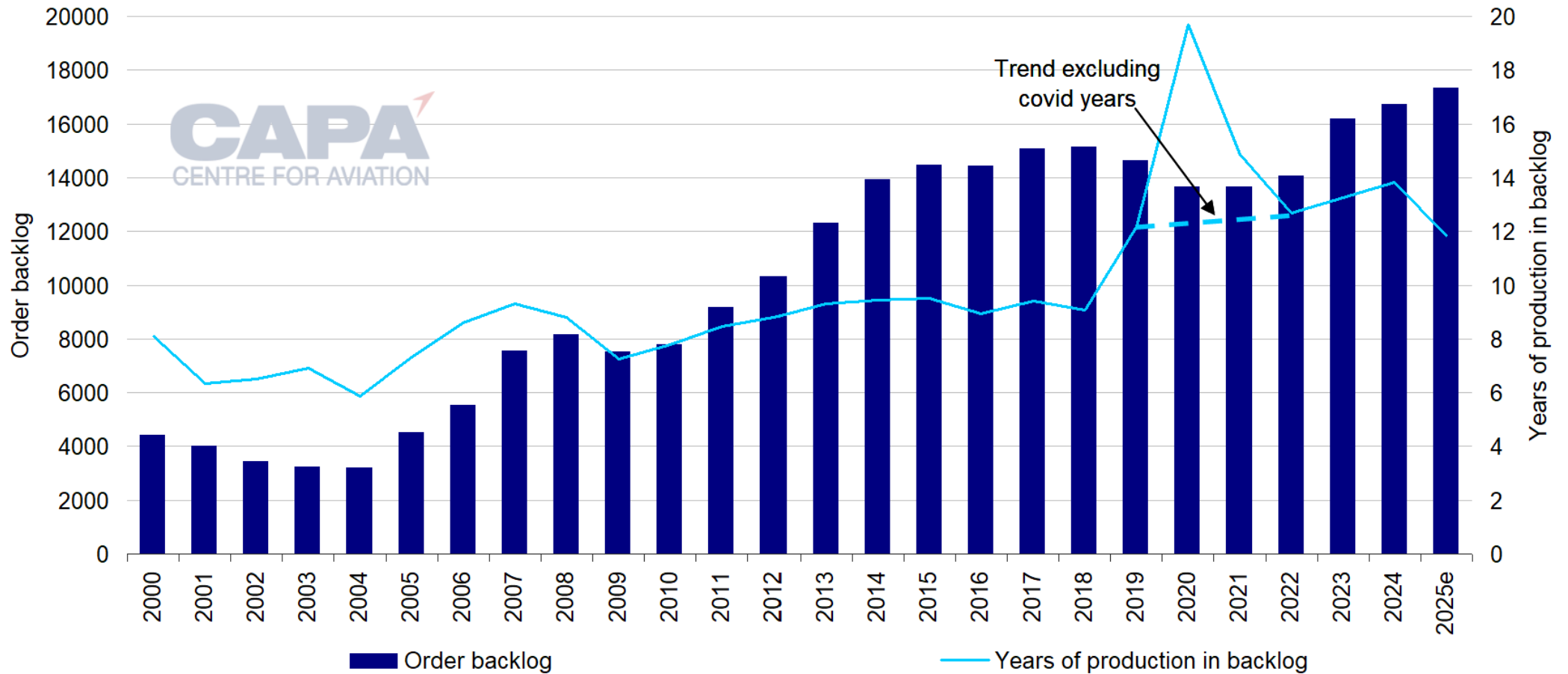
**2025e deliveries**  
Total ?c1,420, close to c.9 years ago

**Boeing ?c600**  
(level of 2012)  
**Airbus: 820**  
(level of between 2018 and 2019)

Source: Boeing, Airbus, CAPA - Centre for Aviation

# 2025e year end backlog: c12 years

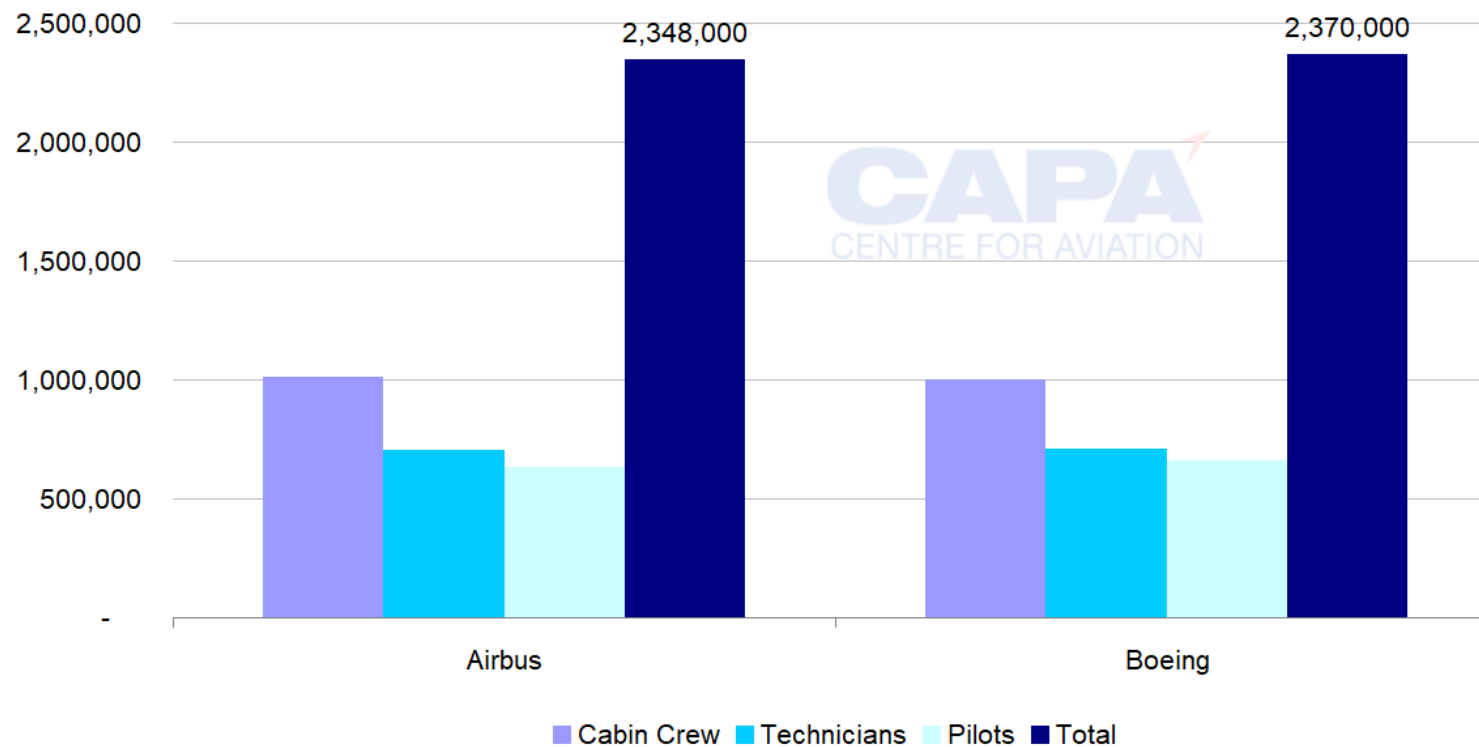
Global orders backlog for commercial passenger aircraft





# c.2.4m new aviation personnel needed globally to 2044

New workforce required 2025 to 2044



Airbus forecast: 2.35m

Boeing forecast: 2.37m

Women on IATA board: **3** in 2025

Women on IATA board

2015: 0

2020: 1

2025: **3**

Women on IATA board: **3** in 2025

Women on IATA board

2015: 0

2020: 1

2025: **3**                    c10% of the total

Women on IATA board: **3** in 2025

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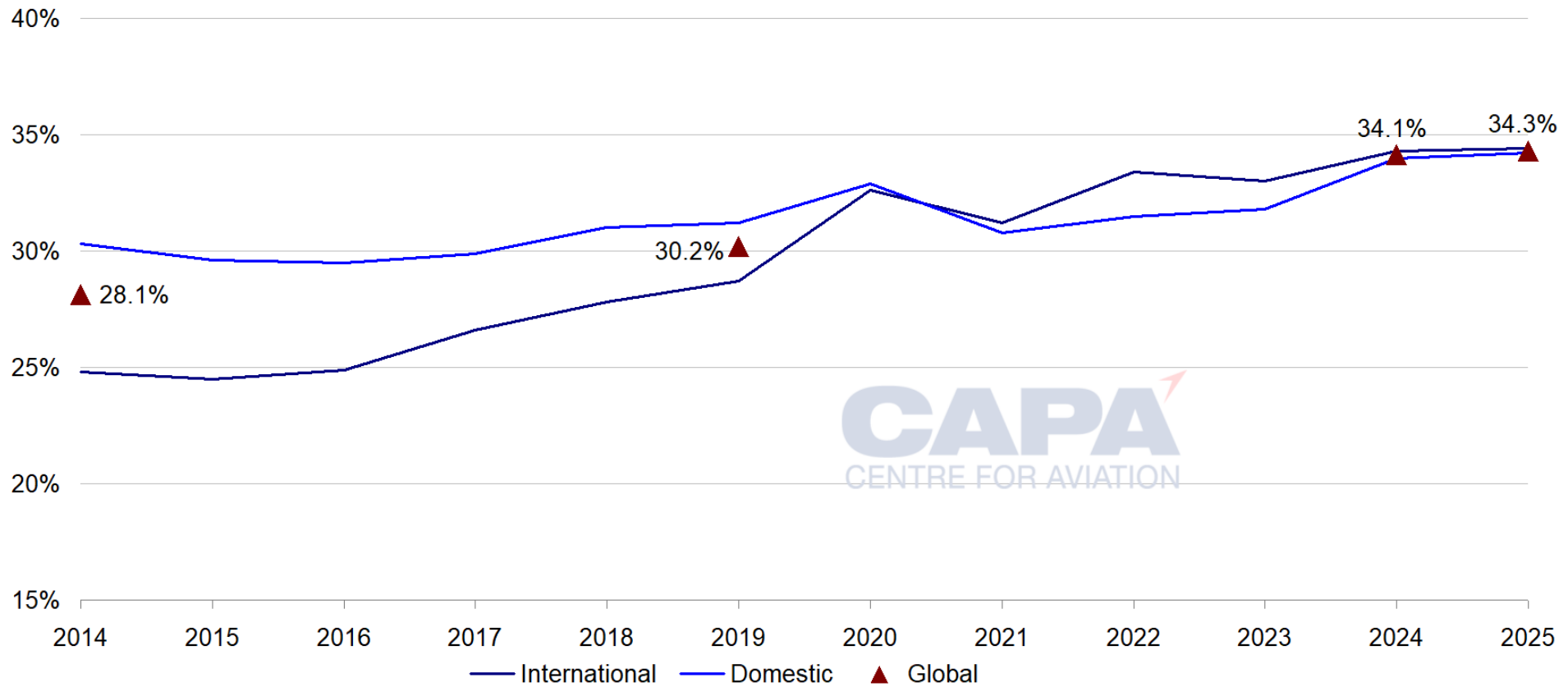
2020: 1

2025: **3**                      c10% of the total

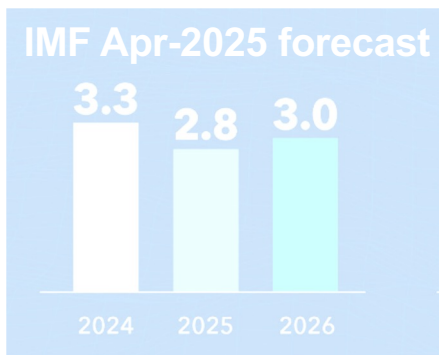
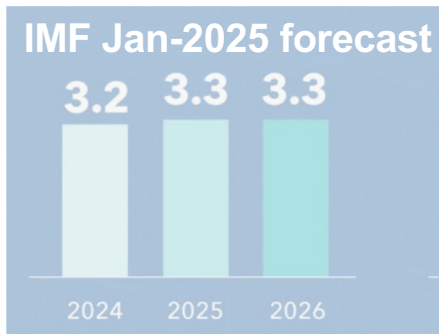
Women pilots                      c5% of the total

# 2025 LCC seat share 34% globally vs 30% in 2019

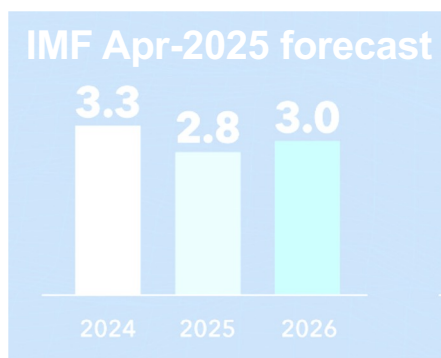
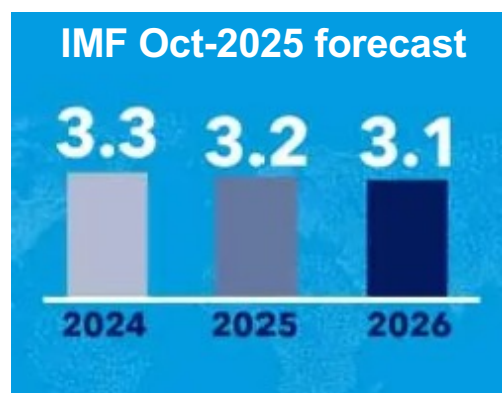
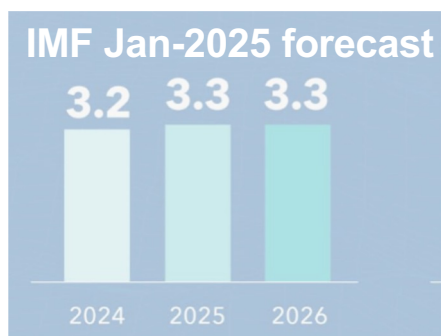
Global low cost carrier seat share



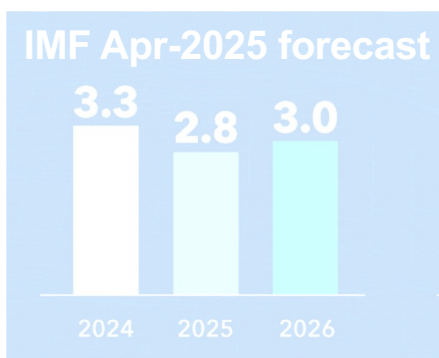
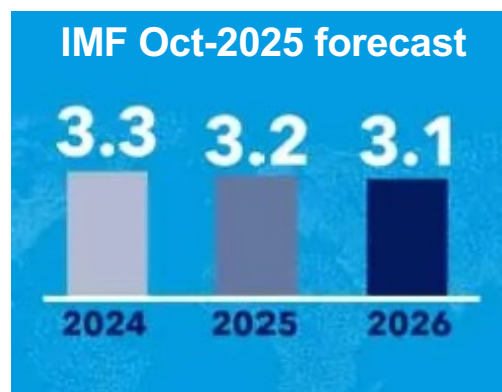
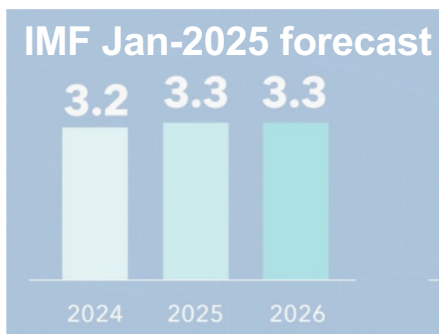
# 2026 global GDP growth forecast cut from 3.3%



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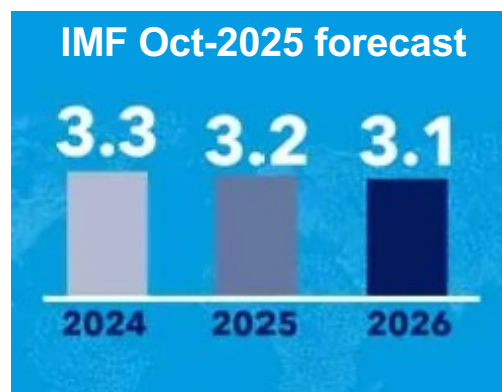
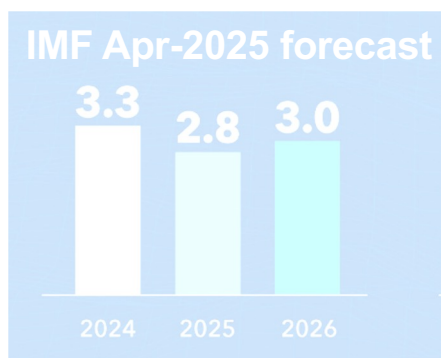
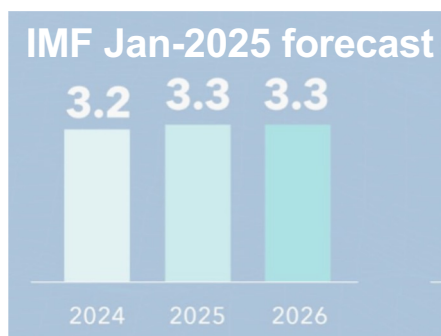


Global GDP growth  
1980-2019 average: 3.4%  
2000-2019 average: 3.7%





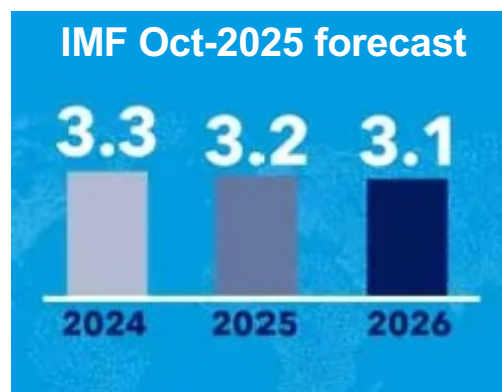
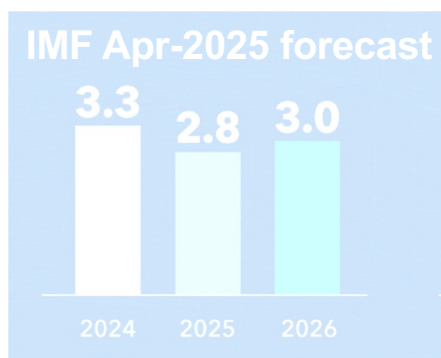
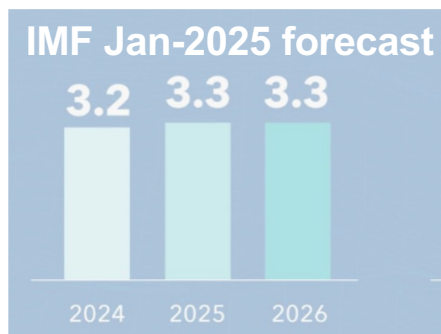
2026 global GDP growth forecast cut from 3.3% to 3.1% over this year



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*“Risks are tilted to the downside”*

2026 global GDP growth forecast cut from 3.3% to 3.1% over this year



Global GDP growth  
1980-2019 average: 3.4%  
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*“Risks are tilted to the downside”*

*“uncertainty”*

*“protectionism”*

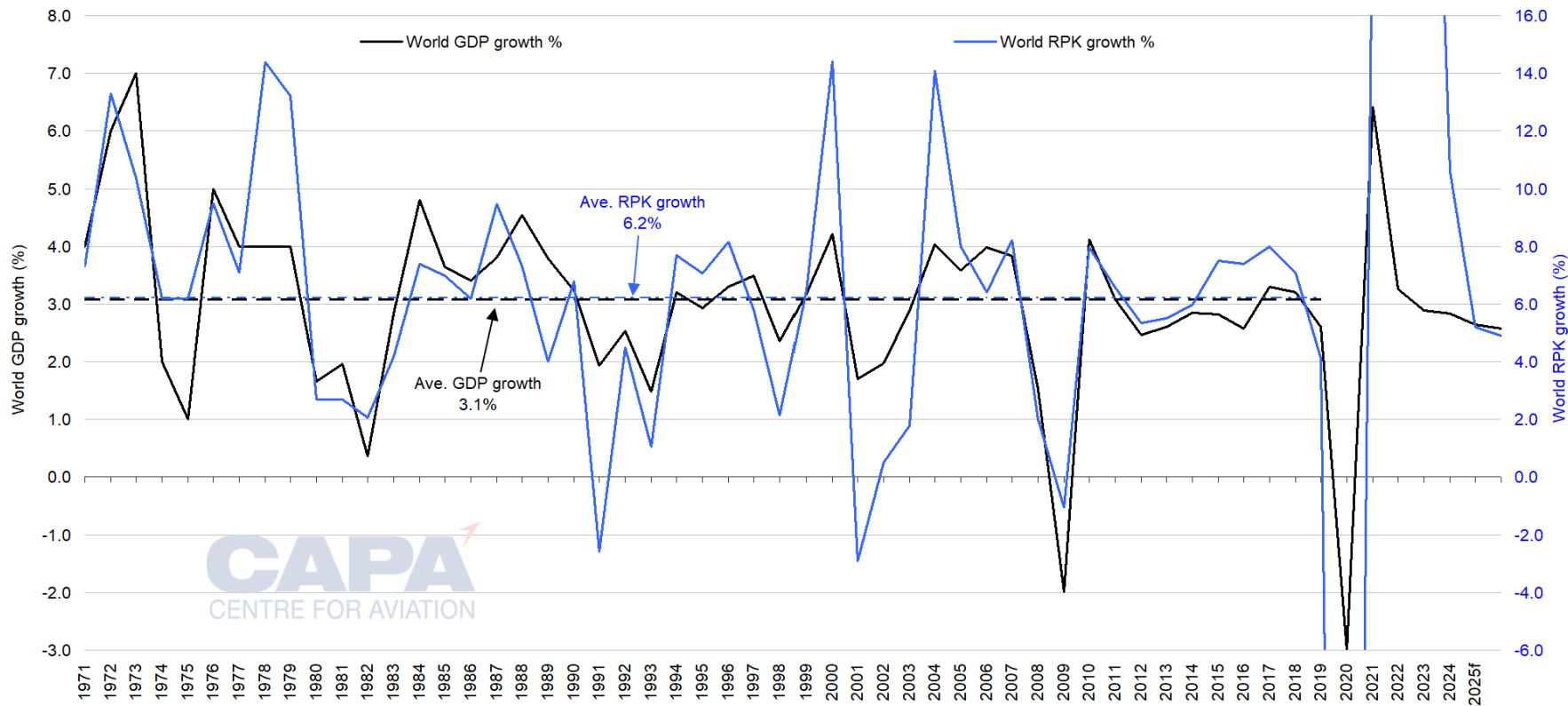
*“labour supply shocks”*

*“fiscal vulnerabilities”*

*“financial market corrections”*

# World RPK growth **2X** GDP growth over past 50 years

World GDP growth (left hand axis) and world RPK growth (right hand axis), 1971 to 2025F



## RPK growth

<b>2024</b>	<b>10.6%</b>
<b>2025E</b>	<b>5.2%</b>
<b>2026F</b>	<b>4.9%</b>

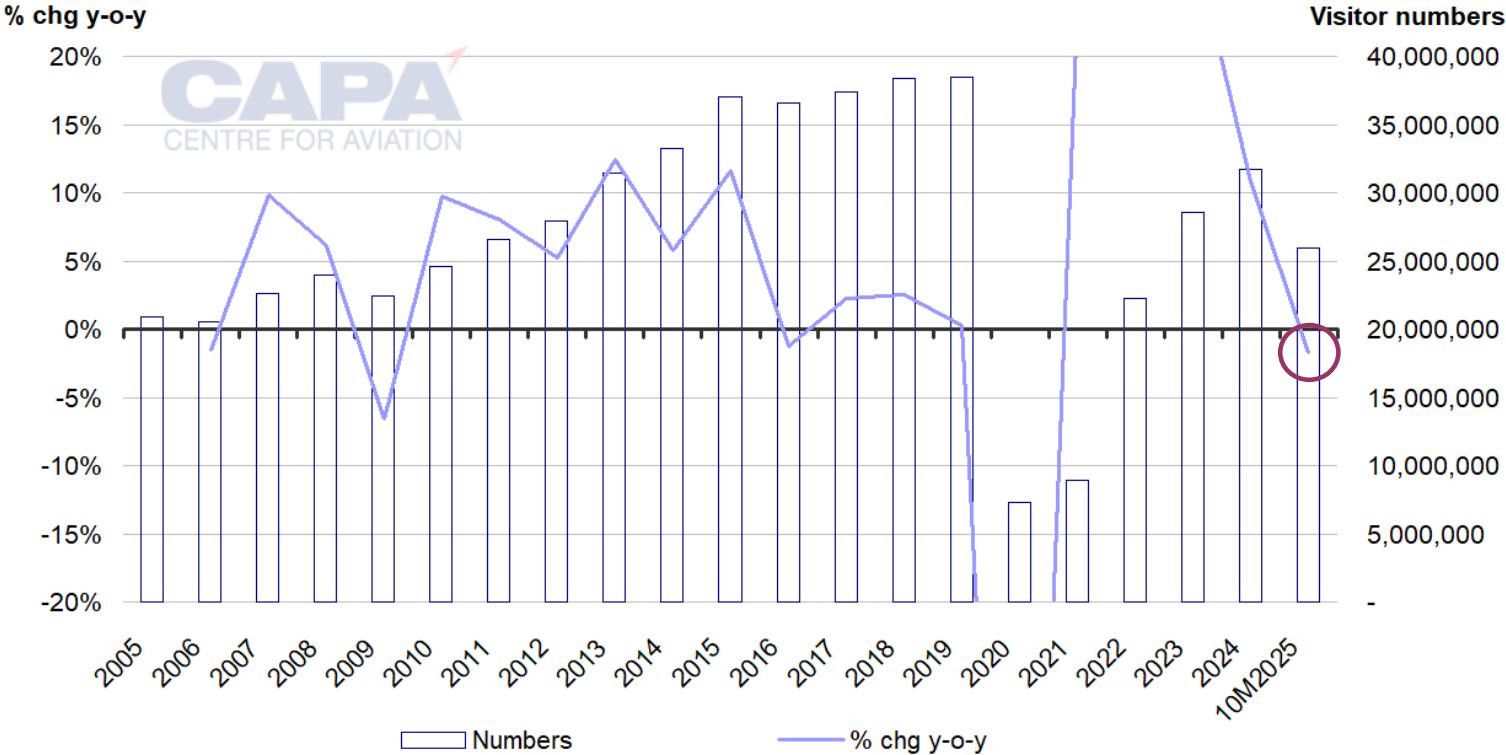
(IATA)

## US tariff hike: impact on aviation

- Aircraft production costs, and delivery delays, will increase.
- Boeing is likely to be worse affected than Airbus.
- Airlines will see lower demand as a result of weaker GDP growth and weakening sentiment towards the US from some markets.

# Air visitors to US **-1.7%** 10M2025

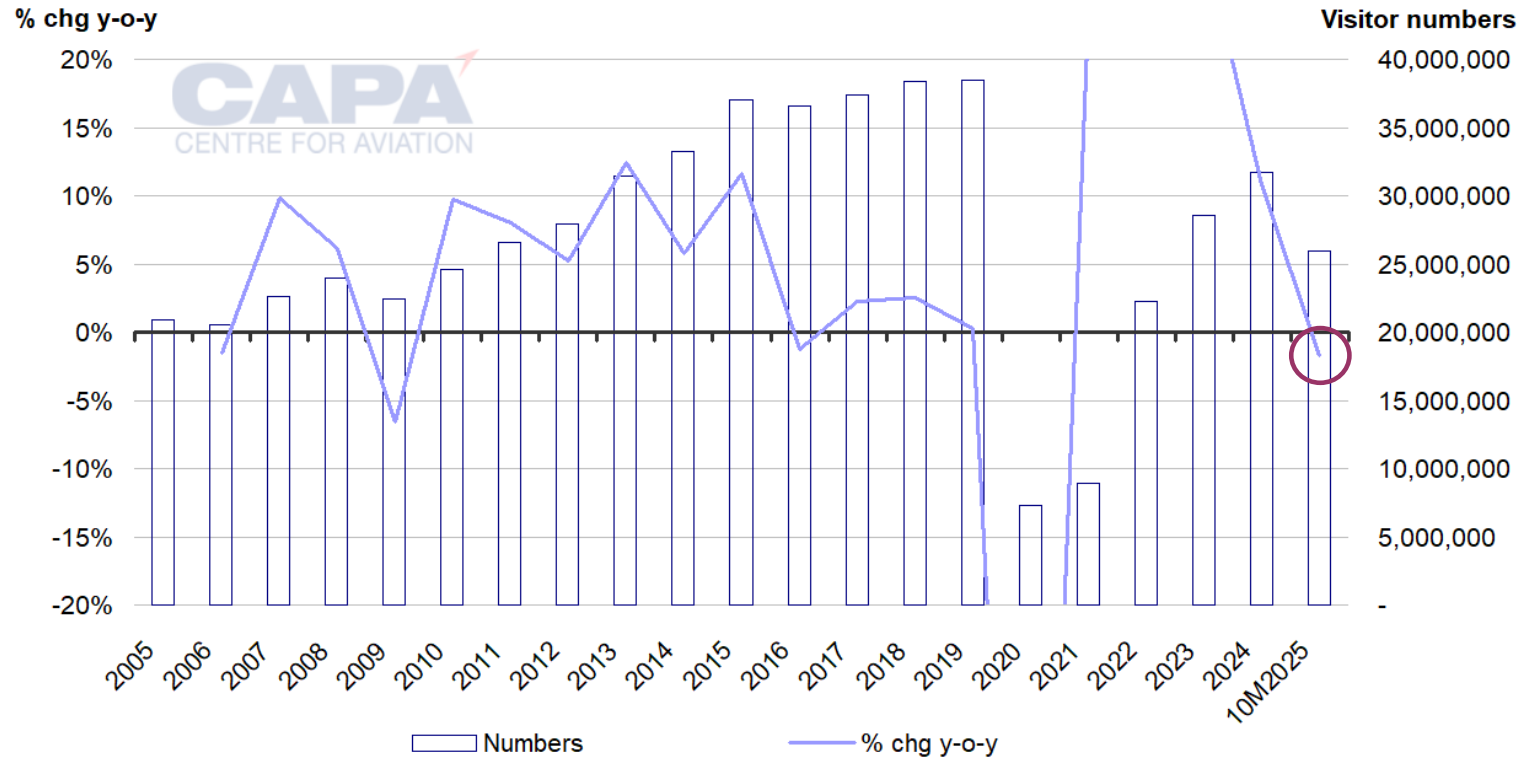
## Visitors by air to the US



Source: US International Trade Administration, CAPA - Centre for Aviation

# Air visitors to US **-1.7%** 10M2025

## Visitors by air to the US

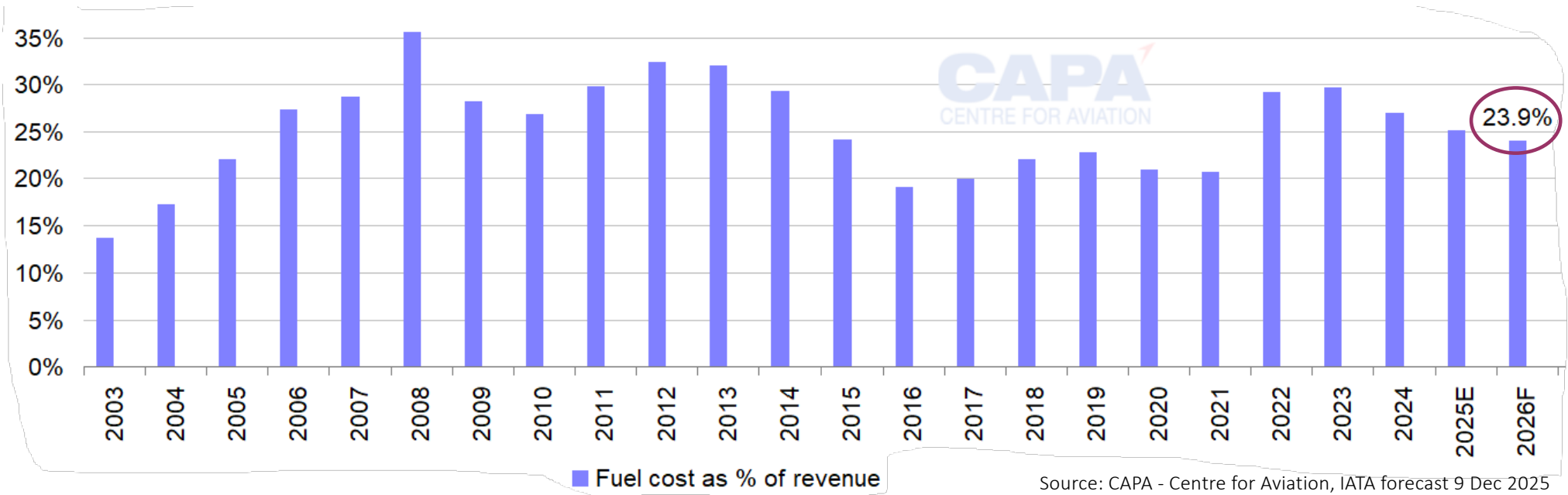


Source: US International Trade Administration, CAPA - Centre for Aviation

Negative y-o-y growth in 8 months out of 9 since Feb-2025, after almost four years of uninterrupted positive growth

# Fuel cost c24% of revenue in 2026

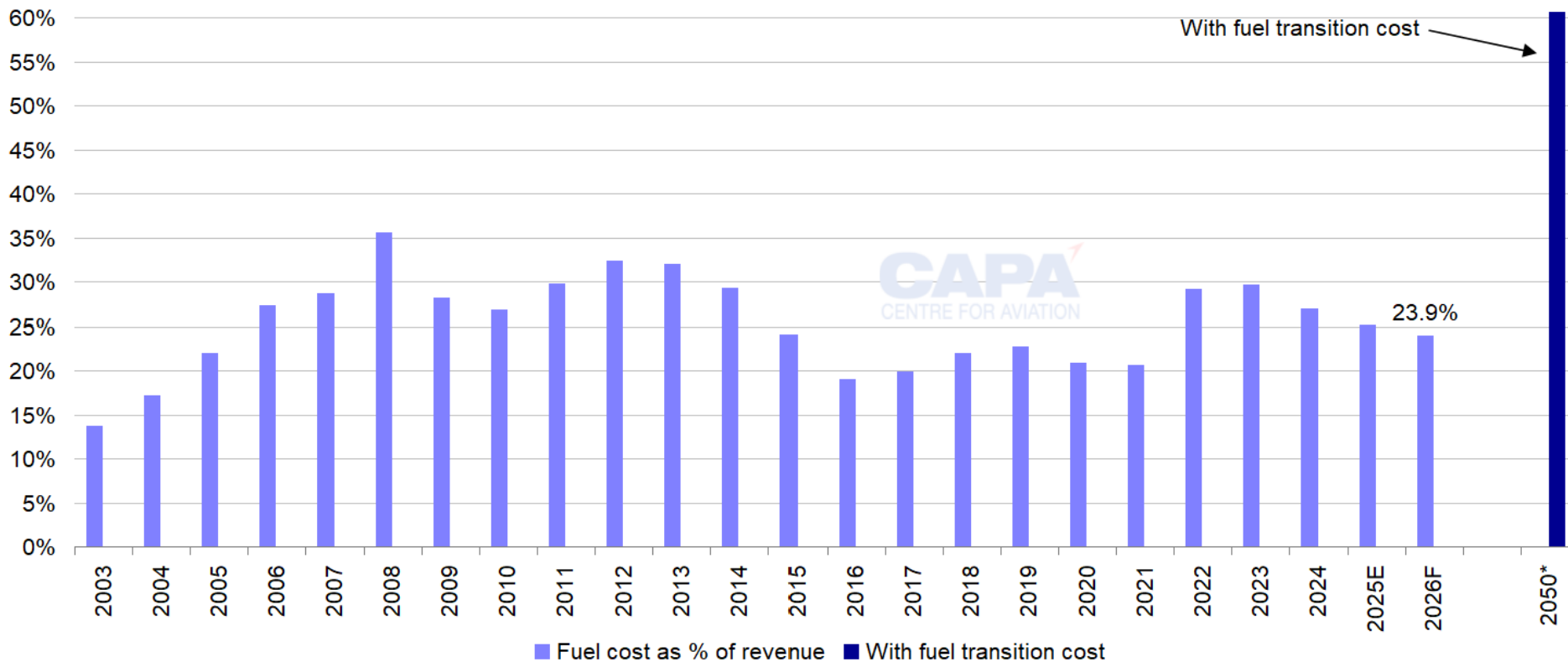
World airline fuel cost as a percentage of revenue, 2003 to 2026F



IATA forecast, based on **2025** Brent crude at **USD70** (close to YTD average, but USD62 at 9-Dec) and **2026** Brent crude at **USD62**

# Fuel cost could rise to 61% of revenue in 2050

World airline fuel cost as a percentage of revenue



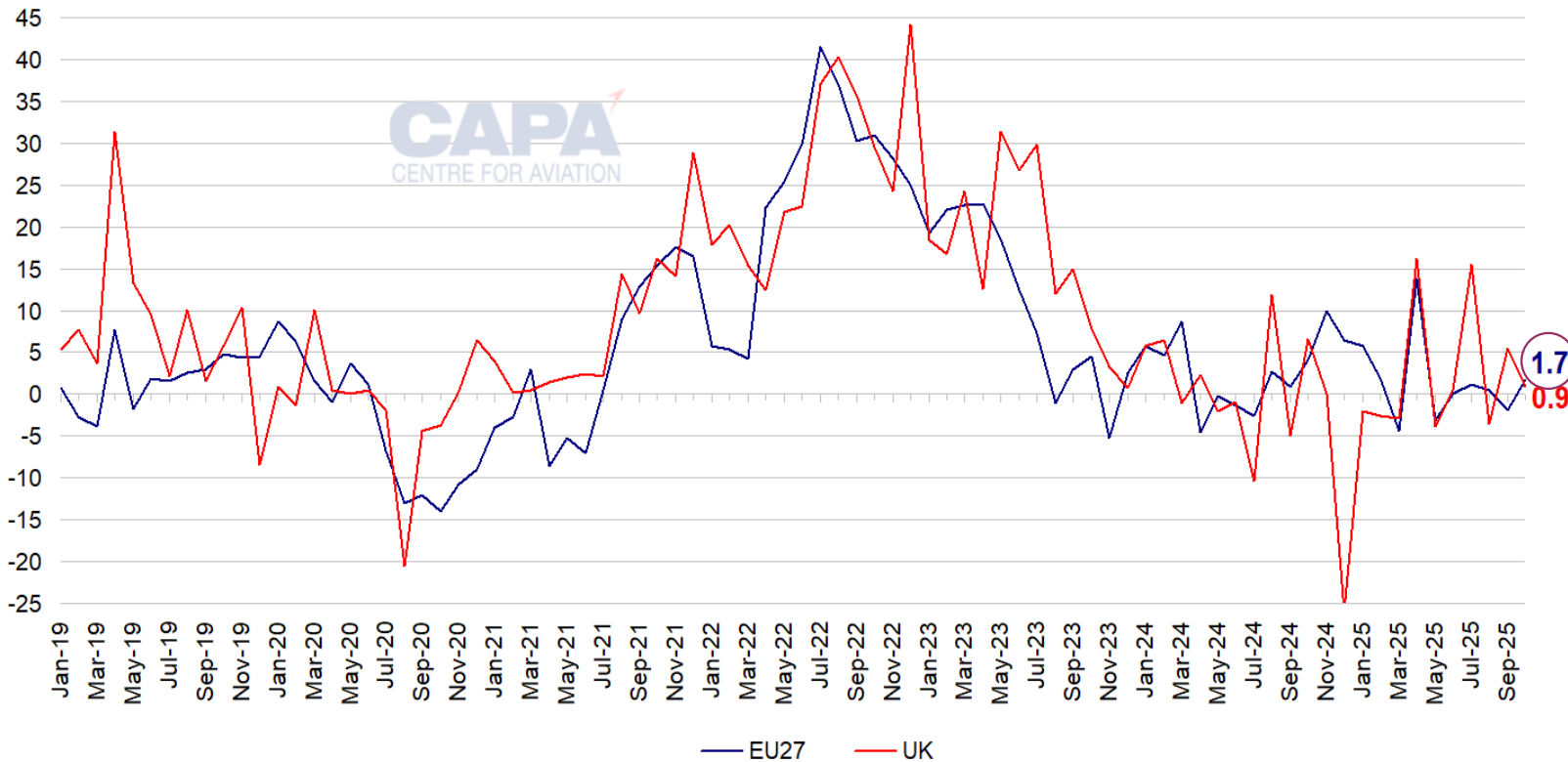
\*2050 illustrative scenario

Source: CAPA - Centre for Aviation, IATA



# EU air fare inflation at **1.7%**

Passenger air transport prices, year on year change, %



**Oct-2025 price change**

**1.7%** yoy in **EU27**

0.9% in **UK**.

**Oct-2025 vs Oct-19 prices**

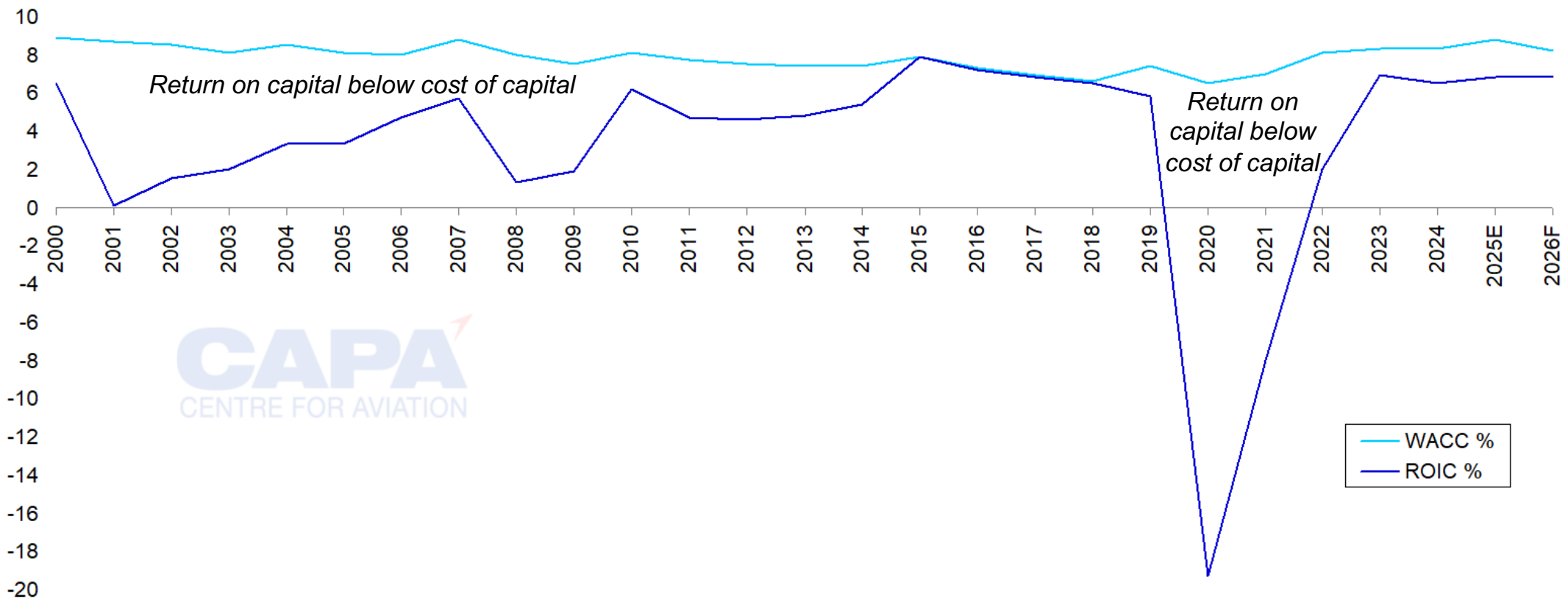
**EU: +44%**

**UK: +68%**

Source: Eurostat, Office for National Statistics, CAPA - Centre for Aviation

# Only **4 years** this century when return on capital = cost of capital

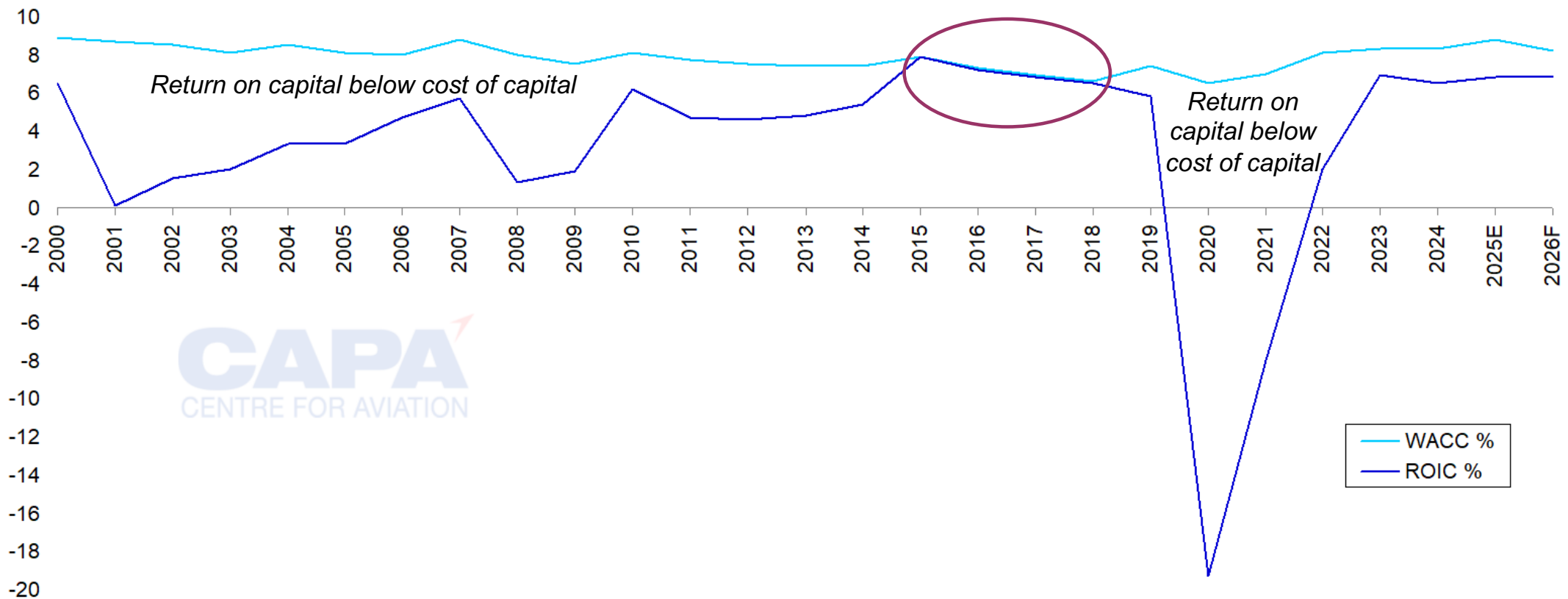
Airline industry Return on Invested Capital (%) and Weighted Average Cost of Capital (%)



Source: IATA Economics, Airfinance Global

# Only 4 years this century when return on capital = cost of capital

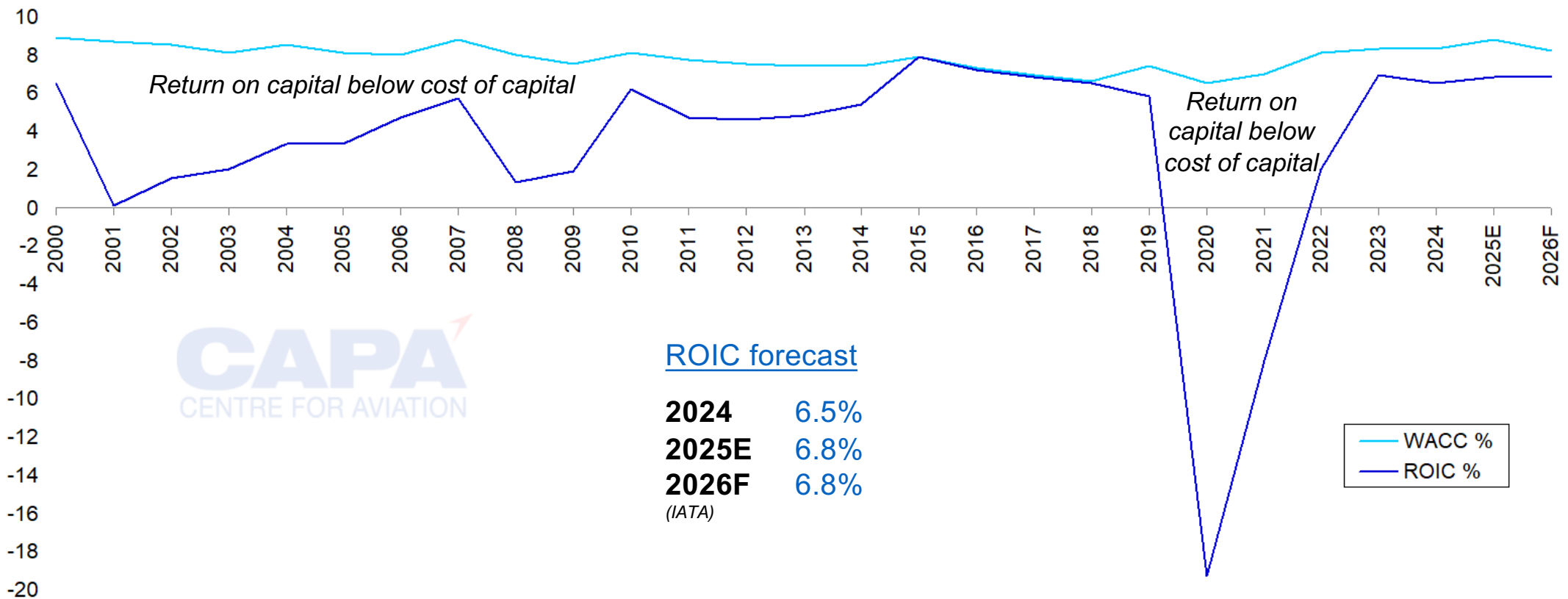
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ROIC forecast

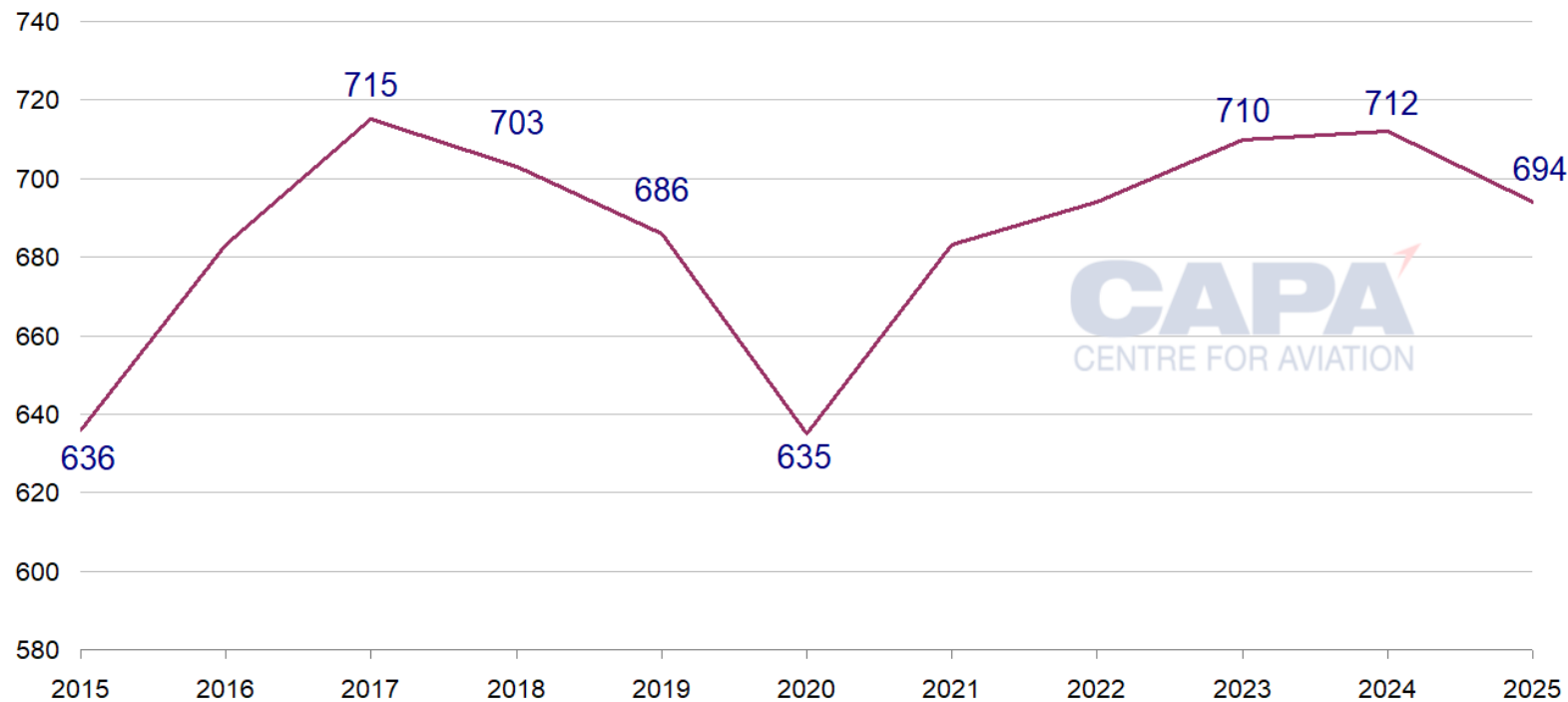
<b>2024</b>	<b>6.5%</b>
<b>2025E</b>	<b>6.8%</b>
<b>2026F</b> <i>(IATA)</i>	<b>6.8%</b>

— WACC %  
— ROIC %

Source: IATA Economics, Airfinance Global

# World **airline numbers** down by **18** in 2025

Global airline numbers, December 2015-2025\*



Net reduction of 18  
over past 12 months

\*Based on week of 8 Dec 2025 and equivalent week of earlier years.  
Source: CAPA - Centre for Aviation

**Artificial Intelligence** could raise ave.  
world GDP growth by **0.5ppts** p.a.\*

Source: IMF

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Benefit from productivity improvements...

\*between 2025 and 2030

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Benefit from productivity improvements...

...but at the cost of higher carbon emissions

\*between 2025 and 2030

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Benefit from productivity improvements...

...but at the cost of higher carbon emissions

AI and data storage/processing estimated to account for 2.5% to 3.7% of  
GHG emissions\*\*

\*between 2025 and 2030

\*\* Source: Columbia Climate School

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SAF is **0.6%** of 2025 jet fuel use

Source: IATA

This has doubled from  
0.3% in 2024 to 0.6% in  
2025

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SAF is **0.6%** of 2025 jet fuel use

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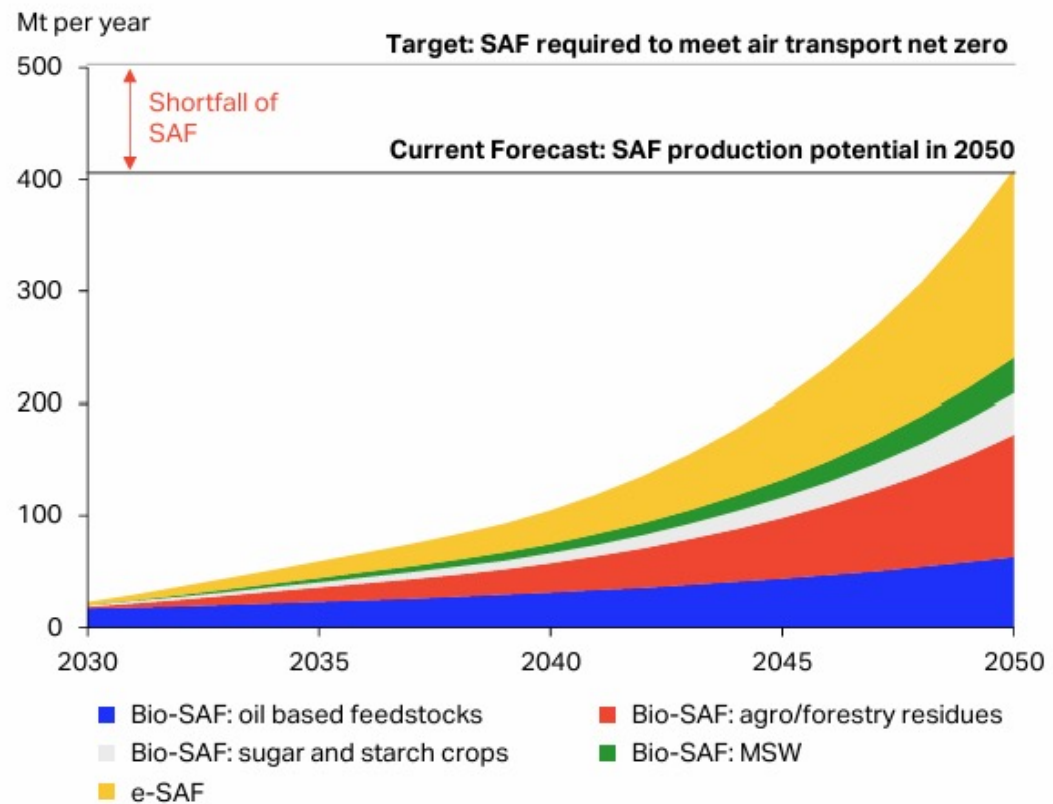
# SAF is 0.6% of 2025 jet fuel use

Source: IATA

This has doubled from 0.3% in 2024 to 0.6% in 2025,

but is down from the forecast of 0.7% going into 2025

### Global SAF production forecast



Source: Worley Consulting & IATA Sustainability and Economics

24 years to net **zero**

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**24** years to achieve ICAO's Long Term Aspirational Goal of net **zero** by **2050**

This goal **must** be reached before **24** runs down to **zero**!

# The 22 numbers *A recap:*

- Oct-2025 RPKs & CTKs both **112%** of 2019 levels
- Seat capacity now at **113%** of 2019 levels
- Jets in service at **110%** of 2019 levels
- Inactive jets **6.1%** of total (vs 4.0% in Nov-2019)
- Boeing, Airbus deliveries: **9** years lost
- Aircraft order backlog: **12** years of production
- **2.4m** new aviation personnel needed by 2044
- **3** women on IATA board
- LCC seat share **34%**
- IMF world GDP forecast cut from **3.3%** to **3.1%**
- Historically RPK growth has been **2x** GDP growth
- Air visitors to US **-1.7%** in 10M2025
- Fuel cost **c24%** of revenue in 2026F
- Fuel cost could rise to **61%** of revenue in 2050
- EU air fare inflation Oct at **-1.7%**
- Only **4** years this century when ROIC = WACC
- World airline numbers down by **18** in 2025
- AI could raise world GDP growth by **0.5**ppts
- SAF is **0.6%** of 2025 jet fuel use
- **24** years to achieve net **zero**