Commercial Services Market Outlook
2023–2042

- **Africa**
  - Services: $105 B
  - 20YR Growth: 5.5%
  - New Personnel: 69 K

- **China**
  - Services: $675 B
  - 20YR Growth: 5.2%
  - New Personnel: 433 K

- **Eurasia**
  - Services: $945 B
  - 20YR Growth: 3.9%
  - New Personnel: 534 K

- **Latin America**
  - Services: $205 B
  - 20YR Growth: 4.4%
  - New Personnel: 128 K

- **Middle East**
  - Services: $335 B
  - 20YR Growth: 4.2%
  - New Personnel: 215 K

- **North America**
  - Services: $855 B
  - 20YR Growth: 2.3%
  - New Personnel: 429 K

- **Northeast Asia**
  - Services: $170 B
  - 20YR Growth: 2.2%
  - New Personnel: 90 K

- **Oceania**
  - Services: $65 B
  - 20YR Growth: 3.0%
  - New Personnel: 39 K

- **South Asia**
  - Services: $150 B
  - 20YR Growth: 7.5%
  - New Personnel: 120 K

- **Southeast Asia**
  - Services: $310 B
  - 20YR Growth: 7.1%
  - New Personnel: 220 K

- **Total Services**
  - $3.8 T
  - 2023–2042 SERVICES
  - 20YR GROWTH 3.9%

- **Total Personnel**
  - 2.3 M
  - NEW PILOTS
  - NEW TECHNICIANS
  - NEW CABIN CREW

- **Maintenance, Repair, Overhaul & Modifications**
- **Parts & Distribution Services**
- **Training & Pilot Services**
- **Digital Solutions & Analytics**