AEROSPACE & DEFENSE · MRO

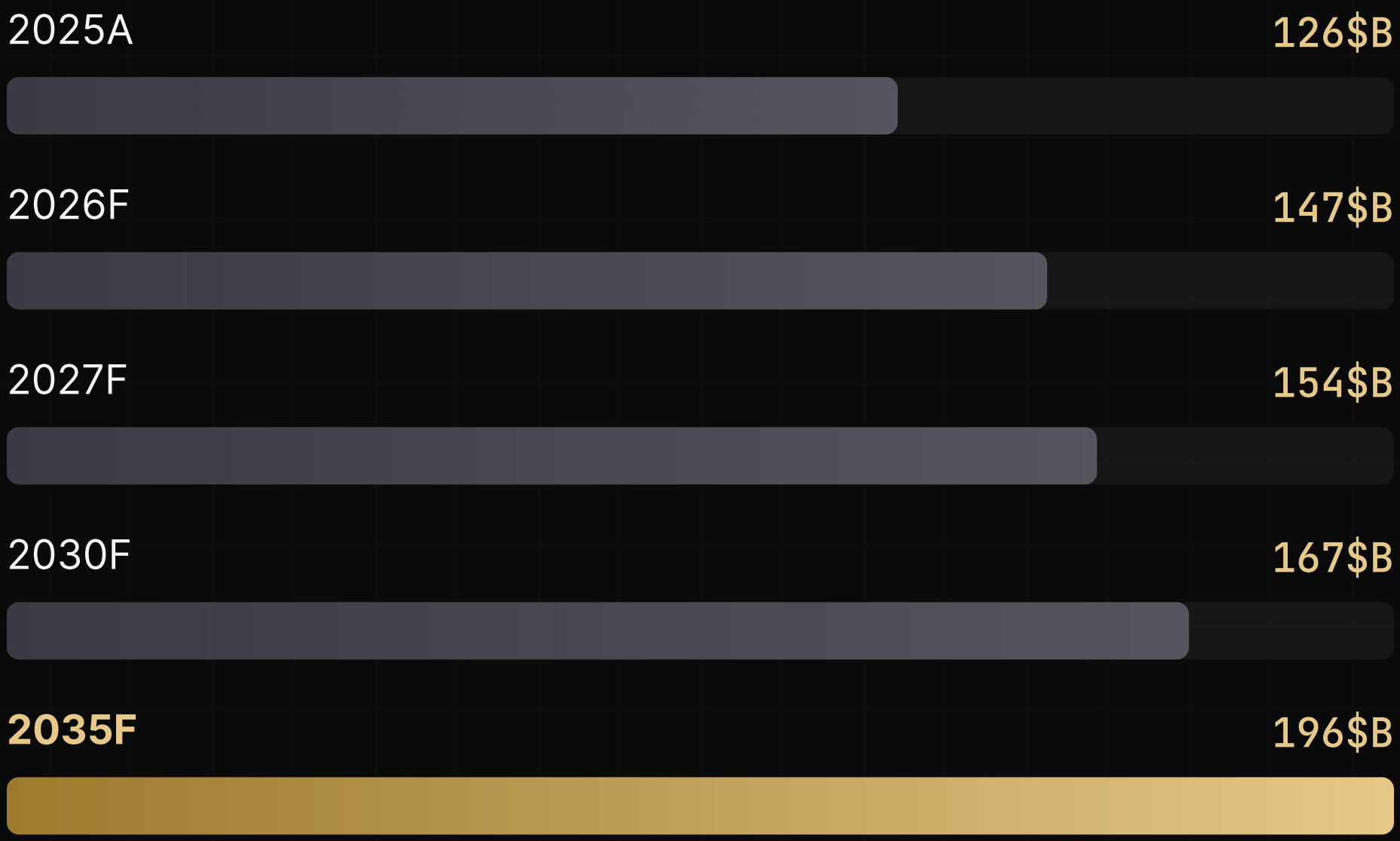
MRO spend grows *3x faster* than the fleet. Where does AI pay?

AlixPartners A&D Outlook 2026, read for executives

Source: AlixPartners A&D Outlook 2026 (MRO chapter); per-aircraft figures = Cardan-AI calculation, nominal $

GLOBAL MRO SPEND, $B

A *$126B* market heads for *$196B*



~10% CAGR 2025-27, ~3% 2027-35. Fleet: 33.6k to 45.1k aircraft (~3% CAGR).

Source: AlixPartners A&D Outlook 2026 (MRO chapter); per-aircraft figures = Cardan-AI calculation, nominal $

CARDAN-AI CALCULATION

$3.75M → $4.35M

MRO spend per in-service aircraft, 2025A to 2035F

Each aircraft absorbs more spend as the fleet ages and parts stay scarce. *Time-to-part* is the lever.

14.8 yrs
record fleet age (avg 13.6)

33.6k → 45.1k
aircraft in service

Source: AlixPartners A&D Outlook 2026 (MRO chapter); per-aircraft figures = Cardan-AI calculation, nominal $