

# Global Economic & Industry Outlook

*Weathering the  
(geopolitical) storm...*

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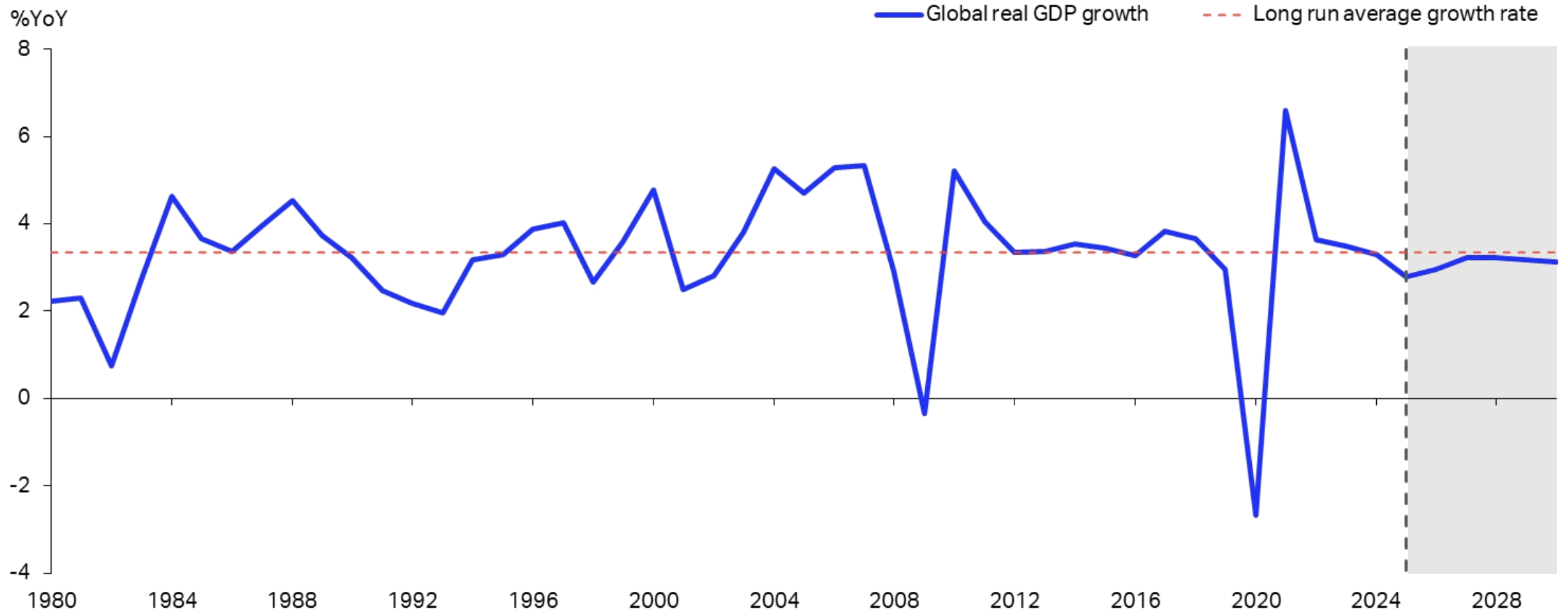
WFS/WPS Plenary  
November 2025



# Global GDP forecast dips below its long-run average

## Risks to the economic outlook remain tilted to the downside

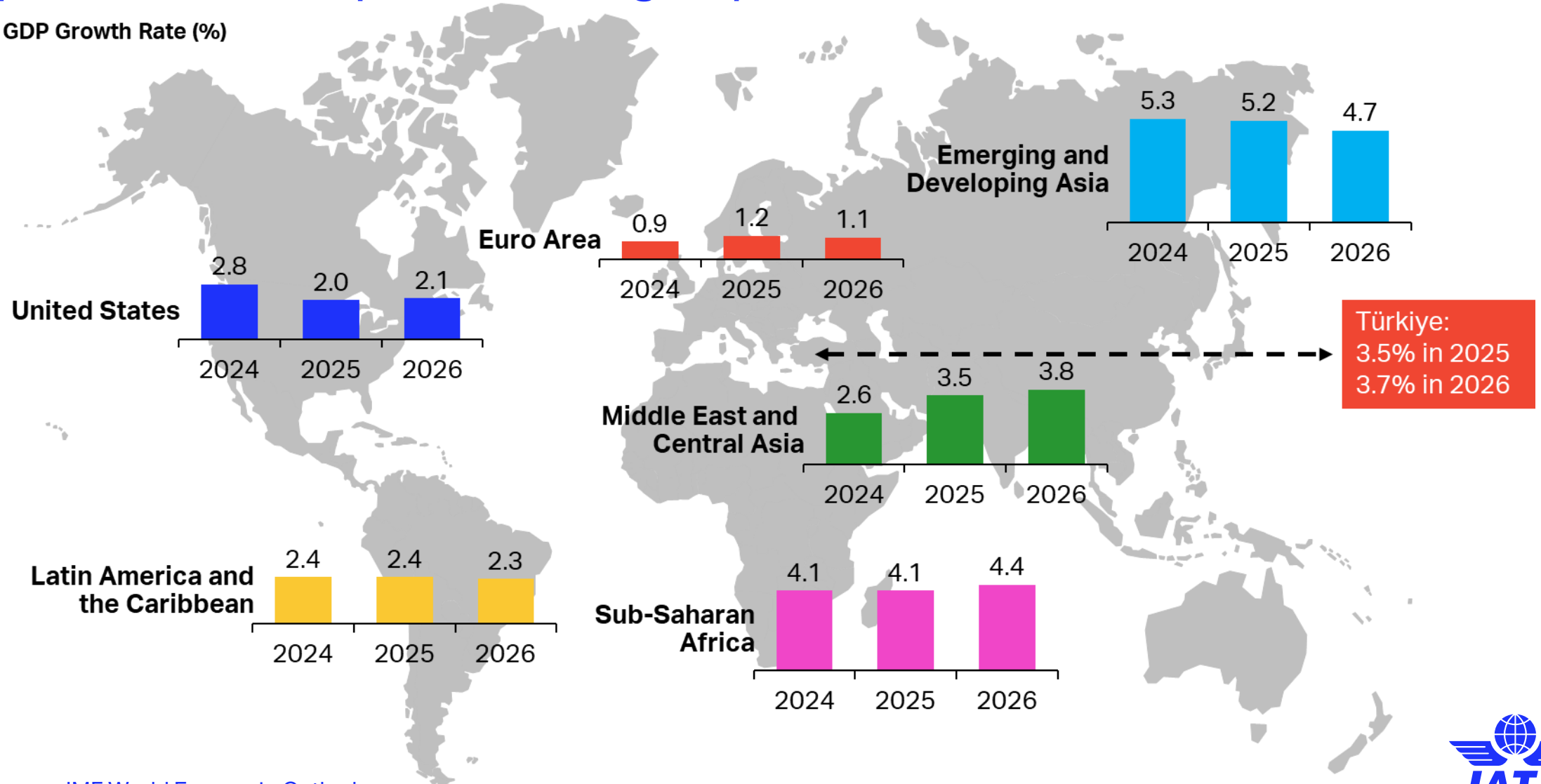
Global Real GDP Growth Rate



# Growth strongest in emerging & developing countries

## Geopolitical developments weigh upon the forecasts

Real GDP Growth Rate (%)



# The US dollar has eased by ~10% since January

## Reducing debt burdens & USD-denominated costs outside the US

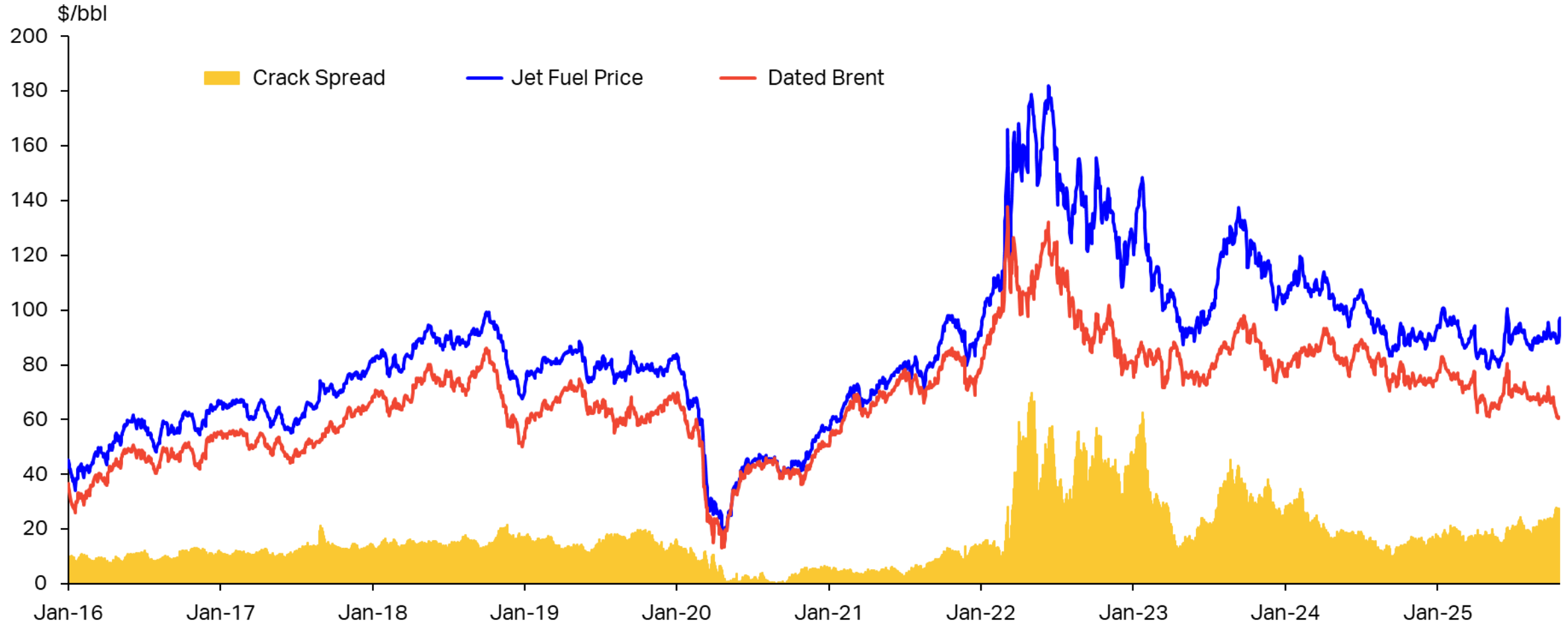
US Dollar trade weighted index, nominal, Jan06=100



# Crude oil prices are ~13% lower since January

## But jet fuel is largely unchanged (& trending higher in recent months)

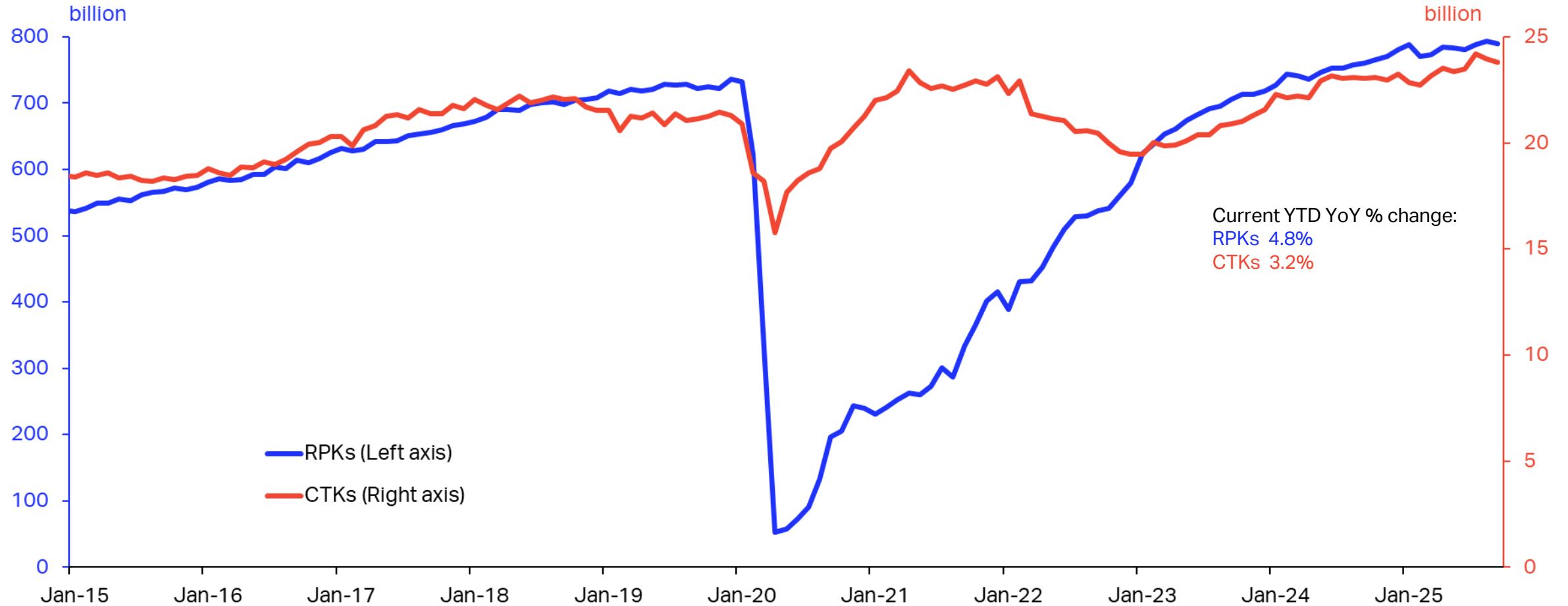
Jet Fuel Price vs Crude Oil Price



# Growth in global passenger & cargo traffic has slowed

## RPKs forecast to increase by a robust 5.8% in 2025

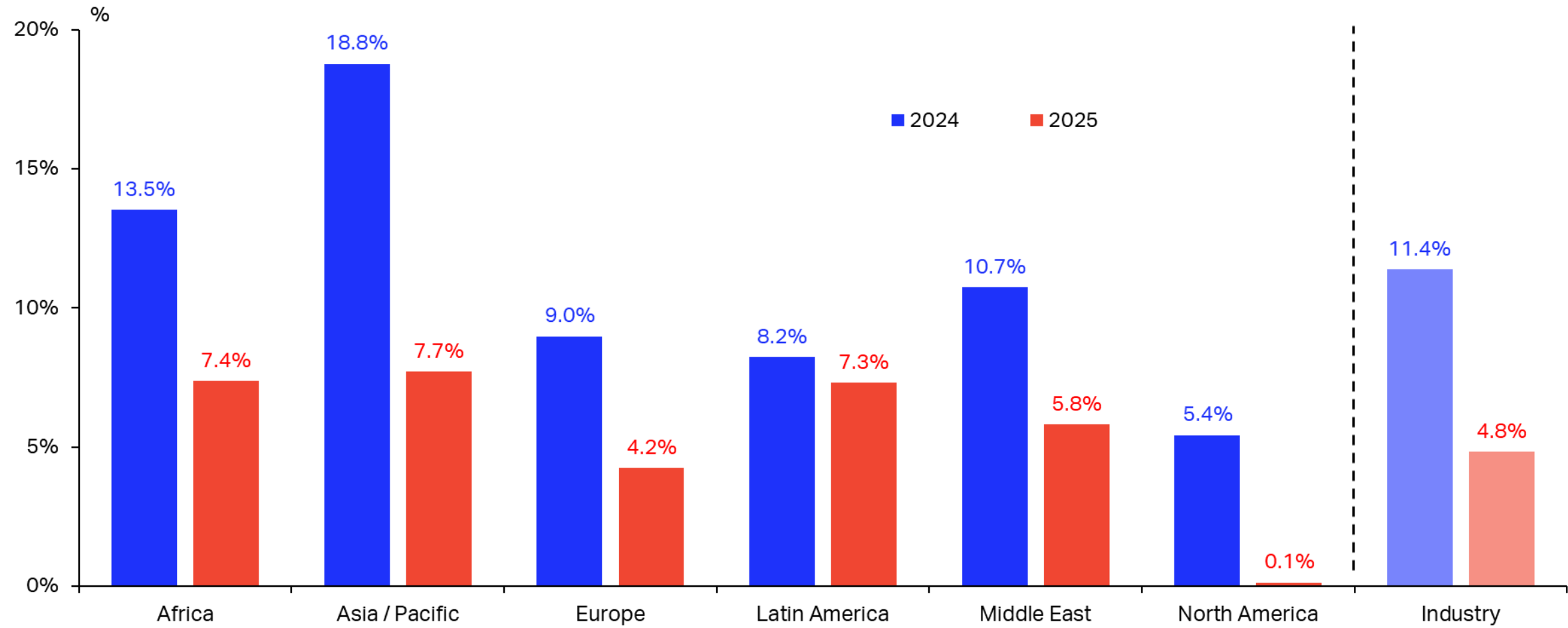
Industry RPKs and CTKs, seasonally adjusted (bn)



# Slower RPK growth is evident across all regions

## Asia Pacific leads, North America RPKs flat YTD vs 2024

Growth in total RPK by airline region of registration, YTD (January-September), %ch vs same period 2024

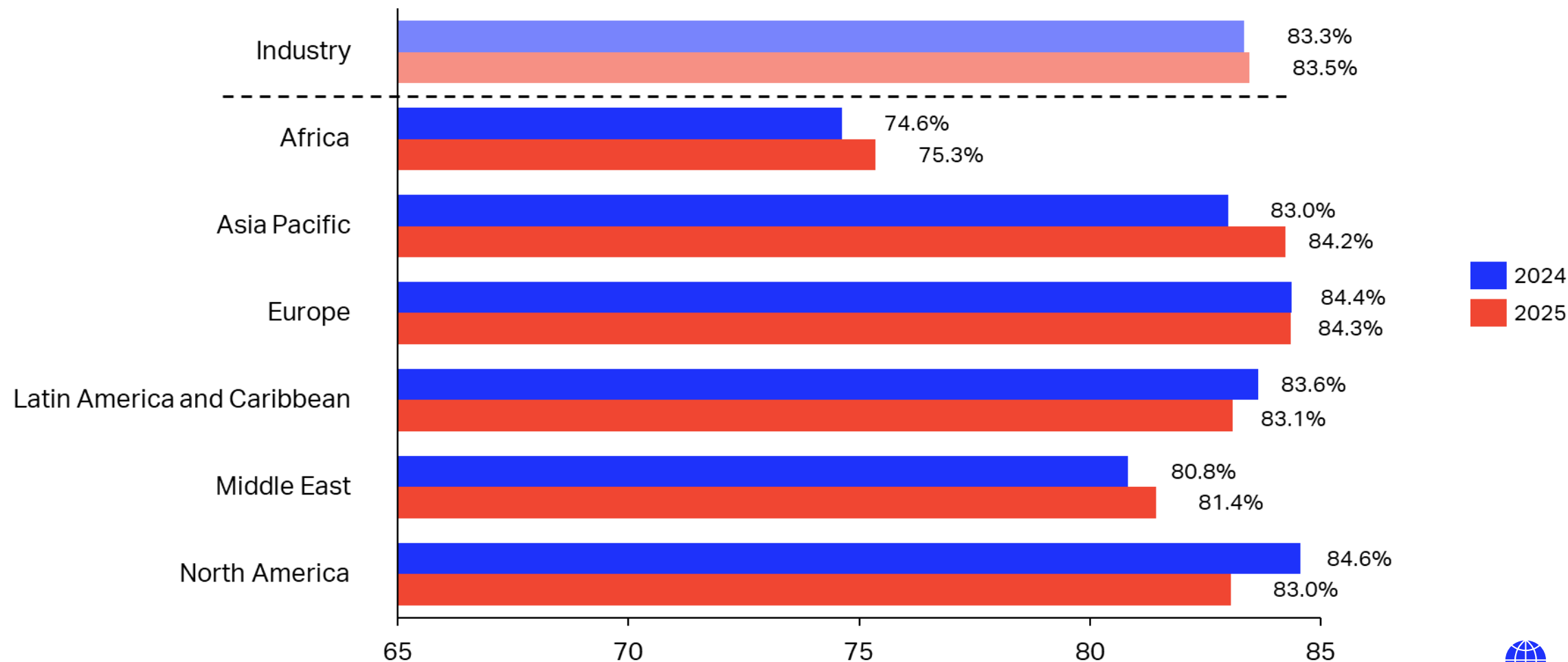




# Load factors at or close to historic highs...

## ...supporting passenger yields

Passenger Load Factors, 2024 vs. 2025 (Jan-Sep), by Airline Region

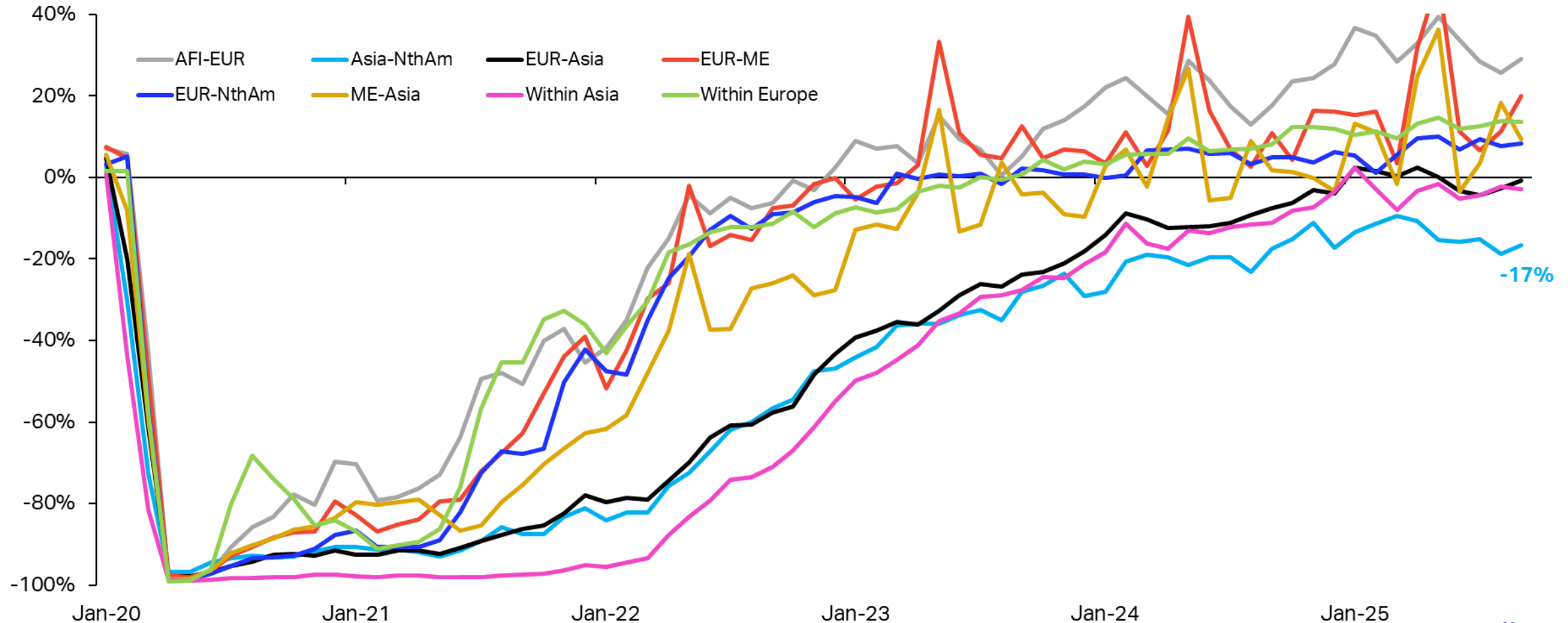




# International recovery profiles diverged post-Covid

## Asia traffic typically still lagging, especially flows with Nth America

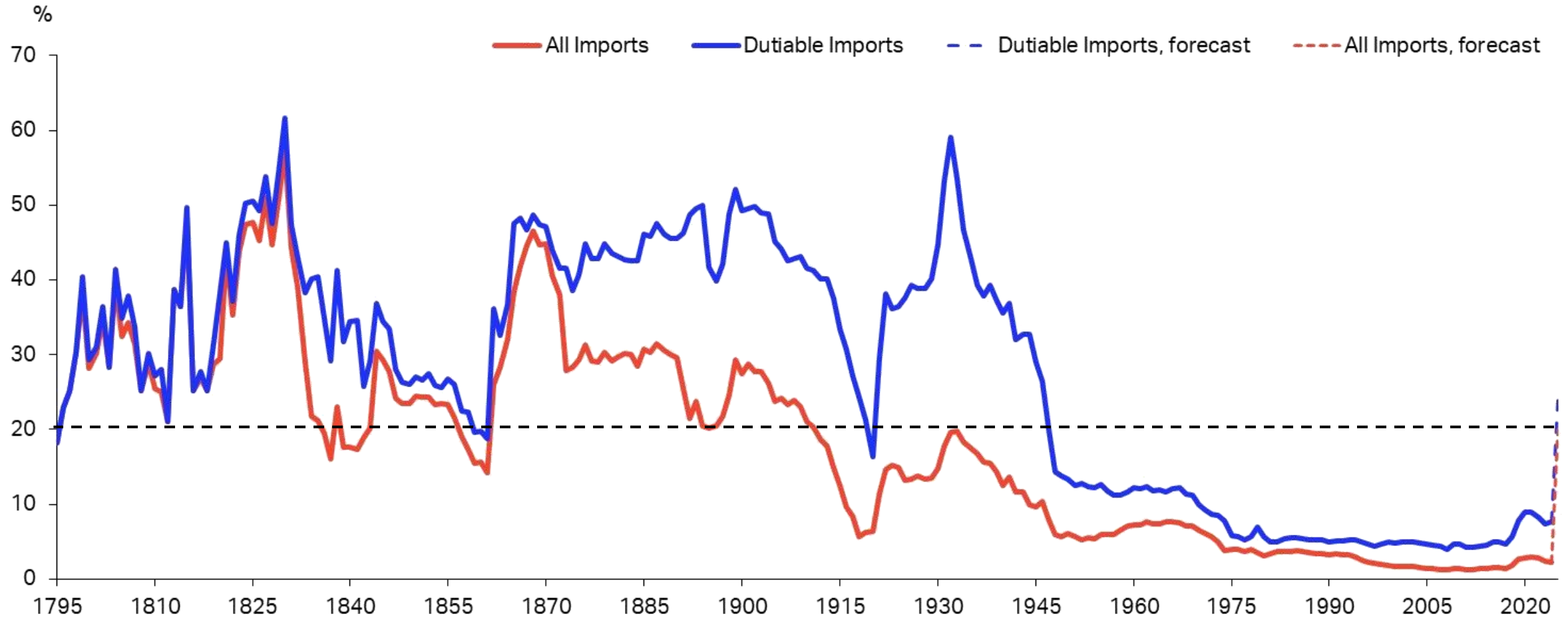
International RPKs – Route area recovery (selected) vs 2019 benchmark



# US tariffs could rise to highest since World War II

## The international trade landscape is changing before us

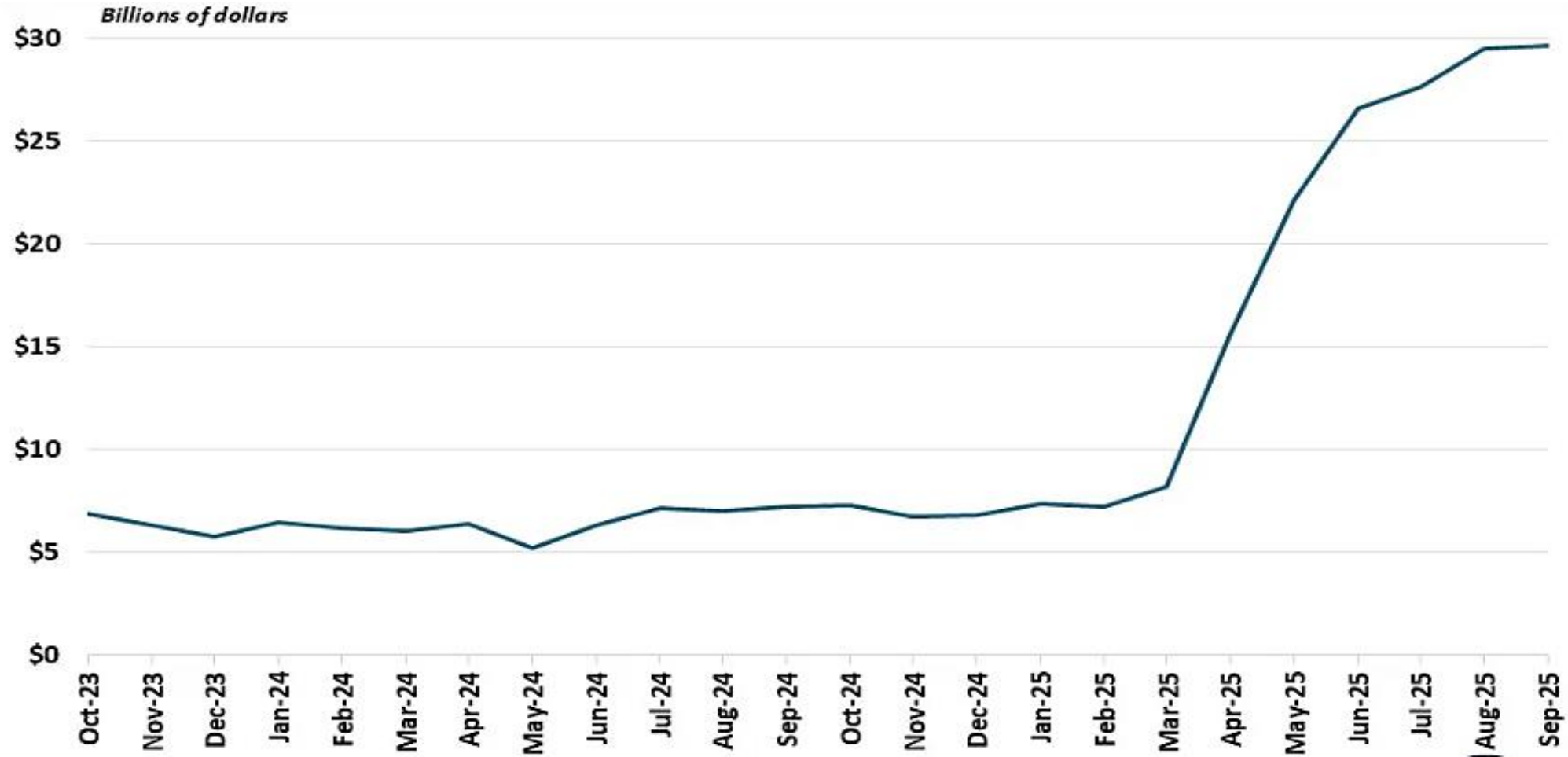
US average tariff rate on imported goods



# US tariff revenue has surged since the start of the year

## Which can shift spending & investment patterns and economic activity

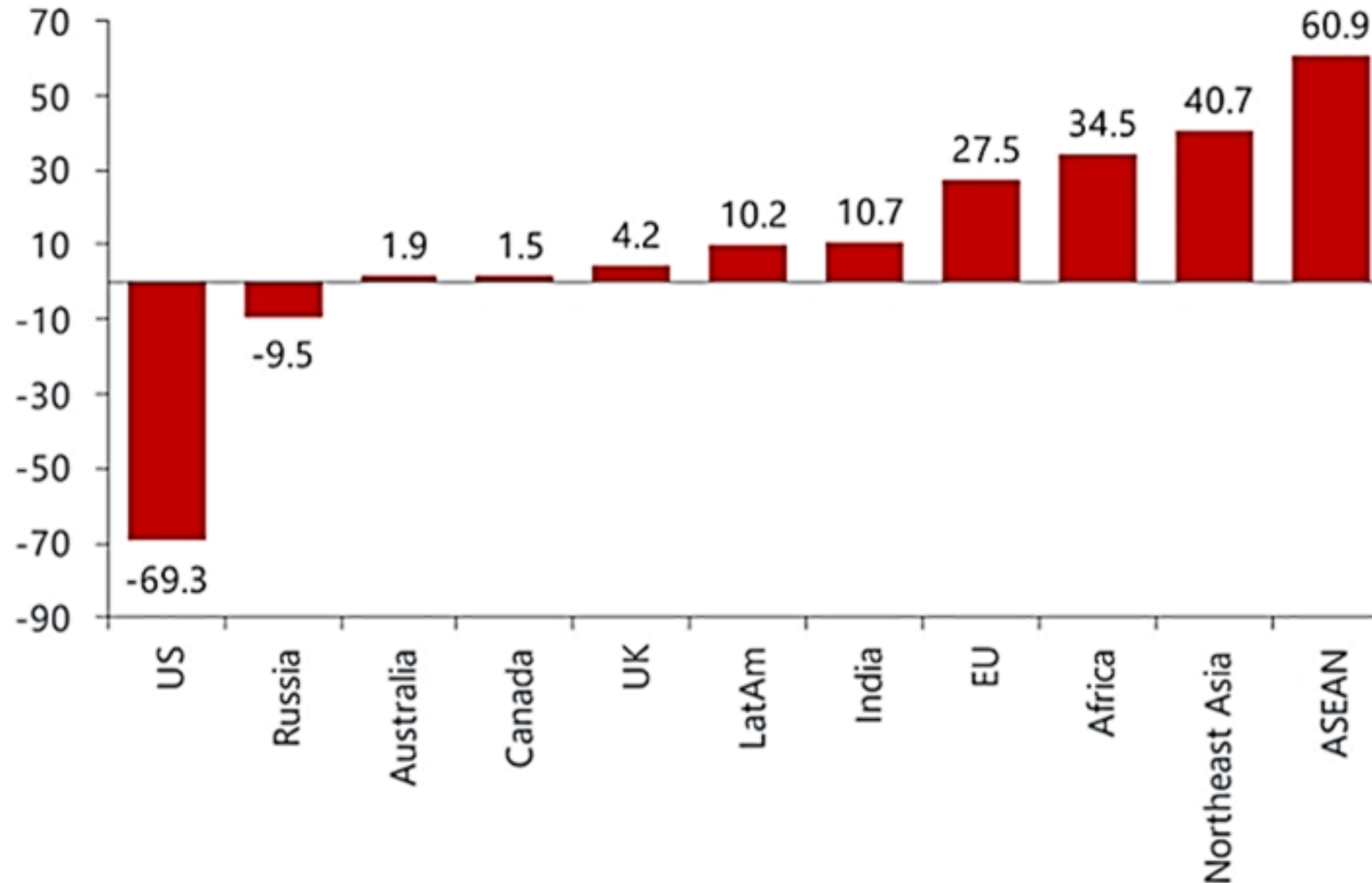
Monthly net receipts for customs duties (USD bn)



# Chinese exports have grown overall, despite tariffs

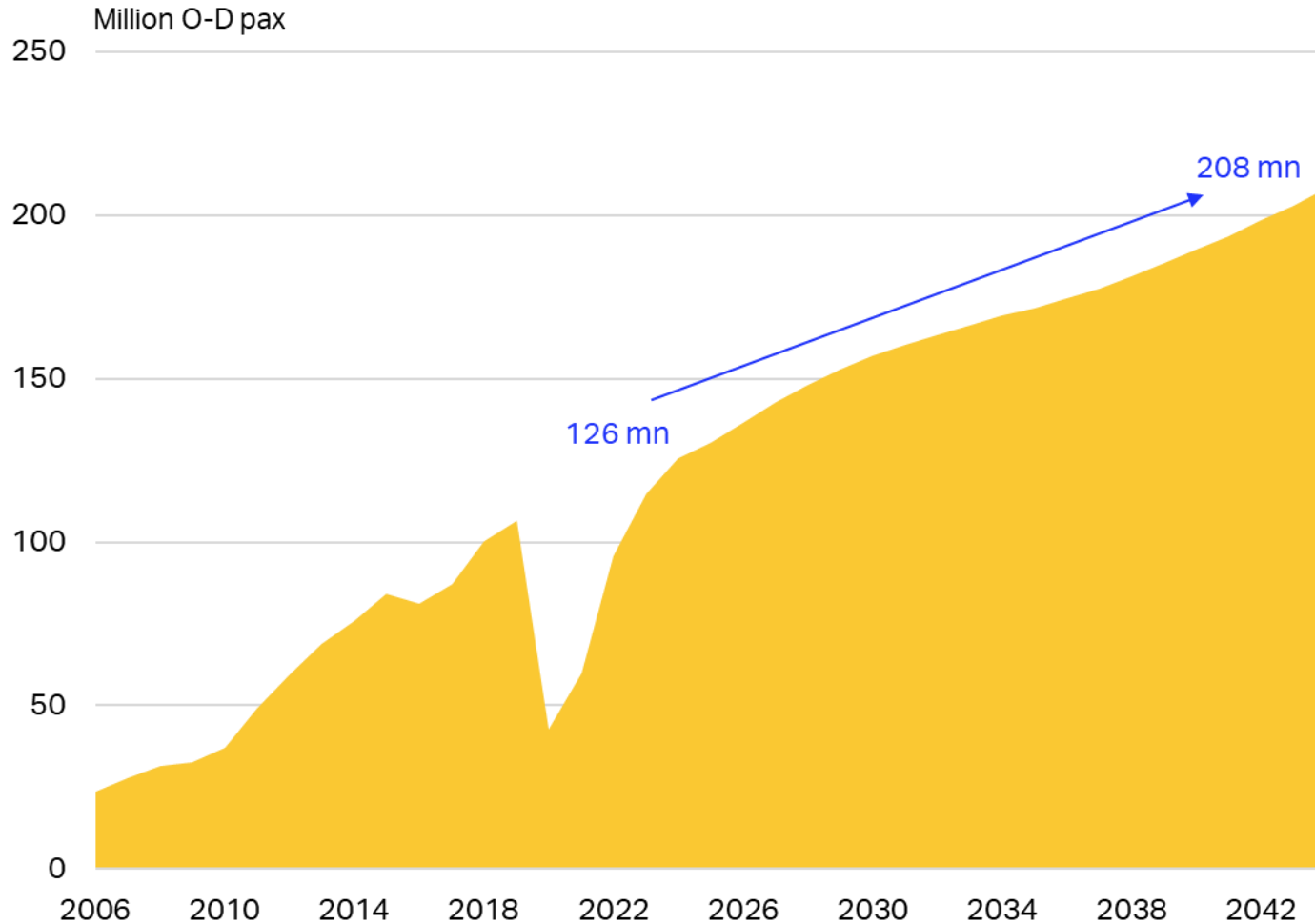
## Pivoting towards regional and emerging markets

China goods exports by destination, YTD Sep 2025, cumulative year-on-year change, \$bn



# Türkiye's 20-year passenger demand outlook is bright

## Supported by favorable fundamental drivers



**2.6%**

Annual average growth in global air passenger journeys over the next 20 years

**1.7x**

The number of air passenger journeys in 2044 compared with today

**82 million**

Additional air passenger journeys to, from and within Türkiye in 2044 compared with 2024

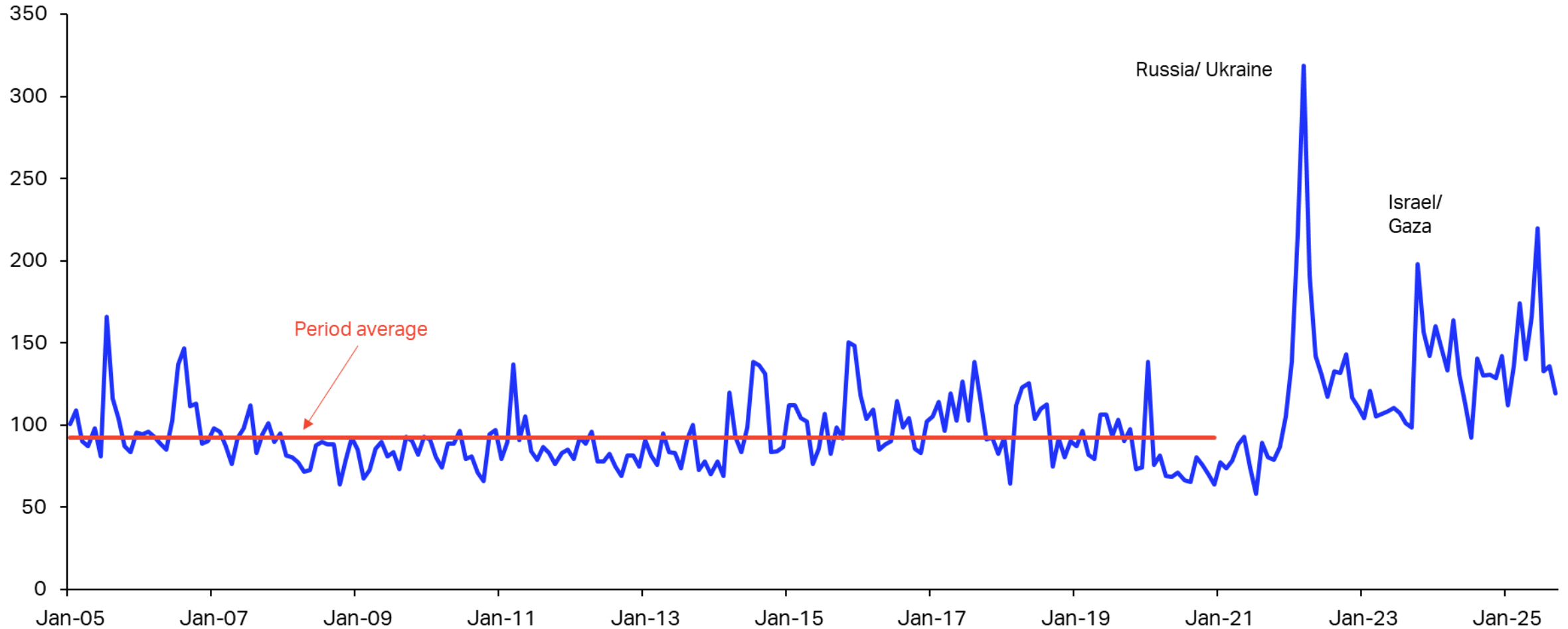
# Selected issues



# Geopolitical risk is elevated

## Weighing on both consumer and business decision-making

Global Geopolitical Risk Index

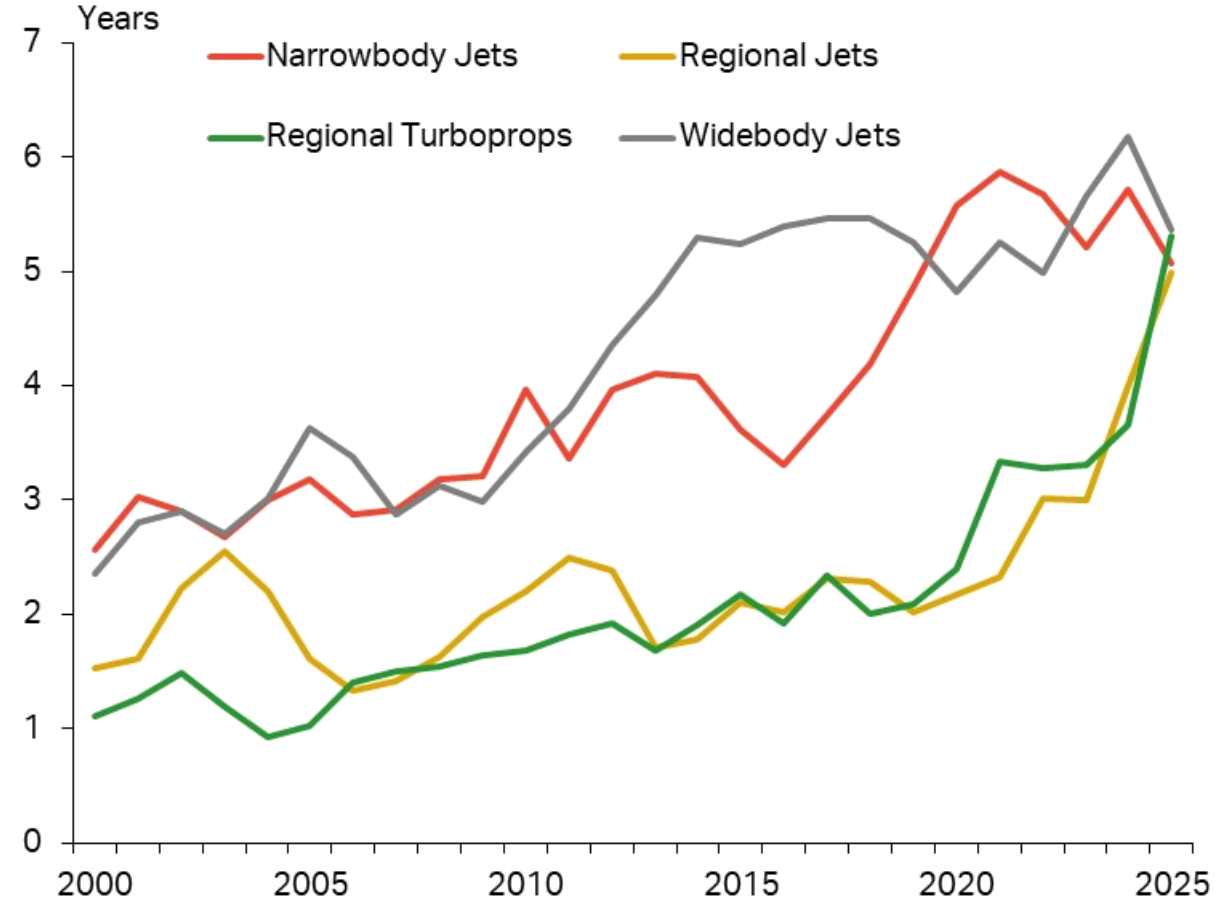
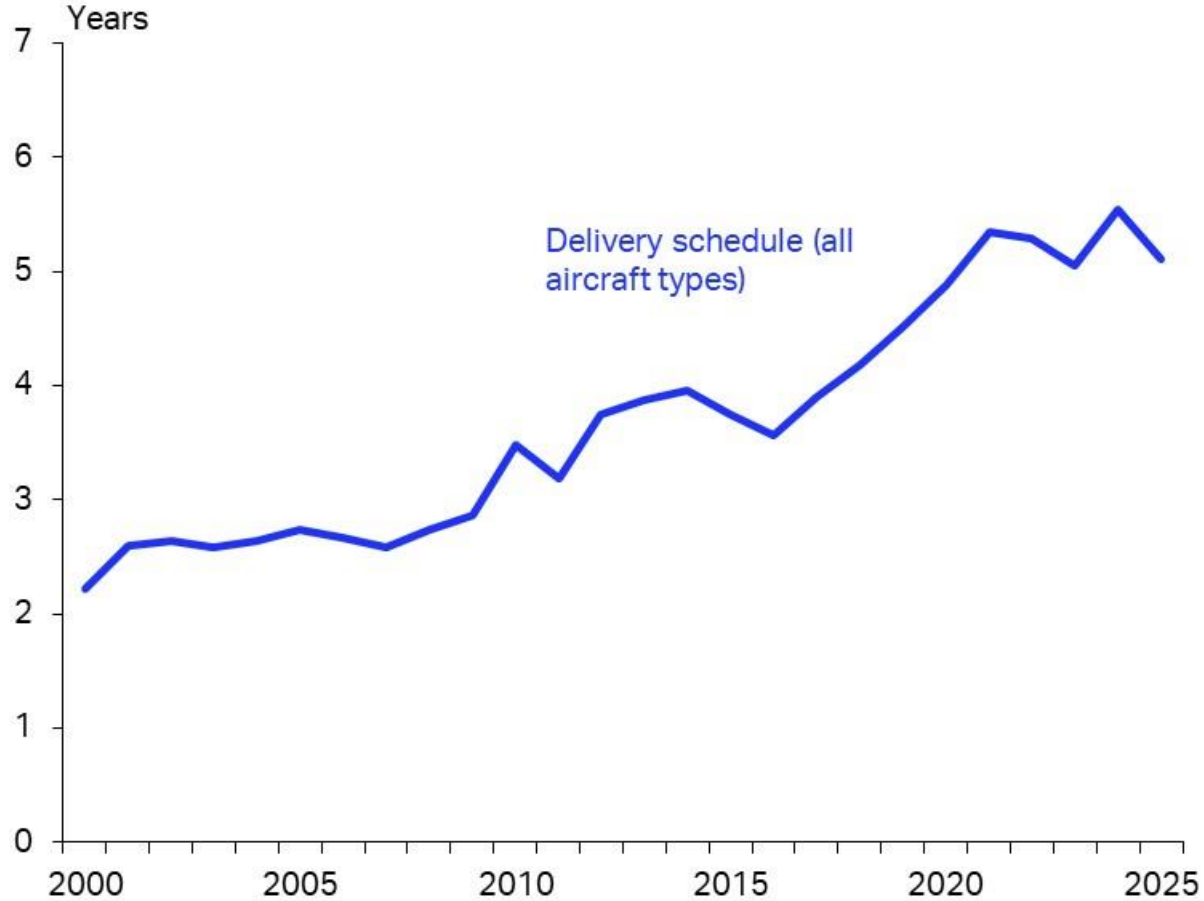




# Aircraft delivery times have risen – across all types

## Creating capacity shortages and supporting load factors & yields

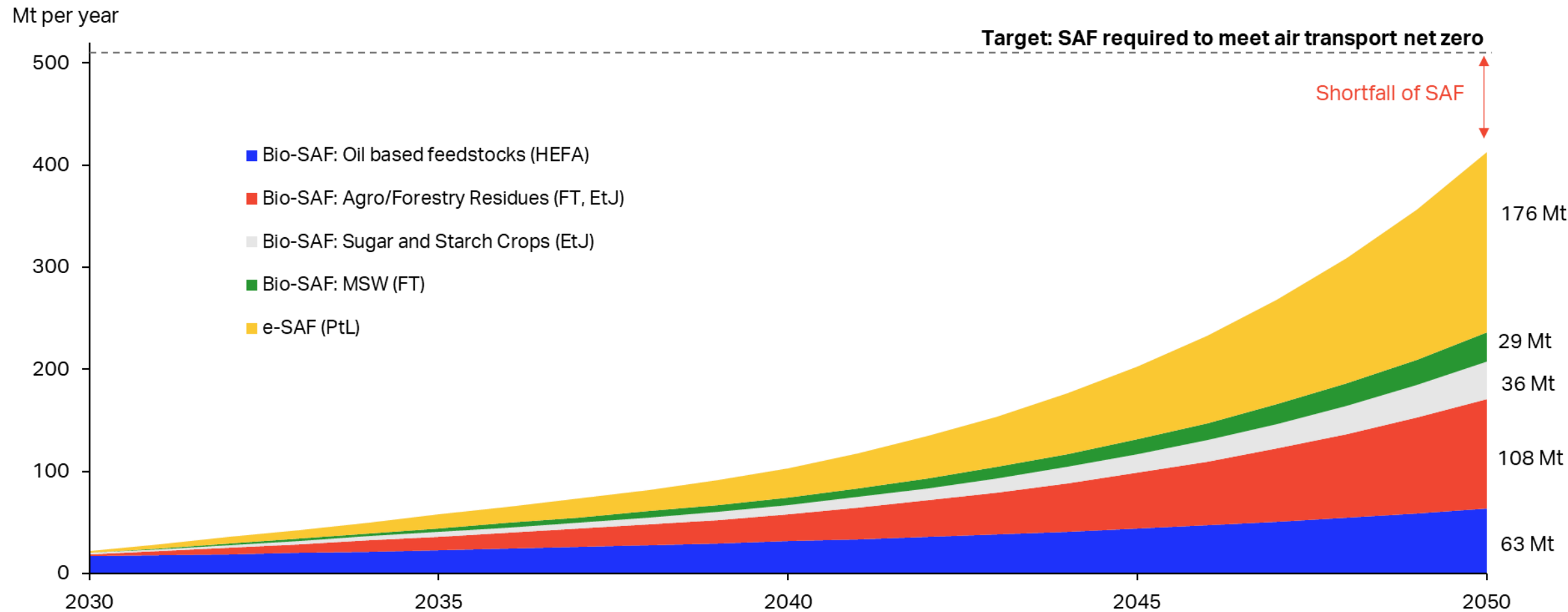
Aircraft waiting time (period between order and delivery date, by year of delivery)



# Air transport's sustainability transition comes at a cost

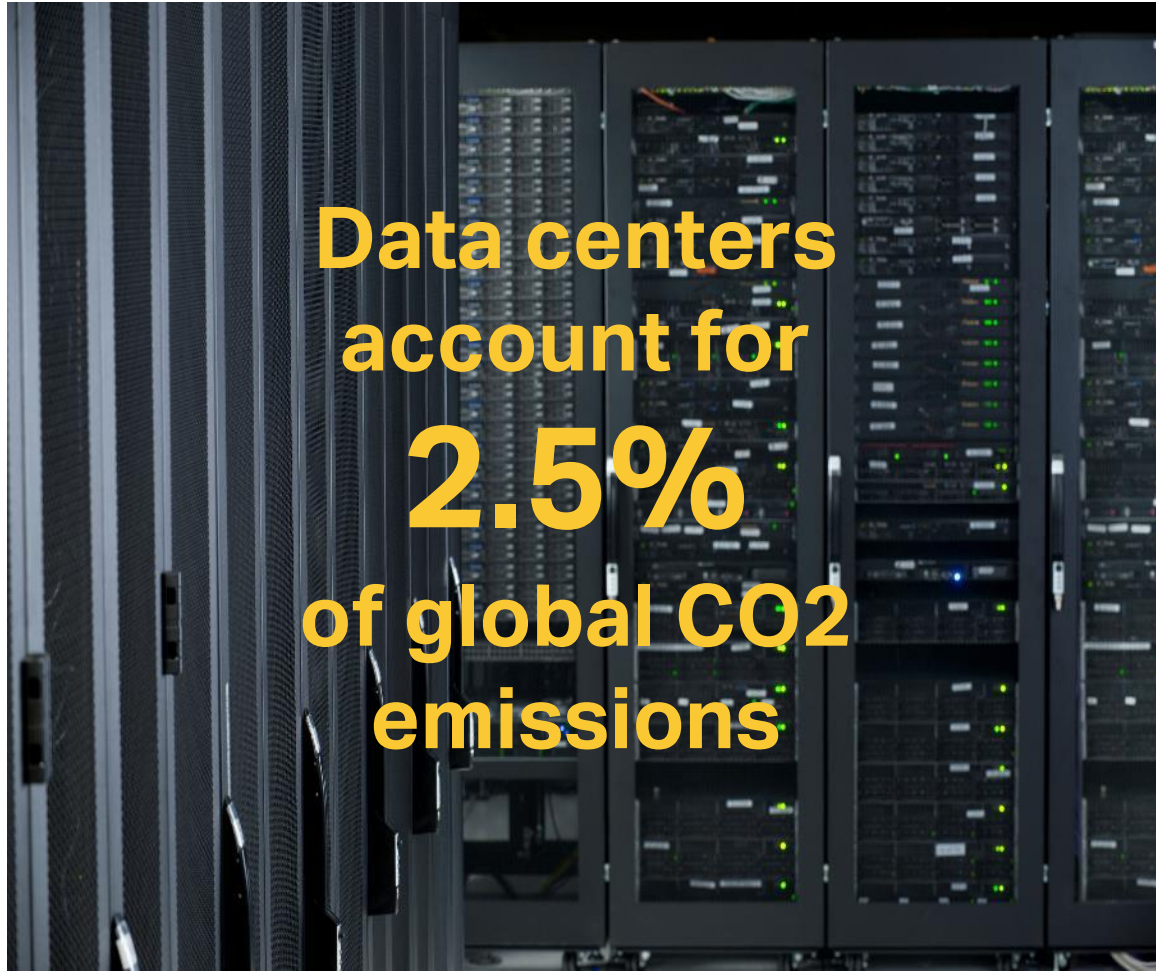
## Finance & Sustainability departments must be aligned

Estimated global Sustainable Aviation Fuel (SAF) production potential



# Digitisation, automation, AI...

And don't forget the sustainability impact (CO2 emissions)...



# Concluding comments

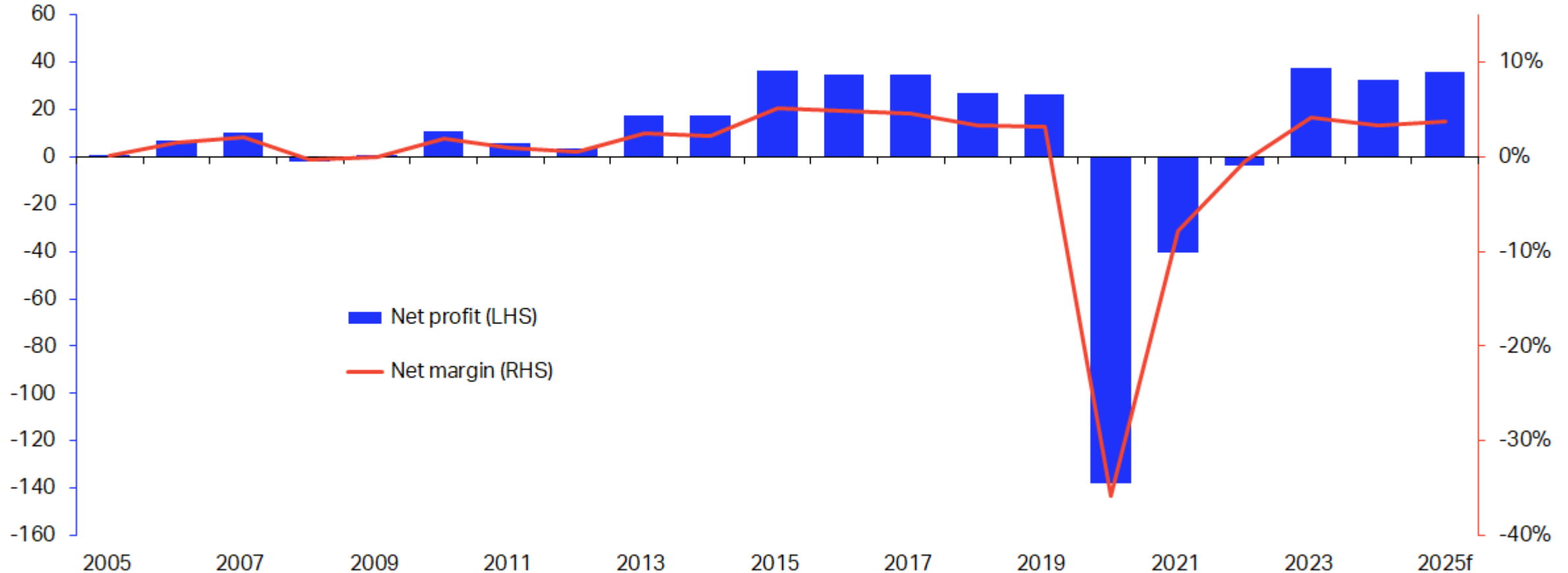


# Industry-wide net profit estimated at USD36bn in 2025

## Net profit margin also slightly higher at (a still slim) 3.7%

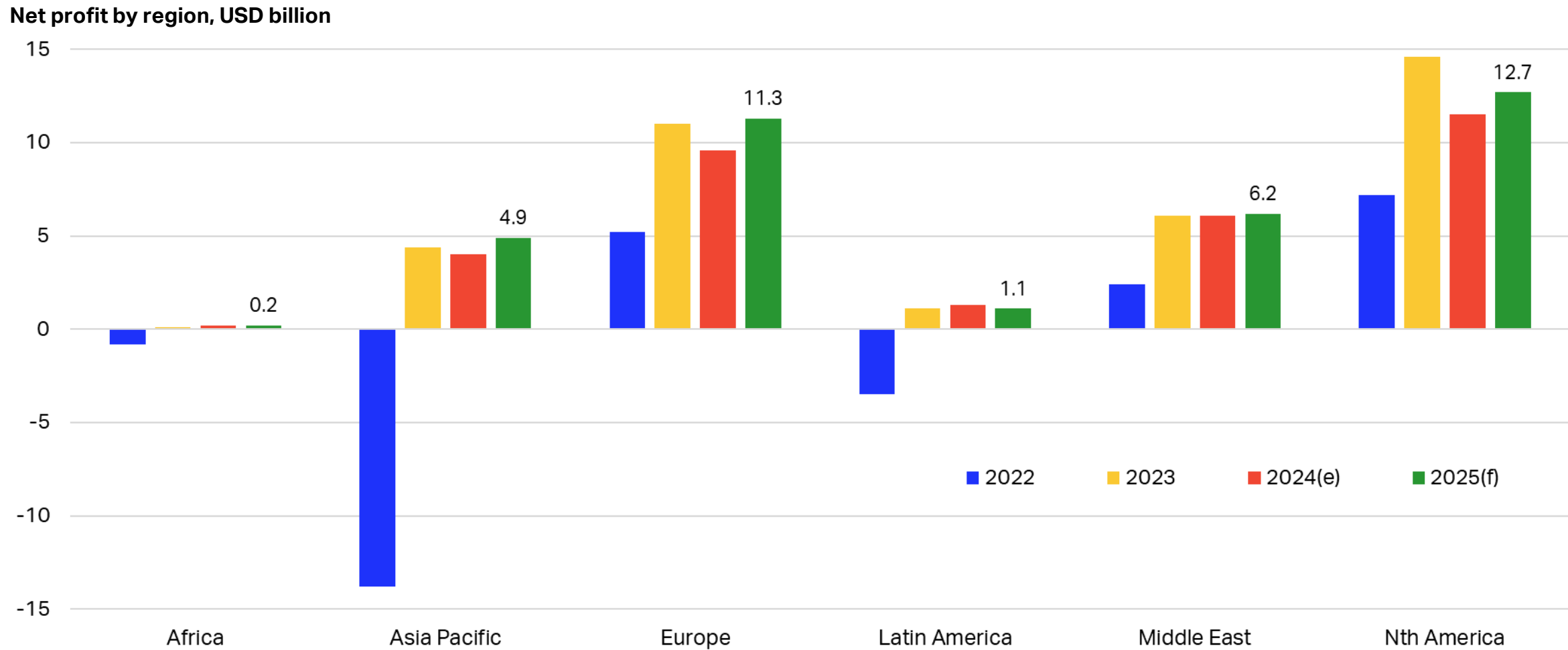
Global airline net profit (USD bn, left axis) and net profit margin (% of revenue, right axis)

USD billion



# Net profit is not evenly distributed across regions

## North America and Europe continue to outperform



# Key risks to the outlook are broadly unchanged but their likelihood has diminished over the year

Major risks to the global economic outlook

