

How ADP and Air France-KLM plan to attract more passengers to Roissy-CDG



I Letter from François Robardet

Air transport in France, Europe and the rest of the world

N°1022, June 23, 2025

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The weekly newsletter

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> How ADP and Air France-KLM plan to attract more passengers to Roissy-CDG

(source Les Echos) June 20, 2025

My comment: This new project for Roissy-CDG illustrates a welcome evolution in the ADP Group's strategy: a more attentive listening to the needs of airlines, and first and foremost of Air France-KLM, the main player at the Paris hub.

The "Connect France" action plan bears witness to a shared determination to strengthen Roissy's international competitiveness, working hand in hand with the national carrier.

The measures proposed - from improving connections to enhancing the value of the Paris hub - are a direct response to the expectations of airlines, who have long suffered from the mismatch between CDG's infrastructure and the requirements of a modern hub.

Taking into account Air France-KLM's operational constraints, whether in terms of transit times, gateway access or terminal clarity, marks a break with past approaches, often judged to be too focused on the airport operator's vision.

By placing Air France-KLM at the heart of the project, this partnership contrasts with the previous Terminal 4 project, widely criticized for its lack of consultation.

This new collaborative approach augurs a more coherent and efficient development of Roissy-CDG, to the benefit of the entire hub and its global appeal.

Note: for more details on the major works planned (a new boarding satellite linked to terminal 2E, a new freight station) please refer to my [letter n°1010](#).

Read the article:

Two are better than one. **Air France-KLM and the ADP Group** have understood this. The airport operator and its main customer in Paris **took advantage of Emmanuel Macron's media presence at the Paris Air Show to unveil**, in front of the world's cameras, **a partnership designed to boost the attractiveness of the Roissy-CDG hub...** Or rather prosaically, to try and halt the erosion of the French flag's market share.

The CEO of Air France-KLM has made no secret of his concern. Addressing the French President, Ben Smith began by pointing out that the French flag's market share in France has been shrinking at a rate of one point a year for the past twenty years, and has now fallen to less than 38%.

"This situation would seem absolutely abnormal to other major powers", he asserted, calling once again on the French government to support its air transport, rather than continuing to undermine its competitiveness through taxes and regulations.

To boost Roissy's competitiveness vis-à-vis other major hubs of international air traffic, Air France-KLM and ADP have drawn up a 10-point action plan, dubbed "Connect France", which ranges from improving the operation of the Air France hub to more incentive-based measures to attract connecting passengers.

Philippe Pascal, ADP's new CEO, points out: "**All the major international hubs that rank well in the world rankings**, and with which we compete, **are teaming up with their national airline and their government**. We wanted to do the same with Air France-KLM, by reflecting together on ways to improve the attractiveness and operation of the hub."

Among these measures is the possibility for Air France passengers connecting at Roissy-CDG to stop over in Paris for a few hours or a few days, taking advantage of tourist offers adapted to the length of the stopover, from a bateau-mouche excursion to a three-day stay. A way, already tried and tested by others, of encouraging international travellers to transit via Paris, rather than London, Istanbul or Dubai, by capitalizing on the appeal of Paris.

The partnership also includes measures to remedy Roissy-CDG's traditional weaknesses, such as the **introduction this summer of an express connection circuit (in less than an hour) for Air France passengers**. Connection time is a major criterion for choosing connecting systems. And in this respect, Roissy airport, with its multiple terminals built up over the years, is not in the best position.

ADP is also committed to increasing the number of aircraft in direct contact with the airport, in order to avoid passenger-unfriendly **bus transfers**. While the average contact rate is 95%, it is not on a par with other major European and Middle Eastern hubs during the morning traffic peak. "Roissy was not designed to operate on the hub model, with a heavy traffic peak in the morning," admits Philippe Pascal.

To simplify matters, **ADP also wants to change the names of the various terminals and boarding lounges, to make them more understandable** to ordinary people. Today, Roissy-CDG is divided into three terminals - CDG1, CDG2 and terminal 3 - and seven subsets at CDG 2 (CDG2A, CDG2B, CDG2C, CDG2D, CDG2E, CDG2F, CDG2G), as well as three boarding satellites (halls K, L and L). Enough to disorientate more than one passenger!

Tomorrow, CDG terminals will be designated by numbers, as at Orly. The final choices have not yet been made, but there should be six or nine terminals at Roissy, depending on whether or not some of them are grouped together under the same number. A toponymic change that won't happen overnight. It's a big job," continues the ADP boss. Not only will we have to change all the signage, but also the names of some 30,000 cameras."

> Air France moves up one place in Skytrax's world ranking of the best airlines

(source Huffingtonpost) June 17, 2025

My comment: Air France's strategy of moving upmarket and the showcase represented by its first class make the French airline the best European airline.

Ethiopian Airlines was named Best Airline in Africa for the 8th year running.

It has also won other major awards:

- Best economy class in Africa,
- Best business class in Africa,
- Best business class catering service in Africa.

As a member of Star Alliance, Ethiopian Airlines is aiming, via its "Vision 2035" plan, to join the world's top 20 airline groups.

Read the article:

This Tuesday, June 17, the consultancy reports that **Air France, 9th in this ranking of the world's best airlines in 2024, has climbed one place to 2025**, after falling two places last year. In this top 10, Air France is only ahead of Japan Airlines and China's Hainan Airlines.

Ahead of the French airline, **Qatar Airways retains its monopoly on the title of world's best airline, for the ninth year running**, as BFMTV points out. In second and third place were Singapore Airlines and Hong Kong-based Cathay Pacific. In fourth to seventh place are Emirates, All Nippon Airways, Turkish Airlines and Korean Air.

Four awards for the French airline

While the French airline is still a long way from the top places, it should be noted that **Air France has done well in 2025. With four minor awards** in more specific categories. These include **Best Western European Airline**. Best European First Class and Best First Class Onboard Catering Service in Europe. And last but not least, Best First Class Comfort Equipment.

It has to be said that **the leading European airlines are far behind France. Whether it's Swiss International Air Lines, in eleventh place, or Germany's**

Lufthansa, in 15th. The two highest-ranking British airlines are British Airways and Virgin Atlantic, in 13th and 16th place respectively.

> **AFI KLM E&M focuses on CFM's best-selling Leap engine**

(source La Tribune) June 19, 2025

My comment: CFM's Leap engine powers the Airbus A320 (Leap-1A version), the Boeing 737 Max (Leap-1B) and Comac's Chinese aircraft (Leap-1C).

This underscores the strategic importance of the maintenance market.

Read the article:

Air France Industries KLM Engineering & Maintenance's (AFI KLM E&M) interest in Leap is nothing new. The maintenance company of the Air France-KLM group had already made 2024 its "Leap Year", by reinforcing its capacities in order to establish itself as a reference player on the CFM International engine. It is continuing this effort today with several announcements at the Paris Air Show.

"It's the number-one engine market for the next 20 years," Anne Brachet, CEO of AFI KLM E&M, simply sums up for La Tribune. As proof of this particular interest, she points to the fact that AFI KLM has developed maintenance capacities in Paris and Amsterdam for the Leap-1A, which powers some of the Airbus A320 NEOs, and for the Leap-1B, which powers all Boeing 737 MAX jets.

"Normally, we specialize our workshops. But here, given the volumes involved, we wanted to have maximum flexibility and capacity for this engine," says the head of AFI KLM E&M.

In fact, **Safran and GE Aerospace** (CFM's co-shareholders) **claim to have around 9,000 engines in service, and are aiming to double this number by 2030.**

The maintenance company is therefore preparing to set up test benches in Paris and Amsterdam for the Leap-1A, and later this summer for the Leap-1B. Including the capacities of these two workshops, as well as those developed by its subsidiary CRMA in Elancourt, AFI KLM E&M has 650 Leap repairs in its sights. This will of course serve the Group's A320neo fleet, which has ordered 100 for KLM, Transavia Holland and Transavia France, but above all third-party markets, as Anne Brachet confirms.

To serve its customers, **AFI KLM E&M is also investing in spare engines**, with the acquisition of three at the start of the year and the possibility of increasing this to 10. But **Anne Brachet wants to go "much further" with the announcement of a partnership with leasing company AerCap at the Paris Air Show. The two companies announced that they had entered into exclusive negotiations to set up a joint venture for engine leasing. The aim is to have a fleet of Leap-1A and 1B engines to supply to customer airlines while they wait for their engines to be repaired.**

(...)

> Drones, military aircraft, Airbus orders: a very khaki assessment of the Paris Air Show 2025

(source Les Echos) June 20, 2025

My comment: *The Paris Air Show 2025 was marked by two major events:*

- *the Air India Boeing 787 accident, which led Boeing executives to stay in the United States,*
- *and the clashes between Iran and Israel.*

These circumstances weighed heavily on the mood of the show, resulting in a poor crop of orders for civil aircraft, while the military sector attracted all the attention.

In terms of innovation, the contours of the A320's successor remain unclear.

The choice of engine - between Safran's RISE non-ducted propeller concept and a more conventional solution - is still undecided.

However, details are emerging concerning the wing: it could be longer and thinner, enabling a reduction in fuel consumption estimated at between 5% and 10%.

To facilitate operation at existing airports without the need for special infrastructure, these wings would have to be foldable.



Read the article:

Without wishing to be picky, **the 55th Paris Air Show will not go down in history as a vintage year for commercial aircraft orders. Boeing's decision not to make any announcements during the show, following the Air India crash, deprived the Paris Air Show of its traditional order match with Airbus.**

However, with the war and rearmament race dominating the news, this context gave the event a more khaki coloration than usual, with a tenfold increase in drone and missile projects compared with the previous edition.

Airbus nevertheless played its part, churning out a steady stream of announcements over the four days, **ending up with 143 firm orders and 102 purchase commitments**, worth a total of around \$20 billion, according to our estimate. But this is still **a far cry from the 800 or so orders garnered at the previous edition in 2023**, and about the same level as the 139 orders at the Farnborough Air Show in 2024.

The Paris Air Show enabled Airbus to double orders for its long-haul jumbo jet, the A350, with 53 additional orders and purchase commitments, compared with 47 since the start of the year. It also boosted orders for the A220, its smallest model, from zero at the end of May to 40. As a bonus, the Polish airline LOT, which had never ordered an Airbus before, has signed up for the A350, as have two new customers, the Saudi leasing company AviLease and the Turkish airline MNG.
(...)

The enormity of the Airbus order book, which itself admits to having no delivery slots available before the beginning of the next decade for its A320s and A350s, may explain this relative slowdown. Airbus needs to ramp up production from 60 to 75 A320s per month by 2027 to meet demand.

(...)

In military aviation, the big winners seem to be Embraer, with its KC-390 military transport aircraft, **and Saab**, with its GlobalEye aircraft project.

At Le Bourget, the Brazilian aircraft manufacturer won new orders from Portugal and Lithuania for the KC-390, which is set to become Europe's most popular transport aircraft, with seven customers: Hungary, the Netherlands, Austria, the Czech Republic and Sweden, now joined by Portugal and Lithuania.

Less powerful and less militarized than Airbus Defense and Space's A400M, with half the transport capacity, the KC-390 seems better suited to the logistical concerns of medium-sized European armies. The A400M, the aircraft developed by the major European countries (Germany, Spain, France and the UK), is still awaiting major export contracts.

Sweden's Saab Group, meanwhile, is closing in on a significant French order for its GlobalEye radar aircraft, a competitor to the Boeing E-7A Wedgetail, the new generation of surveillance and operations control aircraft that is to replace the aging Awacs. At the show, French Defense Minister Sébastien Lecornu signed a letter of intent with his Swedish counterpart to purchase these radar aircraft. At one stage, Dassault was arguing for the Saab solution to be adapted to its Falcon 10X aircraft, but it seems that, in the name of European cooperation, the Direction Générale de l'Armement has ruled this out.

Paris and Stockholm have made a mutual commitment to buy from each other what they know best. In the roadmap signed by the two ministers, prospects are thus open for the Swedish purchase of Aster anti-aircraft missiles, and the door is open to examine the new defense and intervention frigate (FDI) produced by Naval Group.

There's no denying that the 2025 edition also gave pride of place to attack drones and armaments.

(...)

The list of drone manufacturers continues to grow.

(...)

At previous shows, missiles and bombs were carefully hidden, but **this time at Le Bourget, the entire arsenal of weapons was on display**. At Dassault, there was no false modesty: this year, the entire range of armaments was on display beneath the Rafale fighter jet, on which a record number of ministers and politicians climbed. The MBDA stand was never empty either. All the more reason for Israeli companies to complain that they had been banned at the last minute from exhibiting their anti-missile systems.

As for engine manufacturers, **Safran took the opportunity to announce the**

launch of the M88 T-REX, the new version of the M88 engine currently powering the Rafale. This new engine aims to deliver 9 tons of thrust, 20% more than current performance levels, to equip the Rafale Standard 5, which will fly in combination with a combat drone.

End of press review

> Air France-KLM share price trend

Air France-KLM shares closed at **8.920 euros** on Friday June 20. Over the week, it is **down (-3.88%)**. It was 13.60 euros on January 1, 2024, 8.23 euros on July 1, 2024, 7.604 euros on January 1, 2025.

The analysts' 12-month average (consensus) for AF-KLM shares is 8.88 euros (it was 17.50 euros at the beginning of January 2024). The highest price target is 12.50 euros, the lowest 7.00 euros.

I only take into account analysts' opinions after July 1, 2023.

You can find [details of the analyst consensus](#) on my blog.

Below is the share price trend over the last 5 years.



My comment: Following the Israeli strikes on Iran, Air France-KLM's share price has lost 15% in two weeks.

> Fuel price trends this week

The price of a barrel of Jet Fuel in Europe is up (+\$7) to \$101. It was \$94 at the end of June 2023, and \$79 before the outbreak of war in Ukraine.

Brent crude oil (North Sea) is **up (+\$3) to \$77 a barrel.**

From mid-February 2022 to the end of July 2022, it was yo-yoing between \$100 and \$120. Since then, it has oscillated between \$75 and \$99.

My comment: *Unlike airlines, oil prices have risen by 15% in two weeks.*

> **Corporate Mutual Funds**

When you invest in one of Air France's FCPE funds, you obtain shares in these funds. You do not hold shares directly.

It's the supervisory boards, which you elected in July 2021 for a five-year term, that manage the funds and make the decisions.

The Partners for the Future, Aeroactions, Majoractions and Concorde funds only hold Air France shares.

The Horizon Épargne Actions (HEA), Horizon Épargne Mixte (HEM) and Horizon Épargne Taux (HET) funds manage portfolios of various equities.

My comment: *If you'd like to find out more about how the various Air France FCPEs are managed, please visit the [Air France-KLM Employee Share Ownership section of my website](#).*

Details

This information does not constitute a solicitation to buy or sell Air France-KLM shares.

You can react to this press review or send me any information or thoughts that will help me to keep you better informed.

By return, you can ask me any questions you may have about the Air France-KLM Group or employee share ownership.

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| François Robardet

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(Air France-KLM's raison d'être)

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You can find me on my twitter account @FrRobardet and on LinkedIn.**

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