



# Annual Report

## Foreign Investment in France

**2023**

# Annual Report

## **Foreign Investment in France**

2023



*Pascal Cagni*

Chairman of the Board,  
Business France,  
Ambassador for International Investment



*Laurent Saint-Martin*

Chief Executive Officer, Business France

## Foreword

France consolidated its international economic attractiveness in 2023, despite a slowdown in global growth and heightened geopolitical tensions. The number of investment projects was close to the 2022 record; the total even rose by more than 5% when considering investments that modernize the French sites of foreign businesses and strengthen our industrial base, without creating direct employment. This excellent performance comforts the ambitions of our country as part of the “France 2030” plan, in particular in terms of re-industrialization, innovation, the strengthening of our sectors of excellence or the ecological transition. As the operator of the international segment of “France 2030”, Business France is proud that nearly one-third of projects concerned sectors of excellence supported by this major investment plan (€54 billion).

Manufacturing and construction accounted for nearly half of the projects and 43% of the jobs created or maintained in 2023. In concrete terms, it is the ambition of decarbonized re-industrialization of our regions that is taking shape. The automotive sector recorded the strongest growth, with more than 100 projects, an increase of 60%, and nearly 5,000 jobs being created or maintained, nearly double the amount in the previous year. Driven by the boom in investments in electric vehicles, the sector was behind large-scale projects, like that of the Taiwanese manufacturer ProLogium, which is investing €5.2 billion to set up a solid battery gigafactory in Dunkirk (Hauts de France region).

The momentum which began in 2022 in the aerospace, marine and railway equipment sector continued in 2023, with a 10% rise in investments and nearly 4,700 new jobs, up 64% on the previous year. Construction also grew, with projects up 44%, which led to a near doubling of the number of jobs created or maintained.

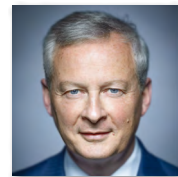
France also confirmed its status as a land of innovation, with R&D projects increasing from 76 to 103 in 2023, up 35%. Our country is attracting strategic projects in the sectors of the future, such as that of the European startup Newcleo, which specializes in small fourth-generation modular nuclear reactors, and is investing €3 billion to set up in Lyon (Auvergne-Rhône-Alpes region).

These outcomes are not the result of chance. They are of course due to our structural key strengths, but also, and above all, to a clear and constant economic policy strategy since 2017, based on an agenda of pro-business reforms, a permanent search for competitiveness, and an assumed desire to show France in its true light: conquering, innovative and attractive.

They are also the fruit of a solid and efficient partnership between Business France and France’s regions as part of “Team France Invest”. Together, we identified nearly 1,900 potential investment projects in 2023 and, hand in hand, together led 113 prospecting and communication missions around the world. With all of our Team France Invest partners, we stand alongside foreign businesses who choose France. We are there at every stage to support them and to help them bring their projects to fruition.

# Prefaces

Our economic policy, which has been in place since 2017, is working, and it is for all French citizens: 1,815 foreign investment decisions recorded in 2023, with 59,000 jobs being created or maintained. We will continue to implement structural reforms to create well-paid jobs across the country, facilitate investor activity and attract research, manufacturing, digitalization and decarbonization projects. This is why I will present new simplification measures at the end of April 2024. Furthermore, the French government has presented a bill to strengthen France's financial attractiveness, in line with the policy we are pursuing with the President of the Republic. I fully support it.



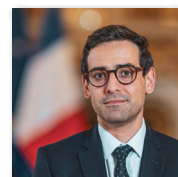
*Bruno Le Maire*

Bruno Le Maire, Minister for the Economy, Finance and Industrial and Digital Sovereignty

The 2023 Annual Report on Foreign Investment in France reflects the global influence of the French economy. The projects span 56 countries and six continents, with more than 300 projects being of American origin; the fact that US investment in France remained stable in 2023, while at the global level American investments declined (UNCTAD, 2024), reflects France's considerable advantages in global competition.

Despite Brexit, European Union countries accounted for nearly half of all projects, proof of the strength of the single market. Germany came out on top: its 272 projects, up 6%, deepen the ties between our two countries. Europe, as a whole, accounted for two-thirds of all projects, with nearly seven of the ten leading investors being European: this is a guarantee of the stability and effectiveness of foreign investment in France at a time when geopolitical developments are disrupting global value chains.

These results, which were obtained in a deteriorating economic environment, reflect the continued confidence of investors in France's strengths and its long-term growth potential. The scale of and the increase in such results, year after year, contribute to the perception and the strength of France around the world.



*Stéphane Séjourné*

Minister for Europe and Foreign Affairs

# Prefaces

Economic attractiveness that covers the entire country, coupled with an ambitious ecological transition: the 2023 Annual Report on Foreign Investment in France results contribute significantly to these two major targets from the French government.

Three factors attest to this. Firstly, half of the projects identified and three-quarters of industrial projects relate to municipalities with fewer than 20,000 inhabitants, where they will create or save more than 22,600 jobs.

Secondly, more than 200 projects are dedicated to the decarbonization of existing sites. These investments secure French

sites in the face of competition, by their parent companies, for their production facilities around the world. Furthermore, the high number of projects contributing to re-industrialization will reduce the imported carbon footprint.

Thirdly, 60% of energy and recycling projects relate to manufacturing or applications linked to renewable energies. Several projects are developing key technologies for the ecological transition, such as that of Aluminium Dunkerque, which aims to recycle 20,000 tonnes of aluminum per year by 2025. The green industry is on the move!



*Christophe Béchu*

Minister for the Ecological Transition and Regional Cohesion

Sector structuring, large-scale investment in skills and a reduction in the time required for setting up: our industrial strategy is attracting foreign investors. The excellent job-creating value-added foreign investment results for 2023 in France are proof of this: 770 projects, or 42% of the total, relate to industrial sectors in which more than 22,000 jobs will be created or maintained.

This score was boosted by the "France 2030" plan, which offers foreign investors the opportunity to participate in France's new industrial ambition by investing in key sectors, such as healthcare, energy, automotive and aerospace: 559 projects fall within the priority sectors targeted by this plan and relate to technological innovation, industrialization, research and training.

The creation of the "Team France Industry of the Future Sector" will enable this foreign contribution to add to the strength of our sectors and their global competitiveness. This very pleasing set of results confirms that France's re-industrialization has got off to a good start and that it goes hand in hand with the international development of our economy, with excellent support from Business France.

The excellent job-creating value-added foreign investment results for 2023 reflect France's high level of economic attractiveness. France remains popular abroad, as seen from the fact that there were nearly as many business expansions as new openings. Foreign investors clearly like France!

These results are renewed proof of France's multiple strengths and are thanks to the constant mobilization of public authorities, through effective structural reforms and well-targeted investments, active courting of prospective investors and tailor-made support by Business France and regional economic development agencies. Not to mention the "Make it Iconic" communication campaign around the France brand, which promotes the industrial dynamism, the innovation potential, as well as the cultural and artistic strength of our country.

These successful efforts will continue in the coming months with a view to further strengthening France's tremendous appeal, which contributes to the growth in activity and employment, as well as to the re-industrialization and decarbonization of our country. The "Choose France" summit in May, the Summer Olympics and Paralympics in Paris and the other major events that France will host in 2024, including the ceremonies to mark the 80th anniversary of the D-Day Landings and the Battle of Normandy, the French-Speaking Communities summit and the re-opening of Notre-Dame Cathedral, will all serve as an excellent opportunity to showcase France to the rest of the world.



*Roland Lescure*

Minister Delegate for Industry and Energy



*Franck Riester*

Minister Delegate for Foreign Trade, Economic Attractiveness, French-Speaking Communities and French Nationals Abroad

**FOREWORD**

p5

**PREFACES**

p6

**SUMMARY**

p10

**1 FRANCE CONSOLIDATES ITS ATTRACTIVENESS**

- 1. An unstable economic context
- 2. Attractiveness maintained at a high level
- 3. Re-investment, a sign of the satisfaction of pre-established businesses
- 4. Europe, the leading contributor to foreign investment in France

p14

p16

p18

p19

**2 FOREIGN DIRECT INVESTMENT AT THE HEART OF THE FRENCH ECONOMIC FABRIC**

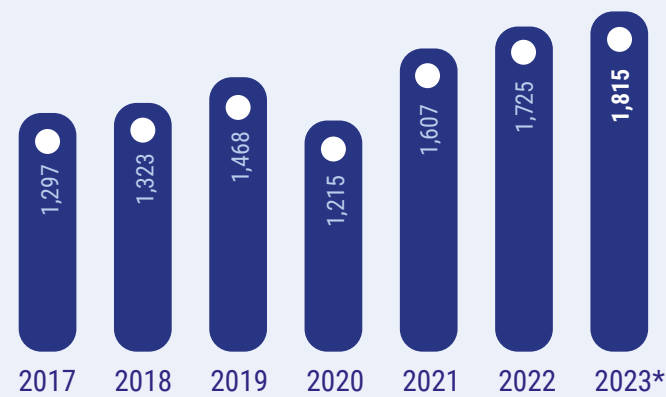
- 1. Manufacturing, the primary business activity for foreign investment in France p26
- 2. A decisive contribution of foreign investment to decarbonizing French industry p28
- 3. Projects nationwide, particularly in small municipalities p33
- 4. Sectors of excellence, beacons of regional attractiveness p36

**3 FOREIGN INVESTMENT SERVING FRENCH RE-INDUSTRIALIZATION**

- 1. Innovation, positioning France at the cutting edge of digital uses p43
- 2. Decarbonization, making France the leader of the green transition in Europe p52

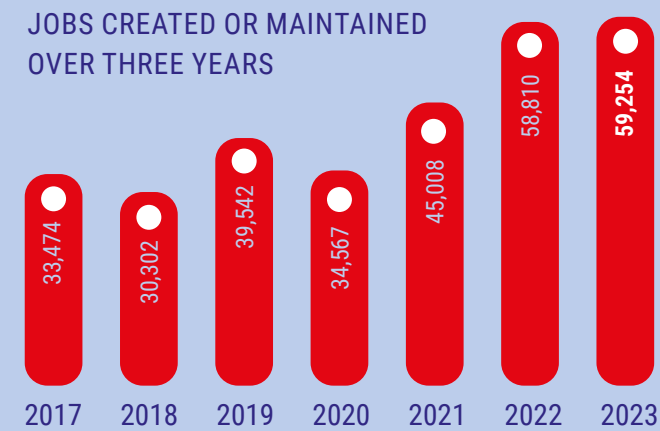
# Summary

**1,815** INVESTMENT DECISIONS IN 2023



\* From 2023, investments in decarbonization, digitalization, safeguarding and technological partnerships are recorded by Business France in the Annual Report, even when they do not generate jobs, as they strengthen French industrial capacity, safeguard the sites of the foreign investors and are part of the "France 2030" attractiveness strategy. There were 112 of them in 2023.

**59,254** JOBS CREATED OR MAINTAINED OVER THREE YEARS

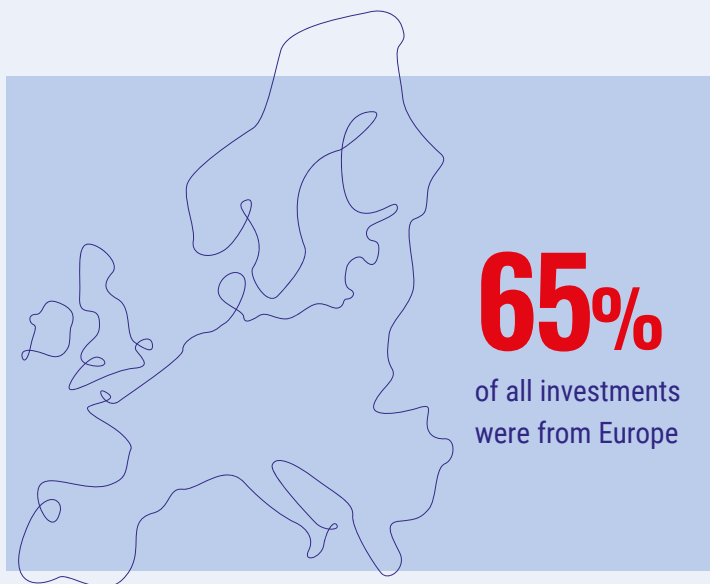


## Top 3 business activities

**593** manufacturing projects  
**303** decision-making center projects  
**272** retail outlet projects

## Top 5 investors

Investor	Projects	Jobs
United States	17%	29%
Germany	15%	11%
United Kingdom	10%	7%
Belgium	7%	6%
Italy	7%	4%



## Manufacturing

**20,778** jobs

in jobs

**+19%**

in jobs



**48%**

of investments

&

**43%**

of jobs were in a **manufacturing sector**

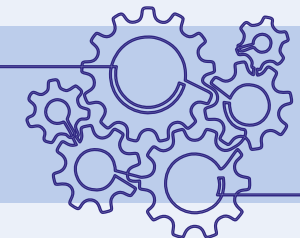
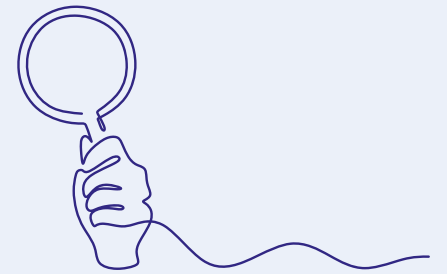
## R&D, engineering

**170** investment decisions

of R&D and engineering investments were in "France 2030" sectors

**59%**

of R&D and engineering investments were in "France 2030" sectors



## Top 3 manufacturing sectors

Sector	Projects	Jobs
Automotive industry	12%	19%
Machinery and mechanical equipment	10%	9%
Agri-food	10%	7%

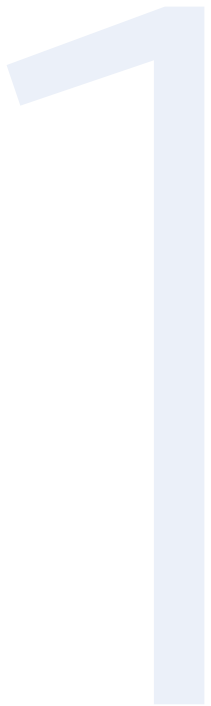
## NUMBER OF PROJECTS AND JOBS BY INVESTMENT TYPE

Investment Type	Projects	Jobs
Creation	854	17,288
Expansion	823	40,575
Takeover	26	1,391

**+ 98** safeguarding projects and **14** technology partnerships

**49%** of projects and **73%** of manufacturing projects in municipalities with fewer than **20,000 inhabitants**.

**58%** of projects were supported by 



**FRANCE CONSOLIDATES  
ITS ATTRACTIVENESS**

# 1 FRANCE CONSOLIDATES ITS ATTRACTIVENESS

## 1. An unstable economic context

The year 2023 saw a very deteriorated economic context due to a multiplicity of crises (the war in Ukraine, high levels of inflation, an energy crisis, a slowdown in the Chinese economy, etc.). As such, growth around the world contracted, going from 3.5% in 2022 to 3.1%, according to IMF forecasts, and is due to remain at this rate in 2024, below the average of 3.8% observed between 2000 and 2019.

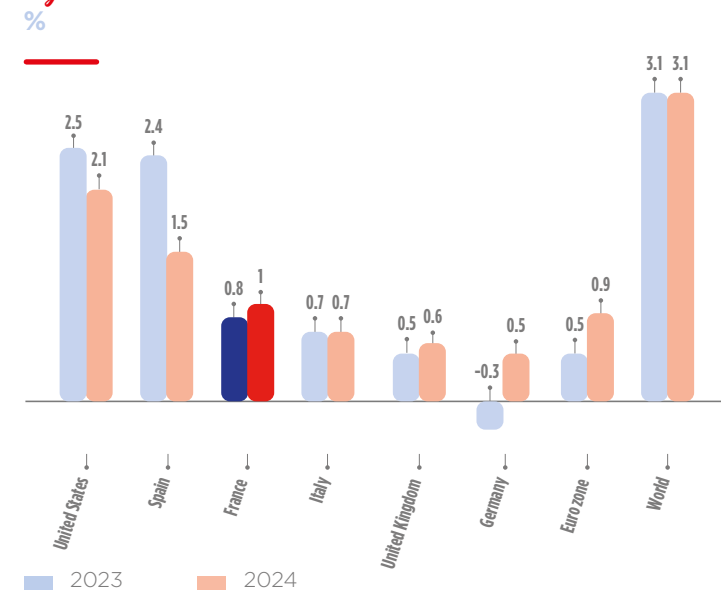
In 2023, the French economy demonstrated resilience compared with its European neighbors. In the euro zone, there were strong disparities between nations. Spain did well, with growth reaching 2.4% in 2023, while Germany experienced a year of recession, with GDP down 0.3%. The French economy remained above the euro zone average

(0.5%), with growth of 0.8%, supported by the increase in household consumption, business investment that remained dynamic, and an increase in exports in spite of this unfavorable international environment.

The IMF's growth forecasts for the year 2024 are mixed, with an increase of up to 1% in France, a return to a positive growth rate for Germany (0.5%) and a fall of almost 1% in Spain, which would nevertheless experience one of the highest growth rates in the euro zone.

According to the forecast by the French National Institute for Statistics and Economic Studies (INSEE), economic growth achieved in 2024 as of the second quarter of 2024 would stand at 0.5% in France and 0.5% in Italy, but -0.2%

Fig 1. Real global GDP growth



Source: IMF, World Economic Outlook, January 2023

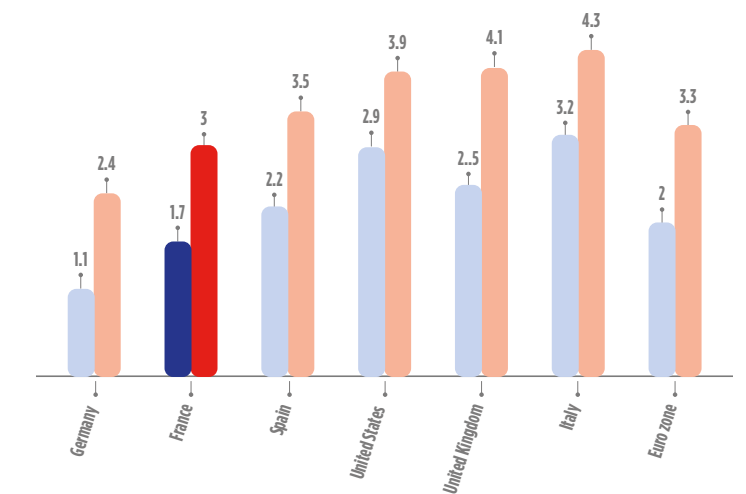
in Germany, versus growth of 0.3% for the whole of the euro zone.

Beyond the growth rate, French economic indicators remain affected by recent crises, but suggest a favorable trajectory for 2024. While inflation remained at a high level until the end of 2022 (at an annual average of +5.2% for 2022, according to the consumer price index), it fell sharply during 2023 (at +4.9% on average over the year) and this decline is expected to continue in 2024 (forecast at 2.7% for 2024).

In the fourth quarter of 2023, the unemployment rate was stable and remained close to its lowest levels in 40 years, standing at 7.5% of the active population in France overall.

The euro zone as a whole was marked by a contraction in the money market, reflected by an increase in long-term interest rates. Those of the main European economies increased between 1.1% (Italy) and 1.6% (United Kingdom) in a year. Despite everything, France remained among the countries with the lowest long-term interest rates, at 3% in 2023.

Fig 2. Long-term interest rate % per year



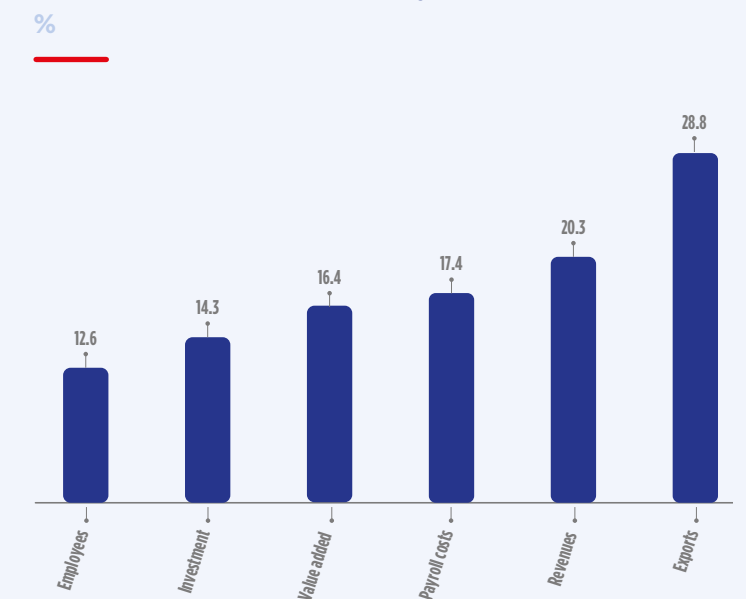
Source: OECD, 2024

## CONTRIBUTION OF FOREIGN-OWNED BUSINESSES TO THE FRENCH ECONOMY

According to INSEE, foreign businesses present in France numbered 17,500 in 2021. Although they accounted for only 0.5% of the number of businesses established in France, they contributed significantly to the French economy, accounting for 12.6% of the workforce employed in France, 17.4% of salary costs (on average higher salary costs than in French businesses as a whole), contributed 14.3% to investments and achieved 16.4% of value added. Furthermore, 28.8% of French exports were carried out by foreign-owned businesses nationwide. Businesses under foreign control generated 20.3% of total revenues in France.

In 2021, 2.2 million people (employees and non-employees) in France were employed by a foreign firm. American businesses were the leading providers of jobs, followed by German, Swiss, British and Dutch firms. The leading employer country in France from Asia was Japan.

Fig 3. Contribution of foreign-owned businesses to the French economy



Source: INSEE, Insee Focus no. 313, 2023

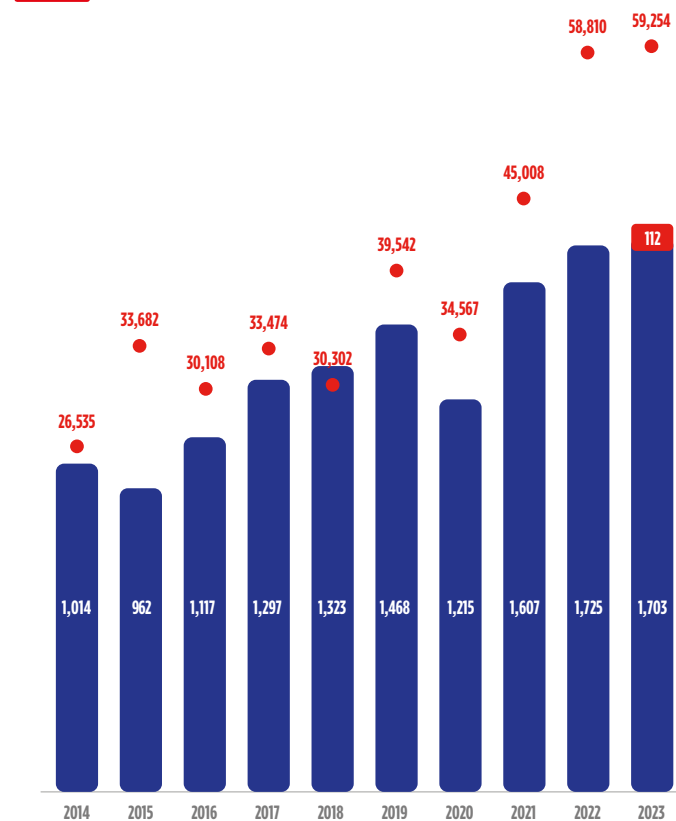


## 2. Attractiveness maintained at a high level

In an unstable international context, France is consolidating its attractiveness at a high level. In 2023, it welcomed 1,815 investment decisions creating jobs or value<sup>1</sup> for the economy, with 59,254 long-term full-time equivalent (FTE) jobs being created or maintained within three years. These good results, at levels comparable to those in 2022, confirm that France is still popular with foreign businesses as the host of their investments.

On average, investment decisions taken in France created or maintained 950 jobs per week. There were 50 projects generating more than 250 jobs in 2023, accounting for 39% of the total number of jobs recorded.

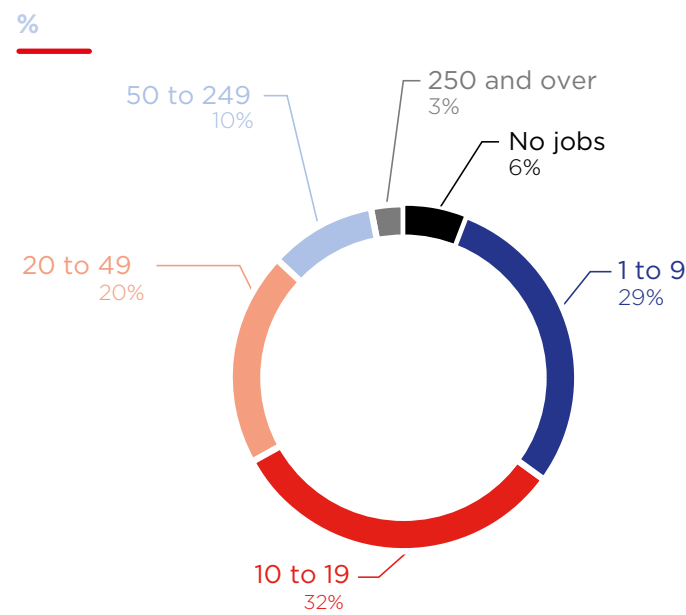
**Fig 4. Change in projects and jobs (2014-2023)**



■ Projects generating jobs  
■ Safeguarding and partnerships  
● Jobs

Source: Business France, Annual Reports 2014-2023

**Fig 5. Breakdown of projects by the number of jobs created or maintained (2023)**



Source: Business France, Annual Report 2023

In general, foreign investment forms part of national priorities and contributes to the transformation of the French economy, particularly in the strategic sectors of the “France 2030” plan. In 2023, 11.3% of foreign investment recorded was in a priority sector. These projects will generate more than 16,000 jobs in France, or 27% of all jobs recorded in 2023.

### TARGETING STRATEGIC SECTOR-BASED PRIORITIES AND MAKING FRANCE THE EUROPEAN LEADER IN GREEN INDUSTRY

The “France 2030” plan aims to accelerate the transformation of key sectors of the French economy through innovation and to position France as the leader of tomorrow. It has been funded to the tune of €54 billion over five years and seeks to develop industrial competitiveness and future technologies. Half of the funding is intended for emerging players, while the other half is for decarbonization actions.

The plan pursues 10 objectives aimed at better understanding, better living and better production by 2030, including: supporting disruptive innovation in the nuclear sector, producing at least 20 biomedicines in France, becoming a leader in green hydrogen and renewable energies, producing two million electric and hybrid vehicles.

The plan is a powerful instrument to support innovation, from the basic research stage to development and production. Since its launch in 2021, half of the credits have already been committed to more than 3,000 projects. Among the first results, winners include:

- 2,000 patent filings
- Four battery gigafactories and one million secure electric vehicles
- Eight biomedicines produced in France
- 40,000 direct jobs created or maintained
- Around 8.5 million tonnes of carbon dioxide is due to be saved each year, due to the projects undertaken

The “France 2030” plan dedicates €2.5 billion to training for the professions of the future, with a training objective of 400,000 people a year, thanks to the selection and financing of innovative training systems. Among the first achievements which received €1.5 billion, 34,000 new training places were opened in 2022/23 in the strategic “France 2030” sectors: structuring of a training offer on quantum, 65 production schools “doing to learn” to train 10,000 young people/year (industry, construction, catering, wood sector, etc.), battery school, etc.

<sup>1</sup> In 2023, Business France evolved its methodology to take into account forms of investment which create value for productive sites, even when they do not generate jobs. Projects to preserve the competitiveness of a business by increasing French industrial capacity, decarbonizing its production tools or digitalizing its processes/services are now taken into account.

### 3. Re-investment, a sign of the satisfaction of pre-established businesses

The creation of new establishments in France accounted for 47% of foreign investment received in 2023. Thirty percent of these projects concerned decision-making center installations, while 28% were new retail outlets. Among these establishment creations, 62 new manufacturing units were identified.

Expansions of existing sites with job creation amounted to 45% of the projects recorded in 2023. The number of expansions increased by 3% between 2022 and 2023, reaching 798 projects. Site expansion decisions will generate 40,575 jobs within three years, or 68% of all jobs identified. On average, each expansion project was accompanied by around fifty job creations. These expansion projects reflect

the satisfaction of investors already established in France. In 2023, 419 manufacturing sites were expanded, accounting for 40% of jobs generated by activity expansions.

Finally, there were 98 safeguarding projects in 2023. These are investments aimed at sustainability and strengthening manufacturing sites, without generating additional employment. These projects mainly pursue the objective of decarbonizing industrial production processes.

Strategic partnerships contribute to the modernization of our industrial apparatus. Among the projects identified, 14 corresponded to technological partnerships, which strengthen French research and development capacities.

**Breakdown of projects and jobs by investment type (2023)**

	2023		2022		Change 2022-2023	
	Projects	Jobs	Projects	Jobs	Projects	Jobs
Creation	854	17,288	870	16,821	-2%	3%
Expansion	823	40,575	798	39,056	3%	4%
Takeover	26	1,391	57	2,933	-54%	-53%
Safeguarding	98	-	-	-	-	-
R&D partnership	14	-	-	-	-	-
<b>Total</b>	<b>1,815</b>	<b>59,254</b>	<b>1,725</b>	<b>58,810</b>		

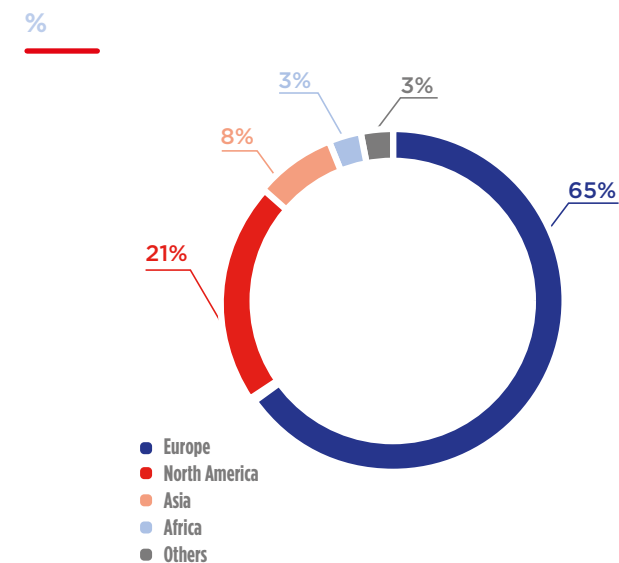
Source: Business France, Annual Report 2023

### 4. Europe, the leading contributor to foreign investment in France

Businesses from the European continent were the leading providers of investment to France. In 2023, and on average since 2018, Europe was responsible for 65% of decisions. The continent was also the leading generator of jobs, accounting for 57% of the jobs announced in 2023. North America was the second largest contributor to investment in France, recording 21% of investments recorded last year. Investments from this area made a strong contribution to employment, with one-third of the jobs generated by foreign investment coming from North American firms.

Also of note was that 8% of investments came from Asia and 3% from Africa, which are stable proportions over time.

**Fig 6. Breakdown of projects by source region (2023)**



Source: Business France, Annual Report 2023

In the detail of the nationalities of investors in France, the leading source country remained the United States, accounting for 305 projects (17% of all investments), which will generate 17,000 jobs within three years (one-third of jobs created or maintained). This figure is largely driven by the creation of temporary permanent contracts from an American temporary employment agency present in the French market.

Germany, the second country in the world and the leading European country, was responsible for 272 investment projects in 2023 and the creation or maintenance of 6,815 jobs in France. It made a strong contribution to the re-industrialization of France, accounting for 17% of projects in industrial sectors, and was also at the top of the countries that created or maintained the most jobs in these sectors. Germany stood out as the leading foreign investor in the automotive sector (23% of projects; 25% of jobs), as well as in healthcare (15% of projects; 31% of jobs). It was also the leading creator of foreign jobs in the agri-food sector (32% of recorded jobs from German investments) and in the chemicals and plastics industry (38%).

The United Kingdom completed the podium, with 173 investment decisions recorded in 2023. Jobs created or maintained by British investments rose by 9% between 2022 and 2023, reaching 4,435 full-time equivalent posts. The increase in spinoff jobs was driven by a doubling of British jobs announced in wholesale and retail, a sector in which the United Kingdom was the leading investor.

Boasting a total of 126 announcements in 2023, Belgium stood out as the fourth largest foreign investor in France, with the number of projects from Belgian businesses increasing significantly (+35%). These investments were responsible for the creation or maintenance of 3,585 jobs (+70% in one year). This exceptional performance was driven by the particularly significant investment of Belgian firms in the French construction sector, where 25% of all foreign investment in the sector came from Belgium.

With a similar number of investments (126 projects), Italy was also one of the main investing countries in France. However, it is Switzerland that stood out in terms of job creation, in second position in Europe after Germany and third place in the world. Switzerland was also the second leading European country in 2023 to have announced the most jobs in manufacturing in France.

**Leading source countries for foreign investment in France (2023)**

	2023		Share	
	Projects	Jobs	Projects	Jobs
United States	305	17,000	17%	29%
Germany	272	6,815	15%	12%
United Kingdom	173	4,435	10%	7%
Belgium	126	3,585	7%	6%
Italy	126	2,611	7%	4%
Netherlands	124	1,716	7%	3%
Switzerland	84	5,986	5%	10%
Spain	67	1,447	4%	2%
Japan	57	1,127	3%	2%
Canada	55	1,592	3%	3%
Denmark	50	988	3%	2%
China*	44	1,229	2%	2%
Ireland	32	1,162	2%	2%
Sweden	27	616	1%	1%
Mexico	24	412	1%	1%
Austria	20	87	1%	0.1%
Tunisia	19	361	1%	1%
Morocco	17	341	1%	1%
India	17	309	1%	1%
Luxembourg	17	300	1%	1%
Norway	16	231	1%	0.4%
Turkey	16	179	1%	0.3%
Poland	10	295	1%	0.5%

\* including Hong Kong

Source: Business France, Annual Report 2023

**THEY CHOSE FRANCE**



**Mechanical equipment**

**United States - Zendar**

Zendar, a startup based in the San Francisco Bay Area, develops advanced perception systems for autonomous driving and driver assistance systems. Zendar's mission is to ensure that the future of autonomy is both safe and accessible for everyone. Using low-cost sensors, proprietary signal processing techniques and artificial intelligence, Zendar delivers precise, real-time perception at a fraction of the cost of Lidar-dependent systems. In 2023, Zendar decided to open an office in Paris to continue to develop its operations in Europe and strengthen its R&D.



**Consulting services**

**Morocco - Intelcia**

This Moroccan group is the third largest outsourcing group in France. It is also the leading Moroccan employer, with more than 4,000 employees in France in 2023, following the recent takeover of Coriolis Services and the development of its sites in Marseille (Provence-Alpes-Côte d'Azur region, 20 additional jobs), in Charleville-Mézières (Grand Est, 84 additional jobs) and in Sedan (Grand Est, creation of 53 jobs over three years).



**Chemicals, plastics**

**Japan - Toray Industries, Inc.**

Toray Industries, Inc. recently announced that it has decided to expand French subsidiary Toray Carbon Fibers Europe S.A.'s manufacturing facilities for medium- and high-modulus carbon fibers. This move will increase annual capacity at the Abidos plant (Nouvelle Aquitaine region) from 5,000 to 6,000 metric tons annually. Production is expected to start in 2025.

Demand for medium- and high-modulus carbon fibers is rising in Europe, driven by a push to move towards a net-zero society. This growth is mainly due to higher build rates for commercial aircraft (secondary structures and engines), as well as for energy generation, satellites and high-end automobiles. By boosting carbon fiber production capacity in Europe, Toray is responding to its customers' demand for medium and high-modulus carbon fibers, as befits the market leader.

Toray has made sustainable growth pivotal to "Project AP-G 2025", its medium-term management program. As such, the business has developed solutions to tackle climate change with its carbon fiber composite materials. Toray will make full use of its resources to help achieve a carbon-neutral economy by 2050, in line with its corporate philosophy of contributing to society by creating new value. This project should generate around thirty jobs.

## THEY CHOSE FRANCE



### Automotive industry

Italy - Iveco Group

Iveco Group committed €115 million in investment in France in 2023 to sustain its presence on French soil, by designing and manufacturing battery and hydrogen electric buses (Iveco and Heuliez bus brands) and by developing a thermal engine running on hydrogen (FPT Industrial) in Bourbon-Lancy (Bourgogne-Franche-Comté region). More than 100 long-term jobs were created overall in 2023 at this site. The Group will continue to modernize its factories and develop the circular economy. France is the second largest country where Iveco Group operates, with its four manufacturing facilities and four R&D centers.



### Healthcare

Mauritius - QIMA

As part of its development, the QIMA group recently acquired Qwalilab, a Cofrac-accredited laboratory located on the island of Réunion, via QuantiLAB, a Mauritian laboratory integrated into the QIMA group, specializing in inspection and analysis solutions in the agri-food, environmental and pharmaceutical sectors. This strategically important acquisition comes with the creation of 12 additional jobs over three years.



### Agri-food

Germany - JRS Marine

JRS continues to invest in its Landerneau site (Bretagne/Brittany region). JRS Marine Products extracts alginate from brown algae, used as a natural and sustainable additive in food, pharmaceutical and cosmetic products, and as a natural alternative to plastic for the manufacture of bio-based products. Belonging to the German group JRS since 2018, the Breton site benefits from continuous investments. In 2022 and 2023, investments totaled €2.9 million with twin objectives: continuing the switch to pharmaceutical products and lessening the environmental impact by reducing water and gas consumption, particularly for the extraction process. The Breton site's expertise is recognized around the world, with 90% of its output being exported.



### IT services

United Kingdom - Blue Zoo Production

One of the UK's largest 3D animation studios, Blue Zoo, has joined forces with Samka Group, one of France's leading independent animation producers, to create Kazoo. They chose the city of Lille (Hauts de France) to open this new studio of excellence.

Blue Zoo's internationally recognized expertise and the reputation of its shareholders have immediately placed Kazoo among the studios considered by international clients. To support its growth, Blue Zoo had wanted for a long time to set up a satellite office in France to access more talent, while Samka Group had wanted to acquire a 3D studio.

In 2023, they officially created a joint venture called Kazoo Animation and decided to set up at Plaine Images, a true European hub for creative industries, located in Tourcoing (Hauts de France region).



# 2

## FOREIGN DIRECT INVESTMENT AT THE HEART OF THE FRENCH ECONOMIC FABRIC

## 2 FOREIGN DIRECT INVESTMENT AT THE HEART OF THE FRENCH ECONOMIC FABRIC

### 1. Manufacturing, the primary business activity for foreign investment in France

In 2023, around one-third of projects and jobs from foreign investment was directed towards manufacturing activities. These projects accounted for more than 20,700 jobs created or maintained.

Businesses are renewing their confidence in the French economy by mainly choosing to invest once again in manufacturing tools already present in France (two-thirds of manufacturing projects), but also by creating new sites (10% of projects).

Decision-making centers, which formed 17% of projects and 9% of jobs, were the second most represented business activity among the identified projects. Nearly two-thirds of these projects corresponded to first-time investments by businesses in France or Europe.

Business services were the third largest business activity, with 10% of projects, and were behind around 30% of jobs created and maintained (more than 17,000 jobs in all), a stable level compared with the previous year. The majority of these jobs (65%) corresponded to temporary permanent contracts created by temporary employment agencies in the consulting and

business services sector. Consumer services accounted for 9% of projects and 4% of jobs.

Retail outlets amounted to 15% of projects and 7% of jobs, while the logistics business activity (7% of projects) saw the largest increase in jobs created in one year (+41%) for a total of 5,300 jobs, or 9% of all jobs created or maintained.

R&D and engineering projects amounted to 9% of projects identified in 2023, or 170 investment decisions. France has attracted strategic projects in promising sectors, including the European start-up Newcleo, whose ambition is to develop small fourth generation modular nuclear reactors,

which chose to set up in Lyon and invest €3 billion in France to establish a demonstration reactor there.

The United States and Germany were the main investors in manufacturing activities, with 19% and 18% of projects, respectively, far ahead of Italy (9%) and Belgium (8%). They were also the top two countries in terms of creating and maintaining manufacturing jobs (17% for Germany and 15% for the United States), ahead of Switzerland (11%).

The United States was also the leading investor for decision-making center business activities (13%), R&D and engineering (16%), and business services (34%).

#### Breakdown of projects and jobs by business activity (2023)

Nature of the project	Number		Share	
	Projects	Jobs	Projects	Jobs
Decision-making centers	303	5,325	17%	9%
<i>First-time investments in Europe</i>	52	581	3%	1%
<i>First-time investments in France</i>	144	1,704	8%	3%
<i>Global / European headquarters</i>	27	1,127	1%	2%
<i>French headquarters</i>	80	1,913	4%	3%
Logistics	122	5,301	7%	9%
Retail outlets	272	4,039	15%	7%
Manufacturing	593	20,778	33%	35%
R&D, engineering, design	170	3,694	9%	6%
<i>Engineering, design</i>	67	1,119	4%	2%
<i>R&amp;D</i>	103	2,575	6%	4%
Business services	185	17,475	10%	29%
Consumer services	170	2,642	9%	4%
<b>Total</b>	<b>1,815</b>	<b>59,254</b>	<b>100%</b>	<b>100%</b>

Source: Business France, Annual Report 2023

## 2. A decisive contribution of foreign investment to decarbonizing French industry

In 2023, foreign investment in service activities made up 53% of the projects recorded and 57% of the jobs created or maintained. Industry received 47% of projects and 43% of jobs.

Investments were primarily directed towards the sectors of wholesale and retail (14% of projects; 8% of jobs), consulting and business services (8% of projects; 25% of jobs) and IT services (7% of projects; 5% of jobs).

Projects in industrial activities are dominated by the automotive industry (6% of all projects; 8% of jobs), which experienced the strongest increase in both the number of job-creating projects received in one year (+60 %) and the number of jobs (+91%). This sector is in fact being driven by the growth in investments in electric vehicles and their components, which are responsible for large-scale projects, particularly for electric batteries. In this regard, France's strengths convinced the Taiwanese company ProLogium to set up a gigafactory in Dunkirk (Hauts de France region). Other industrial sectors recorded significant increases in the number of jobs generated by projects, in particular construction (+95% in one year) and aerospace, naval and railway equipment (+64%), which continued their momentum from 2022.

In second and third place for investments in industry are the machinery and mechanical equipment sector (5% of projects; 4% of jobs) and the agri-food industry (5% of projects; 3% of jobs). The healthcare field, which brings together the medical equipment and devices sector, as well as pharmaceuticals and biotechnologies, amounted to nearly 5% of projects and 4% of jobs.

Industrial businesses have greatly benefited from the decarbonization effort, since 80% of projects aimed at reducing the ecological impact of businesses were in industry: 15% in the metalworking sector, 15% in the agri-food industry and 14% in the construction sector.

Decarbonization investments make it possible to safeguard the local presence of the affected sites. As such, the Belgian family group Lhoist, one of the world's leaders in the production of lime and dolomite for various applications, is committed to reducing the ecological footprint of its four main sites in France. The Réty plant, in the Hauts de France region, stands to be the first factory in the world to produce carbon-free lime on an industrial scale from 2028, thanks to the capture of more than 600,000 tonnes of carbon dioxide every year, or the equivalent to the annual emissions of around 55,000 households in France.

### Breakdown of projects and jobs by business sector (2023)

	Number		Share	
	Projects	Jobs	Projects	Jobs
Wholesale and retail	246	4,638	14%	8%
Consulting and business services	137	15,108	8%	25%
IT services	131	3,191	7%	5%
Automotive industry	104	4,819	6%	8%
Transport, storage	95	3,885	5%	7%
Machinery and mechanical equipment	89	2,404	5%	4%
Energy and recycling	86	1,877	5%	3%
Agri-food	83	1,762	5%	3%
Electrical/IT equipment	74	1,788	4%	3%
Sport and leisure	67	522	4%	1%
Building, construction	65	1,583	4%	3%
Glass, ceramics, minerals, wood, paper	63	1,142	3%	2%
Hospitality, tourism and restaurants	61	1,477	3%	2%
Chemicals, plastics	61	1,449	3%	2%
Aerospace, naval and railway equipment	57	4,689	3%	8%
Metalworking	57	983	3%	2%
Medical equipment and devices	46	1,174	3%	2%
Financial services and insurance	44	1,746	2%	3%
Pharmaceuticals and biotechnologies	42	1,165	2%	2%
Textiles and accessories	33	914	2%	2%
Household goods	27	451	1%	1%
Other services	26	443	1%	1%
Perfumes, cosmetics	25	334	1%	1%
Electronic components	24	574	1%	1%
Rental services	21	254	1%	0.4%
Telecoms, internet service providers	14	301	1%	1%
Education and training	12	119	1%	0.2%
Real estate	8	135	0.4%	0.2%
Other	7	209	0.4%	0.4%
Consumer electronics	5	63	0.3%	0.1%
Media, publishing	5	55	0.3%	0.1%
<b>Total</b>	<b>1,815</b>	<b>59,254</b>	<b>100%</b>	<b>100%</b>

Source: Business France, Annual Report 2023

## THEY CHOSE FRANCE



### Healthcare

United Kingdom – GSK

Established in France with nearly 3,400 employees, GSK is a leading biopharmaceutical firm in terms of industrial presence and employment, demonstrating a continued commitment to the country. In 2023, GSK invested more than €21 million to modernize its Mayenne site (Pays de la Loire region) to increase the production of amoxicillin and clavulanic acid. In addition, the Evreux site (Normandie region) will benefit from an investment of up to €350 million to produce the new low-carbon formulation of Ventolin, underlining GSK's sustainable commitment and its positive environmental contribution.



### Agri-food

Canada – Lallemand

The Canadian, family-owned business Lallemand is one of the world's leading specialists in the development, production, promotion and marketing of yeasts, bacteria, microscopic fungi and other ingredients linked to these micro-organisms. Founded in Montreal in the 19th century, where the global headquarters are still located, the firm manufactures microbial solutions for industrial applications as diverse as baking, fermented beverages, animal nutrition, biofuels, agriculture, food ingredients, pharmaceuticals and human health. Lallemand has more than 5,000 employees (with one in ten employees working in R&D), including more than 800 in France, which is the second most important country in the group by employee numbers, after Canada, but ahead of the United States.

The company plans to carry out two major investment projects in France, with the first being at its industrial facility in Aurillac (Auvergne-Rhône-Alpes region), where Lallemand manufactures probiotic strains and biological medicines for human health. The investment will amount to more than €10 million, and it will increase production capacities and improve infrastructure, resulting in job creation.

It is therefore both an expansion of manufacturing capacities and a modernization of the factory to continue to comply with pharmaceutical manufacturing regulations and grow its operations. The firm's second project is at its historic site in La Ferté-sous-Jouarre (Paris/Ile de France region), where it aims to maintain production activities relating to micro-organisms and packaging for the cheese and salting industry. This project represents an investment of more than €10 million, which will enable more than 50 jobs to be maintained, and more specifically, for a loop cooling system to be set up, guaranteeing a more sustainable manufacturing process.

## THEY CHOSE FRANCE



### Healthcare

Denmark – Novo Nordisk

Novo Nordisk has invested a record €2.1 billion in Chartres (Centre-Val de Loire region). This investment, considered one of the largest foreign investments in France in 2023, once again strengthens the trust that has linked Novo Nordisk with its Chartres site and the Centre-Val de Loire region since 1961.

This significant investment aims, on the one hand, to develop current production and, on the other, to welcome the production of future therapeutic solutions for serious chronic diseases, such as obesity. This development will significantly increase aseptic and finished product production capabilities. The firm also aims to maximize its current capacities, with this expansion project set to double the site's surface area to 230,000 sq. m. High-tech equipment will enable several different medical devices to be manufactured, while minimizing the environmental footprint of production activities, particularly in terms of water consumption.

This investment will come with more than 500 new jobs, which will add to the 1,600 current employees at the Chartres site.

Team France Invest wanted to provide co-ordinated support at a local, regional, national and international level to resolve the project's current and future issues, particularly in terms of land acquisition and attracting talent.

With this record investment, the city of Chartres and the Centre-Val de Loire region are strengthening their pharmaceutical ecosystems particularly around Polepharma, with Centre-Val de Loire remaining the leading French region for attracting foreign businesses in the healthcare industry.



### Aerospace

Brazil – Alya Space

Alya Space is a pioneer in global remote sensing, by developing its constellation project with 216 innovative satellites, and by deploying six ground stations, which integrate very advanced communication technologies, distributed across Brazil. The revolutionary technology of its cutting-edge SAR and optical satellites enables high-resolution imagery and real-time data acquisition, providing unprecedented understanding of our planet. Additionally, the Alya system's hybrid passive and active constellation enables near real-time monitoring, regardless of weather conditions.

Alya Space is a benchmark in remote sensing, enabling refined commodity management, ecological management and the creation of the smart cities and rural regions of the future. Born in Brazil before expanding into France, Alya Space is part of a global movement of partnerships for the development of peaceful orbital activities with a global impact, joining forces with true allies for the good of humanity. The firm received strong support and enjoyed incredible experiences in France that helped to boost the Alya Space project, reflecting our belief that the sky is not the limit, but it is merely the beginning.





**Automotive industry**

**United States – Nimbus**

Based in Palm Beach, Florida, Nimbus Suspensions specializes in high-end oleo-pneumatic suspensions for off-road and electric vehicles. Its French CEO chose to set up their factory in Labarthe-Inard (Occitanie region). Committed to re-industrialization, Nimbus is investing €500,000 in a 400 sq. m. building. France stands out for the quality of its employment pool and its expertise in cutting-edge sectors. By continuing its R&D efforts on French soil, Nimbus Suspensions will embrace the heritage of French engineer George Messier, the first person to bring oleo-pneumatic technology to cars.



**Wholesale and retail**

**Netherlands – Picnic**

The online supermarket, Picnic, has confirmed its success in France by opening new hubs in the Hauts de France region, thereby consolidating its regional presence. Furthermore, 2023 was also the year of continued expansion and the inauguration of its first fulfillment center in the Paris/Ile de France region, accompanied by the opening of eight last-mile delivery hubs. This significant development will create hundreds of jobs in the region, underlining Picnic’s positioning as a major player in the grocery delivery sector in France, as well as its ability to successfully meet growing demand.



**Mechanical equipment**

**Turkey – Toscano**

Toscano is a Turkish business specializing in the manufacturing of agricultural machines and tools. For its first international opening, Toscano has decided to set up a distribution site for agricultural machinery and spare parts, as well as after-sales service in Château-Gaillard in the Auvergne-Rhône-Alpes region. This French subsidiary aims to become the European headquarters and cover France and other European countries, notably Belgium, Germany and the Netherlands. This project will generate up to ten jobs over three years.

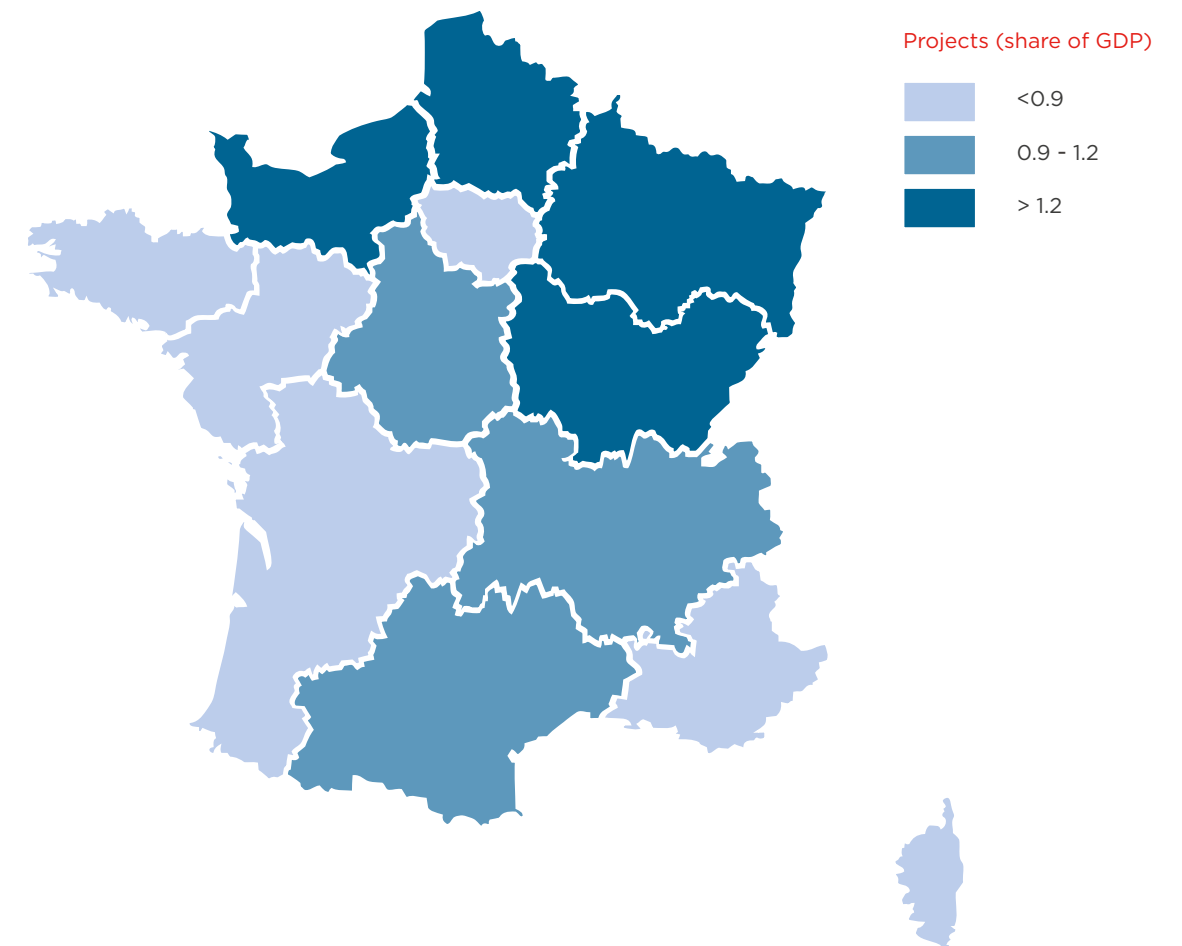
**3. Projects nationwide, particularly in small municipalities**

Every region of France is affected by the creation and maintenance of jobs generated by foreign investment projects. In 2023, the three regions having hosted the greatest number of projects (Ile de France (Paris region), Auvergne-Rhône-Alpes and Hauts de France) were also those whose share of national GDP was the highest. Normandie and Grand Est experienced the greatest increases in the number of job-creating projects in one year.

The regional attractiveness index calculated by Business France makes it possible to identify regions that are outperforming in relation to their relative weight in the

French economy. This index reveals that the northern and eastern regions of France (Bourgogne-Franche-Comté, Normandie, Hauts de France and Grand Est) were proportionally the most attractive regions in 2023, as the share of projects that they attracted was more than 1.2 times higher than their respective share in national GDP. Although in proportion to its contribution to national GDP, Ile de France (Paris region) does not stand out in terms of the number of projects it hosted, it is at the very top of the most attractive European regions, according to the EY 2023 Survey.

*Fig 8. Regional attractiveness index by GDP*



Key: Normandie has an attractiveness index equal to 1.6, which means that the share of foreign investment received by this region in 2023 is greater than its economic weight in the national GDP in 2022.

Source: Business France, Annual Report 2023; INSEE; Business France calculations

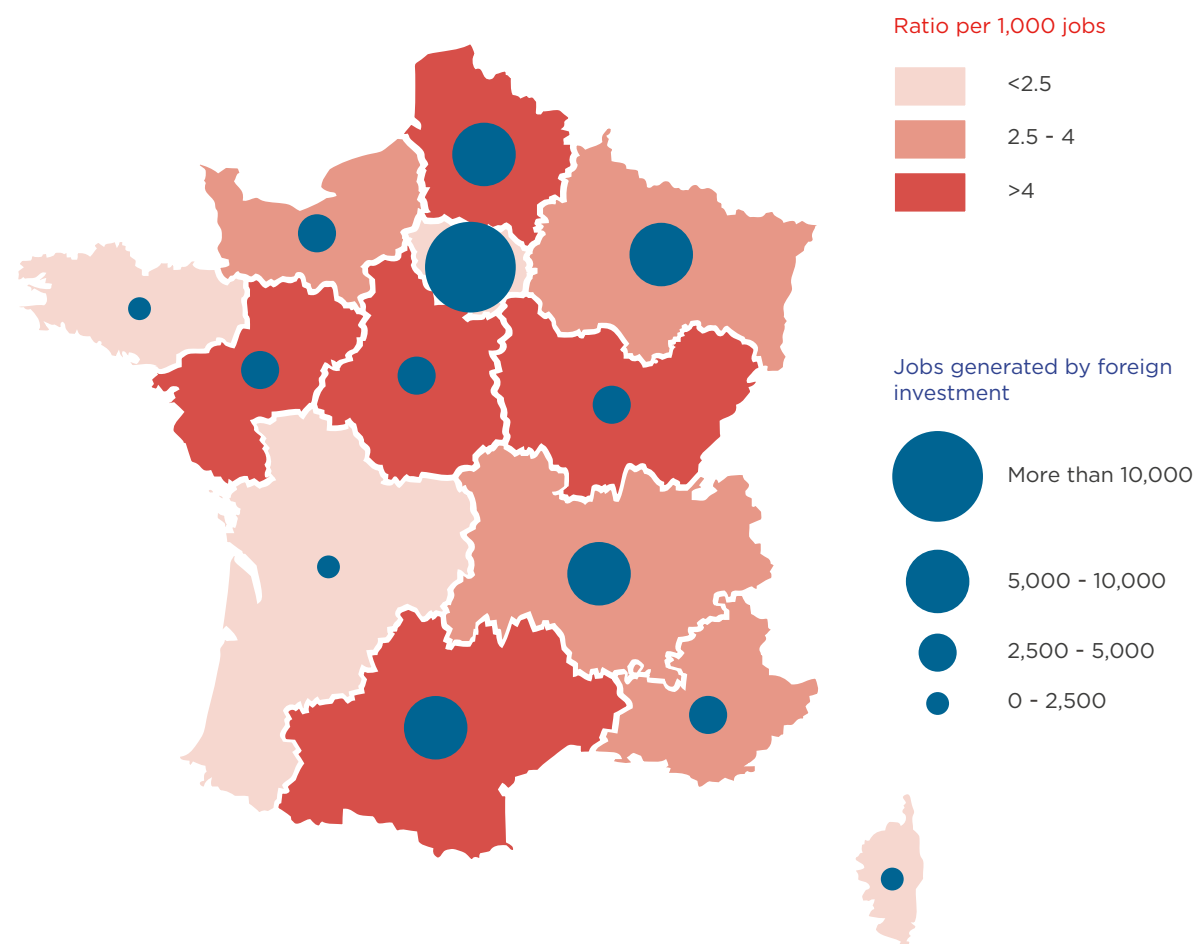
In terms of jobs, Ile de France (Paris region) also came out on top, welcoming nearly 20% of the total recorded in 2023, ahead of Hauts de France (14%) and Occitanie (12%). Relative to regional salaried employment, jobs generated by foreign investment are highest in Hauts de France, Occitanie, Bourgogne-Franche-Comté, Centre-Val de Loire and Pays de la Loire. In each of these five regions, the ratio of jobs generated by foreign investment per 1,000 salaried jobs in the region is greater than four.

On average, the number of jobs created or maintained for each job-creating project in these regions (excluding Bourgogne-Franche-Comté) is higher than the national average (35), with 48 jobs on average per identified project in Hauts de France and up to 63 jobs for Pays de la Loire.

A more detailed analysis of the distribution of investment projects by size of municipalities reveals that 49% of these projects and 38% of the jobs generated were directed towards municipalities with fewer than 20,000 inhabitants.

The attraction for relatively smaller municipalities is even more evident for industrial projects alone, with more than 90% of them and 84% of jobs being directed to municipalities with fewer than 100,000 inhabitants.

Fig 9. Regional breakdown of jobs created or maintained (2023)



Source: Business France, Annual Report 2023; URSSAF; Business France calculations

Breakdown of projects and jobs by municipality size (2023)

	Projects	Share of projects	Jobs	Share of projects
< 20,000 inhabitants	885	49%	22,624	38%
20,000 - 100,000 inhabitants	372	20%	12,222	21%
100,000 - 200,000 inhabitants	127	7%	5,032	8%
200,000 - 300,000 inhabitants	67	4%	4,198	7%
300,000 - 400,000 inhabitants	35	2%	1,990	3%
400,000 - 500,000 inhabitants	43	2%	3,642	6%
> 500,000 inhabitants	286	16%	9,546	16%
<b>Total</b>	<b>1,815</b>	<b>100%</b>	<b>59,254</b>	<b>100%</b>

Breakdown of industrial projects and jobs by municipality size (2023)

	Projects	Share of projects	Jobs	Share of projects
< 20,000 inhabitants	430	73%	12,434	60%
20,000 - 100,000 inhabitants	105	18%	4,947	24%
100,000 - 200,000 inhabitants	25	4%	1,208	6%
200,000 - 300,000 inhabitants	5	1%	40	0.2%
300,000 - 400,000 inhabitants	1	0.2%	30	0.1%
400,000 - 500,000 inhabitants	10	2%	1,689	8%
> 500,000 inhabitants	17	3%	430	2%
<b>Total</b>	<b>593</b>	<b>100%</b>	<b>20,778</b>	<b>100%</b>

Source: Business France, Annual Report 2023

## 4. Sectors of excellence, beacons of regional attractiveness

The regional distribution of projects and associated jobs can be explained notably by the specific sector-based expertise that each region has been able to develop within its borders. The availability of qualified talent in a given sector, the presence of innovation clusters, as well as the pre-existence of a solid industrial base, including nearby subcontractors, are all elements forming a coherent and attractive ecosystem in the choice of a foreign investor to establish or develop activities there.

The Hauts de France, Grand Est, Bourgogne-Franche-Comté and Auvergne-Rhône-Alpes regions, which are all historically highly industrialized, attract a large number of projects from the automotive, machinery and mechanical equipment and metalworking industries. As such, the Grand Est region also benefits from its geographical location, in particular its proximity to Germany. In 2023, 26% of foreign investment in the Grand Est region came from Germany, compared with 15% nationwide.

Over the years, Hauts de France has consolidated the development of the electric battery sector, a strategic sector for the production of electric vehicles.

Projects in the electronic components sector, another strategic sector, are focused on Auvergne-Rhône-Alpes and Provence-Alpes-Côte d'Azur.

The healthcare sector is one of the flagship sectors of the Centre-Val de Loire region: the share of projects from this sector in all projects received by the region since 2014 is more than twice that observed nationwide. Giants of the pharmaceutical industry regularly invest in the region, as is the case for the Novo Nordisk group, whose second largest site in the world is located in Chartres and which has committed an investment of €130 million at the site.

Bretagne (Brittany) stands out for its ability to attract projects in the energy and recycling sector. This can be explained by its coastal location, which is favorable for the establishment of sites dedicated to offshore and onshore wind power. Proportionally, the region also receives a large number of projects in the agri-food sector, as do Normandie and Occitanie.

Projects in the aerospace, naval and railway equipment sector are heading towards regions in the west and south-west, mainly Occitanie, Nouvelle Aquitaine, Pays de la Loire and Centre-Val de Loire.

82% of projects in the financial services sector and 37% of those in consulting and business services. As an essential European financial center, the region contains the leading business district in Europe, which is why it is chosen by many foreign-owned businesses, and in particular multinationals, to set up their decision-making centers.

### METHODOLOGY

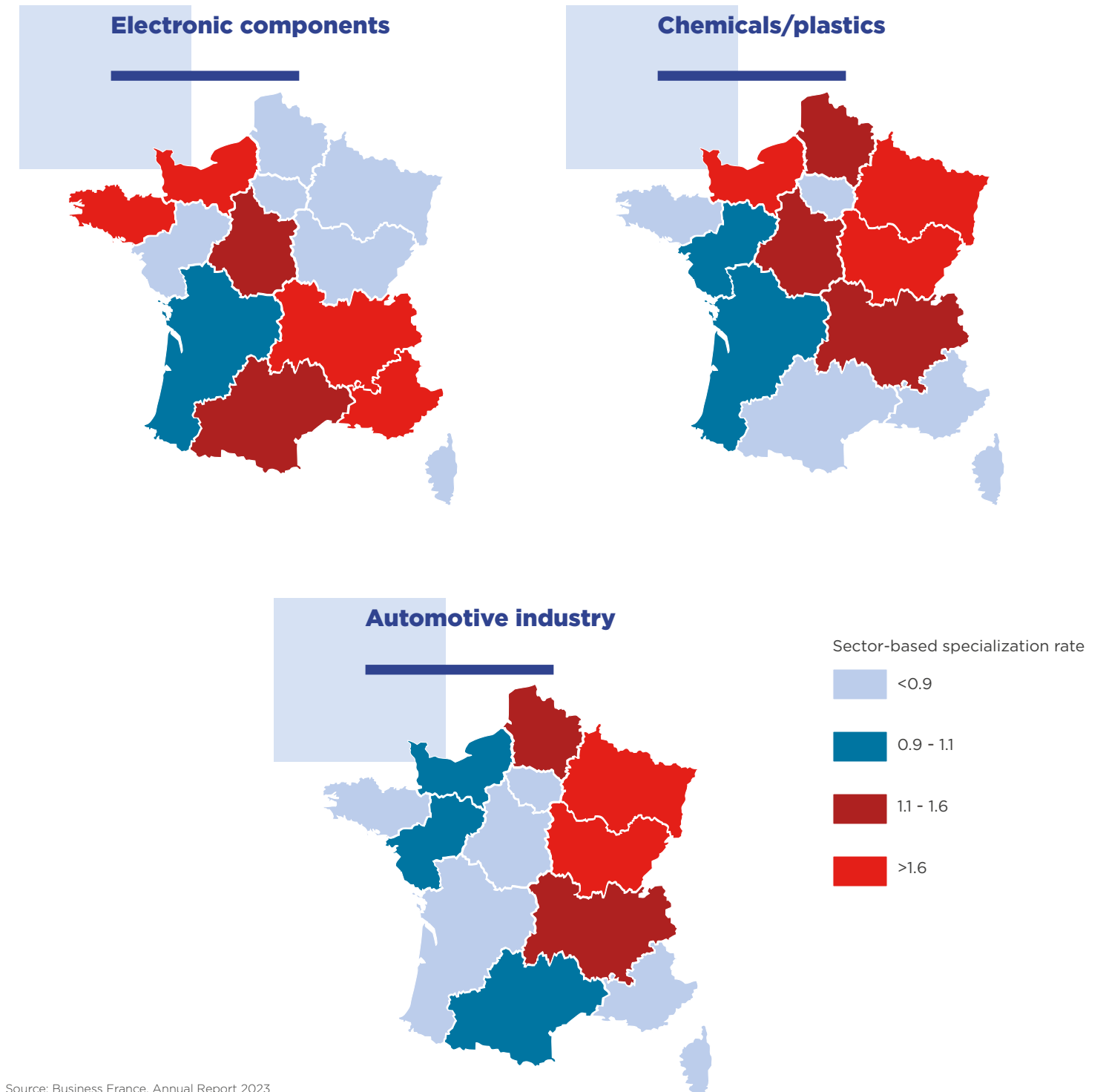
#### Sector-based specialization index

A region's sector-based specialization index is determined by calculating the relationship between the share of a sector in regional projects and the share of the same sector in projects nationwide. Projects are recorded from 2014 to 2023.

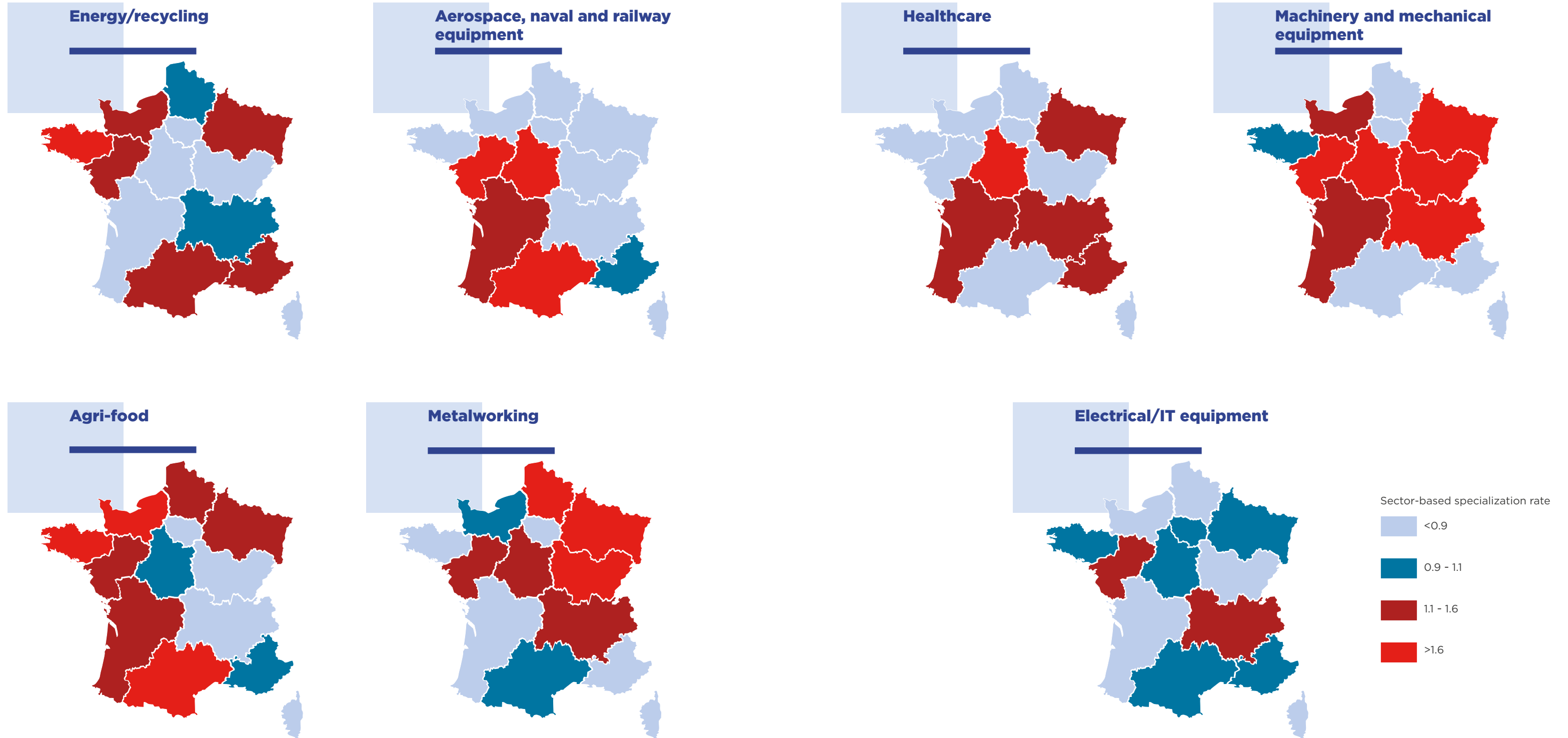
For a given sector, if a region displays an index score higher than one, it signifies that this sector corresponds to a higher share of projects than its level nationwide. The higher this index score is, the higher is the region's degree of specialization in the sector.

An index score higher than 1.5 indicates a share of this sector in investments in the region that is 50% higher than the national average and is therefore a sign of very strong specialization of the region in the sector.

Fig 10. Sector-based specialization of investments in French regions (2014-2023)



Source: Business France, Annual Report 2023





# 3

## FOREIGN INVESTMENT SERVING FRENCH RE-INDUSTRIALIZATION

# 3 FOREIGN INVESTMENT SERVING FRENCH RE-INDUSTRIALIZATION

Thanks notably to dynamic structural reforms that began in 2017, France has become more innovative, more competitive and more attractive.

Since 2019, France has been the leading destination for foreign investment in Europe, ahead of the United Kingdom and Germany, according to the European Attractiveness Survey by EY.

France has re-entered the European game in terms of taxation of capital and labor, notably through the reduction in the rate of corporate tax from 33% to 25%, in addition to a reduction in production taxes of €10 billion per year. This tax relief has just been supplemented by the gradual elimination of the business value-added contribution (CVAE) production tax, which will happen by 2027.

In social terms, in-depth reforms of labor law have enabled the rules of work organization to be adjusted as closely as possible to meet the needs of businesses (working hours, remuneration, etc.), to provide predictability in the termination of the employment contract (ceiling on severance pay, duration of objection to a dismissal limited to one year) and to pursue a policy promoting the return to or retention in employment (unemployment insurance and retirement reforms).

France's attractiveness for investors is also based on an encouraging innovation policy, the development of sought-after skills and investment in carbon-free energy.

The ability to transform and to respond pro-actively to emerging environmental challenges has become a criterion of choice for foreign direct investment (FDI).

The mobilization of industry is a crucial issue in the fight against climate change.

In 2022 and 2023, respectively, France welcomed 176 and 201 net openings of industrial sites (State Industrial Survey, March 2024).

Innovation, decarbonization and re-industrialization are at the heart of the French government's economic strategy, which is continuing its trajectory of pro-business reforms, with the clear ambition to simplify and fast-track the country's transformation.

The entire package consisting of the "Green Industry" Act (October 2023), the "Nuclear Acceleration" Act (June 2023) and the "Acceleration of Renewable Energies" Act (March 2023) has showcased the country's ambitions in terms of the decarbonization of industry. This set of measures aims to make the energy transition a success, ensure better green economic sovereignty, and promote job-creating activity.

In 2024, further new reforms are expected to complete the transformation of the French economic and social model: the simplification of standards for VSEs and SMEs, the strengthening of financial attractiveness and the continued reduction in production taxes. Measures in favor of energy sovereignty are also planned, as well as the publication of the new "National Low Carbon Strategy" and the new "Multi-annual Energy Programming".

## 1. Innovation, positioning France at the cutting edge of digital uses

**In terms of innovation, France is one of the most dynamic European ecosystems.** For example, it is ranked as the second European country in terms of the number of patent applications filed (WIPO, 2023).

**This dynamic relies in particular on a whole array of key players** involved in R&D partnerships, in co-operation between research and innovation structures on the one hand and businesses on the other, and in the transfer of innovation towards the modernization and decarbonization of French industry. This set of key players includes, for example, the French National Center for Scientific Research (CNRS), the Atomic Energy and Alternative Energy Commission (CEA), the National Institute for Research in Digital Science and Technologies (INRIA), the Paris-Saclay cluster, the École Polytechnique and the Institut Mines-Telecom. It also includes innovation clusters, such as Cap Digital (Paris/Ile de France region), Systematic (Paris/Ile de France), Minalogic (Auvergne-Rhône-Alpes), and the leading technology park in Europe, Sophia-Antipolis (Provence-Alpes-Côte d'Azur).

Alongside this ecosystem, **state aid schemes encourage research, development and innovation efforts, such as the research tax credit**, which is among the most powerful R&D tax support schemes in the OECD (**30% of R&D expenses up to €100 million and 5% beyond this limit**).

**Finally, in March 2024, the French government presented France's roadmap for the "Digital Decade"**, aligned with European targets, and structured around four priorities:

- **Digital skills:** Strengthening the initial training of schoolchildren, the attractiveness of digital sectors and the provision of training in line with the needs of businesses.;
- **Digital infrastructure:** General deployment of fiber broadband by 2025, five years ahead of the European target, and widespread access to 4G by the end of 2029.

- **The digital transformation of businesses, in particular VSEs-SMEs:** Continuation and acceleration of digitalization, strengthening of cybersecurity, support in the adoption of artificial intelligence, the cloud and data management, and pursuit of ambitious support for startups through "La French Tech".
- **The digitalization of public services:** Acceleration and simplification of administrative procedures and procedures, via the digitalization of 250 essential public procedures by 2025.

Artificial intelligence, the 5G/6G networks of the future and robotics particularly benefit from the strength of the French innovation ecosystem and state aid in terms of research, development and innovation (RDI) and the digital transition.

### A. Artificial intelligence (AI), from research to deployment, a strategy that is already bearing fruit

To assert itself as a leader in artificial intelligence in Europe and the world, to structure a dedicated long-term ecosystem and to promote substantial gains in competitiveness and productivity, with a view to supporting the economy and society, France has implemented an ambitious national strategy for artificial intelligence. It has been incorporated into the "France 2030" investment plan and the "National Investment Program".

#### A two-step global strategy, from research to deployment

- **2018-2022 (around €1.5 billion in funding): Strengthen research capacities** by promoting the creation and development of a network of interdisciplinary AI institutes, support for chairs of excellence in AI, funding of doctoral programs and investment in public research computing capabilities. In 2021, France boasted the highest number of AI laboratories (81) in Europe.
- **2021-2025 (€2.22 billion in funding, including €1.5 billion from a public source): Roll out AI technologies across the economy**, with the aim of supporting 500 SMEs and mid-size companies in the adoption and usage of AI solutions by 2025 and

of developing sovereign platforms in data science, machine learning and robotics. A “France 2030” call for projects entitled “AI Booster France 2030” is therefore open until the end of 2025 to raise awareness, train and support SMEs and mid-size companies in the exploitation of their data and the integration of AI solutions.

The areas particularly targeted are:

- **Embedded AI.**
- **Trusted AI**, particularly through the prism of algorithms, for example in aerospace, autonomous vehicles and industry 4.0.
- **Frugal AI**, linked to the challenges of the ecological transition (sustainable cities, mobility, precision agriculture).
- **Generative AI**, which is the subject of a dedicated committee launched in September 2023, which in March 2024 submitted to the government a report of 25 recommendations to make France a major player in the AI technological revolution.

**This strategy is based on three pillars:** training and attracting talent in AI (aim of training 3,700 students per year and creating five to 10 universities and schools of European/global ranking), support for the deep tech offer and bringing together supply and demand for AI solutions. It also sits well with other related **national acceleration strategies**, such as quantum technologies, 5G and future telecommunications network technologies, cloud and cybersecurity, among others, as well as the **strategy for electronics, part of the “France 2030” plan**. It plans to mobilize more than €5 billion (more than €16 billion including private investment) on the innovation and research aspects, doubling the production capacity of electronic components by 2026-2027, and developing training and skills throughout the electronics sector.

**This strategy has already started to bear fruit**

**Since 2018, many firms have chosen France to set up or strengthen their AI laboratories:** Alphabet (Google), Cisco, Criteo, DeepMind, Fujitsu, HPE, IBM, Intel, Meta, Microsoft, Naver Labs, Samsung, SAP and Uber. In 2022, France was

set to have **590 AI startups** (compared with 502 in 2021), **which raised more than €3.2 billion in 2022**, or six times more than in 2018. Some 16 of these are unicorns, including ContentSquare, EcoVadis, ManoMano, Meero, Mirakl, Payfit and Qonto, among others.

**These businesses rely on the scientific and engineering skills of talent trained in France**, who have an international reputation. For example, between 2017 and 2021, France maintained its position as seventh in the world and second in the European Union in terms of publications as part of scientific conferences on AI (after China, the United States, India, Germany and the United Kingdom).

#### **B. Networks of the future, from 5G to 6G, affirmation to anticipation**

**The “5G and networks of the future” strategy launched in 2021 aims to position France at the forefront in this essential market** in terms of strategic autonomy and competitiveness, which will serve as a basis for the digitalization and upscaling of different key sectors (automotive, aerospace, agriculture, healthcare, industry 4.0, education, security and defense, etc.). It can rely on digital infrastructure, and more specifically network coverage, which is extensive and resilient, with 88% of France covered by 4G, and more than 80% of French people eligible for fiber broadband (thanks in particular to the “France Very High Speed” plan). This makes France one of the most efficient European countries in terms of connectivity, with the already effective launch of an experiment on private 5G networks with more than 90 networks already deployed.

**This “5G and networks of the future” strategy is structured around four major axes:**

1. Developing the uses of industrial 5G.
2. Supporting the development of a sovereign offer on the technological building blocks that are key to 5G/6G and the networks of the future.
3. Promoting research on the networks of the future to maintain French excellence in the field of telecommunications.
4. Rolling out 5G training.

**It therefore aims to support the development of French solutions in both terms of R&D technology and network operation**, by guaranteeing mastery of all stages. It should enable 20,000 new jobs to be created by 2025, provide further support to innovative SMEs in the export sector and strengthen France’s scientific excellence and international visibility in the field.

**This acceleration strategy is targeting €1.7 billion in overall investments in the sector by mobilizing more than €500 million in state aid by 2025.** Some €65 million is specifically dedicated to the “Networks of the Future” research program launched in 2021 to provide new technological building blocks to support French scientific excellence and to meet the needs for industrial innovation in the field.

**In summer 2023, the French government also announced the establishment of a 6G coordination platform**, “France 6G”, to best prepare for the arrival of the sixth generation of networks, particularly in terms of standardization, European and international co-operation and intellectual property. This initiative will support the evolution of digital uses, such as artificial intelligence, requiring increasing capacities for processing ever-increasing volumes of data, as well as the development of critical applications requiring ever-lower latency times, particularly in terms of industry and healthcare (connectivity, interactive robotics, immersive reality, etc.).

**This state support has also resulted in the launch of various calls for projects and expressions of interest** as part of the “France 2030” plan, such as “Campus Fablab 5G Industrielle” (call for expressions of interest launched in 2022 to support the development and acceleration of 5G for industry) and “5G/6G: Innovative solutions for the networks of the future” (open until the end of November 2024).

#### **C. Robotics, at the heart of an innovative and carbon-free industry**

**Robotics and intelligent machines are a key part of the “France 2030” plan**, the challenges of which are shared by the ten aims of “France 2030”.

**The robotics strategy presented by the French government has a dual aim:** to support the competitive and green re-industrialization of France, in favor of VSEs, SMEs and mid-size companies, and to position the country as a leader in new robotic machines with high value-added. It must enable all key players in the industrial value chain and in the energy and ecological transition to be supplied with new operational solutions (systems and equipment) and it must place France at the forefront of new industrial sectors of excellence and disruptive innovations.

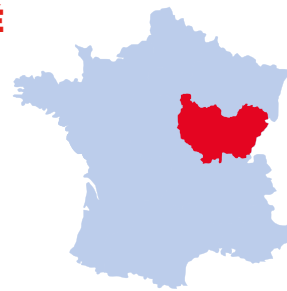
In the summer of 2023, the French government therefore announced two calls for projects as part of “France 2030”, dedicated to “the supply of robots and intelligent machines of excellence” and the “robotic transfer challenge”, which will continue in the coming years. These calls will promote the development of disruptive robotic technologies, which for example embed new technological building blocks based on artificial intelligence or fast-track technology transfer by associating research laboratories and businesses in innovative projects.

The changes in robotics are based on ongoing developments in several other key areas, which are also the subject of dedicated national strategies driven by the French government: electronics, communication networks, artificial intelligence and digital technology.

**France benefits from international recognition in terms of research and entrepreneurship in robotics** and is in the world’s top five for scientific publications. The robotics strategy encourages collaborations between historic equipment and new businesses. “France 2030” will support these research efforts by financing a priority research equipment program (PEPR) specific to robotics.

In 2022, according to the International Federation of Robotics, France experienced one of the best dynamics globally in terms of installation of industrial robots (+13%), with nearly 7,400 new units installed in the country. As such, France is positioned as the eighth country in the world and the third in Europe, after Germany and Italy, for the installation of industrial robots. France is also the fifth country in the world and the second in Europe, after Germany, for the number of producers of service robots (all applications combined).

## THEY CHOSE BOURGOGNE-FRANCHE-COMTÉ



Thanks to a recent fundraising of US\$17 million, MFL plans to develop new flavors based on solid fermentation to improve the sensory experience of vegetarian products. The firm aims to expand its presence in Europe, where demand for clean label foods is increasing.

In consultation with the Business France office in Tel Aviv and the Regional Economic Agency of Bourgogne-Franche-Comté, MFL was able to discover the fermentation skills developed over decades by the University of Bourgogne-Franche-Comté, the Institut Agro Dijon and the National Research Institute for Agriculture, Food and Environment (INRAE), which created several Mixed Research Units (UMR), including the UMR PAM (Food and Microbiological Processes) and the Center for Taste and Food Sciences (CSGA).

The business also benefited from the support of the Vitagora innovation cluster, which facilitated its commercial expansion in Europe. During the VitaConnect event organized by Vitagora, MFL was able to establish valuable contacts with scientific and industrial partners.

Building on all these exchanges and the support of the Dijon Bourgogne Invest agency, MFL announced the opening of a research center in Dijon, focused on precision fermentation in solid media. This initiative marks a transition towards its scale-up phase.

MFL's establishment in France reflects a collaborative partnership between the business and local stakeholders, demonstrating the mutual commitment to promoting innovation in the field of sustainable food.

*Using the "science of indulgence" to unlock the transition to sustainable proteins.*

### The Mediterranean Food Lab (MFL)

Founded in 2019 in Tel Aviv by B.Z. Goldberg, an award-winning filmmaker, former strategy consultant, and Yair Yosefi, an experienced chef, MFL surrounded itself with a multidisciplinary team to create healthier and more sustainable food.

Despite massive investments in meat alternatives around the world, the transition to alternative proteins remains slow due to taste concerns. MFL is therefore a completely new type of flavor laboratory that uses the "power of indulgence" to unlock the transition to alternative proteins. Today, it is one of the only FoodTechs to meet consumer demands: sustainability, healthcare, cost and spectacular improvement in taste.

Its approach is based on fermentation in a solid medium, modernized using machine learning and artificial intelligence techniques. The firm is therefore able to create a knowledge base to optimize the search for particular flavors and master a complex biological process.

## THEY CHOSE ILE DE FRANCE/PARIS REGION



### AI Redefined

AI Redefined, a Canadian business specializing in artificial intelligence promoting the alignment between human values and artificial intelligence, plans to create 25 new positions in the next three years within its decision center for Europe based in Paris.

The firm wishes to strengthen its position with its current customers and to increase its presence in the French market by attracting new customers. The business chose

Ile de France/Paris region for its economic strength, its central role in Europe and for the proximity to numerous head offices of its target customers in the fields of energy, aerospace and defense.

AI Redefined was supported by the Choose Paris region, with information on the burgeoning ecosystem in innovation and AI, the search for premises, putting them in touch with service providers regarding legal matters, funding and recruitment.



THEY CHOSE NORMANDIE



**Normandie AeroEspace**

The electronics and communication technologies sectors in Normandie are strongly linked to the automotive, aerospace, security, defense and new mobility technologies industries. The region stands out for the presence of large manufacturers and equipment suppliers, as well as for its momentum for innovation driven by SMEs, startups and industry associations, such as Normandie AeroEspace (NAE). The latter is a large network in Normandie, encompassing more than 170 key players in the fields of aerospace, defense and security.

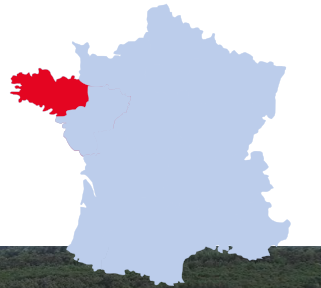
Normandie not only stands out as the birthplace of Near Field Communication (NFC) technology but also as a pioneer in the development of future communications, such as 5G. This dynamic region is recognized for its innovative ecosystem in the field of micro-electronics, effectively supported by a second key player, the Normandy Microelectronics Association (NMA). With more than 40 members, ranging from businesses to schools and laboratories, representing more than 900 employees, the NMA is at the heart of this ecosystem, promoting the growth and development of local businesses.

In the context of innovation and technological progress, Murata Manufacturing Co., Ltd. is a perfect example of Normandie's commitment to the advancement of micro-electronics.

**Murata Manufacturing Co., Ltd.:** Murata is strengthening its production capacity for 200-millimeter silicon capacitors by creating a new mass production line within its subsidiary Murata Integrated Passive Solutions, which is based in Caen, and employs 250 people. Silicon capacitors manufactured by Murata at this plant are used in connection with medical devices, telecommunications equipment and mobile phones. This expansion project consists of an investment of around €60 million and the creation of around a hundred jobs in the future.

Murata's decision to expand its production capacity in Normandie demonstrates confidence in the national and regional ecosystem and its potential to support major international projects. Normandie has therefore proven its attractiveness to high-tech businesses and the central role it will play in the development of future technologies.

THEY CHOSE BRETAGNE/BRITTANY



**Apply Carbon**

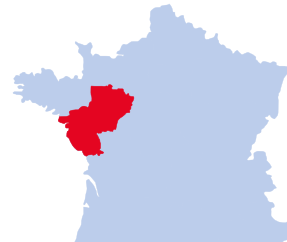
Since its acquisition in 2011 by the Belgian group Procotex, Apply Carbon has witnessed strong development. Specializing in cutting and grinding technical fibers (carbon, aramid), the Breton site is positioned in a niche market. New processes have been introduced to expand its expertise and open up to new markets. The firm has invested in technology that converts ground carbon fibers into pellets or flakes. Used to strengthen thermoplastics, in the composition of seals, coatings or even brake pads, these granules give products unprecedented levels of resistance and longevity.

To double production capacities, more than €10 million was invested in a new building housing around ten highly automated production lines. Currently, in addition to the 56 permanent staff, Apply Carbon relies on around thirty temporary workers to support its operations. In 2023, seven permanent contracts were created, and 10 others are planned for 2024.



*"The group has invested heavily in the new Plouay site (Bretagne/Brittany), as part of its development strategy. Apply Carbon benefited from aid of nearly €65,000 from the Brittany region and it also received support from Breizh Fab as part of the "optimize my production" individual challenge. This first finalized investment phase positions us among the global leaders in our field. Today, we want to continue our development to recycle composite parts. The funding and subsidies currently being researched will be entirely dedicated to a technical recycling solution, which also meets the expectations of local stakeholders, within the framework of the Lorient Composite Valley."*  
Hervé Cayuela, Chief Executive Officer at Apply Carbon.

## THEY CHOSE PAYS DE LA LOIRE



### Automation continues at CLAAS Tractor

After officially commissioning its “Factory of the Future” in 2021, the result of a three-year transformation, the modernization of production processes and the robotization of certain activities continued.

In 2023, digitalization focused on inventory management by deploying a tool (SAP EWM) that allows for better reactions to fluctuations in activity dependent on agricultural markets. This update has opened up the field of possibilities to other stages of digitalization for local production management issues.

Quality control has also evolved at the level of the interface between the control operator and production, by replacing TV screens with tablets: more visual comfort and mobility, well-defined control cycles, questions sequenced randomly to avoid routine. There is also the possibility to take photos

and enter comments, involving the operator in quality improvement (feedback of information).

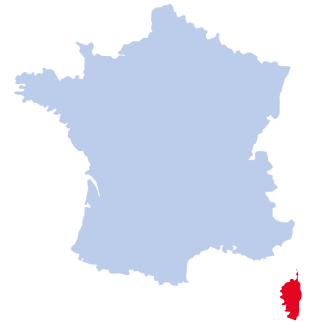
The robotization of the transport of chassis and tractors in production for greater flexibility, which began with the introduction of Auto-Guided Vehicles (AGVs), has been extended to the transport of wheels (geolocated trolleys) and the transport of roofs in production with wire-guided AGVs (€1 million). Money was also invested in two new painting robots, ensuring 70% of the paint coverage of the chassis, instead of the previous 30%.

Finally, a second robotic warehouse for the storage of small parts for tractor cabins was built (€3.7 million), with a storage capacity of 20,000 bins, and the building measuring 20 meters high and 36 meters wide. It will be operational in September 2024, allowing the plant to be ready for the launch of the production of new generations of tractors.



*“Since the initial modernization project entitled CLAAS Forth, more generally, we have been engaged in a process of evolving our manufacturing execution system to gradually move towards a manufacturing operations support solution (human-machine interface), which we would like to be fully digitalized for greater relevance. Given the increasing complexity and increasing diversity of our products, our initial premise of providing assistance to production operators remains more than ever at the heart of our strategy. The boost given by local key players – such as Solutions & Co., the Pays de la Loire development agency, Le Mans Métropole, the Pays de la Loire regional council, the French state and the European Regional Development Fund (ERDF) – has put us on the path to this modernization, which will enable us to remain competitive in the long term.” Etienne Bourasseau, Chairman of CLAAS Tractor and Vice-President, Marketing*

## CORSE/CORSICA



Chloé Zannettacci, Nicolas Huloux and Benjamin Pereney are the founding members of the new MIRA school of computer engineers.

### Opening of the new computer engineering school in Ajaccio

Aflokkat, a private training organization based in Ajaccio (Corse/Corsica region), launched MIRA (Mediterranean Institute of Robotics and Automation) in September 2024, a school aimed at training engineers in robotics and artificial intelligence.

MIRA, which students can enter once they have obtained their high school diploma, includes the list of private engineering schools accredited by the accreditation authority for French professional engineers dependent on the Ministry for Higher Education and Research. The school would like to welcome 25 students to move towards around sixty places within about ten years.

Aflokkat, alongside MIRA, would like to work for the region by training technical specialists who will be able to establish themselves on the island, and to attract students from outside Corsica.

In Corsica, the tech ecosystem has experienced significant growth over the years, with the emergence of innovative technology businesses. This has led to an increase in demand for technological skills, with around 60 positions per year going unfilled in the region.

MIRA will train robotics engineers, with a strong advanced IT component, with skills in the design, development, integration and maintenance of autonomous and/or collaborative robotic systems, for industrial and service uses.

In addition to these technical skills, engineering students will be equipped with transversal skills, such as the practice of three modern languages and the management of complex projects, as well as managerial and entrepreneurial skills.

With a view to the creation of MIRA, Aflokkat signed a structuring partnership in 2021 with the ESTIA engineering school located in the Basque Country around five main axes: research, educational engineering, student recruitment and exchanges, international mobility and technology transfer. This partnership is an important asset for the school because it means it can benefit from feedback from a renowned school, which was built within an economic environment quite similar to that of Corsica.

*“MIRA is above all a request from partner firms, who came to see us, expressing a real need for highly qualified IT engineers in the region. The goal is therefore, firstly, to respond to a need expressed by island technology businesses by retaining a portion of new graduates with new training. It is also to attract foreign students, and therefore to create the possibility that this workforce remains on the island once they have completed their training. Finally, it is to contribute to the creation or establishment of new businesses in Corsica, and to participate in the economic development of the island.” Benjamin Pereney, Director of Aflokkat*

## 2. Decarbonization, making France the leader of the green transition in Europe

In the context of the Paris agreement and European legislation (“Fit for 55” package), France has committed, like its European partners, to achieving carbon neutrality in 2050, following an intermediate step in the form of a 55% reduction in greenhouse gas (GHG) emissions by 2030.

The French government has therefore implemented an action plan for the decarbonization of French industry, which has the third highest contribution to carbon dioxide emissions, after transport and agriculture, accounting for 20% of carbon dioxide emissions, to halve French industrial emissions within ten years. This action plan is taking shape through various initiatives, including “France 2030”, of which 50% of the €54 billion global budget is dedicated to the decarbonization of the economy.

More specifically, €4.5 billion is dedicated to the decarbonization of industry as part of a specific strategy, following two main axes:

- €450 million to finance innovation and the development of a French offering of solutions, including industrialization for a low-carbon industry.
- €4.05 billion for the deployment of decarbonization solutions for industrial sites, through the use of innovative technologies, such as hydrogen, or the capture, storage and use of carbon and the deployment of more mature solutions in the French industrial sector, in particular low-carbon heat and energy efficiency.

### “FRANCE 2030” PLAN

In conjunction with the “France 2030” plan, the “France Nation Verte” environmental planning provides France with a national action plan to fast-track the ecological transition. In the industrial field, this planning takes shape around:

- Decarbonization trajectories for the 50 industrial sites with the highest GHG emissions (chemicals, metallurgy, construction materials), generating 55% of industrial emissions and 12% of total national emissions. Each site is subject to a decarbonization roadmap, with the aim of reducing emissions from these 50 sites by 45% by 2030. Furthermore, the most emitting sectors are also the subject of specific roadmaps (cement, chemicals, agri-food, mining and metallurgy, glass, etc.).

- The launch of calls for projects covering the entire industry to support the decarbonization of industrial sites and bring about innovative decarbonization technologies. In 2023, the overall envelope open to support all types of decarbonization projects (biomass heat, energy efficiency, electrification, etc.) through calls for projects reached €1 billion. The DECARB IND+ system has been specifically deployed for large-scale projects (aid requests greater than €30 million). A call for tender scheme will also be available in 2024 for decarbonization projects.
- The development of a national strategy for carbon capture, storage and use, complementing the national hydrogen strategy for incompressible residual emissions.

Similarly, the “Green Industry” Act (October 2023) responds to the dual aim of decarbonizing existing industries on the one hand, and accelerating the production of new green technologies in France on the other, to make France the European leader in green energy. It constitutes a response to the American Inflation Reduction Act and is in line with the industrial plan of the “European Green Deal”.

This Act plans to generate €23 billion in investment and 40,000 direct jobs by 2030, and to avoid 35 million tonnes of carbon dioxide equivalent. It is structured around 15 key measures, including, among others, the halving of environmental authorization deadlines (from 17 to nine months on average), the consolidation of a strategic stock of industrial land (ready-to-use sites, regeneration of industrial wasteland), better identification of the most virtuous businesses through a “Triple E” standard (European Environmental Excellence), including for public procurement and the granting of state aid, as well as a tax credit for investments in green industry (C3IV).

The C3IV, established by the 2024 French Government Budget Act, aims to support businesses carrying out industrial projects in four key technological sectors of the energy transition: batteries, solar panels, wind power and heat pumps. It ranges from 20% to 45% of eligible costs and is capped at €200 million per firm, depending on the applicable conditions (business size and regional area). Currently open until December 31, 2025, the C3IV constitutes one of the most attractive measures in Europe for supporting green industries. In spring 2024, 20 approval applications were submitted, worth a total amount of €1.8 billion.

At the same time, industrial projects relating to renewable thermal energies and electrical networks can be supported through subsidies, from 15% to 40%, and the hydrogen sector

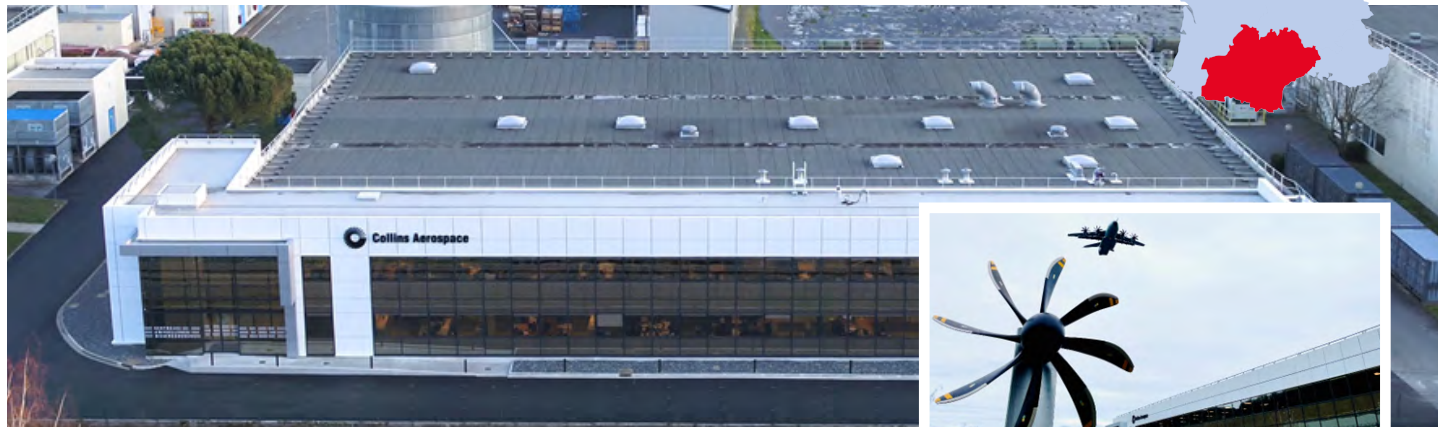
is the subject of specific support schemes (“Important Projects of Common European Interest”, “France 2030”).

These various initiatives are also based on the identification and development of low-carbon industrial zones (ZIBaCs) and on a largely carbon-free electricity mix (more than 90%), thanks to abundant, stable and competitive nuclear electricity and the progression of electricity from renewable sources.

In terms of transport, the “France 2030” plan mobilizes nearly €5 billion, from research and innovation to the deployment of solutions across the entire value chain of all modes of transport (road, rail, air and maritime). Two of the key aims are to produce at least two million electric vehicles per year in France by 2030 and to support the development of low-carbon aircraft. More specifically, the “Digitalization and Decarbonization of Mobility” acceleration strategy is based on a budget of €570 million for the development of a French offer of innovative, competitive and decarbonized logistics transport solutions, both on an industrial and service level. It focuses in particular on multi-modal transport and the deployment of large-scale solutions.

Finally, since 2015, France has also established a “National Low-Carbon Strategy”, a roadmap for reducing greenhouse gas emissions, by pursuing the following four major targets: (i) to completely decarbonize energy production by 2050, (ii) to halve energy consumption in all sectors (transport, buildings, etc.), (iii) to reduce emissions not linked to energy consumption (for example those from agriculture, or industrial processes) and to increase natural carbon sinks (forests, marshes, etc.) and (iv) to develop carbon capture and storage technologies to absorb incompressible residual emissions. The third National Low-Carbon Strategy 2030 is expected to be presented in 2024.

## THEY CHOSE OCCITANIE



Aerial view of the Propeller Center of Excellence



A400M flying over the Collins site in Figeac

### Collins Aerospace Propeller Center of Excellence in Figeac

To support innovation for the aviation of the future, Collins Aerospace has invested massively in Occitanie in a center of excellence, dedicated to the development of propellers for future generations of turboprop engines. Ratier-Figeac, a Collins entity and global leader in high-power propellers, opened its Propeller Center of Excellence in 2021, which is home to a design office, as well as new testing and manufacturing resources, intended for the development of the technological bricks, which will make up the blades and propeller systems of tomorrow.

In addition to strengthening its technological resources and industrial equipment, the firm has sought to sustain its activities and strengthen its attractiveness, thanks in particular to the training of its new employees. This resulted in an increase in the workforce of more than 60 people, divided between engineering and operations.

Its engineers are involved in regional and European projects, such as Hélios and Clean Aviation, in which Collins Aerospace is a stakeholder. The conclusions of these projects, whose technological roadmaps are largely focused

on innovation, will power future turboprop platforms and will largely contribute to the decarbonization of aviation.

Furthermore, the design of the center of excellence buildings was intended to reduce the industrial carbon footprint. The heating of the design office, for example, is carried out by the recovery of the heat released by the industrial process, meaning there is a significant reduction in the use of fossil fuels.

This center of excellence, whose total investment amounts to €32 million, of which €2 million comes from the Occitanie region, has participated since its completion in the development of low-carbon aviation, as well as regional, national and even international business.

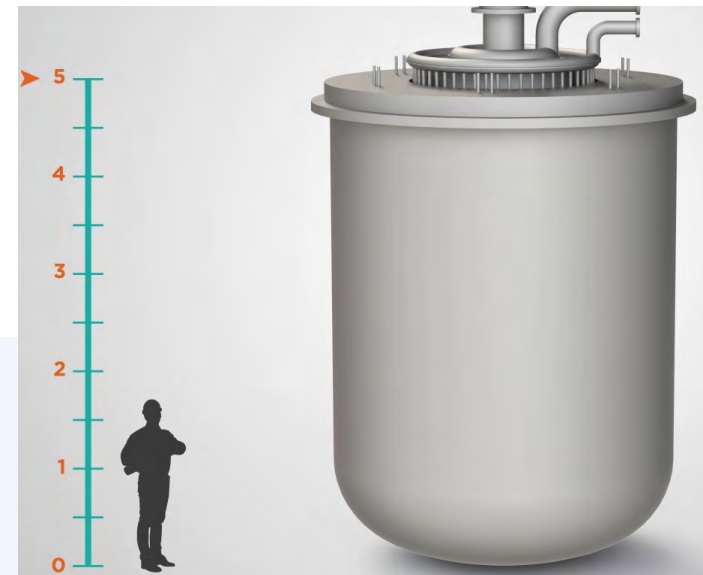
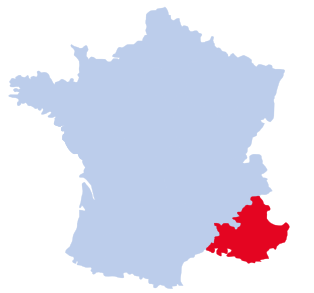
These new facilities were inaugurated in October 2021 in the presence of the French Prime Minister and were awarded the "Competitiveness and Innovation" prize by Business France during the second edition of the "Choose France" Awards.



*"As a Collins Aerospace employee for almost four years, my work consists of finite element modeling of bird impacts occurring on blades made of composite materials. Building and developing digital models that are used to optimize the development of the next generation of propellers is very rewarding for me, because the issues related to the optimization of resources and the environment will prove decisive for our business and our future. And even more so when you live here in the Lot, a green, natural and well-preserved region."*

Marta Rallo Ayerbe, Mechanical Engineer in the Propeller Design Office

## THEY CHOSE PROVENCE-ALPES-CÔTE D'AZUR



### Newcleo

The European startup Newcleo is one of the major players in the renewal of the nuclear industry. It was founded in 2021 by Stefano Bueno, a physicist and co-founder of a BioTech firm listed on Nasdaq (Advanced Accelerator Application), Luciano Cinotti, a nuclear engineer who holds numerous patents in the field, and Elisabeth Rizzotti, a physicist.

Newcleo is developing next-generation small modular nuclear reactors (SMRs) using recycled fuel. Its innovative technology makes it possible to respond to the main challenges of the sector: safety, costs and waste. The startup is the winner of the "France 2030" call for projects entitled "Innovative nuclear reactors".

It plans to invest nearly €3 billion in France in the form of industrial investments, R&D and engineering, with the aim of the project being to create a demonstration reactor and a fuel manufacturing plant. Its overall ambition is to take action in favor of the energy transition and French and European energy independence.

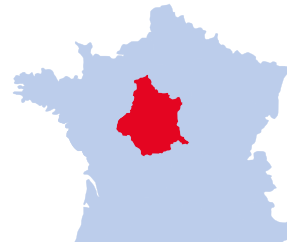
Already established in Turin, London and Lyon, Newcleo opened a new design office in the Vaucluse area in 2023, with the aim being to design the future fuel manufacturing plant for its reactors. The strategic location of Avignon, at the crossroads of several major sites in the nuclear field (Marcoule, Cadarache and Tricastin) makes it the preferred destination for attracting qualified talent. This opening will enable 100 people to be recruited by the end of 2024. Newcleo benefited from the support of risingSUD and Vaucluse Provence Attractivité throughout its implementation journey.



*"At Newcleo, we are proud of our strategic expansion in France and more recently in the Provence-Alpes-Côte d'Azur region, particularly in Avignon. This establishment strengthens our commitment to regional development and our desire to actively contribute to the French energy transition. We are convinced that our revolutionary technology will open new avenues for a sustainable energy future and we are determined to be a leading player in this movement."*

Ludovic Vandendriesche, Managing Director at Newcleo SA

## THEY CHOSE CENTRE-VAL DE LOIRE



## SKF France

SKF, the global leader in bearings, has been present in France since 1908, with seven sites and nearly 3,000 employees.

The main factory is located in Saint Cyr-sur-Loire, near Tours, and produces around 60 million bearings per year, of which 65% are exported, with 1,400 employees. Automotive operations account for 50% of the plant's revenues. The transition from thermal engines to electric motors involves the gradual cessation of the manufacturing, for original equipment, of components specific to internal combustion engines. SKF France has launched a strategic plan, called "EV Turn", to convert its production resources and adapt its test benches, trials and prototyping, to meet the needs of electric motors, based on the work in R&D carried out on the site, in particular on 800-volt motors.

SKF France plans to invest €33 million by recreating four new manufacturing lines for rigid ball bearings, dedicated to powertrain units for electric vehicles, and by modernizing its laboratory resources, with the target of producing seven million bearings in 2028. It will also renovate the insulation of the roof of the automobile manufacturing building and equip it with solar panels, helping the site to complete decarbonization by 2027. The "EV Turn" project plans to recruit 80 employees over time.

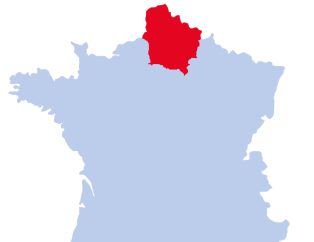
SKF France benefits from the support of "France 2030" for its investments, as part of the 2023 call for projects managed by Bpifrance, with the assistance of public partners in the region.

SKF Saint Cyr-sur-Loire is contributing and is committed to the establishment of the automotive industry in the Centre-Val de Loire region, which was begun by the Regional Council and the Regional Prefecture.

*SKF is a global provider of innovative solutions that help different industries become more competitive and sustainable. By offering lighter, more efficient, durable and repairable products, SKF enables its customers to improve the performance of their rotating equipment, while reducing their environmental impact. SKF products and services, which relate to the rotating shaft, include bearings, seals, lubrication management, condition monitoring and services. Founded in 1907, SKF is represented in more than 129 countries and has approximately 17,000 distributors worldwide. Annual sales for the year 2023 amounted to 103.881 million Swedish krona and the group had 40,336 employees.*

skf.fr

## THEY CHOSE HAUTS DE FRANCE



### Fight against global warming and the energy transition: €10 million investment in the GSK Vaccines site for the drastic reduction of its greenhouse gas emissions

Located in Saint-Amand-les-Eaux, the GSK Vaccines industrial facility employs more than 1,100 people and participates in the production of a wide range of vaccines for more than 100 countries.

Its operations, which are of vital medical importance, require energy, both to heat the site and to enable a process to function, which notably requires sterile water and doses to be kept between 2°C and 8°C. The site consumes 39,000 MWh/year in terms of electricity and 36,000 MWh/year in terms of gas, resulting in 9,500 tonnes of carbon dioxide being released into the atmosphere each year.

In full development, releases could peak at 12,000 tonnes in 2027. This is a situation that the biopharmaceutical firm wants to counteract, hence the implementation of an ambitious ecological transition plan. GSK Vaccines plans to reduce its greenhouse gas emissions by 30% in 2024 and by 50% in 2025. It has its sights firmly set on an aim to which all economic, political, social and environmental stakeholders aspire: carbon neutrality by 2050!

The Saint-Amand-les-Eaux site has launched ecological transition action, which consists of replacing its three historic gas boilers with two hybrid boilers (electricity/gas) to produce steam and heat pumps, operating on electricity, for hot water production. This project represents a total investment of €10 million co-financed by GSK Vaccines, the French government and the French Environment and Energy Management Agency (ADEME).

*"Our Saint-Amand-les-Eaux site opened around ten years ago, so it is still relatively new. However, taking into account the acceleration of global warming, we have nevertheless decided to replace our boilers with new generation equipment that is more respectful of the environment, with significant results expected from 2024 and 2025. Other energy transition solutions are being considered, as we have an ambitious long-term aim: to achieve carbon neutrality in 2050."*

*Eric Moreau, Director of the GSK Vaccines site in Saint-Amand-les-Eaux*

THEY CHOSE GRAND EST



**American group Eli Lilly renews its confidence in its French production facility**

By announcing in October 2023 a new investment of €160 million in its Fegersheim site (Grand Est region), the American pharmaceutical group Eli Lilly has once again shown its commitment to the skills of its teams based in the Grand Est region and the quality of its production of injectable medicines. In operation since 1967, this site had already benefited from nearly €500 million in investments in recent years, with this new announcement set to consolidate its positions in the group's industrial network. Now more than ever, Lilly intends to strengthen its leadership in the treatment of diseases, such as diabetes and obesity, which are unfortunately on the rise in our societies. Fegersheim is one of the flagship sites of the Eli Lilly Group.

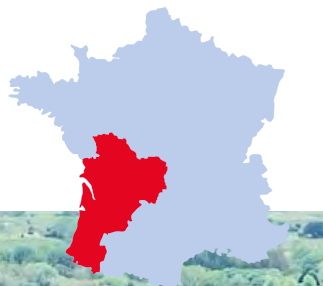
Proof of its employees' operational excellence is the fact that the Fegersheim production site, at the cutting-edge of digitalized and robotic technology, will welcome two new latest-generation, high-speed production lines. This will enable it to enter a new phase of its development and to further assert itself as a site capable of manufacturing the most innovative therapeutic solutions. Lilly's decision to choose France serves as a perfect example of France's ability and that of French manufacturers to respond to the challenges of sovereignty in terms of public healthcare.



*"Pride and responsibility"*

*"Securing this investment here in Fegersheim is a source of great pride for us. This decision by our parent company rewards the commitment and expertise of every one of our employees and the operational excellence of the site, which, for the last ten years, has been moving towards more digitalized and eco-friendly manufacturing processes. It also forces us to remember: we are fully aware that, beyond its impact in terms of industrial sovereignty and the particularly innovative dimension of the solutions that we are going to put on the market, this investment also brings hope in terms of public healthcare. We will live up to the trust placed in us by both the Eli Lilly Group and the public authorities."*  
 Marcel Lechanteur, CEO Lilly France and Benelux

THEY CHOSE NOUVELLE AQUITAINE



**O-I Glass**

O-I Glass has just made a record investment of €50 million to further develop the sustainability of its Vayres factory (Nouvelle Aquitaine region) by installing the latest gas-oxygen combustion technology, as well as heat recovery systems. These investments, which are designed to improve the plant's sustainability, should enable up to a 20% reduction in carbon dioxide emissions to be achieved.

In addition to their critical role in decarbonization, these new technologies also reduce nitrous oxide emissions by up to 60%. Combined with the high use of recycled glass in the factory, the positive impact on greenhouse gas reduction delivers on O-I Glass's ambition to be the most innovative and sustainable supplier of glass packaging.

With more than 400 million bottles produced each year, the Vayres plant is a key site for the production of modern, high-tech glassware. It is the only glassworks in the Gironde département, situated very near to the famous Bordeaux and Cognac vineyards.

O-I Glass was supported by Team France Invest, with further assistance from local stakeholders, including the local government office in Libourne, as well as the Vayres and Izon town councils.

*"It is a strategic project that has been successfully completed. It demonstrates O-I's determination to push forward with our sustainable development roadmap and has received support from the French Agency for the Ecological Transition (ADEME). The Vayres plant therefore brings together modern technologies, expertise and capabilities in a real-life situation. With 80% of our customers located within a 60-mile radius, our factory supports the local economy, local wine producers and a local recycling system - it is a perfect example of how to build a sustainable, local, circular economy."*  
 Thibaut Guichard, Plant Manager

## Investment selection criteria

### Controlling country of a business

In line with European Union guidelines, the French National Institute for Statistics and Economic Studies (INSEE) considers that the controlling country of a multinational corporation is defined by the country in which the entity possessing operational control is established and where financial information concerning all of its subsidiaries is usually consolidated.

For certain firms, when we have objective further information, this entity may not necessarily correspond to the head of the group or parent company. Under this definition, the nationality of the firm's leading shareholders has no bearing on that which is assigned to the firm as a whole.

The initial analysis is refined by the notion of control over the activities of the firm's subsidiaries. The statistical criterion chosen for data collection is majority control (ownership of more than 50% of the firm's shares with voting rights). It is assumed that share ownership of more than 50% confers genuine control over the firm, even though in certain cases control may be exercised with less than this amount.

### Project numbers

Business France records in its Annual Report any investment that creates or maintains jobs nationwide. The Annual Report is based on the publicly announced number of jobs to be created or maintained over the next three years, which is the approximate time frame that businesses use when planning investments. Only long-term, full-time equivalent jobs are retained.

Investments that do not create jobs are counted if they contribute to the safeguarding of a site or the strengthening of its productive system. As such, three types of non-job-creating investments are identified by Business France, if they represent at least €100,000 of investments:

- Decarbonization safeguarding
- Digitalization safeguarding
- Safeguarding

Also, R&D partnerships established on French soil, between French and foreign businesses, are counted if they lead to the creation of a research structure in France.

### Data gathering and validation

Three methods are used to select the projects in the Annual Report:

- **Business France's business intelligence system, which tracks public announcements of job-creating foreign investment in France and Europe.**
- **Projects detected by Business France, primarily through its network of international offices.**
- **Data collected by France's leading correspondents in their regions.**

Based on these sources, the Annual Report is compiled using a cross-validation process of each identified project between Business France and leading correspondents in their regions.

### Disparities between the data published by Business France, fDi Markets and EY

The way in which information is recorded in the Annual Report makes it a uniquely reliable database, offering unrivalled coverage of recorded investments compared with publications by private consulting firms, such as IBM/PLI, fDi Markets and EY.

Differences in scope and calculation methods – such as the calculation of retail outlets, the hotel sector, takeovers of ailing sites, expansions following takeovers, safeguarding and partnership projects – offer a partial explanation of the significant disparities observed between these different data sets.

However, beyond such methodological differences, most disparities arise from the fact that numerous investment projects receive no coverage by way of a press article or press release. These projects therefore remain undetected by the business intelligence tools used by private consulting firms. However, Business France has access to this information due to its support for projects, and through data shared by its overseas offices and partners in France's regions.



## BUSINESS FRANCE IS THE NATIONAL AGENCY SUPPORTING THE INTERNATIONAL DEVELOPMENT OF THE FRENCH ECONOMY.

It is responsible for fostering export growth by French businesses, as well as promoting and facilitating international investment in France.


It promotes France's companies, business image and nationwide attractiveness as an investment location, and also runs the VIE international internship program.

Business France has 1,400 personnel, both in France and in 55 countries throughout the world, who work with a network of partners.

Since January 2019, as part of the reform of the state support system for exports, Business France has given private-sector partners responsibility for supporting French SMEs and mid-size companies in the following markets: Hungary, Morocco, Norway, the Philippines and Singapore.

For further information, please visit: [businessfrance.fr](https://businessfrance.fr)

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Designed and produced by:  
Guillaume du Rivau  
April 2024

Photo credits  
Adobe Stock



