



Choose FranceTM

8th edition



**RÉPUBLIQUE
FRANÇAISE**

*Liberté
Égalité
Fraternité*

**PRESS KIT
19 MAY 2025
VERSAILLES**



« They choose France »

With a total of 53 announcements representing a total amount of €40,8 billion, this 8th edition of the Choose France Summit, reaches an unprecedented level.

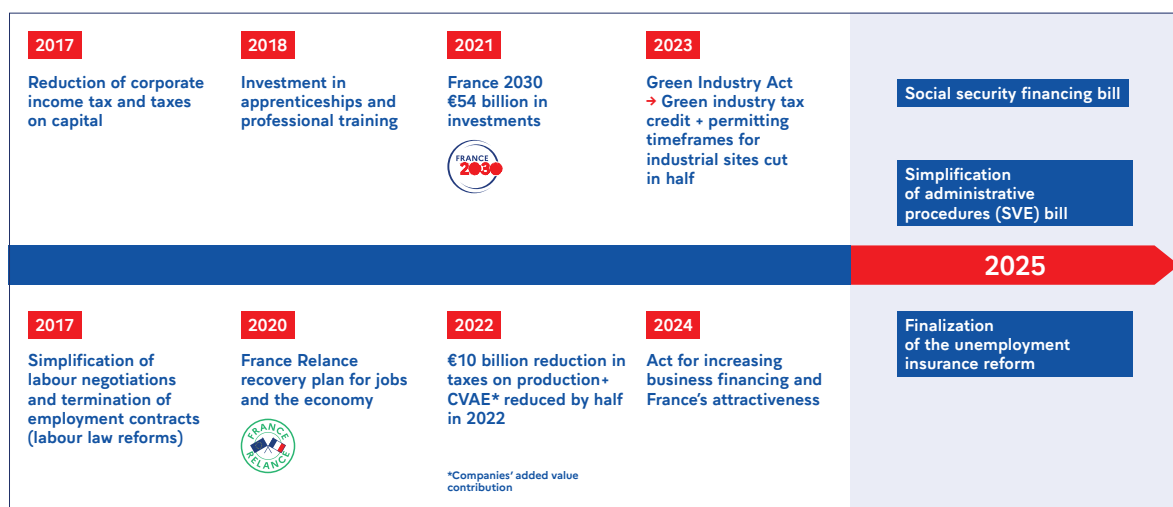
ACCENTURE (Ireland)
ADIA (United Arab Emirates)
AMAZON (USA)
BIOESOL (Mexico)
BROOKFIELD (Canada)
CAF (Spain)
CELLNEX (Spain)
CIRC (USA)
CISCO (USA)
COLEO (Spain)
DAIMLER TRUCK (Germany)
DIGITAL REALTY (USA)
DP WORLD (United Arab Emirates)
ECOCEM (Ireland)
EnBW (Germany)
ESTEE LAUDER COMPANIES (USA)
FERRERO (Italy)
FIRST BANK OF NIGERIA (Nigeria)
FOXCONN-THALES-RADIALL (Taiwan/
France)
FUTERRO (Belgium)
GSK (United Kingdom)
H3 DYNAMICS (Singapore)
HOLDING MODA (Italy)
HY2GEN - H2V (Germany)
ICON Infrastructure (United Kingdom)
INGKA GROUP | IKEA (Sweden)
IVECO GROUP (Italy)
JPMORGAN (USA)
KENVUE (USA)
KINGSPAN (Ireland)
KYNDRYL (USA)
LESS COMMON METALS LIMITED
(United Kingdom)
LONDON STOCK EXCHANGE GROUP
(United Kingdom)
MANPOWERGROUP (USA)

MARS INCORPORATED (USA)
MGX (United Arab Emirates)
MSC CRUISES (Switzerland)
NETFLIX (USA)
NIDEC (Japan)
NORGINE (Netherlands)
POMA (Italy)
POWERDOT (Portugal)
PROLOGIS (USA)
QIDDIYA INVESTMENT COMPANY
(Saudi Arabia)
REDESIGN HEALTH (USA)
REVOLUT (United Kingdom)
ROCKWOOL (Denmark)
SAICA (Spain)
SAKATA (Japan)
SLB (USA)
TEKEVER (Portugal)
VORWERK (Germany)
WINDROSE TECHNOLOGY (China)

« Why Choose France »

REFORMS INTRODUCED SINCE 2017

- Attractive taxation:
 - Lower corporate income tax and taxes on production
 - 30% tax credit for research activities
 - Tax credit for new industrial projects in the fields of batteries, wind power, solar panels and heat pumps, from the production of equipment to critical raw materials.
- Massive investment in innovation through the France 2030 programme: AI, quantum technology, hydrogen, nuclear energy, semi-conductors and batteries
- Massive investment in skills, from schools to higher education
- Decarbonized electricity through nuclear power production and large-scale development of renewable energies
 - 90 TWh exported and 95% of electricity produced in France in 2024 was low carbon
- Sharply reduced timeframes for establishing industrial sites through turnkey sites
- Simplified and digitalized government procedures





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Presentation of the Choose France Summit

Since it was launched in January 2018 by French President Emmanuel Macron, the Choose France Summit has met with growing success from year to year. It has become a key annual business event for international investors, who continue to be drawn in increasing numbers.

The Choose France Summit offers an excellent opportunity to discuss France's economic attractiveness, through ad hoc high-level meeting formats between foreign investors, the French government and major French companies: bilateral meetings with ministers and government entities, meetings with leading players in the French business world, and topical workshops on major economic transformations and the reforms undertaken by the French government to promote economic activity in France.

Each year, nearly 400 bilateral exchanges are held between the President of France, ministers and French and international business leaders to discuss their plans to set up operations in France.

The theme of this year's edition is "France, a world of creative power", paying tribute to French savoir-faire.

- France brilliantly demonstrated its expertise in organizing major international events, crowned by the global success of the Paris 2024 Olympic and Paralympic Games.
- Five years after the devastating Notre-Dame fire, the cathedral reopened its doors in December 2024 thanks to the successful restoration works and France's national expertise.
- In February 2025, France hosted the Artificial Intelligence Action Summit, strengthening the international community's commitment to AI that benefits the general interest and highlighting the assets of France and Europe as leaders in the field of AI.
- In June 2025, France and Costa Rica jointly organized the third UN Ocean Conference (UNOC3) with the theme of "Accelerating action and mobilizing all actors to conserve and sustainably use the ocean".

This 8th edition of the Choose France Summit will bring together nearly 400 international participants of more than 46 different nationalities.



Real returns for the French economy and regions since the 1st edition of Choose France in 2018

Since the start of his first term, President Emmanuel Macron has held an annual event dedicated to France's economic attractiveness. A valuable meeting place for foreign investors, the French government and leading French companies, the Choose France Summit provides the opportunity to present and explain to major international companies the reforms undertaken to promote economic activity in France. The event also highlights the importance of international investment to support growth, innovation and jobs throughout the country.

Business France teams support investors through each step of their project, from sourcing to implementation. Choose France is a key space for announcing these projects, with each edition seeing an increasing number of announcements.

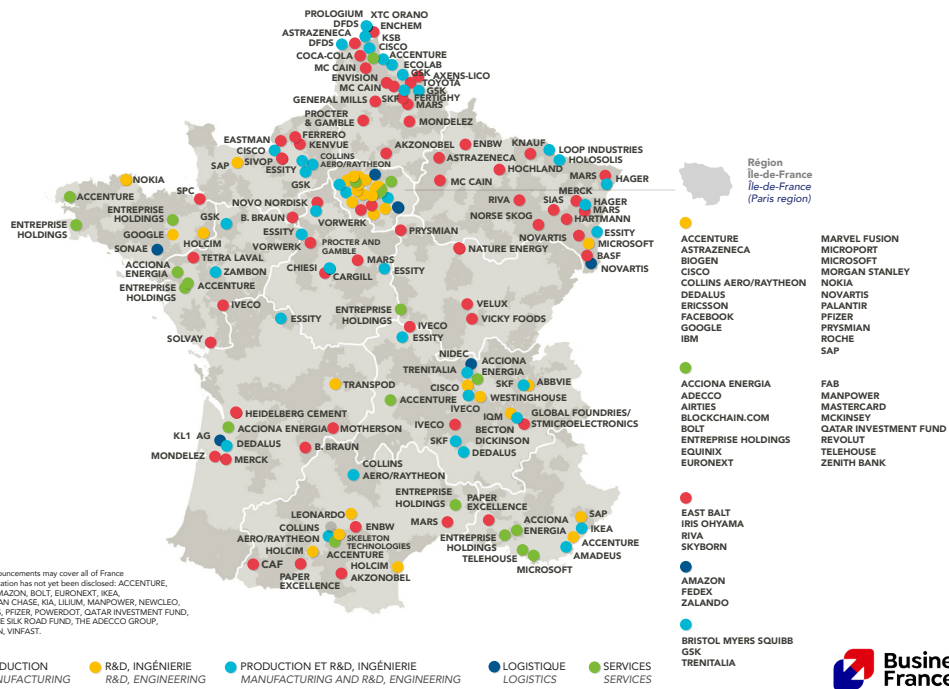
■ ■ ANNOUNCEMENTS AND AMOUNTS INVESTED SINCE 2018

| | | | |
|---|--|--|--|
| 2018 11 announcements €2,1 billion in investments | 2019 10 announcements €607 million in investments | 2020 16 announcements €1,8 billion in investments | 2021 22 announcements €3,6 billion in investments |
| 2022 35 announcements €10,8 billion in investments | 2023 28 announcements €13 billion in investments | 2024 56 announcements €15 billion in investments | |

Since the first Choose France Summit held in 2018, 178 announcements have been made for a total investment amount of €46.9 billion.

Choose France investment announcements by sector, 2018-2024

Visible results for the French economy throughout the country





In Versailles, foreign companies confirm their plans to pursue major projects in France

With a total of 53 announcements representing a total amount of €40,8 billion, this 8th edition of the Choose France Summit, reaches an unprecedented level. The high number of announcements confirms foreign investors' confidence in the French economy, despite the troubled international context. More than 13,000 direct or indirect jobs will be created as a result of these projects. Among those announcements, 3 investments, for a total of €20.8 billion, already fulfill commitments made at the AI Summit. France confirms its technological leadership and its ability to attract investment in strategic sectors (AI, rare metals, defense, electronics), contributing to strengthen European sovereignty. It remains a driving force in the ecological transition, with new investments in decarbonization and the circular economy. Convinced by the strength of the large French market, many foreign companies are reaffirming their confidence in the consumer goods and agri-food sectors. This year's Versailles Summit confirms that France's cultural influence and ability to host world-class projects are major factors in its attractiveness.

1. THE ANCHORING IN FRANCE OF MAJOR INVESTMENTS CONTRIBUTING TO SOVEREIGNTY (AI, RARE METALS, DEFENSE, ELECTRONICS)

Semiconductor

FOXCONN-THALES-RADIALL (Taiwan/France) have initiated preliminary discussions to explore the potential creation, in France, of an industrial capacity in the field of outsourced semiconductor assembly and test (OSAT). With a production capacity in excess of 100 million System In Package (SIP) per annum by 2031, this facility is meant to address the European Aerospace, Automotive, Space, Telecoms and Defense advanced packaging markets. This initiative is due to aggregate additional European industrial investors to sustain an investment in excess of €250million while ensuring a strong European leadership in the company.

Infrastructures and AI services

BROOKFIELD (Canada) is accelerating its commitment to AI infrastructure in France with the confirmation of the first hubs under its €20 billion strategic partnership with the French Government, announced at the Global AI Summit. The anchor site, E-Valley in Cambrai, will be the first to launch with construction starting in 2026. It will host at least 300 MW of electrical capacity in the short term, with the company aiming to go up to 1 GW, representing an investment of over €10 billion and the creation of almost 4,000 direct and indirect jobs on this site alone. Along with two other sites identified in northern France, it will form Europe's largest AI infrastructure cluster with a 2GW target. Developed by Data4, Brookfield's data center platform, the initiative will raise Brookfield's assets in France to over €50 billion by 2030.

DIGITAL REALTY (USA) reaffirms, on the occasion of the Choose France Summit, the commitments made during the Artificial Intelligence Summit through two major projects in France. In Marseille, construction has begun on MRS5 (€300 million investment, 200 direct and indirect jobs); in Île-de-France, the building permit has been granted for the future Dugny campus (€2 billion, 550 direct and indirect jobs). In total, €2.3 billion in investments and 750 direct and indirect jobs, reflecting Digital Realty's confidence in France's attractiveness and its European ambition in cloud, connectivity, and artificial intelligence.

KYNDRYL (USA), a leading provider of mission-critical enterprise technology services, will invest up to €100 million over three years in France to support French companies in their digital transitions and contributing to economic growth and innovation in France. This investment plan includes the hiring of 300 experts and leaders in data, AI, and cyber resilience, a new digital hub dedicated to AI and cybersecurity in Sophia-Antipolis, and the launch of a private AI cloud specifically designed to meet the needs of French customers.

MGX (United Arab Emirates) and Bpifrance, together with Mistral and NVIDIA, announce the launch of an open AI campus in the Île-de-France region, combining data centers, high-performance computing, education, and research. Serving the entire AI ecosystem, the campus aims to reach a capacity of 1.4 GW by 2030, with a first operational phase planned for 2028 representing €8.5 billion in investment. This initiative is part of the Framework Agreement between France and the United Arab Emirates, which foresees up to €50 billion in investments.

PROLOGIS (USA) announces an investment of over €6.4 billion in France, underscoring its long-term commitment to the global supply chain, logistics real estate and the development of artificial intelligence. Prologis is expanding its footprint in France with nearly €1 billion allocated to the development of 750,000 square meters of logistics space by 2028. This investment will target key markets including Marseille, Lyon, Paris, and Le Havre, and is expected to create over 3,200 direct and 2,400 indirect jobs. At the same time, Prologis is accelerating its ambitions in digital infrastructure, with four major datacenter projects planned in Paris region totaling 584 megawatts of capacity. These developments are part of Prologis' broader European strategy, which already includes 435 MW secured capacity —184 MW of which are in France—with an additional 400 MW targeted by Q3 2025. The full rollout is scheduled for commissioning by 2035 and is projected to generate more than 400 direct jobs and 3,000 indirect jobs.

Rare metals

LESS COMMON METALS LIMITED (United Kingdom), a UK-based manufacturer specialised in rare earth metals and complex alloy systems, has chosen France to further develop partnerships and facilitate a Western World supply chain. LCM is proposing an investment of 110 M€ for a project to establish a plant to produce both light and heavy rare earth metals and alloys, creating 100 to 140 jobs. Lacq (Nouvelle-Aquitaine) is currently being considered as the location for the plant with a final decision due shortly.

Defense

TEKEVER (Portugal) is a leading pan-European technology group at the forefront of innovation in defence and security, thanks to its AI-based autonomous systems. Established in France since 2024, TEKEVER is preparing to open a drone engineering and assembly site in Occitanie. As part of this expansion, the company plans to invest €100 million and has announced the creation of around one hundred jobs in France by 2027. Beyond this local presence, TEKEVER aims to build its growth in France around strategic partnerships with key players in defence and innovation. This includes the creation of a Centre of Excellence for dual-use autonomy, as well as the development of a European network of test and evaluation centres.

H3 DYNAMICS (Singapore), the world leader in hybrid hydrogen-electric technologies for Aerospace & Defense, has decided to invest €25 million to build up its core aero-native fuel cell product manufacturing in France, to create a Defense solutions center for Europe, and to reinforce its abilities to support aerospace clients globally, with over 100 employees being hired by 2027. This marks the initial phase of a proposed €150 million investment, to be distributed over the next 5 years. Having established a first footprint in France in 2017, the international group will now also be moving its full global headquarters from Singapore to France, reinforcing its presence around Toulouse and looking at expanding into other strategic locations. This strategic move will make France the central hub for H3 Dynamics' global aerospace and defense activities, strengthening the local ecosystem and supply chain, and reinforcing its global competitive advantage.

Networks

ACCENTURE (Ireland) announces its ambition to create 250 new jobs and to train 100,000 people on Generative AI/ML over three years. Deployed through Accenture LearnVantage, Accenture announces an initiative to support French companies' workforce transformation. This ambition will be bolstered by the creation of 250 new jobs within Accenture across the country. Trainees will benefit from Accenture's solutions, expertise, and experience in gen AI/ML, expanding the more than 2,000 client projects already underway in this field. Accenture will also commit to a \$2.3 million contribution by Accenture and the Accenture Foundation, aimed at the digital and AI skilling of 2,400 people prioritizing historically underserved communities in France.

CELLNEX (Spain) will invest €2.5 billion in France, by 2030, to support the expansion of its network coverage through the construction of more than 5,000 new sites, bringing the total number of sites operated by Cellnex in the French territory to 30,000. The investment will begin in 2025 with an initial €950 million allocated to the deployment of 2,000 new infrastructures hosting antennas for the four mobile operators, as well as the construction of its national fiber optic network.

CISCO (USA), the global leader in networking and cybersecurity, announces a new, 3-year investment plan in France, valued at €100 million, reaffirming its long-standing commitment to the country. A new wave of strategic initiatives include the creation of a Global AI Hub focused on secure and more energy-efficient AI infrastructure; digital upskilling, and ecosystem innovation. As part of its digital skills initiatives, Cisco plans to train 230,000 people in France over the next three years, from basic skills to professional certification, through the Cisco Networking Academy program.

2. FRANCE, A BEACON FOR THE CULTURAL AND CREATIVE INDUSTRIES

NETFLIX (USA) is significantly strengthening its commitment to Marseille with two initiatives: support for Kourtrajmé Marseille to eliminate entry barriers for new talent, and a partnership with La Cinémathèque Française to create the Cinémathèque Marseille, thus offering a dedicated space for cinematic heritage in the city. These projects are part of a broader strategy that has already seen Netflix contribute over €2 billion to the French economy and support more than 25,000 jobs (2021-2024). With an annual investment exceeding €250 million in French production, the company is also involved in education through partnerships with La Fémis and Gobelins.

QIDDIYA INVESTMENT COMPANY (Saudi Arabia), a leading company in the tourism and entertainment sector, and the French Government announce the signing of a Memorandum of Understanding, marking a significant step towards fostering collaboration and exploring a major tourism and entertainment related project in France. This strategic partnership reflects the strong and growing ties between France and the Kingdom of Saudi Arabia and illustrates the ambition and intensity of cooperation and commitment to economic growth, innovation and mutual prosperity.

3. A REAFFIRMED LEADERSHIP IN THE CIRCULAR ECONOMY

CIRC (USA) is a textile-to-textile chemical recycling company with breakthrough technology that recovers both cotton and polyester from blended textiles. By delivering industrial-scale yield and virgin-quality output, Circ's process addresses one of the biggest barriers to a truly circular textile economy. With a €450 million investment, Circ will build its first global-scale facility in Saint-Avold, creating 200 direct and indirect jobs by 2028. The plant will process post-consumer and post-industrial textile and produce three fully recycled, virgin-equivalent materials: cellulose pulp, purified terephthalic acid (PTA), and monoethylene glycol (MEG), used by partners to make new polyester and cellulosic fibers.

COLEO (Spain), the leader in textile recycling in Spain, announces a new phase of its strategic plan for France with a €10 million investment for the upcoming establishment of a second site in the Grand Est region. This project aims to recycle 20,000 tons of textile waste per year, creating 50 direct jobs and 250 indirect jobs. This expansion follows the opening of a plant in Occitanie, which processes around 2,000 tons of textile waste annually, with the potential to scale up to 5,000 tons. With three plants already operating in Spain, Coleo is counting on France to develop a European textile recycling network.

FUTERRO (Belgium) and its sister company GALACTIC plan to create a new lactic acid processing unit for the food market and the production of green solvents, with an estimated investment of €20 million and the creation of 25 jobs. This new project will complement the initial project of a lactic acid, lactide, and PLA plant by Futerro (€500 million, 250 jobs) which is currently being deployed in the municipality of Saint-Jean-de-Folleville (76).

4. DECARBONIZING THE INDUSTRIAL SECTOR TO SUPPORT THE ENERGY TRANSITION

BIOESOL (Mexico) announces an investment of €35 million in France to scale its intelligent distributed energy solution for industries. The plan includes the acquisition of a local company, the creation of 50 jobs in Isère, and the financing of €50 million for customers through its EaaS (Energy as a Service) model. BioEsol will also relocate its holding company to France, leveraging its innovation hub in Grenoble to expand within the EU and support France's climate goals for 2030.

ECOCEM (Ireland) announces an investment of €170 million in 4 new production lines for its innovative ACT carbon-free cement technology at its Dunkerque and Fos-sur-Mer sites, and the creation of 60 full-time jobs, between 2028 and 2030.

EnBW (Germany), a European energy producer and supplier committed to carbon neutrality, aims to accelerate the energy transition, enhance industrial competitiveness, and firmly establish green electricity production in France. To achieve this, EnBW will allocate €140 million annually in 2026 and 2027. Its subsidiary Valeco will begin constructing France's largest agrivoltaic ground-mounted solar power plant (120 MW) in Limousin in 2026. The green electricity generated, connected to the RTE network, will be sold directly to French industrial companies and data centers at highly competitive prices. In 2025, Valeco undertakes, among other projects, the construction of a 23 MW ground-mounted solar power plant in Lot-et-Garonne. EnBW also intends to advance its offshore wind energy development in France through its subsidiary EnBW Valeco Offshore, which is prequalified for the AO9 tender and plans to participate in future offshore tenders (AO10, AO11).

HY2GEN (Germany) announces an investment in Fos-sur-Mer (Southern France) for the H4 Marseille Fos project, led by the French group H2V, a subsidiary of Samfi-Invest, and the Grand Port Maritime de Marseille, with financial support from Technip Energies and Hy24, an investment fund manager specializing in hydrogen deployment. Representing a total investment of approximately €1.5 billion and creating 165 direct jobs, this Franco-German joint-venture will be dedicated to the production of sustainable aviation fuel (e-SAF). Operational by 2030, the plant will produce 75,000 tons/year, avoiding 240,000 tons of CO₂ emissions (-84% compared to conventional kerosene).

KINGSPAN (Ireland) announces a first investment for a €30M project to extend their Isocab by Kingspan plant in Grande Synthe (Nord), with the creation of a new production line and around 30 jobs. They are also announcing a second investment of 14M€ for the modernization of their Bacacier village site in Rang du Fliers (Pas-de-Calais), scheduled for completion by the end of 2026.

ROCKWOOL (Denmark), the world leader in stone wool insulation solutions, announces its intention to invest over €100 million in the electrification and decarbonization of its operations at its Saint-Eloy-Les-Mines site (Puy-de-Dôme), where the company has been established for 45 years. ROCKWOOL is already engaged in the construction of a new industrial site in Soissons (Aisne), which will also utilize electric energy. These low-carbon insulation products manufactured in France will support the ambitious objectives of the National Low Carbon Strategy (SNBC), the European Energy Performance of Buildings Directive, and national RE2020.

SAICA (Spain) will invest more than €40 million in France in 2025, mainly in the sites of Doullens, Lamirande, Beaulac, and Champblain. Groupe Saica in France currently employs more than 2,400 people, operates 2 recycling centers, 3 paper production sites, and 16 packaging production sites. These investments aim to improve customer orientation, increase operational efficiency, and steer Saica's activities towards sustainable solutions to protect the environment and combat climate change.

SLB (USA), a global technology company that drives energy innovation for a balanced planet, plans to deploy a new generation of "Agile Factory" production lines in its Béziers plant. The objective is to support the development of energy transition value chains. With an investment of €70 million, which will translate into direct jobs, the initiative will enable the competitive production of large energy systems in France.

5. CONTINUING THE TRANSFORMATION OF MOBILITY

CAF (Spain) is one of the world leaders in the construction, maintenance, and refurbishment of railway rolling stock. Through its subsidiary Solaris, CAF is also the European leader in zero emission buses. France has become the Group's leading market. CAF has two industrial railway sites in France, located in Reichshoffen and Bagnères-de-Bigorre, and employs 1,000 people, including 200 in design offices. By 2028, CAF aims to triple the volume of production hours at its French sites, which will be accompanied by €50 million of investment over the next 5 years and the creation of 200 jobs. Furthermore, one out of every four projects carried out in France will be intended for export, including the production of the Rome tramway in Bagnères-de-Bigorre and the Hanover tramway in Reichshoffen.

DAIMLER TRUCK (Germany) is investing more than €92 million in France until the end of 2026 and especially Daimler Buses in expanding its historic Ligny-en-Barrois plant (Grand Est region) to increase production volumes of electric buses, and in renovating and modernizing its after-sales service centers throughout France. This investment will create 600 jobs, with recruitment in technical professions such as electricians, painters and mechanics, as well as in quality and logistics. Daimler Buses meets the challenges of sustainable mobility and electromobility in France and Europe.

DP WORLD (United Arab Emirates), a Dubai-owned global logistics firm, is investing around €260 million in France over the next five years. Some €120 million will be invested in decarbonization and energy transition initiatives at the firm's seaport in Marseille, 'EUROFOS'. A further €140 million will be spent on a large warehouse at the inland terminal of Ottmarsheim in Alsace, which is located on the Rhine and borders Germany and Switzerland, with a potential direct job creation estimated at around 150 full time employments once the project is fully operational. The new 90,000 square-meter logistic park will provide 3PL logistic services for external parties. The facility will serve barges arriving at and departing from the port, and link to the rail freight network, enhancing the port's 'intermodal' transport capabilities and further reducing the environmental impact of DP World's logistics operations.

IVECO GROUP (Italy) is investing 100 million euros in France in 2025. This investment is dedicated to the development of the future range of buses and intercities, as well as a new generation of electric batteries. It is also dedicated to the launch of new products as well as the continuous improvement of the production processes in Bourbon-Lancy and remanufacturing activities in Garchizy at the FPT plant. This investment brings Iveco Group's investments in France over the past 4 years to nearly €400 million, reflecting the firm belief in the strength and potential of the French industrial ecosystem.

MSC CRUISES (Switzerland) places new ship orders in France, reinforcing its strategic partnership with the French industry. MSC Cruises announces the order of two new vessels to be built by Chantiers de l'Atlantique in Saint-Nazaire, one of Europe's most advanced shipyards. These orders strengthen a trusted collaboration of more than 20 years and reflects MSC Cruises' continued confidence in France's industrial expertise and maritime leadership. The ships will be among the most energy-efficient cruise ships in the world. Equipped with next-generation engines capable of running with bio/synthetic fuels or LNG, shore power connectivity, and advanced environmental technology, they are designed to meet the highest international standards. With this order, MSC Cruises' total direct investment in France over the past two decades rises to over €18 billion.

NIDEC (Japan) is committed to investing nearly €97 million in 2025-26. The purpose of these investments is to increase capacity and improve the efficiency of the value chain. The capacity increases will primarily concern production activities of motors, electric generators, and battery storage systems of our plants of Trémery (Grand Est region), Orléans (Centre-Val de Loire region), Sillac (Nouvelle-Aquitaine region), and Fouillouse (Auvergne-Rhône-Alpes region). Nidec is committed to developing innovative solutions to meet the growing demand for sustainable mobility and low-carbon energy in France and Europe.

POMA (Italy) is one of the worldwide leaders in the ropeways industry since almost 90 years. POMA France, a subsidiary of the HTI group, will invest in its headquarters located in Voreppe, Isère, to establish a new state-of-the-art logistics platform for the storage and delivery of all spare parts activities. The goal of this initiative is not only to improve the support of its French customers but also of all its customers worldwide. Additionally, an innovative cable car test track, unique for the entire HTI group, will be installed at the POMA Voreppe facilities. This will enable the testing of innovative developments for tourism, mountain, and urban applications. The total investment in POMA production plant, Research and development in France over the last 10 years exceeds 150 M€.

POWERDOT (Portugal) announces an investment of €100 million to deploy fast-charging infrastructure for electric vehicles in France. Powerdot's investment will result in the installation of over 4,000 additional fast-charging points at natural stopping places such as supermarkets, shopping centers, and retail parks, with more than half of it going to Carrefour, Coopérative U, and Mousquetaires stores. These will be added to the 6,000 charging points already in service in the country at more than 1,000 fast-charging stations.

WINDROSE TECHNOLOGY (China), a next-generation electric-truck manufacturer founded in China and headquartered in Belgium, has selected France for €175 million investment in its largest European production plant. The new facility will be built in Onnaing, within the Valenciennes metropolitan area and could create up to 1000 jobs.

6. THE ATTRACTIVENESS OF THE FRENCH MARKET (HEALTH, WELLBEING, FASHION, FOOD)

AMAZON (USA) announces an investment plan of more than € 300 million in France creating more than 1,500 permanent jobs in the coming years. Investment includes new logistics infrastructures in Centre-Val-de-Loire and Auvergne-Rhône-Alpes and additional investments in their French logistics network.

THE ESTÉE LAUDER COMPANIES (USA), a global leader in prestige beauty, is establishing an Atelier in Paris to further accelerate the Company's strategic ambitions in luxury and prestige fragrances. The Atelier will focus on fragrance innovation and craftsmanship and will provide holistic support for the Company's fragrance brand portfolio. It will enable deeper co-creation and collaboration with fragrance house partners, ingredient suppliers and its manufacturing network to help unlock breakthrough product, packaging, and concept innovation at greater speed-to-market. The choice of Paris and France was strategic given the excellence of the French perfumery industry, some of the best creative design resources in the world, industry talent and local suppliers and perfumers. The Atelier's combined activities have the ambition to generate approximately €40-€50 million in revenue throughout the French value chain over the next three years.

FERRERO GROUP (Italy) confirms a new stage in its development with investments amounting to €95 million in the Normandy region, the heart of its activities. These investments are divided into two complementary parts. On one hand, €30 million is dedicated to continuing the modernization and decarbonization of the Villers-Écalles plant through the replacement of certain equipment on the Kinder Bueno and Nutella lines and the insulation of the entire site. The Villers-Écalles plant is the world's leading Nutella production site (26%) and the third for Kinder Bueno production (20%). On the other hand, €65 million is dedicated in developing Ferrero's logistics capabilities in France, with the ambition to gain agility in product storage and packaging through the creation of a new warehouse in Cléon, for an amount of €33 million, and a new warehouse in Barentin, near the Villers-Écalles production plant, still in the Rouen region, for €32 million.

GSK (United Kingdom) announces an additional investment of €160 million in France, bringing the total planned for 2025–2027 to €560 million (including €400 million already announced). €100 million will support the development of the Évreux, Mayenne and Saint-Amand-les-Eaux sites, including the integration of the MAPS vaccine technology. €60 million will be dedicated to R&D. These amounts add to the €600 million announced in 2024, currently being deployed for modernization, decarbonization, digitalization and R&D. GSK reaffirms its long-term presence in France and its commitment to health sovereignty, ecological transition, and biomedical innovation.

HOLDING MODA (Italy) announces a strategic investment in France with the opening of a creative fashion hub in Aubervilliers, the first Italian project of this scale in the country. The site will include a showroom showcasing craftsmanship, a prototyping workshop for luxury leather goods, a training center, and a research & development space. This project will lead to the creation of 30 full-time jobs. In parallel, HMODA – HOLDING INDUSTRIALE plans to develop industrial partnerships between France and Italy to serve major luxury players, particularly through equity investments and the development of industrial French SMEs specialized in high-end tailoring and luxury leather goods.

INGKA GROUP | IKEA (Sweden) is planning an additional €100 million investment for 2025 - 2030 to continue its long-term development while reducing its carbon footprint. Key projects include the replacement of the cooling systems in 23 of its stores with new installations ensuring better environmental performances. In addition, Ingka Investments is in the planning phase to develop its wind farms in the country, either through replacing turbines or adding solar panels to generate even more renewable energy in France. Finally, among the projects being financed, the company will redesign its parking lots with mixed-use projects including solar panels and green spaces to better address energy and biodiversity issues.

KENVUE (USA), the world's largest pure-play consumer health company by revenue, is strengthening its presence at its Val-de-Reuil campus in Normandy, with the construction of a new building that will house the production of Nicorette gum, a smoking cessation medication used for smoking cessation. This project represents an investment of nearly €42 million and is expected to create up to 20 direct jobs. Kenvue's Val-de-Reuil campus already includes two production units dedicated to the manufacturing of pharmaceuticals and cosmetics, respectively.

MANPOWER GROUP (USA) global leader in innovative workforce solutions, announces the launch of its new AI HR Hub in Paris, located at its French headquarters in La Defense. This move aligns with its ongoing investment in France as a key hub for innovation, digital leadership, and talent. Manpower announces more than €200 million of investment over 3 years in innovation projects and trainings in France. Together with the AI HR Hub, ManpowerGroup is also creating more than 30 branches and over 200 high-skilled additional jobs everywhere in France.

MARS INCORPORATED (USA) announces over €100 million in investments. These investments will be spread across the regions where the company operates: Alsace (€43 million), Occitanie (€32 million), Hauts-de-France (€23 million) and Centre-Val de Loire (€7 million). These investments are aimed at modernizing and digitizing its industrial sites, supporting innovation, accelerating its Net Zero trajectory and securing local employment. With over €500 million invested in France over the last five years, Mars confirms its strategy as a long-term investor, faithful to its territorial roots and convinced of France's potential for innovation and development.

NORGINE (Netherlands) has announced an €22 million additional investment over four years, on top of a first investment of €18 million in July 2024, at its site in Dreux (Eure-et-Loir), which will become the company's center of pharmaceutical excellence, specializing in the manufacture of liquid, granule, and semi-solid forms. The project will create 40 jobs and aims to increase exports from the site fivefold. Furthermore, Norgine recently announced the acquisition of Theravia, a French laboratory recognized for its expertise in rare and severe diseases. This transaction is part of a shared commitment to build a leading European player in treatments for patients with rare diseases, which are still largely underserved.

REDESIGN HEALTH (USA), the global healthcare venture builder, is expanding to France to create high-growth health-tech start-ups capable of becoming French national champions. By pairing exceptional French talent and world class healthcare institutions with Redesign's company building model, the initiative aims to broaden access to affordable, high-quality care, while advancing France's France 2030 and Innovation Santé 2030 ambitions. As part of its expansion, Redesign Health has signed a memorandum of understanding with Assistance Publique—Hôpitaux de Paris (AP-HP)—Europe's largest hospital system—as its inaugural company co-launch partner; together they will address priority clinical needs, co-develop digital-health and AI solutions scalable nationwide, and reinforce France's leadership in healthcare innovation.

SAKATA (Japan), one of the world's leading vegetable seed companies, continues to strengthen its presence in France with the expansion of its molecular biology laboratory and offices in Uchaud (Gard). This project will create 50 to 80 jobs over the next 10 years. It comes in addition to the annual investments made at its two French sites (Gard and Maine-et-Loire) in a constant effort to improve its research activities and industrial tools for the benefit of farmers. From France, the Japanese company delivers millions of high-quality vegetable seeds to growers in 80 countries across Europe, the Middle East, and Africa.

VORWERK (Germany) is expanding its industrial complex in Eure-et-Loir with the creation of a storage, bundling, and packaging center in La Chapelle-du-Noyer, scheduled to open in September 2027, with an investment of approximately €30 million. The future site will be supplied by production from Vorwerk's factories in Cloyes-sur-le-Loir and Donnemain-Saint-Mamès. This project continues the industrial momentum launched in 2022, driven by the territory's ability to bring together public and private partners around large-scale initiatives. It will further strengthen an integrated and competitive Franco-German production ecosystem made up of two equivalent and complementary hubs—one located in Wuppertal, North Rhine-Westphalia, and the other in the south of Eure-et-Loir.

7. FINANCIAL AND PROPERTY INVESTMENTS CONSOLIDATE THE PARIS FINANCIAL CENTRE

ADIA (United Arab Emirates), a wholly owned subsidiary of the Abu Dhabi Investment Authority, has finalised an agreement with PAI Partners, a pre-eminent private equity firm, to acquire a significant minority stake in European Camping Group (ECG), a European leader in outdoor accommodation, with brands such as Eurocamp and Homair. The transaction involves a substantial financial commitment of €600 million and underscores ADIA's confidence in France as an investment destination. PAI will remain the majority shareholder in ECG.

FIRST BANK OF NIGERIA LIMITED (Nigeria), Nigeria's oldest number one banking brand and one of the leading financial services solutions providers in Nigeria, has decided to strengthen its presence in France. The Chairman of the Bank, Mr Ebenezer Olufowose, has announced the decision to take steps to convert its representative office in Paris into a branch of its British subsidiary, First Bank UK Limited. First Bank of Nigeria, which was the first Nigerian bank to have a presence in France, is investing in France to support its customers, expand its product range and develop its business as part of the strengthening of the bilateral economic relationship between France and Nigeria.

ICON Infrastructure (United Kingdom), to enhance its investment in french infrastructure businesses, anticipates its funds making a further € 500 million of equity investments within France over the next three years across key sectors including the energy transition, transportation and logistics, social infrastructure, telecom and waste recycling sectors.

JPMORGAN (USA) announces it has signed a lease on a new building in Paris at 37 Place du Marché Saint-Honoré as the firm has passed over 1,000 employees in the city. Totalling 16,000 m², this new building will have large open floors and modern amenities across five storeys and a capacity of 1,000 employees. The new building will open in early 2027 after a complete refurbishment.

LONDON STOCK EXCHANGE GROUP (United Kingdom) announces that FTSE Russell, a global index leader, is establishing FTSE EU SAS (FTSE EU), an EU-based Benchmark Administrator to support its business expansion in the European Union. FTSE EU will be operating from Paris and has applied for authorisation by the Autorité des Marchés Financiers (AMF) as a Benchmark Administrator, as per the EU BMR regulation. FTSE Russell provides innovative benchmarking, analytics and data solutions for investors worldwide. FTSE Russell's new legal entity will complement LSEG's existing presence in Paris comprised of post trade services through LCH SA and a wide range of data & analytics solutions including ESG scoring. LSEG employs 550 people in Paris.

REVOLUT (United Kingdom), Europe's most valuable fintech, announces its new Western Europe HQ in Paris and plans to apply for a French banking licence. The company will invest over €1 billion in France over the next three years, creating 200+ jobs. This will support Revolut's phenomenal growth, as the brand aims to grow its client base to 20 million in France by 2029.



MAY 2025: TWO INAUGURATIONS OF ANNOUNCEMENTS MADE AT A PREVIOUS CHOOSE FRANCE SUMMIT

SNAP INC. (USA) announced, on the occasion of Choose France 2021, the creation in France of its very first center of excellence dedicated to augmented reality. This commitment took shape with the opening of the AR Studio Paris, now a true strategic driver of innovation. This studio brings together French talents – VFX artists, 3D designers, engineers, and creatives united around the design of engaging experiences with strong impact. The AR Studio Paris has established itself as a global innovation hub, bringing together top-level experts and collaborating closely with French studios to expand its reach. It also plays a role as an incubator for projects with educational, cultural, and societal aims. This is evidenced by its partnerships with prestigious institutions such as the Louvre, the Château de Chantilly, and the National Portrait Gallery, as well as its collaborations with emblematic figures of the French artistic scene like Daft Punk. The AR Studio Paris is also actively involved in training the talents of tomorrow, thus contributing to the dynamism of the French Tech ecosystem.

INGKA Group | IKEA (Sweden) is continuing to implement its €1.2 billion investment in France for the 2023-2026 period, following announcements made during previous Choose France Summits. As announced, IKEA has accelerated its development in the country with the acquisition of the Italy 2 shopping center in Paris by Ingka Centres. The company continues to contribute to the ecological and energy transition with projects such as: the opening in May 2025 of a RetourMat mattress recycling plant in Aveyron (12), Ingka Investments' acquisition of a solar farm in Langeron (58) and the launch of the construction of a logistics platform in Limay (78) to accelerate river deliveries.



France remains the leading European destination for international investments for the sixth year in a row

France maintained its leading position in 2024 as the most attractive European destination for foreign investments, attesting to the continued confidence of investors who choose to set up their operations in France (source: EY France Attractiveness Survey 2025). It also retained its leading position in Europe for the number of industrial projects, with investors particularly drawn to strategic sectors including energy, agri-food, artificial intelligence and quantum research.

France has established itself as a major hub for attracting foreign investments in innovation, and also holds the top position in Europe for investments for establishing or expanding R&D centres in the country.

Foreign investments are contributing to the reindustrialization of regions throughout France: 39% of foreign investments in manufacturing are located in areas with less than 50,000 inhabitants, and 79% of jobs created by FDI manufacturing projects were in areas targeted by the Territoires d'Industrie industrial development programme.



FRANCE HAS BEEN STRENGTHENING ITS ATTRACTIVENESS OVER THE LAST 10 YEARS.

France has attracted 15,231 foreign investment decisions since 2014, according to the Annual Report on Foreign Investment in France published by Business France, representing an average increase of 5% per year (1,014 investment decisions in 2014, compared with 1,688 in 2024).

In a context of uncertainty linked to geopolitical tensions, France's structural assets and successive reforms have allowed it to maintain its attractiveness to investors from around the world. European partners play a major role, accounting for 63% of the total investments recorded, while the United States, the top country of origin for investors, contributed 17%.

FRANCE HAS BEEN STRENGTHENING ITS ATTRACTIVENESS
OVER THE LAST 10 YEARS.

France's resilience is also reflected in foreign companies' long-term projections and their confidence in the French market. This has resulted in strong growth in investments to upgrade sites and ensure their sustainability (decarbonization, digitalization and safeguarding), which account for 45% of projects and 53% of jobs created over the past 10 years.

France's numerous competitive clusters, world-class infrastructure and qualified workforce make it a prime destination for investments in R&D and engineering, which account for 10% of investment decisions since 2014. The artificial intelligence sector has been on the rise over the past two years, with 71 projects counted. The success of the AI Action Summit, held in February 2025, confirmed this trend, generating national and international investment commitments reaching a total of €109 billion.

Link to the full infographic: <https://en.media.businessfrance.fr/download-pdf/67eacd648a10f8e34d0041a7>

■ INDUSTRIAL SITES OPENED: INDUSTRIAL REDEVELOPMENT GAINING MOMENTUM

In March 2025, the French government published its industrial indicator (Baromètre industriel). With a total of 89 net industrial site openings in 2024, the results reveal continuing industrial redevelopment progress in 2024, albeit at a slower pace than in 2022 and 2023 (with respectively 176 and 189 net site openings taking into account significant expansions and downsizing operations). Green industry (+27) and agri-food (+20) maintained a strong pace in terms of net industrial sites opened in 2024.





Reforms supporting businesses' competitiveness and the simplification of administrative procedures introduced since 2017

Thanks to a series of structural reforms undertaken since 2017, France is back in the game in Europe in terms of capital and labour taxation. At the end of 2024, the unemployment rate stood at 7.3%, nearly its lowest level in the past 40 years (7.1% in 1982). With growth assessed at 1.1% in 2024, the French economy has proved resilient. Growth of 0.7% is projected for 2025, taking into account the deteriorating international environment, in particular the effect of tariff increases on the French economy.

■ ■ A FISCAL ENVIRONMENT FAVOURABLE TO INVESTMENT

As part of a macroeconomic competitiveness policy pursued since 2017, in addition to the reduced cost of labour and capital, taxes have been lowered by €52 billion, households and businesses combined.

For businesses, this reflects the gradual lowering of the corporate tax rate over five years, from 33% to 25%, as well as the reduction of taxes on production by €10 billion per year since 2021.

The research tax credit, introduced in 1983 and increased in 2018, is the most generous R&D tax support scheme among OECD countries. The credit is permanent, and represents an average annual tax expenditure of €7.5 billion for the French government.

■ ■ A TRANSFORMED SOCIAL MODEL

The successive and far-reaching labour law reforms carried out over recent years in France have given companies more flexibility and predictability, in particular by allowing them to:

- Adjust work organization rules to meet the company's needs (working time, remuneration, mobility, etc.). In 2022, there was a 15% increase in the number of collective bargaining agreements signed.

→ Benefit from greater predictability regarding the termination of employment contracts thanks to the introduction of a cap on compensation due in the event of wrongful dismissal, and a time limit of one year to contest a dismissal. Between 2010 and 2020, there was a 55.6% decrease in employment tribunal cases.

France has pursued a policy that promotes returning to and retaining employment, with new rules for unemployment benefits (minimum amount of time worked) and adjustment of the benefit payment period, as well as extending the contribution period for pensions and raising the retirement age from 62 to 64 for the majority of French employees.

WORKING TIME FAR FROM COMMON MISCONCEPTIONS:

→ 63% of employees worked more than 35 hours per week in 2020. The average weekly working time of management-level employees was 42.5 hours per week in 2021.

→ The maximum weekly working time is 48 hours in one week and 44 hours per week on average over 12 weeks. Overtime applies after 35 hours.

→ Labour costs have fallen thanks to a reduction in social security contributions representing a gain of €20 billion per year for companies, and thanks to several reduction mechanisms.

Moreover, hourly labour productivity is high: 65.2% in 2022, compared to 68.2% for Germany and 55.6% in the EU.

INCREASING BUSINESS FINANCING AND FRANCE'S ATTRACTIVENESS [ACT OF 14 JUNE 2024]

Definitively adopted in June 2024, the French Act for increasing business financing and France's attractiveness is designed to support the growth of small, medium-sized and large French businesses by mobilizing greater capital from French, European and international investors. It also aims to strengthen Paris's position as the leading financial hub in Europe.

This act builds on efforts previously undertaken, in particular the Act of 22 May 2019 on the Growth and Transformation of Companies (known as the PACTE Act), which helped make France the European destination of choice for numerous international investors and global financial institutions. The dynamism, quality and diversity of the French financial system directly contribute to financing the economy and to the country's prosperity, creating direct and indirect jobs and generating significant additional tax resources.

In particular, this act aims to facilitate initial public offerings, enabling listed companies to issue shares with multiple voting rights. In practice, this allows a company to raise capital in public markets while giving its founders and leadership a means of retaining greater control over strategic decisions at key stages in the company's growth.

In addition, the act relaxed the rules on capital increases without pre-emptive subscription rights to facilitate companies' growth.

The success of French companies also depends on more reliable, simple and fluid commercial transactions, both in France and abroad.

The legislation thus provides for the dematerialization of transferable securities, such as bills of exchange and promissory notes. French companies will benefit from a reduction in the costs of their trade finance activities, which will help them grow internationally.

Lastly, business development and financing must therefore be supported by a competitive French legal framework that takes into account the latest technological and international developments. In this spirit, the legislation modernized the rules for the organization of corporate decision-making bodies (general meetings, boards of directors and supervisory boards). In addition, the act formally establishes the Paris Court of Appeal's specialization in international arbitration, which will reinforce Paris's attractive position in this area.

ADAPTING SKILLS TO CHANGES IN THE LABOUR MARKET AND EMERGING PROFESSIONS

Simplifying the framework and financial incentives for apprenticeships led to 2.8 times more new apprenticeship contracts in the private sector between 2017 and 2022 (source: DARES).

The France 2030 plan is dedicating €2.5 billion to develop skills for the professions of the future, with the goal of training 400,000 people per year, through the selection and funding of innovative training programmes. Among the first achievements, representing an investment of €1.5 billion, 34,000 new training opportunities were added in 2022-2023 in France 2030's strategic sectors: structuring the offering of training programmes in the field of quantum technology; 65 new Écoles de Production, schools based on "learning by doing", to train 10,000 young people per year (industry, construction, food service, timber sector, etc.); École de la Batterie, a school dedicated to the battery sector; and others.

The Green Industry Act provides for measures to achieve the objectives of training 50,000 engineering graduates per year by 2027, offering additional places in University Institutes of Technology (IUT), vocational programmes and scientific masters and doctorates, and boosting the appeal of industry professions among young people and schoolchildren.

■ SIMPLIFICATION OF ADMINISTRATIVE PROCEDURES (CURRENT BILL)

A bill on the simplification of administrative procedures for businesses is currently under examination by the French National Assembly, with a view to its adoption in the summer of 2025.

The aim of this bill is threefold: (i) simplify administrative procedures for businesses, (ii) ease the burden in particular for the smallest among them (SMEs and very small businesses, self-employed workers, craftspersons and retailers) and (iii) facilitate and accelerate the ecological, energy and digital transitions.

To achieve this, the bill proposes for example to eliminate dozens of administrative procedures that concern businesses, and to use an “SME test” to ensure that future requirements are appropriately suited to businesses’ reality.

A component of the bill is furthermore dedicated to the rapid deployment of key economic projects. It provides for relaxing certain environmental obligations and facilitating their implementation. For major data centre projects in particular, the bill expands the status of “projects of major national interest” (PINMs) to include large-scale data centres. This designation, created for industrial projects in 2023 through the Green Industry Act, allows selected projects to benefit from a number of procedural exemptions with regard to urban planning, environmental rules and connection to the power grid, in order to accelerate their implementation.

II SECURING AND REGULATING THE DIGITAL SPACE [ACT OF 22 MAY 2024]

The French Act of 22 May 2024 on Securing and Regulating the Digital Space established the necessary national measures for the application in France of two European Union regulations, the Digital Services Act (DSA) and the Digital Markets Act (DMA).

This new framework provides a favourable environment and conditions for digital activities, in particular reinforcing the protection of users and strengthening competition and fairness in digital markets. The act includes provisions in support of the data economy (recognition of data intermediation services, establishment of a dedicated platform for tourism sector data). The act also contains specific provisions concerning the cloud computing market to enable businesses that use these services to benefit from fair conditions and competitive offers (obligations for providers to meet open interoperability standards for cloud services, penalties for unfair practices such as self-preference or tied sales).

II “INNOVATION”/ FRENCH NATIONAL AGENCY FOR TERRITORIAL COHESION (ANCT): TURNKEY SITES

Launched one year ago, the France 2030 turnkey sites programme offers investors quality real estate locations ideal for rapidly setting up new industrial operations. With 55 sites selected throughout all regions of France, the turnkey label signifies short timeframes for setting up industrial sites, as well as government support for developing them and speeding up preliminary administrative procedures as much as possible.

- The France Foncier+ platform offers investors visibility to help them find a suitable site. A national industrial land portal that is continually updated, France Foncier+ provides an inventory of and qualifies available industrial land throughout France to connect companies in search of a site with local authorities with land to offer.
- For data centres, which can have specific requirements in terms of power supply, a national taskforce was set up in early 2025 with RTE, France’s transmission system operator, to support them and ensure optimal timeframes for grid connection.

■ CHOOSE FRANCE FOR SCIENCE

France excels in key fields, from digital and quantum technologies to materials, biotechnologies and AI. It owes this excellence to its educational system, internationally renowned laboratories and world-class scientists. To maintain this position, France needs to attract the best researchers in the world, because research is the foundation for all innovation.

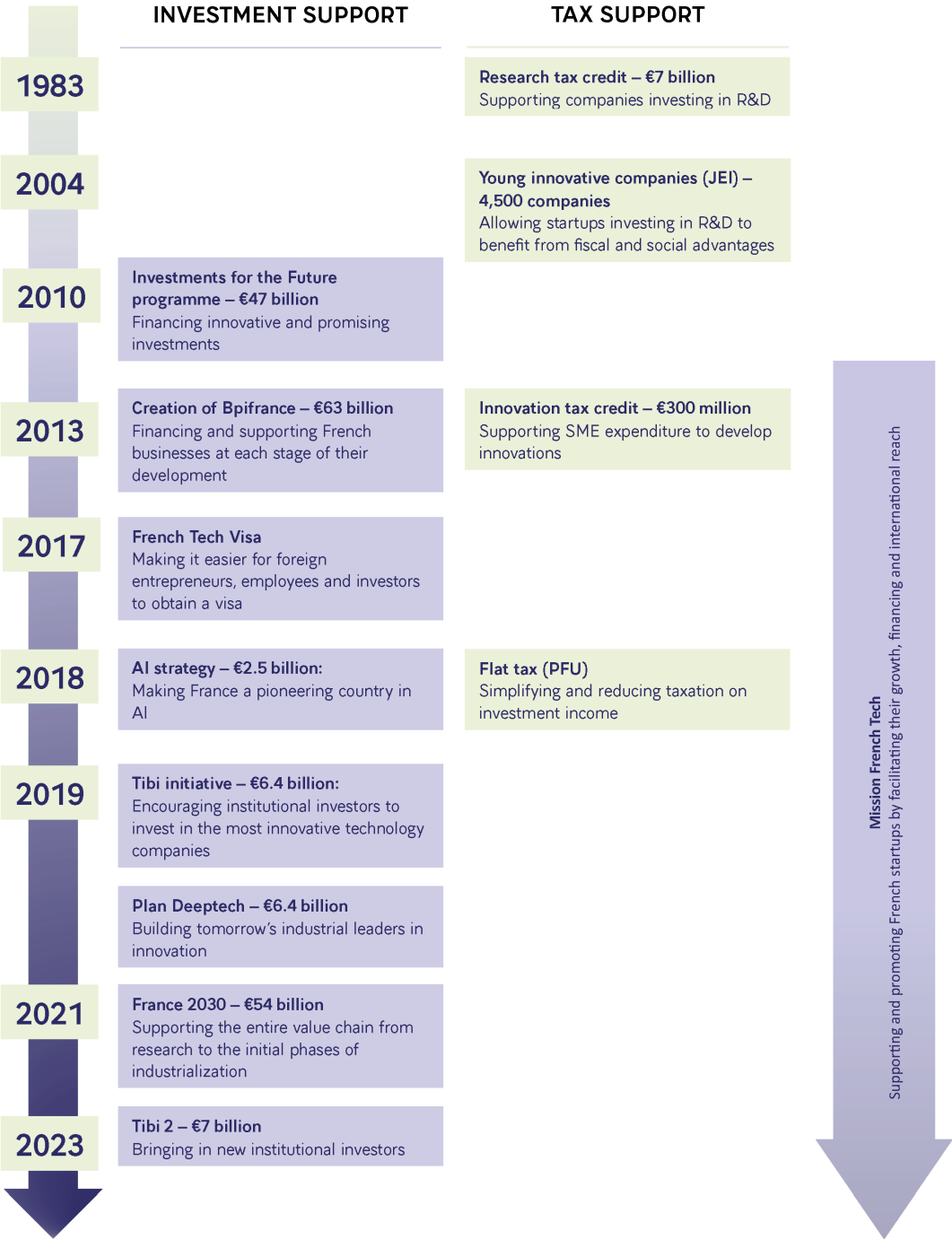
France has considerably increased its investment in research to improve researchers' career paths, attract talent and facilitate public-private collaboration. This scientific excellence offers fertile ground for businesses interested in investing in France.

To pursue this commitment further, France launched the "Choose France for Science" platform, with a budget of €100 million to co-fund projects to host top-tier international researchers in strategic fields such as biology, health, climate science, digital technology, artificial intelligence and space.

By choosing France, these researchers will contribute to French scientific excellence and spur innovation, boosting France's competitiveness. In addition, efforts are being stepped up to simplify relationships between laboratories and companies as well as technology transfer, to the benefit of all.

Choose France to build the science and world of tomorrow!

France, land of innovation

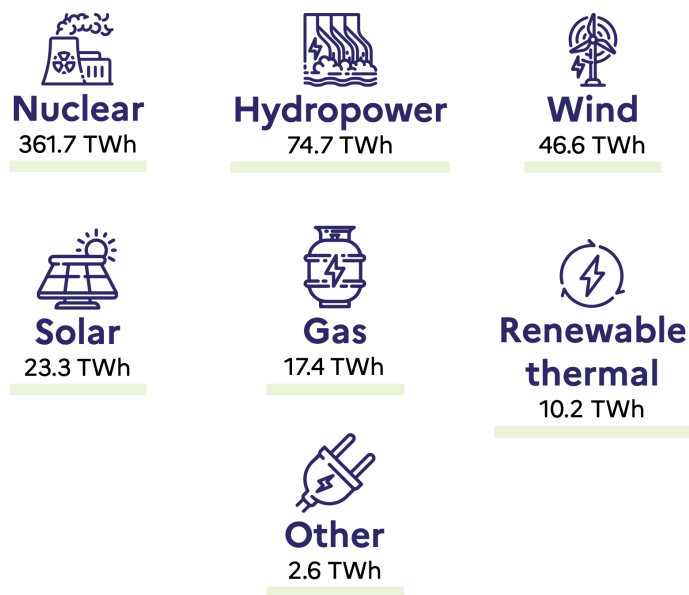


France, an energy haven

ENERGY INFRASTRUCTURE TO SUPPORT DATA CENTRES

- France produced record quantities of electricity in the EU with net exports of 90 TWh in 2024.
- Production is expected to continue to grow by 2% per year.
- 95% of electricity produced is already low carbon.
- Only 21.3 g of CO₂ eq/kWh (2024), compared with an average of 292 g in the EU (2023).

French electricity mix – source: RTE



COMPETITIVE ELECTRICITY PRICES

France's main electricity supplier, EDF, has set an average reference price for nuclear power of approximately €70/MWh (excluding tax and network costs) over the next 15 years, with the possibility of medium-term contracts (4-5 years) to secure its supply on the market. For eligible projects, long-term partnership contracts (10-15 years) are available for the supply of nuclear or renewable electricity.

Government incentives for power-intensive users:

- A tax reduction of €10.5/MWh for large data centres, subject to conditions, notably concerning environmental performance.
- A €5.7/MWh reduction of the public transmission system access tariff (TURPE) for high-voltage projects with a baseload profile.

■ ■ A STABLE, RELIABLE AND EXPANDING HIGH-VOLTAGE GRID

- **A stable grid:** at the heart of mainland Europe, the French power grid boasts over 150 GW of installed generation capacity and some of the most powerful industrial sites in Europe, such as ITER, the Grand'Maison Dam (1.8 GW), the CERN LHC and the Flamanville EPR (1.6 GW).
- **A highly reliable grid:** the high-voltage grid is available 99.9995% of the time. Outages lasting longer than 3 minutes occur less than once every 10 years (3 to 4 years for shorter outages).
- **An expanding grid,** with a single transmission system operator responsible for connecting users and encouraging new investments:
 - **A development plan,** with the primary goals of accelerating connections between consumers and producers, resolving predictable bottlenecks and addressing climate change.
 - **5 GW of data centre capacity** already being connected.



France, an AI accelerator in 2025

■ ■ FRENCH ARTIFICIAL INTELLIGENCE: ONE OF THE MOST ADVANCED ECOSYSTEMS IN THE WORLD

Spearheaded by a national strategy launched in 2018, scaled up by the France 2030 Investment Plan and turbocharged in 2025 with the hosting of the first ever AI Action Summit, France is now firmly established as a leading global AI hub. The entire value chain is structured around it: basic research, computing infrastructures, tech start-ups, major industrial groups, world-class training and applications in all economic sectors.

In the space of a few years, the French ecosystem has become a world leader: third world-wide for the number of AI researchers, the number one European centre for generative AI, and in fifth place in the Global AI Index rankings. We now have over 1,000 start-ups specialized in artificial intelligence and supported by an enabling environment for research and funding. In 2024, AI was also a key driver for venture capital attractiveness in France with €1.9 billion raised by national start-ups including Mistral AI, Poolside and H, which all signed towering investments on a global scale.

The French government is propelling forward this momentum with an aspirational policy structured around three goals: scientific excellence, world-class infrastructures and large-scale training. Over €2.5 billion has already been invested under the France 2030 Investment Plan to support research, technological development and innovation. The three phases of the AI strategy have driven the establishment of nine clusters of excellence, growing numbers of research chairs and doctorates, and the setting of a target of 100,000 people trained every year by 2030.

All of which positions France as a global centre of excellence in AI, combining frontier innovation with a pragmatic strategy. In addition to supporting European technological sovereignty, the French ecosystem is a performance driver for all the industrial sectors and stands as a balanced model of economic development and ethical responsibility. It offers international investors strategic access to the European market with a guarantee of regulatory certainty and solid growth prospects.

II 2025, A PIVOTAL YEAR FOR FRENCH AI

France took its aspirational strategy to a new level in February 2025 when we hosted the AI Action Summit. This major event was attended by over a hundred countries, leading sector companies and civil society representatives.

The summit championed France's vision of AI serving human progress and maximizing its benefits while safeguarding ethical, fair and secure AI systems. It was a major diplomatic event and a landmark gathering for the global AI economy.

In addition, France announced over €109 billion in investment in the AI sector in France and internationally. These announcements attest to our strength and visibility in AI alongside our attractiveness in terms of talent and energy.

II STRATEGIC STEP CHANGE AND EUROPEAN SCALE-UP

The AI Action Summit marked a major step change for the French strategy with the announcement of a new phase of support and investment. This phase will focus on frontier innovation, groundbreaking uses of AI, developing strategic computing infrastructures and integrating the technologies across the board in both public and private spheres.

This ambition ties in with an unprecedented European AI drive illustrated by the announcement at the summit of a plan to leverage €200 billion in public and private financing and the European Commission's recent publication of the AI Continent strategy. This synergy will power up the French ecosystem's competitiveness on the international scene. Another key focus is building a united industry of major groups and emerging players with the European AI Champions Initiative to scale up the building and boosting of European sovereignty.

II FRANCE'S ATTRACTIVENESS FOR AI INFRASTRUCTURES

The AI Action Summit in February 2025 highlighted France's attractiveness for major infrastructure projects to develop artificial intelligence by setting up data centres. France is seeking to host high-tech infrastructures for AI development and use, including AI clusters and supercomputers, to serve the entire French innovation ecosystem from start-ups and research laboratories to the industry as a whole.

France has many assets when it comes to hosting data centres. With our hyperconnectivity to Europe and the world, mainland France is directly connected by submarine cables to North America, the United Kingdom, Africa and Asia and is 10-40 ms from all European capitals. In terms of our power grid, France has the highest power surplus in the EU and generation is on course to keep growing by 2% a year. Moreover, 95% of the electricity generated is already low-carbon. France has also undertaken to introduce ambitious criteria on the environmental impact of digital infrastructures, so that data centre hosting in France can help reduce the carbon footprint and more generally the environmental footprint of the global digital infrastructure.

France has set up a dedicated task force to facilitate the establishment of data centres nationwide working with Business France, the Directorate General for Enterprise and the French Electricity Transmission Network (RTE) alongside other relevant administrations.

Suitable sites for data centres

At the AI Action Summit in February 2025, the President of the French Republic announced private-sector plans to invest €109 billion in AI in France in the coming years, focusing mainly on infrastructures for AI. These announcements came in addition to those made at the 2024 Choose France Summit to invest €7 billion in AI and data centres.

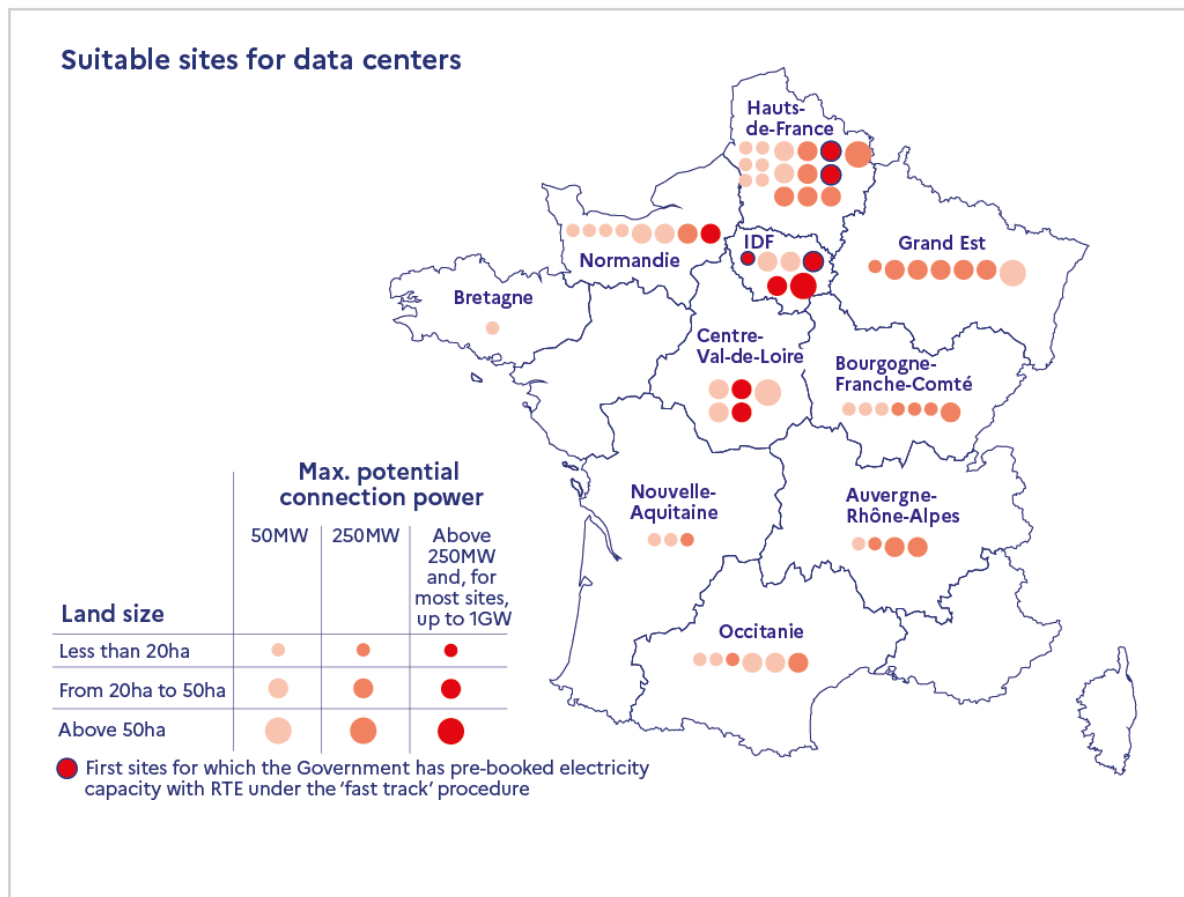
The government is committed to supporting international investors with their plans to open new data centres in France. To this end, the government has worked on identifying sites to set players on a seamless pathway to develop their projects in France.

Alive to the constraints on setting up data centres (power supply capacity and speed, land availability and local acceptability), the government has identified regions that could host these data centres in the short to medium term and announced a selection of 35 potential sites at the AI Action Summit. This list has since been revised to propose more sites, mainly in new regions, and smaller plots of land (see the following map):

- A total of 65 sites in mainland France with suitable surface areas, power supply capacity and local acceptability to host data centres;
- 10 sites suitable for very large-scale projects (over 250 MW and up to 1 GW for the most part);
- 22 sites suitable for mid-scale projects (from 50 MW to 250 MW);
- 33 sites suitable for smaller projects (up to 50 MW);
- Sites with a surface area of between 2 ha and 100 ha;
- 30 developed land sites and brownfield sites for redevelopment;
- 12 turnkey sites.

The list of sites is confidential. Interested project promoters are invited to contact Business France, which will ask them to send their requirements in the form of technical specifications to franceforAI@businessfrance.fr.

The task force is taking forward work on identifying suitable sites.



Administrative streamlining measures

Data centre projects already benefit from the progress made by the Green Industry Act, which applies to all the projects.

With the Bill on Streamlining Formalities for Businesses, the government is supporting the extension of Major National Interest Project status to data centres. This status streamlines certain administrative procedures: planning document compliance, where necessary, can be conducted by central government rather than the local authority, and planning permission can be issued by central government with the local authority's consent. This status also prioritizes or fast tracks grid connections where needed and secures exemptions from protected species rules where required.

A fast-track power grid connection procedure for energy-intensive projects available solely for a number of particularly suitable sites in terms of the power grid

Fast-track power grid connection for certain projects is a key element of French industrial policy and competitiveness. Grid connection speed is a decisive criterion for the success of data centre projects, especially energy-intensive data centres. The transmission system operator (RTE) has therefore developed a fast-track procedure to connect very high-power consumers, including data centres, to RTE's extra-high voltage grid (400 kV) by 2028-2029.

The government has asked RTE to launch this procedure for a first group of four sites in France in the Hauts-de-France and Île-de-France regions:

- The Bosquel Designated Development Zone (ZAC) in the Somme, Hauts-de-France, for an initial capacity of 1,000 MW;
- The Soufflantes business park in Escaudain (North, Haut-de-France) for an initial capacity of 700 MW;
- The Bordes Designated Development Zone (ZAC) in Fouju (Seine-et-Marne, Île-de-France) for an initial capacity of 700 MW;
- The site of the old Montereau EDF power station in Vernou-la-Celle-sur-Seine and La-Grande-Paroisse (Seine-et-Marne, Ile-de-France) for an initial capacity of 700 MW.

The fast-track procedure can subsequently gradually be extended to new sites as suitable sites are identified in step with power grid developments.

PROCEDURE FOR PROCESSING APPLICATIONS TO CONNECT EXTRA-HIGH VOLTAGE (HTB3) INFRASTRUCTURES TO THE PUBLIC POWER GRID ON PRE-IDENTIFIED FAST-TRACK SITES.

On 7 May 2025, the Energy Regulatory Commission (CRE) approved the introduction of this new procedure to fast-track connection to the extra-high voltage grid (400 kV) for very high-power consumers (from 400 MW to 1 GW) by 2028-2029.

In essence, this is a four-step procedure:

STEP 1: Identification of a suitable site where land is available and appropriate for large-scale projects, where the local authorities are willing and where an RTE pre-study has confirmed the possibility of a rapid high-power connection. The government can then file a temporary pre-reservation for electrical capacity with the RTE for the site;

STEP 2: Allocation of the land by the owner or developer (using the procedure of their choice) to a project requiring high power, in keeping with the site's intended use, thereby triggering the allocation of the associated electrical capacity by RTE;

STEP 3: Connection contract signed by the project owner with RTE, which commits to the guaranteed provision of high-power capacity in a short time-frame in return for technical and financial guarantees from the project owner;

STEP 4: Delivery of the industrial project and connection. The project owner and RTE coordinate for the project study, authorization and work phases with government and local authority support for both contractors throughout the process.



France leaning into the minerals and metals transition

The President of the French Republic will be holding a round table to meet with critical metals sector representatives. France's strategy to scale up supplies of critical raw materials has introduced measures to support investment in this area: support by the France 2030 Investment Plan, Green Industry Investment tax credit, support with finding sites, streamlining procedures, etc.

This support has already helped launch a number of strategic projects, reinforcing French and European industrial sovereignty, and developing industry and employment in France and Europe.

For example, Solvay started trading in the production of rare earths for permanent magnets at La Rochelle this year in line with the plans announced at Choose France last year. Carester's construction of a heavy rare-earth separation facility in partnership with Japan was launched in March 2025. This year, LCM announced plans to manufacture permanent magnets.

An entire battery chain is being put together with projects such as those launched by Orano/XTC in Dunkirk, the Sybanie Stilwater group in Sandouville and the EMME project in Bordeaux.

France has several lithium projects underway including a project in Allier to increase our lithium supplies, in particular for the automotive industry.



South Korea, guest of honour at the 8th edition

South Korea is one of France's longest-standing partners in Asia. The friendship between our two countries is based on shared democratic values and our relationship looks to the future with flourishing trade. In a world of increasing geopolitical uncertainties, France and South Korea are deepening the "global partnership for the 21st century" that has united them since 2004.

On the eve of the 140th anniversary of our diplomatic relations, South Korea is the 13th global economic power and our 15th leading trade partner. The positive bilateral dynamics are unprecedented: our trade has tripled in six years, pointing to potential synergies with this economy at the cutting edge of industry and innovation built on R&D, heavy industry and electronics.

France shares many strategic priorities with South Korea such as strengthening our economic security, low-carbon transport, securing critical supplies and our commitment to a free and prosperous Indo-Pacific region. We already have many constructive areas of cooperation: in the growth sectors of energy, space and tech, South Korea is both client, supplier and partner.

Today, this trade relationship is being taken to a new level with two strategic pillars: emerging technologies, with their huge potential for cooperation to raise the industrial and commercial profile of Franco-Korean excellence, and a reduction in technological dependence on certain major partners. In artificial intelligence, South Korean groups are showing a great deal of interest in France, as seen from their high turnout at the AI Action Summit in Paris in February 2025. In quantum technology, French rising stars are making South Korea their development hub in the Asia-Pacific region. In space cooperation, French and South Korean players, both major groups and start-ups, are stepping up their collaborations in line with South Korea's new space ambitions.

French companies are making an increasingly active contribution to South Korea's low-carbon transition across all its key drivers. In the opposite direction, South Korean groups have embarked upon a wave of industrial investment in electric vehicle batteries in France.

However, the investment potential of South Korean groups remains largely underexploited. France, the number one foreign investment destination country in Europe, can offer South Korean groups secure access to the European market in a world of uncertainty along with low-carbon electricity and a pool of world-class talents and technologies.

At the 2024 Choose France Summit, the ENCHEM group, the South Korean leader in battery components, announced that it was investing €57 million in an electrolyte production site at the Port of Dunkirk. This investment is set to create nearly 100 jobs by 2027.

On the basis of this model, South Korean companies are encouraged to explore investment opportunities in growth sectors such as the green and digital transition and future technologies.

These strategic subjects will be addressed at the Choose France Summit by a France-South Korea round table attended by a dozen South Korean investors and French business heads. The round table, led by François Jackow, Chair of MEDEF International's France-South Korea Business Council, will be opened by the President of the French Republic and closed by the Minister for Europe and Foreign Affairs. Discussions will explore avenues for business opportunities and investment in a range of sectors. France's assets and reforms will be presented and will highlight the multitude of potential areas of cooperation.



The 2025 Choose France Summit

In tune with the abovementioned major events, the theme of this 8th edition will be illustrated by an exhibition where eight French companies will present technological and product innovations in the blue economy, artificial intelligence, quantum computing, healthcare and GreenTech.

■ ■ THE INNOVATION EXHIBITION FEATURING BLUE TECH, AI AND SPORT



“FRANCE, A WORLD OF CREATIVE POWER”

Established in Loos in 2015, **Japet Medical** designs and manufactures motorized medical exoskeletons to prevent and relieve work-related musculoskeletal pain. Its flagship exoskeleton, Japet.W+, is a class IIa medical device weighing less than 2 kg that relieves lower back pain and maintains mobility. Clinical trials show that 85% of users experience a significant reduction in pain and the exoskeleton protects against nearly 50% of musculoskeletal pain-related absence from work. With over 2,000 units in use, Japet Medical is the French market leader in lumbar exoskeletons.

Established in 2022, the Toulouse-based start-up **Touch2See** has developed a revolutionary technology for the visually impaired to experience sporting events. Their solution uses haptic interfaces and an audio stream to provide real-time feedback on football, rugby and basketball matches. Touch2See has already covered major events such as the Rugby World Cup and the Africa Cup of Nations, and has installed its solution in national clubs and teams such as FC Porto and the French Football Federation. The start-up aims to deploy its technology in all sports stadiums

Quandela, leader in photonic quantum computers based in the Paris area, designs industrial quantum computers for data centres, cloud quantum processor solutions and algorithm services. Their photonic technology offers energy-efficiency advantages and scalability ideal for quantum machine learning, molecular simulation and optimization. Quandela targets sectors such as finance, energy, the automotive industry, aeronautics, cybersecurity and pharmaceuticals. With over 100 employees spanning 20 nationalities, the company embodies global expertise in quantum physics, optics and algorithms, and aims to make quantum computing accessible to all for innovators to meet the most urgent industrial and societal challenges.

HELIO is a solar pure water production solution. Taking sea water, river water or any other source of non-drinking water, a single module can produce up to ten litres of drinking water per day to cover the daily needs of a family of five. The system can be installed by two people in less than two hours and offers a fast, accessible and environmentally friendly solution to today’s global water challenges.

Established in Bordeaux in 2015, **SEATURNS** is an innovative start-up that converts wave energy into low-carbon electricity. Its patented technology uses a cylindrical float to convert wave motion into electricity, thereby reducing costs and simplifying operations at sea. SEATURNS has scheduled full-scale trials for 2025 to drive forward the industrial deployment of its technology.

The wave energy market is booming with projections of 10 GW by 2030 and 180 GW by 2050. SEATURNS provides solutions for national power grids, heavy industry, data centres and green hydrogen production. The start-up targets Small Island Developing States (SIDS), European nations and countries such as Australia, South Africa, Chile and Canada.

Based in Luçon in Vendée, **SFYNX INDUSTRY** is a key player in land and water robotics. With a team of 15 talents, it designs robust, innovative, bespoke robotic solutions made entirely in France. Its adjustable and customizable robots equipped with motorized arms, rotating brushes, motorized elevator buckets, forks and high-pressure cleaners cover a wide range of applications from the smallest at 5 kg to the largest at 3 tonnes. The company is committed to reducing land and water pollution using robots for natural habitat cleaning, inspection and conservation, and ecosystem protection.

Tēnaka has developed Station 16-1546, an autonomous underwater station that uses artificial intelligence to monitor and step up the conservation of coral reefs, 90% of which are at risk of disappearing by 2030. Taking thousands of photos per day, this technology converts visual data into accurate analyses to help marine biologists in their work and rigorously monitor the impact of restoration actions over the long term.

Established in Paris in 2018, Tēnaka’s mission is to restore coastal ecosystems such as coral reefs and mangrove forests by developing bespoke projects for businesses and their staff and connecting local players, NGOs and scientists to protect our greatest natural ally against the climate crisis: the ocean.

TOWT has been decarbonizing shipping with a fleet of modern cargo sailing ships since 2011. Combining technological innovation with maritime expertise, the company offers a real alternative to shipping pollution. The company’s ships cut carbon emissions by 90% per tonne shipped. With a fast-expanding transatlantic schedule, TOWT connects continents with wind power, proving that the maritime sector transition is not only possible, but already underway.

MAKE IT ICONIC CAMPAIGN

France, land of initiative and innovation, wins over international players. The “**MAKE IT ICONIC. Choose France**” campaign is designed to take the country’s international reach and attractiveness to a new level.

An international communication campaign

Make it iconic and choose France are the two aims of the international campaign launched in five countries (Canada, Germany, India, United Arab Emirates and United States) in October 2023 and rolled out worldwide by the diplomatic network and government operators.

In 2024, the campaign was ramped up in five more countries (Italy, Japan, Qatar, South Korea and the United Kingdom), always with the same aim: to generate preference and consideration among investors and influencers and feed into the offshoot brands (Choose France™, Taste France™, Explore France™, Partner With France™ and Experience France™) in their particular sectors.

The campaign showcases France’s bold and innovative spirit that daily fuels our economic buoyancy, expertise, and cultural and artistic vitality. This was taken to a new level this year by a work of art in the campaign’s image entitled The New Bold, combining neurosciences with artificial intelligence and crafted by the group of French artists Obvious.

A striking slogan: “MAKE IT ICONIC. Choose France”.

In a heartfelt cry, the “MAKE IT ICONIC. Choose France” slogan is an invitation to be bold, to take up the French panache that has made our heritage and is cultivated and passed on every day by the women and men who have made and will make France what it is. It is their stories, as individual as they are universal, that fly the flag for the French spirit. This is why the campaign is embodied by iconic people and places.

Each of them symbolizes this bold spirit in their own way, through their stories and their achievements, and they all invite you to experience and boldly share in that dash of “je ne sais quoi” that makes them iconic while, at the same time, extending France’s international reach.

Alongside the major events, engagement by our private partners plays a key role in the campaign’s rollout and visibility.

Teddy Riner is the poster boy for this bold French spirit.

He stands for French get-up-and-go with his enthusiastic message on France as a destination and the force of our soft power.

Further information: <https://www.choosefrance.fr/fr/>

II SIDE EVENTS: THE CHOOSE FRANCE LABEL WORKING FOR FRANCE'S INTERNATIONAL REACH

Each year, a number of Choose France label events are hosted by partners on subjects that tie in with the Summit such as financial attractiveness, sustainable development and the energy efficiency transition, film industry attractiveness and technological innovations.

In 2025, five events are being held on the sidelines of this 8th edition:

- The Paris Stock Market's Financial Attractiveness meeting at the initiative of Eric Lombard, Minister for the Economy, Finance and Industrial and Digital Sovereignty. This meeting is being held for international and national financial players to facilitate and scale up international investment in France and consolidate our strategic partnerships in key technological and industrial sectors.
- The AI and Quantum Technology meetings led by Mission French Tech at the initiative of Clara Chappaz, Minister Delegate for Artificial Intelligence and Digital Affairs. Small meetings will be held on artificial intelligence and quantum technology under the "Je choisis la French Tech ("Choose French Tech") initiative. These meetings will encourage concrete discussions among start-ups accompanied by Mission French Tech and the major international groups attending the Choose France Summit. In addition to networking time, they will promote the French technological ecosystem and speed the pace of the deployment of solutions – namely in artificial intelligence and quantum technologies – to address today's major economic and industrial challenges.
- The Tourism and Heritage meetings. Under the leadership of Nathalie Delattre, Minister Delegate for Tourism, and Rachida Dati, Minister for Culture, these meetings will, nearly a year after France's international reach shone through the Paris 2024 Olympic Games, promote investment in the restoration of exceptional heritage sites to turn them into tourist destinations at a time when eight in ten international tourists choose France primarily for its outstanding heritage. This Choose France Summit initiative will invite international businesses and investors to attend two summit highlights: a reception at Vaux-de-Cernay Abbey on the eve of the summit for strategic discussions with key sector players on promoting French heritage, followed by a high-level session at the summit in Versailles giving international decision-makers a forum for privileged discussions with the two ministers in a B2G outreach format. The session will present a selection of heritage sites with major tourism potential and the capacity to be transformational for regional development and the appeal of France as a destination, based on joint work by government services and the regional bank (Groupe Caisse des Dépôts). These actions are consistent with an active move to rally business players to make French heritage a strategic driver for growth and innovation in the tourism sector.

→ The Life Sciences meeting at the initiative of the French Health Innovation Agency (AIS) in partnership with French Healthcare, Business France, PariSanté Campus and France Biotech will bring together foreign investors invited to the summit engaged in the healthcare sector – both investment funds and major pharmaceutical and medtech groups – and a number of French investors as well as some inspirational project developers representative of the fertility of the French ecosystem (mainly start-ups, but also researchers, bioclusters, teaching hospital institutes, etc.).

→ The Film Industry Attractiveness meeting. At the 2025 Cannes Festival, the Minister for Culture, Rachida Dati, will attend the different events organized by the French National Centre of Cinema (CNC) to showcase the attractiveness of France for international film and series locations in the presence of the most distinguished leaders of the global film and audiovisual industry. In addition to the wealth of French landscapes and heritage, which offer unique locations worldwide, France boasts a particularly dynamic ecosystem of talents reputed worldwide for their technical and creative excellence alongside filming infrastructures scaled up by the France 2030 Investment Plan. A special event held in partnership with the Ministry for the Armed Forces' Cinema Task Force will promote the outstanding assistance offered to productions by the French Navy.

The Summit will hold an event on the attractiveness of the film and audiovisual industry for leading sector investors at the initiative of the Minister for Culture, Rachida Dati, with the support of the CNC and in the presence of the President of the French Republic. Participants will be given an exceptional tour of the Château de Versailles as a location, guided by accounts from crew members on the Marie-Antoinette series for Canal+ and the BBC and the Franklin series for Apple TV+.

→ The Blue Tech for the Energy Efficiency Transition meeting – coordinated by the Minister for the Ecological Transition, Biodiversity, Forests, Marine Affairs and Fisheries – will facilitate discussions with French blue tech start-ups in the presence of Minister Agnès Pannier-Runacher. The meeting will draw on personal accounts and presentations to promote French marine innovation under the National Sea and Coastal Strategy (2024-2030 SNML), illustrate the ministry's active contributions to the French 2030 Investment Plan, maritime planning and preparations in the lead-up to UNOC (Nice, June 2025), support the attractiveness of France as a land of sustainable innovation, and create concrete connections between maritime innovation players.

→ The Femmes@numérique meeting is hosting an event in partnership with its 43 sponsors alongside Equinix and La Poste Groupe to showcase female leaders who contribute to technological innovation in France and worldwide. This breakfast meeting will be attended by some one hundred participants: French and international female business leaders, public and private players, and young female talents in training or retraining. The breakfast will provide an opportunity to promote role models, share concrete commitments to equality in tech and develop new directions. Nathalie Collin will open the proceedings alongside Elisabeth Moreno, followed by Adaire Fox Martin, CEO of Equinix.

■ ■ CHOOSE FRANCE, A SUMMIT WITH SUSTAINABLE EVENT CERTIFICATION

The Choose France Summit has taken a social and environmental responsibility approach since 2020. In 2025, the summit was certified in accordance with the new 2024 version of the ISO 20121 standard.

Certification and monitoring audits are conducted before and during the Summit. Throughout the year, the Summit's Secretariat ensures compliance with audit recommendations and sets new social and environmental responsibility objectives as part of a continuous improvement process.

This approach informs ongoing thinking to define new social and environmental responsibility goals. Under the Choose France Summit's Sustainable Event Charter, the Secretariat General is committed to respecting the four sustainable development principles, namely the obligations of inclusivity, due diligence, transparency and integrity.

In 2025, to increase the impact of this approach, the certification process ties in with a resolute move to build awareness of the sustainable development challenges and rally participants, stakeholders and partners to the cause. To this end, social and environmental responsibility concerns have been included in all parts of the event, including the exhibition, with regular spotlights on biodiversity and inclusivity.