



Choose FranceTM

9th Summit



**RÉPUBLIQUE
FRANÇAISE**

*Liberté
Égalité
Fraternité*

PRESS KIT
MONDAY, 1 JUNE 2026
VERSAILLES

« They choose France »

The 9th edition of Choose France sets a new record with 71 announcements representing a total of €93 billion and over 15,600 job creations

BROOKFIELD (Canada)
MGX and BPIFRANCE
(United Arab Emirates / France)
NEBIUS (Netherlands)
PHOENIX GROUP
(United Arab Emirates)
SOFTBANK GROUP CORP (Japan)
VERNE ET ARDIAN
(United Kingdom/France)
DSBJ (China)
FOXCONN-BULL (Taiwan / France)
DATABRICKS (United States)
HPE (United States)
ORACLE (United States)
SALESFORCE (United States)
SAP (Germany)
WORKDAY (United States)
ELECTRO OPTIC SYSTEMS EOS
(Australia)
PLD SPACE (Spain)
TEKEVER (Portugal)
VENTURI SPACE (Monaco)
USA RARE EARTH (United States)
SCANIA (Sweden)
GSK (Royaume-Uni)
ANDRITZ (Austria)
GROUPE LIEBHERR (Switzerland)
HORIBA (Japan)
ADRAGOS PHARMA (Germany)
B. BRAUN MEDICAL (Germany)
BOEHRINGER INGELHEIM (Germany)
CHIESI (Italy)
CURIUM PHARMA (United States)
GSK (United Kingdom)
LUMA GROUP (United States)
PTC THERAPEUTICS (United States)
STALLERGENES GREER (Switzerland)
SANDOZ (Switzerland)
SARTORIUS AG (Germany)
CLAAS (Germany)

FERRERO (Italy)
MARS (United States)
SYMRISE (Germany)
TERRAMAR (Chile)
VICKY FOODS (Spain)
BAKER HUGHES (United States)
ECOLAB (United States)
LINDE (United States)
MARCEGAGLIA (Italy)
SMURFIT WESTROCK (Ireland)
WERHAHN GROUP/ZWILLING
(Germany)
ALFA LAVAL (Sweden)
BIOESOL (Mexico)
DANFOSS (Denmark)
EDP (Portugal)
ENERTRAG (Allemagne)
EL SEWEDY (Egypt)
OCTOPUS (United Kingdom)
PRYSMIAN (Italy)
La E-SPORT FOUNDATION
(United Arab Emirates)
AMAZON (United States)
GXO (United States)
VGP (Belgium)
BOLUDA (Spain)
DHL GROUP (Germany)
INPOST (Poland)
DIAGEO (United Kingdom)
INGKA GROUP/IKEA (Sweden)
MANGO (Spain)
NEWELL BRANDS (United States)
PPG (United States)
COLEO (Spain)
CHECKOUT.COM (United Kingdom)
FREEDOM HOLDING (Kazakhstan)
LONDON STOCK EXCHANGE GROUP
(United Kingdom)
REVOLUT (United Kingdom)

« Why Choose France »

THE REFORMS INTRODUCED SINCE 2017

→ Attractive taxation:

- Lower corporate tax/taxes on production;
- 30% tax credit for research;
- Tax credit for investment in green industry (C3IV), for new industrial projects in the area of batteries, wind turbines, solar panels and heat pumps for production of equipment and facilities with critical raw materials.

→ Massive investment in innovation with France 2030: €54 billion to support investments in future-forward sectors, including AI, quantum computing, space and cyber security

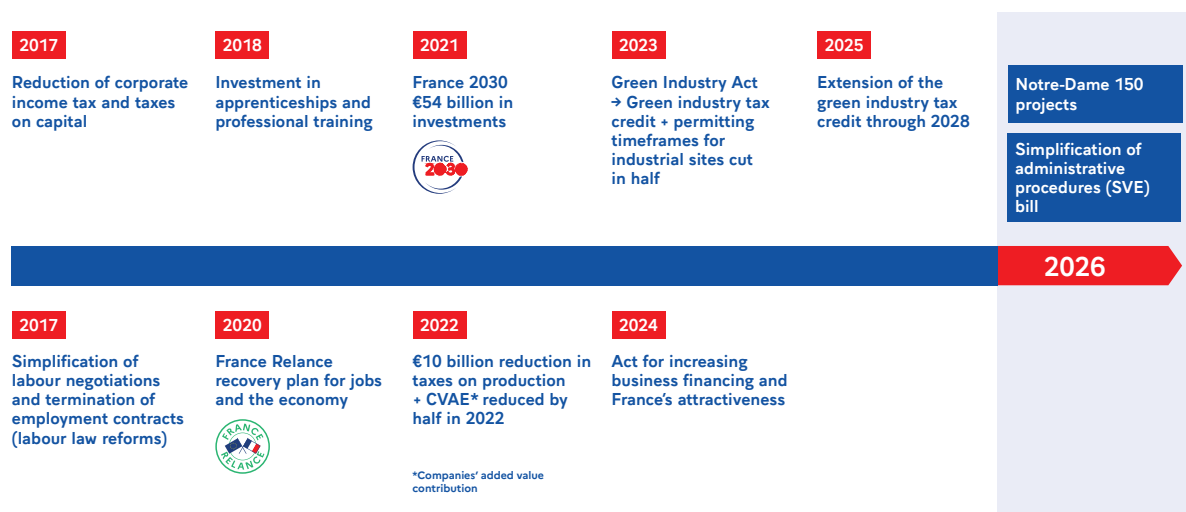
→ Massive investment in skills from primary to higher education

→ Decarbonized electricity thanks to nuclear production and massive development of renewables:

- PPE3, published in February 2026, reaffirms France's ambition when it comes to new nuclear energy and the deployment of renewable energies

→ Much shorter timeframes for establishing industrial sites with turnkey sites

→ Administration that simplifies its procedures and is being digitalized



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Presentation of the Choose France Summit

Since it was launched by President Macron in January 2018, the success of the Choose France Summit has been growing every year. It has become a must-attend economic event for international investors, who are seeking to participate in growing numbers.

The Choose France Summit provides a valuable opportunity to discuss France's economic attractiveness in ad hoc meeting formats, at the highest level, between foreign investors, the French government and major French businesses: bilateral meetings with Ministers and governments, meetings with France's main business stakeholders, collective discussions with the President of the French Republic on the major economic transformations and reforms undertaken by the French government to encourage economic activity on our territory.

Each year, over 400 bilateral meetings are organized with the President of the French Republic, Ministers and business leaders, both from France and abroad, to discuss their plans for foreign companies to set up or invest in France.

A record number of more than 200 foreign business leaders from nearly 50 countries are expected to attend the 9th Choose France Summit.

It will showcase sovereign digital and energy transitions and France's assets for welcoming investment projects that strengthen the industrial value chains of energy and artificial intelligence in our territory.



Since the first Choose France Summit in 2018, tangible outcomes for the economy and regions

From the start of his first term, President Emmanuel Macron has held an annual event dedicated to France's economic attractiveness. As a key forum for foreign investors, the French executive and the leading French companies, the purpose of the Choose France Summit is to present, detail and explain to major foreign companies the reforms undertaken to foster France's economic activity. At this forum, the importance of international investments to support growth, innovation and employment in France are stressed.

Business France teams support investors at every stage of their project, from their sourcing to their realization. Choose France is a key place for announcing these projects. A growing number of projects are announced at the Summit every year.

I ■ BILAN DES ANNONCES ET MONTANTS INVESTIS DEPUIS 2018

Since the first Choose France Summit in 2018, 231 announcements have been made amounting to €88 billion in investments.

2018 11 announcements €2,1 milliards in investments	2019 10 announcements €607 millions in investments	2020 16 announcements €1,8 milliard in investments	2021 22 announcements €3,6 milliards in investments
2022 35 announcements €10,8 milliards in investments	2023 28 announcements €13 milliards in investments	2024 56 announcements €15 milliards in investments	2025 53 announcements €40,8 milliards in investments



In Versailles, foreign companies show their confidence and confirm their intention to conduct major projects in France

With **71 announcements** totaling **€ 93 billion** and the creation of more than **15 600 jobs**, the 9th edition of Choose France has set new records. France is taking a major step forward, particularly in artificial intelligence infrastructure, with the establishment of world-class hyperscalers. This momentum is accompanied by a comprehensive industrial footprint, with projects covering the entire value chain—from server assembly to equipment production, including critical components and training—and major technology partnerships between leading French companies and foreign firms.

This investment momentum also contributes to strengthening our strategic autonomy in the space, critical metals, healthcare, agri-food, and energy sectors.

Foreign investors' confidence in France is confirmed by numerous decarbonization projects for their industrial operations based in France—in line with the government's electrification plan. New investments in the tourism, transportation, logistics and consumer goods sectors are being announced. Investments in the financial sector confirm Paris's indispensable position as a world-class financial center.

1. FRANCE, A GLOBAL LEADER IN AI INVESTMENT

AI infrastructure

BROOKFIELD (Canada) expects to increase its investments in AI-related infrastructure in France to up to € 30 billion, up from the 20 billion euros announced at the AI Summit in February 2025, representing an additional investment of € 10 billion. The € 30 billion investment is split between the previously announced large AI-dedicated plant in E-Valley, Cambrai, and a new AI-dedicated site in Escaudain, in the Hauts-de-France region. Once the latter project starts, it will create up to 1,000 jobs during the construction phase and 2,400 indirects permanent jobs in the long term. The site was earmarked for development by Brookfield following a highly selective, accelerated process led by the French government and will be carried out by Data4, the French and European leader in data centers, which Brookfield acquired in 2023.

MGX and BPIFRANCE (United Arab Emirates unis/France) announce the expansion of Campus AI — a joint venture with Mistral AI and NVIDIA — targeting up to 3 GW of decarbonized AI infrastructure capacity in France. Following the Fouju campus (Seine-et-Marne) currently under construction, the imminent selection of a second site represents an investment of approximately €7.5 billion. The project will create up to 500 direct jobs during the construction phase, followed by 700 permanent direct jobs in operation. Developed to the highest environmental standards, powered by France's low-carbon electricity and built in close partnership with French leaders in semiconductors, batteries and critical technologies, Campus AI anchors France as Europe's leading destination for decarbonized AI infrastructure.

NEBIUS (Netherlands) an AI cloud company, has announced the conversion of the former Bridgestone brownfield site in Béthune (Hauts-de-France) into a major European computing hub, based on an integrated model spanning infrastructure to cloud computing services. The project involves an investment of over €8 billion over several years to deploy cloud infrastructure and services, with a target capacity of 240 MW, positioning the site among the most powerful and advanced on the continent. The first phase is expected to begin as early as 2026, with full ramp-up by 2027. Ultimately, the site will generate around 120 jobs. In parallel, Nebius plans to support training in technology and artificial intelligence through the Nebius Academy. This landmark project illustrates Nebius's strong roots in the European AI ecosystem.

PHOENIX GROUP (United Arab Emirates) in partnership with DC Max, announces an investment initiative to develop next-generation digital infrastructure in France and across Europe. The first phase includes the development of an 18 MW data centre campus in the Lyon region, representing an initial investment of more than €100 million. The broader European pipeline targets approximately 1 GW of capacity. This includes around 500 MW in France, representing up to €4 billion of potential investment and the creation of 500 to 600 direct and indirect jobs. This initiative reinforces France's strategic position as a leading European hub for artificial intelligence, cloud infrastructure, and high-performance computing.

SOFTBANK GROUP CORP (Japan) announces a major investment to accelerate AI infrastructure development in France, with a commitment to develop and operate 5 GW of AI data center capacity nationwide through an investment of up to € 75 billion. This includes an initial € 45 billion investment to deliver 3.1 GW in the Hauts-de-France region by 2031, with data centers in Dunkirk (Loon-Plage), Bosquel and Bouchain. These projects are expected to create approximately 8,600 construction jobs and 900 operations jobs. The remaining investment will support additional sites across the country. To accelerate this buildout, SoftBank will partner with SCHNEIDER ELECTRIC (FRANCE) to develop a large-scale industrial production cluster at the Port of Dunkirk that will focus on manufacturing data center power modules. It will combine SoftBank's robotics capabilities with Schneider Electric's industrial expertise and local supply chain network while supporting Dunkirk's ambition to become a leading robotics hub. The industrial cluster is expected to create 350 jobs. Together, these efforts will strengthen regional R&D through partnerships with local universities and schools and reinforce France's position as a leading European hub for AI infrastructure, supported by advanced grid infrastructure and a strong industrial ecosystem.

VERNE ET ARDIAN (United Kingdom/France) specialists in low-carbon data centers, announce the development of a next-generation digital infrastructure campus in the Île-de-France region. Designed as an AI Gigafactory, the campus will host large-scale high-performance computing (HPC) capacity supported by low-carbon, sustainable energy infrastructure. The project represents an investment of up to € 5 billion, with a target capacity of 500 MW, including an initial phase of approximately 250 MW expected by 2030. Developed in partnership with national and local public authorities, as well as leading French industrial and financial players, the project will help structure a major innovation ecosystem and support the reindustrialization of the region. This project will create around 330 jobs for the site's operation.

Data center value chain

DSBJ (China) an industrial group specialized in the manufacturing of flexible and rigid printed circuit boards, announces an initial €50 million investment aimed at gradually transforming certain GMD industrial sites in France into production and integration hubs for artificial intelligence infrastructure equipment and modular datacenter solutions. This investment project follows the acquisition of GMD by DSBJ and represents the first phase of a strategic plan designed to position GMD as a European leader in the production of digital infrastructure.

FOXCONN-BULL (Taiwan-France) announce a partnership focused on European AI Factory and Infrastructure, closely aligning with the strategic vision for Sovereign AI. By anchoring the localized AI supply chain and computing capabilities in France, the initiative aims to serve as a key enabler for Europe's sovereign AI ecosystem. To execute this strategic deployment in France, the project is expected to involve an initial investment exceeding € 120 million.

AI Innovation, Research, and Training Ecosystem

DATABRICKS (United States) announces an investment of over €258 million in France over the next three years, focusing on talent, training, and business development to help more French companies deploy AI in production at scale. As part of this investment, the company plans to hire 200 people over the next three years and train more than 40,000 people in key data and AI skills by 2028. Today, educators and students from more than 50 French universities are already participating in Databricks' University Alliance program, an initiative aimed at integrating a professional-level AI curriculum into higher education.

HPE (United States) announces a €350 million investment over five years in the AI Factory Lab in Grenoble, in partnership with Nvidia. This investment covers the consolidation of the existing R&D centre specialising in telecoms, AI and high-performance computing, and the equipping of a new lab with the latest server and GPU technologies and associated cooling systems, as well as the recruitment of around 80 AI engineers who will join the total workforce of the Global R&D Centre in Grenoble.

ORACLE (United States) is reinforcing its long-term commitment to France with the opening this year of a new regional office in Paris, designed to become a central hub for artificial intelligence. This new site will support French and European customers in leveraging Oracle's cloud and AI technologies to transform their operations, improve productivity and strengthen their competitiveness in global markets. Oracle is also expanding its cloud and AI footprint in France, leveraging its technology to support the development of advanced infrastructure capabilities in the country.

SALESFORCE (United States) the world's #1 AI customer relationship management (CRM), announces an additional €2 billion investment in France. The investment includes the opening of a new AI Innovation Hub in Paris, Salesforce's first in the European Union, as well as major workforce and ecosystem initiatives, including over €2.2 million in philanthropic grants to support AI education, career readiness, and digital skills training. This investment builds on Salesforce's ongoing commitment to France, extending a previous five-year investment of \$3.5 billion made in 2022 to \$5.5 billion through 2030.

SAP (Allemagne) reaffirms its long-term commitment to France with an investment of approximately €100 million over the first three years, as part of a broader €300 million plan through 2032. This investment will support the development of a sovereign SAP cloud and Business AI region, with three data center sites in Île-de-France planned for Q1 2027 and targeting SecNumCloud qualification. It will also contribute to the creation of around 100 high-value jobs in cloud and AI.

WORKDAY (United States), a leading enterprise AI platform for HR, finance and IT teams, is announcing a strategic investment of more than €200 million over three years in France to further strengthen its presence across Paris, Lyon and Marseille. The company is reinforcing its long-term commitment for France, identified as a cornerstone of its European strategy. It will support continued growth of its local workforce and deepen partnerships with French technology players to expand AI-powered use cases and further develop the next generation of talent in agentic AI.

2. STRENGTHENED STRATEGIC AUTONOMY IN KEY SECTORS

Space/Defense

Electro Optic Systems EOS (Australia) is investing more than €10 million to make France its European hub focused on counter-drone systems, including AI-based C2 (Command and Control) through the establishment of the headquarters of MARSS, a recently acquired company. This hub, located in Nice, will strengthen the industrial ecosystem through sovereign technologies and enhanced existing cooperation with KNDS, while also exploring the production of high-energy lasers and the development of space warfare capabilities for France and European market. The project could create up to 150 jobs over three years, including high value-added engineering and software development positions in France.

PLD SPACE (Spain) announces a € 35 million investment in the construction and fit-out of its Launch Complex at the Guiana Space Centre (CSG) in Kourou (French Guiana) over 2025-2026. This investment is expected to generate around € 21 million in local value added and supports 250-275 indirect jobs in the territory during the construction phase and 35 direct jobs linked to recurring launch operations. PLD Space is the first private operator to deploy capital expenditure at this scale at the ELM-Diamant (CSG), contributing to the diversification of Europe's spaceport.

TEKEVER (Portugal) an international technology group specializing in advanced autonomous systems, is announcing a € 100 million investment in France over the next five years, along with the creation of 100 highly skilled jobs. This investment doubles the initiative announced in 2025, bringing its total commitment to € 200 million and 200 jobs. The project aims to position France as a key industrial, innovation, and export hub for the group's European operations. It builds on an already growing footprint, with the opening of the headquarters in Toulouse and the expansion of the industrial site in Cahors. Through this initiative, the group confirms its ambition to make France a strategic base for its industrial and innovation activities in Europe.

VENTURI SPACE (Monaco) announces an additional investment of €150 million, bringing the total to €250 million, for the establishment in Toulouse of its new technology center dedicated to the design and manufacturing of critical technologies, as well as to the assembly of its lunar and Martian rovers. NASA has selected the rover of the American company Venturi Astrolab, a strategic partner of Venturi Space, particularly through the use of its battery management technology, to transport its astronauts starting in 2028. This decision is increasing Venturi Space's activity and accelerating its industrial development in order to meet the growing needs of American and European lunar programs.

Critical metals

USA RARE EARTH (United States) aims to strengthen its industrial presence in France by expanding its investments in metals, alloys and the manufacture of permanent magnets, thereby contributing to French and European sovereignty within the critical rare earths value chain. This expansion builds on initiatives already underway in France, notably the creation of a rare earth metals and alloys production facility by Less Common Metals (LCM) in Lacq, as well as a strategic investment in Carester SAS (alongside InfraVia Capital Partners) aimed at developing rare earth separation and processing capabilities. In line with the agreements the company is considering with the US Department of Commerce, USA Rare Earth's additional investments in France could exceed € 175 million by 2030 and create more than 200 additional jobs in the region.

Electric mobility

SCANIA (Sweden) is strengthening its industrial commitment in France, in Angers, as part of its strategy to transition towards sustainable transport solutions, through a € 68 million investment aimed at securing the long-term future of the site – which employs 1,500 people – and supporting its development. In addition to the electric trucks already assembled at its historic site in Södertälje, Sweden, the group has chosen Scania Production Angers to increase its European production capacity for electric vehicles. By 2029, the Angers site will thus evolve into an innovative hybrid industrial organisation, enabling the assembly of both diesel and electric trucks on the same production line. Scania Production Angers is therefore establishing itself as a strategic pillar of the group's commitment to decarbonisation in Europe. This project confirms the Angers site's key role in the development of a more sustainable and competitive European transport sector.

Industrial equipment

ANDRITZ (Autriche) is strengthening its long-term industrial and technological presence in France through its Nonwoven & Textile division. By 2030, the group is undertaking a € 25 million investment program, which will support the creation of high value-added jobs, particularly within the Auvergne-Rhône-Alpes ecosystem. These investments support the development of innovative industrial solutions addressing key challenges of the ecological transition: replacing plastics with cellulosic fibers in food packaging, enhancing the use of French natural fibers (notably flax and hemp) as well as locally recycled fibers for sustainable applications (insulation, geotextiles, etc.), and transforming papermaking and nonwoven processes to significantly reduce water and energy consumption.

THE LIEBHERR GROUP (Switzerland) is strengthening its industrial presence in France with an investment of around € 90 million in its Liebherr-Components Colmar site, which specialises in the development, assembly and testing of high-power combustion engines. The site's production capacity will almost double by 2030. This project aims to support the strong global growth of data centers by significantly increasing industrial capacity dedicated to the production and development of very high-power large-bore engines. It will create more than 200 jobs at the Colmar site.

HORIBA (Japan) has announced a strategic investment of € 19.5M in SpectrAI, a flagship industrial project aimed at deploying a next-generation analytical instrumentation platform integrating smart sensors, Raman spectroscopy and artificial intelligence. Based in Loos (Hauts-de-France), SpectrAI aims to create 150 highly skilled jobs, strengthen France's industrial and technological sovereignty, and accelerate the transition to a low-carbon economy.

3. INVESTMENTS THAT CONTRIBUTE TO FRANCE'S HEALTH SECURITY

ADRAGOS PHARMA (Germany) a global CDMO, announces the acquisition of the Maisons-Alfort site from Sanofi. This commercial-scale production facility is dedicated to sterile products, including pre-filled syringes and vials. Adragos plans to invest € 40 to € 60 million over the next five years to establish biologics manufacturing capabilities and increase production capacity through targeted equipment upgrades. This project will preserve skilled jobs and further enhance the site's technological capabilities.

B. BRAUN MEDICAL (Germany) one of the world's leading medical technology companies, announces a strategic investment of nearly € 20 million at its Chasseneuil-du-Poitou industrial site (Vienne), dedicated to the production and development of access port systems. This project aims to increase its production capacities in an evolutionary way, to enhance industrial flexibility, and to support the sustained growth of global demand for vascular access devices. The investment includes a first phase of construction of a new two-storey industrial building with energy-efficient infrastructure and a carbon neutrality objective. This project will allow the creation of about 40 full-time jobs by 2031, while strengthening the competitiveness, European health sovereignty and long-term industrial sustainability of B. Braun Medical in France within its global network.

BOEHRINGER INGELHEIM (Germany) announces an investments program of about € 500 million by 2030, dedicated to animal health. This program aims to sustainably strengthen the family-owned pharmaceutical group's research & development and production capacities in France. Four sites are involved: Jonage (Rhône), a new site dedicated to the production of antigens against foot-and-mouth disease will be fully operational in 2027 and will receive an additional €20 million to become the world-class center of excellence in the fight against this highly contagious pathogen, creating 150 highly skilled jobs. In Saint-Priest (Rhône), more than €250 million will be invested to strengthen the site's specialization in the production of veterinary antigens for the vaccination of pets and livestock. In Toulouse (Haute-Garonne), more than €160 million will support the expansion of industrial capacity, increasing the output of oral solutions fivefold and tripling tablet production. Finally, approximately € 40 million will strengthen research and development activities on the two sites in the Lyon region (Saint-Vulbas and Saint-Priest).

CHIESI (Italy) a family-owned biopharmaceutical company and France's leading 'mission-driven' pharmaceutical firm, announces the creation of approximately 100 additional jobs at its industrial site in La Chaussée-Saint-Victor, near Blois, as part of the implementation of new production lines for respiratory medications. These lines will enable the company to double its production of inhaled medication devices by 2026, including the new generation of metered-dose inhalers with a minimal carbon footprint. The goal is to produce a total of nearly 60 million units annually at this site, the group's center of excellence in the manufacture of respiratory medications.

CURIUM PHARMA (United States) a leading player in nuclear medicine specialising in the development and production of radiopharmaceuticals, has announced an investment of over €32 million to establish a production line for Lutetium-177-based drugs for targeted internal radiotherapy (TIR) at its Saclay site. Through this programme, Curium confirms its commitment to establishing a long-term presence in France, equipping the country with state-of-the-art infrastructure to support nuclear medicine and therapeutic innovation in oncology, whilst contributing to European healthcare sovereignty in the field of critical technologies of high scientific value.

GSK (United Kingdom) announces an additional investment of nearly € 140 million in France, bringing the total planned investment for 2026–2028 to almost € 550 million. Of this amount, € 74.1 million will be dedicated to strengthening the sites in Évreux, Mayenne, and Saint-Amand-les-Eaux, while € 63.6 million will be allocated to R&D. These investments add to those announced during previous editions of Choose France and are currently being deployed to support modernization, decarbonization, digitalization, and R&D. GSK thus reaffirms its strong presence in France and its contribution to European health sovereignty, the ecological transition, and biomedical innovation.

LUMA GROUP (United States) a New York–based biotechnology investment firm, announces its intention to establish its European headquarters in Paris, reinforcing its commitment to advancing life sciences innovation across Europe. This expansion reflects Luma Group’s strategy to leverage France’s strong scientific ecosystem, research institutions, and healthcare infrastructure. From Paris, Luma Group will partner with biotechnology companies, academic centers, and clinical networks across Europe to accelerate the development of new therapies. The hub will also support cross-border investment and collaboration, strengthening connections between U.S. and European innovation ecosystems.

PTC THERAPEUTICS (United States) a biopharmaceutical company specializing in rare diseases, announces an industrial investment of € 45 million in France by 2030. It will enable the production of the active ingredient of its new product for the treatment of PKU (phenylketonuria) at the Siegfried site in Saint-Vulbas (Ain). Intended to supply European and international markets and eventually represent 30 to 40 percent of global production, this investment is part of PTC's strategy of global expansion and rebalancing production towards Europe in the new global context. For the site, which has 150 employees, this project constitutes both an industrial competitive advantage (implementation of new complex continuous chemical production processes and the improvement of industrial methods) and a significant contribution of new volumes that will contribute to strengthening the site.

STALLERGENES GREER (Switzerland) a global leader in allergy treatment, announces a strategic investment of € 125 million to strengthen its industrial operations in France. This plan includes the creation of new production lines, an energy transition, as well as the expansion of industrial capacity which will lead to job creation and the development of expertise. The company employs 610 people in France and is already planning a 12% increase in its French workforce in 2026 to support the growth of its activities. Stallergenes Greer stands out through its full command of the desensitisation value chain, from the development of raw materials through to the distribution of treatments. The group currently treats more than 1.3 million patients worldwide. As allergies become increasingly widespread, this commitment confirms the group’s longstanding roots in France, where it has concentrated its activities for more than 60 years, and reflects its belief that France has the talent and expertise required to ensure its health sovereignty and become the centre of allergen immunotherapy.

SANDOZ (Switzerland) the global leader in affordable medicines, today announces an additional investment of approximately € 150 million through 2034 to further ramp up and expand its Toulouse site, dedicated to the development and production of biosimilar medicines, bringing its total investment into France since December 2025 to approximately € 550 million. This investment will strengthen Sandoz’s in-house manufacturing capabilities and further establish Toulouse as a leading biosimilars hub. The new investment is in addition to the November 4, 2025, pre-announced €300 million related to the acquisition of the Toulouse site from Evotec SE and associated license fees, as well as the € 250 million in milestone payments, a significant portion of which constitutes investment in France. The site, now operating as Sandoz Biologics France, is currently in its ramp-up phase and features an innovative, continuous manufacturing platform.

SARTORIUS AG (Germany) a leading partner in the biopharmaceutical industry, continues its investments in innovation, automation, and sustainable development, as illustrated by a multi-year capacity expansion program in France with over € 50 million invested across the company's seven French sites (1,400 employees). This program includes the Aubagne site, home to the company headquarters (with modernization of production capacity for fluid management technologies and a new automated logistics center), and the Illkirch site (with the implementation of a GMP-compliant facility for transfection reagents). A portion of the investment is also dedicated to R&D.

4. FRANCE'S AGRICULTURAL AND AGRI-FOOD POWERHOUSE BOLSTERED BY FOREIGN INVESTORS

CLAAS (Germany) a family-owned group and world leader in agricultural machinery, plans to invest € 50 million in France over the next three years, spread across several industrial sites. This ambitious plan aims to modernise and decarbonise facilities, strengthen manufacturing and logistics operations, and improve testing and validation capabilities through new equipment. These investments demonstrate CLAAS's determination to sustainably strengthen its industrial presence in France, supporting innovation, performance and the green transition of the agricultural sector.

FERRERO (Italy) announces new industrial investments in France, with the creation of two production lines in 2026 representing a total investment of € 60 million, confirming its long-term presence in regional territories and its ongoing commitment to innovation. The Group is investing € 30 million in Nieppe (Hauts-de-France) for a new production line dedicated to Nutella Cookies, which will be launched this summer. Ferrero is also developing a new line in Villers-Écalles (Normandy), investing € 30 million for the production of 3 kg Nutella formats intended for professionals, while continuing its investments to decarbonize the Normandy site.

MARS (United States) announces an investment of over € 100 million, distributed across several French regions: the Grand Est (nearly €45M), Occitanie (over € 30M), Hauts-de-France (€ 17M), and Centre-Val de Loire (over € 7M). These investments reflect a strong commitment: to strengthen our footprint in France, support innovation, prepare for future needs, adapt our activities to the digital transition, and continue to follow our roadmap for decarbonization.

SYMRISE (Germany) a global supplier of fragrances, flavors, cosmetic active ingredients, and functional ingredients, will invest over € 37 million in France in 2026 as part of its long-term commitment. Around € 10 million will expand Scent & Care activities in Saint-Cézaire-sur-Siagne and Clichy, with new offices and laboratories. The Clichy site will become a global perfumery hub, improving working conditions for 350 employees and creating around 10 jobs. A second € 27.5 million project will modernize the Berric site, creating 20 jobs.

TERRAMAR (Chili) announces a € 14 million investment to increase production capacity at the Poultry Feed Company plant, which specialises in the production of processed animal proteins and is based in Mayenne. This investment will create between 15 and 18 jobs. These investments will consolidate PFC's position as one of Europe's leading animal by-product processing plants. Terramar is one of PFC's shareholders. As such, it has supported the growth and the investments needed to enhance efficiency and the circular economy, in which PFC plays a significant role.

VICKY FOODS (Spain) is strengthening its industrial footprint in France with an additional € 25million investment in its Fragnes-la-Loyère site, the country's first "plug-and-play" industrial facility, following an initial € 100 million investment. Vicky Foods has already created over 150 permanent jobs, with a ramp-up to 250 expected by 2030. Implemented in three phases, this flagship project reflects the group's long-term industrial vision and underscores its growth ambitions in the French market.

5. RENEWED TRUST AMONG FOREIGN COMPANIES, WHICH ARE REINVESTING AND DECARBONIZING THEIR INDUSTRIAL OPERATIONS

BAKER HUGHES (United States) an energy technology company, announces a three-year investment plan in France that includes the expansion and modernisation of industrial infrastructure, the installation of new production equipment, and the opening of a new assembly and testing building at its site in Le Creusot (Saône-et-Loire), as well as investment in R&D at its Centre of Excellence dedicated to zero-emission compression. In Fougères (Haute-Saône), Baker Hughes will increase its production capacity and implement energy-saving solutions.

ECOLAB (United States) reaffirms its commitment to the sustainable growth of the French economy with a € 100 million investment in GravitHy, a producer of low-carbon iron, and HoloSolis, a manufacturer of photovoltaic panels. GravitHy's industrial site in Fos-sur-Mer will produce 2 million tonnes of green iron per year, with commissioning scheduled for 2030. The HoloSolis plant, located at the Hambach Europôle, will reach an annual capacity of 10 million photovoltaic panels at full capacity. These investments support industrial decarbonisation, regional economic development and the creation of around 2,500 skilled jobs, illustrating Ecolab's commitment to sustainable growth and long-term value creation.

LINDE (United States) a leading global industrial gases and engineering company, will invest estimated € 55 million to build, own and operate a new air separation unit (ASU) in France. The new ASU is expected to start-up at the end of 2028, it will supply key chemicals customers and supply liquid oxygen, nitrogen and argon to its customers in France including pharmaceuticals, food & beverage and healthcare customers.

MARCEGAGLIA (Italy) announces a new milestone for its Mistral project in Fos-sur-Mer. Following an initial commitment of € 600 million announced in 2024, the group plans an additional investment of € 600 million. The total amount invested will thus reach approximately €1.2 billion at the site. This project will create the first steelworks in France in over 50 years and the first large rolling mill in that period. First next-generation steel plant in Europe, based on latest development of steel electric elaboration route, it will integrate artificial intelligence and be powered by decarbonized electricity, aiming for benchmark performance in energy efficiency and carbon footprint. Marcegaglia thus intends to establish itself as a key player in the renewal of the steel industry in Europe.

SMURFIT WESTROCK (Ireland) a global leader in sustainable paper-based packaging, has announced an investment of nearly € 600 million in its sites in France, thereby reinforcing its long-term commitment to French industry, innovation and sustainable development, Smurfit Westrock's investment will be made over the next three to five years and will support the modernisation and decarbonisation of its operations, improving production efficiency, customer-focused innovation and sustainable packaging capabilities.

WERHAHN GROUP/ZWILLING (Germany) owner of the iconic French premium cast-iron cookware brand STAUB is launching the FutureFoundry project at its site in Merville, Haut-de-France. The project involves the construction of a new, state-of-the-art foundry building and the installation of modern production equipment to secure the long-term future of high-quality "Made in France" manufacturing. With a total investment exceeding € 42 million, FutureFoundry will enable the transition to significantly more energy-efficient and CO₂-reduced foundry technology. The new facility will strengthen STAUB's industrial competitiveness, improve working conditions, and support sustainable growth. FutureFoundry reflects STAUB's strong commitment to France as a strategic manufacturing location.

6. FOREIGN COMPANIES CONTRIBUTING TO FRANCE'S ENERGY TRANSITION IN LINE WITH THE NEW MULTI-YEAR ENERGY PLAN (PPE)

ALFA LAVAL (Sweden) a global leader in heat transfer, separation, and fluid handling technologies, announces an investment plan of nearly € 50M across its five production sites in France for the period 2026–2028. The main project focuses on expanding the Golbey factory, to support the growing industrial gas market - particularly LNG - and the emerging new energy applications. This project should create around 50 new jobs. In parallel, dedicated projects to decarbonize, modernize and digitalize the Fontanil, Nevers, Chalon, and Elancourt sites will be initiated. These investments illustrate Alfa Laval's commitment to contributing to the decarbonization of European industry, while also highlighting France's strategic role in the Group's industrial footprint.

BIOESOL (Mexico) reaffirms its commitment to France and is accelerating its European expansion from its strategic base in Grenoble. In the coming years, BioEsol plans to finance up to € 200 million for projects focused on energy transition, energy autonomy, and operational resilience through its Energy-as-a-Service (EaaS) model, enabling industries to deploy localized energy infrastructure, including a direct investment of € 40 million. In a context marked by growing energy demand, market volatility, and challenges related to energy sovereignty across Europe, this initiative positions BioEsol as a key player in the transformation of Europe's industrial energy model.

DANFOSS (Denmark) la global leader in energy-efficient technologies, has announced a € 10 million investment over three years in its Reyrieux site, which manufactures key components for domestic and industrial heat pumps. This investment is in addition to the € 61 million already invested by the company in its French operations since 2015 and directly supports France's target of installing more than one million units per year by 2030. Alongside existing projects aimed at improving R&D capabilities and production facilities, this new programme includes the installation of an on-site renewable energy supply, improvements to energy efficiency and the modernisation of workspaces.

EDP (Portugal) reaffirms its long-term commitment to France, announcing € 1.3 billion in new investments by 2030, following more than € 2.7 billion already invested and 1.4 GW installed nationwide. Spanning onshore and offshore wind, solar, battery storage, and grid infrastructure, these projects will support France's energy sovereignty, deliver competitive low-carbon electricity, and underpin the country's reindustrialization ambitions.

ENERTRAG (Germany) a European pioneer in flexible energy systems and active in the French market for more than 25 years, announces a €1.1 billion investment program by 2030 dedicated to new energy infrastructure. The program includes the commissioning of at least 100 MW per year of new renewable and battery storage capacity, notably through hybrid configurations designed to strengthen power system flexibility. Through this investment trajectory, ENERTRAG aims to reach 1 GW of installed capacity in France by 2030. Among these projects, a 120 MW hub in Hauts-de-France will combine two wind farms and battery storage, while in Nouvelle-Aquitaine, a 110 MW hub will integrate three wind farms and storage capacity. In both cases, the facilities will be connected through a single grid connection point

EL SEWEDY (Egypt) a leading international company in energy solutions and integrated infrastructure, announces the opening of a legal entity in Paris, chosen as a strategic hub due to its highly favorable business environment for both Europe and French-speaking Africa. This new presence will enable the company to centralize global trade in its electrical products, cables, and transformers, thereby strengthening large-scale trade flows and facilitating the delivery of essential infrastructure solutions.

OCTOPUS (United-Kingdom) intends to invest up to € 150 million in building a Cosy heat pump factory in France, as soon as the heat pump installation volumes reach the required level. Octopus Energy is committed to responding to the Government's call for projects on the launch of integrated offers for heat pumps. Its ambition, alongside its installation partners, is to deploy 10,000 of the heat pumps manufactured by Octopus – the "Cosy" models – over the next 12 months, across the whole country.

PRYSMIAN (Italy) a world leader in cables and systems for the energy and telecommunications sectors, has announced a new industrial investment of € 28 million in France, spread across five sites located in four regions (Hauts-de-France, Auvergne-Rhône-Alpes, Grand Est and Bourgogne-Franche-Comté). This investment aims to strengthen the group's production capacity, particularly in high-tech power cables, in order to meet the needs associated with the energy transition, the nuclear sector, digital infrastructure and the aerospace sector. It confirms Prysmian's long-term commitment to industrial sovereignty, the energy transition and the competitiveness of strategic sectors in France.

7. THE SIZE OF THE FRENCH MARKET IS A KEY FACTOR IN OUR APPEAL

Tourism & Entertainment

La E-SPORT FOUNDATION (Saudi Arabia) will invest around € 250 million for the organization of the esports world cup who will take place in Paris this summer, covering venues, production, hotels, transport, broadcast, ceremonies, fan experiences, and activations. The event is estimated to generate around € 600 million in indirect economic impact reinforcing Paris' position as a global capital for sport, culture, and entertainment and continuing the momentum of Paris 2024.

Logistics warehouses

AMAZON (United States) announces three new logistics sites in Pays de la Loire, Ile-de-France, and Nouvelle-Aquitaine. With the fulfillment center planned in Ensisheim, these four sites represent over € 400 million in planned investment and will create more than 3,000 permanent jobs.

GXO (United States) expects to create more than 1,000 jobs through three major projects by 2027. In Ferrières-en-Gâtinais (Loiret), a 10-year partnership with Unilever is leading to the creation of a 60,000 m² automated warehouse, generating nearly 200 new jobs. In the North, in Onnaing, a new 80,000 m² site opened for Action will accommodate around 300 employees. Finally, at the Zalando site in Montereau-sur-le-Jard (Seine-et-Marne), 500 new jobs are planned by the end of 2026.

VGP (Belgium) the CEO of a European family-owned real estate firm specializing in the development, management, and ownership of high-quality business parks (35% of which are industrial), announces an investment of over € 1.5 billion in France, reaffirming its long-term commitment to massive investments in the country, after having created 129 parks (totaling 10.3 million square meters) in 17 other European countries. By 2029, the company plans to invest € 1 billion to deliver 1 million square meters of buildings (semi-industrial, business parks, and logistics facilities), which will create 5,000 direct jobs and 11,250 indirect jobs over six years on 250 hectares of brownfield sites. The delivery of the 1.5 million square meters of buildings is scheduled in two phases, in 2027 and 2031.

Transportation and logistics

BOLUDA (Spain) a world leader in maritime services, is planning an investment programme worth over €250 million over the next three to five years to boost towing capacity in strategic ports and support the modernization of port infrastructure, with the aim of making French ports global benchmarks, particularly in terms of safety.

DHL GROUP (Germany), the world's leading logistic company, confirms its strong commitment to France with an additional investment plan of approximately € 160 million for 2026-2027, focused on upgrading infrastructure and advancing the green transition. DHL Group has launched several concrete initiatives to achieve net-zero emissions in logistics by 2050: the use of sustainable aviation fuel, the acceleration of fleet electrification and the rollout of charging infrastructure, as well as the development of solar energy. Over ten years, DHL will thus have invested nearly € 900 million in France, helping to enhance the industrial competitiveness of French regions and promote sustainable international trade.

INPOST (Poland) Europe's leading out-of-home e-commerce enabler and owner of Mondial Relay, plans to invest a further € 500 million in France by 2030, with a focus on the customer experience and automation across its distribution centres, and to create at least 750 new jobs, bringing the total investment value to € 1.4 billion.

Consumer goods

DIAGEO (United Kingdom) a global leader in spirits and beer, announces an investment of circa € 150 million in France in the next five years, aimed at consolidating its presence in the French market. This investment will be underpinned by investing in people and brands. Diageo intends to consolidate its commitment in the HORECA sector through the deployment of programs like World Class and Learning for life and continue playing its role in society for a responsible drinking sector.

INGKA GROUP/IKEA (Sweden) announces an additional investment of €35 million between 2026 and 2030 to further strengthen its ties with French customers and accelerate its growth in France. The company aims to open 10 compact IKEA stores, ultimately creating approximately 300 jobs. In parallel, to contribute to the group's sustainable growth objectives, IKEA is reinforcing its multimodal delivery strategy via the Seine River with a new logistics platform at the Port Victor site (15th arrondissement of Paris). This site will allow for increased deliveries via the Seine from the future logistics center in Limay (78) to the port, and then by electric vehicles to the homes of Parisian customers.

MANGO (Spain) will invest € 66 million in France between 2026 and 2028, with the opening of 45 new stores, strengthening its commercial network and creating jobs locally. Present in the French market for over 30 years, France is today the group's leading international market. 83.5% of its stores are located in small and medium-sized cities, contributing to the economic dynamism of the territories. Nearly 40% of the French population has access to a MANGO store in their immediate vicinity.

NEWELL BRANDS (USA) a global American consumer goods company, announced a € 40 million investment in its French manufacturing and operations network over the next three years. The announcement was made to invest in automation, digitization, and workforce development to build a more agile, high-performing business for the long term.

PPG (USA) annonce un investissement de 40 M€ dans 2 sites industriels existants à Ruitz (62) et Moreuil (80) ainsi que dans le recrutement de 39 emplois d'ici fin 2027. Cet investissement permettra d'améliorer l'efficacité opérationnelle, la flexibilité de production, et d'internaliser entièrement leur logistique.

Circular economy

COLEO (Spain) announces an investment of € 2.1 million for the creation of a sorting platform for used textiles from household consumption, in Occitanie, in Lavelanet. This project, resulting from the takeover of a regional Emmaüs platform, will ultimately enable the processing of 5,000 tonnes per year, employ 60 people, and direct textiles towards reuse and recycling. With this new activity, Coleo is strengthening its position as a leader in textile recycling in Europe, with integration across the entire value chain. The group operates three recycling plants in Spain and opened its first re-sorting plant in France in November 2025, near Toulouse.

8. PARIS CONFIRMED AS A WORLD-CLASS FINANCIAL CENTER

CHECKOUT.COM (United Kingdom) a leading global digital payments company, authorized and regulated by the Autorité de Contrôle Prudentiel et de Résolution (ACPR), today announces it is strengthening its EEA presence by opening a new office in Paris and that it intends to have 200 people in France by the end of this year. The new Paris office will provide payment services to merchants across the EEA. It will also act as a commercial, engineering, and compliance hub for the company, from which a number of global payment initiatives will be designed and deployed.

FREEDOM HOLDING (Kazakhstan) a financial group, based in Paris, plans to invest € 500 million in France to develop an integrated ecosystem combining banking, payments, brokerage and digital financial services. The project is expected to create more than 200 jobs in areas such as technology, compliance, customer service, marketing and investment services.

LONDON STOCK EXCHANGE GROUP (United Kingdom) is advancing its ESG scores activities in France. LSEG delivers a range of ESG scores, leveraging its global data and analytics from Paris to help investors assess sustainability risks and opportunities, and support their investment decisions. By choosing France as the home of its EU ESG scores business, LSEG reinforces Paris's position as a leading global centre for sustainable finance, regulatory innovation, and trusted financial data. LSEG is committing around € 12M of additional investment over the next three years, reflecting its long-term commitment to supporting Europe's sustainable finance ambitions through its ESG solutions.

REVOLUT (United Kingdom) following its announcement in 2025 of a landmark € 1 billion investment over three years, is taking a new step in its development in France with an additional € 100 million investment by 2030 and the creation of 200 additional jobs, primarily in financial crime prevention and business development, bringing its total workforce in France to 650 employees. With more than 7 million users, France is now Revolut's largest European market and has become a strategic pillar of the Group's growth. Revolut is also continuing its efforts to obtain a French banking licence, confirming its ambition to anchor its long-term development at the heart of the French financial ecosystem. This new phase of expansion reflects Revolut's ambition to make France its European hub for financial innovation, digital payments and next-generation banking services.

THEY ANNOUNCED IT LAST YEAR, AND THE PROJECT IS NOW TAKING SHAPE

FOXCONN-THALES-RADIALL (Taiwan - France) One year after the announcement by the President of the French Republic, Mr. Emmanuel Macron, at the Choose France 2025 Summit, of the initiation of preliminary discussions among Hon Hai Technology Group (Foxconn), Radiall and Thales, the three companies laid the foundation stone of their future joint venture at Le Barp, near Bordeaux (Nouvelle-Aquitaine), on Monday, June 1, 2026. This company, called Tessalia Technology SAS, will be dedicated to Outsourced Semiconductor Assembly and Testing (OSAT). Production is expected to start at the end of 2029 and reach more than 50 million System in Package (SiP) components per year by 2033. This initiative aims to welcome other industrial players to support an investment that could exceed € 250 million by 2033. Tessalia is expected to have 800 employees at full production.




France consolidated its attractiveness in 2025

In line with a strong attractiveness policy and building on reforms, for the past seven years, France has been Europe's number one destination for international investments (EY France Attractiveness Survey 2026).

France is welcoming more and more head offices and ranks second in Europe regarding this segment. It is also a major hub for technology and sovereignty activities. It therefore remains the leading European hub in terms of attracting foreign investment in artificial intelligence, while IT software and services of defence and low-carbon energy sectors are driving this renewed appeal.

France confirms that its attractiveness is also regional, with four regions in the top 15 most attractive regions, meaning foreign investment is being made in a large part of the country.



The figures in the 2025 Report on Foreign Investment in France, published by Business France, confirm this vibrancy: 1,878 investment decisions were recorded, creating or maintaining 47,734 jobs. In addition to this volume, these results translate into steadfast confidence and a growing network of investors with the arrival of new businesses joining groups that have been working in France for some time.

The European Union remains the main source of these investments (72% of projects and 56% of jobs), while the United States and major European partners, led by Germany and Italy, are among the major contributors in terms of jobs.

This attractiveness is seen first in the creation of sites, which translates into the ability of the France site to convince businesses to conduct projects. It can also be measured over the long term, with businesses already present in France which choose to strengthen their sites in France through expansions.

Lastly, takeovers show that attractiveness is also at play in the ability to safeguard and modernize the production apparatus: 48 sites in reorganization proceedings were taken over, saving 5,249 jobs.

In addition to sheer volumes, the projects translate into higher quality investment driven by innovation, industry and the ecological transition, in line with France 2030 priorities. Within this framework, decarbonization is a lever for competitiveness and reindustrialization benefitting the climate, jobs and sovereignty.

This vibrancy benefits the entire country: international investment projects fuel job basins and support local economic activity, including in remote areas.

In 2025, industrial investments were made in municipalities with fewer than 20,000 inhabitants, which generated 45% of projects and 52% of related jobs, illustrating an attractiveness that better serves the needs of regions.

France's attractiveness helps to make its economic fundamentals more solid. France is known for the size of its market, the quality of its workforce, its ability to innovate supported by the France 2030 Investment Plan, the quality of its infrastructure and an energy mix that is largely decarbonized.


IN 2025, EXTENSIONS OF FACTORIES SUPPORT REINDUSTRIALIZATION WITH A POSITIVE BALANCE DESPITE A WORSENER INTERNATIONAL CONTEXT

The Baromètre Industriel de l'État is an indicator that is coordinated and created by the Directorate General for Enterprise. It measures the evolution of reindustrialization in France every six months. The significant openings and extensions, as well as considerable reductions and closings, are determined and scored on the basis of effectiveness, in other words the first or last production from the factory.

With a positive balance of +19 in 2025, France continues to open and expand more factories than it closes, supported by the momentum generated from significant extensions. However, in a worsened international context, activity is slowing down, with a lower balance compared to 2024 (+88).

MINISTÈRE
DE L'ÉCONOMIE,
DES FINANCES
ET DE LA SOUVERAINETÉ
INDUSTRIELLE ET NUMÉRIQUE





Since 2017, reforms benefitting competitiveness of businesses and simplifying administrative procedures

Driven by sound underlying fundamentals and the impetus of structural reforms since 2017, France is back in the European game in terms of economic performance, taxation of capital and work. The French economy has proven to be resilient with growth posting +0.8% in 2025, higher than in Germany and Italy. Inflation in France stood at +0.9% in 2025, a lower level than its leading partners. The impact of the conflict in the Middle East appears to be moderate at this point in time, but this will depend on the conflict's duration and intensity. The growth forecast for 2026 is +0.9%. The labour market is holding up well: at the end of the first quarter of 2026, the French economy had approximately 1.2 million more wage earners than at the end of 2019 when employment posted the sharpest growth in ten years.

■ ■ A TAX ENVIRONMENT CONDUCIVE TO INVESTMENT

As part of macroeconomic competitiveness policy conducted since 2017, in addition to the lower cost of work and capital, taxes were reduced by €52 billion, for households and businesses alike.

For businesses, this came in the form of a gradual decrease over five years of corporate tax from 33% to 25%, in addition to a decrease in taxes on production by €10 billion per year since 2021.

The tax credit created in 1983 and enlarged in 2018 is the most generous tax subsidy scheme for R&D among OECD countries. It is long term and represents an average tax expenditure of €7.5 billion per year for the State.

Created in 2024 and extended until 31 December 2028, the tax credit for investments in the green industry assists key industrial projects focused on the energy transition, by supporting the production of batteries, wind turbines, solar panels and heat pumps. It can account for 15% to 55% of eligible expenditure depending on the size of the enterprise and the location of its site in France and is one of the measures with the most incentives in Europe in support of green industries.

■ ■ AN OVERHAULED SOCIAL MODEL

The series of more in-depth reforms of labour law made in the past several years in France have restored flexibility and predictability to businesses. France ranks fifth among OECD countries with the lowest score in the indicator of employment protection since 2013, making it possible to:

- Give predictability to the termination of an employment contract with the introduction of a threshold on compensation in the event of an unfair dismissal and the limitation of the time period for challenging a dismissal to one year. From 2015 to 2024, the number of cases brought before the employment tribunal decreased by 36% thanks to a reform of employment tribunal councils of 6 August 2015 aiming to foster conciliation and speed up the time periods for dealing with cases.
- New restructuring mechanisms which are not based on the collective dismissal procedure, such as collective performance agreements or the collective conventional terminations.

A favourable policy for returning to or staying in a job: new rules for compensation of unemployment insurance (minimal time period of work), adjustment of the time period of compensation based on the economic situation, decrease in the maximum time period of compensation of signatories of a conventional termination (subject to the adoption of the text); extension of the time period of contributions and the increase of the retirement age from 62 to 64 for most French workers.

WORKING HOURS AND LABOUR COST VERY DIFFERENT FROM WHAT MANY BELIEVE:

→ Although the statutory work week is 35 hours, the usual average work week for full-time employees was 39.9 hours in 2024 taking into account overtime. The average work week of full-time executives was 42.3 hours in 2024.

→ Reductions in social security contributions for employers have safeguarded France's competitiveness in terms of the cost of labour. The cost of labour has gone down due to the decrease in social security contributions, which translated into a gain of €20 billion a year for businesses, and thanks to several reduction mechanisms. The cost of labour for minimum wage jobs is now low when compared to other European countries, both in terms of level and percentage of the cost of labour for an average or median wage.

Furthermore, hourly productivity of workers is holding up: in 2025, it was at 2020 \$82.8 expressed in purchasing power parity (\$PPP), versus \$PPP 83.4 for Germany and €PPP 84.2 for the European Union.

I | INCREASING BUSINESS FINANCING AND THE ATTRACTIVENESS OF FRANCE [ACT OF 13 JUNE 2024]

Promulgated on 13 June 2024, the French Act on increasing business financing and enhancing France's financial attractiveness aims to support the growth of small, medium-sized and large French companies by raising more capital from French, European and international investors. It also aims to strengthen the position of Paris as the leading financial centre in Europe. This act builds on efforts already undertaken, notably the French PACTE Act of 22 May 2019 on the growth and transformation of companies, which contributed to making France the leading destination in Europe for numerous international investors and global financial institutions. The buoyancy, quality and diversity of our financial system directly contribute to financing the economy and prosperity of our country, creating direct and indirect jobs and generating significant additional tax resources.

Firstly, the act seeks to facilitate the financing of French companies and better direct savings towards the productive economy. In particular, it provides for the facilitation of initial public offerings by allowing listed companies to issue shares carrying multiple voting rights. In practice, this allows a company to raise capital on public markets while offering its founders and leaders a means of retaining greater control over strategic decisions at key moments in the company's growth. In addition, this legislation eases the rules governing capital increases without preemptive subscription rights to facilitate companies' development. More broadly, it adapts several savings and investment schemes to better direct capital towards the long-term financing of French companies, SMEs, innovative businesses and businesses contributing to the social and inclusive economy. These changes address increasing financing needs, notably in relation to technological innovation, artificial intelligence, the energy transition and reindustrialization.

Secondly, the act supports the modernization and digitalization of trade to facilitate the international development of French companies. The success of French companies also depends on more reliable, simple and fluid commercial exchanges, both in France and abroad. The act 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 cost of their trade finance activities, which will facilitate their international growth. This reform also modernizes French law by better adapting it to international standards and new technological uses.

In addition, this act includes measures designed to maintain the competitiveness of the Paris financial centre in the face of strong competition among major financial hubs. In particular, the act places a cap on severance pay for risk takers. To calculate the severance pay of traders and their direct superiors, the amount of monthly compensation taken into account by judges in the event of dismissal deemed to be without real and serious cause can no longer exceed the annual social security ceiling.

Lastly, the development and financing of businesses must be accompanied by a competitive French legal framework. In this spirit, the act modernized the organizational rules for corporate governance bodies (shareholders' meetings, boards of directors and supervisory boards). At the same time, it recognized the Paris Court of Appeal's exclusive jurisdiction in international arbitration, which will enhance the attractive position of Paris in this area.

II ADAPTING SKILLS TO SHIFTS IN THE LABOUR MARKET AND TO NEW PROFESSIONS

Thanks to efforts to simplify the framework and financial incentives for apprenticeships, the number of new apprenticeship contracts in the private sector grew by a factor of 2.8 between 2017 and 2025 (DARES – Directorate of Research, Economic Studies and Statistics).

Since the 2018 reform, apprenticeships have grown sharply in popularity among students pursuing their education with 879,000 new contracts signed in 2025 up from 306,000 in 2017, bringing the number of apprentices under contract to over one million at the end of 2025. This growth has been driven by the deregulation of the programmes offered by apprentice training centres, more flexible rules for contracts and the introduction of a single government subsidy scheme for employers of apprentices.

The France 2030 plan is dedicating €2 billion to training for the professions of the future, with a training target of 400,000 people per year, through the selection and financing of innovative training programmes. Among the first achievements representing an investment of more than €1.3 billion, 100,000 new places in training programmes have already been added in France 2030's strategic sectors, notably through the structuring of training programmes in quantum technology, 65 hands-on-learning technical schools training 10,000 young people per year (in industry, construction, food service, forestry, etc.), and the launch of a Battery School.

Lastly, the **Green Industry Act** provides for measures aiming to make it possible to produce 50,000 engineering graduates per year by 2027, enrol more students in University Institutes of Technology and scientific master's and doctoral programmes, an

II SIMPLIFYING THE BUSINESS ENVIRONMENT [ACT OF 26 MAY 2026]

The French Act on simplifying the business environment was definitively adopted on 26 May 2026, after two years of in-depth consultations and parliamentary debate.

This text provides for measures to improve access to public procurement, facilitate the sale of companies and expand the use of mediation with the authorities. It also creates a Simplification Council responsible for conducting "company tests" on draft standards with an economic impact.

Industrial-scale data centres will be able to be qualified, subject to conditions, as "projects of major national interest" (PINMs). This qualification, created for industrial projects in 2023 by the Green Industry Act, allows selected projects to benefit from a certain number of procedural exemptions in terms of urban planning, connection to the power grid and recognition of major public interest, in order to accelerate their implementation.



France, an attractive location for AI infrastructure

At the AI Action Summit and 2025 Choose France Summit, **13 companies announced their desire to invest in data centres in France; one year later, 11 of them have already secured at least one site**. Moreover, to date, developers of projects in France have been able to secure a total of **6 GW of electrical capacity for data centres**, thanks to the continuous efforts of the **dedicated task force** set up by the President of the French Republic.

This momentum attests to the ongoing commitment of the French government at every level, driven by the task force, to help the projects announced at the AI Action Summit and 2025 Choose France Summit to materialize. A total of 63 sites located throughout mainland France that benefit from a sufficient surface area, capacity for grid connection and level of local acceptance making them suitable locations for data centres have been identified, offering companies the necessary conditions for their projects. In addition, the fast-track grid connection procedure, currently implemented for five sites, has made it possible to significantly accelerate the connection of very high power consumption sites, of particularly strategic importance for equipping France with the necessary supercomputers to pull ahead in the AI race. The task force is continuing to identify new fast-track sites to meet growing needs in the sector.

In 2026, France has emerged as the most attractive country in Europe for setting up AI supercomputers and data centres. In addition to its strong political commitment, France boasts numerous assets. With a particularly strategic geographical position and cutting-edge network infrastructure, whether in terms of submarine cables or fibre optic, France is hyper-connected to Europe, North America, Africa and Asia. With regard to electricity generation, France produces more surplus power than any other country in the EU, and its output – over 95% low-carbon – is expected to continue to grow by 2% per year. As a result, hosting data centres in France also contributes to reducing the carbon footprint, and environmental impact more broadly, of global digital infrastructure, making our country not only a prime location for investment but also a model of environmentally responsible digital development.

MEASURES TO STREAMLINE ADMINISTRATIVE PROCEDURES

Data centre projects are already benefiting from improvements enabled by the Green Industry Act that apply to all projects.

Within the framework of the bill on simplifying the business environment, the government has supported extending the status of projects of major national interest (PINM) to data centres. This status allows certain administrative procedures to be expedited: ensuring the compliance of urban planning documents, when necessary, can be carried out by the State rather than local government, and planning permission can be granted by the State with the agreement of the local government. This status also enables grid connections to be prioritized or accelerated if necessary, and ensures dispensations from protected species restrictions can be obtained.

AN ACCELERATED GRID CONNECTION PROCEDURE FOR HIGH-CONSUMPTION PROJECTS, EXCLUSIVELY AVAILABLE FOR SEVERAL PARTICULARLY SUITABLE SITES FROM A POWER GRID STANDPOINT

Accelerated grid connection for certain projects is a key factor in France's industrial and competitiveness policy. The time required to secure grid connections is a decisive criterion in the success of data centre projects, especially when they have high consumption needs. To address this issue, France's transmission system operator, RTE, designed a fast-track procedure to enable very high power consumers, such as data centres, to connect to RTE's high-voltage power grid (400kV), by 2028-2029.

The Government asked RTE to launch this procedure for five initial sites in France, located in the Hauts-de-France and Île-de-France regions:

- in the Le Bosquel development zone (Somme, Hauts-de-France) for an initial capacity of 1,000 MW;
- in the Les Soufflantes business park in Escaudain (Nord, Hauts-de-France) for an initial capacity of 700 MW;
- in the Les Bordes development zone in Fouju (Seine-et-Marne, Île-de-France) for an initial capacity of 700 MW;
- at the Port of Dunkirk (Nord, Hauts-de-France) for an initial capacity of 700 MW;
- at the site of the former EDF Montereau power station in Vernou-la-Celle-sur-Seine and La-Grande-Paroisse (Seine-et-Marne, Île-de-France) for an initial capacity of 700 MW.

The fast-track procedure can subsequently be activated for new sites as projects arise, as relevant properties are identified and the power grid is developed over time.

DATA CENTRES PLAY A CENTRAL ROLE IN THE GOVERNMENT'S ELECTRIFICATION PLAN

The government has begun wide-ranging dialogue with the industry as part of work on the electrification plan, in order to identify measures that could speed up the connection of the data centres to the grid. Facilitating the establishment of digital technology infrastructures in France makes electrification possible, as well as supporting the production of nuclear and renewable energy by ensuring stable opportunities and strengthening the country's attractiveness, particularly in the field of AI.



France positioned across the entire AI value chain

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

Driven by a national strategy launched in 2018, reinforced by France 2030 and given fresh impetus in 2025 with the holding of the very first international Artificial Intelligence Action Summit, France has established itself today as one of the leading global hubs for AI. The entire value chain is structured in France: basic research, computing infrastructure, start-ups, major industrial groups, high-quality training and applications in all economic sectors.

In just a few years, the French ecosystem has risen to a position of global leadership: France ranks 3rd worldwide for its number of AI researchers, is the leading European centre for generative AI, and ranks 5th on the Global AI Index. It currently counts more than 1,000 start-ups specialized in artificial intelligence, supported by a conducive environment for research and financing. In 2024, AI was moreover a key factor in attracting venture capital investment in France, with €1.9 billion raised by national start-ups, including Mistral AI, Poolside and H, which concluded high-profile deals on a global level.

The French State is supporting this momentum through an ambitious policy structured around three priorities: scientific excellence, world-class infrastructure and large-scale training. Through France 2030, more than €2.5 billion has already been invested in supporting research, technological development and innovation. The three phases of the AI strategy have resulted in the creation of nine AI clusters of excellence, an increasing number of chairs and doctoral programmes, and a target of 100,000 people to be trained each year by 2030.

France is thus positioning itself as a global centre of excellence in AI, combining cutting-edge innovation and pragmatic strategy. In addition to contributing to European technological sovereignty, its ecosystem is a lever for performance for all industrial sectors and represents a model balanced between economic development and an ethical framework. It thus offers international investors strategic access to the European market, with the guarantee of regulatory security and solid growth prospects.

PARIS-SACLAY, A HUB OF GLOBAL INNOVATION

Paris-Saclay is one of the very first global scientific and technological hubs: the platform alone accounts for 15% of French private R&D and today is the leading AI innovation cluster in France, with more than 300 public laboratories and the presence

of leading industrial players (Thales, Safran, EDF, TotalEnergies, IBM, Danone, ProLogium and more). The arrival of metro line 18 of the Grand Paris Express, scheduled for October 2026, is a decisive accelerator: it fully connects Saclay to the centre of the greater Paris region, enhancing its international accessibility and scaling up its attractiveness to talents and investors.

In this context, Choose France mobilized a dozen international business leaders for a visit to the Paris-Saclay hub, in the presence of Philippe Baptiste, French Minister for Higher Education, Research and Space, Valérie Pécresse, President of the Ile-de-France region, and Alain Aspect, Nobel Prize in Physics.

The visit offered an opportunity to highlight the quality and density of the region's scientific, technological and industrial ecosystem, in order to encourage future business and investment projects. Exceptional sites are being offered to tech companies experiencing significant growth, and to their research centres.

■ ONE YEAR AFTER THE AI ACTION SUMMIT, ANNOUNCED PROJECTS ARE TAKING FORM

Of the 13 project developers who made announcements at the AI Action Summit, the Choose France Summit and Choose France – Édition France, more than 75% have already secured a site. Today, 56 companies benefit from support from the State task force, which is steered by the Directorate General for Enterprise and brings together Business France and RTE. Since the end of 2025, 15 GW of total power capacity has been secured for data centre projects. This figure attests to an unprecedented scale-up and positions France as a leading destination for strategic infrastructure supporting artificial intelligence.

The French State has also identified 63 sites considered suitable locations for data centres, based on stringent criteria combining land availability, capacity for grid connection and local acceptability. To meet the needs of project developers, the State and RTE have introduced a fast-track grid connection procedure. It reduces connection wait times to three or four years, for sites exceeding 400 MW of power capacity and with favourable technical characteristics. Five sites have already benefited from the fast-track procedure: Escaudain (Hauts-de-France), Fouju (Île-de-France), Le Bosquel (Hauts-de-France), Montereau (Île-de-France) and the Port of Dunkirk (Hauts-de-France). An agreement between the consortium led by MGX (Campus IA) and RTE was signed on 26 January confirming the first fast-track connection for the Fouju site. The task force is working to identify additional fast-track sites.

II STRENGTHEN INDUSTRIAL ARTIFICIAL INTELLIGENCE VALUE CHAINS IN FRANCE

The President of the French Republic will bring together several global players in the electronics industry at a round table. France is not only a country where data centres are built, but is positioning itself as a leading actor in the industrial artificial intelligence value chains.

In the fields of construction, electric and cooling infrastructures, batteries and connectivity, France is home to global champions. To strengthen its industrial footprint in the promising market of digital infrastructures, Schneider Electric announced a partnership this year with Softbank for the construction of a factory of prefabricated parts for data centres.

Furthermore, France intends to strengthen its ecosystem for the production of chips for data centres and servers. STMicroelectronics recently announced the signing of a multi-year contract worth several billion dollars with AWS, for the supply of components for connectivity within the data centres. The companies SiPearl, VSORA, Kalray and Arago are developing innovative processors. The new company created by Thalès, Foxconn and Radiall with a view to building and operating a semiconductor assembly plant in France will be able to provide the advanced packing solutions needed to produce cutting-edge processors.

The partnership between BULL and Foxconn, for the relocation to Europe of certain parts of the value chain of its servers, illustrates the traction of these investments in data centres across the entire value chain. The latest phase of this partnership involves plans to locate certain high-value-added stages in Angers, France.

THE HAUTS-DE-FRANCE REGION: AN “AI VALLEY” BENEFITTING FROM THE MOMENTUM OF NEW DATA CENTRES

The rise of AI infrastructures in France is a sign of the key role played by the regions in attracting investments, and the positive effects that their ecosystems can benefit from. In recent years, the Hauts-de-France region has become a driver for setting up new data centres, welcoming three of the identified “fast-track” sites (Escaudain, Dunkirk and Le Bosquel) and hosting large-scale projects such as the Data4 project in Cambrai and the Softbank project in Dunkirk.

The Hauts-de-France have exceptional assets: a location at the crossroads of the Frankfurt-London-Amsterdam-Paris axis, good availability of land and electricity, and a high level of connectivity. Beyond its assets, the region most importantly has a dynamic digital ecosystem, including research laboratories such as the CNRS and Inria, universities, schools and training bodies such as the Ecole Centrale de Lille, Mines Télécom, UTC Compiègne, and businesses, which will together contribute to the establishment of data centres.

This region has a rich industrial history, and with the establishment of digital infrastructures it is experiencing a revitalization of its brownfields through new technologies, as well as increased reindustrialization and employment opportunities. Schneider Electric setting up in Dunkirk, which will produce electrical equipment there for Softbank and employ 350 people, is also in line with this approach by France to position itself and its regions throughout the digital and industrial artificial intelligence value chain.



Industrial value chains serving energy sovereignty

The President of the French Republic will bring together several actors in the energy industry value chain at a round table. This industry plays a key role in the production, conversion and distribution of low-carbon energy, and has a major knock-on effect across all other industrial sectors, for which the access to clean, reliable and competitive energy is an essential precondition to their own decarbonization.

Faced with the climate emergency and geopolitical conflicts, France has reaffirmed its ambitions in terms of energy sovereignty and decarbonization with the publication of the third multi-year energy programme which sets a clear course for the increase of decarbonized energy production through a sovereign, local industrial value chain. PPE3 provides visibility of demand to all industrial sectors. As such, the AO10 call for tenders for offshore wind turbines contributes to French energy independence and the creation of a stable, predictable framework for existing and emerging industrial projects.

As part of its strategy to enhance energy sovereignty, France has put in place measures to support investments in all segments of the green industry value chains, including support via the France 2030 plan, green industry tax credits, project assistance, support in finding sites and the simplification of procedures. These supports have already enabled several strategic projects to be launched, and they consolidate France's and Europe's energy sovereignty and develop the industry and employment in our regions.



France, a global tourism leader

“Connect France” and “Paris Stop-over”: France is reaffirming its global tourism leadership by offering unforgettable experiences to international travellers

With 102 million international tourists in 2025, France is cementing its rank as leading global tourist destination and continuing its strategy to take things up a notch, in order to reach €100 billion in international tourist revenue by 2030.

Against a backdrop of heightened competition, strengthening our air hub is essential to support attractiveness, competitiveness and strengthening France’s position as a destination. That is the reason behind the initiative “Connect France”, launched under the high patronage of the President of the Republic by ADP Group and Air France. It aims to make France an essential hub of international travel and a driver of tourism attractiveness.

At the crossroads of European travel, France must also continue to attract international passengers and give them an unforgettable tourism experience. The “Paris stop-over” programme, launched on 1 June 2026 and operational as of 9 June, fully embodies this ambition: transforming passengers with connecting flights into visitors, and then into ambassadors for France.

Led by Air France and ADP Group, it offers the tourism actors of the Île-de-France and neighbouring regions a unique opportunity to tap into an international clientele with a strong contribution power and to expand the global network of destination trendsetters. Including offers for hotels, airport transfers and sites to visit, “Paris Stop-over” will provide access to exclusive packages for passengers with stopovers in Paris and who wish to visit Paris and its region.

“Paris Stop-over” is offered alongside major cultural and tourism partners such as Accor, Disneyland Paris, the Eiffel Tower and Giverny, and illustrates the strength of a unique tourism and cultural ecosystem while directly contributing to the attractiveness momentum highlighted at the Choose France Summit.



China at the 9th edition of Choose France

China is one of France's main economic partners in Asia. The size of its market and the growth of its innovation capacities make it an essential player. Nonetheless, the bilateral trade deficit is not sustainable. During his State visit in December 2025, President Macron proposed a path of cooperative rebalancing of the Franco-Chinese economic and trade relationship to his counterpart, based, among other things, on high-quality Chinese investments in France. Encouraging Chinese businesses to productively invest in France fulfils a dual objective: contribute to the creation of wealth on the national territory and strengthen France's industrial sovereignty.

Attracting Chinese industrial projects to France must therefore align with a strategic, high-quality approach to investments, taking into account factors such as the localization of R&D, value-added created in France, using European contractors and creating high-quality jobs that will benefit the French people.

To do this, France wishes to promote the high level of commitment between France and China. The French and European market, which is advantageous in terms of industrial and technological innovation and development and based on strong legal security, is open to Chinese investors.

These issues will be addressed at the Choose France Summit during a France-China round table, chaired by the President of the French Republic and bringing together some 10 Chinese investors. This round table, which follows on from the visit by the President of the Republic to China, will be opened by President Macron and closed by the Minister for Europe and Foreign Affairs. The discussions will offer opportunities to explore avenues for investments in various sectors and promote the message of an open, attractive, high-quality and sovereign France.



The 2026 Choose France Summit

The 9th edition of the Choose France Summit will host an exhibition of six French businesses presenting innovation linked to the defence, space, health and deep tech sectors.

■ INNOVATION EXHIBITION:

→ **Delair** designs, produces and markets a full range of aerial and underwater drones for industrial and security and defence inspection applications. With several thousand drones operating in more than 75 countries, Delair positions itself as one of the European leaders in multi-mission robots. Created in Toulouse in 2011, a stone's throw from the tarmac of the pioneering Aéropostale postal flight service, Delair also has factories in Marseille, Grenoble and Paris. Delair employs 250 people and its 2025 sales reached €50 million.

→ **Exotrail** is a space industry operator that develops and operates multi-mission low-Earth orbit and geostationary satellites. Named "SpaceVan", they are designed to allow advanced services and experiments while in orbit. With a solid historical legacy in electric propulsion inherited from the National Centre for Scientific Research (CNRS), the business designs and also supplies miniaturized high-performance propulsion systems for satellites to a range of clients. Positioned at the intersection of commercial and defence applications, Exotrail provides support for some 15 countries in exports of sustainable, secured and agile capabilities to serve the space infrastructure. Based in Massy, in the Essonne department outside Paris, the deep tech company employs more than 200 people and has industrial capacities of 5,000 m² to scale up and become a European leader in orbit logistics.

→ **Injectpower** develops and produces ultra-miniaturized energy solutions using wireless rechargeable solid-state microbatteries for implantable medical devices. No wider than a hair, with high energy density, they provide autonomy for an entirely new generation of solutions for monitoring and treating chronic ophthalmological diseases (such as glaucoma), neurosurgery, cardiology, which account for almost 85% of health budgets of States.

Founded in 2020, operating with a portfolio of more than 40 patents, based on more than 20 years of research and development, particularly at the CEA, our solutions offer unique, unrivalled performances at the required level of miniaturization. Energy is one of the key aspects to obtaining reliable, representative medical data, a cornerstone of the digital health of the future. Our positioning is already global with partnerships in the USA for glaucoma and a first certified product on the market for 2029.

→ Created in early 2023, **Spore.Bio** developed the first technology in the world capable of detecting, quantifying and identifying micro-organisms in just 10 minutes, compared to several days using traditional methods. Spore.Bio addresses a major public health and industrial quality control challenge: bacteria and micro-organisms which evolve, mutate and spread increasingly rapidly, making their detection in agri-food, pharmaceutical, cosmetic and clinical environments more critical than ever. With its instantaneous platform, reagent-free and led by artificial intelligence, Spore.Bio paves the way for a new generation of quality control using faster, more reliable microbiology analyses, adapted to today's health and industry challenges.

→ **Welinq** is a French start-up specializing in quantum networks and interconnection between quantum computers. Founded in 2022 and originating in research completed at Sorbonne University, it develops quantum memories capable of storing and transmitting quantum data with a very high level of precision. Its technology is based on laser-cooled atom clouds and aims to connect various quantum processors to create future quantum data centres. Welinq stands out for its approach blending hardware and software to guarantee interoperability across several quantum architectures. The company collaborates with Pasqal and Quandela and actively contributes to the development of the European quantum ecosystem.

→ **Fairmat**, founded in 2020, is a deep tech company specializing in recycling waste and composite carbon fibre materials from the aviation industry. Using processes combining robotics, artificial intelligence and advanced mechanical recycling, Fairmat develops a circular economy around carbon composites. The company is already supplying several major companies and aims to become a global player in recycling advanced materials. It saw strong growth through several fundraising initiatives and the support of European industrial partners.

■ LAUNCH OF THE WELCOME TO FRANCE SITE OPERATED BY BUSINESS FRANCE

For Choose France 2026, Business France is launching its new site, welcome.business-france.fr/en, dedicated to supporting foreign businesses with their projects in France.

The site aims to help international businesses choose France and recruit international talents. It brings together content and services designed to inform decision-making at each stage of setting up a business in France.

The site offers information to enable comparisons between France's attractiveness and that of its main European competitors, and operational content to understand economic and legal aspects of the business environment. It also provides access to essential public information for setting up and growing a business in France.

Designed for an international audience, the site provides content translated in seven languages to ensure simple, direct access to information. It also incorporates structured, optimised content for current digital uses, particularly to facilitate their use with artificial intelligence tools and improve the user experience.

MAKE IT ICONIC CAMPAIGN

As a land of initiative and innovation, France attracts international players. The “Make it Iconic.”Choose France” / MARQUEZ LES ESPRITS. aims to amplify France’s influence and attractiveness around the world.

A global communication campaign

Making an impact to encourage investors to choose France. That is the aim of the international campaign launched in October 2023 in five countries (Canada, Germany, India, United Arab Emirates and United States) and amplified around the world through the diplomatic network and State agencies.

It continued in 2024 in five additional countries (Italy, Japan, South Korea, United Kingdom and Qatar), and with a continuing objective which is to generate preference and consideration among investors and opinion leaders on sector-specific issues that concern them directly.

In 2025, the campaign gained a new significant asset: the film manifesto was revealed at the 8th Choose France Summit in Versailles. Produced by Kate McMullen, it gives a narrative to French talent to creating, innovating and shaking up the world. With pride and clever humour, it makes numerous references to the symbols for which France is known around the world, whether in the sciences, sport, fashion or gastronomy fields.

This film was then shown in five target countries (Canada, Germany, India, Japan and South Korea), aimed at a premium business audience and opinion leaders, through international and local business connections, professional networks and long-haul flights.

The campaign thereby spotlights the boldness and spirit of innovation that characterizes France and fuels its economic momentum, expertise and cultural and artistic vitality.

A unique signature: “MAKE IT ICONIC. Choose France / MARQUEZ LES ESPRITS. Choose France.”

Like a heartfelt call, the signature “MAKE IT ICONIC. Choose France” (in French: “Make an impact. Choose France”) is an invitation to discover this French daring and flair that forms our legacy. It is the stories of each figure and symbolic place chosen, both personal and universal, that uphold the French state of mind.

Each of them symbolizes, in their own way, through their story and successes, this daring spirit, and they all encourage us to live, dare and share the je ne sais quoi that makes them iconic, and at the same time contributes to promoting France around the world. ./. For further information: <https://www.choosefrance.fr/en/>

II SIDE EVENTS: THE CHOOSE FRANCE LABEL TO BOOST FRANCE'S INFLUENCE

Each year, a number of Choose France label events are hosted by partners on subjects that tie in with the Summit.

In 2026, the different events held on the sidelines of this 9th edition include:

An event bringing together sovereign funds and foreign public pension funds is being held at the initiative of Roland Lescure, Minister for the Economy, Finance and Industrial and Digital Sovereignty. This event will be attended by national financial stakeholders, with a focus on the foreign funds present, to foster discussions and mutual strategic partnerships in future sectors. It will also aim to promote the quality and vitality of French start-ups, small and medium-sized enterprises and to explore the way in which sovereign funds and foreign public pensions could contribute to their growth.

II CHOOSE FRANCE, A CERTIFIED SUSTAINABLE EVENT

The Choose France Summit has been engaged in a socially and environmentally responsible approach since 2020. In 2026, certification remains in line with the new 2024 version of ISO 20121, ensuring a recognized requirement framework at global level.

The Summit's General Secretariat follows up on the recommendations produced in the certification and monitoring audits, carried out before and during the Summit, and sets new objectives with a view to continuous improvement.

As per the Choose France Summit Responsible Event Charter, the General Secretariat of the Summit is committed to respecting the four main principles of sustainable development, namely the duties of inclusion, due diligence, transparency and integrity.

To strengthen the impact of this approach, the certification process goes hand in hand with a strong desire to spread awareness and mobilize participants, stakeholders and partners on sustainable development issues.

To this effect, the General Secretariat of the Summit relies on several committed partners and service providers:

→ Stock CO2, certified by the Ministry for the Ecological Transition, Biodiversity and International Climate and Nature Negotiations and the national agency for regional cohesion, contributes to the Summit's carbon neutrality by giving participants the possibility of supporting the project "Les Terres Nouvelles du Val" in Theuville (Eure-et-Loir Department). This 346.5-hectare agricultural project establishes virtuous practices to reduce greenhouse gas emissions and increase carbon storage in soils, helping to capture 1,973 tons of CO2 over its lifespan.

→ Sokoia, which has been awarded the Label of Commitment to CSR and the European Responsibility Europe label, is the Summit's furniture partner, embodying strong regional connections and a long-term CSR-approach.

→ Neve Nettoyage and Muto round out the team, providing eco-responsible waste management and material repurposing services respectively, taking a circular economy approach.