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I – EXCEPTIONAL ANNOUNCEMENTS FOR JULY 2022'S CHOOSE FRANCE SUMMIT

The 14 announcements of this fifth Choose France Summit represent investments totalling €6.7 billion and creating 4,000 jobs. They confirm France's attractiveness as a destination for projects in new technologies and strategic sectors which are structuring at the European level. Several investments will contribute to reindustrializing France. The size of the French market is also a major asset in encouraging foreign investors to create jobs.

PROJECTS POSITIONING FRANCE IN THE NEW TECHNOLOGIES FIELD AND STRATEGIC SECTORS

**GLOBALFOUNDRIES (United States) and
STMICROELECTRONICS (Switzerland):
1,000 jobs – €5.7 billion.**

The "mega-fab" project by STMicroelectronics and GlobalFoundries in Crolles-en-Isère represents an investment of more than €5.7 billion. It will create more than 1,000 jobs and is fully in line with the France 2030 ambitions. This project will more than double production capacities in France for technologies that will be central to the needs of our industries through to 2030 and beyond and will contribute very significantly to strengthening French and European industrial resilience when it comes to component supplies. While this capacity will benefit European industry as a whole, the project's backers are undertaking specifically to better supply European clients requiring small volumes, including start-ups, SMEs and mid-caps which have been hit hardest by the current crisis.

AMADEUS (Spain): 800 jobs – €80 million. Amadeus, the European leader in technologies to manage tourism sector bookings, is continuing to expand in France. Under its policy to invest in talent, Amadeus will invest €80 million over the next two years, creating 400 jobs in 2022 and another 400 in 2023. Some 80% of these jobs will be based at the Amadeus R&D centre in Sophia Antipolis (Alpes-Maritimes), with the rest in Paris.

Ericsson, Thales and Qualcomm announce on July 11 a collaboration on satellite 5G. The project begins with ground tests in France in a simulated space environment from 2022, involving in particular Ericsson France R&D resources. Most of the European space ecosystem is based in France and satellite 5G will provide connectivity everywhere, including areas not covered to date by terrestrial networks

PROJECTS CONTRIBUTING TO FRANCE'S REINDUSTRIALIZATION

AKZONOBEL (Netherlands): 35 jobs – €20 million. Akzonobel plans to invest €20 million in France, including €15 million at its aeronautical paints plant in Pamiers (Ariège Department) and €5 million at its decorative paints plant in Montataire (Oise Department). In Pamiers, the company is planning work to expand the current site, increase production capacity by 50% and make it a classified site requiring environmental protection authorization (ICPE). This project is fully in step with the current context in which the development of less polluting aircraft has become a priority for the aerospace industry. In Montataire, the company will create a new production unit.

COLLINS AEROSPACE / RAYTHEON TECHNOLOGIES (United States): 400 M€. Over the next five years, Collins Aerospace, part of Raytheon Technologies, plans to invest more than €400 million more in its production sites, R&D and new programme development. It currently exports more than 60% of its French production, supporting more than 10,000 indirect jobs through its supply chain in France. In January, Collins announced the creation of another 200 new jobs in France this year.

GSK (United Kingdom): 48 M€. In 2022, GSK France is investing €48 million in R&D in France. These investments are linked to ongoing clinical trials in some treatments for some 15 conditions and the opening of new trials, to phase IV trials and pharmacoepidemiological studies, to spending on scientific commitments and the costs of medical teams and clinical operations. Worldwide, France ranks 4th in terms of GSK's investment in clinical research.

IVECO (Italy): €60 million. Iveco Group has launched a major investment plan totalling €60 million for the French sites of its Iveco Bus and Heuliez brands. A renewed range of electric buses, developed in the company's R&D centres in France, will be produced in Rorthais (Deux-Sèvres Department). The Annonay (Ardèche Department) site will work on hybridization and improved energy efficiency of urban buses,

including biomethane models. The Vénissieux (Rhône Department) site will be home to the first test centre to approve electric and hydrogen buses.

KSB (Germany): 20 jobs – €13.3 million. KSB is specialized in pumps for the cold drinks industry. It is announcing an extension of the Séquedin (Nord Department) site in the outskirts of Lille. The site currently has around 150 employees, and exports account for 80% of turnover.

TRENITALIA (Italy): 100 jobs – €273 million. Trenitalia France is France's leading alternative passenger rail operator. It is a subsidiary of Trenitalia, Italy's leading passenger transport company, itself a subsidiary of Italy's government-owned Ferrovie dello Stato Italiane, Europe's third-largest railway company with turnover of more than €12 billion. Trenitalia is a pioneer of the opening up of open-access rail competition in France and cross-border routes. It will create 100 direct jobs and many indirect jobs.

VINFAST (Vietnam): 350-400 jobs – €8 million. VinFast, Vietnam's leading vehicle manufacturer, opened its French headquarters in Paris in 2021. It plans to open 25 showrooms and garages across France. Between 350 and 400 new jobs are expected by 2023. VinFast is a member of Vingroup, Vietnam's largest private company. The company plans to enter the European market with two electric crossovers, the VF8 and VF9, and recently launched its European reservation campaign.

VORWERK (Germany): 74 jobs – €57 million. Vorwerk produces the Thermomix at Cloyes-sur-le-Loir (Eure-et-Loir Department). It has decided to increase its production capacities and further integrate its value chain in Eure-et-Loir by opening a new production site in Donnemain-Saint-Mamès. This investment of €57 million in the Châteaudun area will create 74 new jobs while bringing part of the Thermomix value chain to France. This investment follows the announcement last year of its French commercial development plan creating 850 jobs.

ZAMBON (Italy): €20 million. A winner of the France Relance “reshoring” call for projects in October 2021, the Italian chemical and pharmaceutical company Zambon has already invested more than €20 million in France since 2019, creating almost 50 jobs. It is continuing its investments with the launch of a 2024-2028 investment plan involving the construction in Avrillé (Maine-et-Loire department) of a new pilot production site, increased production capacities and doubling of R&D and quality control laboratories, creating qualified jobs. It also aims to address environmental impact, with a solar-powered factory, a new wastewater processing system with recovery of 80% of water, and cogeneration or trigeneration of energy.

PROJECTS HIGHLIGHTING THE FRENCH MARKET’S POTENTIAL

FEDEX (United States): 1,200 jobs. FedEx, one of the world’s largest express shipping companies, is announcing the creation of 1,200 permanent positions in Roissy (Val-d’Oise Department). FedEx has been present in France for 38 years and is a key player in logistics and transport. It is an integral part of the French economy.

ACCENTURE (Ireland): 500 jobs. Accenture is announcing an upcoming new site for its development and technological innovation centre in Brest (Finistère Department), with the creation of 500 jobs in the region over three years. This decision is part of Accenture’s

strategy to strengthen its local economic integration and social impact in France through an approach focused on partnerships with local actors. The new site will contribute to the buoyancy of the Breton economy and the development of technological and specialized expertise through training and professional development opportunities that will be offered to local talent. The centre will allow companies from the region and further afield to innovate and expand their activities using the latest technologies (artificial intelligence, cloud computing, machine learning, metaverse, etc.), from design of solutions to large-scale deployment.

RANDSTAD (Netherlands): 7,000 jobs. Randstad, a major player in French recruitment, is recruiting 7,000 staff under CDI intermittent contracts by the end of 2022. The positions will be spread across the country in sectors of the industry, transport and logistics, construction and service sectors. They will be accessible both to novices and to more experienced candidates.

II - THE CHOOSE FRANCE SUMMIT: A KEY EVENT ON THE AGENDA OF MAJOR MULTINATIONAL CORPORATIONS

1 - A summit that has become a much-awaited event

Since January 2018, the French President 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 **Choose France Summit** presents, details and explains the reforms undertaken to foster France's economic activity to major foreign companies. During Choose France, ad hoc meetings are organized for participants, including bilateral meetings with ministers and administrations, meetings with the key players in the French business environment, and themed workshops on the major economic transformations and reforms launched by the French government.

More than 400 bilateral meetings are held during each **Choose France Summit** between the President, Ministers and leaders of foreign and French companies to discuss investment projects in France.

This Choose France Summit will bring together 180 CEOs of 43 different nationalities.

All economic sectors will be represented, including the health sector (21 companies), the automobile, aviation and naval sectors (22 companies), the finance and insurance sector

(22 companies), the software, technology services and telecoms services sector (19 companies), and the consumer products sector (14 companies).

2 - A Summit with real benefits for investment and jobs across France

In a demonstration of the French economy's lasting and growing attractiveness, close to 80 investments have been announced by major international companies during the five Choose France Summits that have been held. These projects represent investments totalling more than €12 billion and more than 21,000 permanent jobs in France.

Foreign investments create jobs across France. All France's mainland regions receive projects announced in the Choose France forum. Although many projects go to Île-de-France, some other regions have also attracted significant numbers, including Hauts-de-France (14% of announcements) and Grand-Est (11%).

France: Europe's leading destination for industrial and innovative projects. Industrial projects represent the majority (56%) of announcements at previous Choose France Summits, illustrating the international recognition of the quality of French industry. R&D also accounts for a substantial share of projects (38%). These results confirm France's attractiveness for these high

added value activities: France was the leading European destination for industrial and R&D projects in 2021.

France's attractiveness cuts across sectors. Investor announcements at **Choose France** illustrate the variety of sectors in which France has unique, internationally renowned expertise. These investments include strategic sectors such as health (accounting for 20% of projects), in which several leading international companies have announced considerable investments, in a demonstration of France's renowned expertise in the health field. There are also many projects in the agrifood industry (17%) and in software design and IT services (12%).

France: an open economy. Announcements at Choose France Summits come from companies in a great number of countries, representing 15 nationalities. The United States and Germany are the leading countries of origin.

A few examples:

In the business services sector, more than €20 million has been invested, creating or retaining 28,500 jobs.

- FedEx (United States): €20 million of investment in Île-de-France
- Manpower (United States): 1,000 full-time jobs and 6,000 under CDI intermittent contracts across France. In 2022, 16,000 CDI contracts and 600 full-time jobs were created for Manpower Group.

In electrical and electronic equipment, almost €80 million has been invested, creating or retaining a little over 1,200 jobs.

- Ericsson (Sweden): 300 jobs created in Île-de-France.
- Vorwerk (Germany): €40 million of investment and 850 jobs created across France.

In health, more than €3 billion has been invested, creating or retaining more than 1,800 jobs.

- AstraZeneca (United Kingdom): €500 million of investment and 120 jobs created in Hauts-de-France and Grand-Est.
- Becton Dickinson (United States): €176 million of investment and 50 jobs created in Auvergne-Rhône-Alpes
- Merck (Germany): €175 of investment and 500 jobs created in Nouvelle-Aquitaine and Grand-Est.

In transport equipment, almost €2.5 billion has been invested, creating or retaining more than 3,800 jobs.

- Envision (Japan/China): €2 billion of investment and 2,500 jobs created by 2030 in Hauts-de-France.
- Toyota (Japan): €400 million of investment and 1,200 jobs created in Hauts-de-France.

In IT services, a little over €1.6 billion has been invested, creating or retaining 634 jobs.

- SAP (Germany): €750 million of investment and 34 jobs created in Provence-Alpes-Côte d'Azur, Île-de-France and Normandy.
- Equinix (United States): €750 million of investment over 3 years and 165 jobs created in Île-de-France.

In agrifood, more than €1.5 billion of investment, creating or retaining more than 2,000 jobs.

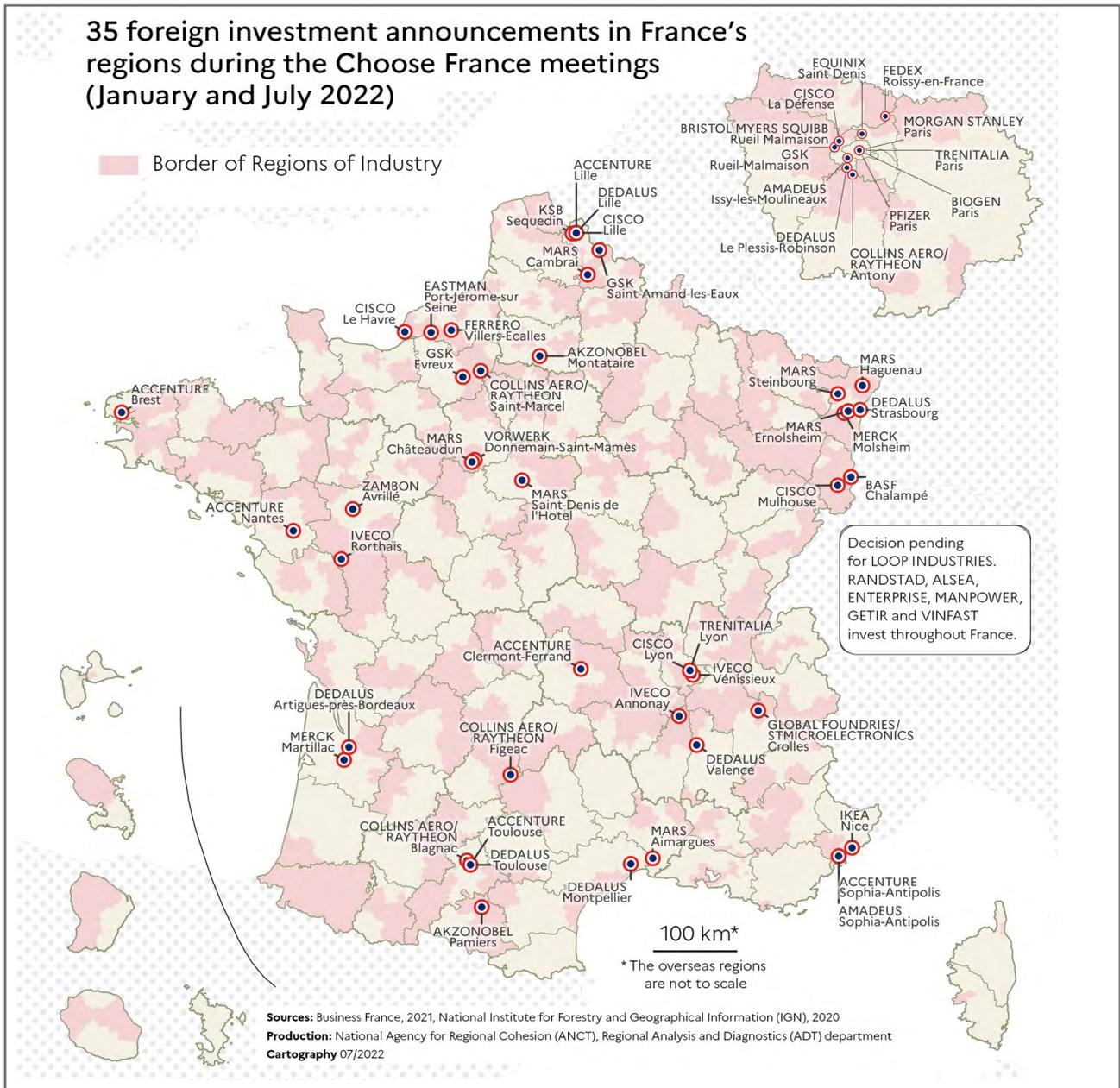
- Mars (United States): €155 million of investment and 20 jobs created in Grand-Est, Hauts-de-France and Occitanie.
- Mondelēz International (United States): €57 million of investment and 20 jobs created in Nouvelle-Aquitaine and Hauts-de-France.
- CCEP (Coca-Cola), United Kingdom: €500 million of investment and 46 jobs created in Hauts-de-France.

In chemicals, cosmetics, plastics and other industries, more than €1.5 billion invested, creating or retaining almost 800 jobs.

- Norske Skog (Norway): €260 million of investment and 50 jobs created in Grand-Est.
- BASF (Germany): €300 million of investment and 60 jobs created in Grand-Est.
- Eastman (United States): €850 million of investment and 350 jobs created in Normandy.

In personal services, more than €950 million invested, creating or retaining more than 7,000 jobs.

- Zalando (Germany): €300 million of investment and 2,000 jobs created.
- Ikea (Sweden): €650 million of investment over the next 3 years.
- Alsea (Mexico): €80 million of investment and 1,500 jobs created between 2022 and 2026, with an additional €20 million invested in the network of franchises and strategic partners, throughout the country.



3 - Choose France, a certified sustainable event

After receiving ISO 20121 “sustainable event” certification for the first time in its third edition in 2020, the Choose France Summit aims to receive it again in 2022.

To that end, the Summit’s sustainable development policy has been updated and enhanced, taking into account the public health crisis. As its “Sustainable Event Charter” indicates, the Summit will seek to achieve

responsible consumption of resources in order to limit waste, and to be exemplary in terms of health and safety.

The Summit’s organizing team has been supported by L’Effet Colibri consultancy to that end. The event’s ISO 20121 compliance will be verified by XX before the Summit and on the day.

III – FRANCE CONFIRMS ITS EUROPEAN LEADERSHIP IN ECONOMIC ATTRACTIVENESS

According to the latest EY Survey, **France is Europe’s most attractive country for the third year running, with 1,222 investment projects identified in 2021: a 24% rise on 2020.** Elsewhere, meanwhile, projects only rose 2% in the United Kingdom and dropped 10% in Germany, France’s leading competitors in Europe. France therefore has a much greater capacity to recover than the rest of Europe, thanks to its record numbers of investment projects at a time when the number of projects EU-wide is below 2019 levels. This confirms that it is seen as a safe haven for foreign investors.

These good results illustrate the trend seen in the figures in Business France’s **“Annual Report 2021: Foreign investment in France”**, which highlighted that France received **1,607 investment projects** (up 32% on 2020), enabling the creation or retention of **45,008 jobs** (up 30% on 2020).

France remains the European leader for manufacturing projects with 482, ahead of the United Kingdom (145) and Germany (106), according to the 2022 EY Survey.

Industrial projects represent 29% of international projects in France, and 34% of the associated jobs, according to Business France’s report.

France also remains the leader for R&D investment decisions (2022 EY Survey). France is deemed more attractive than other countries in technological terms by 61% of investors, and 50% intend to step up their R&D there in the next three years.

Foreign investment projects with benefits across France. Companies under foreign control are present and create jobs across France’s regions. France’s economic attractiveness can be seen both in major regional centres, but also in smaller cities as more than 43% of investments in 2021 were made in areas with less than 200,000 residents.

Kantar study for Business France

Business France has worked with Kantar Public to survey a panel of foreign decision-makers on their perception of France's economic attractiveness. In total, 701 business leaders were surveyed between 10 and 20 May 2022, from companies with 200 or more employees, from Germany, the United Kingdom, Switzerland, the United States, Canada, the Republic of Korea and Japan.

69% of them say France's attractiveness has improved in the last five years.

87% say taxation in France has fallen in the last five years.

46% of those who have already invested in France did so because of the quality of the services offered by the authorities to support project implementation. This support is the leading reason foreign investors have considered or chosen France.

Team France Invest: better identifying and speeding up international investors' projects in France.

In 2021, the partnership between France and France's Regional Economic Development Agencies (ARDs) fostered the sharing of more than 1,900 projects with France's regions, the delivery of more than 1,200 local opportunity proposals to foreign investors and the joint organization of more than 110 initiatives to promote areas abroad.

Team France Invest has put in place the tools needed for optimal coordination of its work in order to enhance prospection work and support to projects. That has led to greater mobilization by the public sector's actors contributing to economic attractiveness to inform foreign investors of **investment opportunities in France in strategic, high-added value sectors**. The Directorate General of the Treasury takes part in this work, supporting the international network in prospection and promotion.

Team France Invest takes a targeted sectoral approach, focused on projects in strategic sectors under the various national recovery or reindustrialization plans (France Relance, acceleration strategies and France 2030). A total of 22 key segments have been identified.

22 STRATEGIC SECTORS		
Decarbonated hydrogen	Industry decarbonation	Sustainable and healthy food
Recycling and reincorporation of recycled materials	Cloud	Sustainable agricultural systems and agricultural equipment contributing to the ecological transition
Solutions for sustainable cities and innovative buildings	Cybersecurity	Infectious and emerging diseases
Batteries for electric vehicles	Quantic technologies	Digital health
Biosourced products and industrial biotechnologies, sustainable fuel	Artificial Intelligence	Biotherapies and bioproduction of innovative therapies
Digitalization and decarbonation of transports	(Nano)-electronics	Education and digital
Advanced technologies for energy systems	5G and future technologies of telecommunication networks	Cultural and creative industries
Nuclear sector		

IV – FRANCE 2030: NEW OPPORTUNITIES FOR FOREIGN INVESTORS



The challenge for 2030: attract foreign investment to serve our economic strategy and benefit regions

France 2030 therefore aims to sustainably transform the key sectors of our economy through research, innovation and industrial investment. It also aims to position France, not only as a player, but as a leader of the economy of tomorrow, while betting on investing in projects with no negative impact on the environment.

To do this, **France 2030 sets 10 goals centred on three priorities:** producing better, living better and understanding our world better. These objectives concern both the decarbonization of our production methods (energy, industries, transport), as well as the improvement of the quality of life (food, health, culture) or the deepening of our knowledge (space, deep seabeds).

These 10 goals are based on 6 transverse levers (raw materials, components, digital technologies, talent and financing of innovation, development of higher education, research and innovation ecosystems), which are essential to achieving this ambition. **From fundamental research to the emergence of an idea, until the production of a new product or service, France 2030 supports the entire life cycle of innovation up to its industrialization.**

France 2030 is betting on emerging players. It capitalizes on the great dynamism of the French innovation ecosystem, and in particular innovative start-ups and SMEs, a pool of future unicorns for La French Tech.

This is why France 2030 will dedicate half of the new credits to emerging players. An envelope will be specifically dedicated to invest in technological start-ups and the champions of tomorrow.

An unprecedented scale: in total, more than €50 billion will be invested to help our businesses, universities and research bodies fully succeed in their transitions in these strategic sectors. The aim is to enable them to competitively rise to the challenges of tomorrow's world in terms of ecology and attractiveness, and to bring to life the future champions of our sectors of excellence by mastering digital technologies, supporting talent and financing the growth of start-ups and innovative companies.

The plan has been collectively implemented and drawn up with economic, academic, local and European actors to determine its strategic goals.

France 2030 is already a reality: just months after its launch, deployment of France 2030 began, with initial calls for projects in many fields including microlaunchers, hydrogen, robotics and metals. This momentum will grow further in the coming weeks.

More details here: france2030.gouv.fr

V – A COMPETITIVE, INNOVATIVE FRANCE

Through its extensive reform programme since 2017 that has been stepped up to support economic recovery, France is being transformed and simplifying the life of companies with structural efforts to boost competitiveness: reduction of taxation to support investment and innovation, simplification of standards, and a more flexible social model.

1 - Corporate taxation reduced considerably since 2017 to encourage investments and facilitate the economic recovery

- Gradual reduction of **corporate tax** from 33% to 25%.
- Massive, long-term reduction of **production taxes** of €20 billion over the period 2021-2022 under the France Relance plan (then €10 billion annually).
- Long-term prolongation of the **Research Tax Credit** (CIR), an important measure for deducting R&D expenditure with rate of 30% up to €100 million and 5% thereafter.
- Since 2019, transformation of the Competitiveness and Employment Tax Credit (CICE) into a **long-term cut in social security sickness insurance contributions**, helping cut French labour costs.

2 - Transformation of the French social model has boosted flexibility and competitiveness, thanks to the 2017 labour law reforms

- A **simplified, secure and predictable framework** for redundancies and termination of employment.
- **Facilitated social dialogue** for negotiations focused as closely as possible on employee

and company needs, through the creation of a single forum for informing and consulting employees (Social and Economic Committee – CSE), merging three existing forums.

- **Greater flexibility** for employers in order to foster preservation of jobs (adjusting pay and working time under collective performance agreements, improving partial employment arrangements to support economic recovery, etc.).

The overhaul of the social model has been supplemented with a battery of **employment, training and apprenticeship measures** to adapt the skills of employees to shifts in the labour market and new production technologies, while stimulating recruitment.

- **Reform of vocational training and apprenticeships** (skills investment plans – PICs).
 - Massive investments: €15 billion (2018 PIC), €1.4 billion (2021 PIC), €2.5 billion (France 2030).
 - Objective set in 2018 to train 2 million people in five years.
- **Boosting employment for fragile groups:**
 - Subsidized contracts (emplois francs): pp to €15,000 for the recruitment of employees in priority areas.

- Apprenticeships: up to €8,000 per employee.
- Tripling of resources dedicated to young people (€9 billion).
- **Reform of unemployment insurance:**
 - Permanent reduction in social security sickness insurance contributions, helping reduce the cost of labour attached to gross salaries of less than €3,886/month.
 - Transformation of unemployment insurance and assistance for jobseekers aimed at encouraging the return to work and permanent contracts.

3 - An attractive ecosystem for international talent

- **Talent Passport:** residence permits valid up to four years (renewable), with accompanying family members eligible for the same permit that authorizes spouses to work in France.
- **French Tech Visa programme:** dedicated procedures for technology sector talent (employees, start-up creators, investors) enabling access to the Talent Passport.
- **Welcome to La French Tech:** a Business France service dedicated to providing international French Tech actors with information on setting up in France.

- **A quality social security system:** the system is open to all and continuity in acquired rights is ensured thanks to 74 bilateral conventions and social security agreements.
- **Attractive personal taxation:** a tax regime for expatriates lasting up to 8 years, with exemption for up to 50% of total pay. 126 tax conventions avoid double taxation.

Booming international schooling: there are more than 550 international programmes and 18 languages are taught.

4 - Simplification of the administrative environment for businesses helps cut lead times, stimulate job creation and foster innovation

A massive simplification effort has been made, with the PACTE, ESSOC and ASA Acts:

- Merging of thresholds for social and fiscal obligations, into three levels (11, 50 and 250 employees).
- “Right to make mistakes” into the law.
- Better coordination of administrative procedures to speed up and secure the implementation of industrial projects.
- Provision of “key-in-hand” industrial sites, shortening and controlling lead times for investors when it comes to opening new plants through early initiation of administrative procedures on urban planning, preventive archaeology and environmental protection and preservation.

Key-in-hand sites in two clicks: a tool for investors designed by Business France and Banque des Territoires

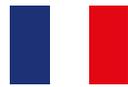
In January 2020, the French Government launched the unprecedented “Key-in-Hand Industrial Sites” initiative, identifying some 100 sites available at short notice due to early initiation of procedures and studies around urban planning, preventive archaeology and the environment. Moreover, these sites are part of competitive, attractive ecosystems for businesses.

There is now a dedicated digital tool for key-in-hand sites to enable investors to find sites that are available immediately for their projects in France.

This cartographical module, which is accessible to all, provides detailed information on available industrial land and the services at the site (utilities, buildings, etc.) and nearby (major infrastructure, research institutes, etc.). Cumulative filters facilitate searches, proposing sites that meet the needs of the investment project.

The tool is set to evolve over time with the addition of extra data, with the constant goal of supporting and speeding up investment decisions. Business France’s international network and regional correspondents are available to support and accompany these investment projects.

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