



# AMCHAM NEWS

## FOR MEMBERS

DECEMBER 2025



Eglé de Richemont  
Managing Director



Dear Members,

With the end of the year approaching, we're pleased to share our latest newsletter with you, to highlight our priorities, hear your voice, and keep you informed about what's ahead in the coming weeks.

Today more than ever, our collective engagement is essential to convince French, American, and European policymakers of the major role that French and American companies play in our respective economies, and of the urgent need to support them and foster an environment conducive to economic activity and growth.

The figures speak for themselves: the United States is the leading foreign investor in France, while France ranks as the third-largest European investor in the United States. Every day, thousands of companies build bridges across the Atlantic, creating jobs, driving innovation, and strengthening our shared competitiveness. Companies are at the heart of this partnership. Their engagement, capacity for innovation, and resilience remain the true engines of cooperation, even in times of diplomatic and political tension.

Looking ahead, we are convinced that the major global challenges (energy transition, digital transformation, reorganization of value chains...) can only be addressed through sustained dialogue and reinforced transatlantic cooperation.

AmCham will continue to play its part in supporting this ambition, together with its Members and Partners.

With my deepest gratitude for your continued commitment and trust,  
Eglé de Richemont

# Amcham President top priorities for the 2 coming years

*Interview of Michaël Locoh*

**Last June, at the end of 2 successful years of Nathacha Rafalski's term, Mickaël Locoh was elected President of AmCham France. While our mission and values remain firmly grounded, each new President brings their own vision to enrich the organization's work and impact:**

"It has now been 5 months that I've had the privilege of serving as President of AmCham France. It is a real pleasure, for three reasons:

- the dynamism and commitment of its Members
- the quality and strong work ethic of the team under Eglé's leadership
- the intense economic and geopolitical context in both France and the United States.

It is therefore an ideal moment to hold this position, and my priorities naturally flow from this. First of all, AmCham must continue to deliver the **value** expected by its Members. Whether through our various clubs, committees, our analyses, events, or our public affairs work, we must ensure that every Member benefits, week after week, from AmCham's contribution to their teams.

We will also place particular focus on developing the **U.S. dimension** for our French Member Companies, in order to provide them with the keys to accessing the market and creating business opportunities.

Finally, it is essential to continue strengthening relations with French, American and European **public institutions**, in the interest of our Members. The coming months promise to be busy but exciting, and I hope that together with the team we will succeed in making every moment spent with AmCham count."



Michaël Locoh  
Vice President &  
General Manager for  
Southern Europe &  
Africa at Steelcase

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"



# "Strengthening transatlantic ties"

## *Cross-perspectives from 3 major Companies*

Although our *Transatlantic Business Club* has been rescheduled next April 16, 2026, the themes, selected for this 7th edition, remain highly relevant. We've invited representatives from three major French & US companies to share their insights and vision on today's transatlantic challenges.



### **In your view, how is the France / United-States relationship mutually beneficial?**

The two countries are highly complementary in the food sector. **The United States inspires us with its ability to mobilize public-private partnerships**, particularly to finance regenerative agriculture. On the other side of the Atlantic, France and Europe are at the forefront of research in specialized and medical nutrition. This exchange of expertise goes beyond trade and is rooted in sharing knowledge and technologies that benefit consumers on both sides.

### **Despite certain diplomatic tensions, economic ties between France and the United-States remain strong. How does this translate concretely for Danone?**

The United-States is our number one market worldwide in terms of net sales. Our model is based on a strong local footprint: **we source more than 90% of our ingredients and packaging in the United-States**. This market is not only attractive because of its size and economic dynamism; it is also a true innovation laboratory. We test new food trends there, such as plant-based products, before rolling them out in other regions, including France and Europe.

### **If you had to name one absolute priority to strengthen economic ties between our two continents, what would it be?**

**Reinforce cooperation around food sovereignty.** To achieve this, we need to intensify the exchange of knowledge and technologies to accelerate the transition toward more sustainable food systems. If we align our strengths on these issues, we will not only enhance the resilience of our economies but also contribute to global food stability that benefit farmers and consumers.



Fabrice Salamanca  
VP Global Public Affairs  
at Danone

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**If you had to identify one absolute priority for strengthening economic ties between our two continents, what would it be?**

Our priority is to ensure that **France once again becomes a major pharmaceutical powerhouse**, as this is a strategic asset both for our country and for the transatlantic relationship.

We must remain a credible partner for the United States: this requires a deep reform of our model to give companies more room to maneuver and enable them to innovate in France!

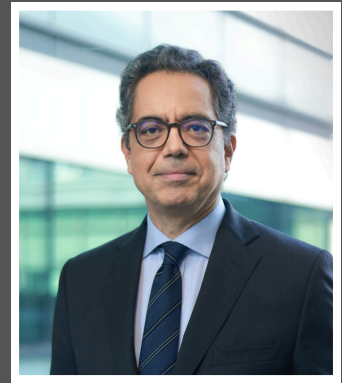
**Despite certain diplomatic tensions, economic ties between France and the United States remain strong. What does this mean in concrete terms for Pfizer?**

Our company has been established in France since 1954 and employs more than 1,000 people across the country. France is not just a commercial affiliate—it is a real decision-making center for Pfizer: **our entire international strategy outside the U.S. is driven from Paris!**

We market more than 100 medicines in France and conduct substantial R&D in the country, with over 60 clinical trials in 2024. In recent years, we have also invested heavily as part of the *Choose France* initiative, for a total amount of €1.5 billion.

We are therefore in a strong position to see what works well in France and what could be improved. I'm thinking of administrative timelines and market access delays, which are far too long and hinder patients' access to the medicines they need. It takes more than 580 days to bring a new medicine to the French market, and sometimes more than 1,800 days for certain vaccines...

I could also point to the growing weight of economic regulation, which is placing increasing pressure on the sustainability of our industry.



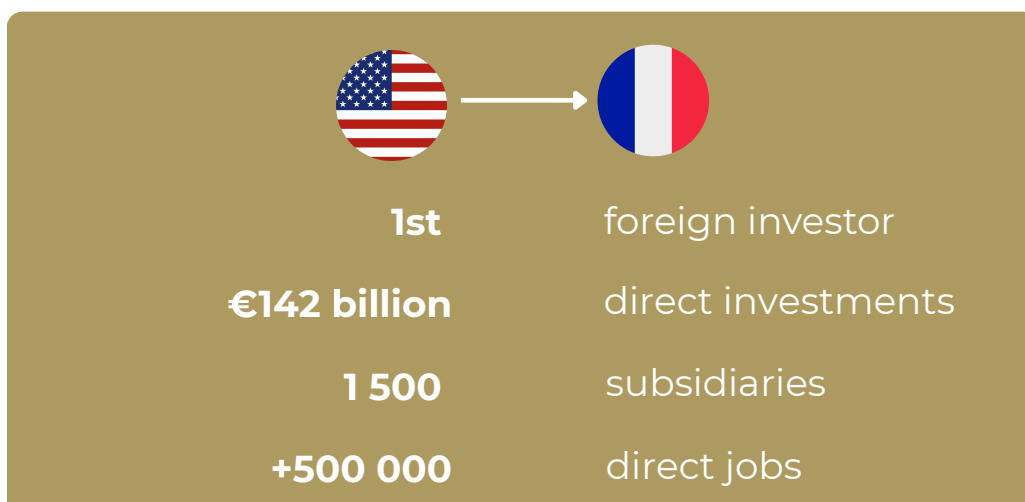
Reda Guiha  
President France  
at Pfizer

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## KEY FIGURES: US COMPANIES IN FRANCE



Sources : FR & US 2024 economic report, Ambassade de France aux US, DGT - Bureau of Economic Analysis





Marc Lhermitte  
Senior Partner  
at EY

“  
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”



**From your perspective, what are today the 3 main advantages France offers as an investment destination? Conversely, what are the 3 main obstacles or pain points of the French market?**

According to the *EY Attractiveness Barometer*, American investors value **France's talent pool, its infrastructure, and its access to the European market**. France stands out in AI, decarbonization, and electric mobility. But labor costs, execution speed... and political instability remain significant drawbacks. As a result, fewer jobs are created compared to the United Kingdom—an indication of increased caution regarding major investments.

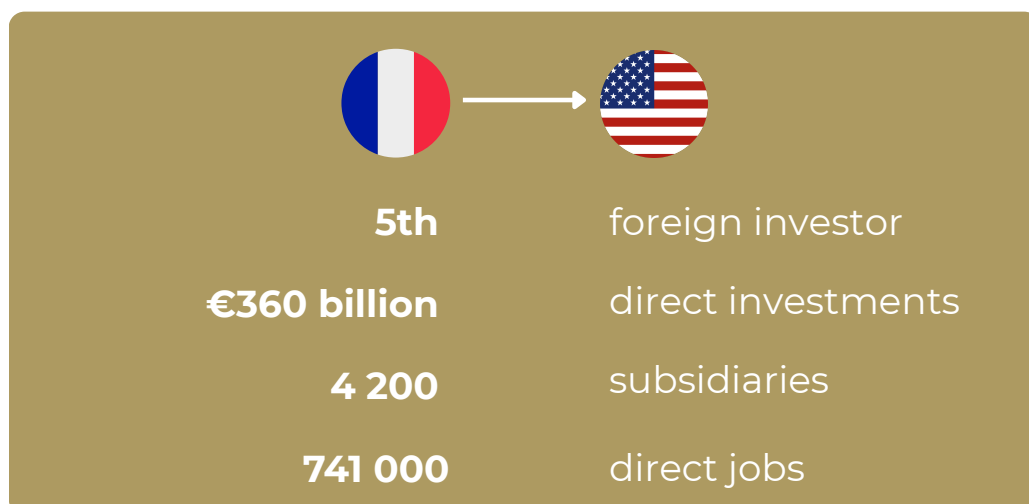
**Despite certain diplomatic tensions, economic ties between France and the United States remain strong. What does this mean in concrete terms for EY?**

**American companies remain pillars of our economy and EY's leading clients after French groups.** In 2024, despite turbulence, France maintained its position as the top European destination for their projects across a wide array of sectors, including software, energy, healthcare, and consumer goods. In the face of global shocks and domestic political instability, EY's mission is clear: turning uncertainty into tangible opportunities.

**What are your current strategic priorities in France (innovation, technology, partnerships, investments, recruitment...)?**

Beyond stabilizing the national environment and trade relations with the United States, the urgent priority is collective and European: **completing the Single Market and the Capital Markets Union**. The goal? Simplify the life of businesses to boost growth and innovation, and mobilize our €35 trillion in savings to finance Europe's green reindustrialization. A renewed, simplified, and ambitious Europe is what will sustain American interest over the long term.

## KEY FIGURES: FRENCH COMPANIES IN THE U.S.



Sources : FR & US 2024 economic report, Ambassade de France aux US, DGT - Bureau of Economic Analysis

# Welcome!

17 new Member  
Companies joined  
us since June 2025



## SAVE THE DATES FOR OUR UPCOMING EVENTS!

### December

- 3** - Club CFO: The Evolution of the Finance Function
- 4** - Les Etats de la France
- 8** - Working Session avec **Bruno Fuchs**, Président de la Commission des Affaires étrangères à l'Assemblée nationale
- 9** - Societal Committee **and** AmCham Serie - Presidential 2027 with **Jean-Daniel Levy**
- 10** - Club Cyber: Zero Trust & Security Cloud
- 11** - Working Session with **Wioletta Dunin-Majewska**, Deputy Head of Cabinet of Dan Jørgensen, European Commissioner for Energy and Housing **and** AmCham' Christmas Party
- 16** - Club RH: Comment maintenir la cohésion et l'engagement en période de transformation ? **and** Environmental Committee **and** Tax Committee
- 17** - Women leaders breakfast **and** Working Session avec **Eléonore Trigano**, Directrice adjointe de cabinet auprès de Roland Lescure

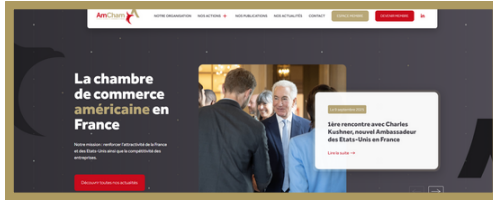
[December 24 to January 2: annual closure]

### January

- 6** - 'Dîner AmCham' avec **Roland Lescure**, Ministre de l'Économie, des Finances et de la Souveraineté industrielle, énergétique et numérique
- 13** - Policy Committee
- 14** - Working Session avec **Nicolas Jannin**, Directeur de cabinet de Nicolas Forissier, Ministre délégué auprès du Ministre de l'Europe et des Affaires étrangères, chargé du Commerce extérieur et de l'Attractivité
- 15** - AmCham Series - Présidentielles 2027 - Rencontre avec **Gabriel Attal**, Secrétaire général de Renaissance
- 19** - Working Session avec **Thomas Ernoult**, Chef du Bureau du contrôle des investissements étrangers en France, DG Trésor
- 20** - Club Cyber
- 27** - Environmental Committee
- 28** - Club Innovation - Retex CES Las Vegas
- 29** - Club RH & Communication: Session d'échanges sur les enjeux de 2026
- 30** - Confidential avec **Nicolas Forissier**, Ministre délégué auprès du ministre de l'Europe et des Affaires étrangères, chargé du Commerce extérieur et de l'Attractivité.

# Important news

from our Members



**Discover soon AmCham new website!** Available in the coming days via the same URL, it will include a dedicated *Members'portal* featuring **news** and **offers** from our Members, as well as a **Directory online**. Stay tuned!

## #Nominations

**Basak Karaca** has been appointed President of **Coca-Cola France**, effective October 1, 2025. Her career spans 30 years with numerous international leadership roles across 14 countries. She is succeeding Mickaël Vinet, who joined the company's headquarters in Atlanta.



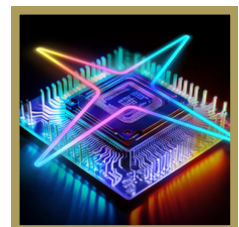
**Boutaina Araki** has been appointed General Manager of **Chubb France**, effective September 1st, 2025. Her career spans extensive leadership roles in the insurance sector. She succeeds Salvatore Chitarra, who is retiring.

**Philippe Clarinval** has been appointed General Manager of the **Hôtel Prince de Galles** in Paris (**Marriott International**), effective October 2025. He brings over twenty years of international luxury hospitality experience to his new role.



## #Investments & openings

**Ecolab** has reached an agreement **to acquire Ovivo's electronics division**, a leading global provider of ultrapure water technologies for semiconductor manufacturing. This acquisition will enable Ecolab to expand its offerings for customers in the microelectronics sector.



With the **acquisition of Pietro Carnaghi S.p.A**, a leading manufacturer of machine-tool specializing in large-scale machining solutions, **Fives** strengthens its position in advanced manufacturing for critical industries such as aerospace, defense, energy, and nuclear. [Click for more informations](#)

On September 24, **Saft** inaugurated its **EnerShift** facility in Bordeaux. This new solution enables sites to reduce their electricity bills and their carbon footprint. EnerShift also helps secure the power supply of the grid through its load-shedding and flexibility capabilities.



**Egis**, a global leader in architecture, consulting, construction engineering, operations, and mobility services, **has acquired RockSol Consulting Group, Inc.**, a Colorado-based transportation infrastructure firm specializing in engineering, planning, environmental compliance, design, construction management, inspection, and materials testing. [More information](#)

## #Anniversary

40 ans de Bain à Paris

**Bain celebrates 40 years in France**, reaffirming its commitment to results, impact, and bold transformation—partnering with clients to shape the future.

**eBay** is celebrating its **30th anniversary** and reveals that in France, nearly 29,000 jobs are linked to its activity, with 70% located outside major metropolitan areas. [Access the study](#)



## #Fresh & new

**Iron Mountain unveils AMPlify, an innovative SaaS platform** designed to preserve and enhance cultural heritage. From memory to value: your archives come to life and create impact. [Discover the platform](#)



## #Focus

**BANQUE  
TRANSATLANTIQUE**  
GESTION DE FORTUNE DEPUIS 1881

The **2025 Philanthropy Panorama** by **Banque Transatlantique / CerPhi** shows equivalent levels of engagement among French (81%) and American (85%) economic elites. [More informations](#)

**ESCP** unveils ***Bold & United 2026–2030***, an ambitious roadmap on how the School will prepare the next generation of leaders to thrive in a world defined by complexity, uncertainty & transformation.



**Les États  
de la France**

AmCham France is partening with the 20th edition of **Les États de la France**, taking place on December, 4 at the CESE (Palais d'Iena). [More information](#)



# Do you know what benefits come with your Membership?

## Membership Categories 2026



		<b>PATRON</b> >100 employees and/or annual turnover > €50M <b>14 350€</b> (15 beneficiaries)	<b>ASSOCIATE</b> 30 - 100 employees and/or annual turnover between €10 - 50M <b>8 200€</b> (6 beneficiaries)	<b>CORPORATE</b> 5 - 30 employees and/or annual turnover between €1 - 10M <b>2 600€</b> (3 beneficiaries)	<b>ACADEMIC</b> & Other Private Organizations <b>2 600€</b> (3 beneficiaries)	<b>ENTREPRENEUR</b> < 5 employees and/or annual turnover < €1M <b>940€</b> (2 beneficiaries)	<b>NON-PROFIT</b> & Public Organization <b>940€</b> (2 beneficiaries)
<b>ADVOCACY</b>	Participate in Committees (Policy, environmental, societal, Tax)	*	*	*	*		
	Participate in Advocacy Delegations (in line with AmCham's interest)	*					
	Participate in Working Groups	*	*	*	*		
<b>COMMUNITY</b>	Attend Confidentials	*	*				
	Attend Exclusive events & dinners (subject to availability)	*					
	Attend CEO/top executives' gatherings Women Leaders Club	*					
	Priority access to partners' events	*	*	*	*		
	Attend Talks & Debates	*	*	*	*	*	*
	Participate in Clubs (HR, CFO, Innovation, Cyber)	*	*	*	*	*	*
<b>VISIBILITY</b>	Exposure on our Website & Newsletters	*	*				
	Exposure & access to our Directory	*	*	*	*	*	*
	Exposure on our social media (in line with AmCham interest)	*					
	Exposure through speaking opportunities at our high-level events	*					

