

## 1. نرماندی در یک نگاه

منطقه نرماندی با 3/3 میلیون نفر جمعیت نهمین منطقه پر جمعیت فرانسه است. جمعیت این منطقه اندکی جوانتر از میانگین ملی است و از نظر وضعیت تحصیل، ورزش، امکانات تفریحی و فرهنگی نسبت به میانگین ملی بالاتر است.

- 3322800 نفر جمعیت (تا 2015/01/01)
- 5.2٪ از جمعیت فرانسه در این منطقه ساکن هستند، که این منطقه نهمین منطقه پر جمعیت فرانسه است.
- 111 نفر ساکن در هر کیلومتر مربع، رتبه ششم ملی
- 117 نفر ساکن در هر کیلومتر مربع در فرانسه
- نرخ رشد جمعیت در این منطقه نسبت به میانگین ملی کم تر است: 0.3٪ در سال
- میانگین در فرانسه 0.5٪+ در سال است (از سال 2007)
- عمده جمعیت به عنوان کارگر در بخش صنعتی این منطقه شاغل هستند.
- تعداد بازنشستگان در این منطقه، مخصوصاً غرب نرماندی، نسبت به میانگین ملی بالاتر است.

## 2. اقتصاد منطقه نرماندی در یک نگاه

منطقه نرماندی دارای بیشترین دارایی های اقتصادی، فرهنگی و جغرافیایی است و در قلب اقتصادهای فرانسوی و اروپایی قرار دارد. این منطقه بین شلوغ ترین دریا در جهان و منطقه ایل دی فرانسه واقع شده است.

به عنوان تنها نقطه دسترسی کشور فرانسه به دریاهای آزاد، منطقه نرماندی دارای یک شبکه زیر بنایی توسعه یافته و یک خط ساحلی 600 کیلومتری است که این منطقه را به یک رقیب بین المللی تبدیل کرده است.

نرماندی در اطراف یک شبکه منطقه ای از جمله یک شهر، یازده شهرک و خوشه های کوچکتر تشکیل شده است که به تعادل منطقه کمک می کند. به عنوان بندر اصلی فرانسه، نرماندی دارای یک خط ساحلی پویا و مجهز است و به دلیل فعالیت های متعدد (حمل و نقل، ماهیگیری، پرورش صدف، قایقرانی و سفرهای تفریحی) آن را در میان مناطق مهم فرانسه قرار داده است.

جمعیت جوان و تحصیل کرده نرماندی دسترسی این منطقه به نیروی انسانی جوان و با مهارت را افزایش داده که در نتیجه آن منطقه نرماندی در زمینه های مختلف صنعتی از جمله خودرو سازی، نفت و محصولات مرتبط، هواپیمایی، دارویی، مواد غذایی کشاورزی، لوازم آرایشی و حمل و نقل شهرت پیدا کرده است. کسب و کارهای نرماندی همچنین می توانند به شبکه ای از 7 گروه رقابتی، 16 صنایع و 19 حوزه برتر در سراسر منطقه متکی باشند که از توسعه پروژه هایشان حمایت می کنند. با توجه به دارایی ها و دانش فنی، اقتصاد نرماندی را به عنوان یک بازیکن کلیدی در توسعه پروژه های بزرگ فرانسه (از جمله انرژی های تجدید پذیر دریایی و ماشین های الکتریکی) قرار داده است. این پروژه ها، و همچنین پروژه های زیربنایی عمده، در قراردادهای برنامه ریزی دولتی تعریف شده است، و این امکان را برای منطقه نرماندی ایجاد کرده است که برای سال های آینده از تامین مالی برخوردار شود.

دسترسی این منطقه به دریا و موقعیت جغرافیایی این منطقه باعث توسعه روابط تجاری و بین‌المللی این منطقه با بازارهای جهانی شده است. با 35٪ از تولید ناخالص داخلی (GDP) ناشی از صادرات این منطقه رتبه دوم را در بین مناطق فرانسه کسب کرده و در نتیجه طیف گسترده‌ای از مشتریان را از سراسر جهان جهت صادرات محصولات خود از جمله دارویی، شیمیایی، کشاورزی و محصولات نفتی به خود اختصاص داده است.

نرماندی با چشم‌اندازهای طبیعی بسیار متنوع و جذاب گردشگری، میراث فرهنگی و تاریخی خود را برای جذب گردشگران از سراسر جهان برجسته می‌کند. از جمله جاذبه‌های گردشگری این منطقه میتوان به 417 سایت گردشگری، 2 میراث فرهنگی ثبت شده در یونسکو اشاره کرد. طیف گسترده‌ای از منظره‌ها، زیرساخت‌های با کارایی بالا و دسترسی قابل توجه دریایی، بعضی از دارایی‌هایی هستند که ناحیه نرماندی را به عنوان یک منطقه پویا در قلب پروژه پاریس-سین-نرماندی قرار داده.

- مساحت 29.907 کیلومتر مربع، 5/5٪ از قلمرو ملی فرانسه
- 600 کیلومتر خط ساحلی
- 5 بخش
- 3.221 شهر، 85٪ شهرهای روستایی
- 4 پارک طبیعی
- 417 سایت گردشگری ذکر شده، 14.3 درصد از سایت‌های ذکر شده در فرانسه
- 34 طرح توسعه منطقه‌ای: 18 مورد تایید شده، 15 مورد در دست بررسی و 11 مورد در حال اجرا

## 2-1 تولید و ثروت

با تولید ناخالص داخلی 90.5 میلیارد یورو و تولید ناخالص داخلی سرانه 27.180 یورو، منطقه نرماندی را به عنوان منطقه مهم صنعتی در ایجاد ارزش افزوده منطقه‌ای و ثروت تولید شده در سرانه تعیین شده است.

- تولید ناخالص داخلی (GDP) 90.5 میلیارد یورو (در سال 2013)، رتبه نهم ملی در فرانسه، 4/4٪ از تولید ناخالص ملی
- سرانه تولید ناخالص داخلی 27.180 یورو (در سال 2013)، رتبه پنجم ملی در فرانسه
- تولید ناخالص داخلی به ازای هر شغل 70.899 یورو (در سال 2013)، رتبه پنجم ملی در فرانسه
- ناخالص ارزش افزوده 81.2 میلیارد یورو (در سال 2013)، رتبه پنجم ملی در فرانسه
- دارای سهم قابل توجه از فعالیت‌های صنعتی است که به ایجاد ثروت منطقه‌ای منجر شده، 20 درصد از ثروت تولید شده توسط شرکت‌های صنعتی است.

## 2-2 اشتغال

هنوز هم تحت تاثیر بحران مالی و کاهش سطح اشتغال از سال 2005 و نرخ بیکاری بالاتر از متوسط ملی، نرماندی دارای 1.28 میلیون شغل است که بیشتر در بخش کشاورزی، صنعت و ساخت و ساز است.

- 1,279,400 شغل از جمله 1,151,300 کارمند (حقوق بگیر) (90٪)
- 11٪ از کارمندان مربوط به بخش اقتصاد اجتماعی است و 94٪ از جمعیت شاغل نرماندی در همین منطقه کار میکنند.

- 273.700 جویای کار

### 3-2 شرکت ها

با 225,800 شرکت ثبت شده، ساختار اقتصادی نرماندی توسط شبکه های شرکت های متعدد و موسسات با تعداد بیشتری از میانگین ملی حمایت می شود.

- 225.800 شرکت ثبت شده (تا سال 2013)، 4.5٪ از شرکت های ثبت شده در فرانسه
- 62٪ از شرکت های ثبت شده بدون کارمند هستند (شرکت تک نفره و یا سهامداران)
- تعداد شرکت های ثبت شده از میانگین ملی بیش تر است.

### 4-2 بین الملل

منطقه نرماندی دارای اقتصادی با تمرکز ویژه بر روابط بین الملل است که 35٪ از تولید ناخالص داخلی آن از طریق صادرات بدست آمده. با توجه به ویژگی های صنعتی خاص آن، در میان مناطق فرانسوی برای محصولات مختلف مانند نفت، مواد شیمیایی و محصولات کشاورزی مشهور است.

- رتبه ششم تجارت خارجی در بین مناطق فرانسه: 71.5 میلیارد یورو (2014)
- در صادرات 31.9 میلیارد یورو، رتبه ششم ملی
- 39.6 میلیارد یورو در واردات، رتبه هفتم ملی
- یک اقتصاد متمرکز بر روابط بین المللی: 35٪ تولید ناخالص داخلی از طریق صادرات
- توازن تجارت به دلیل واردات هیدرو کربن به مقدار زیاد منفی است.
- 3.554 شرکت بازرگانی

### 5-2 کشاورزی

با حدود 41,000 شغل و تولید بیش از 5 میلیارد یورو، نرماندی یکی از مناطق پیشرو در زمینه های مختلف است که دارای تنوع قابل توجه محصولات تولیدی می باشند.

- 40.800 شغل (تا سال 2013)
- 3.2٪ از کل اشتغال منطقه
- 35.400 زمین زراعی (از جمله 19,900 "مزارع بزرگ و متوسط" یعنی بیش از 25000 یورو تولید ناخالص ملی)
- 1.973.700 هکتار زمین کشاورزی استفاده شده (66٪ از قلمرو نرماندی)
- متوسط سطح مزرعه 93 هکتار
- تولید کشاورزی 2/5 میلیارد یورو
- 7٪ از تولید ملی کشاورزی

## 2-6 صنایع

منطقه نرماندی با ساختار صنعتی پیشرفته و 209000 شغل از مهارت های خاصی بهره مند است که در نتیجه آن جایگاه ویژه ای در صنایع سنتی و پیشرفته پیدا کرده است.

- 209000 شغل
- 16.3٪ از اشتغال منطقه
- 13.800 شرکت ثبت شده صنعتی (6.1٪ از شرکت های ثبت شده دی این منطقه)
- حضور شرکت های پیشرو و گروه های عمده صنعتی ملی ( Renault, Peugeot- Citroën, EDF, Areva, DCNS, )  
( Aircelle, SanofiPasteur, Apatar, Elle & Vire

## 2-6-1 صنایع غذایی کشاورزی

با حجم معاملات 6 میلیارد یورو و 250 میلیون یورو سرمایه گذاری، کشاورزی در منطقه نرماندی یک صنعت رو به رشد است و با محصولات غذایی همچون محصولات لبنی، قهوه و کاکائو در بازارهای مختلف جهانی شهرت یافته.

- 25.100 کارمند/ حقوق بگیر (12.2٪ از کارمندان منطقه نرماندی)
- 740 شرکت ثبت شده
- حضور شرکت های صنایع غذایی معروف همچون: Nestlé, Ferrero, Danone, Lactalis, Bigard-Socopa-Charal, Agrial, Isigny-Sainte-Mère...
- 2.6 میلیارد یورو ارزش افزوده ناخالص
- 3.7 میلیارد یورو صادرات

## 2-6-2 انرژی

با 25,500 شغل، دانش و مهارت شناخته شده و جایگاه جغرافیایی مطلوب، نرماندی یک منطقه پیشرو در صنعت انرژی در سطح ملی است و با ایجاد پروژه های مختلف، به ویژه در انرژی های تجدید پذیر، این موقعیت را تحکیم می کند.

- 25.500 شغل (2.4٪ از اشتغال منطقه و رتبه اول ملی در فرانسه)
- 1700 شرکت ثبت شده
- تولید 25.611 گیگاوات بر ساعت برق (14.2٪ از تولید ملی)
- 3 نیروگاه هسته ای، 1 نیروگاه حرارتی (17.3٪ از تولید انرژی هسته ای ملی)
- تولید 1803 گیگاوات بر ساعت برق از طریق انرژی های تجدید پذیر از جمله 58٪ انرژی بادی
- مصرف انرژی: 25.611 گیگاوات بر ساعت
- رتبه سوم مصرف انرژی به دلیل وجود تعدا زیادی از صنایع بزرگ
- یک بندر استخراج نفت و دو پالایشگاه

## 7-2 ساخت و ساز

با 7.2٪ از اشتغال نرماندی و 9.5٪ از شرکت های ثبت شده، بخش ساخت و ساز به طور عمده از شرکت های ساخت و ساز تشکیل شده و بیشتر متمرکز بر ساخت خانه های فردی است.

- 92.600 شغل (رتبه دوم ملی)
- 21.500 شرکت ثبت شده
- 5.5 میلیارد یورو ارزش افزوده ناخالص

## 8-2 تجارت

با حدود 160,000 شغل و 7.3 میلیارد یورو ارزش افزوده، تجارت در نرماندی یک بخش پویا است که پروژه های توسعه تجاری متعددی را توسعه می دهد که یکی از عوامل کلیدی برای جذابیت یک قلمرو است.

- 159.800 شغل (12٪ از اشتغال منطقه)
- 38.700 شرکت ثبت شده
- رتبه ششم در تجارت مواد غذایی
- رتبه ششم ملی در تعداد سوپر مارکت ها و فروشگاه های محلی

## 9-2 خدمات

به علت ویژگی های خاص جغرافیایی و به خصوص در زمینه های حمل و نقل، تدارکات و همچنین گردشگری، بخش خدمات بخش عمده ای از اقتصاد نرماندی (با 61 درصد ارزش افزوده منطقه ای) را تشکیل می دهد.

- 773.000 شغل (60٪ از اشتغال منطقه)
- 268.800 شغل در خدمات عمومی
- 110,300 موسسه خدماتی
- 49.6 میلیارد یورو ارزش افزوده ناخالص (61٪ از ارزش افزوده ناخالص منطقه)

## 1-9-2 حمل و نقل

بخش حمل و نقل و تدارکات در نرماندی یک بخش مهم اقتصادی که حدود 68000 کارمند را استخدام 4.8 درصد از ارزش افزوده منطقه ای را تولید می کند. به عنوان بندر اصلی فرانسه، منطقه نورماندی همچنین از شبکه ای از کارکنان با مهارت و زیرساخت های با کیفیت بالا بهره مند است.

- 67.600 کارمند حقوق بگیر
- 5.400 شرکت ثبت شده
- 3.9 میلیارد یورو ارزش افزوده ناخالص ( 4.8٪ از ارزش افزوده منطقه)
- حمل و نقل 96.2 میلیون تن کالا در سال 2014
- 2.9 میلیون مسافر در سال 2014

- 41 انبار به مساحت بیش از 5000 متر مربع
- 43 انبار به مساحت بین 3000 تا 5000 متر مربع

## 2-9-2 خدمات گردشگری

منطقه نرماندی یک مقصد توریستی پیشرو است که دارای بسیاری از جاذبه های گردشگری قابل توجه و محل برگزاری رویدادهای بزرگ بین المللی است.

- 18.7 میلیون بازدیدکننده از سایت های گردشگری نورماندی و جاذبه های گردشگری
- در سال 2014 منطقه نرماندی به مناسبت هفتادمین سالگرد این منطقه میزبان 40 میلیون بازدید کننده از سراسر جهان بود.
- 1.1 میلیون تخت خواب برای توریست ها
- 14.9 میلیون محل اقامت تجاری (هتل ها، محل اقامت در فضای باز، خانه های تعطیلات جمعی)
- 1.4 میلیارد یورو سرمایه گذاری
- 5.7٪ از تولید ناخالص داخلی این منطقه (GDP)

1. Normandy in brief .....	2
2. The regional economy in brief .....	2
2.1 Production & Wealth .....	3
2.2 Employment .....	4
2.3 Companies.....	4
2.4 International .....	5
2.5 Agriculture.....	5
2.6 Industry .....	6
2.6.1 Agri-food industry .....	6
2.6.2 Energy .....	7
2.7 construction .....	7
2.8 Trade .....	8
2.9 Services .....	8
2.9.1 Transport & Logistics.....	9
2.9.2 Tourism .....	9
2.10 Environment.....	10
2.11 Teaching & Research → Education.....	10
2.12 Teaching & Research → Innovation & R&D.....	11
3. Department.....	11
3.1 Calvados .....	11
3.2 Eure .....	12
3.3 Manche .....	12
3.4 Orne .....	13
3.5 Sein- Maritime.....	14

## 1. Normandy in brief

Normandy is the 9th most populated French region, with 3.3 million inhabitants. Its population is slightly younger than the national average and the region's ratio for teaching, sport, leisure and culture facilities is higher than the national average.

- **3,322,800 inhabitants** (2012, valid as of 01.01.2015)  
5.2% of the population of Metropolitan France, ranked 9th nationally
- **111 inhabitants per km<sup>2</sup>**  
117 inhabit. /km<sup>2</sup> in Metropolitan France  
Ranked 6th nationally
- **Less population growth than the national average: +0.3%** per year on average since 2007 (+0.5% for Metropolitan France)
- Population growth mostly due to a natural surplus balance
- More workers due to regional industrial specialization
- A higher proportion of retirees than the national average, particularly in the west of Normandy.

## 2. The regional economy in brief

Located between the busiest sea in the world and the Ile-de-France region, Normandy has many economic, cultural and geographic assets, placing it at the heart of the French and European economies.

The natural point of access to the sea for the French capital, Normandy has a highly developed infrastructure network and a 600km coastline, placing the region at the heart of the Paris Seine Normandy project territory, a high potential territory for international competitiveness.

Normandy is organized around a territorial network including a city, eleven agglomerations and smaller clusters which help balance the territory. As France's primary port region, Normandy has a dynamic and well-equipped coastline, placing it amongst the top French regions due to its numerous activities: freight, mainly from the ports of La Havre and Rouen (combined within the HAROPA group), fishing, particularly shellfish farming in the English Channel, yachting, boating, cross-channel travel and cruises to all Normandy ports, from Tréport to Granville. The Normandy coastline is also synonymous with famous tourist sites such as the Etretat cliffs and the Normandy landing beaches.

With a young population and high-quality education, Normandy businesses have access to a workforce which is skilled in both traditional and innovative activities with high added value. As a result, Normandy is famous for different fields such as its automotive industry, oil and related products, aviation, pharmacy, agri-food, cosmetics, energy, transport and logistics. Normandy businesses can also rely on a network of 7 competitiveness clusters, 16 industries and 19 areas of excellence spread across the region which support the businesses in their project development. Thanks to its assets and know-how, the Normandy economy innovates and positions itself as a key player in the development of large-scale projects: RME (Renewable Marine Energies) and electric cars. These projects, as well as major infrastructure projects, are outlined in State planning contracts, allowing the region to benefit from financing for years to come.

Its access to the sea and location at the heart of European dynamics have allowed the Normandy region to develop trade with international markets. With 35% of its GDP generated from export, Normandy is ranked 2nd amongst French regions and has a diverse client portfolio allowing it to export products from



its excellent industries all over the world: oil, pharmaceutical, chemical, agricultural and agri-food products.

With a highly diverse landscape and an attractive tourism offering, Normandy highlights its cultural and historic heritage to attract tourists from across the world. 2014 is an excellent example of this, with the 70th anniversary of the Normandy landings, the World Equestrian Games and also the Canoe Polo World Championships. 417 listed sites, 2 UNESCO world heritage sites (Mont Saint-Michel and the city of Le Havre, rebuilt by Auguste Perret) and the Bayeux Tapestry, listed in the UNESCO "Memory of the World" register, are also an excellent example of Normandy historic heritage, reinforcing the region's reputation.

A wide range of landscapes, high-performance infrastructures and significant sea access are some of the assets which make the Normandy region a dynamic region at the heart of the Paris-Seine-Normandy project.

- **29,907 km<sup>2</sup>**, 5.5% of the national territory
- 600km of coastline
- **5 departments** (Calvados, Eure, Manche, Orne, Seine-Maritime)
- **3,221 towns**, including 85% rural towns  
1 city, 2 urban communities, 9 agglomeration communities, 150 commune communities
- **4 regional natural parks**  
Boucles de la Seine Normande (Upper Normandy)  
Marais du Cotentin et du Bessin (Lower Normandy)  
Normandie-Maine (Lower Normandy and Pays de la Loire)  
Perche (Lower Normandy and Centre)
- 417 listed sites, 14.3% of French listed sites (01.01.2015)
- 34 territorial coherence schemes (SCoT) (01.01.2015): 18 approved, 5 under review and 11 under development

## 2.1 Production & Wealth

With a GDP of 90.5 billion euros and a GDP per capita of 27,180 euros, Normandy is characterized by the significant role of industry in the creation of regional added value, and a wealth produced per capita and average income below the national average.

- **GDP (Gross Domestic Product): 90.5 billion euros\*** (2013) Ranked 9th nationally, 4.4% of national GDP
- **GDP per capita: 27,180 euros\*** (2013), Ranked 5th nationally, National average 32,527\* euros per capita
- **GDP per job: 70,899 euros\*** (2013), Ranked 5th nationally, National average 78,762\* euros per job
- **GVA (Gross Value Added): 81.2 billion euros\*** (2013), Ranked 9th nationally, 4.4% of national GVA
- Significant contribution of industrial activity to the creation of regional wealth, 20% of wealth produced by industrial companies.  
14% in Metropolitan France (2013)
- **Median income: 1,601 euros** (per consumption unit and per month, 2012), 1,649 euros in Metropolitan France

- **62% of taxed households (2012)**, 64% in Metropolitan France, 13.4% of tax households below the poverty line (2012), Ranked 6th nationally, 14.3% in Metropolitan France

## 2.2 Employment

Still affected by the financial crisis, with a falling employment level since 2005 and an unemployment rate higher than the national average, Normandy has 1.28 million jobs, with more in agriculture, industry and construction than the national average.

- **1,279,400 jobs (01.01.2014)** including 1,151,300 salaried jobs (90%), -0.1% on average per year since 2005, +0.3% in Metropolitan France  
Employment and employment supervision rates lower than the national average (2012)
- **11% of salaried employment is part of the social economy\*** (2013), 94% of the Normandy working population works in Normandy.
- **273,700 job seekers (ABC categories, 2014)**,  
5.2% of French job seekers  
Unemployment rate: 9.3% in Lower Normandy and 10.9% in Upper Normandy (1st quarter 2015)  
10% in Metropolitan France
- **2,264,600 declarations prior to recruitment (DPAE)**, recorded in Normandy (2014), 62.3% of DPAE are carried out by temporary agencies
- **60,300 recruitment projects offered by companies (2015)**  
Including 30% seasonal jobs  
Including 27% deemed difficult

## 2.3 Companies

With 225,800 establishments, the Normandy economic fabric is supported by numerous corporate networks and establishments at higher numbers than the national average.

- **225,800 establishments (01.01.2013)**  
4.5% of French establishments
- **91.9% of head offices (2013)**  
96.2% in Provincial France  
50,900 handicraft businesses (01.01.2013)
- **62% establishments without salaried employee (2013)**
- **Larger establishments on average than national average (01.01.2013)**  
5.1 salaried employees on average per establishment (4.7 on average in Metropolitan France)
- **21,200 establishment creations (2013, non-agricultural commercial sector)**  
9,400 small business creations  
Creation rate lower than national average  
12.6% creation rate (14.1% in Metropolitan France)
- **2,700 company failures (2013)**  
+5.2% compared to 2012  
4.5% of French failures
- **An industrial fabric supported by various corporate networks (see page 54)**  
7 competitiveness clusters

16 industries  
19 areas of excellence  
Various territorial and themed clubs and clusters

## 2.4 International

Normandy has a particularly internationally focused economy, with 35% of its GDP generated through export. Due to its specific industrial characteristics, it is renowned amongst French regions for various products such as oil, chemical or agricultural products.

- **6th ranked region for foreign trade: 71.5 billion euros (2014)**  
31.9 billion euros in export, ranked 6th nationally  
39.6 billion euros in import, ranked 6th nationally
- **A highly internationally focused economy: 35% of GDP generated by export (2013)**  
Ranked 2nd nationally for trade openness, 24.2% for Provincial France Mainly European export destinations (60.5%) but more diverse destinations than the national average Leading region in the export of chemical, oil, pharmaceutical and agricultural products
- **A negative trade balance due to the high amount of hydrocarbon imports**  
Coverage ratio\*\* (2014): 80.7%  
Ranked 9th, 85.9% for Metropolitan France  
87% of trade with Europe, 14% for Africa, 13% for America, 8% for Asia, 13% for Near and Middle East.
- **3,554 exporting companies \*\*\* (2014)**  
High number of companies with less than 10 employees: 54.6%

## 2.5 Agriculture

With nearly 41,000 jobs and production of over 5 billion euros, Normandy is a leading region in various fields, with significant production diversity.

- **40,800 jobs (01.01.2013)**  
3.2% of total regional employment (2.5% in Metropolitan France)
- **35,400 farms (2010)**  
Including 19,900 "large and medium-sized" farms i.e. more than €25,000 standard gross output
- **1,973,700 ha of utilized agricultural area (2013)**  
66% of Normandy territory (49% in Metropolitan France)
- **Average farm surface area of 93 ha (large and medium-sized farms in 2010)**, 80 ha in Metropolitan France
- **Agricultural production of 5.2 billion euros (Average 2011/2012/2013)**  
7% of national agricultural production  
Net business income (Average 2010/2011/2012):  
31,800 euros per non-salaried worker  
33,600 euros in Metropolitan France
- **Multi-purpose agriculture geared towards livestock (7 out of 10 farms) but with a diverse range of crops**  
Top ranked region for the production of cow's milk cheeses  
Top ranked region for the production of butter and cream

Top ranked region for the production of fiber flax  
Top ranked region for the production of cider apples and cider products  
Top ranked region for number of horses  
More than 600km of coastline with a major shellfish farming area  
Various non-food markets (textile fibre, oil, diester, ethanol...)

## 2.6 Industry

With a developed industrial fabric and 209,000 jobs, Normandy benefits from various skills allowing it to stand out in different industries, whether traditional, niche or high added value.

- **209,000 jobs (01.01.2014)**  
16.3% of regional employment: Ranked 3rd nationally  
12.5% in Metropolitan France  
A continuous decline in employment since 2000: - 22.4%,  
21.1% in Metropolitan France
- **13,800 establishments (01.01.2013)**  
6.1% of Normandy establishments (6.1% in Metropolitan France)  
13% of establishments and 43.5% of industrial Normandy employees which depend on a head office outside of the region (2013)
- **16.1 billion euros of added value\* (2013)**  
6.2% of national industrial added value  
19.8% of regional added value, 14% in Metropolitan France
- **A leading industrial region, the strongest link for development in the Seine area**  
A specialization in Normandy industrial employment, focusing on agri-food, energy, pharmacy, chemistry, automotive, ship and aviation manufacturing and the glass industry.  
The presence of leading companies and major national industrial groups (Renault, Peugeot-Citroën, EDF, Areva, DCNS, Aircelle, SanofiPasteur, Aptar, Elle & Vire...).

### 2.6.1 Agri-food industry

A growing sector, the Normandy agri-food industry generates 6 billion euros turnover and invests more than 250 million euros, allowing it to distinguish itself in various markets such as dairy products, coffee and cocoa processing.

- **25,100 salaried employees\* (01.01.2013)**  
12.2% of Normandy industrial salaried employment (11.9% for Metropolitan France)  
Ranked 3rd nationally  
More specialized employment in the west of Normandy.
- **740 establishments\* (01.01.2013)**  
Presence of several major agri-food groups: Nestlé, Ferrero, Danone, Lactalis, Bigard-Socopa-Charal, Agrial, Isigny-Sainte-Mère...
- **2.6 billion euros of gross added value\*\* (GAV) (2012)**  
3.3% of regional total (2.3% for Metropolitan France)  
6.2% of GAV for French agri-food industries
- **6.2 billion euros turnover (2012)**
- **253 million euros of investments (2012)**

- **3.7 billion euros of export (2014)**, 4th ranked exporting region
- **Improved employment resistance in Normandy** over the last 10 years: -2.5% vs. 7.7% in Metropolitan France (2003 – 2013)  
3rd most resilient region
- A diverse Normandy offer based on specializations: 2nd ranked region for the milk industry, 3rd ranked region for fishing and cocoa, tea and coffee processing industries

### 2.6.2 Energy

With 25,500 jobs, well-known and recognized know-how and a favorable geographic position, Normandy is a leading region for the energy industry at a national level and it consolidates this position by developing various projects, particularly in renewable energy.

- **25,500 salaried jobs (01.01.2013)**  
2.4% of total regional employment, 1.5% in Metropolitan France  
Ranked 1st nationally (7.9% of national workforce)
- **1,700 establishments (01.01.2013)**
- **Total electricity production: 76,844 GWh**, 14.2% of national production (2014)  
3 nuclear plants, 1 thermal power station  
17.3% of national nuclear electricity production  
Production of 1,803GWh for renewable electricity (2014) including 58% wind power  
Production of 1,047GWh (57 farms in 2013), 6.1% of national production (2014)
- **Total energy consumption: 25,611 GWh (2014)**  
3rd highest regional energy consumption due to strong industrial presence:  
7.7 MWh / inhabit. (6.8 in Metropolitan France)
- **Leading region in the energy sector**  
1 oil port (Antifer) and 2 refineries (ExxonMobil and Total)  
A particularly strong nuclear presence: 3 nuclear plants (Flamanville, Paluel and Penly), 1 reprocessing plant (Areva), a research Centre in the Caen area, Spiral2 project (nuclear and health), Grand Carénage programme, EPR at Flamanville  
Various RME (Renewable Marine Energies) development projects: offshore wind farms (Courseulles-sur-Mer, Fécamp and Le Tréport), hydrokinetic energy (Raz de Barfleur and Raz Blanchard) as well as maintenance and manufacturing site projects (Le Havre, Ouistreham, Cherbourg, La Hague ...)  
A significant effort to develop wind energy: +120% production between 2009 and 2014 (+118% in Metropolitan France)

### 2.7 construction

Representing 7.2% of Normandy employment and 9.5% of establishments, the construction sector is mainly made up of craft construction companies, and is more focused on the construction of individual houses than the national average.

- **92,600 jobs (01.01.2014)**  
7.2% of Normandy employment (6.4% for Metropolitan France), Ranked 2nd nationally
- **21,500 establishments (01.01.2013)**  
9.5% of Normandy establishments (10.1% in Metropolitan France)

- 18,000 craft establishments
- 84% of Normandy construction establishments
- **5.5 billion euros of gross added value\*** (2013)  
6.8% of regional total (6.1% for Metropolitan France)
- **The construction of houses and buildings continues to decrease after a slight increase in 2013**
- 13,181 housing starts (2014, on applicable date)  
55% of individual houses (42% in Metropolitan France)  
-15% compared with 2013 (-10% in Metropolitan France)
- 1,333,356 m2 of non-residential building starts (2014, on applicable date)

## 2.8 Trade

With around 160,000 jobs and 7.3 billion euros of added value, trade in Normandy is a dynamic sector which develops numerous commercial development projects, a key factor for the attractiveness of a territory.

- **159,800 jobs** (2012)  
12% of Normandy employment  
14% of non-salaried jobs, 11% for all regional sectors
- **38,700 establishments** (01.01.2013)  
17.1% of Normandy establishments
- **5,200 commercial establishment creations** (2013)  
13.3% creation rate (13.9% in Metropolitan France)
- **7.3 billion euros of gross added value\*** (GAV) (2012)  
9.1% of regional total, 10.4% in Metropolitan France  
An average facilities ratio of 49.9 retail businesses per 10,000 inhabitants (2014), 52.3 In Metropolitan France  
6th ranked region for food retail trade  
6th ranked region for supermarkets  
A sector dominated by a proportion of employees (36%) higher than the regional average (29%)  
Mainly in supermarkets and local shops

## 2.9 Services

A major sector for the Normandy economy with 61% of regional added value, the Normandy services sector is characterized by certain sectors due to specific geographical characteristics, particularly in transport and logistics, as well as tourism.

- **773,000 jobs** (2012)  
60% of regional jobs (64% in Metropolitan France)  
7.7% of non-salaried jobs  
A specific characteristic of the employment which is noticeable in the Transport-Logistics sector as well as human health and social work.
- **268,800 jobs in public service** (2014)
- **110,300 establishments** (01.01.2013)  
48.8% of regional establishments (54.2% in Metropolitan France)

Creation at a lower level than the national average: 12.7% vs. 14.2%

Strong momentum in scientific research and development activity: 30% of establishment creations in services

- **49.6 billion euros of added value\* (2012)**

61.1% of regional added value (67.6% in Metropolitan France)

Service facilities rate (excluding trade): 24.4 facilities per 1,000 inhabitants (2014), 28.9‰ in Metropolitan France

### 2.9.1 Transport & Logistics

An important sector for the Normandy economy, transport and logistics employ around 68,000 employees and generate 4.8% of regional added value. The primary seafront in France, Normandy also benefits from a network of high-performance players and high-quality infrastructures.

- **67,600 salaried employees\* (01.01.2014)**

5.9% of regional salaried employment (5.6% in Metropolitan France), ranked 3rd nationally

- **5,400 establishments (01.01.2013)**, 2.4% of Normandy establishments

- **3.9 billion euros of added value\* (2012)**

4.8% of regional added value (4.6% in Metropolitan France)

16,922 million tone/kilometers of road freight transport (2014, incoming, outgoing and sub-regional flows)

- **Primary French coastline**

- **96.2 million tons of goods (2014)**

Haropa (Le Havre – Rouen): 89.2 million tons of goods

An increase in sea freight boosted by containers: 2.648 million TEU, +2.3%

Other regional and departmental Normandy ports record 7 million tons of goods, including 65% generated by the Associated Normandy Ports (PNA)

- **2.9 million passengers** including 77% cross-channel passengers (2014)

A 5.4% increase in traffic compared with 2013 (+3.5% for cross channel travel)

650,000 cruise passengers (+12% compared with 2013); around 200 stopovers

Strong logistics capabilities in Normandy (start of 2015)

- **914 ha. of logistics property** immediately available for 93 activity areas

41 warehouses measuring over 5,000m<sup>2</sup>, immediately available

43 warehouses measuring between 3,000m<sup>2</sup> and 5,000m<sup>2</sup>, immediately available

1 competitiveness cluster, 2 sector support structures

### 2.9.2 Tourism

Normandy is a leading tourist destination, with many remarkable sites and the organization of major international events.

- **18.7 million visits to Normandy tourist sites and attractions (2014)**

- In 2014, Normandy welcomed the entire world:

- 70th anniversary of the Normandy Landings: 4 million visitors to

- remembrance sites between March and August 2014 (+60% compared

- with 2013)

- World Equestrian Games (August-September 2014): 575,000 spectators

- Canoe Polo World Championships (*September 2014*): 75,000 spectators
- **million listed tourist beds** (*01.01.2015*)
- 77% non-commercial beds and 23% commercial beds
- **14.9 million overnight stays in commercial accommodation**
- (*Hotels, outdoor accommodation, holiday cottages and collective accommodation*) (*2014*)
- 73% French overnight stays, 27% overseas visitor stays
- 10% reduction in foreign hotel occupancy
- and 8% reduction at camp sites and holiday cottages (at reservation Centre) (*between May and September 2014*)
- 3.4 million business overnight stays in hotels (*2014*)
- **1.4 billion euros in investments** (*2011-2012-2013*)
- **Normandy, a popular destination for French citizens**
- 11.7 million journeys (*2014*)
- **Tourism consumption: 5.7% of Normandy GDP** (*2014*)

## 2.10 Environment

Ranked 2nd in industrial regions for its investments in environmental protection and 3rd for the amount of "green" jobs, Normandy is strongly involved in the collective effort to protect the environment.

- **8,120 "green\*" jobs** (*2012*)  
0.6% of regional employment, 0.5% in Metropolitan France
- **113.5 million euros of industrial investments to protect the environment** (*2012*)  
8.1% of national industrial investments, Ranked 2nd nationally
- **483 million m3 of abstracted freshwater per year** (*2012*)  
4.3% of total abstraction in Metropolitan France
- **349 kg of standard waste collected per capita in Normandy** (*2013*)  
-18% since 2007 (-12% for France)

## 2.11 Teaching & Research → Education

The Normandy economic fabric is known and recognized for its various knowhow and skills; the educational offer in Normandy is well-developed and high-performance to respond to business expectations and requirements.

- **School population: 735,900 pupils/students** (*2013-2014*)  
22.1% of the population, 22.6% in Metropolitan France
- **333,000 primary school pupils** (*2014-2015*)
- **278,400 secondary school pupils across 625 establishments** (*2014-2015*)  
5.3% of secondary school pupils in Metropolitan France  
9.2% taught in European sections (7.1% in Metropolitan France)
- **Baccalaureate pass rate** (*2014 year*): **87.6%**  
88.3% for Metropolitan France, 35% of Normandy candidates follow the vocational stream
- **23,950 apprentices** (*2013-2014*)  
5.8% of apprentices in Metropolitan France
- **96,300 students** (*2014-2015*)



2.9% of Normandy students, 3.9% for Metropolitan France

## 2.12 Teaching & Research → Innovation & R&D

Characterized by the major presence of the private sector, Normandy research and development activity accounts for 11,000 jobs, 1.2 billion euros and 3.5% of French published patent applications.

- **11,100 R&D jobs (2012)**,  
Including 56.9% researchers  
0.9% of regional employment, 1.5% in Metropolitan France
- **1.2 billion euros spent on R&D (2012)**  
1.3% of regional GDP (2.2% for Metropolitan France)  
Ranked 2nd nationally for the significance of R&D in the private sector (2012)  
67.8% of jobs and 75.5% of expenditure.
- **477 nationally published patent applications (2013)**  
3.5% of French applications  
26% of applications are published by SMEs and intermediate-sized companies.  
61 Young Innovative Companies located in Normandy employing 346 employees (2012)  
159 innovative Normandy projects supported with €70 million.  
7 competitiveness clusters operating in Normandy.

## 3. Department

Towns with more than 10,000 inhabitants (*valid as of 01.01.2015*) and average annual population variations are considered as Departments.

### 3.1 Calvados

With an economy which is focused on the tertiary sector, R&D and tourism, Calvados is more dynamic than the Normandy average, both in terms of employment levels and population numbers.

- **687,900 inhabitants (as of 2015)**  
20% of Normandy population, ranked 2nd regionally  
Ranked 33rd nationally  
124 inhabitants per km<sup>2</sup>  
Slightly higher density than Normandy average (111 inhabit/km<sup>2</sup>)  
Population growth higher than the Normandy average:  
+0.4% annual average since 2007  
More moderate population growth for seaside communes
- **280,100 jobs (01.01.2014)**  
22% of Normandy jobs  
Jobs growth of 3.6% since 2000 (-0.5% in Normandy)  
9.8% unemployment rate (*1st quarter 2015*)
- **51,600 establishments (01.01.2013)**  
23% of Normandy establishments  
Establishment creation rate: 13.5%
- **A dual identity: land and sea**  
A significant agri-food industry, particularly in dairy and cider production

Presence of 4 competitiveness clusters supporting the automotive, logistics, secure electronic transactions and equine industry sectors  
Presence of major research facilities: GANIL, MRSH, CYCERON, SPIRAL2  
Historic beaches and various yacht harbors  
One of the most visited departments by the French

### 3.2 Eure

The primary industrial department in Normandy, Eure is showing dynamic population growth and is known for its numerous highly specialized regional sectors, such as aviation, cosmetics and pharmacy.

- **591,600 inhabitants** (*as of 2015*)  
18% of Normandy population, ranked 3rd regionally  
Ranked 42nd nationally  
98.0 inhabitants per km<sup>2</sup>  
Steady population growth (+0.7% annual average since 2007)
- **194,300 jobs** (*01.01.2014*)  
Primary industrial department in Normandy: 22% employment in industry  
15% of Normandy jobs, 10.4% unemployment rate (*1st quarter 2015*), higher than the national average (10.0%)
- **37,700 establishments** (*01.01.2013*)  
17% of Normandy establishments  
The highest proportion of construction establishments in Normandy (12.5%)  
Establishment creation rate: 13.5%
- **A historically industrial department**  
A diverse economy: chemistry, pharmacy, cosmetics, aviation and aerospace, agri-food, logistics... with the presence of major leading industrial groups in their sectors: GlaxoSmithKline, Snecma, Sanofi, Aptar ...  
3 competitiveness clusters: Cosmetic Valley, Mov'éo and Nov@log  
Historic and cultural heritage: more than 5% of French listed sites

### 3.3 Manche

A seaside department with 350 km of coastline, Manche is known for its fishing, sailing, tourism and energy activities, including nuclear energy and the development of Renewable Marine Energies.

- **499,350 inhabitants** (*as of 2015*)  
15% of Normandy population, ranked 4th regionally  
Ranked 51st nationally  
84.1 inhabitants per km<sup>2</sup>  
An average annual increase of 0.2% since 2007 (+0.5% in Metropolitan France)  
Two-thirds of communes with less than 1,000 inhabitants experiencing population growth
- **189,200 jobs** (*01.01.2014*)  
15% of Normandy jobs  
Twice as many jobs in agriculture than the Normandy average (2.3%) and a larger proportion of industrial jobs than in Normandy as a whole (19.1% vs. 17.5%)  
8.4% unemployment rate (*1st quarter 2015*), lower than Normandy average

- **40,100 establishments (01.01.2013)**  
18% of Normandy establishments  
An agricultural department: 31.5% of establishments  
Establishment creation rate: 10.4%
- **A port tradition**  
Granville and Cherbourg respectively the 6th and 14th largest French fish auctions (2013)  
Agriculture, an important part of the economy: with livestock, apples, vegetables, fishing, aquaculture and shellfish farming.  
A structured nuclear sector: presence of world leaders (Areva, EDF, DCNS), a state-of-the-art SME network and developed research activity with Nucléopolis.  
Economic development geared towards innovative sectors (RME, sea farming, sailing, digital...)  
Various tourist attractions, including Mont Saint-Michel

### 3.4 Orne

The least populated department in Normandy, Orne has experienced a significant decline in employment despite numerous specific characteristics in the agricultural and industrial sectors, with attractive assets for the territory (the CED in Caligny and the CIRIAM in Flers).

- **290,000 inhabitants (as of 2015)**  
9% of Normandy population, ranked last regionally  
Ranked 73rd nationally, 47.5 inhabitants per km<sup>2</sup>  
Density 2.3x lower than Normandy average (111 inhabit/km<sup>2</sup>)  
A slight fall in population (-0.2% annual average since 2007) and a natural balance close to zero  
Around half the population live in a town with fewer than 1,000 inhabitants
- **107,200 jobs (01.01.2014)**  
8% of Normandy jobs  
A significant decrease in employment: -11.3% since 2000  
Twice as many jobs in agriculture than the Normandy average (2.4%)  
9.3% unemployment rate (1st quarter 2015)
- **24,900 establishments (01.01.2013)**  
11% of Normandy establishments  
An agricultural department: 32.1% of establishments  
Establishment creation rate: 10.8%
- **An agricultural and industrial department**  
13th ranked French agricultural department and top ranked Normandy department for its organic farming  
Major cattle farming and farms mainly focused on milk production  
The equine industry, a key factor in the department's economic, tourism, farming and sport development  
A strong industrial tradition in agri-food, plastics manufacture and the automotive industry.  
The Dynamic Testing Centre (CED) in Caligny is recognized by automotive, aviation and railway manufacturers.  
An area for relaxation and well-being with the health resort in Bagnoles-de-l'Orne

### 3.5 Sein- Maritime

The most important Normandy department in terms of jobs and population, Seine-Maritime is particularly well-known for its energy, chemistry, and automotive industries and transport and logistics.

- **1,253,950 inhabitants (as of 2015)**  
38% of Normandy population, ranked top regionally  
Ranked 14th nationally  
199.7 inhabitants per km<sup>2</sup>  
The densest Normandy area, more than two times higher than the regional average.  
Slight population growth (+0.15% annual average since 2007) supported by a positive natural balance  
More significant population growth in the smaller communes
- **508,600 jobs (01.01.2014)**  
40% of Normandy jobs  
11.1% unemployment rate (*1st quarter 2015*), higher than Normandy average
- **71,500 establishments (01.01.2013)**  
31% of Normandy establishments  
Establishment creation rate: 13.0 %
- **Primary French coastline**  
2 major sea ports (Le Havre, primary container port in France and Rouen, primary European grain port) and 3 trade ports (Le Tréport, Dieppe and Fécamp)  
A high-performance economy with a focus on refinery, chemistry, aviation and automotive manufacturing.  
Developed and structured sectors in fine chemistry, biology-health and transport-logistics  
A diverse heritage and world-renowned sites: the Etretat cliffs, Le Havre - a UNESCO world heritage site, Rouen Cathedral...