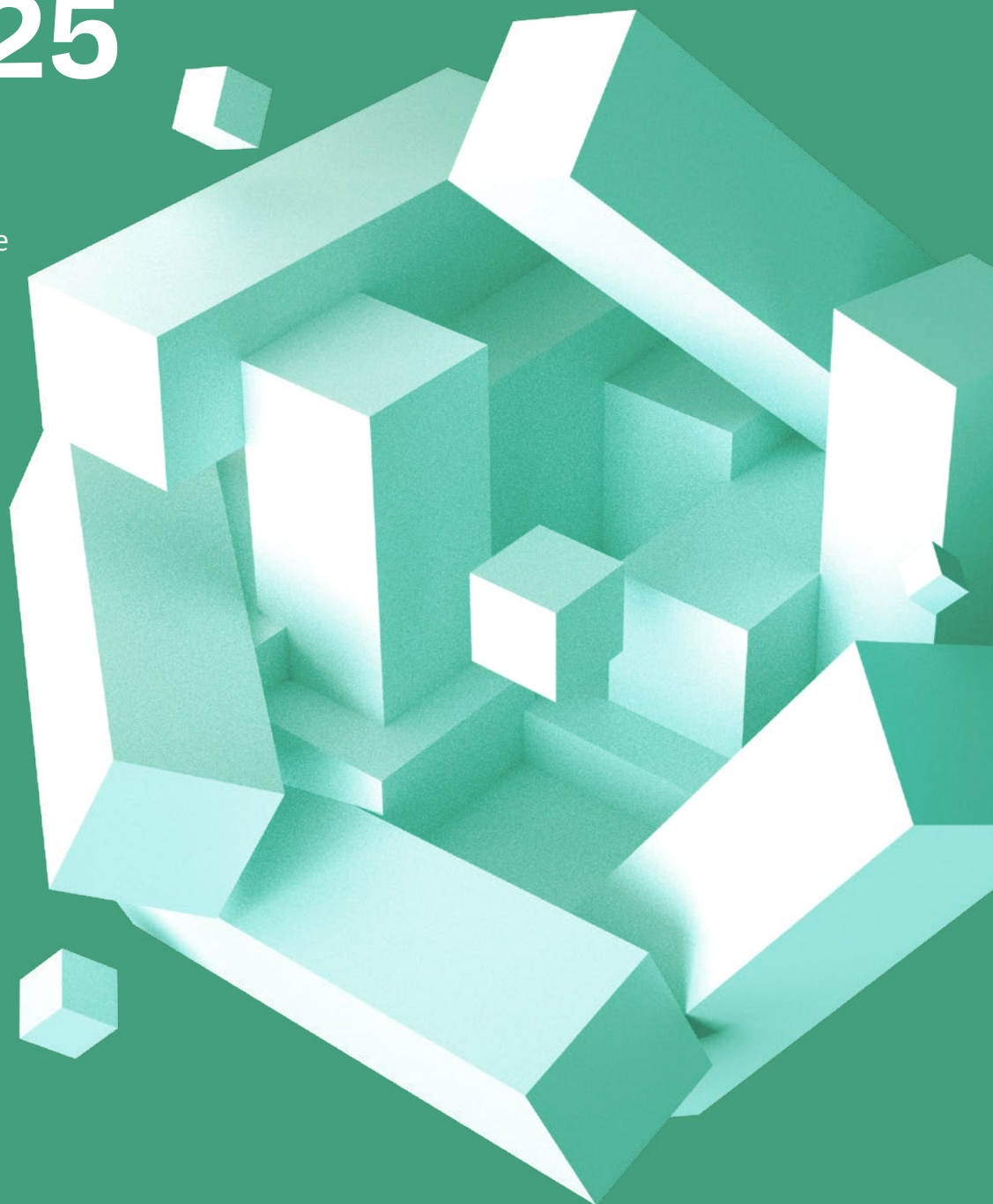
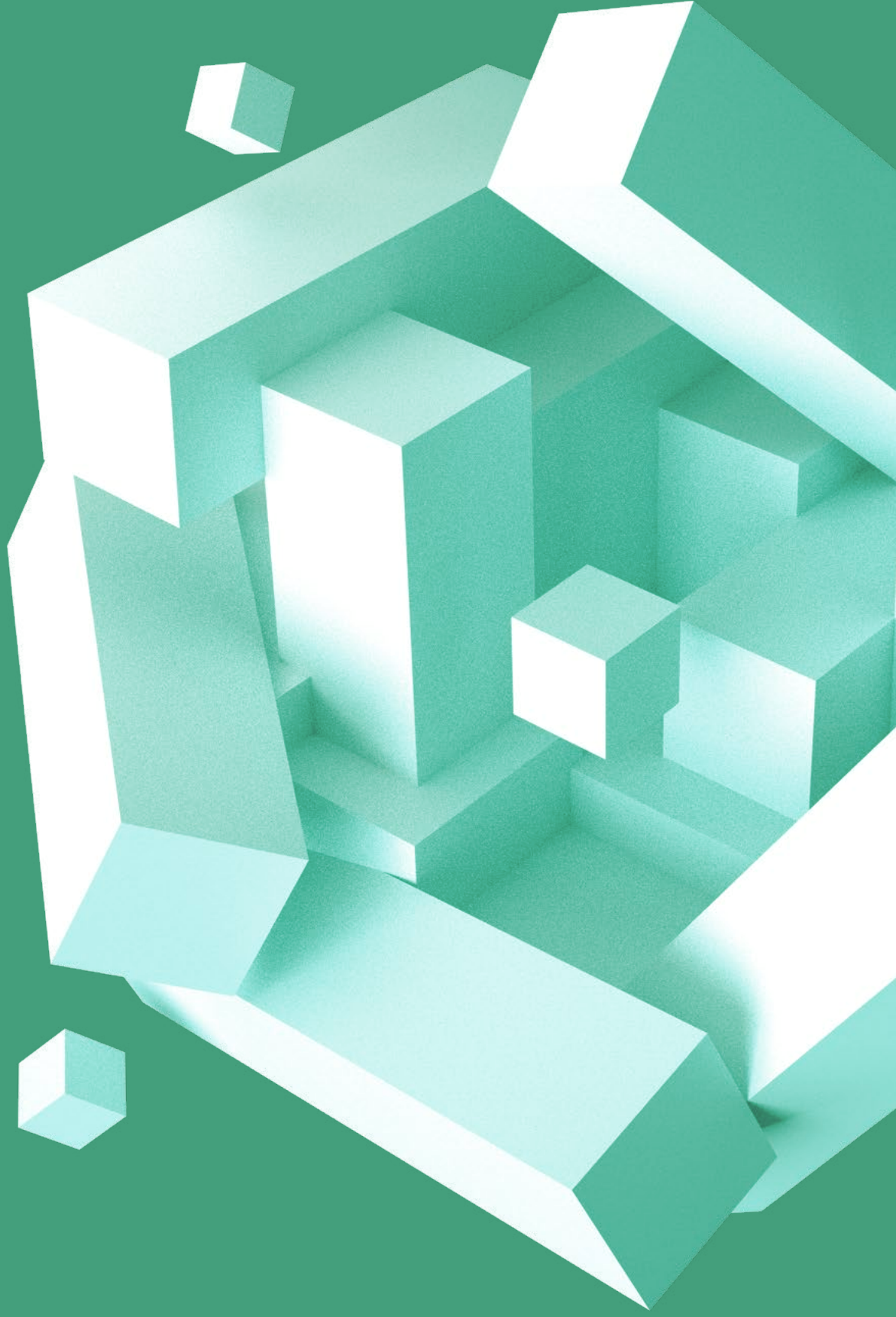


# ANNUAL REPORT 2025

More services  
Greater reach  
A better future





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# editorial

Pascal Faure - Chief executive officer of the INPI

“We owe what the INPI is today - a recognised, successful and resilient institution - to the energy, professionalism and perseverance of its teams.”

**2025 has confirmed the INPI's central role in promoting competitiveness, innovation and entrepreneurship in a changing economic landscape. More than ever, companies have shown their ability to innovate, to plan ahead and to create value, while fully recognising the importance of protecting their intangible assets.**

2025 also marks the first year of implementation of our new Performance Agreement (COP), centred on the INPI's two core missions: industrial property and business formalities. Our priorities are clear: quality of service, support for SMEs, international influence, team commitment and social and environmental responsibility. To underline these aims, we have changed our logo and adopted a new slogan: “Valorisez vos créations” (“Leverage your creations”).

Right from the start, the INPI is there for you!

Indeed, after several years of stabilisation, patent and trademark filings rose sharply in 2025, particularly by SMEs (pp. 10 to 15).

These results reflect the vitality of our economic fabric, as well as the relevance of the actions taken by the INPI to support stakeholders at every stage of their development. In just five years, the procedures for granting industrial property rights have been enhanced to align with the best international standards.

French property rights are robust and recognised. The INPI has also stepped up its awareness-raising activities, drawing on a wide range of partnerships, a daily presence in the field and a renewed range of training courses (p. 27 and pp. 38-39). As a result, businesses benefit from a comprehensive range of services offered by the INPI, including the creation of a new [inpi.fr](https://inpi.fr) website which represents a major step forward in the modernisation of its services (p. 21).

A key milestone in 2025 was the introduction of a procedure for European protection of industrial and artisanal geographical indications, with the INPI retaining responsibility for the national stage (pp. 22 and 23).

Internationally, our influence has expanded, thanks in particular to the



deployment of the Francophone Alliance for Intellectual Property and our increased involvement in the major international IP bodies (pp. 31-35).

As far as business formalities are concerned, the *Guichet unique* (one-stop shop) and the *Registre national des entreprises* (national business register) are essential tools that have consistently proved their effectiveness. With more than six million procedures completed, an availability rate close to 100% and user satisfaction rising steadily, the INPI Guichet unique is now the one-stop shop for business formalities in France (pp. 10 and 20). In addition, several agreements have been signed (Order of Chartered Accountants, French Bar Council, High Council of Notaries, Confederation of Small and Medium-Sized Enterprises, French Association of Private Companies, MEDEF, U2P). The aim of these partnerships is to support Guichet unique users by improving coordination between the various players involved.

Internally, the INPI is also continuing to evolve. The adoption of a new information system master plan, the

roll-out of the new human resources information system and the improvement of the working environment are just a few examples. The signing of a new agreement in favour of professional gender equality reflects our determination to place people and the quality of life at work at the heart of our actions (pp. 44 to 49). These achievements are the fruit of a remarkable collective commitment. We owe what the INPI is today - a recognised, successful and resilient institution - to the energy, professionalism and perseverance of its teams. The following pages describe in more detail the achievements of a busy and exciting year, in our mission to support innovators and entrepreneurs.

# New missions, A new identity

In 2025, the INPI reinvented itself to support innovation and entrepreneurship

With the INPI strengthening its role as a major supporter of entrepreneurs and innovation, a strategic overhaul of its visual identity, including the logo, has been conducted. This approach is part of a process to modernise its image, to better reflect the evolution of its missions and its central role in the economic ecosystem.

Over the last ten years, the INPI's remit has evolved in an unprecedented way:

approval of geographical indications, implementation of the PACTE Act on both industrial property (adapting the industrial property system to new business needs, strengthening French industrial property rights) and business administration (setting up the *Guichet unique pour les formalités des entreprises* and the *Registre national des entreprises*). It was therefore essential to align the INPI's missions to better embody its values and its role within the business world.



## A cross-functional approach to modernisation

The INPI logo had remained unchanged for 15 years. To modernise it, an initial review was carried out with a working group including staff from every INPI department. By exploring the values the INPI stands for, the group provided a foundation for developing the new visual identity. The results of this work took shape in 2025 with the introduction of a new logo and the creation of a new signature. It also involved redesigning the logos of the daughter trademarks and visuals, drawing up graphic guidelines, and drafting a manifesto that expresses the INPI's purpose and values in order to clearly assert its positioning.



### The main pillars of the new identity

**The emblematic and recognised INPI acronym**, has been maintained, but given a new visual dimension. The words “Institut national de la propriété industrielle” have been removed to simplify and unify the logo. The name “France” has been included to underline the fact that the INPI is part of a global ecosystem, while emphasising its national dimension.

### The new signature, “Valorisez vos créations” (“Leverage your creations”),

reflects the very essence of the INPI’s mission, which is to give value to the creations of entrepreneurs, whether in terms of intellectual property or business ventures, and to support them throughout their journey.

The logo now appears with the “République Française” wording, according to strict rules of use that comply with the French State’s graphic guidelines. Its shape and typography

have been modernised to make it more dynamic and easier to read. The grey colour has been replaced by a more assertive black, symbolising the stability and enhanced visibility of the INPI on the international stage.

### A clear vision for the future

**This new visual identity and the accompanying signature** mark an important stage in the adaptation of the INPI to the challenges of modern

innovation and entrepreneurship. It embodies the INPI’s desire to strengthen its role as a strategic partner for creators and businesses, while affirming its commitment to promoting the ideas and projects that are shaping the future.



# Highlights & key data

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# Key Data

Total number of formalities carried out by the *Guichet unique* in 2025:

**6,206,231**

+ 45.6%

Requests for business creations

**1,720,640**

Changes

**1,840,086**

Annual accounts

**1,376,645**

Terminations

**846,125**

Other procedures

**422,735**

**25**

approved geographical indications since the entry into force of the "Consumer" Act



**31,399**

e-Soleau envelopes

Number of patents, trademarks and designs filed in 2025



**16,807**  
+ 8.7%

15,458 in 2024

15,566 in 2023

14,747 in 2022

14,758 in 2021

14,309 in 2020



**103,645**  
+ 14.1%

31,557 renewals + 5.8%

90,874 in 2024

and 29,822 renewals

93,081 in 2023

and 30,160 renewals

94,545 in 2022

and 30,607 renewals

113,070 in 2021

106,155 in 2020



**5,304**  
+ 0.02%

5,303 in 2024

5,511 in 2023

5,363 in 2022

5,812 in 2021

5,903 in 2020

## New types of trademark



non-traditional trademarks<sup>1</sup>



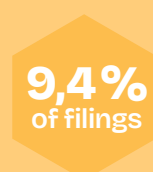
collective trademarks



guarantee trademarks

## Utility certificates (UCs)

**1,587**  
UCs filed



**10**  
UCs converted into  
patents



## Inter partes procedures<sup>2</sup>



trademark  
revocations or  
declarations  
of invalidity



trademark  
oppositions



patent  
oppositions

## For patent applications filed since 22 May 2020

**97.5%**  
of applications subject to patent granting criteria as  
provided under the "Pacte" Act, i.e. **34,770 patents**  
under examination

**63,935**  
preliminary search report notifications

## Provisional patent applications in 2025



**1,811**  
applications  
or 10.8% of all  
patent filings

1. Non-traditional trademarks protect a particular sign that manifests itself as a colour, a 3D shape, a hologram, a sound, a position, a pattern, a movement or a multimedia recording that allows the consumer to attribute an origin to a product.

2. Procedure between two parties before the INPI

12

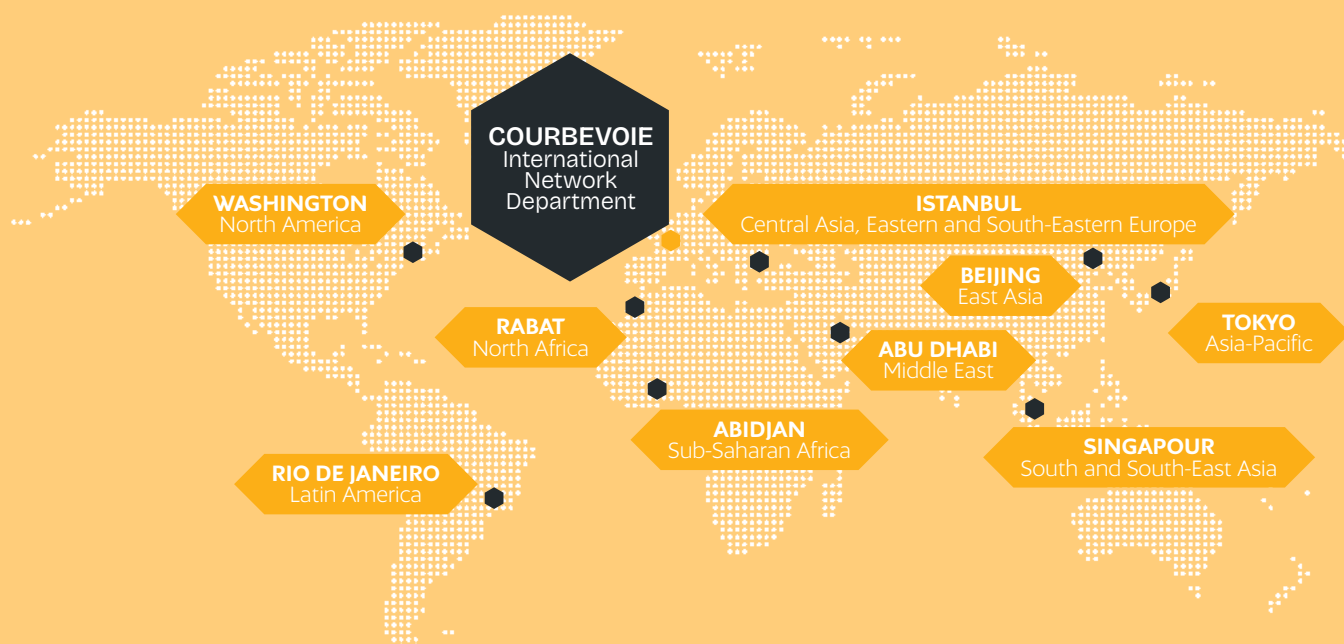
## Regional agreements in force in 2025

Auvergne-Rhône-Alpes,  
Bourgogne-Franche-Comté, Bretagne,  
Centre-Val de Loire, Grand-Est,  
Hauts-de-France, Île-de-France,  
Normandie, Nouvelle-Aquitaine,  
Occitanie, Pays de la Loire,  
Provence-Alpes-Côte d'Azur.

9

## strategic regions across the world

covering nearly 100 countries



16

## agreements signed in 2025,

including two PPH renewals and two agreements in connection with the Francophone Alliance for Intellectual Property:

### BILATERAL AGREEMENTS

Signed notably with Canada, China (with the State Administration for Market Regulation - SAMR), Colombia, South Korea (PPH renewal), Japan (PPH renewal), Morocco, Monaco (as part of the Francophone Alliance for Intellectual Property), Peru, Singapore, Thailand and Turkey.

### TWO TRIPARTITE AGREEMENTS

The first, as part of the Francophone Alliance for Intellectual Property, was signed between the INPI, the World Intellectual Property Organization (WIPO) and the Permanent Conference of African and Francophone Chambers of Commerce and Intermediate Organisations (CPCCAF); the second, signed between the INPI, the Mexican Industrial Property Institute (IMPI) and the French Institute of Origin and Quality (INAO).

## Support for businesses and applicants

**7,783**

businesses supported in France  
(+1.43%)

**383,629**

e-mails handled by INPI Direct

**25,801**

users registered with Start INPI

**2,353,620**

calls handled by INPI Direct

**1,711**

INPI Coaching services

### International network

**342**

Businesses supported

**4,773**

businesses informed about their rights abroad as regards industrial property

### TRAINING

**95%**

overall satisfaction including MOOCs, short training sessions (inter-company, intra-company, business formalities) and certificates.

**28,819**

beneficiaries of training courses

including:

◆ **2,515**

participants in short training courses and certificates

◆ **8,027**

trainees connected to Start INPII

◆ **2,082**

participants in IP Webinars

◆ **5,222**

participants in *Guichet unique* Webinars

◆ **10,445**

enrolled in MOOCs in 2025 (37,145 enrolled in MOOCs since their launch in 2021)

**40**

people certified by 2025

### TOP 5

#### topics addressed

Local intellectual property environment



General information on industrial property



Counterfeiting



Trademarks



Patents

# Digital to the core

## Open data

**48.8 million**

free and reusable data items in open-access

**27.2 million**

data items from the National Business Register  
(including from 15.7 million active businesses)

**21.6 million**

data items on industrial property

## THE INPI'S PRESENCE

on social media

**52,600**  
subscribers

(+14% compared with 2024)

## Number of IP data items accessible online, free of charge



**12.5 million**  
patents database



**7.6 million**  
trademarks database



**1.5 million**  
designs database



**128,910**  
case law database

## Means and resources

### Revenue \*

€145.5 million

72.6%

Industrial property rights and business formalities, other public funding

27.4%

Withdrawal from reserves

### Expenses

€145,5 million

€74.7 million

Operating expenses (including EPO search reports)

€63.4 million

Personnel

€7,4 million

Investments

#### \* Capped revenue

Since the 2021 Finance Act, the INPI has paid back to the French State the revenue from the administration of industrial property rights and business formalities, in excess of a predefined cap: €124 million in 2021, then €94 million in subsequent years. **Excluding this cap, budget receipts would have reached €190.8m.**

#### Accounts certification

The INPI has followed a policy of accounts certification since 2012.

**Financial statements from 2015 to 2025 were all certified without reservations by the auditors.**



# Highlights...

Discover the highlights of the INPI in 2025, a year marked by key events, the completion of strategic projects and innovative initiatives. A clear view of the INPI's annual activity.

## JANUARY

01

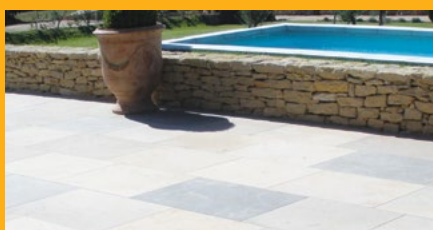
The **Guichet unique** became the sole point of access for business formalities.

## FEBRUARY

28



Approval of the geographical indications **"pierre de Fontbelle"** (Fontbelle stone) and **"pierre de Limeyrat"** (Limeyrat stone).



## MARCH

06

Publication of a study on **the proportion of French women inventors in patent applications.**

24

Publication of the 2024 list of the top patent applicants in France.

## APRIL

01

**100<sup>th</sup> hearing** in trademark invalidity proceedings.

09 → 10

The INPI at **Go Entrepreneurs.**



## MAY

21

A new **inpi.fr** website.

23

IP Strategy Day.

## JUNE

11 → 14

The INPI at **Viva Technology**, alongside the European Patent Office (EPO) and the World Intellectual Property Organization (WIPO).



19

New information systems master plan.

## JULY

16

Publication of a study **on innovation in the sustainable novel foods sector**.

21

Launch of the **anti-counterfeiting summer campaign** in partnership with Unifab.



## SEPTEMBER

02

Signing of a **new agreement on gender equality in the workplace**.

12

The INPI alongside designers at the **France Design Impact Award** organised by APCI-Promotion du design.

17 → 19

Participation in the **80th congress of the Order of Chartered Accountants**.

23

**Introduction of the INPI's new identity**.

## OCTOBER

02

Approval of the geographical indication **"vannerie de Fayl-Billot"** (Fayl-Billot basketry).

23

Appointment of **Dominique Poiroux** as Chair of the INPI Board of Directors.

## NOVEMBER

6 → 9

Participation in **the Made in France trade fair**.



26

**27<sup>th</sup> ceremony of the INPI Awards**.

28

Approval of the geographical indication **"tournerie et tabletterie du massif du Jura"** (wood-turning and flat wood working from the Jura mountains).

## DECEMBER

01

The new European protection system for **artisanal and industrial geographical indications** came into force.

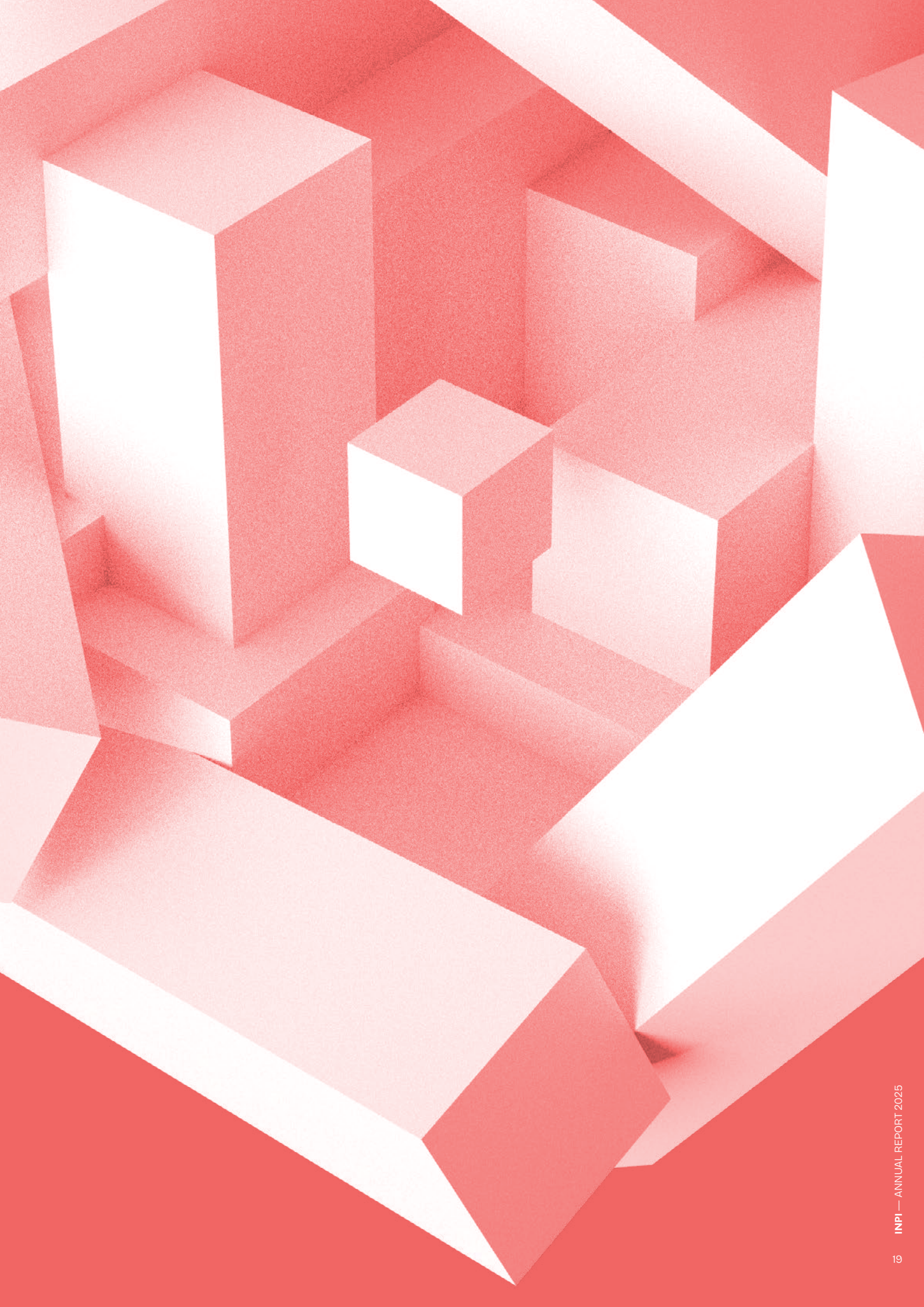
→ Read all the highlights of international cooperation on pages 32-33.

# 01.

## More services

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# Guichet unique update

**Since 1 January 2025, the Guichet unique (one-stop shop) has been the sole point of access for business formalities. The INPI has stepped up its awareness-raising and training activities for formalities professionals. The goal: provide users with the best possible support, as close as possible to their business activity.**



## **The Guichet unique is the sole point of access for business formalities**

1 January 2025 saw the full application of the provisions of the Pacte Act, namely the exclusive use of the Guichet unique, with the notable consequence of increasing the reliability of the data held by businesses on the Registre national des entreprises.

As part of its ongoing efforts to improve the Guichet unique and meet users' needs as effectively as possible, the INPI has developed it incrementally throughout the year. A dedicated page has been put online on the INPI's website to give users access to details of these monthly changes.

Since it opened in January 2023, the Guichet unique has registered the filing of 13.3 million formalities, including 4.3 million in 2024 and 6.2 million in 2025.

## **Raising awareness among professionals**

As part of the partnership strategy defined in its Performance Agreement for 2025-2029, the INPI pursues a comprehensive approach to forging closer links with the stakeholders that support businesses, particularly in completing their formalities. Since the beginning of 2025, several agreements

have been signed with Order of Chartered Accountants, National Bar Council, High Council of Notaries, Confederation of Small and Medium-Sized Enterprises, French Association of Private Companies, MEDEF and U2P.

The aim of these partnerships is to support Guichet unique users by improving coordination between the various players involved. More broadly, the INPI has continued its awareness-raising and training initiatives aimed at formalities professionals - chartered accountants, notaries, lawyers and specialised representatives - as well as URSSAF and consular chambers.

These stakeholders play an essential role in the success of the Guichet unique, providing local support to businesses throughout the country.

In partnership with the Fédération nationale des auto-entrepreneurs et micro-entrepreneurs (FNAE), the Start INPI application has been enhanced with tutorials dedicated to micro-entrepreneurs.





# Digital services to help you with your formalities

**13 million**

visits to inpi.fr by 2025.



In 2025, the INPI continued to modernise its digital services in order to provide greater support to economic stakeholders. The creation of a new inpi.fr website and the deployment of a deadline alert service illustrate this dynamic, offering more accessible, intuitive and secure tools to support innovation and business creation.

## Makeover of the inpi.fr website

On 21 May, the INPI launched its [new website](#), marking an important step in the improvement of its tools for economic players. Key eco-design actions have helped to reduce the site's environmental footprint: the creation of a design system, limiting the number of page templates and the rational use of images. The new site has an average compliance rate with the General Standards for Improving Accessibility of 98.1%.

Built in close collaboration with users and designed around services and support, inpi.fr showcases the full scope of the INPI's missions and the diversity of its audiences. It offers a new experience, with a wealth of content and optimised ergonomics and browsing capabilities.

In addition to a new home page and redesigned navigation, a number of improvements have been made to the INPI's digital showcase, including:

- a more efficient site search and a tree structure geared to users' needs;
- an enhanced customer account, enabling the creation of accounts for individuals or legal entities, the management of several addresses,

- order tracking and access to downloaded files or documents linked to purchases made on the online shop;
- a help page accessible from the entire site, centralising answers to users' questions, and simplified paths designed to improve the user experience;
- an alert system to keep track of INPI news and events;
- enhanced security, guaranteeing reliable browsing and data protection;
- a site designed to be consulted from any type of device (computer, tablet, telephone).

With over 13 million visits to inpi.fr by 2025, the INPI is confirming its position at the crossroads of entrepreneurship and support for innovation.

## Deadline alerts: a simple, practical and free service

In February, the INPI extended an existing service for paying patent renewal fees to include trademark renewal deadlines. From now on, trademark owners or their agents will receive an e-mail informing them of the forthcoming deadline. Sent out one year before the expiry of the deadline, this alert is designed to make it

easier to anticipate the renewal process.

Eagerly awaited by users, this feature helps to reduce the number of irregular requests submitted too early or after the deadline.

This system was deployed in November for the extension of designs. In this case, an e-mail alert is sent six months before the expiry date, to help holders with the necessary procedures.

In 2025, for all rights, nearly 142,000 warning letters were sent to users.

# Showcasing local know-how

**The INPI has once again put the spotlight on local know-how by approving four more artisanal and industrial geographical indications. At the same time, it laid the groundwork for the introduction of the new European system for the protection of geographical indications, giving French products greater recognition and broader protection across the European Union.**



## Guidelines for long-term value creation

Artisanal products are products made either entirely by hand, using manual or digital tools, or by mechanical means, provided that the manual contribution is a significant component of the finished product. Industrial products are those that are manufactured in a standardised way, including mass production using machines. Authentic products share a common feature: they are rooted in a specific geographical area and crafted using traditional methods.

Today, these products face significant challenges from unfair competition, including counterfeits and lower-value imitations. By defining key requirements for origin, reputation, and production stages, geographical indications enable consumers to recognise these products. They help to preserve and develop cultural heritage and traditional know-how.

## A new European system for protecting artisanal and industrial geographical indications

On 1 December 2025, a new procedure came into force for registering geographical indications for artisanal and industrial products at the European level. From now on, these products will be protected throughout the European Union and will carry the Protected Geographical Indication (PGI) logo.

The new legal framework represents a major step forward in the recognition and protection of know-how based on geographical origin. It provides harmonised protection for artisanal and industrial products across the European Union, enhancing their economic value, visibility and protection against misuse or imitation.

The INPI has prepared for the implementation of

these new provisions and has carried out information campaigns for relevant stakeholders - artisans, industrial manufacturers, groups and regions - to facilitate the adoption of this new regulatory



framework. The registration process for geographical indications will now take place in two stages: a national phase led by the INPI and a European phase under the responsibility of the European Intellectual Property Office (EUIPO), with which the INPI has long-standing links.

In order to extend the recognition of French geographical indications to the European level, the INPI has sent the EUIPO the 25 geographical indications it has approved, the last four of which date from 2025.

The INPI has therefore played an active role in implementing public policies to protect local know-how and in strengthening the competitiveness of French artisanal and industrial products on the European market.

## Four new geographical indications approved in 2025

**28 FEBRUARY**

**1** **Limeyrat stone** is prized for its hardness and weather resistance.

**2** Originating from underground quarries, **Fontbelle stone** is a soft, pure white, very fine-grained limestone containing rudist shells.

**3 OCTOBER**

**3** In the south-east of Haute-Marne, the **Fayl-Billot basket-making workshop** perpetuates the age-old art of plaiting plant fibres.

**28 NOVEMBER**

**4** **Wood-turning and flat wood working from the Jura mountains** are unique skills in the manufacture of wooden objects.





# Research to better understand the transformations at work

Observe, analyse, compare... Thanks to its expertise, the INPI gives meaning to figures and trends. In France and in Europe, its surveys and contributions shed light on the transformations underway and support public action as well as economic activity.



## 14%

of declared inventors are  
women.

## 4%

of applications came  
from individual female  
inventors or from  
all-female teams.



### The proportion of French women inventors in patent applications

To mark International Women's Rights Day on 8 March, the INPI has published for the first time a study on the role of French women inventors in patent applications: *Patents, a major economic driver: the proportion of women inventors*. This ground-breaking analysis, based on applications published between 2021 and 2023, highlights persistent discrepancies. Women account for 14% of designated inventors, a rate close to the European average, while 4% of applications come from individual female inventors or from all-female teams.

However, the study reveals major gaps across sectors and stakeholders: Women are more prominently represented in public institutions and state-owned companies, as well as in fields like chemistry and biotechnology, where mixed-gender teams are more common. It also shows that applications from teams including at least one woman are more frequently extended internationally.

This data has contributed to shaping public policies on inclusiveness. In particular, it inspired the *Girls and mathematics* report: *combating stereotypes, opening up the field of possibilities* written by the Inspectorate General of Public Finances. This work led, on 7 May 2025, to the announcement of a Girls and maths national plan by the French Minister for National Education, Higher Education and Research.



## French food science in the global competition landscape

The INPI has also published a ground-breaking study on patented innovation in the sustainable novel foods sector. This analysis looks at the global dynamics of patent protection and the position of French Food Science in this highly competitive context.

Carried out over the period 2000-2022, it highlights sustained growth in the sector: the number of food-related patents filed in several countries rose by 116%, reflecting the growing interest in more resilient, healthy and environmentally-friendly food solutions.

Three strategic sectors stand out: plant proteins, algae and fermentation processes, with tens of thousands of patent families.

While French patentees account for an average of 7% of stakeholders, the study also highlights the strong collaborative dynamic of French research and the frequent extension of protection to international markets, demonstrating that French research is firmly rooted in global innovation chains.

By shedding light on the trends in sustainable novel foods, the INPI is contributing to a better understanding of the issues of food sovereignty and economic attractiveness that revolve around this key sector for the ecological transition.

### The INPI's contribution to EPO studies

The European Patent Office relies on the expertise of the INPI to better understand the specific features of the French innovation ecosystem. The INPI has

contributed to six European surveys, providing data and methodological support for comparative analyses on a European scale.

This work highlights the vitality of French innovation in several strategic areas. It highlights the dynamism of health technologies, particularly in the fight against cancer, the progress of inventions designed to reduce plastic waste, and the performance of French public research in Europe.

Other fast-growing sectors stand out, such as quantum technologies and digital agriculture, illustrating the capacity of French stakeholders to establish themselves in emerging fields.

The surveys also look at the role of patents in linking innovation and standards, a key issue in guaranteeing European competitiveness and encouraging the dissemination of technology.

Through its contributions, the INPI is strengthening the role of industrial property as a tool for analysing, comparing and promoting innovation, in the service of competitiveness not only in France, but also in Europe.



# + 116%

increase in the number of food-related patents designating several countries.

# 7%

On average, of holders represent French players.



# The 2024 patent applicant ranking at the INPI: two SMEs joined it for the first time!



The list of Top patent applicants in 2024

Every year, the INPI publishes its list of the top patent applicants, which highlights the stakeholders in the economy that contribute to innovation at both national and regional level. For the first time, this year, two SMEs feature in the top 50 patent filers.

For the past two years, the INPI has offered a ranking of patent applicants based on the number of applications filed in the current calendar year, with a twofold focus on France's innovation leaders:

- A ranking of the top 50 filers (legal entities) having filed **largest number of patents** between 1 January and 31 December 2024;
- A ranking of the top 25 patent holders considered to be in force in France on 31 December 2024.

The new edition is marked by two notable developments at national level. First of all, the podium has changed slightly, with L'Oréal taking 3rd place; Stellantis and Safran remain in 1st and 2nd place respectively.

Above all, for the first time, two small and medium-sized companies (SMEs) feature in the top 50 patent filers: Genvia and Verkor.

We also note that three mid-size companies are now in the Top 50, with Automotive Cells Company SE (ACC) joining GTT and Soitec.

As with last year, the Commissariat à l'énergie atomique et aux énergies alternatives - French Atomic and Alternative Energy Commission (CEA) and the National Research Centre (CNRS) were among the top ten applicants from public research and higher education establishments.

Finally, mobility remains at the top of the list of sectors represented, with a third of the patents in the Top 50 relating to the transport sector.

Regionally, the list reveals the rankings of economic players - large private companies, mid-size companies and SMEs and public establishments - which are at the top of the list of filings in twelve regions of mainland France (excluding Corsica).

For each of them, several rankings are presented, with a particular focus on SMEs and mid-size companies. Publications correspond to applications submitted between 1 July 2022 and 30 June 2023. Since 2022, the address considered in this ranking is the inventor's place of residence, not that of the applicant.

These two studies are a benchmark for industrial property professionals and those involved in innovation. They are the subject of an article published exclusively in *Les Échos*. The document is then distributed to the press, posted on inpi.fr and relayed on the INPI's social media.

## TOP 3 PATENT FILERS PER CATEGORY

in number of patents filed at the INPI in 2024

Palmarès  
2024

### Large companies

1,289

Stellantis

1,216

Safran

740

L'Oréal



### Research and higher education establishments

598

CEA

393

CNRS

127

IFP Energies nouvelles



### Mid-size companies

76

Groupe Soitec

66

Gaz Transport et Technigaz

38

ACC - Automotive Cells Company SE



### Small and medium-sized businesses

31

Genvia

29

Verkor

# Training and awareness-raising to support innovation and competitiveness

With Académie INPI, the INPI offers a complete and renewed range of training courses, whether in industrial property or business formalities. By training entrepreneurs, law firm staff and innovators, it enhances their skills and supports them to leverage their creations.

## Académie INPI: meeting current business needs

The new Académie INPI offering has been designed to meet the new challenges faced by businesses, IP attorneys, specialist lawyers, representatives and researchers, as well as chartered accountants, notaries and administrative professionals.

A complete range of services:

- ✦ 35 inter-company short courses;
- ✦ Three certificates recognised by the profession;
- ✦ An intra-company offer to train staff from a single organisation;
- ✦ Free educational games;
- ✦ Self-training solutions with [MOOCs](#) and [Start INPI](#).



## Satisfaction in 2025

**+95%**

satisfaction rate among short course participants

**98%**

satisfaction rate among certificate course participants

**95%**

satisfaction rate among MOOC participants

## The Certificate for Intellectual Property Coordinator (CAPI) becomes: "Successfully leveraging innovation through IP / Understand, Act, Lead, Influence"

Launched in October 2024, the overhaul of the Certificate for Intellectual Property Coordinator continued through to October 2025. Focus groups with CAPI students, prospective clients and INPI experts were organised to enrich the discussions.

These discussions have enabled us to fully integrate the needs of the field and adapt the certificate to current expectations.

The C.U.R.I.E. network, a long-standing partner of the INPI with whom it created CAPI in 2003, has supported the project by regularly monitoring its progress and providing an outside perspective. The programme and teaching resources have been completely redesigned to better meet the needs of those involved in innovative projects (employees of public and private research laboratories, companies and support structures) who want to improve their skills in all aspects of an industrial property strategy (IP rights management, securisation, protection, commercialisation, monitoring, etc.).

### HIGHLIGHTS OF THE NEW CAPI

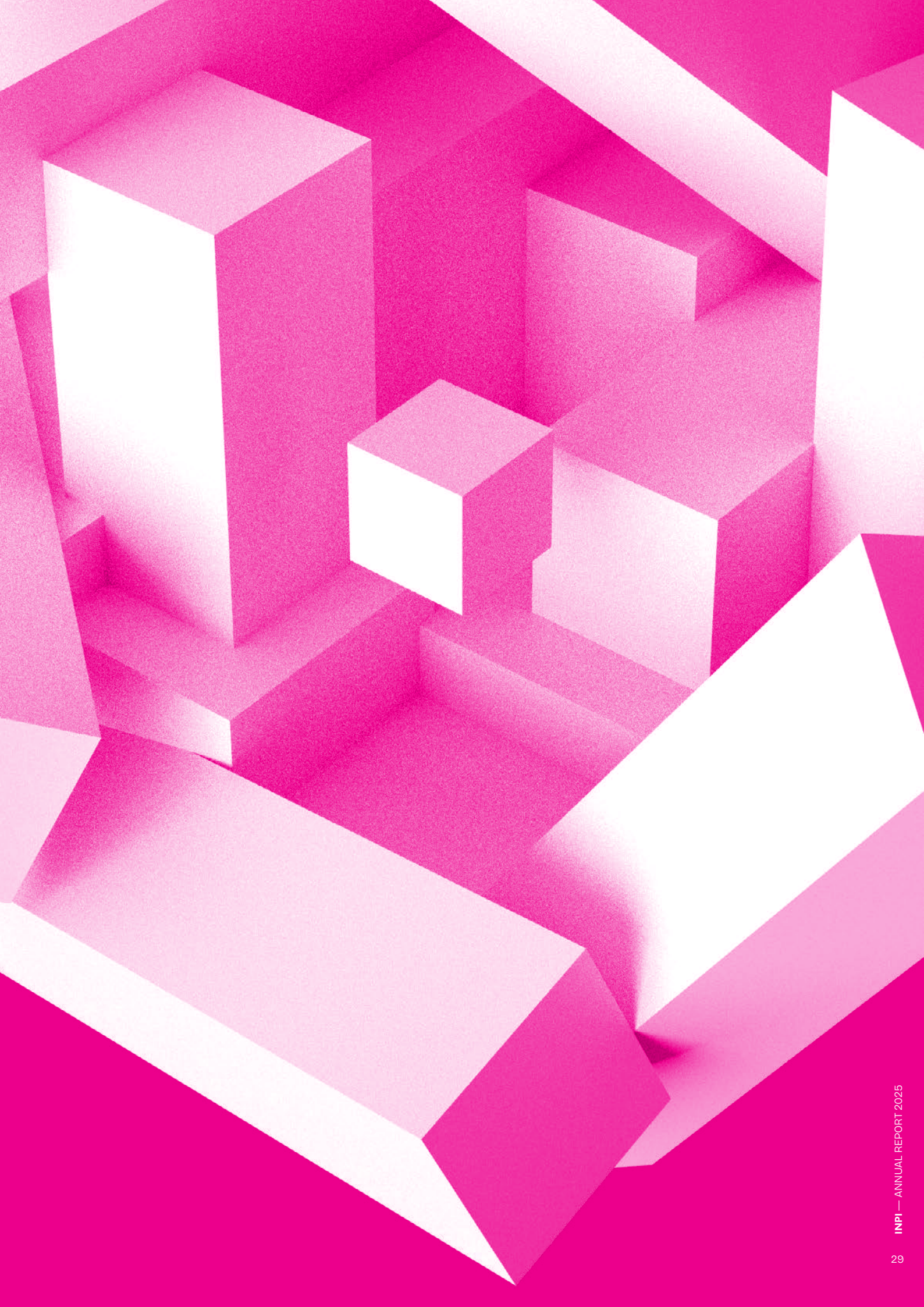
- ✦ A redesigned route: 129 hours of training from September to May, combining face-to-face, distance learning, self-directed study and collaborative work.
- ✦ Training aligned with the innovation value chain: progressive acquisition of skills, from the basics to operating strategies.
- ✦ Three key skillset areas:
  - Fundamentals and challenges of industrial property;
  - Operational management of industrial property;
  - Commercialising and exploiting industrial property rights (including a module on AI).
- ✦ Expert support from the INPI, industrial property attorneys and major industrial groups.
- ✦ A certificate recognised by the profession and supported by a network of certified alumni.

# 02.

## Greater reach

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## How can we combat counterfeiting?



The INPI has confirmed its central role in the fight against counterfeiting by providing the general secretariat for the National Anti-Counterfeiting Committee (CNAC) and leading the 'France Anti-Counterfeiting'

partnership network (France Anti-Contrefaçon). These actions are part of a collective strategy to support innovation, businesses and consumers.

Christophe Blanchet MP (CNAC), the French Minister for the Economy, Finance and Industrial and Energy Sovereignty, Roland Lescure, Senator Catherine Dumas (CNAC), François-Xavier de Beaufort (INPI), and Delphine Sarfati (Unifab) at the Made in France trade fair.

### The CNAC in action

The CNAC's annual general meeting on 26 March assessed completed work, explored recent developments, and defined joint guidelines. Within this partnership framework, co-chaired by Senator Catherine Dumas and Member of Parliament Christophe Blanchet, the INPI is federating initiatives and strengthening their coherence, in conjunction with key partners such as the General Directorate of Customs & Indirect Duties (DGDDI), the Union of Manufacturers (Unifab) and the Confederation of Small and Medium-Sized Enterprises (CPME).

The INPI set up a joint stand with the DGDDI and Unifab at the Made in France trade fair, from 6 to 9 November 2025, to raise exhibitors' and visitors' awareness of the need to protect creations and prevent counterfeiting.

stakeholders, raise awareness among businesses, provide guidance and support to victims of counterfeiting, and relay the information collected to the CNAC to inform its working groups. In all, 773 actions were carried out by the INPI in conjunction with its partners. These included coordination meetings, awareness-raising initiatives, joint interventions, participation in events and communication initiatives.

At the same time, the INPI has conducted a number of national awareness-raising campaigns aimed at businesses, consumers and young people. An immersive video, filmed at [Unifab's Counterfeiting Museum](#), gives a voice to those involved in the system to help people better understand the risks associated with counterfeiting.

To mark Black Friday, as part of a project run by the Centre for International Studies on Intellectual Property (CEIPI), a [special issue of the Phosphore e-zine](#) was created, devoted to the 'true price of fakes'. Non-compliance with standards,

polluting waste, toxic substances or breaches of labour law: Raising young people's awareness of the dangers of counterfeiting means committing them to combating a wide range of social and environmental harms.

### Historic partnership with Unifab strengthened

As tackling counterfeiting relies on coordinated action, Unifab and the INPI hosted the 28th World Anti-Counterfeiting Day on 5 June 2025, focusing on the theme: "Authenticity speaks; counterfeits mislead". The INPI also took part in Unifab's annual campaign, launched on 21 July in Cannes. In collaboration with all the public and private stakeholders, this year's campaign aimed to raise public awareness of the dangers of "misleading". This partnership approach was mirrored by professionals when the INPI took part in the European Intellectual Property Forum, organised by Unifab on 20 and 21 March 2025 and devoted to the promotion of intellectual property.

### 'France Anti-Counterfeiting'

With the support of its regional delegations, the INPI has rolled out the France Anti-Contrefaçon initiative on the ground, in particular by setting up and running regional committees. These bodies bring together local

# Representing you internationally

**In 2025, the INPI strengthened its international action to support the competitiveness of French companies, by intensifying dialogue with its partners and developing cooperation, in particular through the Patent Prosecution Highway (PPH) agreements, which facilitate access to national intellectual property systems.**

## International action to promote French innovation and competitiveness

The INPI has continued to strengthen its international presence by consolidating its network of regional counsellors and increasing exchanges with its foreign counterparts.

This drive is part of a realignment of its geographical presence, designed to offer more effective support to French companies operating internationally.

Against this backdrop, Pascal Faure travelled to Turkey on 12 February 2025. Since the beginning of 2025, the INPI has had a presence in the region thanks to a regional counsellor based in Istanbul, whose remit also covers Azerbaijan, Georgia, Turkmenistan, Bulgaria, Kazakhstan, Ukraine and Romania.

Conducted throughout the year, the bilateral dialogues initiated by the INPI are an essential driver for promoting harmonised intellectual property practices and facilitating access for French companies to foreign markets. These exchanges have led to the signing or implementation of several cooperation programmes, helping to broaden the INPI's international partnerships.

In addition, from 8 to 17 July in Geneva, the INPI took part in the sixty-sixth series of meetings of the Assemblies of the Member States of the World Intellectual Property Organization, a key moment in multilateral governance. Every year, this is an opportunity for the INPI to contribute to international intellectual property policy and to defend the interests of French economic players. During these Assemblies, the INPI held numerous bilateral meetings with

other offices: Canada, China, Colombia, Egypt, Japan, Korea, Mexico, Mongolia, Peru, Qatar, Singapore, Switzerland and the United States. These enabled the sharing of experience, knowledge and best practice, as well as deepening cooperation already underway and developing new ones.

## Mutual recognition agreements to speed up the granting of patents

In 2025, the INPI renewed two Patent Prosecution Highway (PPH) agreements with the Japan Patent Office (JPO) and the Ministry of Intellectual Property of South Korea (MOIP).

These arrangements, which provide a framework for cooperation between the INPI and other foreign offices, enable applicants to speed up the examination of a patent application claiming priority of a first national application. There are now eleven of them.

To date, 54 French companies have made the most of at least one of these agreements abroad, for a total of 196 requests.

It is worth noting that 56% of them relied on the PPH agreement between the INPI and its American counterpart, the United States Patent and Trademark Office (USPTO).

In 2025, 64 PPH requests were filed by French companies abroad, including 49 in the United States and 9 in Brazil.



One of the Assemblies of WIPO Member States: the Madrid Union Assembly.

# 54

French companies have made the most of at least one PPH abroad, for a total of 196 requests.

# 64

PPH requests were filed by French companies in 2025.

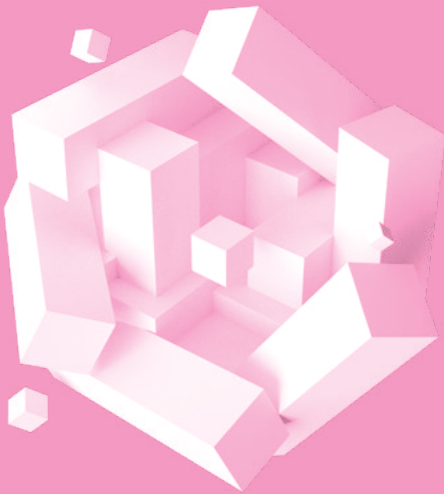
Including

# 49

in the United States, and

# 9

in Brazil.



# Constantly evolving international cooperation

At the heart of major international issues, the INPI is strengthening its partnerships to support businesses and intellectual property. This timeline highlights the milestones of another year of cooperation and innovation.

## FEBRUARY

6

### **Bilateral meeting with the Slovenian Intellectual Property Office:**

discussions on the various services offered by the two offices, aimed at SMEs, and on the future new European system of protection of geographical indications for craft and industrial products.

12

### **Bilateral meeting between the INPI and the Turkish Patent and Trademark Office, Türkpatent:**

signing of a memorandum of understanding (MoU) to provide a framework for cooperation between our two offices.

## MARCH

27

**Signature of a memorandum of understanding** aimed at strengthening cooperation between the INPI and the Industrial Property Division of Monaco's Business Development Agency.

## APRIL

1 → 2

### **Joint Commission between the INPI and the Superintendence of Industry and Commerce (SIC) in Bogota, Colombia:**

signature of a licence allowing SIC to use INPI support tools (MCPI).

## MAY

27 → 28

**International Forum of Francophone Companies organised by the Association of Francophone Employers in Abidjan** and bringing together stakeholders of the Francophone Alliance for Intellectual Property (INPI, African Intellectual Property Organization (OAPI), Côte d'Ivoire Copyright Bureau (BURIDA), Côte d'Ivoire Intellectual Property Office (OIPI) and WIPO).



## JUNE

11

**Signature of a tripartite memorandum of understanding between the INPI, WIPO and the Permanent Conference of African and Francophone Chambers of Commerce and Intermediate Organisations (CPCCAF)**, during a meeting between Thani Mohamed Soilihi, Minister Delegate in charge of Francophonie and International Partnerships, Daren Tang, Director-General of WIPO, Céline Jurgensen, Ambassador of the Permanent Representation of France to the United Nations Office at Geneva and to the International Organizations in Switzerland, Christophe Eken, President of CPCCAF, and Pascal Faure.

26

**Bilateral meeting between the INPI and the Danish Patent and Trademark Office:** discussions on the priorities of Denmark, which held



the Presidency of the Council of the European Union between July and December 2025.

## JULY

8 → 15

**Sixty-sixth series of meetings of the Assemblies of the Member States of WIPO;** several meetings on the fringes of this event, including the renewal of a PPH with Korea, the signing of a tripartite declaration of intent with the French Institute of Origin and Quality (INAO) and the Mexican Institute of Industrial Property, the signing of a new roadmap extending to 2027 with the Canadian Intellectual Property Office, and a working meeting of the Francophone Alliance for Intellectual Property (photo above).

## AUGUST

27

**Bilateral meeting between the INPI and the Patent Office of the Republic of Poland;** discussions on current European legislative proposals and cooperation initiatives for SMEs.

## OCTOBER

4

**Speech by the Chief Executive Officer of the INPI at the International Forum dedicated to promoting the use of intellectual property for the Sustainable Development Goals (SDGs)** organised in Osaka, Japan by the Japan Patent Office (JPO), in conjunction with WIPO, as part of the World Expo.



16

**Joint Commission with the Moroccan Industrial and Commercial Property Office:** signing of the 2025-2026 work plan.

17

**Conference to mark the first anniversary of the Francophone Alliance for Intellectual Property** organised by the Moroccan Office of Industrial and Commercial Property jointly with the INPI.

## DECEMBER



18

**As part of the Francophone Alliance for Intellectual Property, a regional conference on Artificial Intelligence and Intellectual Property in Romania** organised by the INPI in collaboration with the cultural service of the French Embassy in Romania and the Franco-Romanian Law College of the University of Bucharest.



# Building the Francophone Alliance for Intellectual Property

First working meeting of the Francophone Alliance for Intellectual Property - Geneva, July 2025.

Initiated by the INPI, the Francophone Alliance for Intellectual Property established itself in 2025 as a dynamic framework for cooperation and dialogue between Francophone players in the field of intellectual property. Meetings and concrete initiatives have marked this first year, reflecting a shared ambition to advance the French language and foster innovation across the Francophone world.

## A unifying network serving the Francophone world

The Alliance aims to enhance and promote the use of French as a working language in innovation ecosystems, as well as Francophone expertise in intellectual property on the international stage.

In 2025, under the impetus of the INPI, it continued its roll-out by bringing together the key players in intellectual property. Throughout the year, the INPI supported a number of initiatives illustrating this ambition, such as the participation of Alliance players in the 6th edition of the International Forum of Francophone

Companies in Abidjan on 27 and 28 May, which promoted the strategic use of industrial property among economic stakeholders; or the conference on 18

December entitled *La propriété intellectuelle à l'ère de l'intelligence artificielle* (Intellectual property in the age of artificial intelligence), co-organised with the French Embassy in Romania, the French Institute in Romania, the Faculty of Law at the University of Bucharest and the Franco-Romanian Law College for European Studies, which brought together universities, professionals and institutions in a Francophone context.



*La propriété intellectuelle à l'ère de l'intelligence artificielle*  
(Intellectual property in the age of artificial intelligence)  
conference - 18 December 2025.

First anniversary of the Francophone Alliance for Intellectual Property in Morocco - Casablanca, 17 October 2025.

## Commitments to an operational Alliance

2025 was marked by the signing of a number of agreements giving concrete form to the Alliance's objectives. These included the signing on 27 March of a memorandum of understanding with the Industrial Property Division of Monaco's Business Development Agency, officially welcoming this new player to the Alliance. This agreement paves the way for joint projects to harmonise procedures, pool resources, and promote intellectual property among economic stakeholders.

On 11 June, on the fringes of the opening day of the Viva Technology trade fair, a tripartite memorandum of understanding was signed at the Ministry for Europe and Foreign Affairs between the INPI, WIPO and the Permanent Conference of African and Francophone Chambers of Commerce and Intermediate Organisations (CPCCAF).

The aim of the agreement is to give Francophone small and medium-sized businesses easier access to intellectual property tools. It was signed in the presence of Thani Mohamed Soilihi, Minister Delegate for Francophonie and International Partnerships, Daren Tang, Director-General of WIPO, Céline Jurgensen, Ambassador of the Permanent Representation of France to the United Nations Office at Geneva and to the International Organizations in Switzerland, Pascal Faure, Chief Executive Officer of the INPI, and Christophe Eken, President of the CPCCAF.

## A first multilateral meeting on the fringes of the WIPO General Assemblies

At the heart of the Francophone Alliance for Intellectual Property's strategy, the year 2025 marked an important milestone with the holding of the first multilateral



working meeting bringing together all the players involved in the Alliance.

Held in Geneva on 10 July, the meeting provided an opportunity to take initial stock of the action taken, identify common priorities and initiate a dialogue on new initiatives to be developed jointly. Several key projects were presented at the meeting, particularly focusing on expanding relevant training, raising awareness of intellectual property, and showcasing Francophone expertise.

Following these discussions, and with the support of WIPO, the members of the Alliance decided to repeat this meeting every year in order to strengthen the effectiveness of collective action.

## A first anniversary to affirm our Francophone ambitions

Celebrated on 17 October in Casablanca, Morocco, the first anniversary of the Francophone Alliance for Intellectual Property was one of the highlights of 2025.

Organised by the Moroccan Office of Industrial and Commercial Property in partnership with the INPI and with the support of WIPO, the event brought together the Alliance's key stakeholders for a series of round tables covering topics such as the latest developments in

intellectual property in the era of new technologies, the role of geographical indications in advancing sustainable development, and the empowerment of women across the Francophone intellectual property community.

The European Patent Office was also represented at the conference as an observer.



## Showcasing French excellence

The 27<sup>th</sup> edition of the INPI Awards was chaired by Geoffroy Roux de Bézieux, Chair of the investment fund Notus Technologies and former President of the MEDEF (French employers' union). Twelve SMEs and start-ups, supported by our regional network, were honoured in four categories.

### Twelve SMEs, mid-size companies and start-ups in the running to embody French-style innovation

The 2025 INPI Awards highlighted the expertise of twelve companies that competed in four categories: Export, Industry, Partnership Research and Start-up. As in the previous year, an INPI-France 2030 Award was also awarded, in partnership with the Secretariat-General for Investment (SGPI).

### A prestigious jury

The jury, representing the French innovation ecosystem, consisted of experts and leading figures from both the public and private sectors, along with the winners of the 2024 edition.

- **Chair:** Geoffroy Roux de Bézieux, Chair of Notus Technologies
- **INPI:** Pascal Faure, Chief Executive Officer
- **French Association of Industrial Property Specialists in Industry (ASPI):** Géraldine Guéry-Jacques, President

- **Association of European Patent Practitioners (APEB):** Denis Monégier du Sorbier, Associate Lawyer
- **Afnor Group:** Christine Kertesz, Head of Membership Relations and Education
- **Bpifrance:** Sophie Rémont, Director of Expertise and Programs
- **Business France:** Didier Boulogne, Deputy Director General in charge of exports
- **Center for International Intellectual Property Studies (CEIPI):** Diego Costa Cunha, Associate Professor
- **French Industrial Property Attorneys Institute (CNCPI):** Emmanuel Potdevin, President
- **Directorate-General for Enterprise (DGE):** Orianne Chenain, Head of the Competitiveness, Innovation and Business Development Department
- **Directorate-General for Research & Innovation (DGRI):** Jean-Baptiste Guillaumin, Chief of Staff to the Director-General
- **Curie network:** Anne-Laure Halphen, Director-General



Discover the portraits of the finalists

- **Union of Manufacturers (Unifab):** Nicolas Martin, Vice-President
- **Adhex, winner of the 2024 INPI Award in the "Industry" category:** Roland de la Brosse, Chief Executive Officer
- **Hemerion, winner of the 2024 INPI Award in the "Partnership Research" category:** Maximilien Vermandel, President
- **Quantum Surgical, winner of the 2024 INPI Award in the "Start-up" category:** Stéphane Amalfi, R&D Director

**GEOFFROY ROUX DE BÉZIEUX,  
CHAIR OF THE JURY**

"As an investor, I look at how companies protect their trademarks, designs and technical innovations. Industrial property requires financial resources and skills: all companies have room for improvement. This is why I would like to pay special tribute to the winners of the 2025 INPI Awards: their exemplary approach is a source of inspiration for the entire ecosystem."



The winners and presenters on stage at the 2025 INPI Awards evening.

## And the winners are...

### Export

#### VERMON SA

TOURS, CENTRE-VAL DE LOIRE

Vernon SA designs and manufactures ultrasound probes for ultrasound scanners, enabling precise, specific and sensitive ultrasound diagnosis.

*"From the outset, our collaborative culture inspired us to protect our innovations. Over the past six years, we have strengthened our industrial property strategy: appointment of an in-house manager, alignment with our technology roadmap and the filing of five to ten priority patent applications per year (compared with less than one previously)."*

**Bogdan Rosinski**, Head of intellectual property

### Partnership research

#### LATTICE MEDICAL

LOOS, HAUTS-DE-FRANCE

Lattice Medical produces resorbable implants that facilitate breast reconstruction for patients post-mastectomy.

*"The INPI supports our research and development teams in raising awareness and providing training in industrial property. This enables us to anticipate any possible patent applications very early on, to avoid publishing our research work prematurely, and to acquire a methodology for protecting our innovations."*

**Julien Payen**, CEO and Co-Founder

### Industry

#### CRISTEL

FESCHES-LE-CHÂTEL, BOURGOGNE FRANCHE-COMTÉ

Cristel makes stainless steel cookware. In particular, it is the originator of the "cook and serve" concept, with its removable handle.

*"We learned the hard way how important it is to protect our innovations: the patent application for our removable handle concept was not optimised, leading to numerous copies. Today, every one of our innovations is carefully protected: we file patent and design applications with the INPI and extend our industrial property rights throughout the world."*

**Damien Dodane**, Deputy managing director

### Start-up

#### NETRI

LYON, AUVERGNE-RHÔNE-ALPES

NETRI harnesses the power of neurons through miniaturised devices called "organs-on-a-chip" to predict the efficacy and safety of treatments.

*"The INPI plays a key role in helping us to file applications, structure and commercialise our portfolio of industrial property rights. In this way, it is helping to strengthen our position as a pioneer in organ-on-a-chip technology."*

**Thibault Honegger**, CEO, Chairman and Co-Founder



## OUR SOCIAL AND ENVIRONMENTAL COMMITMENT IN ACTION

The Awards ceremony took place in November, in the presence of the innovation ecosystem. For the occasion, the INPI endeavoured to limit the environmental impact of the event: signage and furniture rented and reused, streamlined logistics to limit deliveries, and local, seasonal catering, with quantities adjusted to reduce waste.



Discover the winners



Relive the best moments of the ceremony on video

### INPI-France 2030 Award

#### SOUNDUCT

STRASBOURG, GRAND EST

Sounduct offers a solution based on bone conduction to restore the pleasure of hearing.

*"Innovation requires costly investment: years of R&D, engineers' salaries, prototyping, tests, etc. A deeptech project can therefore only be viable in the long term if this innovation is properly commercialised, and therefore well protected and defended. In this context, the INPI has been instrumental, first by fostering awareness and understanding, and then by driving actionable support for Sounduct."*

**Olivier Gauthier**, CEO



Octavio won the Consumer Tech Award at CES in Las Vegas.

## The INPI at the heart of major innovation and entrepreneurship events

**In 2025, the INPI was present at the major innovation, design and entrepreneurship events. In France and abroad, the INPI has been out in the field, meeting entrepreneurs, listening to them, advising them and supporting them.**

### **The INPI at CES in Las Vegas: showcasing French innovation in the United States**

From 7 to 10 January, the INPI was part of the French delegation alongside Business France, French Tech and 110 innovative companies selected by a jury of experts from the ecosystem. The sectors represented covered a wide range of technologies including: Internet of Things, entertainment, well-being, mobility, cyber security, artificial intelligence and robotics. Through awareness-raising and support initiatives, the INPI has reiterated the key challenges of industrial property in a context of high international visibility. This presence has reinforced French companies' readiness to expand into the US market and, more broadly, internationally, by positioning intellectual

property as a strategic lever for competitiveness. On 9 January, the INPI awarded the Consumer Tech Award to the Octavio start-up. The company had been pre-selected from the companies in the French Pavilion in the consumer technology sector. These had been invited to pitch to a jury comprising the INPI and Business France.

### **IP Strategy Day: promoting a strategic culture of intellectual property**

On 23 May, the INPI hosted the fourth IP Strategy Day, a digital event dedicated to businesses and project leaders. Through a series of webinars organised in partnership with Delta Dore, France Angels, Questel, Sabri Agri, Verkor and Yesmypatent, the INPI shared expert advice and experience feedback to help participants structure their industrial property strategy, from analysing to commercialising intangible assets. This action is a good illustration of the INPI's educational mission: helping economic players to understand the mechanisms and challenges of intellectual property.

### **The INPI joins designers at the first "France Design Impact Award"**

On 12 September, at the Conservatoire National des Arts et Métiers, the INPI took part in the first "France Design Impact Award", organised by APCI-Promotion du Design. It presented the "Everyday Solutions" Award to IMPACTR, a Brittany-based company, for its self-service kayak and paddle rental service, which is both sustainable and accessible to everyone: "Vaguelette". The INPI's involvement in this award is part of its drive to raise awareness of the strategic role of design among all stakeholders and the general public. It was able to highlight the role of design in the creation of value linked to industrial property and the importance of protecting creations through designs.

### **Viva Technology 2025: French tech showcases its creations with the INPI**

From 11 to 14 June 2025, the INPI was at Viva Technology, one of the most important international trade fairs for tech and innovation players.

1. The winners of the France Design Impact Award.
2. **Daren Tang**, Director-General of WIPO, on the INPI stand at Viva Technology.
3. The INPI stand at Go Entrepreneurs



On its stand, it welcomed ten French start-ups selected for their ability to integrate industrial property at the heart of their development strategy.

They represented fields as varied as artificial intelligence, biotechnology and digital health.

The leaders of these young companies were able to showcase their innovations to the public, put on demonstrations and talk to experts about their strategies for protecting and leveraging their industrial property.

At the same time, the INPI organised several workshops with its partners in the ecosystem, as well as a "Pitch Contest" with HEC Paris. The competition brought together five start-ups (Aquaphys, Kwit, Neurobus, Tellers and Trustable) selected for their potential, who presented their projects to a panel of experts. The winner was Neurobus. This year's event also gave the INPI the opportunity to sign agreements with other innovation stakeholders, such as the Institut Mines-Télécom (IMT), the leading public group of elite engineering and management schools in France; France Angels, the national federation of Business Angels; or the Permanent Conference of African and Francophone

Chambers of Commerce and Intermediate Organisations.

### Go Entrepreneurs Paris and Lyon 2025: personalised advice and support

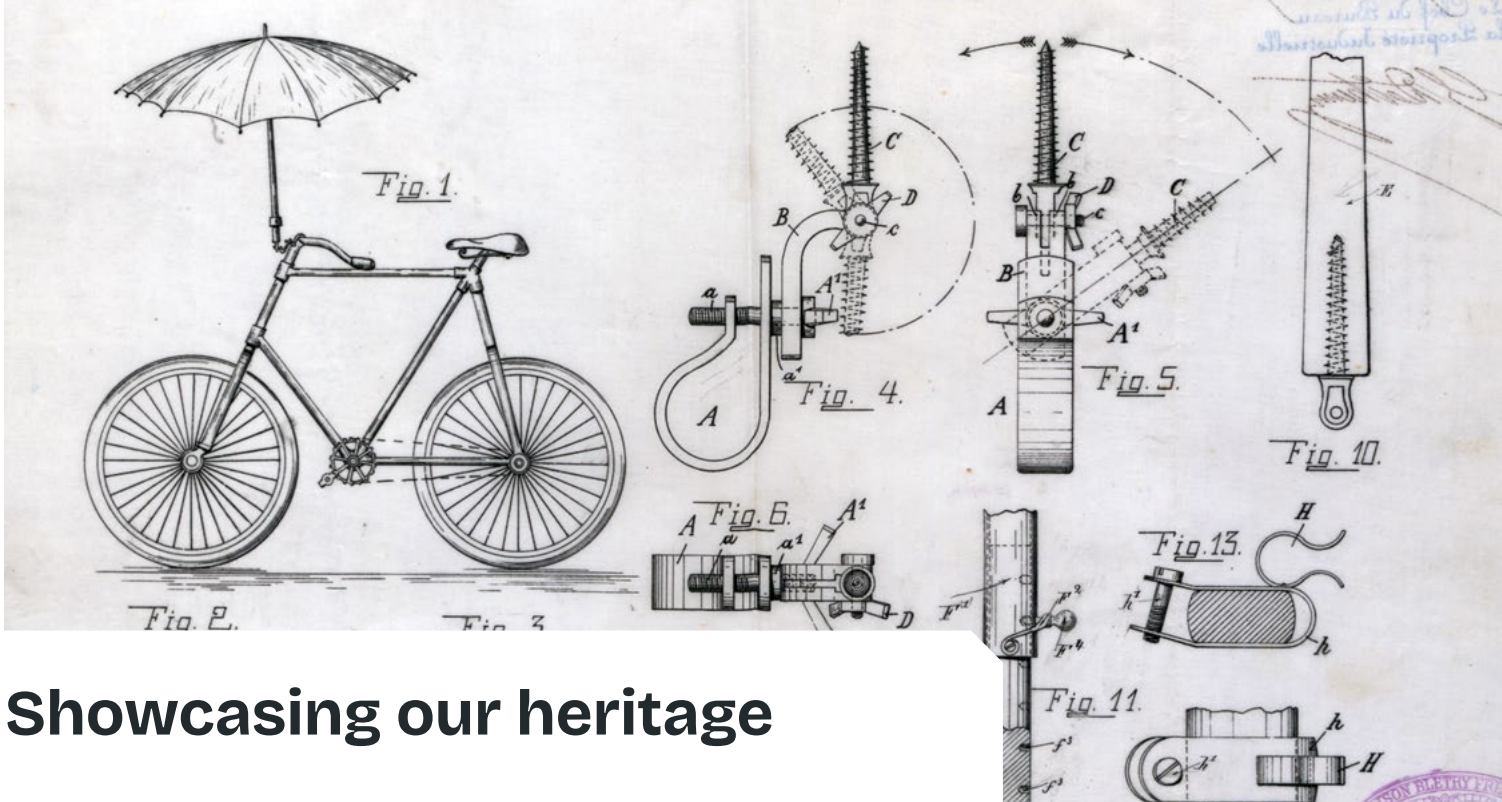
The INPI was committed to helping project leaders and business creators at Go Entrepreneurs, on 9 and 10 April in Paris, and again on 25 September in Lyon. At this trade fair dedicated to entrepreneurship, the teams were able to provide creators and entrepreneurs with practical advice on completing their business formalities and using industrial property.

As it does every year, the INPI offered visitors a free search to check the availability of their trademark or company name and help them secure their project.

The event featured a number of highlights: a speech by Pascal Faure and Marie Rocchisani, founder and CEO of Maison M, on the show's main stage; renewed cooperation between the INPI and the *Médiateur des Entreprises* (Ombudsman for businesses); as well as two round tables and two workshops led by specialists.

**MARIE ROCCHISANI,  
FOUNDER AND CEO OF MAISON M**

"Even before we set up the structure, we were supported for two years by the INPI. We had seven meetings, each time arriving with new questions. The INPI business expert gave us advice and explained the options available to us. Thanks to this support, we were able to secure strong protection – not only through patents for our innovations but also via other tools, such as our trademark: **Maison M.**"



## Showcasing our heritage



In 2025, alone or in partnership, in France and abroad, the INPI continued to make the most of its archives: *Trésors INPI* (INPI Treasures). Loans and virtual exhibitions have enabled us to reveal to the public the full wealth of this

unique heritage, which bears witness to the history of innovation and entrepreneurship.

### Bringing 234 years of innovation to life

For more than two centuries, industrial property rights have been telling the story of innovation in France. With almost 10 million documents compiled since 1791 and kept in its archives since 1951, the INPI is the custodian of an exceptional heritage, at the crossroads of technical, economic and cultural history. One of the key projects completed in 2025 is the signing of a partnership agreement with France Archives, the leading national platform for promoting public archive collections and providing access to them. This agreement further enhances the visibility of the documents held by the INPI. It is also consistent with the autonomy agreement between the INPI and the Archives Nationales, under which the INPI's mission is to preserve and promote its archives and make them accessible to as many people as possible. In 2025, this ambition has been translated into an active heritage dissemination policy, combining cultural partnerships and the development of new formats, in particular virtual exhibitions.

### Sharing archives: *Trésors INPI* (INPI Treasures)

In 2025, the INPI supported a wide range of major cultural projects by making its archives available for exhibitions. These are the *Trésors*

INPI (INPI Treasures).

Patents held by the INPI have been used to enrich a variety of exhibitions, including: *Sac, sac, sac. More Than a Bag* (Bag, bag, bag. More than a bag) under the dome of Le Printemps Haussmann, in partnership with Unifab; *Faux et faussaires - Du Moyen Âge à nos jours* (Fakes and Forgers - From the Middle Ages to the Present Day), in partnership with the Archives nationales and the Banque de France; and *Momies* (Mummies) at the Musée de l'Homme in Paris.

The INPI's collections were also showcased in exhibitions focusing on unusual objects from the reserves of the Château Impérial de Compiègne, the history of photography, and representations of rain, highlighting the wealth and diversity of this documentary heritage.

Some posters from exhibitions that displayed INPI Treasures in 2025.



The INPI archives in a few figures

# 4 million

patents filed since 1791

# 5 million

trademarks registered since 1857

# 1 million

designs filed since 1910

Patents under the dome of Le Printemps Haussmann as part of the *Sac, sac, sac. More than a bag* exhibition (Bag, bag, bag. More than a bag).

### The INPI's expertise supporting cultural partners

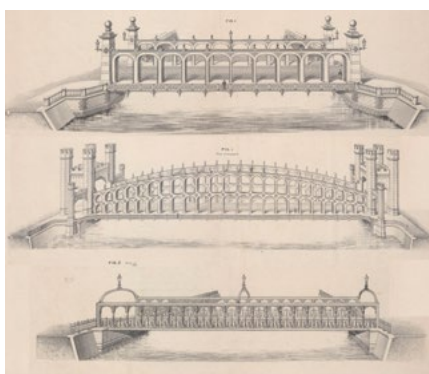
Each loan requires rigorous expertise from the INPI's Archives department. Prior to the exhibitions, the teams identify and select the documents, prepare them physically and, where necessary, restore them.

They also handle the contractual management of loans in coordination with the Legal Department, before organising the safe transport of protected and insured archives. Finally, particular attention is paid to ensuring that documents are returned in their original condition.

This chain of expertise guarantees both the preservation of the heritage entrusted to the INPI and its promotion under the best possible conditions.

### Reinventing the exhibit: Trésors INPI (INPI Treasures) online

For two years now, along with its physical loans, the INPI has been developing an ambitious digital cultural offering through its historical archives portal. In 2025, two new virtual exhibitions were opened to the public: *Relier et régner – Les ponts au XIX<sup>e</sup>*, on bridges in the 19th century, through patents for civil engineering structures; and *Clément Ader, 35 ans d'innovations brevetées* (Clément Ader, 35 years of patented innovations).



*Relier et régner* exhibition (Connect and conquer).



*Clément Ader, 35 ans d'innovations brevetées* exhibition (Clément Ader, 35 years of patented innovations).

These online exhibitions present a fresh perspective on the history of innovation, blending archival materials, technical insights, and historical context. The exhibition dedicated to bridges allowed the INPI to be featured in the programme for the 2025 European Heritage Days — focused on architectural heritage — and proved to be a major success, especially on social media.

With over 115,000 visitors each year and dissemination supported by the France Archives platform, these exhibitions demonstrate the INPI's ability to reinvent its approach to mediation and make its heritage accessible any time, anywhere.

### TOP 3 EXHIBITIONS IN 2025\*

**108,445**

visitors to *Corps Invisibles*  
(Invisible bodies),  
at the Rodin Museum

**71,510**

visitors to *Bizarreries* (Oddities),  
at the Château de Compiègne

**41,943**

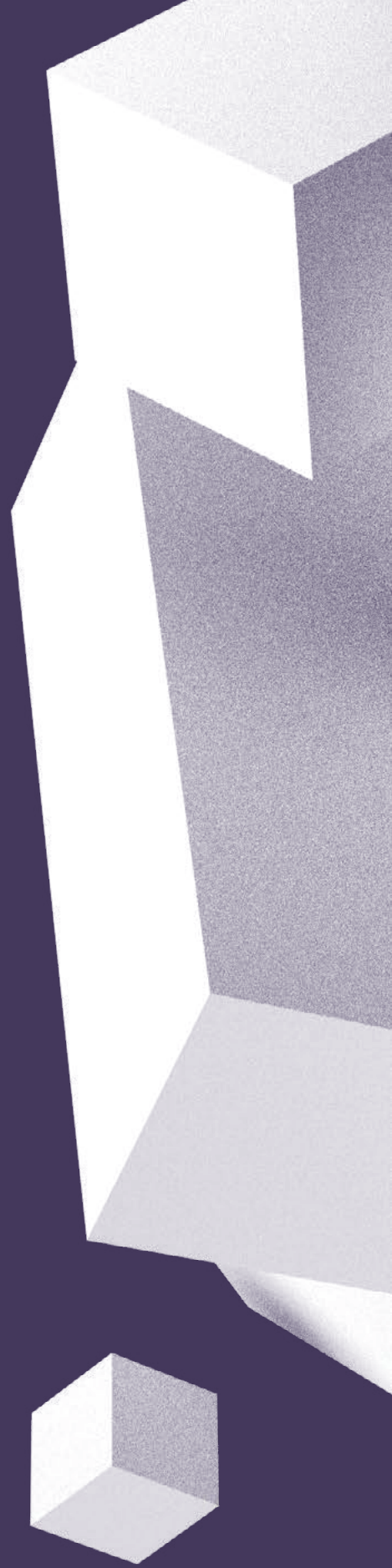
visitors to *Hommage à Ferdinand Arnodin*  
(Homage to Ferdinand Arnodin),  
at the Maison du Transbordeur

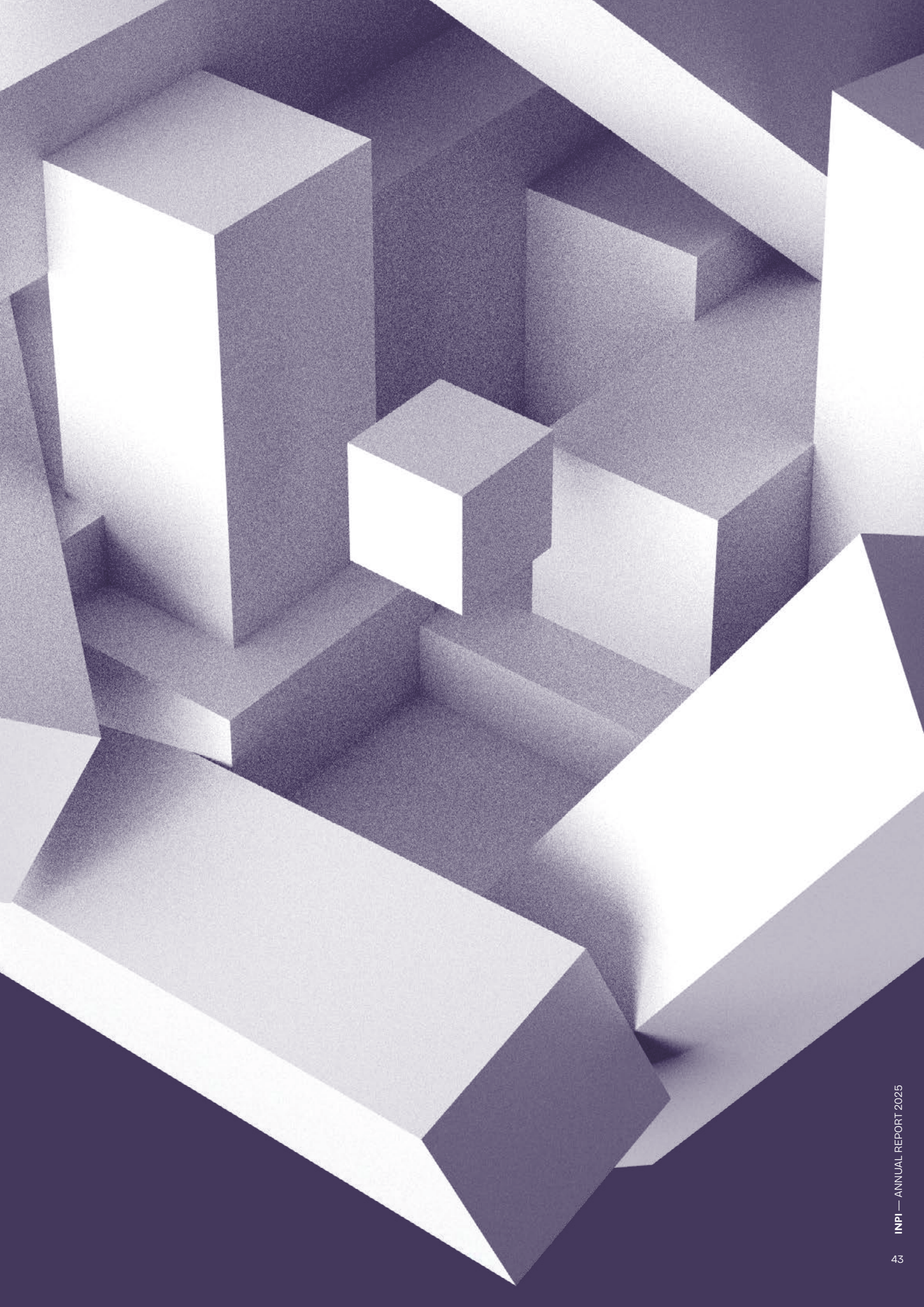
\*Exhibitions which ended in 2025 for which the INPI was involved through archive loans.

# 03.

## A better future

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# The Board of Directors on 12 March 2026

On 23 October 2025, Dominique Poiroux, President of Healthynvest, a private equity fund specialising in nutrition and health, was appointed as the INPI's Chair of the Board of Directors.

## MEMBERS WITH VOTING RIGHTS

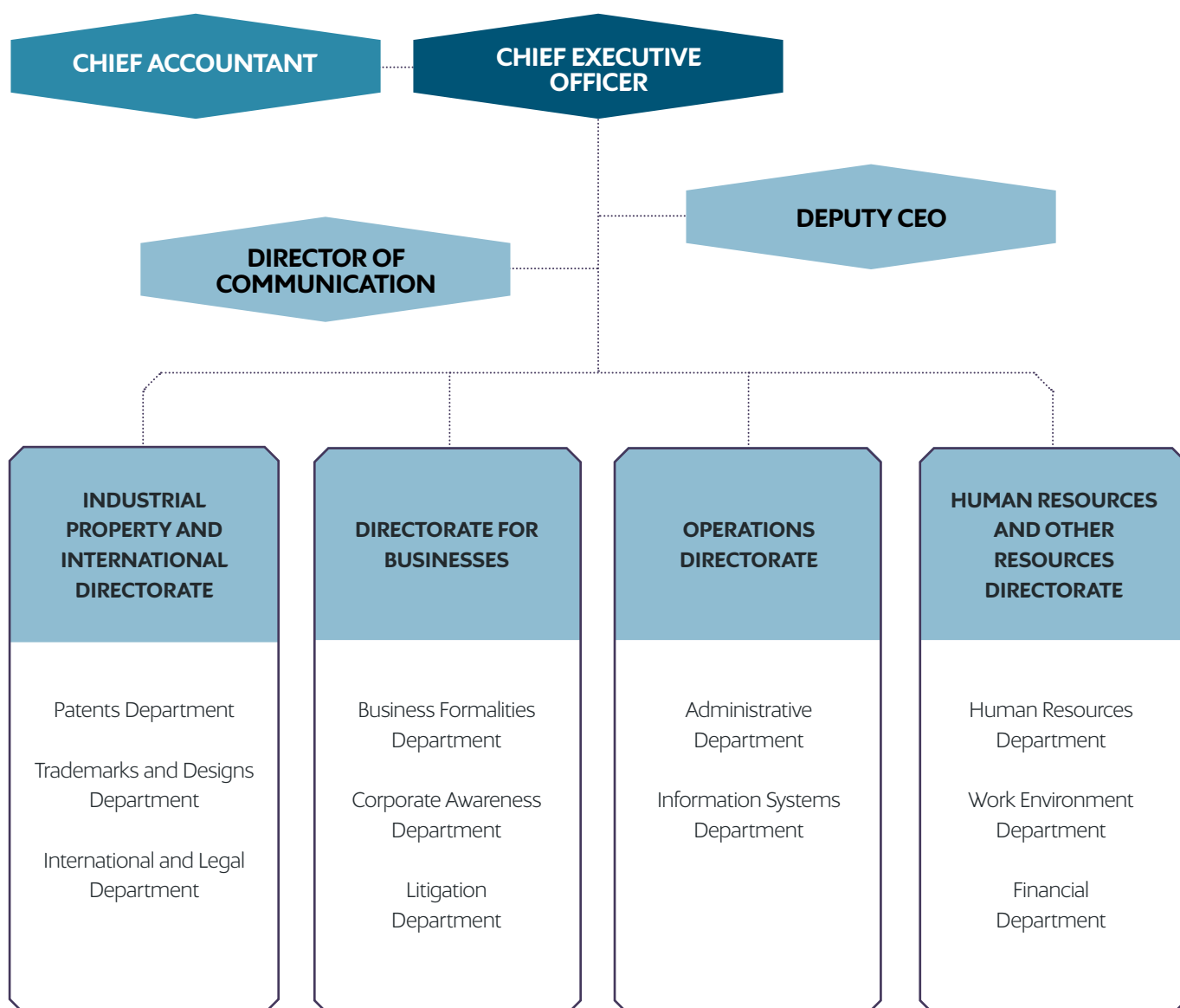
- ➔ **Dominique Poiroux - Chair**  
President of Healthynvest
- ➔ **Géraldine Guery Jacques – Vice-Chair**  
Director of Industrial Property/Patents for the SEB Group
- ➔ **Denis Boulard**  
Director of Industrial Property and Legal Affairs, Research and Innovation Division, L'Oréal
- ➔ **Valérie Creusot Rivière**  
CEO of the Yzico Group
- ➔ **Odile de Brosse**  
Director of Legal Affairs at Afep, the Association of Large French Companies
- ➔ **Bernard Reybier**  
CEO of the Fermob Group
- ➔ **Emmanuel Potdevin**  
President of the French Industrial Property Attorneys Institute (CNCPI)
- ➔ **A representative of the CEO of Bpifrance**
- ➔ **A representative of the CEO of the Insee**  
French Institute for Statistics and Economic Studies
- ➔ **A representative of the Director of Civil Affairs and Seal**  
Ministry of Justice
- ➔ **A representative of the Budget Director**  
Ministry of Public Action and Accounts
- ➔ **A representative of the Director-General for Enterprise**  
Ministry for the Economy, Finance and Industrial, Energy and Digital Sovereignty
- ➔ **A representative of the Director of Legal Affairs**  
Ministry for the Economy, Finance and Industrial, Energy and Digital Sovereignty
- ➔ **A representative of the Director-General for Research and Innovation**  
Ministry of Higher Education, Research and Space
- ➔ **Juliette Jover**  
Representative of the INPI personnel
- ➔ **Safia Ziani**  
Representative of the INPI personnel

## MEMBERS IN AN ADVISORY CAPACITY

- ➔ **Pascal Faure**  
CEO of the INPI
- ➔ **Bertrand Onillon**  
Chief accountant of the INPI
- ➔ **Hubert Gicquelet**  
Budget Comptroller at General Economic & Financial Control Department (CGEFI) - Ministry of the Economy, Finance and Industrial, Energy and Digital Sovereignty

# The organisation on 1 October 2025

The organisation of the INPI has changed. Its two core missions - industrial property and business formalities - are now implemented by a specific directorate: the Industrial Property and International Directorate and the Directorate for Businesses.





# Leading

## An information system to drive performance

To support the implementation of its 2025-2029 Performance Agreement, the INPI has drawn up an ambitious roadmap for the development of its information and IT system: the Information System Master Plan (SDSI) 2025-2029. At the same time, major work has been carried out to modernise the INPI's human resources information system (SIRH).

### **The 2025-2029 SDSI: a key roadmap for the future**

Adopted on 19 June 2025 by the INPI's Board of Directors, the 2025-2029 SDSI translates the priorities of the Performance Agreement into IT terms, ensuring it fully supports its implementation and success.

By describing in concrete terms how the information and IT system will evolve over five years, it aims to support the INPI's major missions in a constantly changing digital environment. In this way, it reconciles performance, security and social and environmental responsibility.

Its main areas of focus are:

- ➡ continued development of applications for business formalities and industrial property;
- ➡ the development of ergonomic and inclusive digital tools for all users;
- ➡ the creation of a unified data repository to make full use of the wealth of information available to the INPI.

The new SDSI also provides for greater use of emerging technologies, such as generative artificial intelligence, the modernisation and enhanced security of infrastructure.



### Modernised and shared steering of career paths

The overhaul of the INPI's SIRH (human resources information system) represents a major modernisation lever for the support functions. By improving the efficiency, clarity and sustainability of internal processes, it contributes to the quality of the service provided to users.

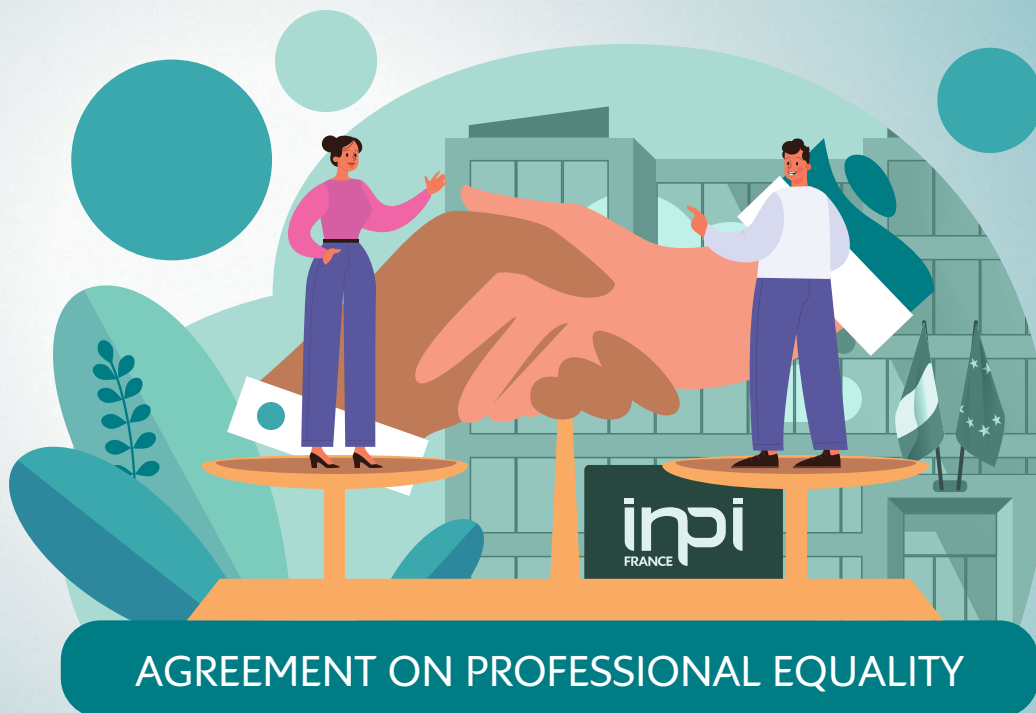
The roll-out of a new application dedicated to individual annual reviews now offers managers more functionalities and encourages discussions with employees before and after the review interview. Human resources teams, meanwhile, have access to data that can be more easily exploited for research purposes, particularly as part of the implementation of career paths.

The application can also be used to improve the management of vocational training: integration of the list of training courses offered by the INPI, possibility of adding supporting documents, training history, improved traceability of requests, etc. These are all developments that support the development of skills, for the long-term benefit of public action.

### Simplified, organised time management

The modernisation of the INPI's time management application is another pillar in the overhaul of its SIRH. The new solution was rolled out to all teams in January 2025, replacing a previous tool that had been in use since 2016 and had become obsolete. It allows us to respond to new professional uses, in particular teleworking.

This project, carried out against a backdrop of highly complex regulations and technical issues, has enabled us to improve the steering of the various aspects of time management, such as attendance and absence management, the time savings account, leave donation, etc. It has created new opportunities to automate a wide range of operations, resulting in substantial time savings for managers, employees, and HR teams alike.



## AGREEMENT ON PROFESSIONAL EQUALITY

# Sustaining success durably

## For a healthy and fulfilling working environment



In 2025, the INPI continued to transform its organisation in order to respond to changes in the world of work and strengthen its role as a responsible public operator. Whether through adapting its workspaces, promoting professional equality, or supporting the inclusion of people with disabilities, the INPI continues to enhance the quality of life for its employees.



A shared office space in Courbevoie.



The new premises of the INPI Hauts de France delegation in Lille.

### Workspaces redesigned to support new uses

The INPI has reached a major milestone in the redistribution of its working space, with the completion of shared office space at the Courbevoie site and the finalisation of renovations at its Lille premises.

Included in the multi-annual real-estate strategy plan, this development is a response to the widespread use of work-from-home and the diversification of ways of working together, such as hybrid working. In Courbevoie, 46 workspaces, most of them designed to accommodate four to six people, were delivered after twelve months' work. These new spaces in the Paris region are based on the principle of free access to standardised offices, booked via a reservation application and designed to offer a wide variety of uses: individual work, hybrid meetings,

confidential exchanges in soundproof booths or project work over several days.

As well as optimising floor space, these refurbishments have significantly improved the working environment. By encouraging more flexible, functional and attractive environments, the INPI is improving the efficiency of its teams and, ultimately, the quality of the service provided to businesses and innovators.

### **A new agreement to strengthen professional equality**

On 2 September 2025, the INPI signed a new agreement on professional gender equality for the period 2025-2028.

This second agreement builds on the one signed for 2022-2024, for which all planned actions have already been initiated.

It reaffirms the INPI's ambition to guarantee all its employees a respectful, fair and non-discriminatory working environment.

The result of a collective effort involving the teams and in-depth consultation with staff representatives, this agreement is structured around five complementary areas: disseminating a culture of equality, reducing the pay gap, improving work-life balance, combating discrimination and violence, and strengthening cross-functional governance based on social dialogue.

As part of the 2025-2029 Performance Agreement, this agreement serves as a key lever of the INPI's social policy.

### **A disability policy at the heart of inclusion**

As a responsible employer, the INPI has for many years pursued an active policy in favour of the integration and continued employment of people with disabilities.

As a result, all job vacancies at the INPI are open to people with disabilities, and provision is made for them to receive support when they take up their new position.

For more than 10 years, this commitment to helping people with disabilities has been reflected in awareness-raising initiatives as part of the European Week for the Employment of People with Disabilities. This provides an opportunity to reinforce an inclusive culture and open up dialogue on disability issues such as mental health and invisible disabilities.

In 2025, a game on these themes was launched for all employees.

More than 130 participants took part, enjoying a fun way to test their knowledge and deepen their understanding of the topic. At the Courbevoie and Lille sites, an interactive event gave nearly a hundred employees the opportunity to discuss and learn about various disability-related issues.





## ACKNOWLEDGEMENTS

The INPI wishes to thank the businesses and innovators cited here for their kind permission to publish their testimonials and show their achievements to illustrate this Annual Report.

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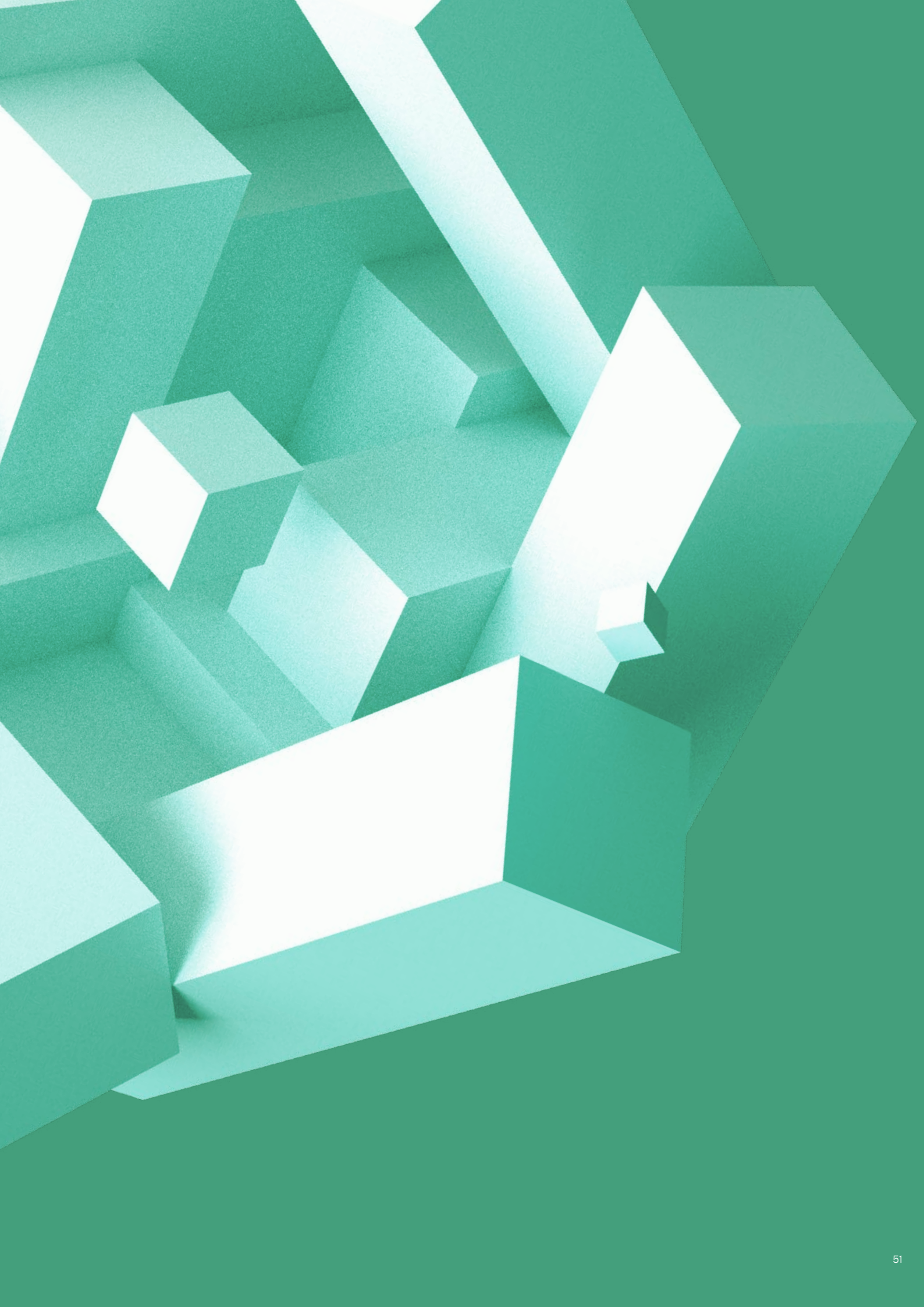
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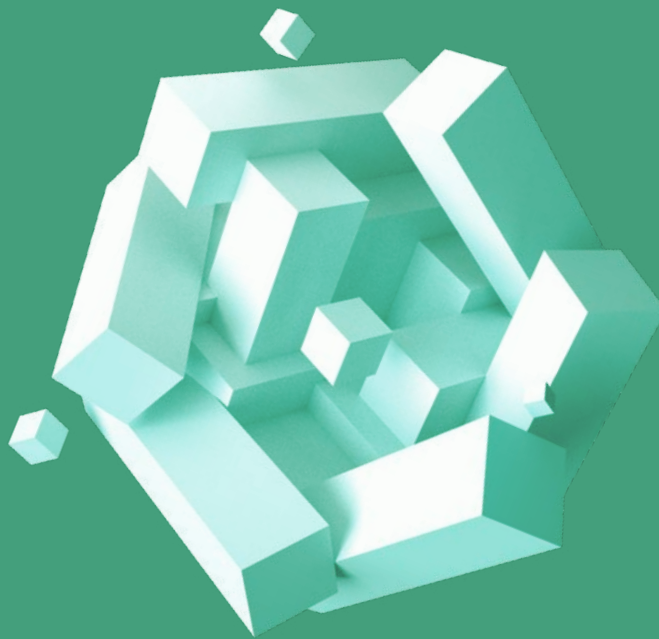
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