The resurgence of manufacturing

Reindustrialization strategies in Europe and the US – 2025

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Table of contents

06

Executive summary

Organizations intensify their focus on reindustrialization

12

38

Despite the cost, reindustrialization is the focus

Digital technologies reduce reindustrialization cost

50

58
Reindustrialization will accelerate sustainable manufacturing

Accelerating reindustrialization: Key recommendations
64

74
Conclusion

75
Research methodology

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Who should read this report and why?

Who?

This report will speak to technology and business leaders across functions, in particular **chief executives and strategy, operations, supply chain, and technology leaders** in manufacturing organizations. It offers an overview of the global reindustrialization process that will be of specific interest to European and US policymakers. This report draws on findings from an **industry survey of more than 1,400 senior executives** (director level and above) from organizations with annual revenue above $1 billion, across 13 sectors and 11 major countries in the US and Europe and **in-depth interviews with senior executives** from organizations within the in-scope industries.

The global survey was **conducted during the period January 1–20, 2025**. For more details on the survey, please refer to the research methodology section at the end of the report.

Why?

With the second Trump administration underway in the US, shifting geopolitical alliances, trade tariff concerns, supply chain vulnerabilities, climate change challenges, and energy security risks are all injecting urgency into the conversation around reindustrialization. Organizations must make crucial decisions regarding their manufacturing, supply chains, and long-term resilience, informed by an examination of policy, politics, and corporate strategy.

This report is the second installment in an annual research series and offers critical insight into the forces driving the transformative wave of reindustrialization sweeping across Europe and the US in 2025. We examine how reindustrialization strategies have evolved over the past year and explore the critical role of digital transformation and sustainability in driving the next phase of industrial competitiveness.

Executive summary

After decades of globalization, European and US manufacturers are embracing reindustrialization

Global manufacturing is pivoting from cost-focused offshoring to an emphasis on local and regional resilience and autonomy. The desire to mitigate geopolitical risks, minimize supply chain disruptions, manage economic uncertainty, navigate tariffs, enhance sovereign manufacturing capabilities, reduce logistical costs through increased proximity to the customer base, and prioritize sustainability are key drivers of the resurgence of manufacturing in Europe and the US.

- In 2024, 59% of executives reported having an active or work-in-progress **reindustrialization strategy**. In 2025, 66% of executives say they either have a comprehensive strategy already or are developing one.
- More organizations have **nearshored** manufacturing over the past year. In 2024, 42% of executives said their organization invested in either nearshoring or a combination of reshoring and nearshoring. In 2025, more than half (56%) of executives say so.
- **We expect onshore and nearshore manufacturing to increase in the next three years**. Currently, 41% of facilities are onshore, 22% nearshore, and 37% offshore. In the next three years, onshore operations are expected to rise to 48%, nearshore to 24%, while offshore will drop to 28%.
- Three-quarters (73%) believe **friendshoring** will represent a significant proportion of their sourcing and production going forward. Moreover, the share of friendshoring within total manufacturing is expected to grow from 37% currently to 41% in the next three years.
- More than eight in ten executives say their organization is **reducing supply chain reliance on China**. But while the move towards diversification is evident, the complexities involved in reducing reliance on Chinese manufacturing and supply chains should not be underestimated.
- Organizations have targeted reindustrialization destinations in North America, UK, Europe, Southeast Asia, and North Africa.

Executive summary

Organizations are turning to diversification to mitigate the impact of trade tariffs

An overwhelming 93% of executives express concerns about rising tariffs affecting their operations and market access. Over half (54%) believe that import tariffs will accelerate their reshoring and reindustrialization efforts, with an even higher percentage (59%) among US-based organizations. Diversification emerges as a crucial strategy to navigate and mitigate tariff challenges.

Despite rising cost pressures, organizations are steadfast on reindustrialization

Reindustrialization is easier said than done – requiring trade-offs between costs, risks, and resilience. Over half of the executives surveyed anticipate increases in upfront capital, domestic labor, raw material, and energy costs over the next three years due to reindustrialization. However, with shorter supply chains and greater proximity to customers, 50% of executives expect logistics and supply chain costs to decrease within the same period.

Nearly six in ten (59%) executives are determined to continue their reindustrialization efforts despite high costs, while only 32% foresee short-term cost pressures delaying their investments. Our research shows that reindustrialization investments within and outside of domestic markets are projected to reach around $4.7 trillion over the next three years – up from $3.4 trillion in 2024.[1] Organizations across the US, Europe, and the UK plan to double their domestic investments over the next three years.

The desire to prioritize sovereignty over purely cost-driven global supply chains is driving this trend. A majority (65%) of executives are reducing reliance on Chinese products, prioritizing domestic security over cost competitiveness. This trend is especially prominent in industries such as battery manufacturing/energy storage (75%), automotive (74%), and telecom (74%). Additionally, 58% of executives are prepared to pay a premium to produce for strategic sectors in domestic markets. However, some of this cost is likely to be passed on to customers.

Executive summary

Governments in the US, Europe, and the UK are encouraging domestic production by offering grants, subsidies, and tax incentives to support reindustrialization initiatives.

Rising energy demand is also driving a nuclear resurgence, with 53% of executives expecting nuclear to be a significant part of the future energy mix. Twenty-two countries, including the US, UK, and several European nations (e.g., the Netherlands and Sweden) pledged at COP28 in 2023 to triple the world's nuclear energy production capacity by 2050.[2]

Digital and advanced manufacturing technologies cut reindustrialization costs

Digitally enabled manufacturing facilities and supply chains drive efficiency and competitiveness, allowing organizations to streamline operations with greater agility, enhance workforce productivity, scale seamlessly, and reduce costs.

- Over half (54%) of organizations have already realized more than 20% cost savings through the adoption of digital technologies in their reindustrialization efforts.
- A substantial 84% plan to invest in advanced manufacturing technologies to further reduce reindustrialization costs.
- Three in five (62%) organizations are focusing on upgrading existing manufacturing facilities to make them smart and tech-enabled.
- Data analytics, AI/Gen AI, cloud computing, 5G, edge computing, and digital twins are identified as top investment priorities.

Reindustrialization accelerates a shift towards sustainable manufacturing

Nearly three-quarters (73%) of executives believe that reindustrialization will catalyze a shift toward sustainable and eco-friendly manufacturing practices, a significant rise from 56% in 2024. Half of these executives assert that achieving their climate goals hinges on the success of their reindustrialization efforts. Reindustrialization offers an opportunity for organizations to modernize their systems, integrate cleaner energy, enhance monitoring, enable shorter supply chains, and optimize efficiency through advanced manufacturing technologies. These upgrades reduce emissions, minimize waste, and enhance resilience.

Despite escalating cost pressures, just 15% are reducing their sustainability-tech investments, while 40% adopt a neutral stance, indicating a cautious or observational approach.

Executive summary

Over half (54%) of executives from the battery manufacturing, automotive, and electronics industries say their organization plans to establish gigafactories within the next five years, while 33% either have no plans, or have postponed them, citing low market demand for electric vehicles (EVs) and energy storage, financial constraints, and rising regulatory and compliance costs as primary deterrents.

To accelerate and capitalize on their reindustrialization journeys, organizations should:

- **Focus on "rightshoring":** Organizations should choose a strategic mix of reshoring, nearshoring, and friendshoring to enable supply chain resilience, drive competitiveness, and enhance risk management. Conduct a thorough cost-benefit analysis as the basis for an investment plan for the technology and partner ecosystem.
- **Integrate sustainability, resilience, and agility:** Organizations expect a reduction of around 10 percent in their carbon emissions over the next three years due to shorter supply chains and reduced carbon footprint as a result of sustainable reindustrialization strategies. Organizations should incorporate sustainability into reindustrialization by reassessing supply chain relationships, embracing circular economy principles, and investing in data- and AI-driven solutions.
- **Harness technology and data to reduce reindustrialization costs:** Data analytics, digital twins, artificial machine learning (ML), AI/generative AI (Gen AI), and advanced manufacturing technologies are key to optimizing operations and enhancing sustainability efforts in a greenfield or brownfield setup. Develop a comprehensive digital manufacturing strategy focusing on digital continuity and IT/OT integration, using strategic partners to address challenges and scale effectively.
- **Develop a future-ready talent strategy to manage labor and skills shortages:** As the workforce ages, most (87%) organizations foresee significant labor shortages, with 74% also citing restrictive immigration policies. Organizations should establish internal learning forums for hands-on training; enhance worker experience with incentive schemes and flexible schedules; nurture cross-generational teams for knowledge transfer; harness digital technologies to attract and equip the younger workforce; and partner with tech organizations and universities.

Executive summary

Defining reindustrialization

We define "reindustrialization" as the reconfiguration of global supply chains and manufacturing capacity, including reshoring and nearshoring production, as well as diversification and investment in domestic manufacturing/production. This could involve building new factories and gigafactories, upgrading or modernizing existing factories, and/or onshoring supply chains.

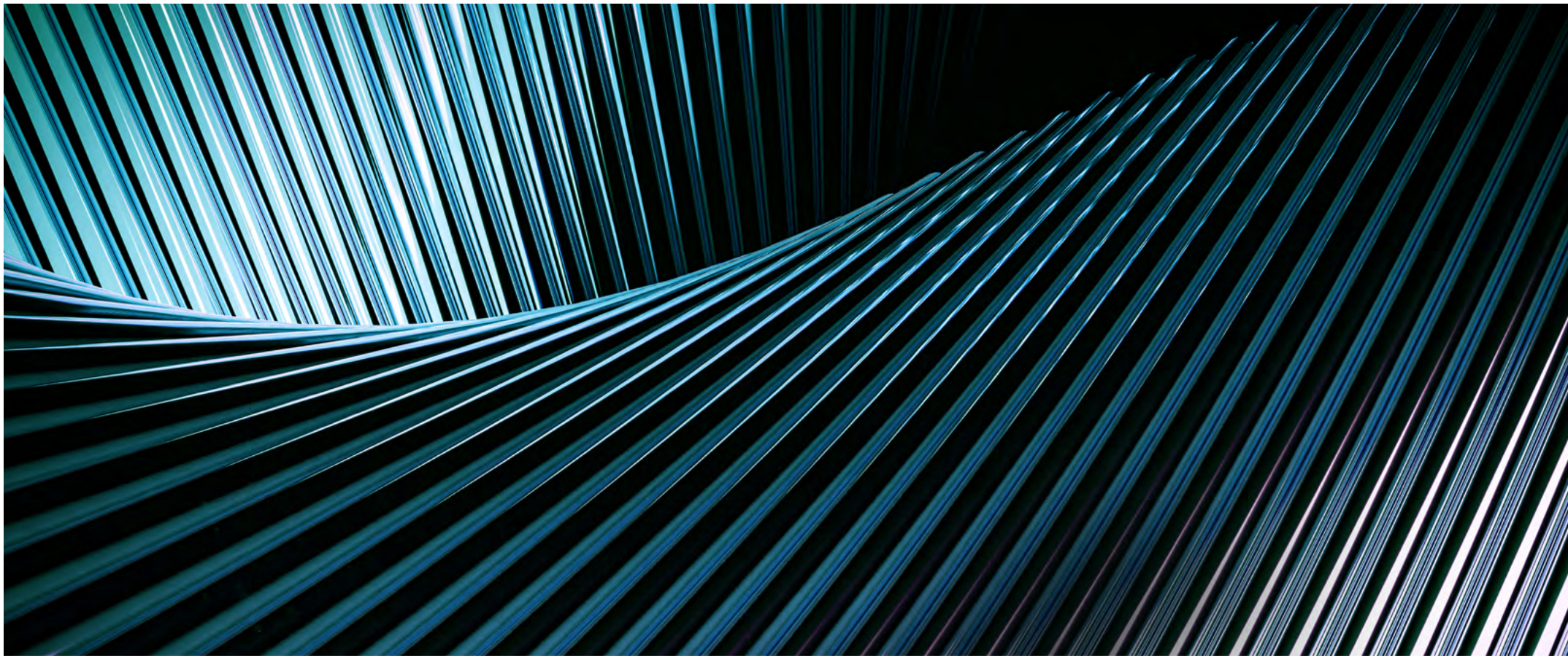
Below are the definitions of key terms used in this report:

Onshoring: Increasing manufacturing capacity in the domestic market/country of headquarters.

Reshoring: Bringing part of manufacturing/production back to the domestic market/country of headquarters from offshore locations.

Nearshoring: Transferring part of manufacturing/production to a nearby or neighboring country.

Friendshoring: Locating manufacturing/production in countries that are geopolitical and mercantile allies of the organization's home country.



01 Organizations intensify their focus on reindustrialization

The imperative to reindustrialize is clear

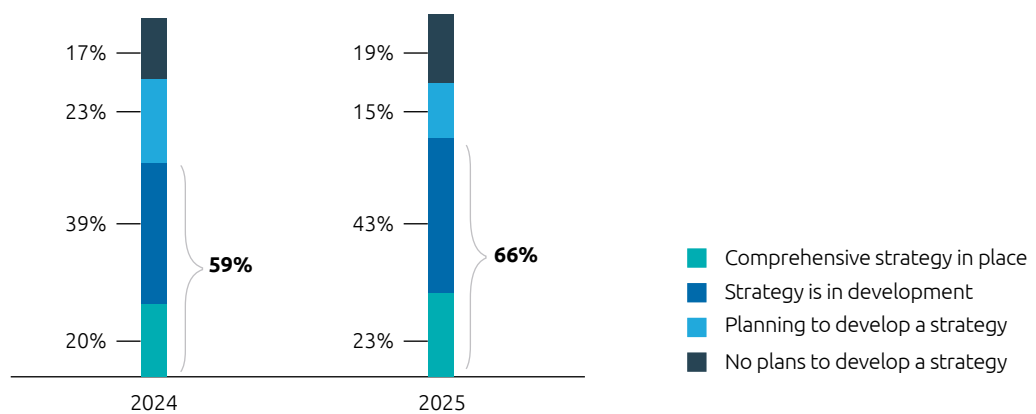
After decades of expansionism, manufacturing organizations in Europe and the US are undertaking intensive remodeling of supply chains, bringing bases of production closer to their markets. Bill McRaith, formerly Chief Supply Chain Officer at Tommy Hilfiger owner PVH, says: ***"The model that [the apparel industry] has used for the last 30 years is redundant. A solution is to create a 'supply lattice,' where some goods continue to be sourced offshore, others are bought from neighboring countries, and a third portion are manufactured close to where they are sold."*** [3]

In 2024, around six in ten (59%) executives said that their organization had an active or in-progress reindustrialization strategy. In 2025, two in three (66%) executives say the same (see Figure 1). A slightly higher proportion of organizations – from 17% in 2024 to 19% in 2025 – are not planning to develop a reindustrialization strategy. Cost constraints and financial pressures are a top reason for 70% of organizations choosing to opt out of the process.

Of the executives who claim their organizations have/are planning a reindustrialization strategy, 97% say it includes diversification and investment in domestic manufacturing.

Figure 1.
In 2025, two-thirds of executives say they either already have a reindustrialization strategy or are developing one

Percentage of organizations with a reindustrialization strategy



Note: Numbers do not total 100% due to rounding.
Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 1), February 2024, N = 1,563 executives; Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,727 executives.

Our analysis shows that in 2025:

- Nearly seven in ten (68%) executives from US-headquartered organizations say that their reindustrialization strategy is already in place or in progress.
- 65% of executives based in Europe (France, Germany, Italy, Spain, Netherlands, Denmark, Finland, Norway, or Sweden in this research) mention the same.
- 62% of executives from UK-headquartered organizations say the same.

66%

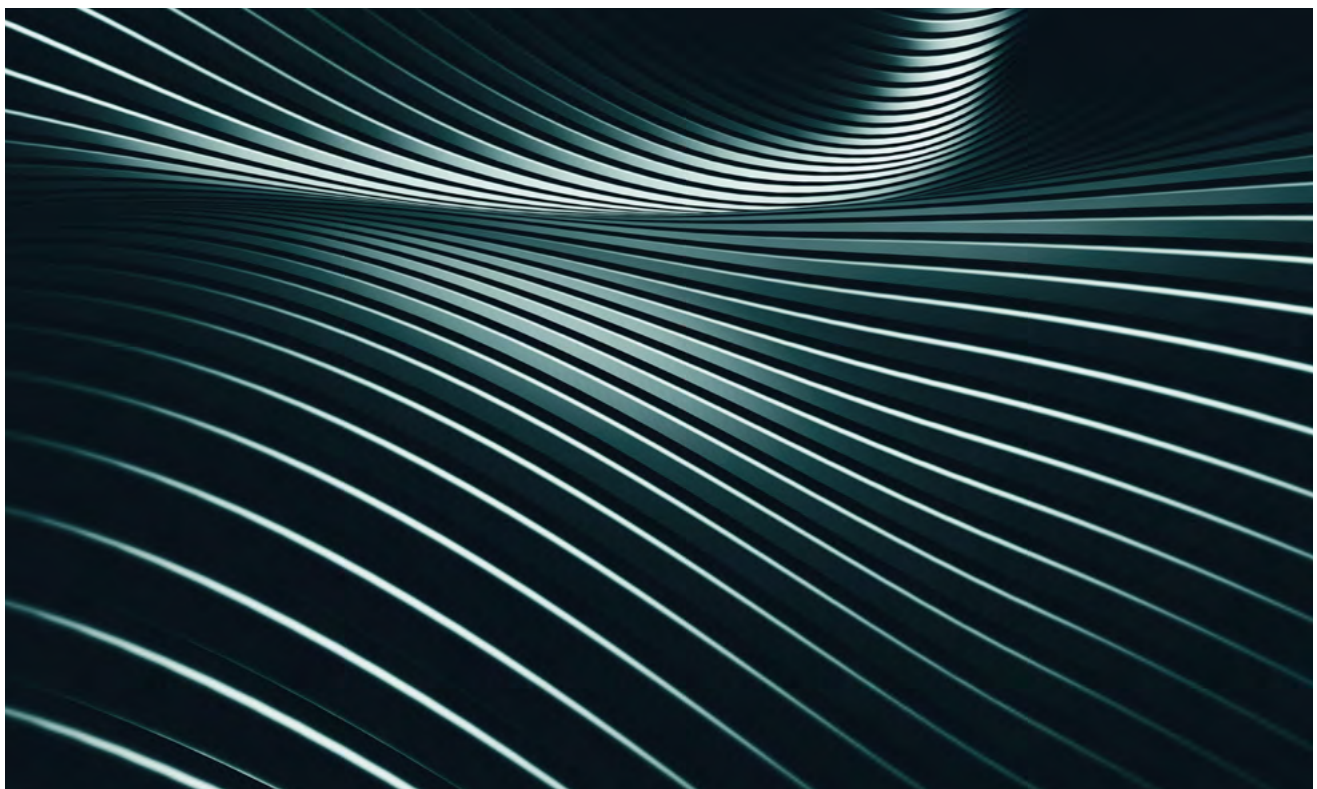
of executives say that their reindustrialization strategy is already in place or in progress.

"After decades of globalization, organizations in Europe and the US are shifting from cost-focused strategies to reindustrialization. This pivot emphasizes sovereign manufacturing capabilities, supply chain resilience, and geopolitical considerations. While costs remain important, integrating digital and advanced manufacturing technologies—such as AI/Gen AI, analytics, cloud, and digital twins—is crucial for streamlining operations, enhancing productivity, improving agility, and accelerating sustainability."

Pierre Bagnon
Executive Vice-President,
Global Head of Intelligent Industry Accelerator,
Capgemini

Below is a selection of current reindustrialization strategies:

Organization	HQ country	Sector	Type of reindustrialization initiatives	Details
Volvo	Sweden	Automotive	Nearshoring	As the EU imposes tariffs on Chinese EVs, Volvo is shifting its EV production from China to Belgium.[4]
Apple	US	High-tech	Reshoring/building new manufacturing facilities	In February 2025, Apple announced that it will spend more than $500 billion in the US over the next four years. As a part of the investment, it plans to establish a 250,000-square-foot server manufacturing facility in Texas. Previously manufactured outside of the US, these servers will be key to the operation of the Apple Intelligence AI system.[5]
Sanofi	France	Pharma	Reshoring/building new manufacturing facilities	In 2024, Sanofi announced an investment of more than €1 billion ($1.05 billion) in new bioproduction capacity at its sites in Vitry-sur-Seine (Val-de-Marne), Le Trait (Seine-Maritime), and Lyon Gerland (Rhône).[6]
GE Aerospace	US	Aerospace	Reshoring/upgrading manufacturing facilities	In March 2024, GE Aerospace unveiled plans to invest more than $650 million in its worldwide manufacturing facilities and supply chains. Nearly $550 million will be allocated to the company's US facilities and supplier partners.[7]
GSK	UK	Pharma	Reshoring/upgrading and building new manufacturing facilities	GSK is investing more than £200 million ($253 million) through 2025 to bolster its UK supply network, including new facilities and assembly lines.[8]
Leonardo	Italy	Defense	Upgrading manufacturing facilities	Under its five-year plan, Leonardo plans to invest €200 million annually in Italy to develop new products, modernize production lines, and strengthen its supply chain.[9]
Ford	US	Automotive	Reshoring	In 2023, Ford outlined a plan to downsize its engineering base in Europe by 2,800 people and cut 1,000 corporate and distribution roles over the next three years. Ford also plans to create 2,500 jobs in battery manufacturing in the US.[10]
HP	US	High-tech	Diversification	HP has set a goal of making up to 70% of its notebooks outside of China within three years. The organization is building new manufacturing facilities and warehouse hubs in Thailand, Mexico, and Vietnam, and plans to set up a design hub in Singapore.[11]



Nearshoring is a popular strategy

In 2024, 42% of executives said that their organizations had invested in nearshoring or a combination of reshoring and nearshoring. In 2025, more than half (56%) say this (see **Figure 2**). The desire to reduce lead times, minimize supply chain disruptions and risks, avoid economic uncertainty, counter tariffs, maintain control, and prioritize sustainability are driving this trend among European and US organizations. (It is also interesting that the share of executives saying their organizations have invested in reshoring is stable, at 13% in 2024 and 12% in 2025.)

We see many nearshoring investments and announcements across industries over the past 12 months:

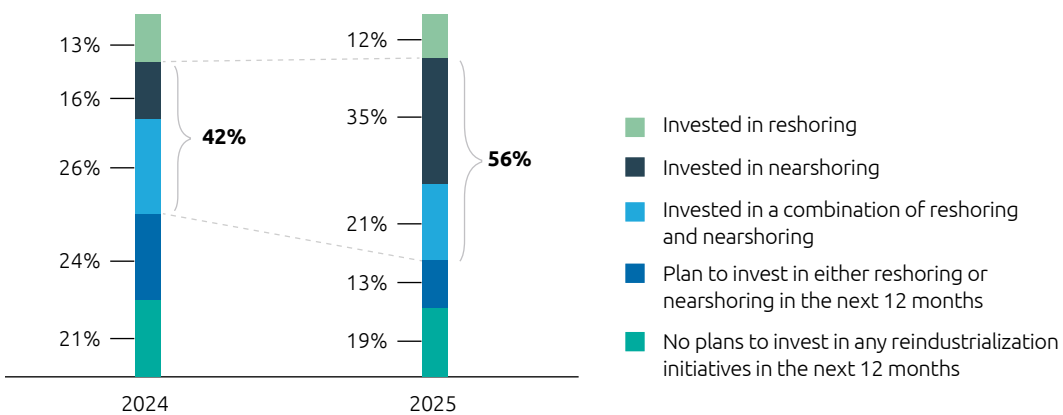
- Automann, a supplier of trailer and truck parts in the US, has invested nearly $100 million in its new plant in San Luis Potosí, Mexico, generating over 1,000 jobs.[12]
- US-based BWX Technologies announced plans to expand and integrate advanced equipment into its manufacturing plant in Ontario, Canada, to support the global nuclear power market. The expansion, projected to cost C$50 million (US$35 million), will increase the facility's footprint

by 25 percent, to 280,000 square feet. Additionally, BWXT will invest around C$30 million (US$21 million) in advanced manufacturing equipment for the facility over the next few years.[13]

- Swedish EV manufacturer Polestar has announced its intention to produce its upcoming premium compact sports utility vehicle (SUV), the Polestar 7, in Europe. This decision marks a strategic shift from reliance on Chinese manufacturing.[14]
- France's Alstom has invested €14.5 million ($15.2 million) to acquire a bogie frame[15] factory in the village of Mátranovák in Hungary, with a new €1.45 million logistics hall, which will boost production capacity by 40% by end-2025.[16]
- AstraZeneca, a UK-based pharma organization, plans to invest $135 million to expand its Sweden Biomanufacturing Center in Södertälje. This marks the largest investment in the facility since its 2021 inauguration.[17]

Figure 2.
A majority have invested in nearshoring their manufacturing in 2025

Percentage of organizations that have invested in reshoring or nearshoring most of their manufacturing/production



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,727 executives; Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 1),* February 2024, N = 1,563 executives.

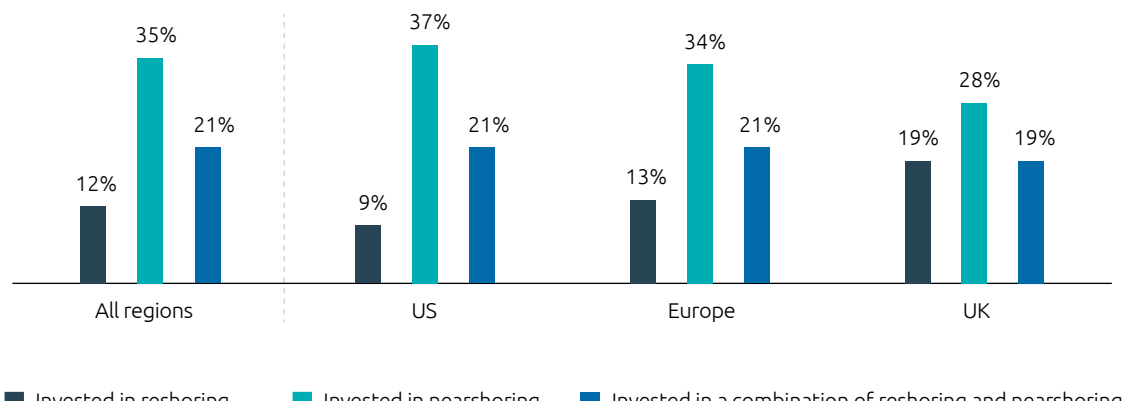
As **Figure 3** shows, 58% of organizations based in the US, 55% in Europe, and 47% in the UK say they have invested in either nearshoring or a combination of nearshoring and reshoring. For US-based organizations, the United States-Mexico-Canada Agreement (USMCA) has been a catalyst for nearshoring in these countries.[18] By mid-2024, foreign direct investment (FDI) to Mexico totaled over US$31 billion, with the US accounting for over 44%.[19] The US is also the leading investor in Canada, accounting for 46% of total FDI in 2023.[20]

However, with a review of USMCA in 2026, coupled with the Trump administration's potential tariffs, nearshoring dynamics are likely to evolve. Moreover, the White House has raised concerns regarding Chinese organizations' investments in Mexico (among other countries).[21] In 2023 alone, Chinese companies announced over $12.6 billion in infrastructure projects in Mexico, focusing on EVs, mining, transit, container ports, and telecommunications.[22] Nonetheless, it is noteworthy that nine in ten US executives say that diversification of manufacturing (97%) and supply chains (95%) is strategically key.

Figure 3.

Nearly six in ten executives from US-based organizations say they have invested in manufacturing/production in a neighboring or nearby country

Percentage of organizations that have invested in reshoring or nearshoring most of their manufacturing/production in 2025, by region



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,727 executives.

In Europe, along with the desire for supply chain resilience, regulatory imperatives are driving nearshoring:

- The EU's Carbon Border Adjustment Mechanism (CBAM), a tax on carbon-intensive imports from non-EU nations, payable from 2026);[23]
- The European Chips Act (to encourage the establishment and expansion of semiconductor manufacturing facilities within the EU);[24]
- The European Critical Raw Materials Act (CRMA) to establish a secure and sustainable supply of critical raw materials to the EU);[25]
- And the Strategic Technologies for Europe Platform (STEP), with a view to boosting investment in critical technologies in Europe.[26]

"Reindustrialization focuses on enhancing efficiency, quality, and flexibility. Strategic investments in AI, automation, and robotics, make reshoring and nearshoring more viable. A flexible digital manufacturing strategy, powered by technology and data-driven decision-making, ensures adaptability for future advancements and seamless human-machine collaboration."

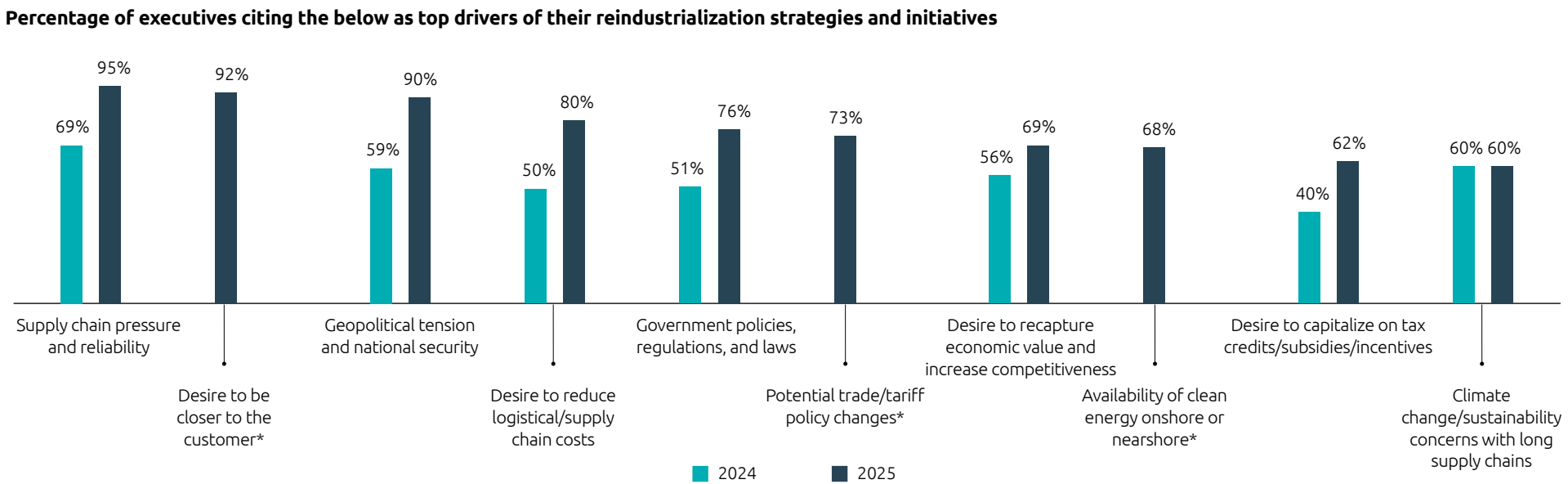
Lydia Aldejohann
Vice President
Intelligent Industry Germany

Supply chain resilience, desire to be closer to customers, and geopolitical concerns emerge as key drivers of reindustrialization

As **Figure 4** shows:

- In 2025, 95% of executives say that **supply chain pressure** is a key driver of reindustrialization, a significant increase from 69% in 2024. A recent research report highlights that, overall, disruptions to global supply chains increased by 38% in 2024 from 2023.[27] From the impact on the movement of trade through the Red Sea due to attacks on ships by Houthi rebels [28] and drought in the Panama Canal causing a 29% drop in vessel transits,[29] to a strike by port workers on the east coast of the US, [30] 2024 witnessed major supply chain challenges, with outcomes including automakers such as Volvo and Tesla having to suspend production lines due to a lack of parts.[31]
- Meanwhile, the Russia-Ukraine war and Israel-Hamas war continue to strain global supply chains. Rising US-China tensions, fueled by tariff-related threats, and the new foreign policy of the Trump administration, have exacerbated these challenges. In 2025, 90% of all executives, and 93% from the aerospace and defense sector in our research say **geopolitical tensions** are a key driver of reindustrialization. European Commission President Ursula von der Leyen recently unveiled an ambitious €800 billion ($841 billion) defense initiative known as the "ReArm Europe Plan."[32]
- In our 2025 survey, **the desire to be closer to customers** has emerged as a strong reindustrialization driver for 92% of executives. In 2023, Sweden-based global bearing organization SKF group relocated a portion of its automotive bearing manufacturing from its Busan facility in South Korea to plants in Asia and the central Mexican state of Puebla.[33] Elisabet Svensson, Head of Technology Academy at SKF Group, told us: ***"We continue our strategic direction to increase regionalization within our supply chain. In 2024, we increased our regionalization rates from 63% to 68% in Asia and from 66% to 69% in the Americas. We have been able to reduce our lead times from order to delivery. Therefore, a key strategy for us is to build more manufacturing capabilities closer to our customers."***
- Desire to **reduce supply chain and logistical costs** is also a key driver for 80% of executives in 2025, a 30-percentage-point increase from 2024. The Lego Group, which plans to relocate manufacturing closer to its US market in 2025, in its 2023 annual report highlighted: ***"Distribution costs can also be further minimized when manufacturing is close to main markets."*** [34]
- Long supply chains involve increased carbon emissions and resource depletion. We note that 60% of executives in 2025 rate **sustainability concerns of long supply chains** as a driver of reindustrialization.

Figure 4.
Supply chain resilience, geopolitical concerns, and desire to be closer to customers emerge as the top drivers of reindustrialization



*Not cited as a driver in the 2024 edition of the research.
Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 1),* February 2024, N = 1,300 executives from organizations with a reindustrialization strategy in place or planned; *Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

There is also an emerging desire to control supply chains vertically. Luis Arguello Jr., President of DemeTech Corporation, a US-based manufacturer of surgical sutures, mesh, and bone wax, says: ***"A rise in vertical integration is taking shape as a form of reshoring. DemeTech is taking a portion of offshore production and reshoring it, as opposed to reshoring an entire company or all its production."*** [35]

We expect these factors to drive an increase in onshore and nearshore manufacturing facilities in the next three years:

- Today, manufacturing/production facilities globally are distributed as follows: 41% onshore, 37% offshore, and 22% nearshore.
- In the next three years, a further increase is expected in domestic operations, to 48%, and a rise to 24% for nearshore operations. Notably, offshore operations are anticipated to decrease by nine percentage points to 28%.

"In 2024, we increased our regionalization rates from 63% to 68% in Asia and from 66% to 69% in the Americas. We have been able to reduce our lead times from order to delivery. Therefore, a key strategy for us is to build more manufacturing capabilities closer to our customers."

Elisabet Svensson
Head of Technology Academy
SKF Group

Tariffs and reindustrialization

Organizations are concerned about rising tariffs

Nine in ten (93%) executives in our research are concerned about the impact that a global trade war would have on operations and market access – with this concern shared across the US, UK, and Europe and across industries (see **Figure 5**).

Jacqueline Gelb, President of American Truck Dealers, says: ***"The truck industry is already experiencing record-high vehicle costs for zero-emission trucks. Levying tariffs on batteries, where currently there is no commercially available US-based battery cell manufacturer, will result in higher vehicle purchase prices and put more inflationary pressure on our industry and supply chain."***[36] Jason Hollar, CEO of US-based pharmaceuticals distributor Cardinal Health, echoes this sentiment: ***"Tariffs anywhere above 10% will lead to corresponding price increases for the customers."***[37] German automaker the Volkswagen Group has also expressed tariff concerns: ***"The Volkswagen Group is concerned about the harmful economic impact that proposed tariffs by the US administration will have on [US] consumers and the international automotive industry."***[38]

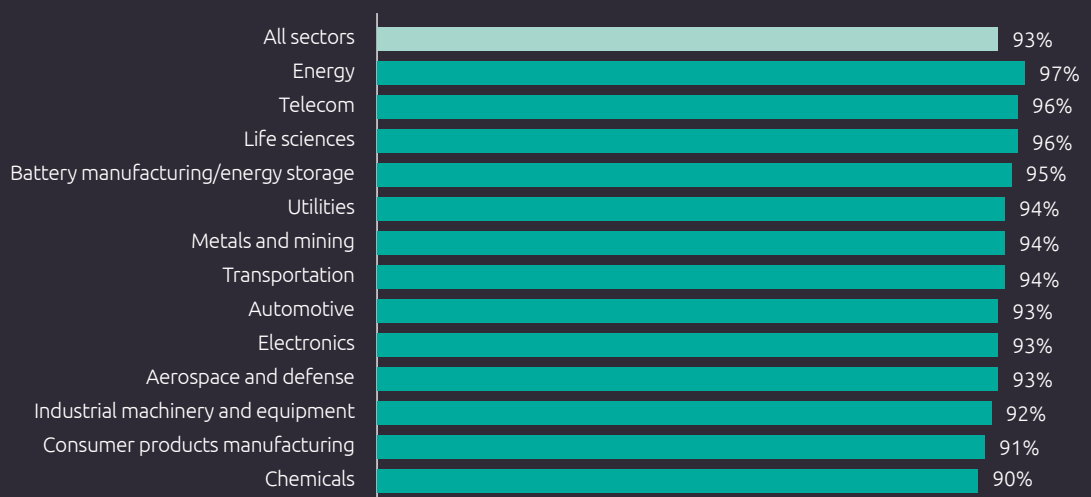
Mario Draghi, a former Head of the European Central Bank (ECB), has also warned higher US tariffs on China could redirect Chinese overcapacity to Europe, potentially undercutting domestic manufacturers.[39]

93%

executives are concerned about the impact that a global trade war would have on operations and market access.

Figure 5.
Nine in ten executives across sectors are worried about the possibility of a global trade war

Percentage of executives who agree with the statement: "We are concerned about the impact that a global trade war would have on our organization's operations and market access"



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

As a short-term counter measure, organizations are stockpiling inventory. The February 2025 Logistics Managers' Index (LMI) reads in at 62.8, up (+0.8) from the January reading. In response to rising inventory levels, inventory cost and warehousing prices also increased in February's reading.[40]

Half of organizations believe tariffs on imports will accelerate reindustrialization plans

More than half (54%) believe that tariffs on imports will boost their reindustrialization plans – with US-based organizations (59%) most commonly believing this (see **Figure 6**).

Notably, 77% of executives are taking a watch-and-wait approach in terms of responding to any of these changes.

Dan Abramson, SVP of Growth Markets at US-based supply chain technology organization FourKites and a board member of the National Association of Manufacturers (NAM), says: ***"Different manufacturing subsectors will experience wildly different outcomes [due to tariffs]. Electronics makers face potentially painful component shortages, while chemical companies might benefit from reshoring. Small manufacturers will struggle with the transition costs, while larger players can use this as a catalyst to rebuild their supply networks. The biggest winners won't be those who simply move production, but those who use this moment to fundamentally redesign their operations, with more flexibility and redundancy built in."***[41]

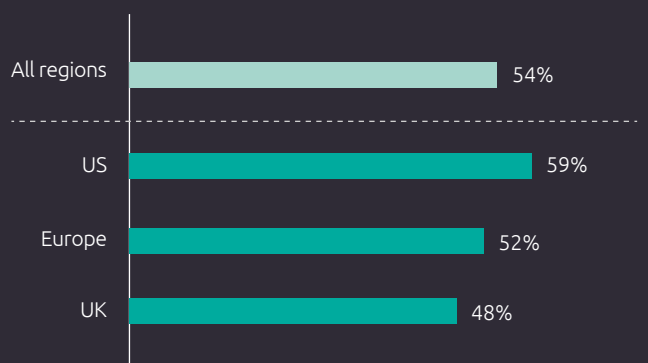
It should also be noted that many **organizations are looking at diversification as a key strategy** here.

For example:

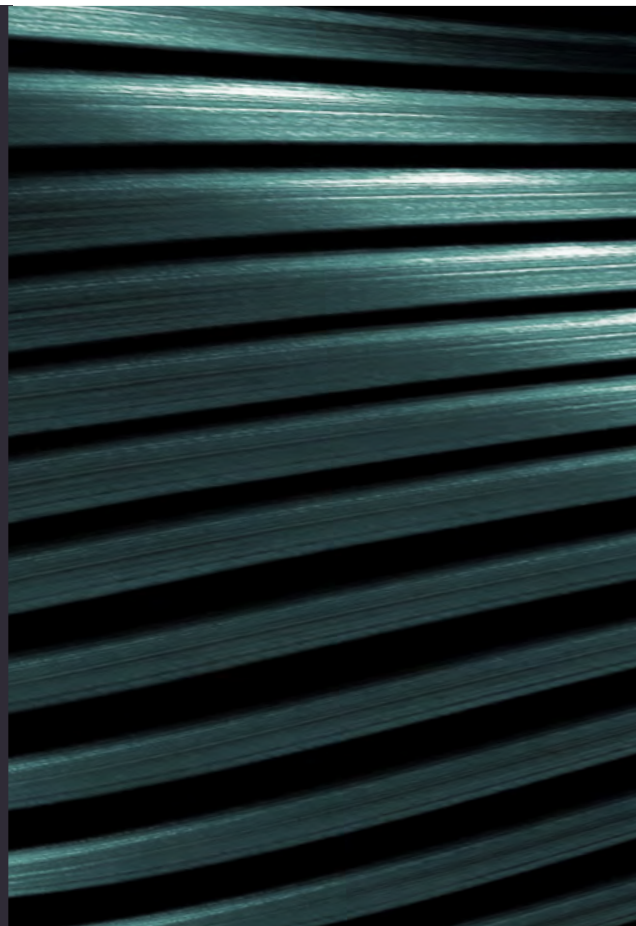
- During a Q3 2024 earning call, US-based tool manufacturer Stanley Black & Decker's President and CEO, Donald Allan, shared: ***"We've built a robust plan to mitigate these tariffs by moving production and aspects of the supply chain from China to other parts of Asia, maybe to Mexico. It's unlikely that we would move a lot back to the US because it's just not cost-effective."***[42]
- Shoe manufacturer Steve Madden announced that it would accelerate its plans to shift its China-based production to factory bases in other countries such as Cambodia, Vietnam, Mexico, and Brazil, to mitigate any tariffs that the new US administration might impose on China.43
- US conglomerate Helen of Troy (the parent organization of Hydro Flask) is diversifying its sourcing base to contain tariff impacts. CFO Brian Grass adds: ***"What we try to do is ask ourselves, 'Does it make sense to make the change even without tariffs?' so that we're not in a position where we regret changes that we made."***[44]

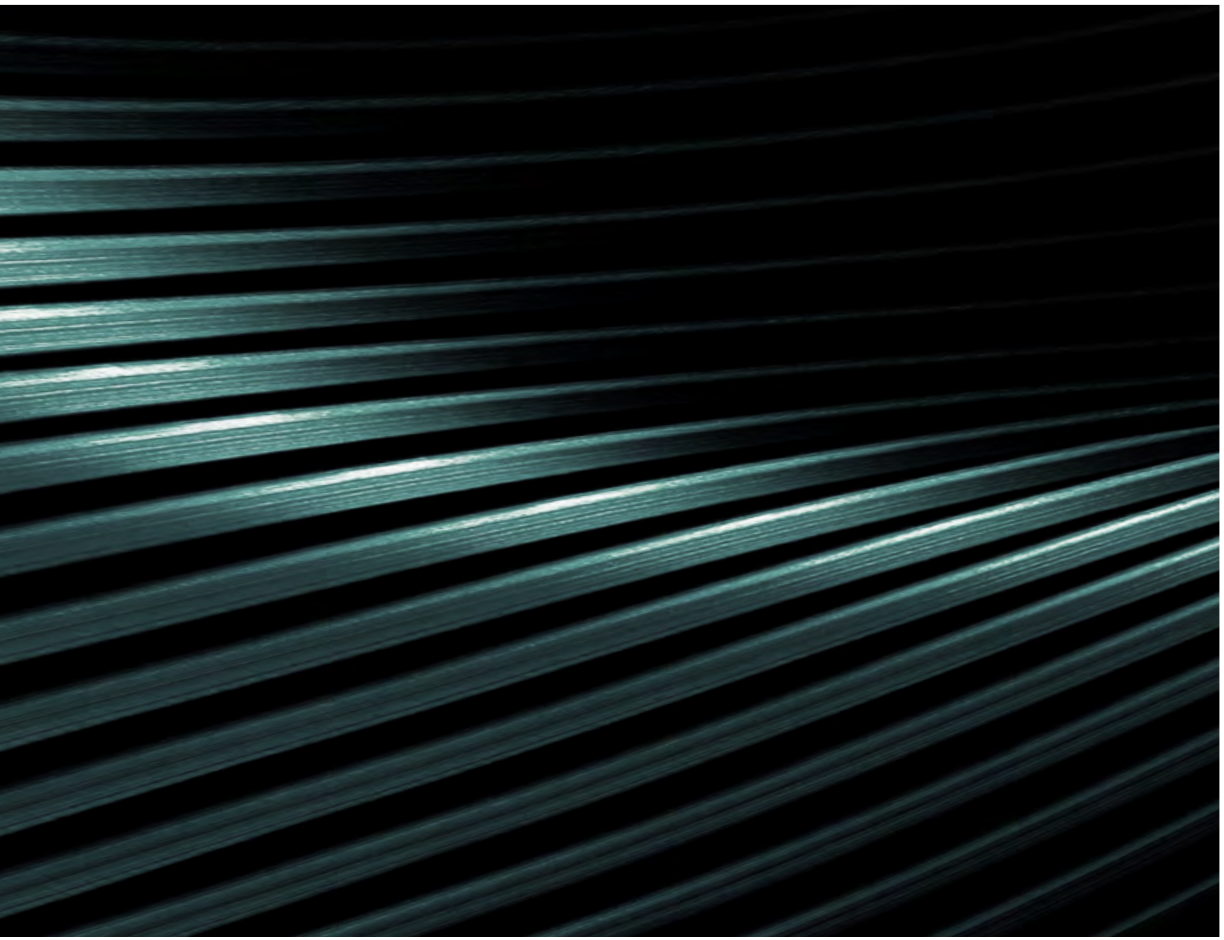
Figure 6.
More than half of execs see tariffs accelerating their organizations' reindustrialization efforts

Percentage of executives who agree with the statement: "Imposition of tariffs on imports will boost reshoring and reindustrialization for our organization"



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.





Most organizations see friendshoring as a key route forward

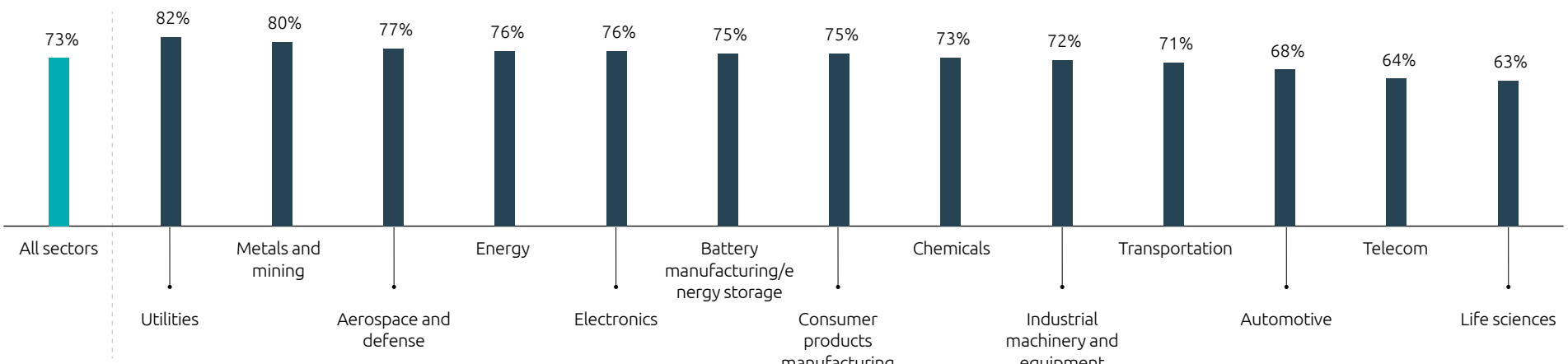
As **Figure 7** shows, three-quarters (73%) of executives say friendshoring will be a significant sourcing and/or production avenue going forward.

73%

of executives believe friendshoring will represent a significant proportion of their sourcing and production going forward.

Figure 7.
Across sectors, friendshoring is expected to be significant

Percentage of executives who agree with the statement: "Friendshoring will represent a significant proportion of our sourcing and/or production going forward," by sector



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

The anticipated share of friendshoring within total manufacturing/production is 41% in the next three years, from 37% currently – with US organizations leading this trend (see **Figure 8**).

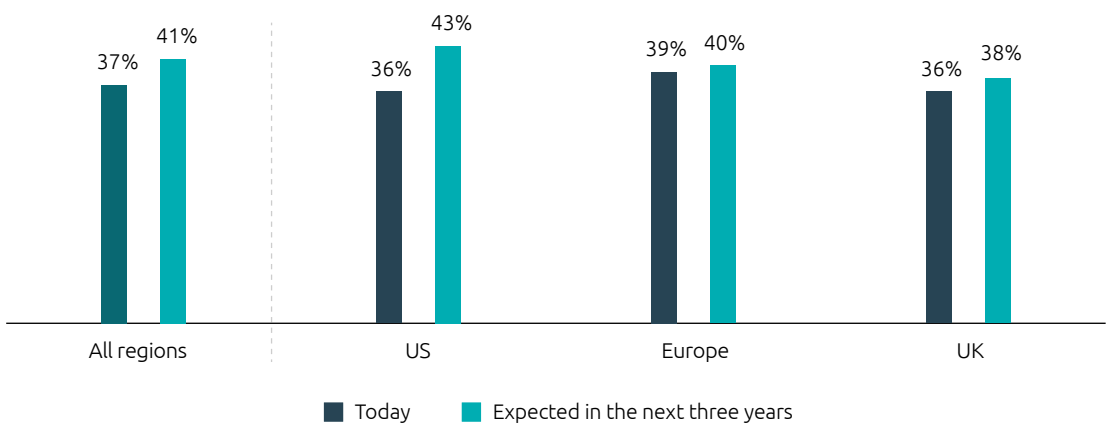
In recent years, US organizations have been looking at "friendlier" shores such as Mexico, Vietnam, Malaysia, and India as possible manufacturing bases. GM and Ford have led the expansion into Mexico, increasing local production by 75% and 52%, respectively, since 2021.[45] Intel, GlobalFoundries, and Infineon are some of the chipmakers that have set up or expanded operations in Malaysia.[46] P&G is expected to invest an additional $100 million into expanding its production line at its Ben Cat factory in Vietnam.[47] Indian manufacturing facilities produced 14% of Apple's total iPhone output in FY24, making India the largest producer of Apple smartphones outside China. Apple plans to expand India-based output to 25% by 2028.[48]

Similarly, European organizations are looking to Eastern Europe, North Africa, and the Global South for friendshoring opportunities. For example, during the 55th Annual Meeting of the World Economic Forum (WEF) in Davos, Switzerland, Dutch Prime Minister Dick Schoof affirmed the Netherlands' interest in investing in Vietnam's semiconductor industry.[49] Danish wind turbine manufacturer Vestas has announced plans to establish a new blade factory in Szczecin, Poland.[50]

However, the current volatile geopolitical landscape means that the list of "ally" destinations is ever evolving.

Figure 8.
Executives expect friendshoring to account for 41% of total manufacturing capacity in the next three years

Distribution of manufacturing facilities in friendshored locations as a percentage of total production capacity



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

Top destinations for reindustrialization initiatives span North America, Southeast Asia, Europe, and North Africa

Based on our January 2025 survey, we foresee a considerable reduction in supply chain reliance on China, with 82% of organizations planning to do so in 2025, up from 58% in 2024. A leading cosmetic brand recently invested over $50 million in its Jakarta plant in Indonesia, moving its base away from China.[51] Dell also plans to begin phasing out China-made chips, moving about half of its production out of the country by 2025.[52] However, the complexities involved in reducing reliance on Chinese manufacturing and supply chains should not be underestimated.

For example, in sectors where production relies on rare earth minerals and specialized equipment, China still maintains a dominant position. Frederic Neumann, an economist with HSBC, comments: ***"China is quickly becoming a critical component supplier to the world after years of being largely an end-stage assembler."***[53] Moreover, Chinese organizations are investing in manufacturing outside China. For instance, automaker Stellantis has recently partnered with Chinese battery manufacturer CATL to invest up to €4.1 billion ($4.3 billion) in a large-scale lithium iron phosphate (LFP) battery plant in Spain.[54]

In **Figure 9**, we identify the top destinations (outside their home country) where organizations are planning to increase or decrease reindustrialization investments.

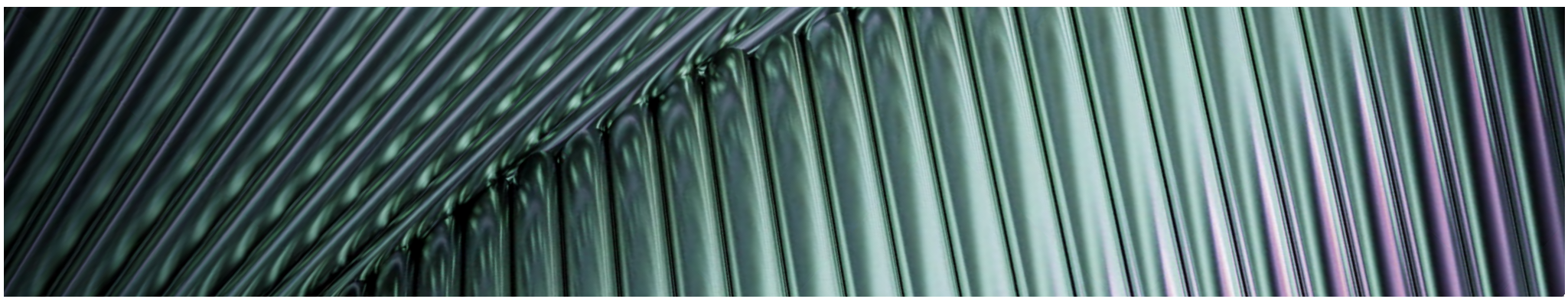
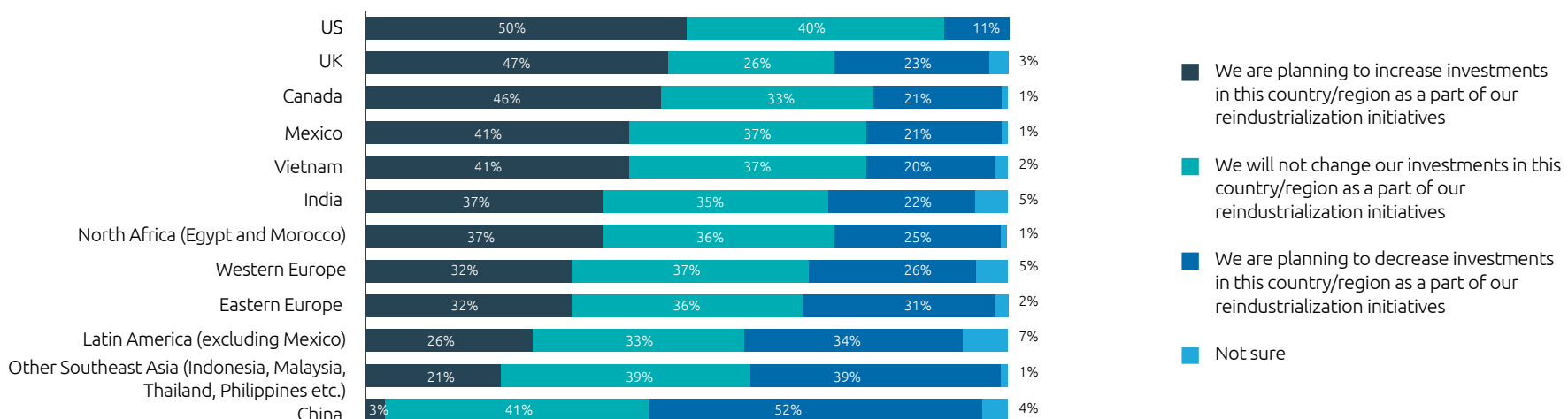


Figure 9.
US, UK, and Canada emerge as the top reindustrialization investment destinations

Percentage of organizations focusing on the below countries for their reindustrialization efforts in the next three years



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,143 recontacted executives from organizations with a reindustrialization strategy in place or planned.

As **Figure 9** shows:

- Half of organizations plan to increase reindustrialization investments in the **US**. This trend is driven by organizations based in Nordics (59%), the Netherlands (57%), the UK, and Germany (both 52%). Battery, electronics, and chemical manufacturers are most prominent in these plans. Tariffs proposed by the US administration could accelerate investments in the US.

Denmark-based energy transition organization **Topsoe** plans to build a **1-GW-capacity solid oxide electrolyzer cell (SOEC) factory** in the US. SOECs are essential to the efficient production of **clean hydrogen** and derivatives such as eAmmonia and eMethanol. The project will require an investment of over **$400 million**.[55]

UK-based pharmaceutical organization **AstraZeneca** has announced a **$3.5 billion investment in US manufacturing and R&D** to be made by end-2026.[56]

Stellantis has revealed that it is preparing to invest **more than $5 billion in the US**. The organization's US plans include a $1.2 billion investment in its Belvidere assembly plant in Illinois, as well as investments in Michigan and Ohio.[57]

Spanish multinational manufacturer of solar inverters for photovoltaic plants, **Power Electronics**, announced a **$300 million** investment to produce over **20 GW of inverter capacity** in the US.[58]

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- Around half of Dutch (51%), French (50%), and US (49%) organizations say they plan to increase reindustrialization investments in the **UK**.

In 2024–28, **Amazon**'s cloud computing arm, AWS, will invest **£8 billion (around $10 billion) in building, operating, and maintaining data centers in the UK**, supporting more than 6,000 full-time equivalent (FTE) jobs. AWS's total investment plans in the UK in 2020–2028 exceed £11 billion.[59]

US-based oil and gas organization **ExxonMobil** is expanding its refining complex in Fawley, UK. The **£800 million facility, which includes a hydrogen plant,** is intended to help the UK meet its energy needs.[60]

- US-based organizations are likely to drive reindustrialization investments in **Canada** (48% planning to increase). In parallel, 44% of UK-based, 42% of US-based, and 41% of Nordics-based organizations say they plan to increase investments in **Mexico**. However, with the upcoming review of USMCA in 2026, coupled with the potential tariffs by the Trump administration, this dynamic is likely to evolve.

US tire manufacturer **Goodyear** is investing more than **C$575 million (US$419 million) in modernizing its Greater Napanee (Canada) facility**, which includes building expansions, and new equipment and capabilities. The facility will expand the full-time team by 200 positions, to more than 1,000.[61]

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In January 2024, **GE Vernova's Gas Power** business and **Iberdrola México** celebrated the commissioning of the Topolobampo III power plant in the Mexican state of Sinaloa. **The plant generates up to 766 MW**, enough to supply more than 1.6 million Mexican homes.[62]

Sweden-based automaker **Volvo Group** has unveiled plans to invest **$700 million in a new heavy truck manufacturing plant** in Ciénega de Flores, Nuevo León, Mexico. Scheduled to start operations in 2026, the facility will produce Volvo and Mack trucks for the US and Canadian markets.[63]

- In **Southeast Asia**, we expect reindustrialization investments in Vietnam and India, in areas including electronics manufacturing, energy and metals mining, and industrial manufacturing.

In October 2023, US-based **Amkor Technology** inaugurated its new **semiconductor factory** in Bac Ninh, Vietnam. The **$1.6 billion project** covers 57 acres (23.1 hectares) and is expected to provide employment for around 10,000 workers by 2035.[64]

Meta plans to increase investment in artificial intelligence (AI) innovation in Vietnam, including the production of its latest **mixed reality (MR) headset, Quest 3S**, in 2025. This initiative is projected to generate over 1,000 new jobs in the country.[65]

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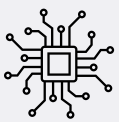

US-based electronics manufacturer **Jabil**, a key supplier to Apple, Cisco, and HP, has announced a **₹2,000 crore ($267 million) investment** to set up a manufacturing facility in Trichy in September 2024.66 In November, the organization also signed a Memorandum of Understanding (MoU) to invest **₹1,000 crore** to establish an electronics manufacturing services (EMS) unit in Gujarat.[67]

France-based **TotalEnergies** and Adani Green Energy Limited (AGEL) have agreed to form a joint venture with a 1,150-MWac (1,575-MWp) **solar portfolio** in Gujarat.[68]

- In **North Africa**, 37% of organizations (predominantly European and UK-based) are planning to increase reindustrialization investments in Egypt and Morocco.

French developer **Voltalia** and Egyptian energy distribution organization TAQA Arabia have signed an MoU to turn an existing 545-MW wind farm into a **3-GW hybrid wind-solar site**.[69]

French hydrogen promoter **HDF Energy** has collaborated with Moroccan-based Falcon Capital Dakhla to develop an **8-GW green hydrogen production facility** in Morocco. The initial investment is estimated at $2 billion.[70]

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- Organizations across sectors – specifically electronics, metals, transportation, energy, and consumer product manufacturing – say they are increasing reindustrialization investments in **Western Europe**.

In May 2024, **Microsoft** announced a **€4 billion** ($4.3 billion) investment as part of the annual "Choose France" business summit, including **cloud and AI infrastructure and a data center** in the French city of Mulhouse.[71]

Novo Nordisk announced that from 2023 it will invest more than **DKK 16 billion ($2.3 billion)** to expand its production site in Chartres, France.[72]

German renewables developer **PNE** plans to construct a massive **1 GW green hydrogen project** in Albacete, central Spain, at an estimated cost of **€3 billion** ($3.2 billion).[73]

Swiss food multinational **Nestlé** is investing **€472 million ($507 million)** to open a **pet food factory** in Mantua, Italy.[74]

"You need to be in a country with a stable geopolitical situation and favorable tax setup. Additionally, you must consider supply chain infrastructures, government support and labor skills and cost."

Juan Manuel Santiago Mendez
Group Aftermarket and Supply Chain Director
Mercedes-Benz

02 Despite the cost, reindustrialization is the focus

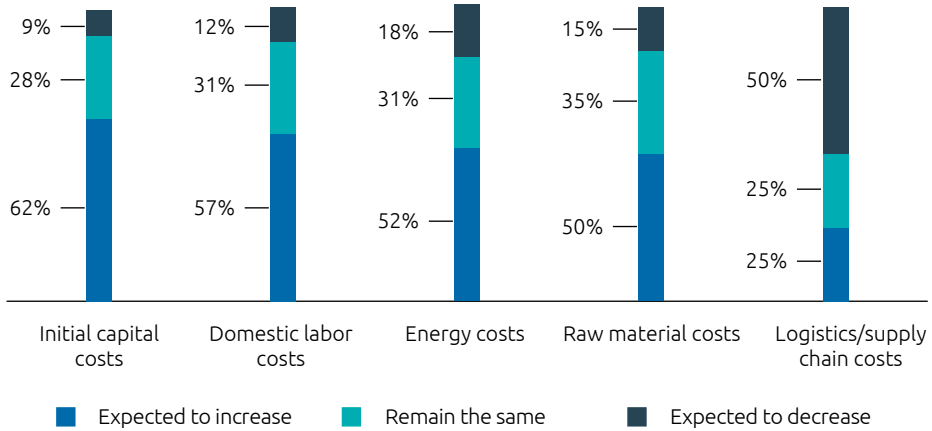
Most executives foresee reindustrialization bringing increased costs

Relocating supply chains, manufacturing, or production hubs is an expensive and complex endeavor, requiring mindful trade-offs between costs, risks, and resilience. Over six in ten (62%) executives in our survey expect initial capital costs to rise in the next three years due to reindustrialization initiatives. Additionally, 57% foresee an increase in reindustrialization-related domestic labor costs, followed by energy costs (52%), and raw materials costs (50%) for the same period.

Conversely, half of organizations expect logistics/supply chain costs to decrease within the next three years (see **Figure 10**), possibly due to shortening of supply chains, improved regional manufacturing efficiencies, and greater proximity to key markets.

Figure 10.
Most executives anticipate costs will increase due to reindustrialization

Percentage of executives anticipating change in costs due to reindustrialization initiatives in the following areas in the next three years



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

On average, organizations anticipate a 10% rise in initial capital costs over the next three years. They expect domestic labor, energy, and raw materials costs to increase by 8.9%, 9.5%, and 9.0%, respectively, within this period.

A senior supply chain executive at a US-based electronics manufacturer says: ***"Reindustrialization is not beneficial in terms of total landed cost, but it gives more assurance, more control on lead time, product quality, IP."***

Organizations stay committed to reindustrialization despite high costs

Around six in ten executives (59%) we surveyed in 2024 say their organization will continue with reindustrialization efforts, despite an increase in total costs. An even higher proportion in France (72%), Italy (71%), Spain (69%), and the US (60%) say the same (see **Figure 11**). Jean-Christophe Lambert, CEO of aircraft manufacturer Ascendance, adds: ***"While cost competitiveness is key, recent global events like COVID-19 disruptions or geopolitical shifts have highlighted the risks of externalizing too much. Sourcing locally can sometimes mean higher costs, but it also ensures better quality control, predictable timelines, and lower operational risks. Therefore, companies are evaluating the trade-off between upfront expenses and long-term resilience in their supply chains."***

Micron Technology, a US organization specializing in computer memory and data storage, plans to invest more than $150 billion globally in 2020–30 in the future

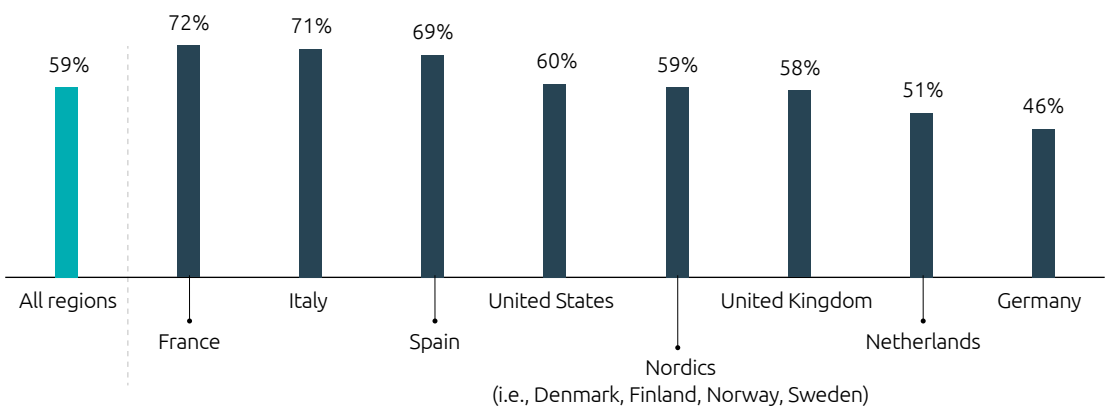
of memory manufacturing and R&D. This includes US expansion, despite 35–40% higher costs than in markets with established semiconductor ecosystems.[75] In France, there is a resurgence of "Made in France" manufacturing to encourage French organizations to commit to reindustrialization. The trend is driven by the France 2030 recovery plan, which has allocated €34 billion to reshoring industrial production.[76]

Moreover:

- Less than one-third (32%) of executives say increasing short-term cost pressures will delay their reindustrialization investments.
- Additionally, 68% believe that their organization's reindustrialization efforts will lead to higher revenue, despite the associated costs.
- Three-quarters (75%) of executives say their organizations are strategically prioritizing reindustrialization over short-term profitability.

Figure 11.
Organizations in France, Italy, and Spain are optimistic about reindustrialization, despite an increase in total costs

Percentage of executives who agree with the statement: "We will continue with our reindustrialization efforts despite an increase in our total costs due to reindustrialization," by region



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

Reindustrialization investments set to surge

We expect projected total reindustrialization investment (including capital and operational expenditure) to increase significantly over the next three years. This reflects organizations' commitment to modernizing infrastructure, enhancing supply chain resilience, and integrating advanced manufacturing technologies.

Figure 12.
Total investment in reindustrialization in Europe and the US over the next three years is projected to be $4.7 trillion

Cumulative investments in reindustrialization over the preceding three years		Cumulative investments in reindustrialization over the next three years	
2024	$2.9 trillion	2024	$3.4 trillion
2025	$3.1 trillion	2025	$4.7 trillion

*Total investment includes CapEx and OpEx and funding for building new and/or upgrading existing manufacturing facilities and supply chain initiatives in or outside the domestic market.
Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 1)*, February 2024, N = 1,300 executives from organizations with a reindustrialization strategy in place or planned; *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

According to our research, organizations across the US, Europe, and the UK plan to double their domestic investments over the next three years. Similarly, we anticipate that reindustrialization FDI will increase by 38% over the next three years.

As Figure 13 shows, organizations plan to increase their domestic investments by 74%, aiming to allocate 6.1% of their annual revenue over the next three years. Outside the domestic market, this increase is expected to be 37% during the same period.

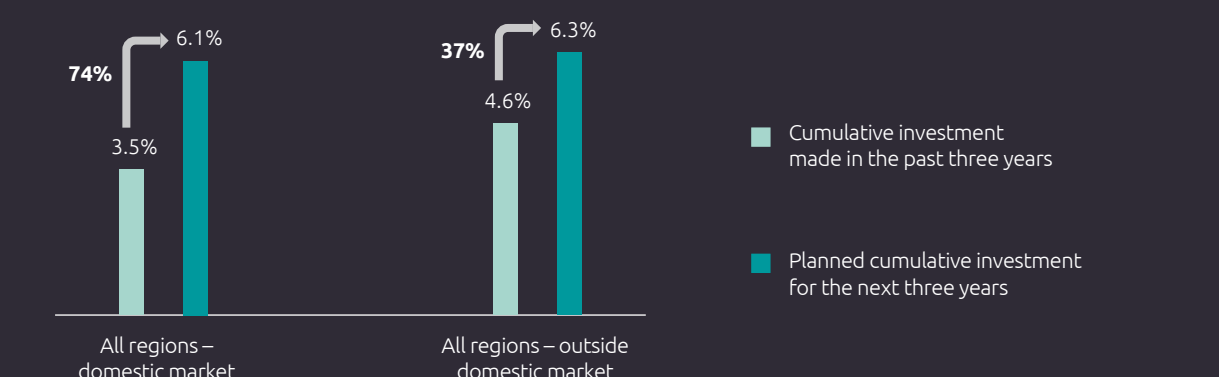
Underlining this return of manufacturing work to the UK, Chris Ball, Executive Director at Advanced Chemical Etching (ACE, a UK-based precision metal etching organization supplying components to the auto, electronics, and telecoms sectors), says: ***"We recently had an £800,000 boost in orders, with £250,000 to £350,000 of that from reshoring. And there's a lot of stuff that is just at the quotation stage, too."***[77]

Speed of product development is also influencing this trend. Dennis Novy, an expert in Trade Economics at Warwick University, explains: ***"Production runs are becoming much shorter, products are changing much more rapidly, and actually having access to the manufacturers and the suppliers in a local area makes you much more flexible."***[78] Government policies will also be pivotal.

The recent US election and the subsequent expected prioritization of domestic production has boosted investor optimism about reshoring.

Figure 13.

Domestic reindustrialization investment will rise over the next three years



Source: Capgemini Research Institute, ***Reindustrialization of Europe and the US (Edition 2)***, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

Manufacturing and supply chain security outweighs cost

As organizations seek to mitigate risk and ensure stability, sovereignty in manufacturing and supply chain decisions is crucial. Maurits Pots, CEO of Tema ETFs, a US-based investment manager, says: ***"Companies used to think about the lowest cost of production. Now, they're asking, 'Where can I get more secure, closer-to-home production?'"***[79]

In our 2025 survey, 65% of executives say they are reducing reliance on China and prioritizing domestic security over cost competitiveness. This is more prominent in industries such as battery manufacturing/energy storage (75%), automotive (74%), and telecoms (74%).

For example, ArcelorMittal, a global steel manufacturer, is set to invest $1.2 billion to build a non-grain-oriented electrical steel (NOES) manufacturing facility in Alabama, scheduled to open in 2027. This specialized steel is essential to electric motors, renewable energy production, and the auto industry, including EVs. Peter Leblanc, CMO at ArcelorMittal North America, says: ***"The new plant will greatly enhance our capacity to support manufacturers by providing a steady domestic supply of high-quality NOES, producing superior products, and avoiding materials shortages, extended lead times, and cost volatility associated with overseas supply chains."***[80]

Additionally, around six out of ten executives say they are ready to pay a premium for domestic production in strategic sectors. This trend remains consistent across regions, highlighting the growing importance of sovereignty in manufacturing and supply chain decisions (see **Figure 14**).

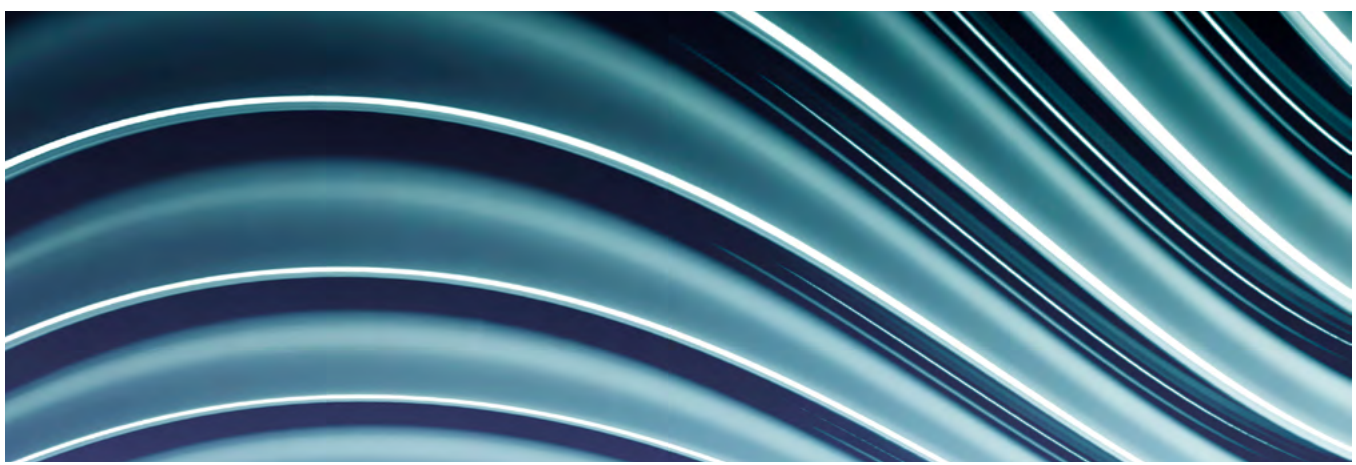
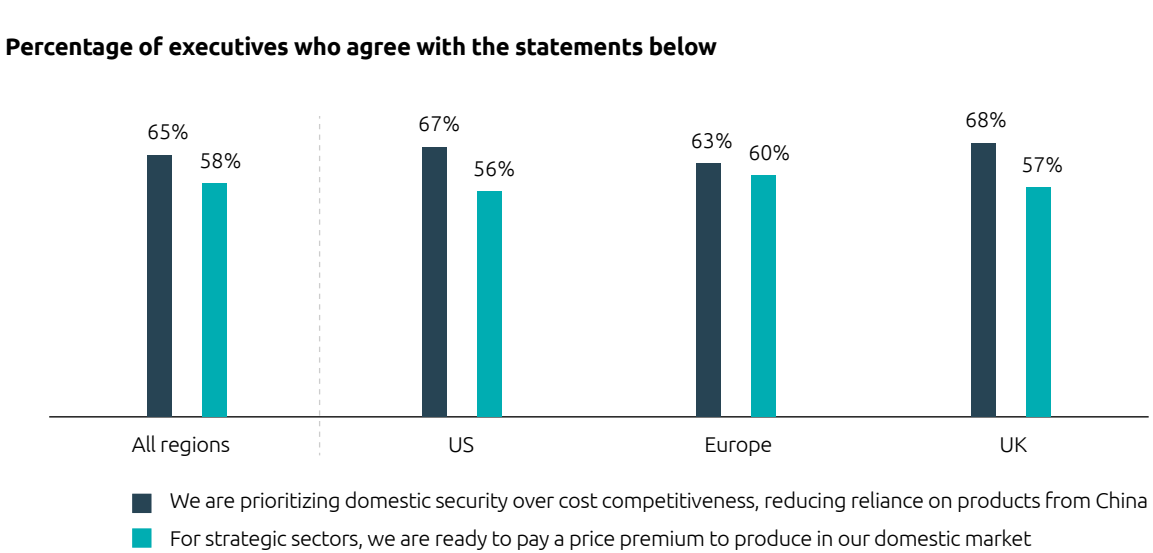


Figure 14.
Most organizations across regions prioritize domestic security and would pay a premium



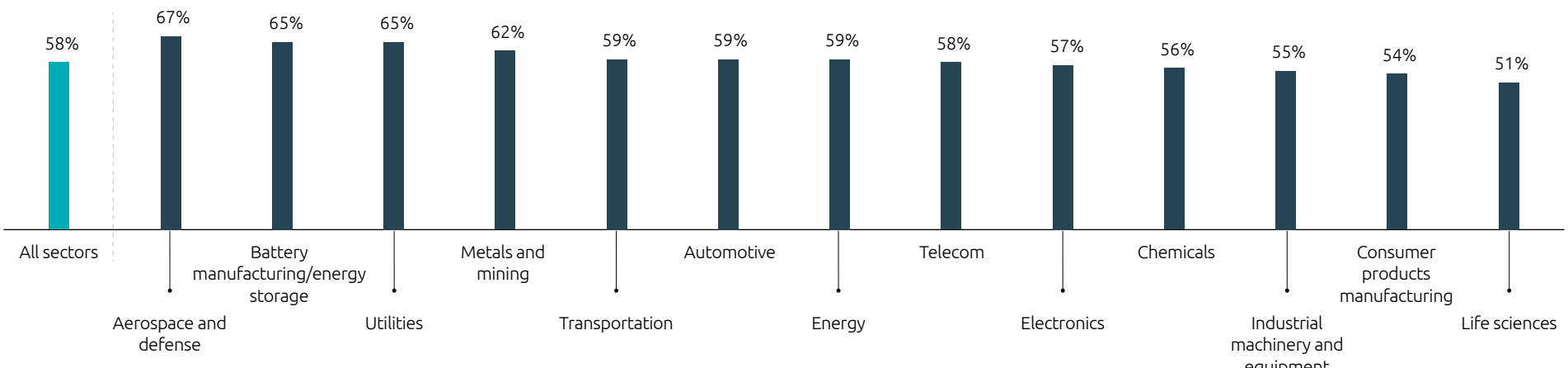
Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

Aerospace and defense, battery manufacturing/energy storage, and utilities executives say their organizations are willing to pay an extra premium to produce in their domestic market (see **Figure 15**). For example, US auto manufacturer General Motors (GM) has invested more capital in domestic EV manufacturing and infrastructure, recently announcing deals and joint ventures in domestic development of raw materials for battery manufacturing.[81]

Some of this cost will be passed on to customers. A senior sourcing and procurement leader at a European telecom organization highlights: ***"Reindustrialization is capital-intensive. While transportation costs are lower, overall production cost remains slightly higher than in the Far East. Even when factoring in transportation, total cost of ownership [TCO] has been slightly higher. Consequently, we have decided to pass some of these costs on to our customers. However, we have been able to absorb some of the additional costs by improving efficiency."***

Figure 15.
Several sectors are willing to pay an extra premium to produce domestically

Percentage of executives who agree with the statement: "For the strategic sectors, we are ready to pay a price premium to produce in our domestic market," by sector



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

Organizations are seeking government support for their reindustrialization initiatives

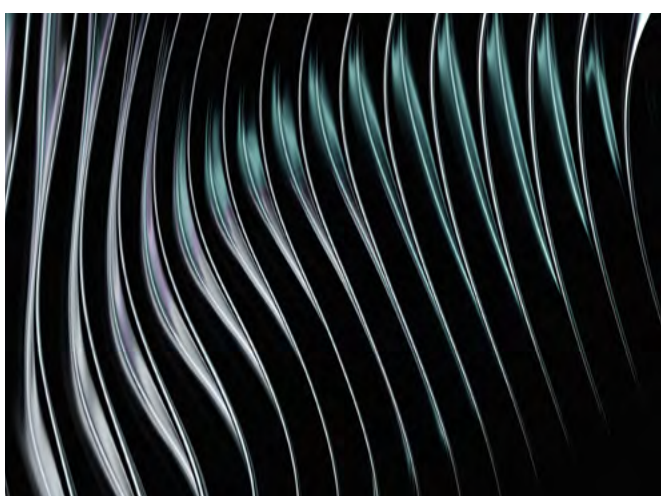
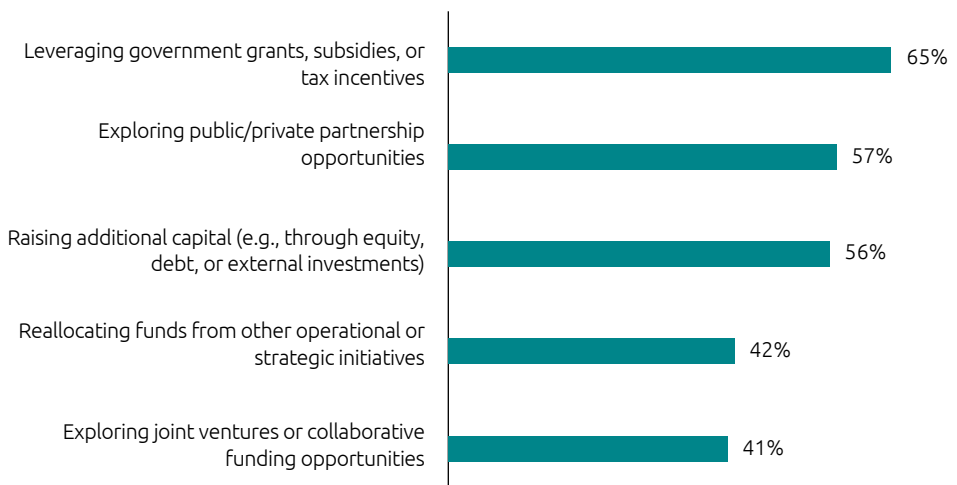


Figure 16.
Most organizations plan to rely on government grants, subsidies, or tax incentives to finance their reindustrialization initiatives

Percentage of executives planning to finance reindustrialization initiatives using the following modes

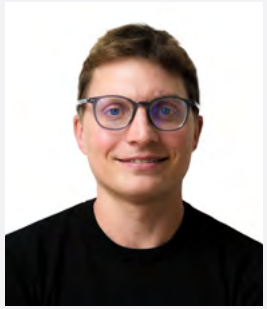


Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

Governments across the US and Europe are pouring money into reshoring initiatives. For example, the US Commerce Department granted Intel $7.86 billion under the CHIPS and Science Act to support its $90 billion manufacturing expansion in four states. This initiative seeks to reduce dependence on foreign suppliers, bolster national security, and generate high-skilled jobs in the US. Intel also plans to claim a 25 percent Treasury Investment Tax Credit for investments of over $100 billion.[82] The US Inflation Reduction Act (IRA) offers subsidies and tax credits to incentivize reshoring and nearshoring.[83]

Europe is pursuing a parallel strategy. The European Parliament and EU member states are working together to develop and encourage a European semiconductor industry. The European Chips Act will unlock €43 billion of investment to advance progress toward Europe producing 20 percent of the world's chips by 2030.[84] Thierry Bret on, a former EU Commissioner for the Internal Market, comments: ***"This will allow us to rebalance and secure our supply chains, reducing our collective dependence on Asia."***[85]

With these large-scale policy interventions, the US and Europe are signaling a long-term commitment to reindustrialization, positioning their economies for greater self-sufficiency and competitiveness in the evolving global landscape. However, with the new US administration and uncertainty surrounding the future of the IRA, the outlook remains unclear.



"While cost competitiveness is key, recent global events like COVID-19 disruptions or geopolitical shifts have highlighted the risks of externalizing too much. Sourcing locally can sometimes mean higher costs, but it also ensures better quality control, predictable timelines, and lower operational risks."

Jean-Christophe Lambert
Chief Executive Officer
Ascendance

The nuclear resurgence

Over the next decade, amid increasing geopolitical unrest and supply chain insecurity, and the demands of digitalization, the world is poised to add the equivalent of Japan's annual electricity demand to grids each year.[86] In our research, a majority (61%) of executives identified high energy costs as a key challenge to reindustrialization.

Propelled by the business demand for clean, dependable, cost-effective, and controllable power, nuclear energy has returned to the spotlight.

Our survey reveals:

- More than half (53%) of executives expect nuclear energy to contribute a significant share of the additional capacity required to meet future energy needs.
- Additionally, 54% say that nuclear energy is pivotal in addressing the low-carbon energy demands of AI and other energy-intensive technologies
- Currently, around 440 nuclear reactors globally provide about 9% of the world's electricity.[87] At COP28 in 2023, 22 countries pledged to triple the world's nuclear energy production capacity by 2050.[88] Heavy industries such as mining are also considering small modular reactors (SMRs) to transition away from carbon-intensive power sources, such as diesel generators at large remote mines.[89] SMRs can also decarbonize petrochemical facilities and steel production
- Dow, a US-based chemicals organizations, selected its UCC1 Seadrift Operations manufacturing site in Texas for its proposed advanced SMR nuclear project. The project is focused on providing the Seadrift site with safe, reliable, zero-carbon emissions power and steam as existing energy and steam assets near their end of life.[90]

61%

of executives identified high energy costs as a key challenge to reindustrialization.

03 Digital technologies reduce reindustrialization cost

Advanced manufacturing technologies can lower reindustrialization costs

Integrating digital technologies reduces costs while boosting productivity, scalability, and long-term resilience. To date, over half (54%) of organizations have realized over 20% cost savings in this way.

As **Figure 17** shows, 84% of organizations plan to invest in advanced manufacturing technologies to reduce the cost of reindustrialization initiatives. BMW created a digital twin of its upcoming €2 billion EV facility in Hungary using NVIDIA's Omniverse platform, improving operational efficiency, reviewing floor layouts, and validating assembly processes in advance.[91]

Capgemini helped a global heavy construction organization to save $5 million in annual costs by digitizing product life cycle across all service parts.[92] AI agents – autonomous AI systems capable of independently handling end-to-end tasks – are helping to reduce downtime, increasing optimization, reducing waste, and lowering energy consumption.[93] German AI start-up Juna.ai deploys AI agents to run virtual factories, with the aim of maximizing productivity and quality while reducing energy consumption and carbon emissions.[94]

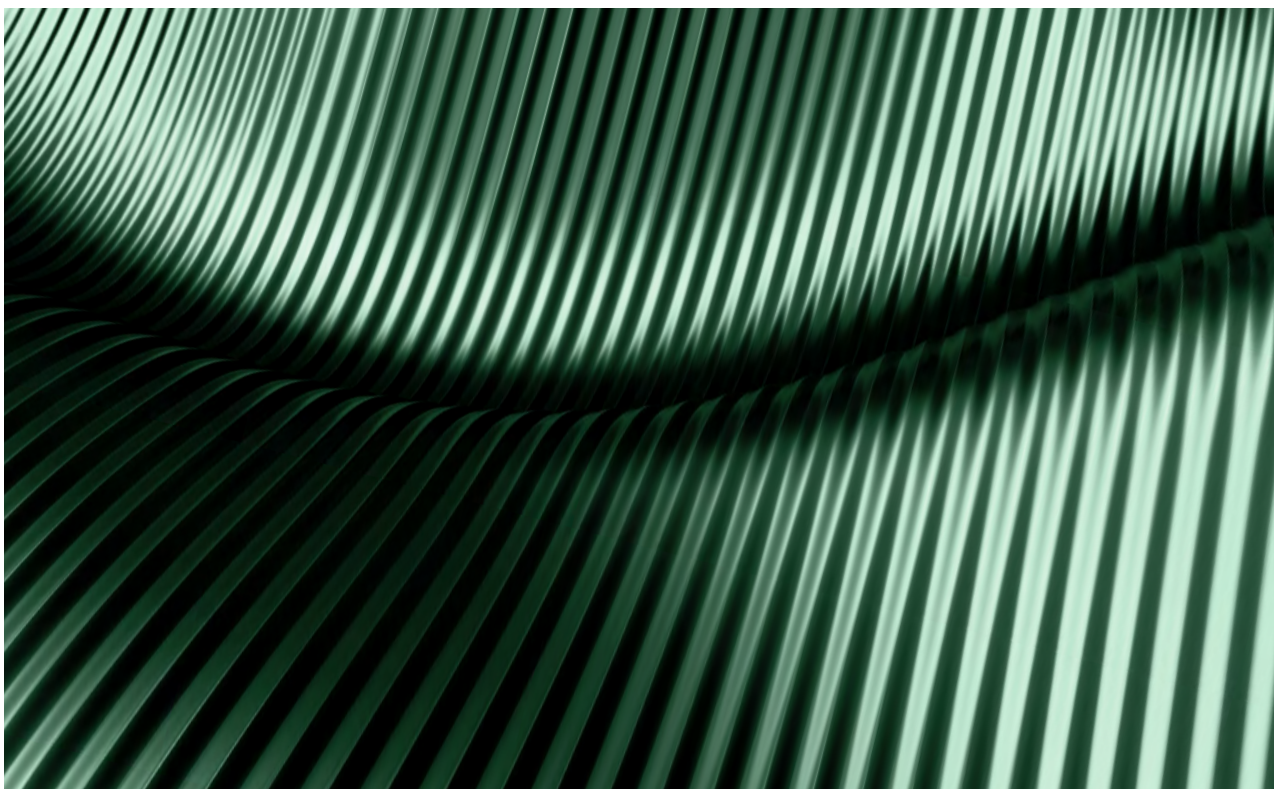
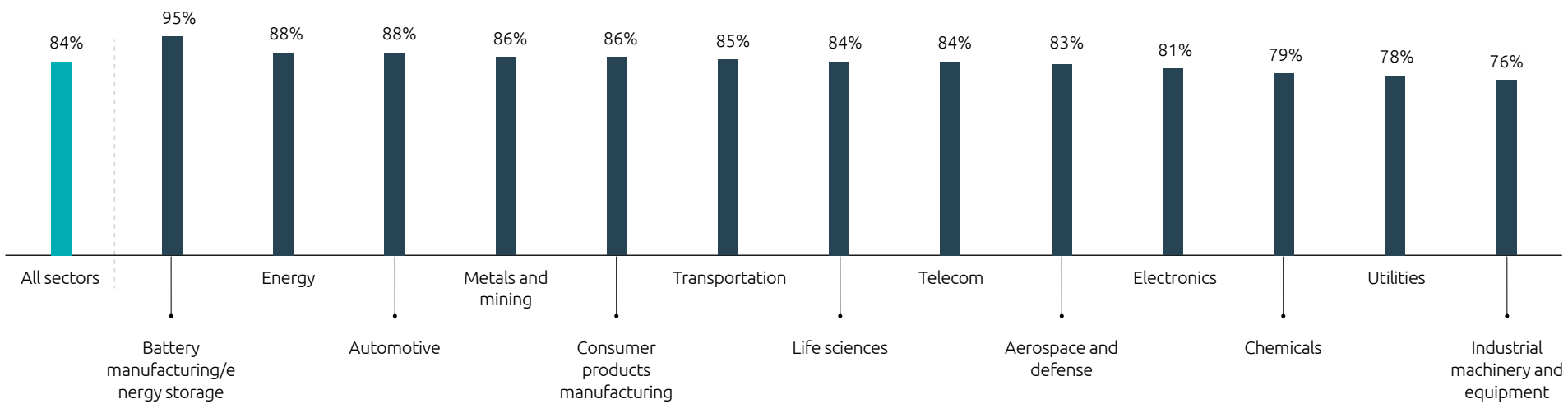


Figure 17.
Battery manufacturers, energy, and automotive organizations look to advanced manufacturing technologies to cut reindustrialization costs

Percentage of executives who agree with the statement: "We will invest in advanced manufacturing technologies (AI, automation, etc.) to reduce reindustrialization costs," by sector



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

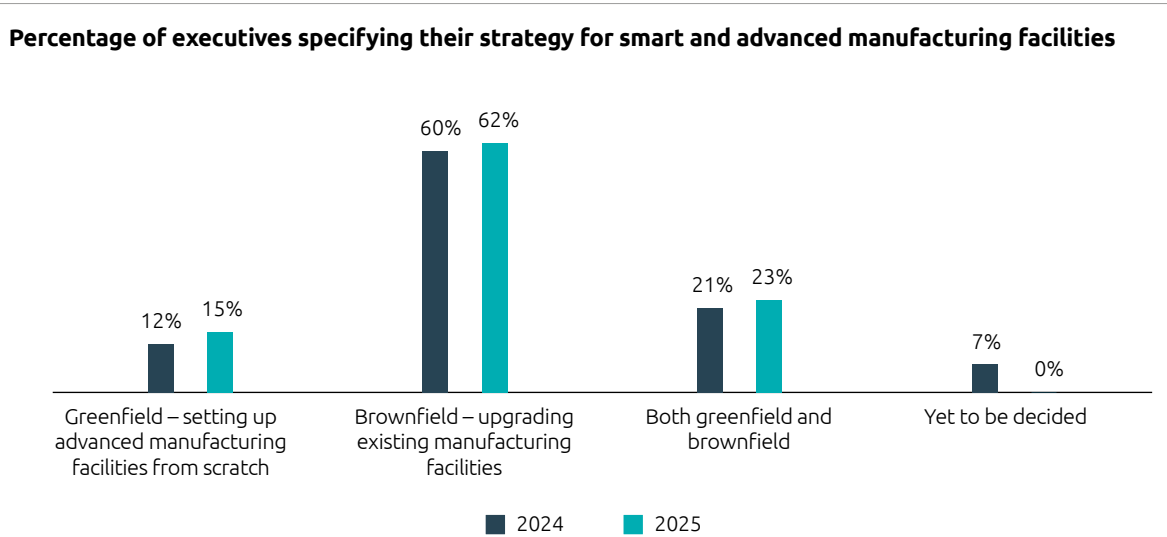
Upgrading existing manufacturing facilities remains the primary focus

Enterprise spending on digital manufacturing in brownfield factories reached nearly $110 billion in 2023. This growth represents an increase of nearly 15% in 2022–23.[95] The trends represented in **Figure 18** indicate a sustained preference for optimizing current infrastructure over building new facilities.

Notably, the share of organizations undecided on their approach fell from 7% in 2024 to 0% in 2025, with most opting for brownfield or a combination of greenfield and brownfield strategies.

BMW has upgraded its Munich plant, operational since 1922, into an advanced manufacturing facility. It uses robotic arms for an integrated painting process, reducing natural gas consumption and CO_2 emissions by 50% and electricity consumption by 25%.[96] Ford modernized its Livonia, Michigan plant by implementing an AI-powered platform to enhance the installation of torque converters into transmission cases. The new AI-driven system has optimized efficiency and improved throughput by close to 15%.[97] With SAP discontinuing support for its legacy SAP ECC (ERP Central Component) by 2027, many manufacturing organizations are focused on upgrading their systems. For example, John Deere successfully migrated its manufacturing landscapes from SAP ECC to SAP S/4HANA. The project involved an 18TB landscape supporting over 50 factories and 175 warehouses across five continents.[98]

Figure 18.
Most organizations focus on upgrading manufacturing facilities as part of their reindustrialization efforts



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 1)*, February 2024, N = 1,300 executives from organizations with a reindustrialization strategy in place or planned; *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

"Digital technologies and data are cornerstones to reduce reindustrialization costs, enabling manufacturing and supply chain flexibility, resilience, and agility. Sustainable initiatives are not just constraints, but opportunities for companies to boost profit along their value chain."

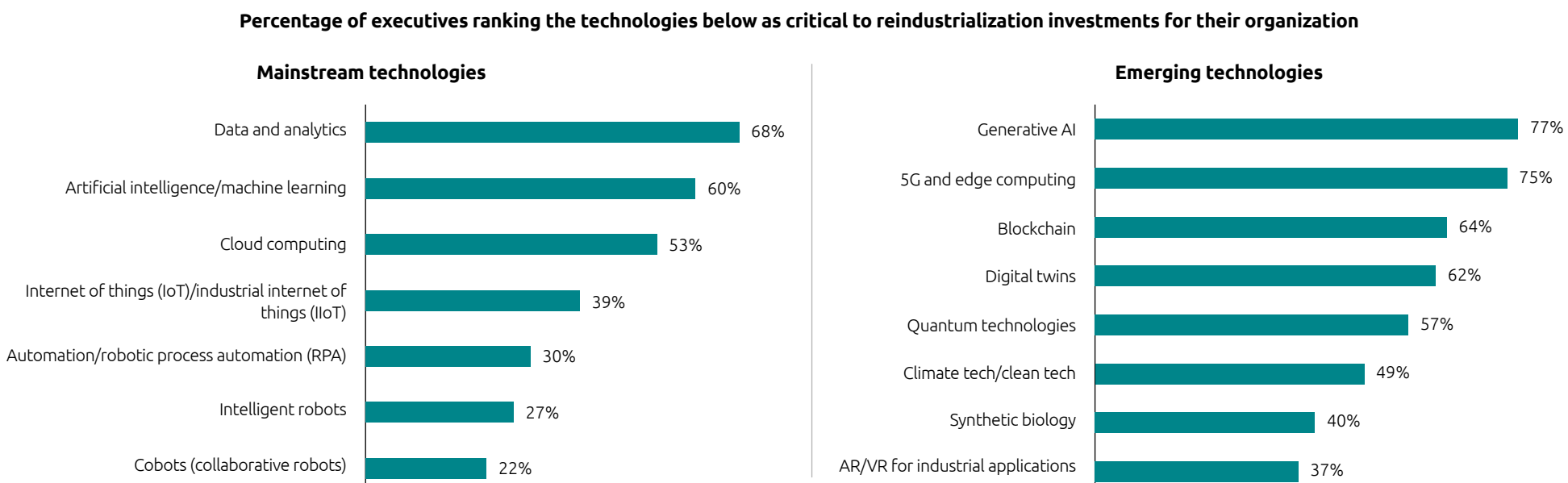
Corinne Tresy Jouanny
Executive Vice President, Portfolio and Intelligent Industry Lead for Southern Central Europe, Capgemini

Data analytics and AI/ Gen AI are investment priorities

Mainstream technologies such as data and analytics, AI/ML, and cloud computing are critical to reindustrialization initiatives, with Gen AI, 5G and edge computing, and blockchain emerging as tech investment priorities (see **Figure 19**). Samuel Shiroff, Senior Director, Global Sustainability at EnerSys, mentions: *"Over the next few years, we will continue integrating the most modern technologies available to ensure efficiency. One of the key priorities is also enhancing supply chain transparency, which is becoming increasingly important in manufacturing today."*

A recent study indicated that 75 percent of supply chain leaders anticipate an increase in high-impact disruptions compared with the rate of disruptions over the past five years. Technologies such as digital twins and Gen AI facilitate scenario modeling across the supply chain, helping organizations anticipate disruptions, explore strategies, and make data-driven decisions. This, in turn, enhances resilience and adaptability, eventually enabling self-monitoring and self-healing supply chains in dynamic market conditions.[99]

Figure 19.
Organizations will harness mainstream and emerging technologies in their reindustrialization efforts

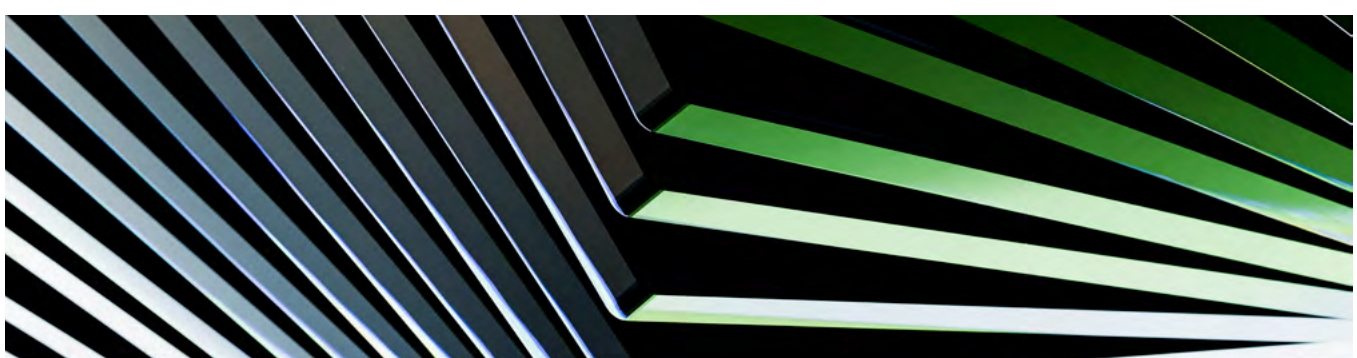


Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

Many examples emerge:

- **Amazon** recently opened a highly automated, AI-driven warehouse in Shreveport, Louisiana, increasing skilled jobs by 30%.[100]
- **Schneider Electric** used AI to reduce energy and water use at a long-standing facility in Lexington, Kentucky, with an unchanged human workforce.[101]
- **MTU Aero Engines**, a German aircraft engine manufacturer, has implemented an automated system for airfoil component production. Operators need only load blank parts, with robots handling the rest of the process. The system can run autonomously for up to 66 hours, with predictive maintenance and self-correction to ensure stability, reducing retooling downtime from seven to eight hours to just 15 minutes.[102]
- Swedish mining organization **Boliden** has integrated automation throughout its value chain, leading to a reduction in fuel consumption of around 10%. Additionally, Boliden is implementing 5G communication networks to support deployment and maintenance of automated guided vehicles, enhancing both safety and efficiency while lowering emissions. To further conserve energy, Boliden is utilizing various automation-driven solutions, such as smart ventilation systems, reducing energy consumption by nearly 25%.[103]
- **Airbus** has transformed its operations and innovation processes with Gen AI. AI assistants provide aircraft manufacturing instructions, enhance accessibility to technical data, and facilitate precise task guidance.[104]

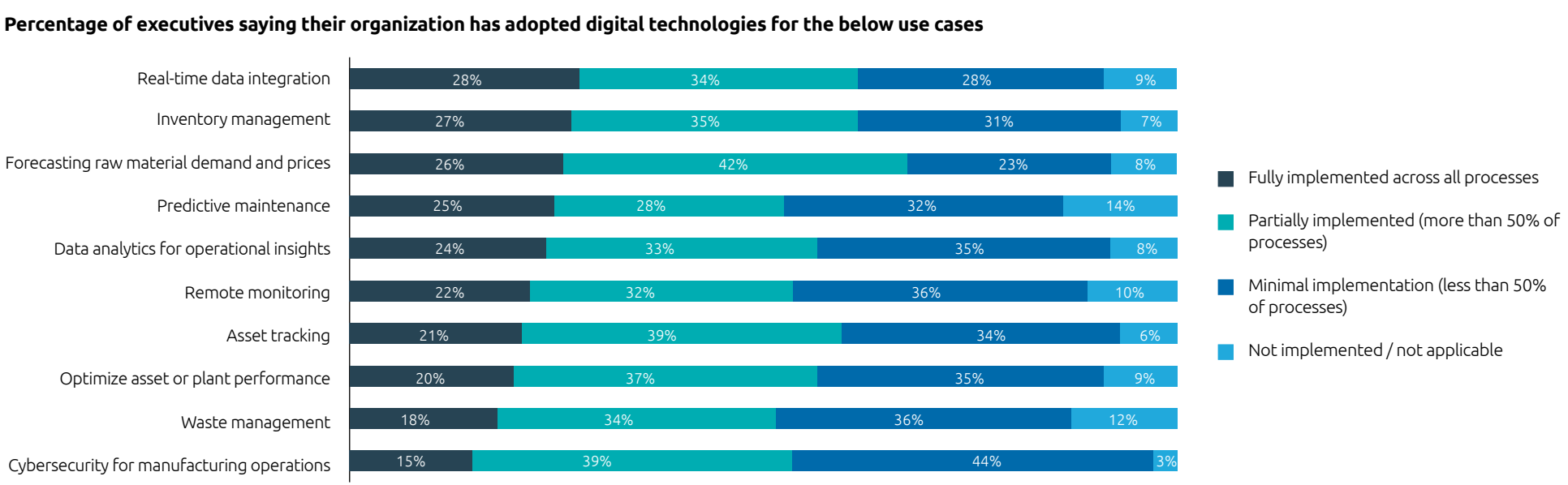
Top reindustrialization use cases include real-time data integration; inventory management; forecasting raw materials demand and prices; predictive maintenance; and data analytics for operational insights (see **Figure 20**).



77%

of organizations cite Gen AI as their top investment priority for reindustrialization.

Figure 20.
Digital technologies provide a variety of reindustrialization use cases



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

04 Reindustrialization will accelerate sustainable manufacturing

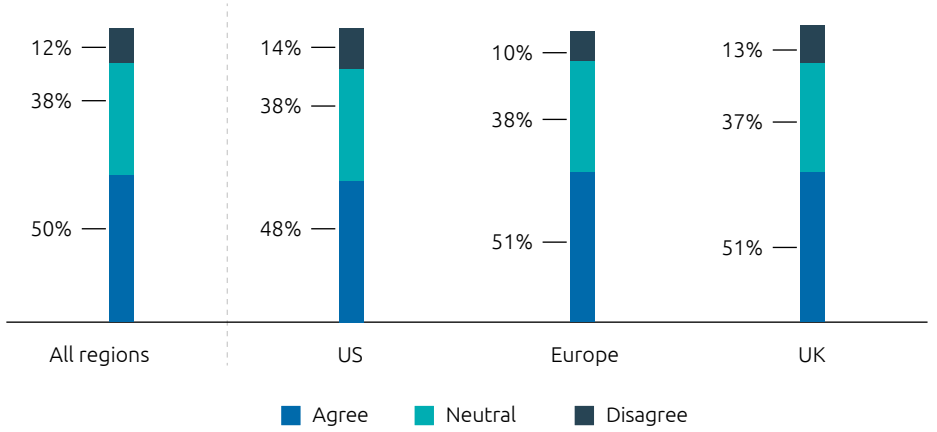
Organizations are betting on reindustrialization to accelerate sustainability efforts

Nearly three-quarters (73%) of organizations believe that reindustrialization will drive a shift toward sustainable and environmentally friendly manufacturing practices, up from 56% in 2024. Samuel Shiroff from EnerSys sums up the benefits: ***"It's not just about relocating but also about upgrading to more efficient systems and transitioning to regions with cleaner energy sources, which automatically reduces the company's climate impact. It's also easier to integrate sustainability goals into a new facility from the start, especially if those weren't part of the original factory design. This makes reindustrialization not just an economic decision, but a chance to align with climate goals and improve long-term efficiency."***

The climate goals of half of organizations will only be achievable if their reindustrialization efforts are also successful (see **Figure 21**). The trend across regions remains stable from 2024.

Figure 21.
Half of organizations believe reindustrialization is directly linked to achieving their climate goals

Percentage of organizations responding to the statement: "My organization's climate goals will only be achievable if our reindustrialization efforts are successful," by region



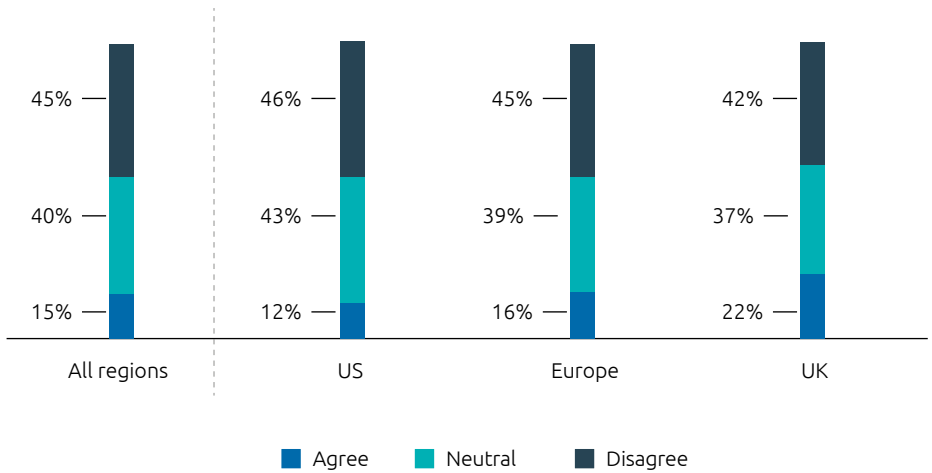
Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

Only 15 percent of organizations are reducing investments in sustainability tech

Despite rising cost pressures, only a small percentage of organizations (15%) are scaling back reindustrialization-related sustainability tech investments. However, 40% remain neutral, suggesting uncertainty and a wait-and-watch approach. Meanwhile, 45% disagree, underscoring a sustained commitment to sustainable manufacturing. This aligns with our investment priorities for 2025, where sustainability ranks highly, although the pace of investment growth is expected to slow amid increasing cost pressures.[105]

Figure 22.
Despite rising cost pressures, more than two in five organizations continue to invest in sustainability technologies

Percentage of executives responding to the statement, "We are cutting investments in technologies for sustainable manufacturing within reindustrialization initiatives due to cost pressures," by region



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

"Reindustrialization is not just an economic decision, but a chance to align with climate goals and improve long-term efficiency."

Samuel Shiroff
Senior Director, Global Sustainability
EnerSys

Gigafactories are key to achieving net-zero targets, but growth is slow

In August 2024, US-based Natron Energy, a manufacturer of sodium-ion batteries, announced that it will invest $1.4 billion in a new gigafactory in Kingsboro, North Carolina. At full capacity, the factory will produce sodium-ion batteries with output of 24 GW annually, increasing Natron's current production capacity by a factor of 40.[106] A large majority of organizations (92%) in the battery, automotive, and electronics industries state that establishing gigafactories is critical to achieving net-zero targets, up notably from 31% in 2024.

As **Figure 23** shows:

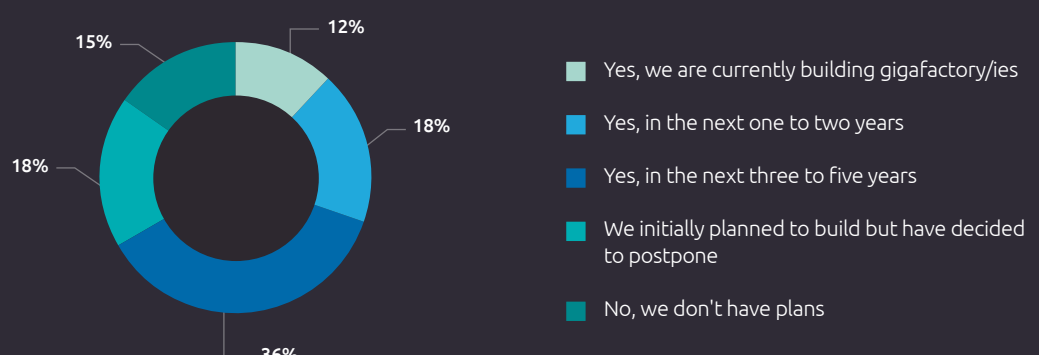
- Over half (54%) of executives from battery manufacturing, automotive, and electronics organizations plan to build gigafactories within the next five years.
- One in five (18%) initially planned to do so but have decided to postpone, while 15% have no plans at all. The top reasons cited for postponing or not planning a gigafactory include low market demand for EVs and energy storage, financial constraints, cash pressures, and rising regulatory and environmental compliance costs.

92%

of executives from battery manufacturing, automotive, and electronics organizations state that establishing gigafactories is critical to achieving net-zero targets.

Figure 23.
Nearly one in five battery manufacturing, automotive, and electronics organizations have postponed their gigafactory plans

Percentage of organizations currently building or planning to build one or more gigafactories



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2)*, January 2025, N = 211 executives from battery manufacturing, automotive, and electronics sectors.

ACC, a battery joint venture between Stellantis and Mercedes-Benz, has paused work on its planned gigafactories in Germany and Italy as it pivots toward lower-cost battery solutions in response to slowing EV demand in the European EV market amid high interest rates and reduced government subsidies.[107]

In March 2025, Swedish battery developer, Northvolt, filed for bankruptcy in Sweden due to a series of compounding challenges including rising capital costs, geopolitical instability, subsequent supply chain disruptions, and shifts in market demand.[108]

05 Accelerating reindustrialization: Key recommendations

Figure 24.
Key recommendations to accelerate reindustrialization

Source: Capgemini Research Institute analysis.

1. Rightshoring: Choose the right model for your organization

Reshoring, nearshoring, and friendshoring are key strategies as organizations prioritize risk management over expansion and supply chain resilience over cost-effectiveness. However, each model offers distinct benefits and risks.

Reshoring	…offers long-term benefits such as enhanced quality control, reduced lead times, and improved supply chain reliability.	…faces major obstacles including supply chain realignment and significant upfront capital investment, including higher initial manufacturing costs and workforce challenges.
Nearshoring	… minimizes supply chain disruptions, while enhancing sustainability and offering time-zone benefits. Partnering with a nearshore manufacturing facility can reduce costs by utilizing existing infrastructure, skilled labor, and advanced technology.	… presents challenges such as data security, infrastructure quality, cultural differences, and regulatory hurdles.
Friendshoring	…builds stable supply chains by partnering with trusted allies who share values such as fair labor practices and intellectual property (IP) protection.	…brings challenges such as limited options, higher costs, and increased supply chain complexities.

Once an organization has picked the model most suited to their long-term strategy, they need to adapt it by conducting a comprehensive analysis of their operations and considering their growth trajectory, evolving market demands, and future needs.

When selecting a model, organizations should follow the steps below:

- **Preliminary assessment:** Organizations must define their business case, including reasons for relocation, such as reduced risk, improved speed-to-market, or cost savings. They should assess the financial viability of reshoring, nearshoring, and friendshoring, understand the total cost of ownership (TCO), and calculate the ROI. This evaluation should include geopolitical risks (such as tariffs, trade restrictions, political stability), regulatory factors (such as policy changes, carbon border taxes, labor laws), supply chain factors (such as raw materials availability, logistics costs), technology factors (IP protection, digital transformation barriers), energy, and workforce and skills availability. The strategic fit and competitive advantage should be evaluated. They should question: Does this project bring production closer to key markets? Will local production improve product quality or customization? Will it enhance sustainability, ESG compliance, or national security perception?

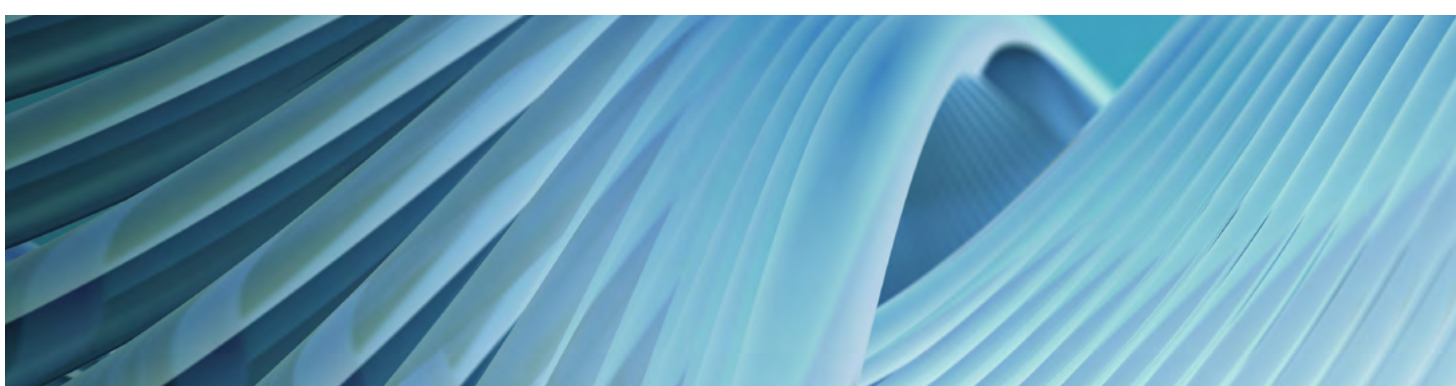
- **Comprehensive supply chain evaluation:**
  - Identify supply chain vulnerabilities
  - Analyze domestic distribution networks for logistical improvements
  - Quantify financial risks of disruption
  - Map out priorities for reshoring, nearshoring, or friendshoring, focusing on minimizing risk, maximizing speed, and controlling cost
  - In case of reshoring, organizations should evaluate local suppliers for quality, quantity, and pricing.
- **Assessing prospective sites:**
  - **Analyze domestic options:** Organizations must decide whether to build new facilities, retrofit existing ones, or lease local properties based on their manufacturing needs, regulations, and available capital. They should also evaluate domestic infrastructure, workforce availability, and potential incentives in different regions.
  - **Research nearshore or friendshore destinations:** Organizations need to investigate nearshoring or friendshoring locations that offer competitive labor costs, advantageous trade agreements, a skilled workforce, and political stability. More than half in our 2025 survey also highlight raw materials availability (59%), availability of skilled workforce (57%), cost of labor and other input cost (56%), preferential trade/ tariff agreements (54%), and stability of the political and regulatory regime (52%) as important factors.
- **Technology investments:** Through investing in advanced technology to redesign their factories and facilities, organizations can become more agile, responsive, and innovative in their production processes, gaining competitive advantage.
- **Gradual scaling to mitigate supply chain disruption:**
  - **Choose the right model:** Organizations should consider a hybrid approach including reshoring, nearshoring, and maintaining some offshore partnerships to offer a balance of resilience and cost optimization.
  - **Conduct pilot runs:** Organizations should test each option on a smaller scale with a specific product line or less complex operation to ensure quality, efficiency, and reliability before scaling.
  - **Formulate a comprehensive transition strategy:** Organizations should establish key milestones, including the gradual shutdown of old facilities, the ramping-up of new operations, supply chain modifications, workforce transitions, and strategies to mitigate potential disruptions.
- **Focus on developing a strong partner ecosystem:** Organizations should focus on domestic and neighboring collaboration across industries, sharing resources and solutions. The shift to advanced manufacturing, especially in circular business models, requires new value chains and continuous collaboration with regulators and governments to sustain and expand local markets.

2. Integrate sustainability, resilience, and agility into your reindustrialization efforts

Our research highlights that organizations expect a reduction of around 10 percent on average in their carbon emissions in the next three years due to reindustrialization. Moreover, with reshoring and nearshoring, organizations gain greater oversight of their sourcing practices and labor conditions, optimizing risk assessment. However, organizations must carefully plan redundancies to achieve an optimal balance between cost and resilience.

As a part of their reindustrialization efforts, organizations should undertake the following:

- **Reassess relationships across the supply chain:** This should be done through both resilience and sustainability lenses, setting clear metrics, implementing real-time tracking systems, as well as performing a life cycle analysis (LCA) of a specific scope (e.g., a product range) to analyze and manage overall environmental and regulatory impact. Additionally, sharpen the supply chain's ability to handle unexpected changes through systemic agility with partnerships, flexible setups, and third-party collaborations.
- **Embrace circular economy principles:** By observing the "six Rs" – reduce, reuse, recycle, recover, redesign, and remanufacture – organizations can decrease reliance on scarce resources and component suppliers, promoting supply chain agility and resilience. Organizations should cultivate alternative sourcing and alternative materials across the value chain to maintain business continuity and adapt to geopolitical shifts.
- **Invest in data- and AI-driven sustainability solutions:** Innovation, driven by data and digital technologies such as AI/ML, process automation, analytics, and digital twin, can help manufacturers address both sustainability and profitability targets with enhanced agility.
- **Incorporate sustainable ways of working and operating culture:** Introducing technology in isolation will have little impact unless it is allied with cultural acceptance and behavioral change. New technologies and ways of working will only achieve scale if they have the backing of the senior executives and the shopfloor workforce.



In 2019, BMW opened a new automotive plant in Mexico. Plant Director Hermann Bohrer says: ***"The plant was designed to allow us to respond quickly and flexibly to future model variants and production volumes. Sustainability was also a major focus from the beginning – and we are setting new standards in this area."*** By reconditioning and reusing water required for the painting process, this plant will be the group's first paint shop to generate no process wastewater. An on-site solar energy plant and other renewable energy sources will supply the plant with 100 percent CO2-free electricity.[109]

3. Harness technology and data to manage reindustrialization costs

Digital and industrial technologies can effectively rebalance and reinforce supply chains. For example:

- Digital twin of a factory or even of several factories that are part of a shared supply chain (system-of-systems level) can help organizations to manage complex supply chain systems.
- AI/ML technologies can optimize operations and promote sustainable practices. Gen AI can optimize and turbocharge several manufacturing, quality, and maintenance processes. It can also significantly increase productivity across a network of partners, assets, and inventory.
- Multi-AI agents (autonomous AI agents collaborating to pursue complex goals) deployed in smart factories can increase optimization, reduce downtime, and enable real-time adjustments and feedback through in-line process control (IPC). For example, in polymer extrusion, an AI multi-agent system can monitor and adjust raw material composition, mechanical and thermal characteristics, and line parameters in real time, ensuring optimal quality and speed. This system adds significant value by managing complex variables autonomously.[110]
- Collaborative robots (cobots) can lower labor costs while retaining essential human oversight. Our recent research highlights that almost half of organizations plan to adopt AI-powered robotics partially or completely in 2025.[111]By using cobots, US-based metal fabricator Raymath boosted its productivity by an impressive 200% on welding and 600% on machine tending.[112]

Reindustrialization relies on the ability to account for the variability of product, process, resources, and surrounding context in various IT/OT systems to ensure swift replication (brownfield) or setup (greenfield).[113]

Regardless of approach, challenges such as absence of a robust digitalization and data engineering strategy, interoperability issues, coupled with lack of skills and resistance to change, impede progress. Research from Everest Group reveals that while almost 46% of organizations have invested in digital manufacturing pilot projects, only 5% have been able to scale them.[114]

- Organizations should start with an **assessment of the current state**, including automation and digital technologies in use, to identify gaps that digital technologies can plug. These gaps could be related to workforce augmentation, criticality, or scalability.

- Defining a **digital manufacturing strategy**, including a clear vision, roadmap, governance framework, and technology foundations scoping is critical. The framework should be flexible to assist future updates and incorporate human-machine collaboration. IT/OT systems preparation should begin at design phase.
- The **identification and selection of digital manufacturing technologies** should consider factors such as relevance of technology, compatibility with existing systems, ease of retrofitting software and hardware, scalability, energy consumption, skills requirements, and costs.
- Automated and data-centric processes can contribute to the entire journey of a new plant, from design to build and operations. This end-to-end **digital continuity** is possible with IT/OT convergence.
- A **data-driven architecture** should model the variability and contextualization of manufacturing capabilities. Organizations should also standardize data use and storage across platforms and locations; create and continually update a view of data flows across critical systems; and make reporting and analytics tools available to decision-makers.
- Whether retrofitting or building new systems, organizations should establish a **framework that monitors and facilitates cybersecurity**. Having a dedicated security operations center (SOC) that can provide a real-time, 360-degree view of all connected devices and industrial internet of things (IIOT) assets, identifying threats or unusual traffic, is important.
- Working with the **right strategic technology partners** – from product life cycle management (PLM) firms, internet of things (IoT) and edge device providers, and telecom providers, to system integrators, hyperscalers, and industrial technology firms, is critical to success.

86%

of organizations believe that reindustrialization will require a more highly skilled industrial workforce.

4. Develop a future-ready talent strategy to tackle labor and skill shortages

Most (86%) organizations believe that reindustrialization will require a more highly skilled industrial workforce, up from 72% in 2024. However, nearly two-thirds (65%) still view the domestic skills gap as a major challenge, showing no improvement from 64% in 2024.

A senior supply chain executive at an aerospace organization points out the need for digital expertise to manage smart and tech-enabled manufacturing facilities: ***"Without skilled people to run and optimize these systems, the investment stalls. Therefore, training and upskilling must go hand in hand with digital transformation."***

In addition to increased demand, 87% of organizations anticipate **significant labor shortages as the workforce ages**, which, in turn, may impede reindustrialization. Furthermore, three-quarters (74%) cite restrictive immigration policies as limiting availability of skilled foreign workers. In a recent survey by the National Association of Manufacturers (NAM), more than 60% of employers cited

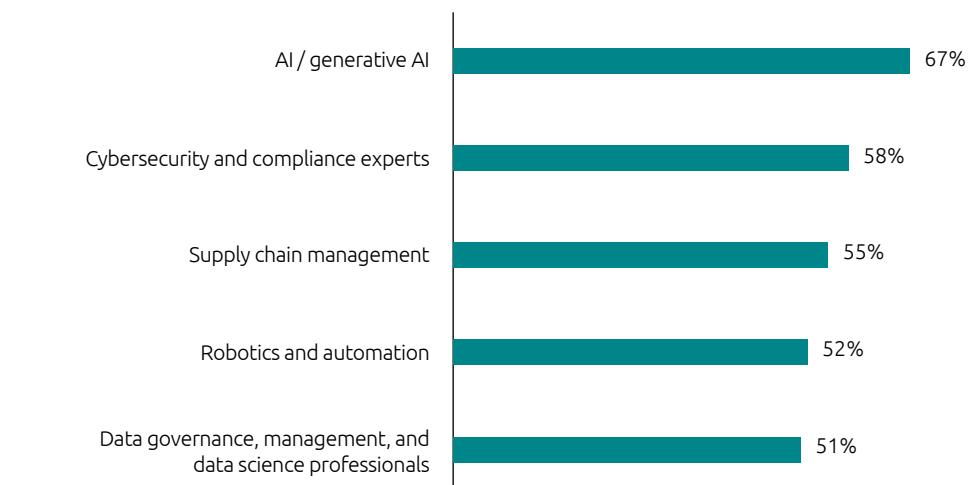
attracting and retaining talent as a top concern.[115] According to the US Chamber of Commerce, manufacturing is one of the industries most affected by the labor shortage, with 45% of job openings remaining unfilled as of summer 2023.[116]

Addressing the **shortage of blue-collar workers** is crucial as industries face declining labor availability and an aging workforce. European countries emphasize vocational training, with half of post-18 students enrolling in vocational programs. In the US, following the passage of the 1944 GI Bill, there has been a **stronger emphasis on college education over vocational training**. This focus on college education has been promoted as a pathway to success and stability, resulting in a lack of trade schools and vocational training programs.[117]

As shown in **Figure 25**, critical skills gaps exist in AI/Gen AI, cybersecurity and compliance, supply chain management, robotics and automation, and data governance, management, and data science.

Figure 25.
Two-thirds of organizations report gaps in AI and Gen AI skills

Top five areas where organizations find critical talent gaps



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

Organizations should incorporate the following measures into their future-oriented talent strategies:

- **Building workforce capabilities through applied learning.** Organizations need to establish internal learning forums that engage employees in on-the-job training, facilitating knowledge sharing around advanced manufacturing processes. These initiatives help build a resilient workforce and address the growing skilled labor shortage. For instance, Blum USA, a furniture and cabinetry hardware manufacturer, has an apprenticeship program that combines classroom education with hands-on factory training.[118]
- **Focus on improving the worker experience to attract talent**. Organizations should enhance the work environment and framework to attract and retain talent. This includes offering rewards and incentives, flexible work schedules, a better work-life balance, and opportunities for skills development.
- **Build a tailored workforce.** A senior supply chain executive from a US-based electronics manufacturing organization breaks down their workforce planning: ***"We follow a three-pronged approach. First, we focus on retooling our existing workforce, particularly mid-level managers who have some understanding of digital technologies but need deeper expertise. Second, for new hires, we prioritize candidates with strong backgrounds in computer science, engineering, or those from reputed institutions. Finally, during acquisitions, we assess whether the company's talent aligns well with our existing workforce and integration plans."***
- **Nurture cross-generational teams** to enable knowledge transfer. A senior supply chain executive at an aerospace organization notes: ***"We witness tangible progress as experienced employees work alongside younger talent who not only embrace new digital tools and technologies but also implement them more efficiently."***
- **Harness technology to overcome labor shortages and skills gaps.** AR/VR and other immersive technologies equip frontline workers with digital tools, instructional content, and smart wearables to enhance efficiency, safety, and training. By accelerating workforce upskilling and reskilling, such technologies enable quicker adaptation to advanced manufacturing environments.
- **Capitalize on partnerships** with tech firms, universities, industry consortia, and local governments to provide your workforce with the best available resources.

The Virginia Economic Development Partnership's Virginia Talent Accelerator Program offers customized workforce training solutions for organizations setting up or upgrading operations.[119] Similarly, as part of the Georgia Quick Start program, Technical College System of Georgia partners with manufacturers to create tailored training programs across the state, benefiting the organizations at no cost to them while developing an advanced manufacturing workforce. Since its inception, the initiative has trained over one million workers, attracting significant business investment to Georgia.[120]

"Reindustrialization is gaining momentum. Amid rapid technological advancements, shifting global dynamics, and significant initial capital costs, supply chain resilience has emerged as a key driver for our clients. European and US executives have prioritized time-to-value, shorter supply chains, proximity to customers, cost reduction, and logistical efficiency. Investment priorities include data analytics, AI/GenAI, cloud computing, 5G, and edge computing to enable organizations to modernize and enhance efficiency. There is also a focus on the integration of advanced technologies, with a preference to operate from existing manufacturing facilities and upgrade these to become smart, tech-enabled, efficient, and competitive. With a projected $4.7 trillion investment in reindustrialization over the next three years, strategic partnerships are crucial for success in this evolving landscape."

William Rozé
CEO, Capgemini Engineering

Conclusion

Reindustrialization strategies in Europe and the US are rapidly reshaping the manufacturing landscape, in response to the need for supply chain resilience, geopolitical stability, proximity to markets, and attainment of sustainability targets.

As organizations navigate this landscape, including trade and tariff wars and climate challenges, they must balance cost optimization with a more resilient, diversified mix of reindustrialization models to mitigate operational risks.

Strategic investments in digital and advanced manufacturing technologies, AI, and workforce development will play a key role in managing reindustrialization costs, enhancing efficiency, and driving value. Decarbonization goals and ESG regulations will catalyze reindustrialization investments in climate technologies. Furthermore, the success of reindustrialization will hinge on sustained collaboration with suppliers, technology providers, and policymakers to create resilient, sustainable, and innovative manufacturing ecosystems.

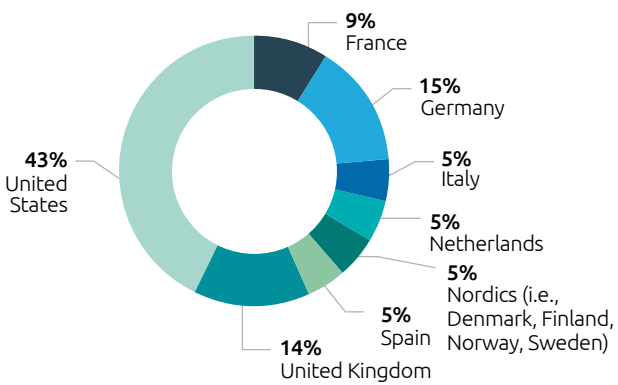
Reindustrialization is a long-term commitment, and the journey requires a balance between adaptability and innovation on one side and cost efficiency, supply chain flexibility, and sustainability on the other.

Research methodology

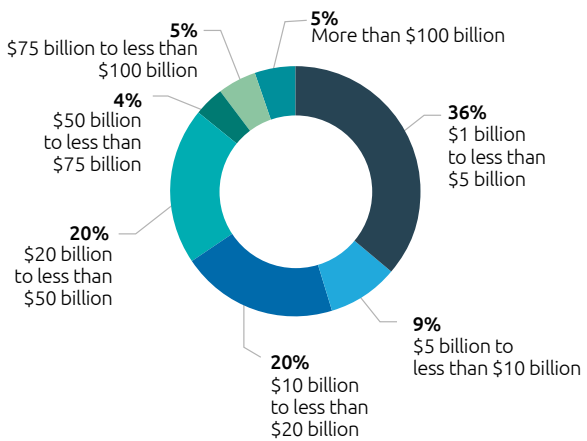
During January 1–20, 2025 we surveyed 1,401 executives employed at organizations with more than $1 billion in annual revenue, across the US, the UK, and continental Europe (France, Germany, Italy, the Netherlands, the Nordics, and Spain). Organizations surveyed operate across 13 key industrial and manufacturing industries. Executives surveyed are at director level and work across diverse business-, technology-, and manufacturing-related functions. The distribution of executives and their organizations is provided in the following figures. In addition to the survey, we interviewed supply chain and manufacturing executives and experts at large organizations globally.

The study findings reflect the views of respondents and are intended to provide directional guidance. Please refer to the methodology for details of respondents and get in touch with a Capgemini expert to discuss specific implications.

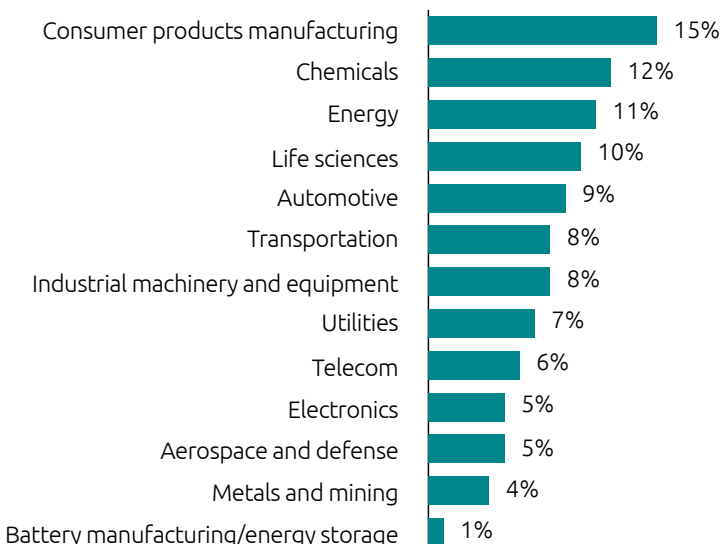
Executives by country in which current organization is headquartered



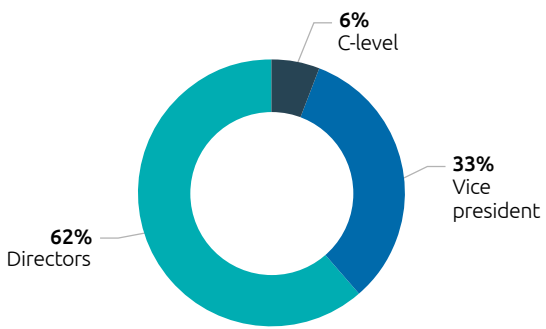
Executives by their organization's enterprise-level revenue, in USD



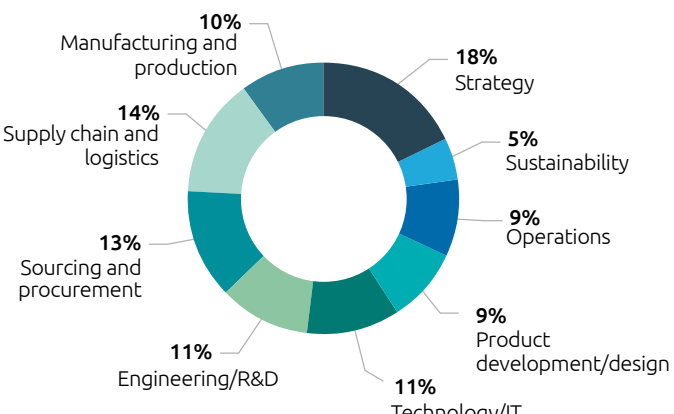
Executives by industry



Executives by current job title



Executives by function



Source: Capgemini Research Institute, *Reindustrialization of Europe and the US (Edition 2),* January 2025, N = 1,401 executives from organizations with a reindustrialization strategy in place or planned.

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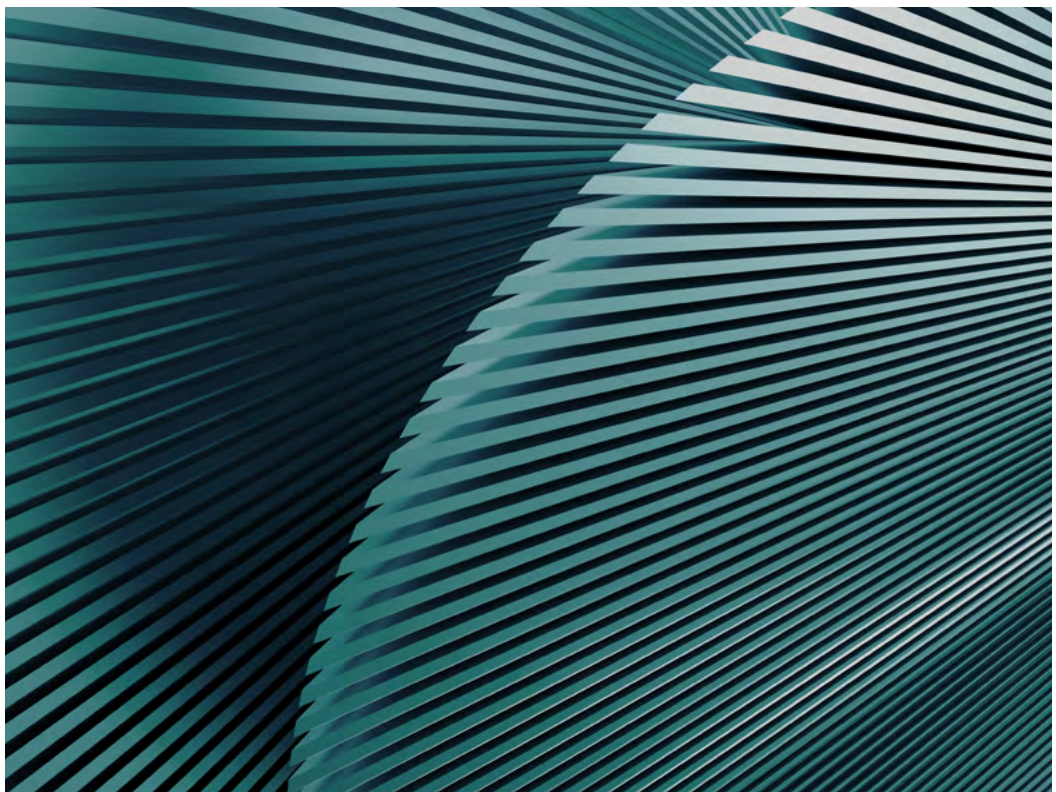

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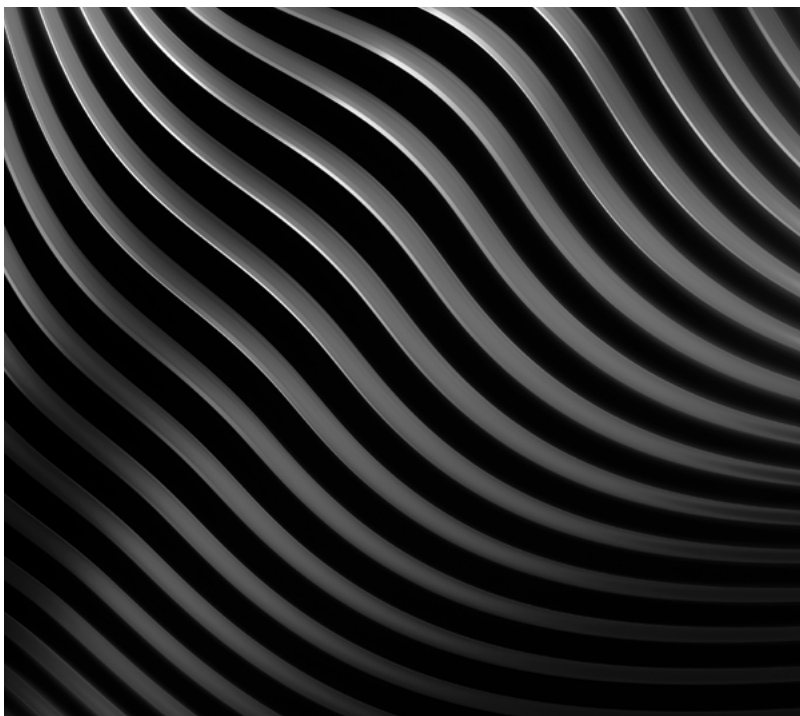

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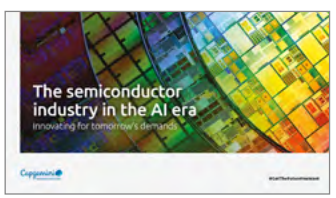

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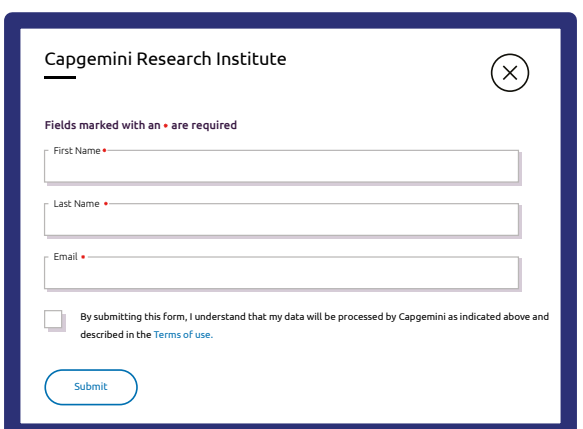

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