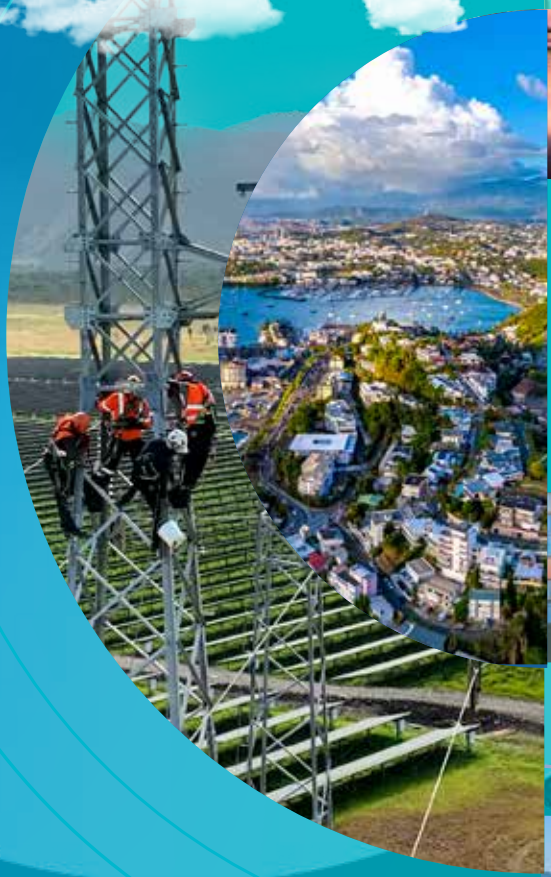
CHOOSE
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FIND OUT MORE

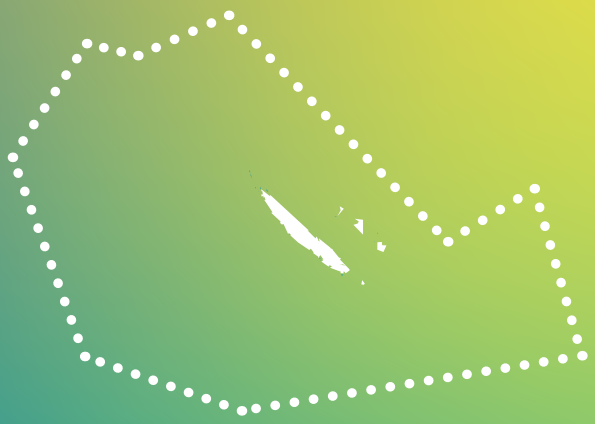
CHOOSE NEW CALEDONIA

New Caledonia

Fewer than 300,000 people. All the strengths of a developed economy. Just a two-hour flight from Australia.

1.3 million km²

An exclusive economic zone with vast untapped potential.



UTC+11

A strategic base for "follow-the-sun" operations between Europe and Asia-Pacific.

XPF / EUR

A fixed exchange rate between the Pacific franc and the euro, guaranteed by the French State.

2 hours

By air from Australia.
3 hours from New Zealand.

OCT status

Association with the European Union, with local control over taxation.

An ocean of opportunity.

Legal certainty. European connections. Tax autonomy. Strong infrastructure. An exceptional quality of life.

New Caledonia is the only territory in the Pacific to combine a French legal framework, association with the European Union and full control over its own taxation. Nowhere else in the region offers this combination.

It also brings together a range of strengths that few destinations can match:

- **A strategic position in the Indo-Pacific**, just a two-hour flight from Australia.
- **A currency pegged to the euro**, eliminating exchange-rate risk against the euro for European investors.
- **One of the world's largest exclusive economic zones**, with substantial untapped potential.
- **A UNESCO World Heritage-listed lagoon** and one of the highest levels of endemism on the planet.
- **Industrial, port, digital, energy and healthcare infrastructure** that exceeds regional standards.
- **A quality of life** that can be as compelling as tax incentives when attracting talent.

New Caledonia has made investment and talent attraction a public policy priority. This commitment is translating into action: a comprehensive tax reform to strengthen competitiveness; a simplification programme designed to make New Caledonia one of the easiest places in the world to do business; and a legal, land and tax stability pact that guarantees a consistent framework throughout the life of each investment.

It also reflects a clear ambition: to establish New Caledonia as a Pacific hub for maritime activity, digital services and sustainable development. The projects that will bring this ambition to life are already under way.

For those seeking a stable, connected European base in the Indo-Pacific, with the freedom to shape its own economic policies, New Caledonia is open for business.

Christopher Gygès
Vice-President of the Government
of New Caledonia

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CHOOSE NEW CALEDONIA



01

A secure, adaptable institutional framework.

French law, a currency pegged to the euro, association with the European Union and tax policy decided in Nouméa.



A familiar framework for European business.

A French judicial system

The organisation of the courts and judicial procedures fall within the jurisdiction of the French State. Commercial disputes are heard by Nouméa's Mixed Commercial Court, while other civil matters go before the Court of First Instance. Appeals are heard by the Nouméa Court of Appeal, with final appeals on points of law referred to France's Court of Cassation. Administrative disputes are handled by the Nouméa Administrative Court and, subsequently, the Council of State.

Currency, credit and foreign exchange also fall within the jurisdiction of the French State. Business law is a New Caledonian responsibility.

A currency pegged to the euro

The Pacific franc is pegged to the euro at a fixed rate guaranteed by the French State. This rate has remained unchanged since the euro was introduced.

Euro-area investors can convert funds at a known rate and repatriate earnings without exchange-rate fluctuations: no currency hedging, no provisions for exchange-rate risk and no currency adjustments on consolidation.

Elsewhere in the region, currencies float.

Financial supervision to European standards

Credit institutions are licensed and supervised by the French Prudential Supervision and Resolution Authority (ACPR). Major French banking groups operate locally, and the IEOM serves as the currency-issuing institution.

French anti-money-laundering rules apply, including reporting obligations to Tracfin, France's financial intelligence unit.

New Caledonia has never appeared on a list of non-cooperative jurisdictions.

WHAT THIS MEANS FOR INVESTMENT DUE DILIGENCE

For an investment fund, a financing bank or a listed company, establishing operations in New Caledonia follows the same assessment process as establishing operations in France: the same due diligence, the same standards and the same safeguards. No additional compliance costs, no euro exchange-rate hedging and no need to adapt contracts to a different legal system.

CHOOSE NEW CALEDONIA

01



European strengths. Local agility.

Overseas Country and Territory status

New Caledonia is an Overseas Country and Territory (OCT) associated with the European Union. It lies outside the EU's customs and fiscal territories, and EU law does not apply directly.
This status provides access to EU funding instruments dedicated to OCTs, while its nationals hold European citizenship. At the same time, New Caledonia retains control over customs tariffs and trade policy. EU VAT rules and tax directives do not apply locally.

A strategic role in the Indo-Pacific

France, followed by the European Union, has adopted Indo-Pacific strategies that recognise the region's European territories as strategic bases.
Among the French territories in the Pacific, New Caledonia is the largest in terms of population, infrastructure and economic capacity.

A DISTINCTIVE COMBINATION

OCT status brings together two advantages that rarely coexist: ties to Europe's regulatory and financial systems, and local control over trade and tax policy.

Tax autonomy designed to attract investment.

New Caledonia has full authority over its own taxation. Taxes are approved by its Congress; the French State does not levy income tax, corporate income tax or VAT locally.
This tax framework is now undergoing a comprehensive reform with one clear objective: making New Caledonia a more attractive place to invest and do business.

A streamlined decision-making process

Tax legislation is developed by the Government and approved by Congress. No authority outside New Caledonia is involved in the process.
A measure can be designed, adopted and implemented within a matter of months.

Autonomy within international standards

This flexibility operates within the international transparency standards that New Caledonia is required to uphold.
The aim is to offer investors a clear, predictable and compliant framework.

GOUVERNEMENT DE LA NOUVELLE CALÉDONIE

CHOOSE NEW CALEDONIA



02

Connected to every market.

By sea, by air and by fibre.
A two-hour flight from Australia. A deep-water port that exceeds regional standards. Submarine cables already connected to global networks.



FOLLOW THE SUN
Around-the-clock service for European businesses.

European businesses that need uninterrupted service, technical support, systems monitoring, data processing or cybersecurity monitoring typically spread their teams across several time zones.
These operations are often based in Asia or North America, bringing familiar challenges around employment law, data protection and cultural differences.
New Caledonia operates on UTC+11. As the working day ends in Europe, a new day begins here.
A team in New Caledonia can take over seamlessly from its European colleagues, working in French, under French law, with data protection to European standards and data transfers kept within a controlled legal framework.

UTC+11

No other European territory operates in this time zone.



A STRATEGIC CROSSROADS IN THE PACIFIC

UTC+11 overlaps with business hours in Australia, New Zealand and Japan, while retaining an early-morning window for communication with Europe.

GOUVERNEMENT DE LA NOUVELLE CALÉDONIE

CHOOSE NEW CALEDONIA

02



Fewer than 300,000 residents. 40 million consumers within reach.

40 million consumers within a five-hour flight

Australia and New Zealand, just two and three hours away by air, together represent more than 30 million consumers with strong purchasing power.
Both are OECD members and can be reached with minimal time-zone differences. Within a five-hour flight, the potential market reaches 40 million people.

A gateway on trans-Pacific shipping routes

New Caledonia sits on the maritime routes linking Oceania with Asia and the Americas.
Japan, South Korea, China and Southeast Asia are established trading markets.

A French-speaking economic hub in the Pacific

Together with French Polynesia and Wallis and Futuna, New Caledonia forms the Pacific's main French-speaking economic and population hub.
The three territories are exploring ways to strengthen trade and cooperation within a shared economic area.

Maritime connections

A deep-water port covering more than 1,000 hectares and accommodating vessels up to 250 metres long.

It is the leading port in France's overseas territories by cargo tonnage and ranks fourth in the Pacific region for container throughput, measured in twenty-foot equivalent units (TEUs), behind Sydney, Tauranga and Auckland.

- **Digital port services.** Port Community and Cargo Community Systems deliver a level of digitalisation above regional standards.
- **Cruise tourism.** Nouméa and Lifou feature on the itineraries of major international cruise lines.
- **Ship maintenance.** A dedicated maintenance facility is planned for vessels over 1,000 tonnes.





Air connections

La Tontouta International Airport offers direct connections to Australia, New Zealand, Thailand, Singapore, Vanuatu, and Wallis and Futuna, with access to the Americas via Papeete and Fiji. Aircalin operates a modern fleet of latest-generation Airbus aircraft.

- **International standards.** Runway and airport facilities capable of handling wide-body, long-haul aircraft.
- **Strengthening regional connections.** A planned aviation centre of excellence will support New Caledonia's development as a regional hub.
- **Domestic services.** Air Calédonie serves the Loyalty Islands from the international airport.

GOUVERNEMENT DE LA NOUVELLE CALÉDONIE

CHOOSE NEW CALEDONIA

02

European digital sovereignty in the Pacific.

Already connected to the world

Existing submarine cables link New Caledonia to Australia and Fiji, providing direct access to global networks.
For digital operators, this means lower entry costs: the essential infrastructure is already in place.

An established digital ecosystem

La Station N, the OPEN NC cluster, French Tech Nouvelle-Calédonie—now recognised as a Capitale French Tech—and the Pacific Cyber Centre form an operational ecosystem with expertise serving both local and regional markets.

Building a South Pacific digital hub

The Government, together with its telecommunications operator and other partners, is developing a project to host additional submarine cables and data centres.









GOUVERNEMENT DE LA
NOUVELLE
CALÉDONIE

CHOOSE NEW CALEDONIA



03

An exceptional place to live.

A lifestyle and natural environment that make all the difference when attracting talent.



Build your career. Love your lifestyle.

Everything is close by

Commutes are measured in minutes. The time saved each day delivers a quality-of-life benefit that few major cities can offer.

Designed for family life

New Caledonia offers an exceptional range of family leisure spaces: equipped urban beaches with lifeguards, parks and playgrounds throughout the urban area, accessible hiking trails, and watersports clubs and facilities welcoming children from an early age.
The climate makes outdoor activities possible all year round. Safe public spaces also give children a degree of independence that has become rare in many large cities.

Public services to French standards

Schools following the French education system, a local university, quality roads, and reliable electricity and water supplies.
Families can settle here with the services and standards they are accustomed to.

International-standard sports facilities

Numa-Daly Stadium, Arène du Sud, aquatic centres meeting international standards and first-class watersports facilities.

MÉDIPÔLE: A REGIONAL CENTRE FOR SPECIALIST HEALTHCARE

Opened in 2016, the Médipôle de Koutio is the largest hospital facility in the region outside Australia and New Zealand. It provides advanced surgery, oncology and radiotherapy, intensive care and state-of-the-art medical imaging.

A regional referral centre. New Caledonia receives patients evacuated for medical treatment from neighbouring countries and territories.
A comprehensive healthcare network. Facilities also include Clinique Kuindo-Magnin and the Northern Hospital in Koné.
A compelling reason to relocate. Healthcare comparable to mainland France, 20,000 km from Paris, with no equivalent elsewhere in the region.

GOUVERNEMENT DE LA NOUVELLE CALÉDONIE

CHOOSE NEW CALEDONIA

03

Extraordinary nature. A strategic asset.

A World Heritage-listed lagoon

A UNESCO-listed lagoon supported by the world's second-largest coral reef system, alongside the Coral Sea Natural Park, one of the largest marine protected areas on the planet.

Exceptional terrestrial biodiversity

With 76% of its plant species endemic and more than 3,270 vascular plant species recorded, New Caledonia has the world's third-highest rate of plant endemism. This represents a rare resource for cosmetics, pharmaceuticals and luxury perfumery.
Its unique sandalwood is found nowhere else, and a distinctive New Caledonian fragrance sector is taking shape.

A multicultural society

Cultural diversity strengthens New Caledonia's distinctive identity and its appeal to international talent.

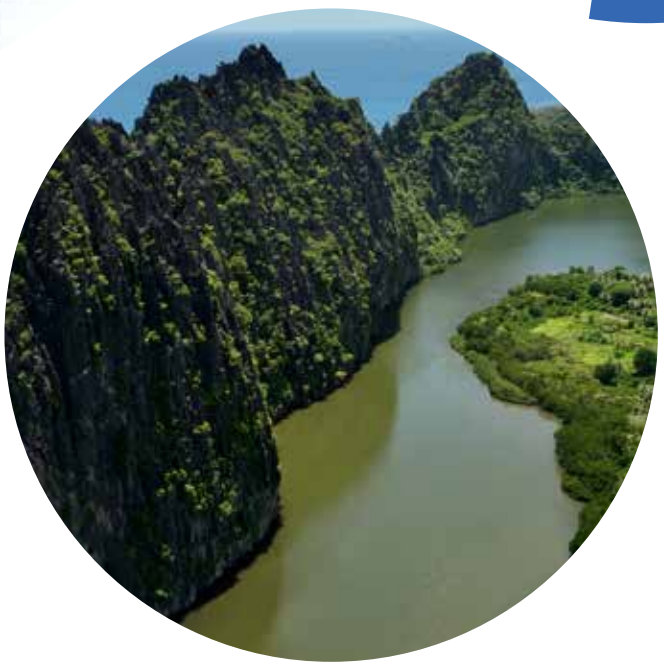






MARINE AND TERRESTRIAL BIODIVERSITY. BIOTECHNOLOGY.

From cosmetics and perfumery to pharmaceuticals, New Caledonia is unlocking the value of its biodiversity.



GOUVERNEMENT DE LA NOUVELLE CALÉDONIE

CHOOSE NEW CALEDONIA



04

An ambitious vision for economic growth.

A strong industrial base. An already diversified economy. Three sectors with strong growth potential. Three major projects under way.





A diversified economy

New Caledonia is known internationally for its nickel.
That reputation is well founded, but it tells only part of the story. The territory has a well-established economic base, with diversification that began long ago and is now gathering pace.

Nickel: the foundation of industrial expertise

Nickel remains New Caledonia's leading export industry and largest industrial employer.
It has built expertise that extends well beyond mining: engineering, heavy industrial maintenance, logistics, large-scale project management, and electricity generation and distribution.
These skills are transferable. They provide a foundation for diversification.



An established economy beyond mining

Trade, construction and civil engineering, business services, agriculture and food production, tourism and digital services: New Caledonia's sector mix resembles that of a developed economy, with a dominant services sector and a strong network of small and medium-sized enterprises.

EXISTING STRENGTHS

These sectors build on assets already in place:

- **1.3 million km² of maritime territory.**
- **Digital connectivity to global networks.**
- **Renewable energy potential.**
- **Strategic mineral resources.**

Diversification is gaining scale

Three sectors are now attracting investment and shaping public policy:
The blue economy, technology and digital services, and sustainable resources.
These sectors broaden the economic base alongside nickel and reduce exposure to commodity cycles.



GOUVERNEMENT DE LA NOUVELLE CALÉDONIE

CHOOSE NEW CALEDONIA

04

The blue economy

One of the world's largest exclusive economic zones. A UNESCO-listed lagoon. Rich, well-preserved marine biodiversity.

- **A recognised premium product.** New Caledonian blue prawns are sold in some of the world's most demanding markets.
- **High-quality port infrastructure.** Facilities that exceed regional standards.
- **World-class marine research.** An established research ecosystem including IRD and Ifremer.
- **Proven ship maintenance capabilities.** Until 2020, the Betico 2 underwent dry-docking and hull maintenance in Australia or New Zealand. Bringing this work back to New Caledonia mobilised around 30 local companies.



Technology and digital services

La Station N has been operating since 2022. French Tech Nouvelle-Calédonie has been awarded Capitale French Tech status, becoming the second French overseas territory to receive this recognition after Réunion. The Pacific Cyber Centre already provides expertise across the region.



- **An international presence.** At VivaTech 2026, eight start-ups and sixteen partners represented New Caledonia, attracting more than 2,000 visitors to its pavilion and generating close to 1,000 business contacts.
- **European-standard data protection.** A legal framework for data protection in a time zone that complements Europe.
- **Support for innovation.** A locally established status for young innovative companies.

Sustainable resources. Exceptional products.

Energy storage

The Grande Batterie de Boulouparis, currently under construction, will be one of France's largest electricity storage facilities. With more than 200 MWh of storage capacity, it will be able to deliver 50 MW for three hours—equivalent to Nouméa's electricity consumption over that period. The project will be complemented by the planned La Tontouta pumped-storage facility, supporting grid stability as part of the STENC 2.0 energy transition plan.

A clear vote of confidence: this is a private investment committed to New Caledonia and already under way.

Sandalwood and New Caledonian fragrances

A unique sandalwood found nowhere else and an emerging fragrance sector showcase New Caledonia's biodiversity and commitment to excellence.

They offer natural opportunities in luxury perfumery, cosmetics and pharmaceuticals.





GREEN NICKEL

New Caledonia holds one of the world's major reserves of a metal essential to batteries and specialised steels.
The challenge now extends beyond mining: securing access to a strategic metal whose global supply is highly concentrated, within a European legal framework and under rigorous environmental and social standards.
New Caledonia has the potential to become a global example of heavy industry decarbonisation, strengthening both European industrial sovereignty and economic resilience.

GOUVERNEMENT DE LA NOUVELLE CALÉDONIE

CHOOSE NEW CALEDONIA

04

Three projects already under way.



- **Ship maintenance facility**
  Maintenance capacity for vessels over 1,000 tonnes.



La Tontouta pumped-storage project

The La Tontouta pumped-storage hydropower facility will use surplus solar electricity to pump water into an elevated reservoir, then release it to generate power during peak demand.



Regional digital hub

New Caledonia aims to become the South Pacific's leading digital hub through a submarine cable under local sovereign control, data centres and a centre of excellence for data technologies.





GOUVERNEMENT DE LA NOUVELLE CALÉDONIE

CHOOSE NEW CALEDONIA



05

Your next opportunity starts here.

Four audiences. A framework being reshaped.
A meeting in March 2027.



Distinctive strengths. Support already in place.

Legal certainty and regulatory flexibility. Maritime, air and digital connectivity. An exceptional quality of life. A clear direction for economic development.
The real opportunity lies in bringing all these advantages together in one place.

What this combination makes possible

Digital operators gain access to existing global connectivity, European-standard data protection and a time zone suited to uninterrupted service with Europe—the "follow-the-sun" model described on page 09.
Energy companies find a grid ready for modernisation, exceptional solar resources and storage projects with financing already secured.
Maritime operators find a port that exceeds regional standards, an exclusive economic zone with substantial untapped potential and demand for maintenance services currently met overseas.
Institutional investors find a French legal environment, no exchange-rate risk against the euro and a base in a region with growth potential.



Support available today

Project support is already in place.
The Government and all three provinces operate programmes covering investment assistance, business creation and growth, export development and innovation.
These programmes are available now.

Reform to accelerate delivery

A comprehensive reform is under way to simplify access to support, shorten assessment times, improve coordination between the Government and the provinces, and focus public resources on projects with the greatest potential to stimulate wider economic activity.

GOUVERNEMENT DE LA
NOUVELLE
CALÉDONIE

CHOOSE NEW CALEDONIA

05

What New Caledonia offers. Who we want to welcome.



Investors and businesses

What we offer

A French legal framework and European-standard financial supervision, with no exchange-rate risk against the euro, just a two-hour flight from Australia.

Locally controlled taxation, currently being reformed to strengthen competitiveness.

A stability pact guaranteeing that the applicable framework will remain in place throughout the life of the investment.

Who we are looking for

Three types of investor and business, each with a distinct role.

Foreign direct investors. Currently concentrated in nickel, foreign direct investment is a priority for recapitalising businesses affected by the 2024 crisis and diversifying into sectors with strong growth potential.

Investment funds. Growth capital, GreenTech and BlueTech funds represent a source of financing that remains underused.

Local entrepreneurs and SMEs. These businesses are firmly rooted in the local economy. Their priority is a simpler business environment, alongside investment incentives.

Depending on their strategy, businesses can serve New Caledonia's domestic market of 265,000 people or reach out to 40 million consumers across nearby Asia-Pacific markets.



Exporters

What we offer

Structured export support for products and services already positioned in demanding markets: blue prawns exported to Japan, tuna, sea cucumbers, premium agricultural products such as vanilla, honey and cocoa, and specialist services in construction, digital technology and industrial maintenance.

These strengths are supported by a port that exceeds regional standards and a strategic position on trans-Pacific shipping routes.

Who we are looking for

New Caledonian businesses able to build and sustain export operations serving markets with strong purchasing power, including mainland France, Japan, Australia, New Zealand, Singapore and beyond.

The priority is to address gaps in export-sector organisation through practical support with market access, standards and financing.

International talent and residents with independent means or overseas income



What we offer

An exceptional quality of life.

Commutes measured in minutes, schools following the French education system, a local university, first-class healthcare and a World Heritage-listed natural environment.

A clear relocation pathway designed for both individuals and families.

Local legislation is being prepared to make relocation tax-attractive for residents with income from outside New Caledonia or substantial personal assets.

Who we are looking for

Business leaders, engineers, specialist healthcare professionals and entrepreneurs, particularly in growing sectors and those facing skills shortages.

Future residents seeking an exceptional lifestyle while remaining within a French territory.

Visitors

What we offer

An extraordinary variety of landscapes.

A UNESCO World Heritage-listed lagoon and one of the world's highest levels of endemism, alongside high-quality tourism infrastructure and established ports of call on major cruise itineraries.

New Caledonia offers the intimate appeal of a destination untouched by mass tourism.

The tourism we are developing

Beach and lagoon tourism captures the imagination: a UNESCO-listed lagoon, unspoilt beaches and a luxury that can be summed up in one word-space.

Adventure tourism creates experiences worth returning for: diving, hiking, kitesurfing and sailing across five diverse tourism regions.

Cultural tourism and ecotourism draw on New Caledonia's identity: unique ecosystems and a multicultural society, ideally suited to slow travel.

Three complementary strengths that few destinations can bring together.

GOUVERNEMENT DE LA NOUVELLE CALÉDONIE

Join us in Nouméa.

Three days to meet the people shaping New Caledonia, explore its industries and projects, and experience its opportunities first-hand.

CHOOSE NEW CALEDONIA SUMMIT 2027

16 → 18 March



SUMMIT 27

Where business meets paradise