Vanuatu

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Showing resilience and fortitude

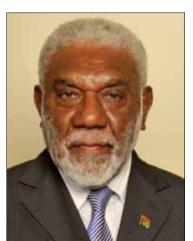
Vanuatu is looking to deepen its strong bonds with China as it recovers from Cyclone Pam

Although currently undergoing a widespread rehabilitation campaign in the wake of Cyclone Pam—one of the worst natural disasters in the archipelago's history—Vanuatu is showing its resilience and fortitude by continuing on the path to sustainable development.

One of the only Pacific islands to have seen consistently steady growth in the past 10 years, Vanuatu is slated to achieve great things as it benefits from the economic knock-on effects from thriving neighbors, Japan, Singapore, Australia and New Zealand.

Christopher Edmonds, Asian Development Bank senior economist and lead author of the ADB report said at the launch of the bank's latest Pacific Economic Monitor: "The outlook for the Pacific region's major economic partners remains relatively robust, which will have positive spin-offs to some countries in the region, including Vanuatu."

For a country with resources that include copra, beef, cocoa, timber, kava and coffee, and with expanding tourism, agriculture, offshore financial services, fisheries and forestry sectors, Vanuatu has become extremely valued as an investment destination. A stable government, with welcoming locals, a robust and friendly banking sector, investment opportunities, low inflation, organic produce, a high standard of living and an ever-growing tourism market have all combined to put the country on the map, while a business-friendly government works to make doing



Joe Natuman, prime minister

Prime Minister Joe Natuman explained how important Chinese investment is to Vanuatu.

"China is a very important development partner," he said.

"We established relations with them from the beginning, as China was one of the countries that supported us in our bid to gain independence in 1982.

"China spoke on our behalf at the United Nations Committee of 24. Our relationship has been friendly and cordial. They have given us a lot of assistance over the years. We have many projects funded by China either through grant aid or soft loans. Right from the start the Chinese government assisted us with a soft loan for our new parliament building as well as assisting in the building of our University of the South Pacific Emalus Campus in the capital Port Vila. With Chinese help, we were able to build the Agriculture Col-



Ham Lini Vanuaroroa, deputy prime minister and minister of trade, commerce and ni-vanuatu

lege in Santo. More recently, the infrastructure officials have been able to build new highways and a seaport in Santo."

China is also helping Vanuatu in the run up to hosting the 2017 Pacific Mini Games.

"This will certainly help a lot, and we may request help in sports administration," Natuman said, listing the other areas that Chinese help would be appreciated. "We would certainly welcome more assistance and investment from the Chinese in the fisheries sector," he said. "We established a fisheries processing plant some years ago and we need to see it in operation. I recently had a meeting with the Chinese ambassador, and the managing director of the facility, to see how we can fasttrack this process.

"We welcome more investment



Vanuatu is one of the world's most awe-inspiring places. Photos provided to China Daily

in agriculture and fisheries and in particular, beef production, as Vanuatu beef is one of the highestquality meats in the world.

"There are other facilities and islands, such as Erromango, ready to be developed for agriculture and beef production. The Chinese are in Santo, where they have established a palm-oil facility. They have also helped us in rice farming on some of the outer islands. The main sectors to grow the economy that the Chinese can cooperate with would be tourism, fisheries, agriculture and infrastructure."

Ham Lini Vanuaroroa, deputy prime minister and minister of trade, commerce and ni-vanuatu business, said: "Tourism is very important for Vanuatu because it contributes to between 20 percent and 30 percent of GDP."

"For the last five years, prospects have been looking good. Annual air and cruise visitor arrivals were at record levels in 2013 and the sector provides formal jobs for more than 6,500 people," he said.

"The Vanuatu government's Trade Policy Framework outlines the importance of tourism for Vanuatu and the need to capitalize on this sector by creating stronger economic links to the local economy, for example, with agriculture," he added.

Building on the recommendations of the TPF, the Vanuatu Strategic Tourism Action Plan recommends a number of options to strengthen tourism performance in the areas of governance, infra-

structure, marketing, investment promotion, product development and standards and human resource development.

"We want to celebrate Vanuatu's culture and environment, empower its people and captivate its visitors throughout the islands,' the deputy prime minister said. "The Vanuatu vision not only promotes increased tourism arrivals, but more importantly embeds this tourism growth in a robust cultural and development-oriented context. Through tourism Vanuatu has a unique chance to preserve and promote its precious cultural assets and deliver sustainable business models that can provide real long-term benefits."

InFocus provided the story

Offshore banking and investment hotspot welcomes Chinese

An environment as good for investments as vacations

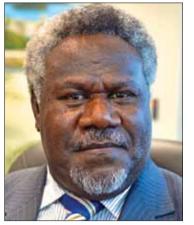
Vanuatu has been established as an offshore financial center for over three decades, enabling the Indian Ocean nation to build up sound financial infrastructure with a high degree of professional expertise available to international clients, who utilize the country's well-trained financial staff and offshore status for investment.

The benefits that Vanuatu receives from the financial services industry is apparent in many industries. The island's status provides increased revenue for the government, local employment is boosted, there is a good transference of knowledge and skills to the local population, contributions are made to the tour-

ism industry; local employment is improved in other sectors of the economy; and finally, offshore finance revenues provide the government and the people of Vanuatu with a means by which to improve their standards of living.

As Simeon Athy, govenor of the Reserve Bank of Vanuatu admits, Vanuatu could not have gained its financial reputation without the help of international donors.

"The commencement of large donor-funded projects last year is among the main reasons that growth bottomed out, however, most of our macroeconomic fundamentals are now sound," he said. "This includes our balanced fiscal



Simeon Athy, governor of the Reserve Bank of Vanuatu

position, low inflation, adequate international reserves, and so forth. Tourism remains a robust industry and is expected to continue its



Smith Tebu, CEO of the Vanuatu Investment and Promotion Authority

growth path over the coming years. The bank will make sure monetary and prudential policies support private sector credit, as this helps fuel economic growth."

The Reserve Bank oversees the proper functioning of the banking system in the country, including the issue of the country's currency, and it also manages the country's external assets, such as the foreign currency backing for the Vanuatu currency.

Alongside this, the professional services offered within Vanuatu are second to none within the Pacific region, and most of the service providers are members of the Vanuatu Finance Center Association.

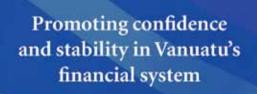
Performance for excellence

This institutional framework has led to a sustained platform for sound financial dealings within Vanuatu for many years, which Smith Tebu, CEO of the Vanuatu Investment and Promotion Authority (VIPA) fully agrees with. As head of the country's promotional agency that seeks out

investment and smooths the path for foreign investors to do business in a simple, efficient manner, he said: "Vanuatu warmly welcomes investment from China, as has been announced by some of our high ranking officials, and an institution such as VIPA that promotes investment, is here. We offer the facilities and encourage Chinese businesses to come and make viability studies, to prospect, to find investment opportunities, and then come and establish themselves. We really want to tap into the Chinese market.

"The main sectors where the government would like to attract investment are agriculture, fisheries, forestry, manufacturing and tourism. Specifically we want China to invest in the tourism sector, as it has the biggest population in the world, and is a huge market for us."

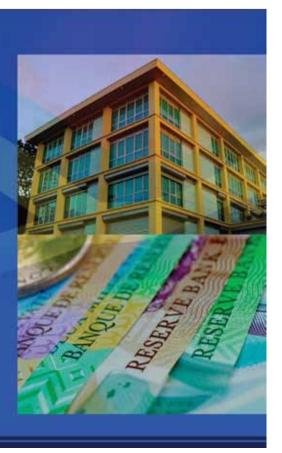
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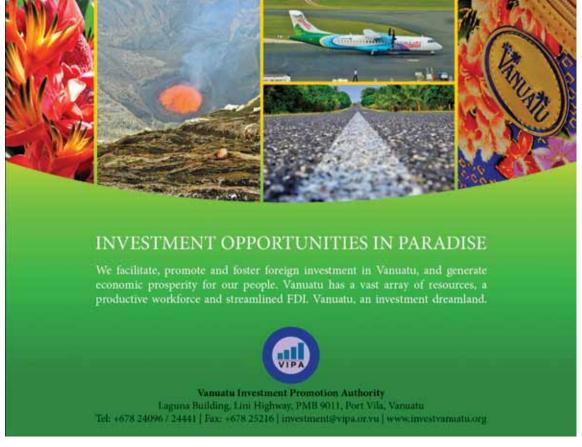


On a mission to provide the conditions for Vanuatu to build a strong economy, the professionals at the Reserve Bank of Vanuatu are working alongside the government, to develop an internationally reputable financial system that will offer stability and confidence to both local and foreign investors.



Reserve Bank of Vanuatu PMB 9062, Port Vila, Vanuatu Tel: +678 23 333 | www.rbv.gov.vu





Generating power for the nation to grow

Unelco is a forward thinking, technology driven energy company ready for the 21st century

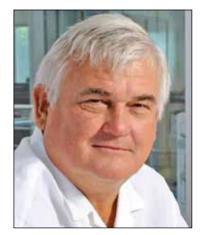
Unelco is a shining example of a company that has limited revenue due to its relatively small customer base, yet through its use of smart and innovative practices and groundbreaking technology is truly a leader, not only in its field of renewable energy solutions, but also in its dialogue with local people.

Thanks to the small size of the population it serves, and the difficulties of supplying power to 65 inhabited islands spread over more than 1,000 kilometers, Unelco has become an expert in supplying small-scale solutions for large-scale challenges.

As one example, a pilot project in Port Orly, on the island of Santo, is leading the way in supplying access to power for remote communities without investing in high-cost infrastructure projects. More than 300 people now have a pre-pay smart system that places them in total control of their energy consumption, allowing them the freedom to join the 21st century while keeping their budget under control.

Yves Morault, CEO of Unelco, sees the future of his company in renewable energies, as it is one area that Vanuatu has world-class resources to utilize. However, investment from outside the country is sorely needed, as well as further technical and technological guidance from third parties, such as the many Chinese investors looking to expand their businesses outside of their homeland.

"In the energy sector, especially in photovoltaics, China is one of the strongest partners we could have," he said. "We are already using Chinese technology, and are always looking for new technologies to fulfill our needs. Chinese standards in hardware, in solar panels and inverters are excellent. We are in contact with companies such as Yingli solar, Jenson and others to supply us. The standard of the Chinese equipment we use is excellent, and the constant technological advancements allow





In the energy sector, especially the photovoltaics, China is one of our strongest partners."

Yves Morault. CEO, UNELCO

us to store more power, and have a much higher efficiency rate in solar collection and conversion."

This higher rate of collection and conversion also helps the Pacific island nation, as they have an almost limitless supply of sunshine from which to gather energy to power their future growth. However, as Morault explained, "the strength of Vanuatu lies in our resources in renewable energy. There is no oil, no gas, but we have an abundance of sun, good wind and there is huge potential in highers."

potential in biomass."

"When I talk about biomass, I am talking about coconut oil fuel, and all types of wood and green waste that can be transformed into electrical energy through different processes such as steam or through the

Organic Rankine cycle. Currently, the coverage for electricity is below 20 percent of the population, so our turnover generated by the sale of energy is quite low, meaning renewable energy is very expensive. It is still the method we will follow. We feel very confident that solar is the way forward," he said.

Fossil fuels can cripple the economies of small island nations such as Vanuatu, who often depend on oil and gas imports to fuel their energy needs, thus lowering the governments foreign exchange holdings.

For this reason, Unelco and the Vanuatu government are united in their commitment to ending this dependence on hydrocarbons and driving the economy forward. Despite a population of just 250,000, and the fact that Unelco only has infrastructure access to 125,000. the company is still able to deliver a workable plan for a nationwide green energy supply, as long as the essential funding is forthcoming, as it will play a huge role in the future, even though the eventual goal is to become self sufficient in renewable energy and in the adoption of new technology.

"In 2013, 27 percent of our energy was generated using renewable sources, split between coconut oil, wind and solar," Morault said. "As it stands, solar is becoming more readily available for us, due to reduced costs, and it is economically interesting as we are succeeding with our first operation. This could be very interesting for the Chinese government to take note of.

"We have made an adaptation on our power plant to allow it to run from 100 percent coconut oil, and what we need now is copra (the meat, or kernel of the coconut) to process. We have our own oil mill and plantation, and there is potential here in Efate to supply all of the electricity the island needs with coconut oil. Also, our wind generators were adapted to make them



Wind farms are the future as Vanuatu builds up its renewable energy sector. PHOTOS PROVIDED TO CHINA DAILY

adaptable to cyclone conditions, we are now able to collapse them so they don't get damaged during adverse weather conditions. We are investing in research and development on biomass, starting a pilot plant in Numea that we will then duplicate here if successful."

Unelco's mission is to ensure the uninterrupted supply of electricity to homes and businesses, and also to provide quality service that meets customer's expectations, and allows for the smooth operating requirements of businesses, while also including the establishment of new networks and the strengthening of existing ones so as to keep pace with, and anticipate the development of Vanuatu, which will benefit all aspects of society for the better.

"We are going forward with solar for isolated housing, that being solar on a mini grid with storage, and also hybrid solar where we use both solar and wind or biomass combined. There are a lot of technical solutions for us, but the main problem with small countries is that everything is more expensive. There are opportunities for public private partnerships to build new power plants, but they need to focus on what we as a country needs, not the marketing plan."

InFocus provided the story

Renewing the path to prosperity, energetically

Unelco is one of the most forward thinking energy companies in the world, thanks to its second to none corporate structure and investors.

•Locally incorporated, two majority shareholders: GDF Suez (85.59 percent) and Electricité et Eau de Calédonie (14.40 percent)

Major shareholder GDF SUEZ
Group, European leader in terms
of energy and gas services, world
leader among the independent
power producers (IPP) and liquefied

natural gas (LNG)

•Unelco pioneered Coco-2-Electricity, utilizing fuel that is made from coconut oil, supplied to redesigned power stations

•A number of power plants able to run from 100 percent coconut oil

•Unelco has an ambitious renewable development plan, taking advantage of solar generation and storage price drops

•Green energy to make up 50 percent on Vanuatu's main island before 2020, with outer lying islands

able to transition from no supply to mostly green electricity

•Thirteen wind turbines – two new turbines of 275 kW installed this year, with peak power topping out at 3.5 MW, meaning in 2013 9.2 percent, or 5.5 GWh, of the energy generated in Port-Vila was from wind

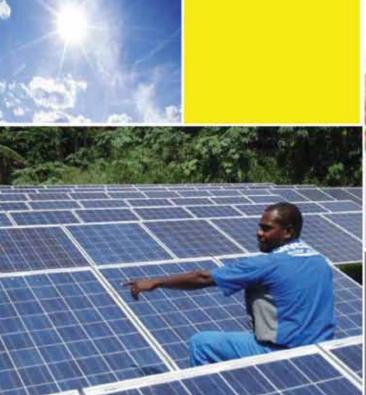
•Total Investment: \$334 million •Vanuatu is one of the most advanced Pacific countries in its transition towards renewable, sustainable energy

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UNELCO is a Vanuatu based company that is a reference in terms of public service provision in the Pacific.

UNELCO is an active partner in the economic development of Vanuatu, and promotes the use of local resources as well as renewable ones to help continuously develop access to energy and its services to the population.

NOTRE ENERGIE A VOTRE SERVICE

OUR ENERGY AT YOUR SERVICE

Vanuatu special 7 P 🗐 🛮 🗱 CHINA DAILY Monday, June 1, 2015

Data center offers 'more than just storage'

Telecom company's subsea fiber optic cable set to make Vanuatu a Pacific Ocean business hub

The mission to further connect Vanuatu to the world of cheap, high speed internet access is now almost complete, with the 2014 launch of the \$30 million "ICN1", Vanuatu's first international submarine cable system linking the capital Port Vila to Suva (Fiji). The cable then links into the high capacity Southern Cross cable between USA, Australia and New Zealand; plus work has commenced on a second cable, "ICN2", linking Vanuatu to Port Moresby, Papua New Guinea. The second cable enhances the country's offering as an ICT hub by diversifying cable routes.

The well-designed ICN1 cable withstood Cyclone Pam without experiencing any service interruptions, and kept Vanuatu's international telecommunications link up and running for the duration of the disaster-a credit to both it designers and builders, and the Interchange staff manning the facility.

"Our founding vision was to equip Melanesia with the IT infrastructure required to ensure its integration with the modern world, states Fletcher; "now we are building upon that initial investment by working to turn Vanuatu into an attractive e-business hub for the entire region. It's a logical progression, especially given all of the advantages Vanuatu has to

Centre piece of Vanuatu's infrastructure effort is the country's new Technology Park, which offers a wealth of opportunity for ICT operators in areas such as data storage, customer relations and e-activities. "Right now we want all

ICT businesses throughout Asia Pacific to know we are officially open for e-business," says Fletcher, especially those in China, now the pre-eminent economy in the

Vanuatu's Technology Park is the result of a partnership approach by Interchange and the Government of Vanuatu. Designed for foreign companies throughout the region, accordingly it offers wide-ranging benefits and advantages for any





"China is the country that was uppermost in our minds when we set out on our mission to make Vanuatu an e-business hub for the entire Asia Pacific region, and the logical choice for an international data centre, and perfect location for data processing firms and international call centre operators."

Simon Fletcher CEO and Managing Director of Interchange

company keen to invest there. "For example, the cost of a 'pod' that will house a data center is around US\$250,000, and for this you can have a prefabricated unit from



Vanuatu leads the pack in the Pacific Ocean as regards information technology infrastructure, a global economic driver.

PHOTOS PROVIDED TO CHINA DAILY

Interchange, in tandem with

the government, is keen to assist

anyone looking to do e-business in

Vanuatu by offering a wide range

of opportunities and partnership

For more information, contact

that can be operationally ready in three months from time of order. It includes cooling towers, gen-sets, transformers for power throughout the park where the data centers are located, a call center and credit card processing facility.

"The Technology Park is the perfect environment for international e-commerce operators, says Fletcher, "and this opportunity is considerably enhanced by a proinvestment government, a stable economy, a strategic location close to major markets, and a favorable

taxation and investment structure for business."

"The development is geared to attract foreign investment, with 20 hectares for exclusive use by local and foreign data centre operators. It's a convenient location where ICT firms can invest and develop their technology whilst benefiting from low costs and high returns, plus a low Tax Base."

One other advantage Fletcher is keen to point out is the fact that Interchange and its highly skilled workforce is also there in Vanuatu to assist in any way they can by providing a direct link between government and regulatory agencies, helping you understand the local and regional environment and also helping you to make the right contacts and the right decisions.

If you're a Chinese investor, says Fletcher, "then we really do speak

ICT business."

Simon Fletcher, CEO of Interchange. your language in so many wavs" Email: enquiries@interchange. "For a start we can provide you vu Phone: +678 29984 with direct access to relevant gov-Mail: PO Box 1000, Port Vila ernment officials if required, plus InFocus provided the story we understand technology and the

InFocus provided this story



8 Vanuatu special

Island state seeks development partners

Vanuatu welcomes Chinese investment to help country make major infrastructure upgrades

Before Cyclone Pam struck Vanuatu in March, the forecast for the country's economy was slated to be around 5 percent for this year, an increase of around 3.3 percent on 2014. Inflation was expected to stay the same, at 1.5 percent, the level set by the Reserve Bank of Vanuatu. While most of 2015 will be spent on relief efforts, Minister of Public Finance and Economic Management (PFEM) Maki Simelum explained how the government will address post-relief, high-capital infrastructure projects.

"The government is embarking on an ambitious plan to improve infrastructure because we realize this is essential to moving forward to attract further investment. Some of the improvements include the Port Vila urban infrastructure project that will see proper drainage and sanitations and a new road design; projects that will greatly improve efficiency for local businesses.

"We are also looking at the Port Vila beautification project; this is a sea wall that will cover approximately 300 meters of shoreline in the heart of Port Vila. We are also working on the Lapetasi wharves, a \$50 million project that we launched with Japanese help to improve our international shipping and ship-handling capabilities. This is especially important as we depend on maritime transport to a large extent within the economy and international cargo is increasing.

"Then there are the commercial wharves, that will be close to the main tourist area and will facilitate cruise ships. Vanuatu has been limited in the past with facilities because only one large ship could dock at any one time, so this will speed up and enhance shipping throughout the country. Another important facility is the interisland shipping project that is funded by JICA (Japan International Cooperation Agency) and the government of Vanuatu.

"We are very fortunate that the Chinese government has chosen to fund some of our infrastructure needs. The two that are now in the

pipeline are firstly the construction of 45 kilometers of highway: 30 kilometers for Tanna and 15 kilometers on the island of Malakula. In Santo, the Chinese government have made funds available for the repair and upgrade of the wharf, allowing large cruise ships to dock.

"Other projects that the Chinese government has given grants to are the convention center in Port Vila (which is currently under construction) college buildings, schools and a stadium for the 2017 Pacific Mini

"Vanuatu will also be upgrading the runway at the international airport in Port Vila and going ahead with plans to accept larger aircraft so as to access direct flights from China and other Asian countries

"Also, in our mission to develop the banking sector and attract more investment in financing, Vanuatu would welcome new banks especially from China as this would enable investors to do more business here.

"We prefer investors that focus on



Maki Simelum, minister of PFEM

tourism and welcome investment in projects like resorts, forestry and fisheries. Since independence our relationship with China has grown into a close relationship and we want the Chinese to come and enjoy, either as tourists or investors. We want to grow the economy through revenue so Vanuatu can have an economy that relies on a diverse range of sectors

Building a nation

In the meantime, Esmon Sae, minister of infrastructure and public utilities explained how his ministry will take the government's infrastructure plans forward.

which provide the revenue it needs."

The main goals of the Ministry focus on service delivery through appropriate regulation and infrastructure development strategies. Another important function of the Ministry is to implement donor funded transport infrastructure projects.The minister voiced his sincere appreciation to China as one of Vanuatu's main development partners.

"On behalf of the people and Government of the Republic of Vanuatu, I would like to express our sincere gratitude to the Government of China and the people of the Republic of China for the lasting good friendship relations both country have enjoyed for many years up to now.

"This relationship provides an opportunity for our small island state to benefit from numerous grants and loans from the Government of China. "I hope you will allow me to quote

Blessed by nature

minister of infrastructure & public utilities

examples of help that China has offered:

•Grants provided to build the Nation Convention Center: and ·Another Grant to build and upgrade Malapoa College, which will

enable progress in education. The following have had their loans

approved and are in the pipeline: Project: (CCECC) Design and Construction of Tanna & Malekula Road Contractor: China Civil Engi-

neering Construction Corporation Estimate: \$56.7 million, loan under assessment

Project: Design, Rehabilitation and Extension of Santo, Luganville

Contractor: Shanghai Construction Co Ltd

Estimate: \$93.4 million, project being considered by Vanuatu gov-

Project: Design and Construction of South Santo Road Rehabilitation

Contractor: China Railway First Group Co Ltd Estimate: \$60.65 million

Project: Design and Construction of Road Rehabilitation Project

Contractor: China Railway No5 **Engineering Group Co** Estimate: \$49.68 million

"Next, I wish to state that the



George Andrews, commissioner of Vanuatu finiancial services commission

Republic of Vanuatu is blessed with natural resources that may be of potential interest to tourists and investors the world over. We are proud to have been named twice as 'the happiest country in the world'.

"We have more than 80 beautiful islands with sandy beaches, active volcanoes, waterfalls, and more than 100 different languages and dialects. Our tropical islands stretch over 1,300 kilometers from north to south and this explains the important role of infrastructure development. We need wharfs to accommodate cruise ships, airports to accommodate bigger planes, and new roads to link people and businesses. We are a popular tourist destination in the Pacific, so there's opportunity for investment in building international standard hotels, resorts and other service infrastructure.

"We are exposed to threats of climate change so there's opportunity for construction of infrastructure that is resilient. Our tropical islands have fertile soil and resources that are unexploited. This presents an opportunity for investment in agri-

InFocus provided the story

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The international airport at Port Vila is receiving an upgrade. PHOTOS PROVIDED TO CHINA DAILY

Ensuring Reliability, Efficiency and Fairness in Utilities Services

The Utilities Regulatory Authority (URA) is the regulator of electricity and water services throughout Vanuatu. Created in 2008 by an act of parliament, the URA mandate is to ensure that consumers receive reliable, customer friendly electricity and water services at reasonable prices and to maximize access.

URA approves tariffs for electricity and water services for private providers under concession contracts, for state-owned water enterprises, and is responsible for ensuring the safety and reliability of the services provided by utilities. Another vital aspect of URAs work includes assisting in resolving consumer disputes, and advising the government on policy and legislative matters related to the sectors. Vanuatu has a diverse portfolio of power generation, with significant investments in renewable resources such as wind, hydro, solar, geo-thermal and bio-fuel.

The URA mission is "to enhance the quality of life and business growth of Vanuatu by ensuring reliable, customer friendly electric and water services at reasonable prices, available to all who demand it."

Utilities Regulatory Authority

PMB 9093. Port Vila, Efate, Vanuatu



URA ensures efficient and customer friendly service

"Our utilities offer reliable, good quality services at competitive prices in the region that makes Vanuatu an attractive destination for new businesses." Dr. Hasso Bhatia, CEO said, "Our primary goal is to ensure power and water is available on demand at reasonable prices and to stimulate business growth in Vanuatu." Please visit URA on www.ura.gov.vu for more information about their activities and services they provide.



Regulatory **Authority**

Vanuatu, building the roads to a prosperous future

The Vanuatu Public Works Department's (PWD) concept and vision is to contribute to the social development and economic growth of society through a cost effective program of initiatives. The works involve enhanced participation in the initiatives, and the involvement of all road maintenance groups in the country's rural areas.

The PWD's policies and procedures are developed to address issues of gender equality and inclusivity, and to empower people to take responsibility for local roads. The aim is to improve accessibility to boost the social welfare of communities throughout the country.

With 153 staff in six divisions, the PWD's main focus is on roads, road construction and maintenance of the 2,100km network, which is spread around the 63 inhabited islands in the country, and presents a geographical challenge. Also challenging is the \$4.8 million budget for maintenence, although the vital nature of the road network means it is a top priority for the government.



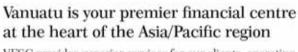
Building the roads to improve life for all

Other major projects underway include the development of the Lepetasi wharf, and building an inter-island shipping network for the main islands of Tanna, Malekula and Santo, where much of the progress made has been helped along by Chinese investment, who provide holistic solutions for the government. The next development aims are opening the outer islands to tourism, allowing the population to benefit from the growing economy.

PUBLIC WORKS DEPARTMENT PMB 9044, Port Vila, Vanuatu

Tel: +678 22 888





Tel: +678 23335 | Fax: +678 27426 | info@ura.gov.vu | www.ura.gov.vu

VFSC provides superior services for our clients, operating in a legal structure we understand, supported by a strong banking sector and modern communications technology, complying with international guidelines and best practice.

Benefits of investing in Vanuatu for Chinese investors include:

- · International reputation for quality, OECD white list and reputable supervisory regime
- · Shipping registry
- · Inter-Active Gaming · Banking
- · Insurance including captives Securities – Principals and Representatives
- · Companies & Trust Services
- · IBCs and offshore limited partnerships Fund Management



VANUATU FINANCIAL SERVICES COMMISSION Bougainville Street, PMB 9023 Port Vila, Republic of Vanuatu Tel: +678 22 247 | Fax: +678 22 242 info@vfcs.vu | www.vfsc.vu

