PRESS RELEASE

Nouméa, July 9, 2026

AIRCALIN secures financing for its first Airbus A350-900 without recourse to New Caledonian public funds.

On Monday 6 July 2026, Aircalin reached a major milestone in its development by signing the financing agreements for its first Airbus A350-900 with a banking pool led by Groupe BPCE-Natixis CIB. This signing comes just days after the French State confirmed the operation's eligibility for the overseas tax incentive scheme (défiscalisation outre-mer), definitively securing this strategic investment.

Thanks to this financing package, which brings together international and New Caledonian banking institutions, private investors and State tax support, AIRCALIN is fully financing its first Airbus A350-900 without drawing on New Caledonia's public funding. This demonstrates the confidence placed in the airline, its strategy and its financial strength, and gives concrete form to AIRCALIN's ambition to modernise its long-haul fleet in support of the territory's connectivity and economic development.

www.aircalin.nc

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A solid and balanced financing structure

The financing is built on three pillars:

- **A bank loan** granted by a banking pool led by Groupe BPCE - Natixis CIB (lead arranger), alongside Banque Calédonienne d'Investissement (BCI), Banque de Nouvelle-Calédonie (BNC), BRED - and CIC.
- **AIRCALIN's own equity**
- **French State support** in the form of an overseas tax incentive (défiscalisation) worth 8.4 billion CFP francs (€70.1 million)

The involvement of these leading institutions and of the French State reflects the confidence placed in the airline's development strategy and the robustness of its business model.

Financing without recourse to New Caledonia's budget

One of the key features of this transaction lies in how it is financed. Indeed, the acquisition of the first Airbus A350-900 was structured entirely without seeking any financial contribution from New Caledonia, whether in the form of a financial stake, a bank guarantee (provided instead by a pool of specialist insurers), or any exceptional contribution from New Caledonia.

Initial studies on financing the Airbus A350-900 aircraft began as early as 2023, following the Board of Directors' decision to acquire two aircraft. Following the events of May 2024, this financing structure was entirely reworked to ensure the project could proceed without calling on the territory's public finances, illustrating Aircalin's ability to adapt its strategy while safeguarding New Caledonia's interests.

An industrial asset serving economic development and connectivity

The first Airbus A350-900 will be delivered in December 2026, and the second in mid-2028. These new-generation aircraft will represent a genuine leap forward in capacity and technology for AIRCALIN, its customers and the New Caledonian economy.

Compared with the Airbus A330neo currently operating on long-haul routes, the A350-900 offers 15% more cargo and passenger capacity, a 25% reduction in fuel consumption, extended range (from 13,300 km to 15,000 km) and an enhanced level of passenger comfort.

These aircraft will strengthen air links between New Caledonia, the Pacific, Asia and Europe, supporting economic and tourism development.

Designed to operate the Nouméa-Bangkok-Paris route, the Airbus A350-900 will be a major industrial asset in support of the territory's connectivity and development.

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"The signing of this financing agreement marks a major milestone for Aircalin. It reflects the confidence our banking partners, private investors and the French State place in the strength of our business model and in the trajectory we have been pursuing for many years.

In air transport, anticipating tomorrow's needs is essential: renewing a long-haul fleet is prepared years in advance, in a context of strong growth in air traffic and limited availability of A350 aircraft. This aircraft will offer our customers greater comfort, reliability and environmental performance, while strengthening our passenger and cargo capacity, in support of tourism and the New Caledonian economy.

We have chosen a responsible approach to financing, built with leading private partners and the support of the French State, without drawing on New Caledonia's public finances. This is a demonstration of confidence in our airline, but also a responsibility we fully embrace: preparing, as of today, the airline that will continue to sustainably connect New Caledonia to the Pacific, Asia and Europe, serving the people of New Caledonia, its economy and its influence." **Georges Selefen – AIRCALIN CEO and Chairman of the Board**

"Natixis CIB (Groupe BPCE) is proud to have structured and led, alongside BCI, BNC and BRED, and together with our partner CIC, the financing of Aircalin's first Airbus A350-900. As a leading player in aviation finance, we place particular importance on the quality of the economic fundamentals of the airlines we support. This transaction is above all a reflection of the confidence placed in Aircalin's business model, the strength of its results, the credibility of its strategy and its ability to sustainably generate the resources needed to finance its development. All of these factors were the subject of a thorough and rigorous analysis by the banking pool before the decision to commit. We are pleased to support Aircalin at this defining stage of its development."

Alain Rousseau – Transportation Finance Europe Director - Natixis CIB

"Groupe Elvest — As an expert in overseas tax-incentive investment financing, Inter Invest Outre-Mer supports projects that combine economic soundness, industrial vision and lasting impact for the territories. The renewal of Aircalin's long-haul fleet fits fully within this approach. This project reflects a particularly notable forward-looking strategy in a global context marked by strong pressure on production capacity for new-generation aircraft. It will allow Aircalin to operate a fleet that is more efficient, more reliable, more fuel-efficient and better suited to New Caledonia's future needs. We are particularly pleased to have helped structure this transaction alongside Aircalin and all of its financial partners, supporting an investment that will durably strengthen the territory's competitiveness, connectivity and economic appeal."

Christian Camus – Inter Invest Outre-mer CEO - Groupe Elvest

About Aircalin

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Aircalin is New Caledonia's international airline. With 10 routes of its own and a network of 100 destinations, it connects New Caledonia to Asia, the Pacific and mainland France. A member of IATA and IOSA-certified, Aircalin operates a fleet of two Airbus A330neo and two Airbus A320neo aircraft, soon to be joined by two A350-900s. Founded in 1983 and employing 500 staff, Aircalin is the only French airline connecting all of France's Pacific overseas territories, while also offering them a direct link to Asia and Europe.

About Natixis Corporate & Investment Banking

A leading international financial institution, Natixis Corporate & Investment Banking provides companies, financial institutions, investment funds, and sovereign and supranational agencies with a range of advisory, investment banking, financing, commercial banking and capital markets services.

Its teams of experts, present in around 30 countries, advise clients on their strategic development, supporting them in growing and transforming their businesses while maximising their positive impact. Natixis CIB is committed to aligning its financing portfolio with a carbon-neutrality trajectory by 2050, while helping its clients reduce the environmental impact of their activities.

Natixis CIB is part of Groupe BPCE, France's second-largest banking group through its Banque Populaire and Caisse d'Epargne networks. It benefits from the Group's financial strength and solid ratings (Standard & Poor's: A+, Moody's: A2, Fitch Ratings: A+, R&I: A+).

About Inter Invest Outre-Mer - Elvest Group

Elvest is an independent group specialising in structuring and distributing innovative investment solutions, having supported more than 28,000 companies and financed over €6 billion in assets since 1991.
The Elvest group is organised around dedicated specialist entities, covering in particular Private Equity (Elevation Capital Partners, €1 billion in assets under management as at 30/06/2026), structured products (Solvest), savings and retirement solutions — securities accounts and PER (Tenest) — as well as the design of products enabling overseas companies to raise financing and investors to reduce their tax liability (Sofidom & Inter Invest Outre-Mer).
Elvest, as a platform, distributes the group's full range of investment solutions through a network of more than 1,500 partners (private banks, financial investment advisers, family offices and institutional investors), representing more than 72,000 investors. To carry out its various activities, the Elvest group relies on more than 250 dedicated employees, based in Paris and across 9 offices overseas, ensuring a presence close to its clients. For more information: www.elvest.fr