



PIONEERING ADAPTATION SOLUTION FOR VULNERABLE ISLAND AND COASTAL TERRITORIES:  
SYMBIOTIC AND BIOPHILIC SMART OPEN-SEA ECOSYSTEM



Indigo Civilization  
the ocean dwellers

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# IN A FEW WORDS...

BUILDING A NEW, SUSTAINABLE AND MUTUALLY BENEFICIAL RELATIONSHIP BETWEEN HUMANITY AND THE OCEAN

1.

The collaboration of two pioneering players to co-construct an exemplary future in symbiosis with the Ocean.

INDIGO CIVILIZATION X BORA BORA (FP)

2.

A sustainable development strategy to transform the constraints of island and coastal territories into opportunities: adaptation to climate change, preservation of natural heritage, economic diversification, regenerative tourism, food and energy self-sufficiency, socio-cultural resilience.

SYMBIOTIC BLUE ECONOMY

3.

An offshore regenerative spatial and functional model allowing biophilic synergies that benefit all stakeholders: local community and biodiversity, economic actors and tourists.

SMART OPEN-SEA ECOSYSTEM



1.

## GLOBAL CONTEXT

CHALLENGES OF THE FUTURE



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# FUTURE GLOBAL CHALLENGES

IN 2050...

**Scarcity of land and depletion of resources:** the world's population would grow by 26%. The need for accommodation would increase accordingly and 50% of the population would be concentrated within 100 km of the coast.

**Rising waters and floods:** 1 billion people would see their terrestrial environment flooded and would be forced to migrate. Most of SIDS are particularly threatened (overall 65 million individuals).

**Lack of drinking water:** 52% of humans would suffer from chronic water stress in their environment and a lack of access to drinking water.

**Food challenge:** using the current intensive techniques of agriculture, an additional 22 million km<sup>2</sup> of arable land would be needed to feed the population, the equivalent of North America. According to the UN and Nature Journal, global demand for food and seafood would roughly double.

**Energy challenge:** global energy consumption would increase by 68%.

**Pollution:** CO<sup>2</sup> emissions would increase by 35% in countries with the highest population growth.

**Loss of biodiversity:** Nearly 90% of land animals could lose their habitat with current farming methods. 90% of coral reefs, home to 25% of the planet's marine biodiversity, would disappear.

**Collateral threats:** according to MIT, 4 societal consequences are also to be expected (famine and malnutrition, migration, conflicts / geopolitical, and diseases).



# FUTURE OCEAN CHALLENGES

2050

## PROJECTION

To address future global challenges, humanity will increasingly rely on the ocean as a "toolbox."

The Blue Economy is expected to grow by 55%, reaching \$5.1 trillion, leading to more people working at sea and offshore —away from overcrowded coastal areas.

About 400 million people living on islands or coastal territories will face threats from rising sea levels.

For reasons of adaptation, work, productivity, and impact, humans will settle at sea — temporarily or permanently — transforming the ocean into a new frontier for living and working

► [More information](#)

## THREATS

Tens or hundreds of million people may be forced to migrate and leave their homeland.

The Ocean could be then perceived as the new space to be colonized and could arouse many covetousness and abuses.

Marine biodiversity could suffer even more...

## OPPORTUNITIES

Anticipating a new relationship  
Humanity – Nature.

Learning to live in symbiosis with the Ocean for a sustainable Blue Economy.

Experimenting a complementary transformative solution to rising sea level demonstrating it is not necessary to fight or flee the sea to be resilient and to adapt.



# FRENCH POLYNESIA FACES STRUCTURAL VULNERABILITIES

## AN URGENCY THAT CALLS FOR INNOVATION

**92,5%**

of energy  
dependency

---

377 million liters  
of imported  
hydrocarbons/year

**90%**

of food  
dependency

---

Trade deficit  
147 billion CFP francs in imports

**20%**

of 18-25 year olds  
have left the Fenua

---

In 5 years (ISPF, 2022),  
exodus of skilled youth

**99%**

of the surface  
of the territory

---

5.5 million km<sup>2</sup> of ocean  
vastly undervalued



# 2.

## OUR TRANSFORMATIVE PROPOSITION

SUSTAINABLE DEVELOPMENT AND ADAPTATION FOR ISLAND OR COASTAL TERRITORIES

NOTA: the hereafter inspirational illustrations are intended to share a preliminary principle as an early intention, and not a completed project.



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# INDIGO CIVILIZATION'S MISSION

INSPIRING A HARMONIOUS RELATIONSHIP BETWEEN HUMANITY AND THE OCEAN

## MISSION

Our goal is to anticipate the future growth of the blue economy and the anthropization of the seas by creating a symbiotic relationship with the Ocean to transform challenges into opportunities.

Our mission focuses on adapting to the impacts of climate change such as rising sea levels — without fighting or fleeing the sea — while supporting the resilience and prosperity of vulnerable coastal and island communities and marine life.

## ACTION

We offer a forward-thinking solution initiating the sustainable development of a symbiotic offshore blue economy.

Indigo Civilization federates and leads an international network of multidisciplinary expertise to co-construct, experiment and validate viable adaptation models.

From consultation to R&D and operational execution, we bring together project stakeholders and ensure their respective interests and buy-in:

1. Territorial actors and local civil society,
2. Economic actors and investors.

## STRUCTURE

Indigo Civilization is a purpose-driven entity non-profit and recognized as being of general interest, legally registered in France in 2023 under the RNA number W784011015.

Indigo Civilization has created an ecosystem of partners and complementary expertise such as oceanology and marine biology, maritime architecture and engineering, pollution and waste management, marine renewable energy, marine permaculture, economic engineering, mesology, law and governance and regenerative tourism.



# OUR SOLUTION: SMART OPEN-SEA ECOSYSTEM (SOE)

TO TRANSFORM CONSTRAINTS INTO OPPORTUNITIES

**1.**

Floating maritime territorial extension with a double positive ecological and financial ROI: multi-use and mutualized, modular, biophilic and self-sufficient (cf. [Appendix 13](#)).

**2.**

Open-sea location\*, within territorial waters, to alleviate environmental and anthropogenic pressures on the coastal and lagoon ecosystem.

**3.**

Circular ecosystem composed of synergistic and biophilic interdependent co-activities:  
Marine renewable energy →  
Freshwater → Food →  
Tourism & Applied Research.

**4.**

Concept foreshadowing an opportune solution empowering local communities: adaptation to climate change, autonomy, socio-cultural resilience, economic diversification.



\* Anchored on a sea shoal or in the open sea relatively close to the coast

Concept d'inspiration préliminaire par Simon Nummy



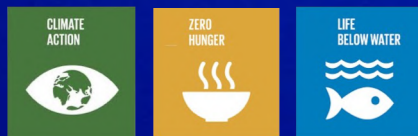
# OUR SUSTAINABLE OBJECTIVES

SYMBIOTIC ECOSYSTEM,  
LABORATORY OF THE FUTURE, GLOBAL PILOT

SELF-SUFFICIENCY,  
SUSTAINABLE AND PROFITABLE ECONOMIC GROWTH



BLUE CARBON INFRASTRUCTURE,  
INCREMENTAL TROPHIC WEB



MARINE AND UNDERWATER  
RESEARCH STATION



ECOLOGICAL RESILIENCE,  
ADAPTATION TO GLOBAL CHANGE



EDUCATIONAL ECO-TOURISM



# OUR FIRST PILOT TERRITORY

## BORA BORA, THE PEARL OF THE PACIFIC

Beyond the exceptional splendour of its natural environment, its favourable climatic context, and its reputation as a high-end tourist destination, this **pioneering territory** has gradually established itself, over the past twenty years, as a **real living laboratory for sustainable development for small island territories**. Bora Bora and French Polynesia illustrate many of the realities of most of vulnerable island territories, which are facing current and future environmental and socio-economic challenges, particularly in the face of climate change and sea level rises (see in Appendix). Besides, the Polynesian cultural heritage and the deep link that unites the People of the Sea to its ocean are assets to nourish and stimulate the collective imagination.

Our long-term collaboration, notified through a MoU signed in January 2025, is based on four pillars: preserving natural heritage, improving the well-being of communities, achieving economic autonomy and becoming an eco-exemplary model for other vulnerable territories around the world. About 600 hectares of its lagoon are now fully protected from anthropogenic activities and entail to find new ways to collaborate with the Ocean. **Our project is a logic continuation of the sustainable development actions carried out on the island** (partially funded by the European Union as part of the IANOS / SWEET 1 & 2 projects). [To watch at M. Gaston Tong Sang's video – Mayor of Bora Bora.](#)





Possible location of the  
Smart Open-sea Ecosystem



ø 150 m

Island of Bora Bora



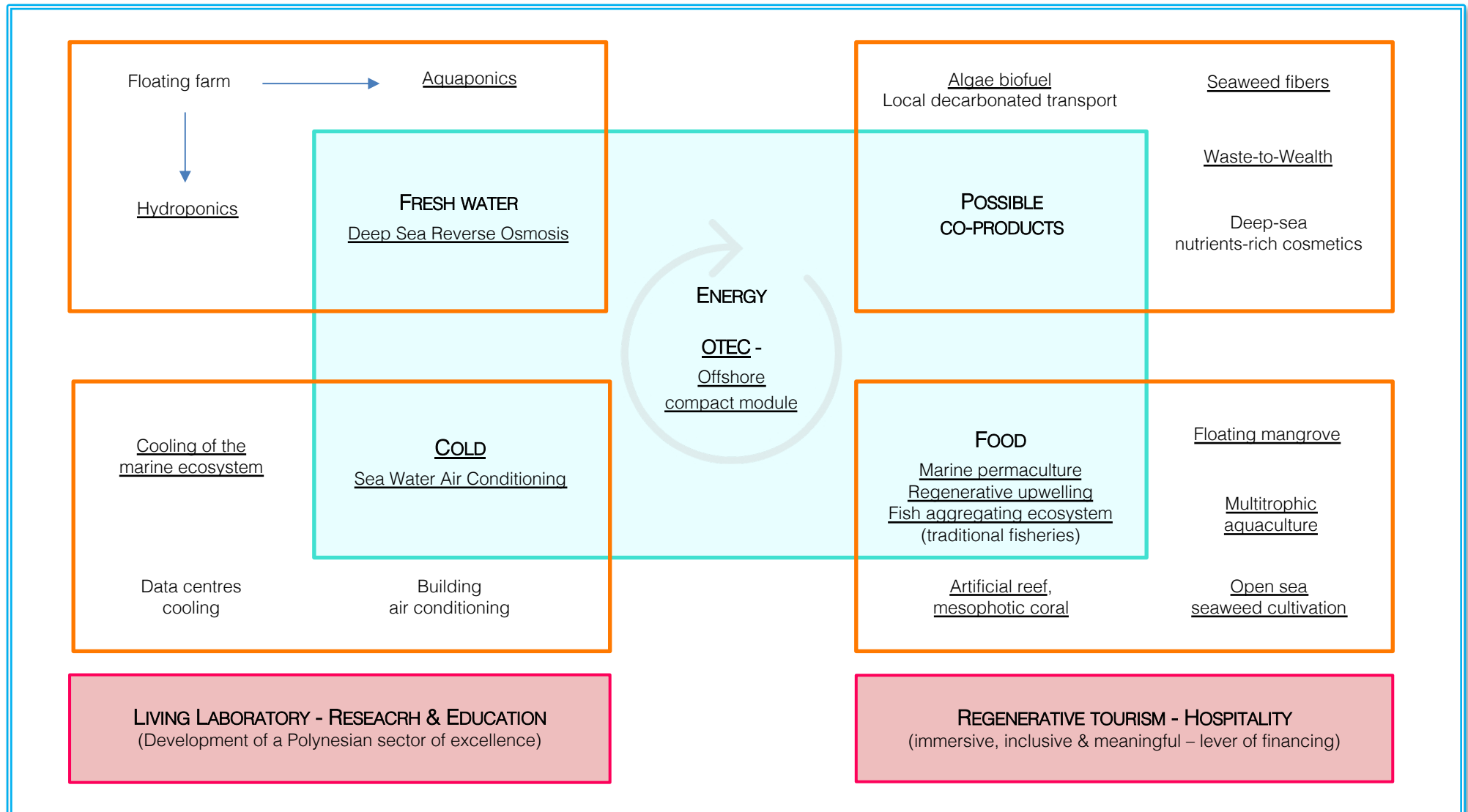
16 km

Atoll of Tupai



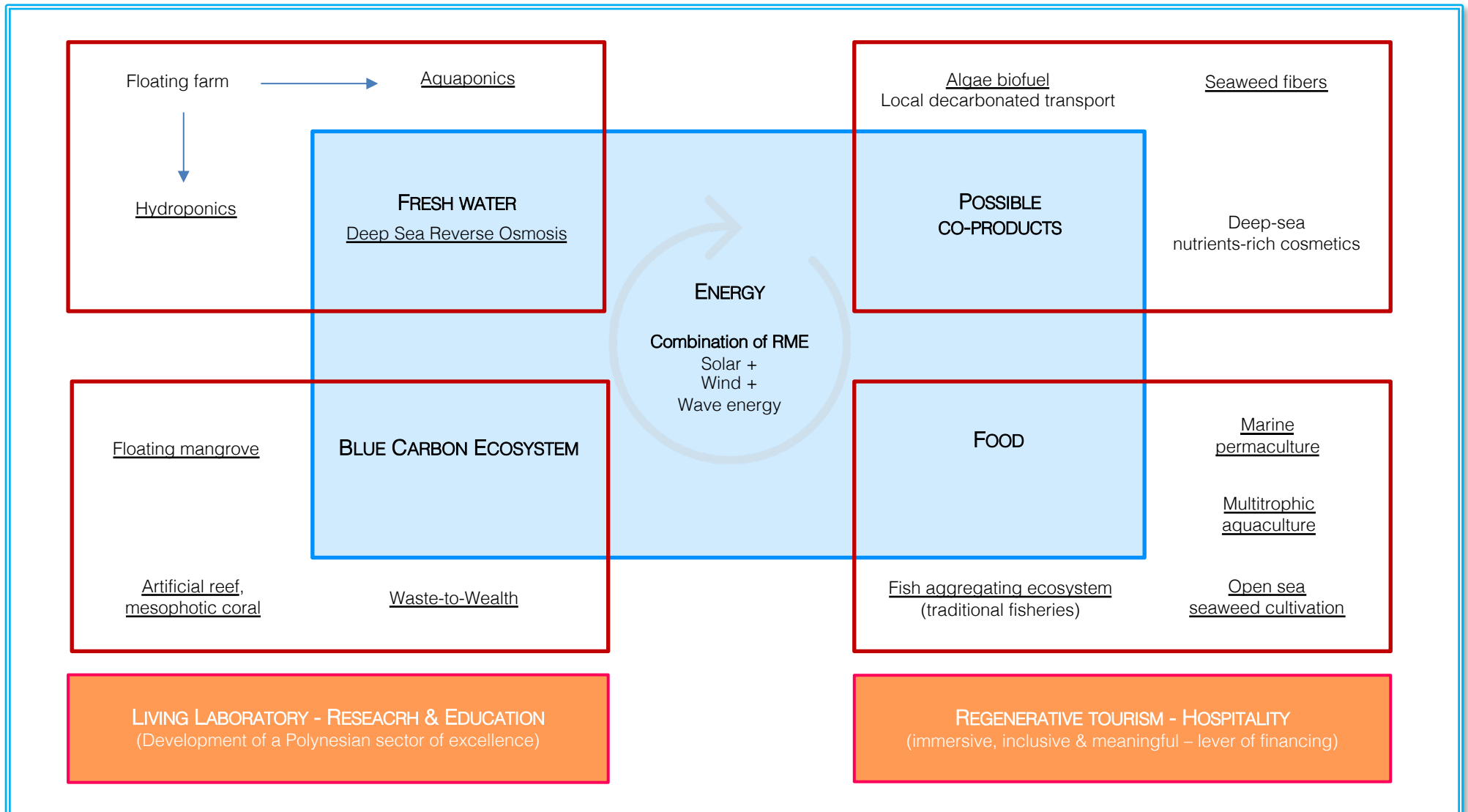
# ALTERNATIVE FUNCTIONAL MODEL 1

OCEAN THERMAL CONVERSION TECHNOLOGY (SEE APPENDIX 7) → FRESHWATER → FOOD → TOURISM & RESEARCH...



# ALTERNATIVE FUNCTIONAL MODEL 2

COMBINATION OF MARINE RENEWABLE ENERGIES (SEE APPENDIX 12) → FRESHWATER → FOOD → TOURISM & RESEARCH...



# ARCHITECTURAL AND SPATIAL PHILOSOPHY

MODULAR & VERSATILE – MULTI-USE - RESPECTFUL OF THE LOCAL CULTURE



Concept d'inspiration préliminaire par Waterstudio

Highly stable circular ( $\varnothing$  30 m) Tensioned Leg Platforms, designed for deep water (up to 1,500m) and manufactured on land. To understand the technical principle of Tension-Leg Platforms, consult [Appendix 6](#).



# MARITIME PHILOSOPHY

SAFE & COMFORTABLE – ADAPTABLE TO MARINE CONSTRAINTS



Concept d'inspiration préliminaire par Simon Nummy

TLP platforms capable of withstanding cyclones ( $\geq$  cat. 3) and 10 m swell (API standards). They are surrounded by a floating circular infrastructure that accommodates mangroves and can reduce wave energy by 50%. Thanks to a hydraulic and/or pneumatic telescopic system, the platforms can adjust their height according to sea conditions from 3 to exceptionally 10 m.



# SYMBIOTIC PHILOSOPHY

FACILITATING A NEW INCREMENTAL TROPHIC WEB



Preliminary inspirational concept design by Waterstudio

The floating infrastructures of the Smart Open-sea Ecosystem aim not only to be as minimally invasive as possible, but to be conducive to the development of a new marine trophic web and an artificial reef.



# WIN-WIN COLLABORATION

## MAIN STAKEHOLDERS' OPPORTUNITIES

	BORA BORA, FRENCH POLYNESIA	INVESTORS LOCAL ECONOMIC ACTORS	INDIGO CIVILIZATION
MEDIUM TERM	<p>Proof of concept for an effective model of sustainable development and a sustainable and inclusive Polynesian maritime economy.</p>	<p>A future driver of growth, funded by revenue from exceptional responsible tourism in a buoyant market, and the by-products generated by the SOE – notably energy and food.</p>	<p>Widespread public uptake and social acceptance through the validated proof of concept of an integrated symbiotic solution showcasing pioneering open-sea spatial planning.</p>
LONG-TERM	<p>The strength of the SOE model lies in a circular economy approach applied to the offshore sector, directly aligned with the structural needs of a territory that currently imports 90% of its food and 92.5% of its energy, yet possesses an exceptional natural marine heritage — a vast oceanic resource that remains largely undervalued.</p>	<p>An opportunity to develop a fair, yet profitable and sustainable business model through the international roll-out of an SOE network.</p>	<p>Scalability of the concept to support the resilience and adaptation of other vulnerable island and coastal communities, as well as biodiversity.</p>



In accordance with our [Code of Conduct](#), our process applies the [IFC Performance Standards – World Bank](#)



# 3.

## THE OPPORTUNITY TO FINANCE PROGRESS THROUGH TOURISM

BOTH AN EXCEPTIONAL REGENERATIVE TOURIST EXPERIENCE & A LABORATORY FOR AN EXEMPLARY FUTURE



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# A VISION SHARED WITH THE UN

## TOURISM AS A LEVER FOR SUSTAINABLE DEVELOPMENT

The UN, and more specifically the World Tourism Organization (UNWTO/UN Tourism), strongly recommends tourism as a key lever for the sustainable development of Small Island Developing States (SIDS).

According to UN Tourism guidelines, sustainable tourism is considered a key tool to achieve the Sustainable Development Goals (SDGs), including Goals 8 (decent work and economic growth), 12 (responsible consumption and production) and 14 (life below water).

Tourism is seen as a way to contribute directly or indirectly to all 17 SDGs, promoting economic resilience, environmental protection and social inclusion in these territories that are particularly vulnerable to climate and economic shocks.

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### Advantage for the territory's civil society:

the financing of the pilot of an inclusive sustainable development lever.

### Benefit for tourism stakeholders and travellers:

A differentiating tourism experience with a neutral or negative carbon footprint.



# CONTEMPORARY HIGH-END TOURISM

IMMERSIVE EXPERIENCE MADE OF SUSTAINABILITY, INCLUSION, WELL-BEING & INDIVIDUALIZATION

## CUSTOMERS' DRIVERS

High-end travellers expect slow personalized luxury featuring meaning, wellness and spirituality. Luxury tourism is marked by a quest for emotional, sustainable, and personalized exclusive experiences, driven by innovation

80% of luxury travellers wish to travel more responsibly. For 61% of them, responsible travel means 3 pillars: protection of the planet, support for local economies and cultural preservation.

42% consider choosing a company with strong sustainability policies to be "very important" in their booking decisions.

## BUSINESS TRENDS

High-end tourism is expected to grow annually by 7,9% till 2035, driven by an increasing number of HNWI (+ 6,3% in 2024).

Eco-responsible travel at sea is even more attractive. Luxury cruises are expected to grow at a CAGR of 8,2% to reach \$22 billion. The floating hotel niche business is expected also to grow at a CAGR of 7.7% from 2026 to 2035 to reach \$7.4 billion.

In response to customers' demands, many players in the luxury hospitality industry propose high-end eco-responsible offers: coastal-based resorts (Aman, Six Senses, Banyan Tree...), cruises (Ponant, Explora Journey...), private islands (Tetiaroa, Bawa Reserve, Conrad or St Regis Maldives...).

## OPPORTUNITIES

Designing a carbon-neutral travel offer.

Combining avant-garde technologies with traditional indigenous knowledge to create an immersive and eco-responsible smart maritime experience.

Developing both a profitable business model and a strong image lever by financing innovation and sustainable progress in vulnerable territories, thanks to a targeted strategy of socially responsible investments.

Boosting customers' memorable pride by having a true positive impact on local communities and biodiversity.



# TOURIST ATTRACTIVITY OF FRENCH POLYNESIA

BORA BORA, AS AN INTERNATIONAL LUXURY HUB

2025

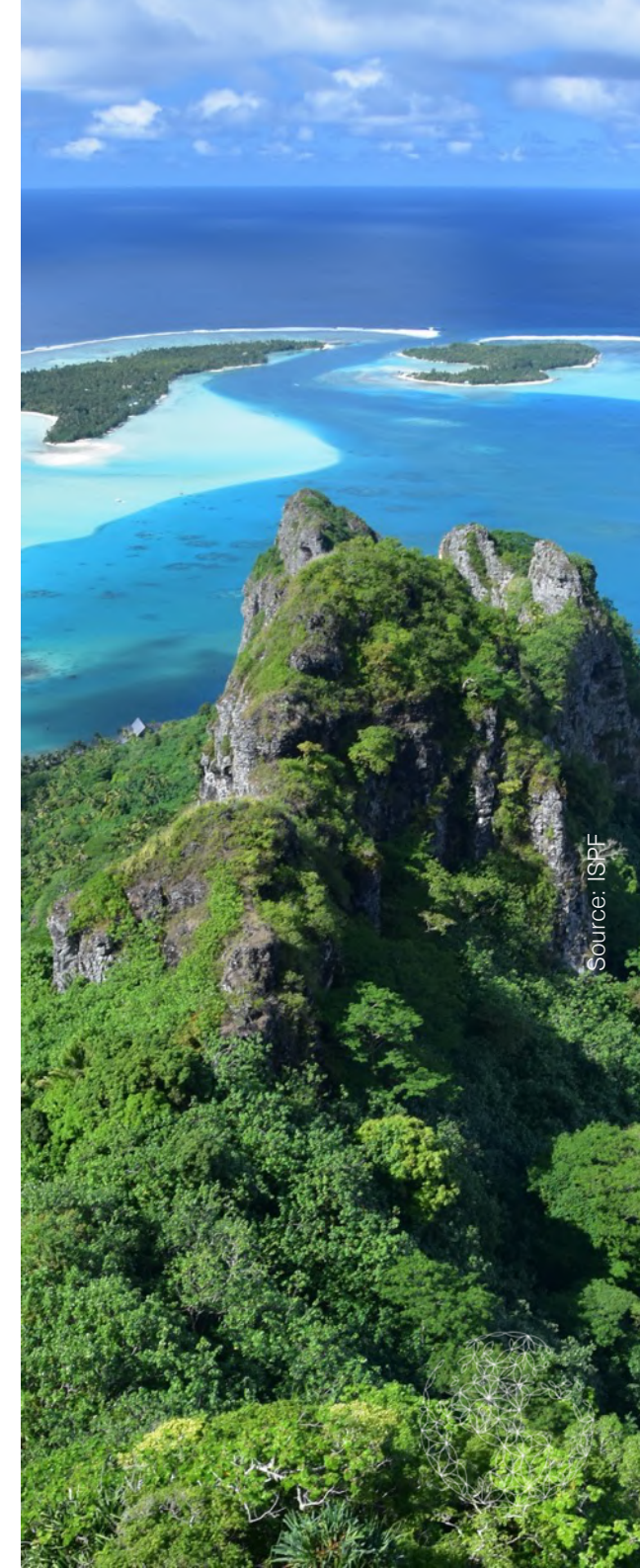
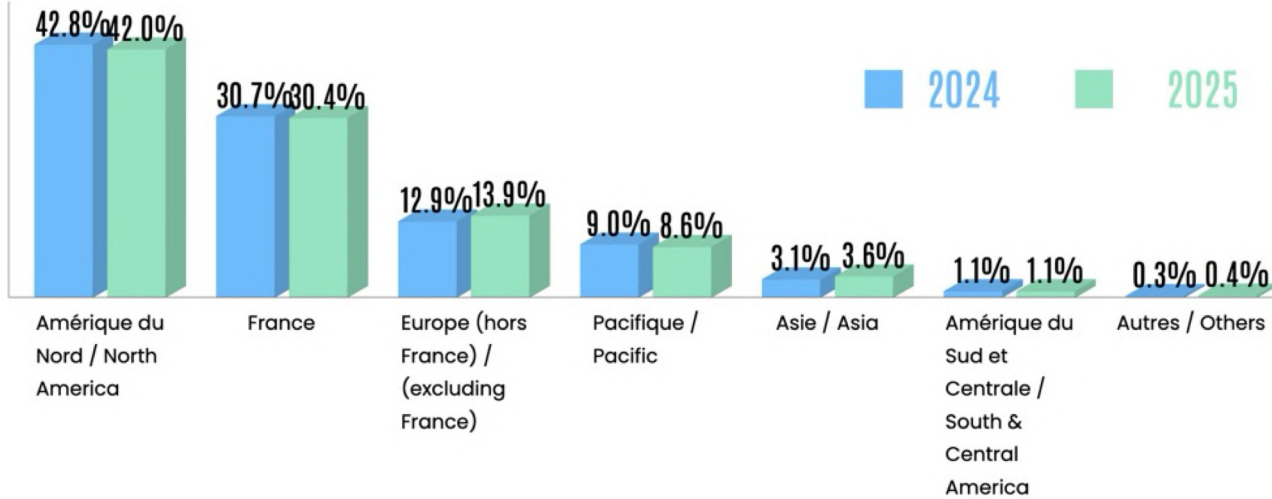
351 289 visitors (+7,5% VS 2024)  
 281 227 tourists (+6,6% VS 2025)  
 (source ISPF)

CRUISE PASSENGERS

2024 : 52 111  
 2025 : 53 941 (+3,5%)  
 (source ISPF)

TOURISTS IN ACCOMMODATION ON LAND

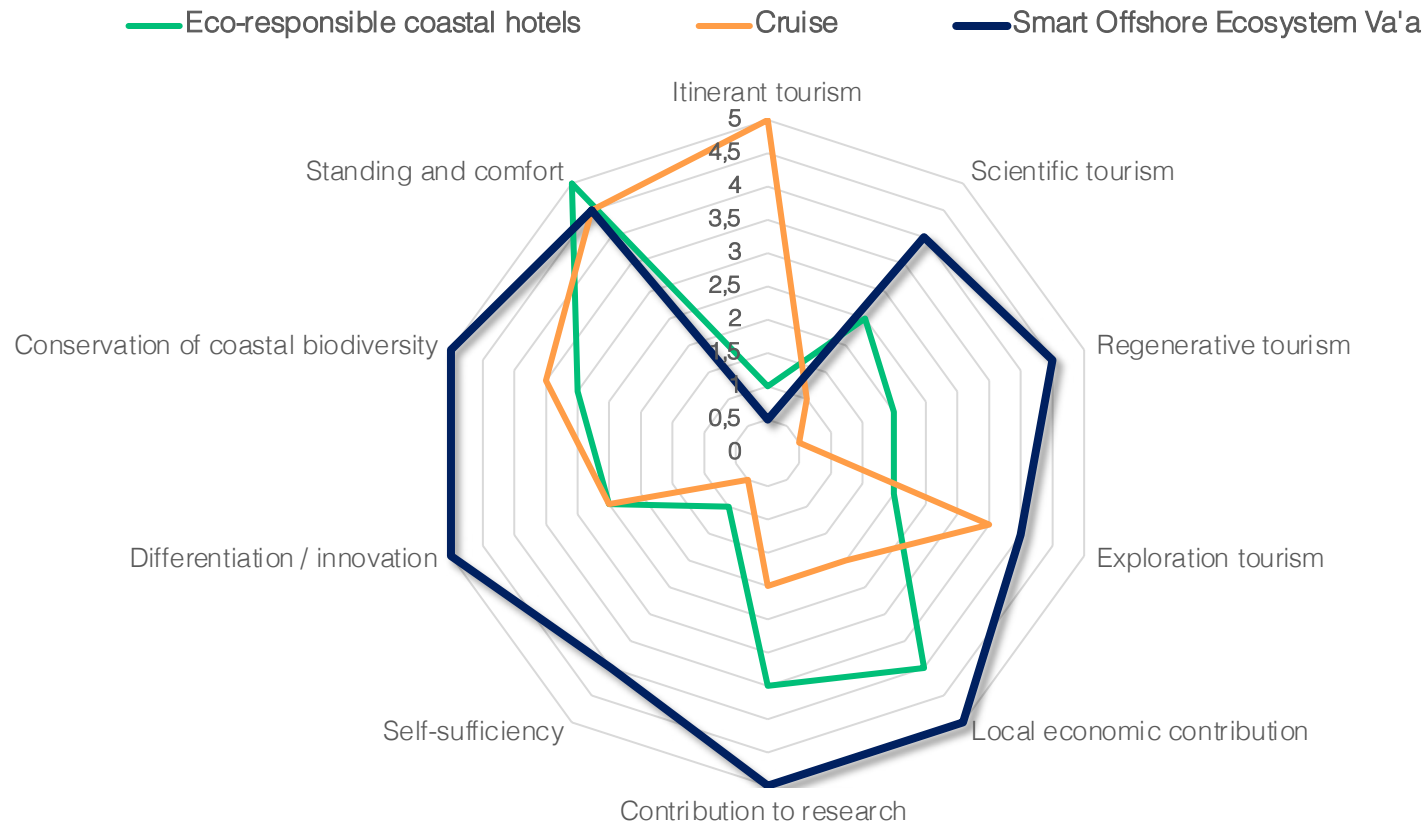
2024 : 211 655  
 2025 : 227 286 (+7,4%)



Source: ISPF

# INNOVATIVE TOURISM FOR SUSTAINABLE PROGRESS

## COMPARISON OF THREE HIGH-END TOURIST MODELS



- ▶ To consult some illustrations of the tourist experience, available in the appendix
- ▶ To consult the economic and financial pre-assessment of the project, available in the appendix



# 4.

## AVANT-GARDE, NOT SCIENCE-FICTION

IT' NOT ABOUT INVENTING. IT'S ALL ABOUT COMBINING MATURE AND EMERGING SOLUTIONS



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# A WIDE ECOSYSTEM OF EMERGING AND MATURE SOLUTIONS

A GLIMPSE AT EXISTING SOLUTIONS...

## Responsible tourism



## SWAC / OTEC



## Offshore infrastructure



## E-fuels from algae



## Floating reef & mangrove



## Other Renewable Marine Energies



## Hydrogene from sea water



## Marine biophilic materials



## Waste up/recycling



## Deep sea energy storage



## Desalination



## Open Ocean Cultivation Blue carbon ecosystem



# A RICH STATE OF THE ART

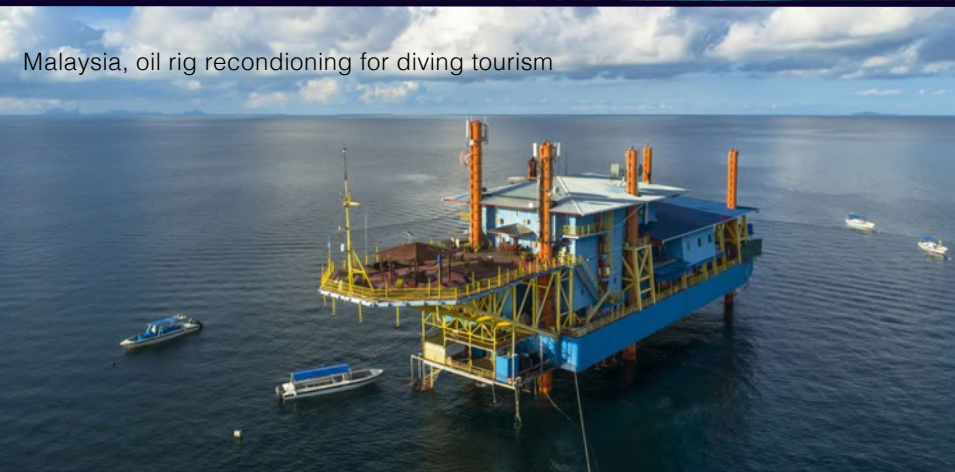
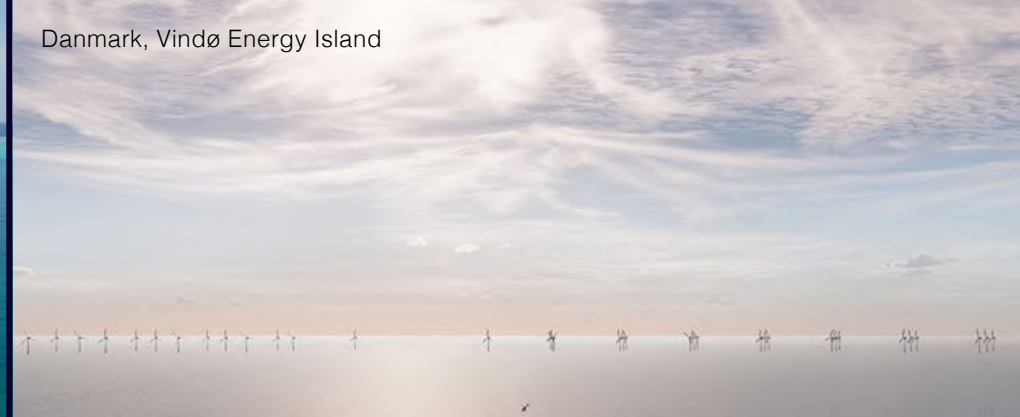
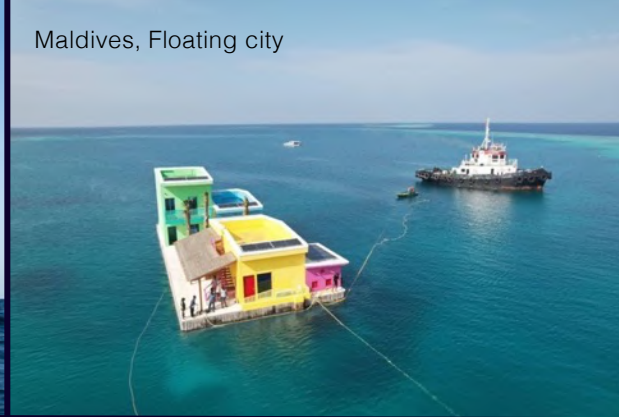
## A GLIMPSE AT THE RESEARCH FUNDED BY THE EU

Beyond the state-of-the-art from indigenous knowledge and decades of experience gained from cyclone proof floating platforms and wind turbines, our work will especially benefit from numerous, mature and emerging technical solutions and research programmes. Our [bibliography](#) lists a compelling selection of the available engineering research literature about ocean innovations and floating solutions.

Besides, more than €70 million has been [invested by the EU alone](#) in research to study open-sea multi-use infrastructures.

- [Tropos](#) (EU): multi-purpose floating modular offshore platforms integrating a wide range of specific activities from different sectors.
- [POMU](#) (France): multi-purpose logistics offshore platform in French Guiana.
- [Mermaid](#) (EU): offshore multi-use industrial platform on 4 European study sites.
- [Space@Sea](#) (EU): sustainable and affordable workspace at sea by developing a standardised and cost-effective modular island with low ecological impact.
- [United Project](#) (EU): multi-purpose offshore platform demonstrators to stimulate the blue economy.
- [Musica](#) (UE) versatile power and freshwater generation platform using renewable wind and wave energy.
- [Plocan](#) (UE): multi-purpose offshore platform for sustainable island autonomy in the Canary Islands.





# 5.

## PROCESS OF DEVELOPMENT

PROJECT EVALUATION AND TRANSDISCIPLINARY CO-CONSTRUCTION



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# RECOMMENDED DE-RISKED GRADUAL PROCESS

## PHASE 1

18 MONTHS

FRAME THE PROJECT ECONOMICALLY,  
SOCIALY AND EXTERNALLY

Co-construction of possible future models based on the state of the art, our vision and prospective scenarios: stakeholders from the civil society of Bora Bora, RESIPOL and the Indigo Civilization research consortium.

Consultation of society and commitment of the Youth of Bora Bora through the animation of a collective of young ambassadors and the establishment of a creative and forward-looking competition.

TRL 2

Budget: 147 K€ (cf. Appendix 8)

VALIDATION OF THE GENERAL INTEREST  
PROJECT SCOPING

## PHASE 2

36 MONTHS

TRANSDISCIPLINARY R&D PHASE

Location definition,  
Final design & engineering,  
Technical feasibility assessment,  
Investments and timeline assessment,  
Legal / certification / insurance guidelines,  
Socio-economic model & business plan,  
Benefits / risks assessment,  
Physical & digital demonstrators,  
Operational & maintenance framework,  
Public consultation & approval.

Expected TRL 5/6

Budget according to Phase 1  
(ex. In Appendix 9)

SOCIAL ACCEPTANCE & PROJECT VALIDATION  
PRIVATE / PUBLIC COLLABORATION

## PHASE 3

LEAD TIME ACCORDING TO PHASE 2

PREPARATION AND CONSTRUCTION OF THE PILOT:

Optimisation and integration phase,  
Technical finalization & subcontracting,  
Ordering of materials & equipment,  
Onshore construction of the modules,  
Offshore assembling of the modules,  
Training of the construction crew,  
Testing phases.

Continuous follow-up ensures that social, economic, environmental and technical stakeholders are properly aligned, and that the project specifications and vision are fully respected.

Expected TRL 9

Budget according to Phase 2

OPERATIONAL RELEASE OF THE SOE



# WORLD BANK ENVIRONMENTAL AND SOCIAL FRAMEWORK

## OUR PRIORITY COMMITMENT

Indigo Civilization commits to apply the **Environmental and Social Standards (ESS)** defined by the World Bank as guiding principles of our overall process. This framework has the following **key objectives**:

- **Protect people and the environment** by ensuring that project does not harm communities or ecosystems.
- **Promote sustainable development** by integrating environmental and social considerations into project design and implementation.
- **Strengthen project outcomes** by ensuring that environmental and social risks are managed effectively.



Priority n°1

Evaluation of environmental and social risks

[ESS 1](#)



Priority n°2

Stakeholder and community engagement

[ESS 7 & 10](#)



Priority n°3

Biodiversity conservation  
Sustainable management of living resources

[ESS 6](#)



Priority n°4

Community Health and Safety

[ESS 4](#)



Priority n°5

Resource efficiency and pollution prevention

[ESS3](#)



# PHASE 1: ENGAGEMENT OF LOCAL STAKEHOLDERS

VALIDATING THE GENERAL INTEREST, THEN IMAGINING AND CO-CONSTRUCTING AN EXEMPLARY FUTURE

1.

Consultation of civil society in Bora Bora via a representative panel (20 individual interviews)



2.

Animation of a Council of Young Ambassadors in Bora Bora & Polynesia



3.

Youth Creative Contest 12-18, "Architects of an exemplary future", sponsored by J. Rougerie



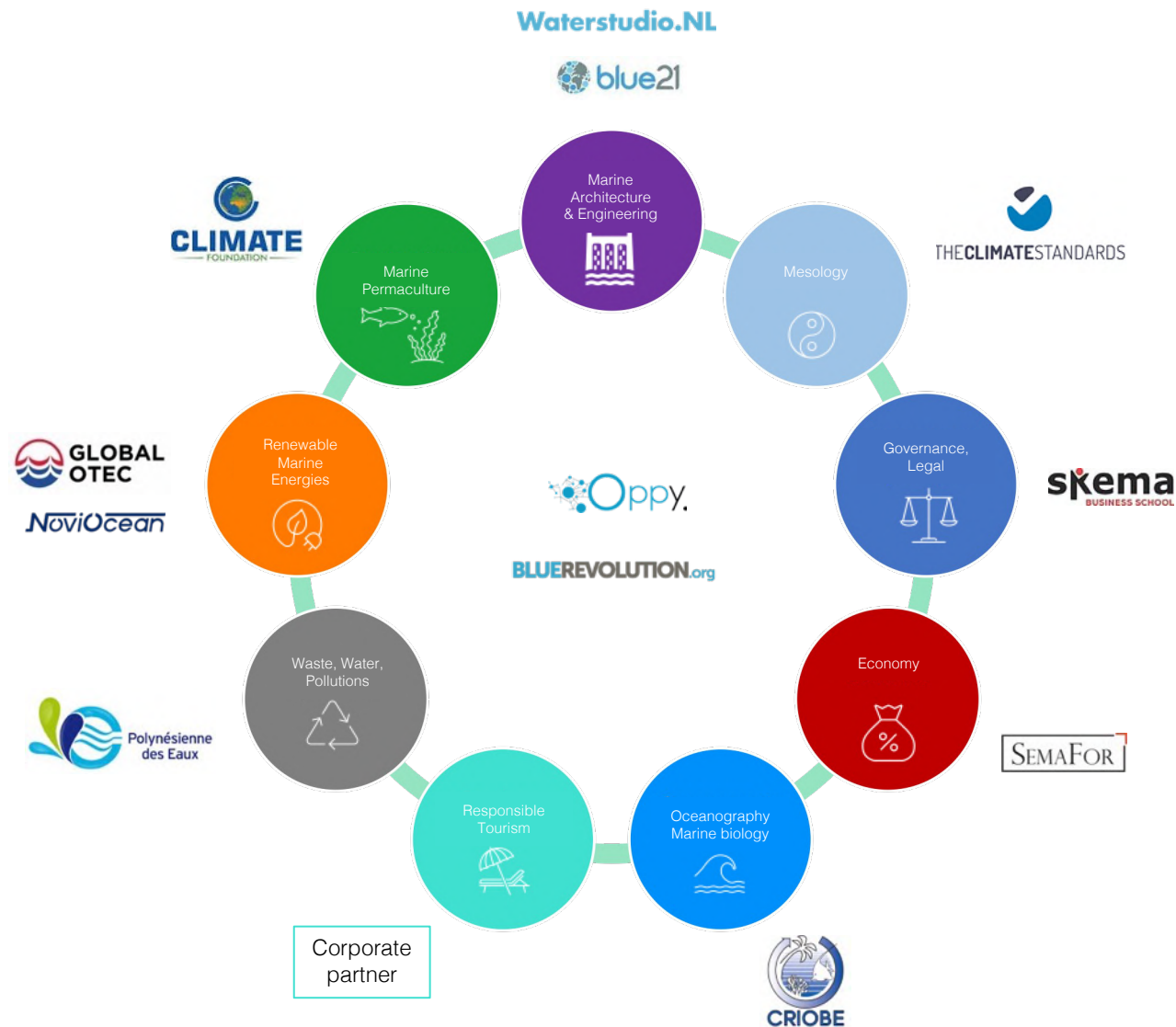
4.

Seminar "Foresight & Co-construction" inviting academic, scientific and public local stakeholders (RESIPOL)



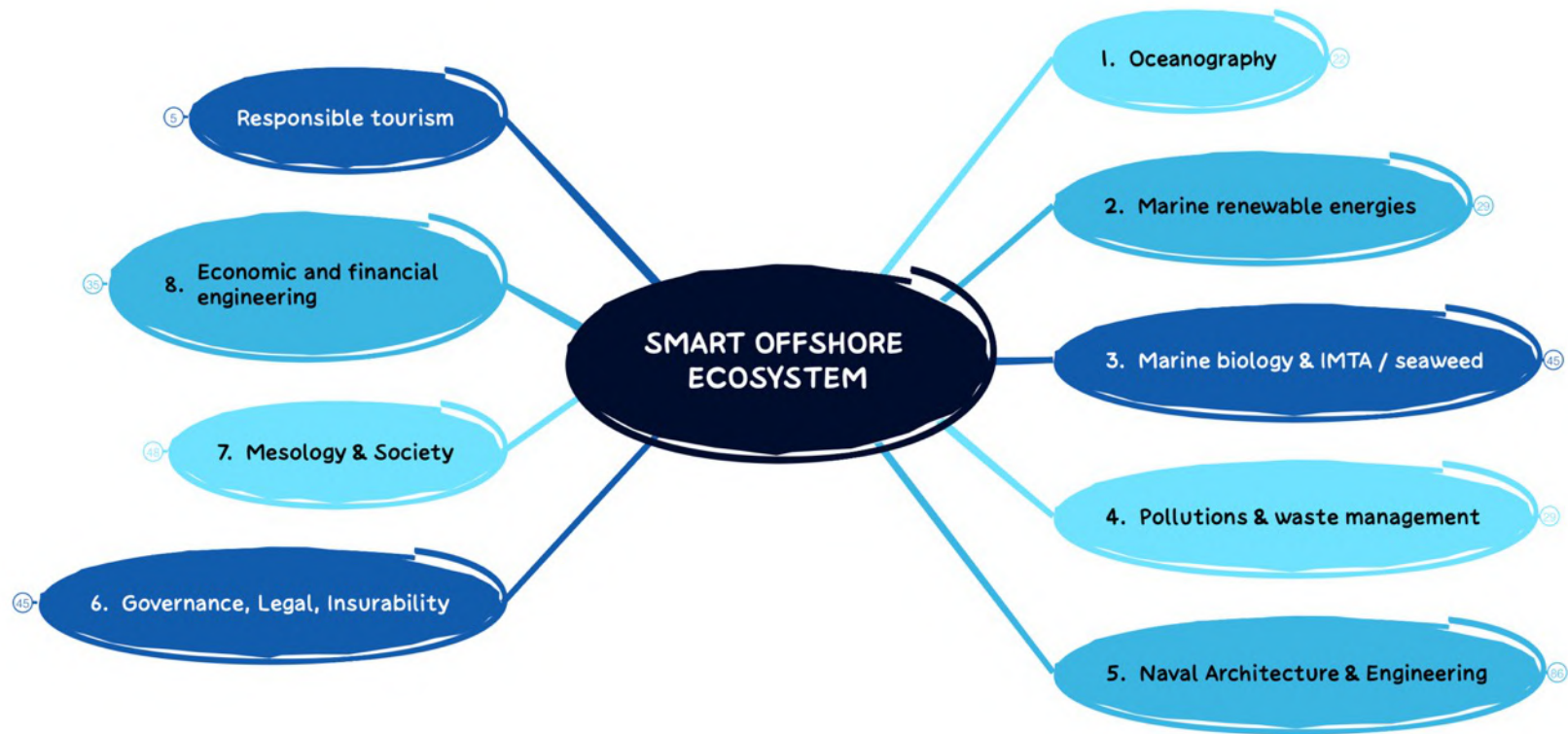
# PHASE 2: A TRANSDISCIPLINARY R&D PROCESS

APPLIED RESEARCH CONSORTIUM



# GLOBAL PROJECT MAPPING

TRANSDISCIPLINARY CO-CREATED INNOVATION



► To enlarge and consult the details of the project map  
(password: BoraBora)



# PHASE 2: METHODOLOGY

## COLLECTIVE ALIGNMENT, IDEATION AND INTEGRATION

ORGANIZATIONAL PRINCIPLES	MAIN MILESTONES
<ol style="list-style-type: none"><li>1. Inclusive participatory process bringing together all stakeholders, whether public, economic, ecological or technical.</li><li>2. <u>Double Diamond process management</u>, facilitating clarity, liberty and cocreation for a wide range of competencies and participants.</li><li>3. Transdisciplinary design integration, making sure open-ended research finds its way to intentional development.</li></ol>	<ul style="list-style-type: none"><li>■ Initial consultation of local stakeholders to understand threats and opportunities : public authorities, civil society, economic actors.</li><li>■ The stage 1 (Discover) unfolds the vision and objectives (Brief v1) in a multidisciplinary collection of scenarios, enabling multidisciplinary team to learn from all the possible perspectives on the project.</li><li>■ The stage 2 (Define) brings the various scenarios together in an integrated multifunctional Smart Open-sea Ecosystem (Brief v2).</li><li>■ The stage 3 (Develop) allows all specialists to develop their particular solution meeting the common purpose and objectives (Brief v3).</li><li>■ The stage 4 (Deliver) will bring all this together in an integrated theoretical functional design that is modelled to check the environmental, technical, economic and social relevance of the SOE with stakeholders.</li><li>■ Final consultation to evaluate the relevance to go ahead.</li></ul>

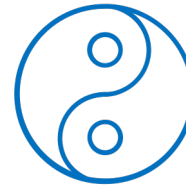


# TRANSDISCIPLINARY PROCESS

SUMMARY OF THE OBJECTIVES OF EACH WORKING GROUP (PHASES 1 & 2)



THECLIMATESTANDARDS



DISCIPLINE	QUESTION	OBJECTIVES
<b>Mesology / Society</b>	How can an SOE contribute to redefining a symbiotic human-Nature relationship, a true model of societal progress and a source of Polynesian pride?	<ul style="list-style-type: none"><li>• Ensure respect for Polynesian and local culture.</li><li>• Engage and federate all Bora Bora stakeholders in the co-construction of the SOE model.</li><li>• Define the sine qua non conditions for the acceptability, desirability and pride of the Bora Bora community regarding the SOE.</li></ul> <p>▶ <a href="#">To consult the details and KPIs of this Work Package</a></p>

Damien Serre, Charlotte Heinzlef, Emmanuelle Thénot & Loïs Bastide



# TRANSDISCIPLINARY PROCESS

## SUMMARY OF THE OBJECTIVES OF EACH WORKING GROUP (PHASES 1 & 2)

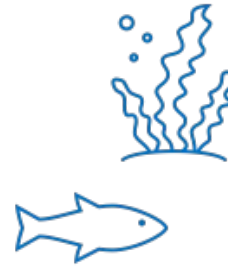


DISCIPLINE	QUESTION	OBJECTIVES
<p><b>Oceanography</b></p> <p><b>Marine Biology</b></p>	<p>Where can we envisage, beyond the lagoon, between Tupai and Bora Bora, the experimentation of a viable and biophilic SOE, given the synergistic objectives sought by its interdependent co-activities: science, energy, food, freshwater, tourism, biotechnologies?</p>	<ul style="list-style-type: none"><li>• Spatial data collection, mapping and modelling: bathymetry, currents, waves, winds, water temperatures, biodiversity (25 km<sup>2</sup>).</li><li>• Define the best study location to ensure the safety, sustainability and efficiency of the ecosystem and its co-activities given maritime, climatic and environmental constraints.</li><li>• Create a floating artificial reef (blue carbon), in sustainable synergy with the other co-activities.</li><li>• Ensure the biophilic nature of all SOE co-activities.</li></ul> <p>▶ To consult the details of the WP <a href="#">Oceanography &amp; Marine Biology</a></p>



# TRANSDISCIPLINARY PROCESS

## SUMMARY OF THE OBJECTIVES OF EACH WORKING GROUP (PHASES 1 & 2)



DISCIPLINE	QUESTION	OBJECTIVES
<p><b>Marine permaculture</b></p> <p><b>Integrated Multitrophic Aquaculture</b></p> <p><b>Seaweed cultivation</b></p>	<p>How can a new trophic web, a true circular ecosystem (IMTA) be created considering the environmental context and the SOE's envisioned co-activities, particularly in the energy sector?</p>	<ul style="list-style-type: none"> <li>• Deploy and evaluate a 100 m<sup>2</sup> Marine Permaculture test system in Phase 1, generating empirical data to inform system design, ecological performance, and scalability.</li> <li>• Assess the potential for scaling the system in subsequent phases, ensuring broader impact and alignment with the SOE vision.</li> <li>• To contribute to the food self-sufficiency of the SOE in the short term, and, in a subsequent phase, to that of the island of Bora Bora.</li> <li>• Develop and validate profitable, sustainable, and integrated marine food production techniques capable of scaling to support coastal populations.</li> <li>• Develop virtuous synergies with other SOE activities, particularly marine renewable energy, to support a resilient and circular blue economy model.</li> </ul>



# TRANSDISCIPLINARY PROCESS

SUMMARY OF THE OBJECTIVES OF EACH WORKING GROUP (PHASES 1 & 2)

**Waterstudio.NL**



DISCIPLINE	QUESTION	OBJECTIVES
<b>Naval Engineering and Architecture</b>	How can we design, model and simulate a modular, safe, biophilic, attractive and multi-purpose floating maritime infrastructure that is cost-effective and located offshore given environmental and socio-cultural constraints?	<ul style="list-style-type: none"><li>• Develop a SOE pilot project that is agile and modular enough to allow different co-activities to be hosted and interacting.</li><li>• Define the required technical solutions: bathymetry, waves and swell, currents, winds and tropical storms, seakeeping, safety and stability, anchoring, longevity and maintenance.</li><li>• Technically model and evaluate the feasibility and costs of such scalable infrastructures.</li><li>• Design an integrated beautiful and harmonious architectural project, capable of generating positive emotional valence and pride.</li></ul> <p>▶ <a href="#">To consult the details and KPIs of this Work Package</a></p>



# TRANSDISCIPLINARY PROCESS

SUMMARY OF THE OBJECTIVES OF EACH WORKING GROUP (PHASES 1 & 2)



DISCIPLINE	QUESTION	OBJECTIVES
<b>Renewable Marine Energies</b>	How can reliable synergies be developed and made reliable from deep-sea water: how can Ocean Thermal Energy (OTEC) be the starting point for a cascade of co-activities such as: production of e-fuel (H <sub>2</sub> ) + fresh water + promotion of a thriving biodiversity around the SOE?	<ul style="list-style-type: none"><li>• Ensure the energy self-sufficiency of the SOE in the short term, then the island of Bora Bora in the mid-term.</li><li>• Deploy profitable, sustainable and integrated techniques to scale up to help provide coastal populations with energy and other benefits.</li><li>• Develop virtuous synergies with other activities.</li></ul> <p>▶ <a href="#">To consult the details and KPIs of this Work Package</a></p>



# TRANSDISCIPLINARY PROCESS

## SUMMARY OF THE OBJECTIVES OF EACH WORKING GROUP (PHASES 1 & 2)



DISCIPLINE	QUESTION	OBJECTIVES
<b>Pollutions Waste management</b>	How can the SOE be 0 pollution and recover its waste and the nutrients produced on the island of Bora Bora?	<ul style="list-style-type: none"><li>• Anticipate and prevent any pollution related to marine and submarine infrastructure, and to the anthropogenic activities of the SOE: solid, liquid, gaseous, noise.</li><li>• Value the nutrients produced by the SOE and the island of Bora Bora to feed the natural ecosystem of the SOE.</li></ul> <p>▶ <a href="#">To consult the details and KPIs of this Work Package</a></p>



# TRANSDISCIPLINARY PROCESS

## SUMMARY OF THE OBJECTIVES OF EACH WORKING GROUP (PHASES 1 & 2)



DISCIPLINE	QUESTION	OBJECTIVES
<b>Legal</b> (governance, insurance)	What certification, legal framework and governance can be envisioned for this shared infrastructure in Bora Bora?	<ul style="list-style-type: none"><li>• Design the necessary marine / maritime legal framework to ensure especially a proper insurability of the SOE.</li><li>• Describe the management style and the organizational framework to be established.</li><li>• Identify the roles and responsibilities of the multiple actors in order to ensure the proper functioning, sustainability and insurability of the SOE</li></ul> <p>▶ <a href="#">To consult the details and KPIs of this Work Package</a></p>



# TRANSDISCIPLINARY PROCESS

## SUMMARY OF THE OBJECTIVES OF EACH WORKING GROUP (PHASES 1 & 2)



DISCIPLINE	QUESTION	OBJECTIVES
<b>Regenerative tourism</b>	What form of regenerative tourism can finance this innovation and research hub and benefit the Bora Bora community?	<ul style="list-style-type: none"><li>• Design an exceptional, profitable tourism model in line with the positioning of Bora Bora, given its environment and its dual function (living laboratory).</li><li>• Finance science, innovation and facilitating sustainable progress that fuels incomes of tourism.</li><li>• Raise awareness in Polynesia and internationally.</li><li>• Contribute to the development of a Polynesian sector of excellence: higher education – symbiotic blue economy and tourism.</li></ul>



# TRANSDISCIPLINARY PROCESS

## SUMMARY OF THE OBJECTIVES OF EACH WORKING GROUP (PHASES 1 & 2)



DISCIPLINE	QUESTION	OBJECTIVES
<b>Economic engineering and financial</b> (economic viability)	How can the SOE be profitable in the medium term and benefit all its stakeholders?	<ul style="list-style-type: none"><li>• Setting up a shared, viable and synergistic multiple business model.</li><li>• Ensure global economic performance of the SOE in the long-term.</li><li>• Transform a multifunctional economic and scientific hub into an attractive model for all economic stakeholders: local community, investors, operators, tourists...</li></ul> <p>▶ <a href="#">To consult the details and KPIs of this Work Package</a></p>



# APPENDIX 1

## INDIGO CIVILIZATION: ORGANISATION & TEAM

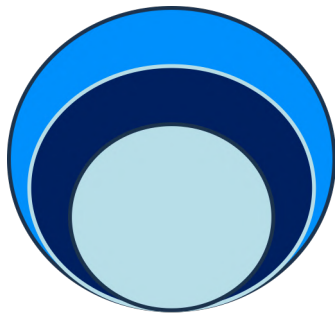
To consult our [Code of Conduct](#) and our [Status](#)



Indigo Civilization  
the ocean dwellers

# WHAT SUSTAINABLE DEVELOPMENT MODEL SHOULD BE CONSIDERED?

TOWARDS A STRONG TO VERY STRONG SUSTAINABILITY (BOUTAUD)

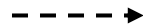


TECHNO-ECONOMIC APPROACH

Philosophy: "no environmental protection, no social protection without a strong economic base »

Priority: economic  
Target: short-term

**WEAK SUSTAINABILITY**

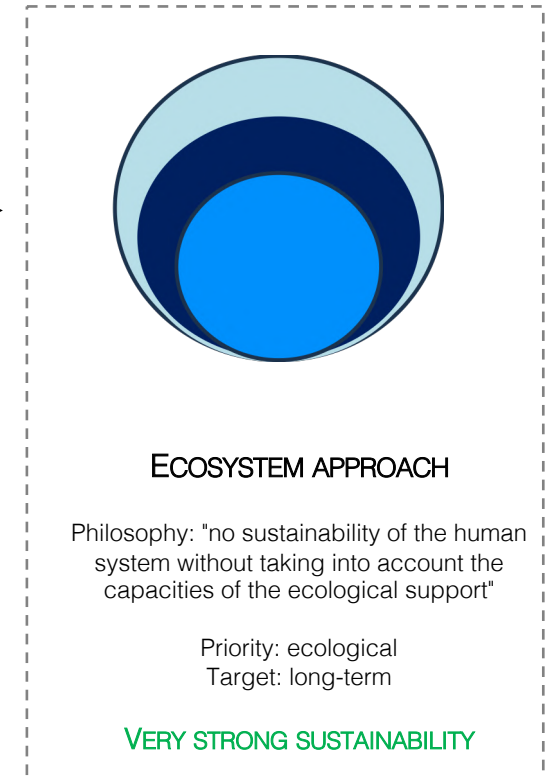
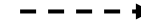


CONSENSUS APPROACH

Philosophy: "Reconciling environmental protection, social equity and economic growth »

Priority: balance  
Target: medium term

**STRONG SUSTAINABILITY**



ECOSYSTEM APPROACH

Philosophy: "no sustainability of the human system without taking into account the capacities of the ecological support"

Priority: ecological  
Target: long-term

**VERY STRONG SUSTAINABILITY**



economy



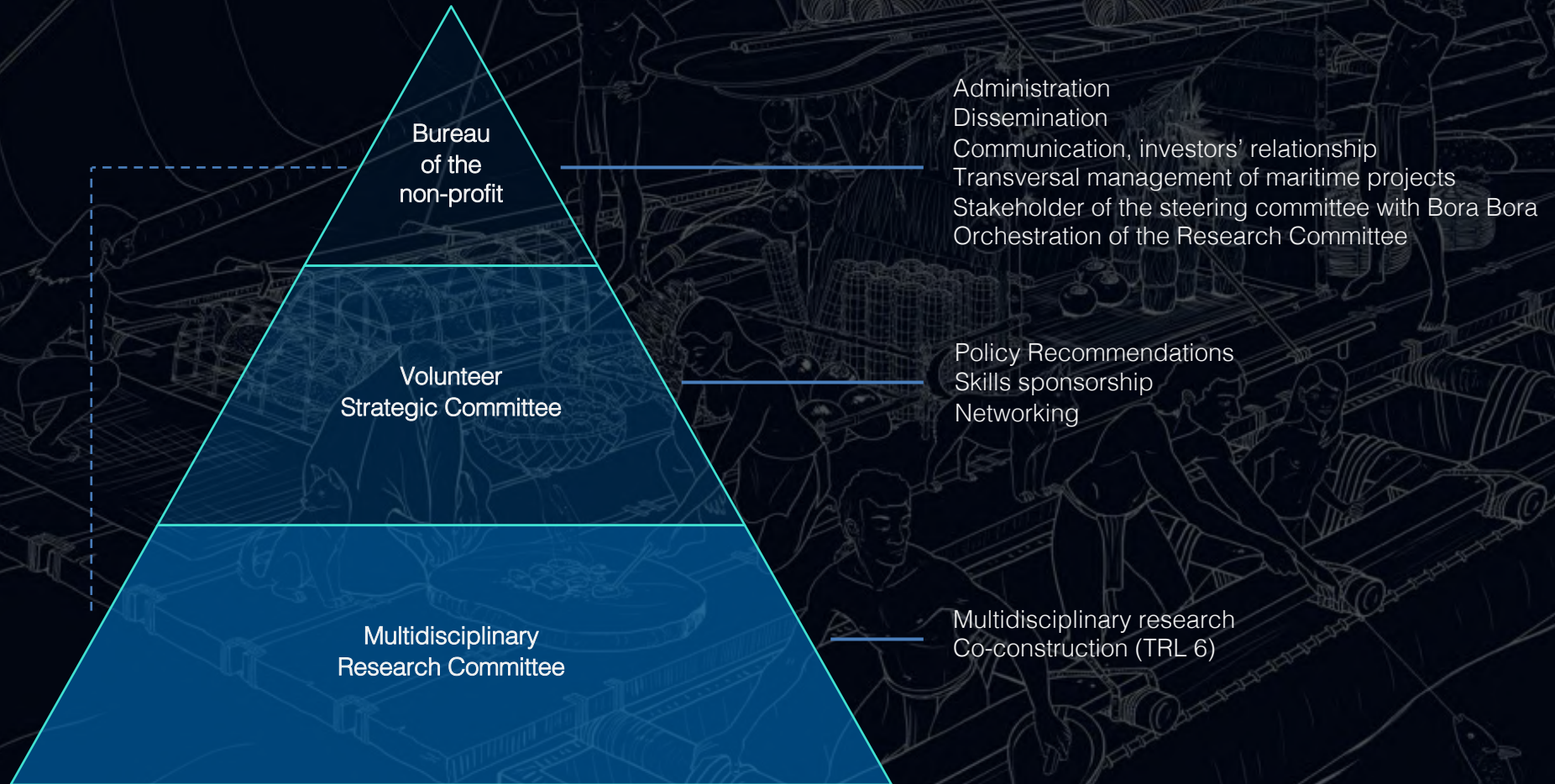
social



ecology



# OUR NON-PROFIT GOVERNANCE



# FOUNDING MEMBER, BUREAU

FRÉDÉRIC PONS  
PRESIDENT



Frédéric Pons, the founder and President of The Indigo Civilization, a non-profit, public-interest organisation, is a French philanthropist and entrepreneur with over 25 years of experience in marketing, strategy, and executive management. Throughout his career, he has successfully developed and launched innovative projects for prominent international brands across diverse multicultural environments.

After a pivotal moment in his life, Frédéric chose to redirect his focus and dedicate himself to a higher purpose, channelling his efforts into a pioneering cause that serves the greater good of all life on Earth. A lifelong admirer of the sea and its mysteries, Frédéric's mission now centres on bringing to fruition the study, experimentation, and deployment of sustainable, desirable, viable and generative Smart Open-sea Ecosystems.

To learn how to live in symbiosis with and on the oceans...



# OUR STRATEGIC ADVISOR

JACQUES ROUGERIE



For more than 30 years, [Jacques Rougerie](#) has based his work on biomimetic, bio-inspired, resilient and sustainable architecture. In this spirit, he has built underwater habitats and laboratories, sea centres, ships with transparent hulls, underwater museums, floating village projects, and a base and a lunar village.

As a child, on the distant beaches of Africa, his friends built tree houses. He wanted to build them under the sea or in space, and become an explorer of the future. Fascinated by Jules Verne's novels, "20000 Leagues Under the Sea" and the voyage "From the Earth to the Moon" and later by the exploit of Gagarin and Commander Cousteau developing the world's first underwater habitat in the same year, Jacques Rougerie saw his destiny transformed by these two great space and oceanic adventures.

"There were no real architectural and technical references to build these new oceanic living environments. It was therefore essential for me to work with a multidisciplinary team and to be inspired by the genius of Leonardo da Vinci who told his students: "Go and take your lessons in nature, that's where our future lies." Because since the beginning of the world, 3,800 million years ago, nature has been drawing the most beautiful shapes, the most elegant curves and making the best materials. It is this biomorphic approach that is at the origin of my creations."

[Foundation Jacques Rougerie](#)



# FOUNDING MEMBER, BUREAU

GUILLAUME VICHOT  
VICE-PRESIDENT



Guillaume Vichot is a naval engineer who graduated from ENSTA, IHEDN and AUDENCIA and specializing in maritime projects and contracts management. With a robust background in marine and naval project management, particularly with Naval Group, he has gained extensive expertise in this field. As Managing partner of Oppy International, a marine project accelerator, he develops and manages complex projects for international clients, guiding them from design and industrialization to end-user satisfaction.

In his role, he ensures adherence to Quality-Cost-Delivery objectives and orchestrates a range of interfaces, including Design, Production, QHSE, Purchasing, Supply chain, Customer relationship, End-Users and Local authorities management. Through this, he effectively manages multidisciplinary and multicultural teams, ensuring seamless collaboration across diverse participants.



# FOUNDING MEMBER, BUREAU

**SOPHIE HOEHLINGER**  
GENERAL SECRETARY



Sophie Hoehlinger is an executive with a rich educational background and extensive experience in the pharmaceutical and healthcare industries. She holds a European Board Diploma from ECODA and a Board of Director Certificate (climate and biodiversity option) from Sciences Po Paris, both obtained in 2024. Her academic journey began with a bachelor's in biology from Louis Pasteur University, and she has further honed her skills through executive programs at Vlerick Business School, INSEAD, IESE Business School.

Sophie's key strengths lie in P&L management, business strategy, digital transformation, and team empowerment. She is known for her collaborative leadership style, strategic finesse, and ability to simplify complex situations. Passionate about bridging tradition and innovation, Sophie is dedicated to driving long-term success through diversified human capital. As a biophile diver, Sophie considers the oceans as the most obvious ally of humankind.



# STRATEGIC COMMITTEE, HONORARY MEMBER

**RUTGER DE GRAAF**

GLOBAL AND ADAPTATION FLOATING HABITAT SOLUTIONS



Rutger de Graaf is an engineer and an entrepreneur who is recognized as the world's leading expert on resilient urban floating solutions. A Dutchman, he is, among other things, the founder of Blue21, a consulting and high-tech company fully specialized in the development and application of climate-proof floating building technologies for housing, energy, logistics and food production in social and ecological impact projects in the Netherlands and abroad.

He participated in the EU-funded project Space@Sea and was recently appointed to the Busan Marine Smart City Task Force, a UN-supported project. He contributes to build and use floating infrastructure as new engines for South Korea's growth and as powerful levers to address climate change.



# STRATEGIC COMMITTEE, HONORARY MEMBER

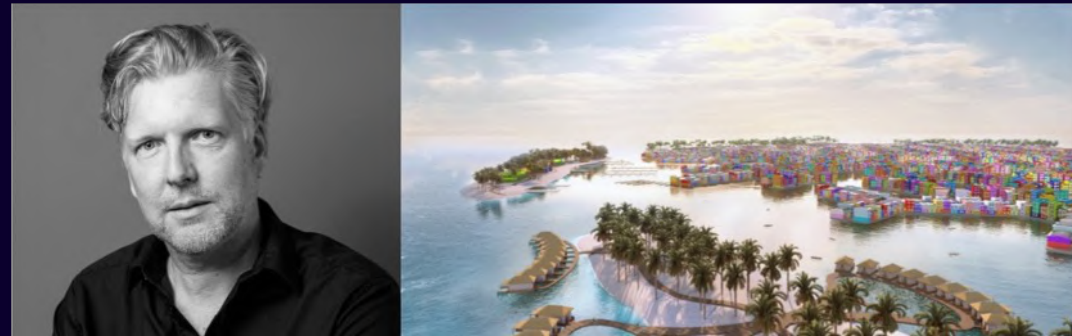
KOEN OLTHIUS

"AQUATECTURE" OR FLOATING ARCHITECTURE



Koen Olthuis (1971), co-founder of the famous Dutch architecture firm Waterstudio, studied architecture and industrial design at Delft University of Technology. Waterstudio has a compelling expertise in floating urbanism and has been chosen to build the floating island of the Maldives , currently under construction.

In 2007, he was chosen as No. 122 on Time Magazine's list of the most influential people in the world due to the growing global interest in water developments. In addition, the French magazine Terra Eco chose him in 2011 as one of the 100 green people who will change the world.



# STRATEGIC COMMITTEE, HONORARY MEMBER

**DENIS LACROIX**  
OCEAN FORESIGHT

Denis Lacroix launched the prospective reflection at IFREMER in 2006 ((French Research Institute for Exploitation of the Sea). The collective work focuses on marine renewable energies, deep mineral resources, environmental scenarios for 2100, sea level rise, etc. Author and contributor of numerous books, he carries out training missions in foresight and strategic monitoring in 5 universities in France and Europe.

» The Indigo Civilization project is rich in visions for humans, as for nature, in close connection with the sea. Will we be able to replace the current military and economic thalassocracies with projects that value co-construction rather than competition, links rather than goods, trust rather than mistrust?

his project carries precisely the dynamics of a new alliance with the sea, so that this global common good also carries creative utopias. Young people also need a desirable future. Here is a concrete example: it invites us to take off. »



# STRATEGIC COMMITTEE, HONORARY MEMBER

## MORGAN RÆ

MARINE-BASED DESIGNER | REGENERATIVE HOSPITALITY PIONEER

As an experienced guide to aquatic living, [Morgan Ræ](#) brings her decades of hospitality research to style the circular economy and deep-sea space. To elevate the standards of design and raise awareness of our water connection, [L'eautelier](#) is part-studio, part-host, mixed with the fluidity and resilience of its element of choice.

L'eautelier recently hosted the Dreams Do Come True Exposé during the 2022 UN Ocean Conference in Lisbon and was co-host of the I ♥ NY Sea water awareness series during the 2023 UN Water Conference.

Ræ's latest accolades include four design awards including #6 of the 2024 World's 50 Best Hotels for Royal Atlantis, and 2021 Radical Innovation. Ræ has also been featured on numerous podcasts including Seasteading Today and Top Floor, for her aquatic design. Having worked on over 100 projects worldwide, holding over 25 years of experience, she is one of the pioneers of the nomadic design studio concept.

Ræ has worked with recognized hotel brands, including Kerzner's Atlantis and One&Only Resorts, Nômade, SohoHouse & 1Hotels, Westin, Sheraton, 11Howard, Fairmount, Fontainebleau, Cosmopolitan Las Vegas, Hard Rock, MGM, Selina, and hospitality-focused residences such as BMW's Mini Living and aquatic companies like America's Cup and Royal Caribbean.

Current works include an algae-based bed & breakfast designed specifically for solo travellers wanting a digital detox.



# STRATEGIC COMMITTEE, HONORARY MEMBER

**DAMIEN SERRE**

RESILIENCE STRATEGIES AND APPLIED SCIENCES



Damien Serre is Prof., Associate Researcher at UVSQ-CEARC ([cearc.fr](http://cearc.fr)) and CEO of TheClimateStandards Company and RESCUESolutions. He is leading R&D projects in the area of resilience to climate risks with a special focus on resilience assessment, critical infrastructure management, spatial decision support systems to optimize resilience of different types of hazard with a strong expertise on floods.

He chaired or co-chaired many international tracks or session in his area of expertise e.g. the EGU General Assembly in Vienna in 2009, 2010, 2017 and 2018 as well as FLOODRISK 2016 International Conference in Lyon in 2016 (Disaster risk and recovery session). He was editor of the Journal of Water and Climate Change (IWA) 2013-2021, is editor of the journal Urban Risk Studies (ISTE) and member of the Editorial Board of the Journal of Flood Risk Management (Wiley).



# STRATEGIC COMMITTEE, HONORARY MEMBER

**JACK DYER**

BLUE ECONOMY & FINANCE ADVISOR



Dr Jack Dyer as a specialist climate change, development and blue/ocean economist, has over 10 years global/African consultancy, lecturing and entrepreneurship experience with a BSC Hons in Economics from the University of Kent, a Master of Commerce (Maritime Economics/Law) and PhD in climate change's impact on the future of Pacific and global blue economies/marine resources, ecosystems, communities and individuals.

His climate change, circular green and blue economy experience ranges from cruise and marine tourism to education, MSP, marine protected areas, natural disasters business, drones, ship repair, finance and psychology space economy, maritime law, ocean governance, logistics.

Dr Jack Dyer, has been involved in researching as an academic, researcher, lecturer, entrepreneur and consultant to improve the prospects in creating a sustainable and profitable; oceanic eco-conscious destiny for the future of the blue economy and Earth.



# STRATEGIC COMMITTEE, HONORARY MEMBER

## SIMON NUMMY

SUSTAINABLE DESIGN IN CONSTRAINED ENVIRONMENTS



Simon Nummy is a sustainable design consultant and architect with over 20 years of experience across large-scale commercial projects in Europe, Asia, Australia, and the Middle East. Specializing in sustainable design for transportation infrastructure, including metro systems, light rail, high-speed rail, bus networks, and marine projects.

Before joining NEOM, Simon spent over a decade in the Middle East working with 2oa.studio, ATKINS, and Mott MacDonald. Prior to that, he worked in Australia for HASSELL and COX Architects, contributing to a diverse range of projects, such as metro systems, sports stadia, industrial and research facilities, high-rise residential buildings, education campuses, and hospitality developments.

From 1995 to 1997, Simon worked with Ken Yeang in Kuala Lumpur, Malaysia, where he was involved in the concept design and development of bio-climatic high-rise and master planning projects. He was shortlisted for the LAGI 2014 competition with #HelioTweet and for LAGI 2019 with ANTHROPOCENE, which was exhibited at MASDAR. Simon also won the Seasteading Institute's 2015 competition with "Storm Makes Sense of Shelter", showcased at the V&A Museum in London as part of "The Future Starts Here: 100 Projects Shaping the World of Tomorrow."



# STRATEGIC COMMITTEE, HONORARY MEMBER

**CÉSAR JUNG-HARADA**

OCEAN MULTIDISCIPLINARY IMPACT INNOVATION



Cesar Jung - Harada is a French - Japanese designer, environmentalist, educator, and entrepreneur, passionate about ocean technology, impact innovation, and education based in Singapore.

Cesar is an Associate Professor of Design at the Singapore Institute of Technology and is currently a candidate Ph.D. in Design and Ocean Innovation at the CNAM (France), Director of MakerBay LTD (Hong Kong Makerspace), Scoutbots LTD (Ocean Robotic Startup). Cesar serves as a Trustee of the board of HBKU (Qatar), the Wyng Foundation (Hong Kong).

Cesar was a Researcher and Project Leader at MIT, and holds a master degree from the Royal College of Art (Design Interactions), and another Master Degree from the ENSAD Paris (Animation). Cesar regularly delivers workshops and keynotes at international conferences in places such as the UN, Harvard or TED. Lately Cesar has organised an exhibition in Singapore of his project of International Ocean Research Station.



# STRATEGIC COMMITTEE, HONORARY MEMBER

**CÉSAR DUCRUET**

TRANSPORT, PORTS AND LOGISTICS



César Ducruet, geographer, is senior researcher at the French National Centre for Scientific Research (CNRS). He is currently working at the EconomiX laboratory (Paris-Nanterre) on the local impact of contemporary maritime globalization. His research focuses on technological innovation, connectivity, employment, vulnerability, environment, and health issues in a port and port-city context. He is principal investigator of the ANR-funded research project "Maritime Globalization, Network Externalities and Transport Impacts on Cities" (MAGNETICS) (2023-2026).

César has been expert for various international organizations (OECD, World Bank, WHO) and works regularly with numerous partners in Asia (Korea Maritime Institute, JETRO, ASEM, Chinese Academy of Sciences, ECNU, Fudan University, Shanghai Maritime University). His publications include three edited volumes on Maritime Networks (2015), Shipping Data Analysis (2017), and Port Systems (2023) in the Routledge Studies in Transport Analysis. Two additional volumes are under preparation: "Port-Cities and Globalization since the 1950s" and "Healthy Port Cities: Mitigating Environment and Public Health Impacts of Ports and Shipping" (2025-2026).

He is also associate member of [porteconomics.eu](http://porteconomics.eu), scientific board member of SFLOG, GIS Axe Seine, GDR OMER, RETE Association, international advisory board member of PortCityFutures, and editorial board member of Journal of Transport Geography, Maritime Business Review, International Journal of Transport Economics, and Portus.



# OUR HEART PATRON

EMMA-CLAIRE FIERCE



Artist, explorer and top athlete, [Emma-Claire](#) embodies the values of creativity, generosity, integrity and audacity advocated by The Indigo Civilization. She is the first French woman to swim across the Oceans7, a marathon swimming challenge consisting of seven iconic open water channel crossings.

Known for her outstanding contributions to extreme swimming and sports science, she has been officially recognized as an Ocean Expert by UNESCO. This prestigious recognition highlights her expertise in ocean studies and her commitment to advancing the scientific understanding of human adaptation to extreme environments.

“The Indigo Civilization is not a project—it is more. It is beyond us all. It is a cultural and civilizational positive construction grounded in the values of unity, creativity, beauty, inclusion and transformation across nations and generations. It envisions a harmonious collaboration with the oceans and the richness of our biology”.



# YOUTH LEAD AMBASSADOR

LUCCA STEVENSON



Lucca Gianni Figueiredo Stevenson is an International Relations graduate from PUC-SP with a focus on climate governance, global markets, and sustainable finance. He is the founder of Abaixando a Maré, an initiative dedicated to addressing the economic and policy impacts of rising sea level through climate adaptation and international cooperation. Lucca has spoken at COP30 and engaged with Brazil's Ministry of Climate on policy recommendations related to sea level rise and coastal adaptation.

He has professional experience at the France–Brazil Chamber of Commerce, where he contributed to investment-oriented country reports, policy briefs, and high-level international engagements. He speaks Portuguese, English, French, and Spanish.



# PARTNERSHIPS MANAGER

FABIAN BAUMGAERTNER



Growing up in landlocked Bavaria, Fabian Baumgaertner fell in love with water when learning swimming at the age of 4 and joined lifeguard training while still a child. This was followed by working in a swim school and freediving while studying in Vienna, eventually leading to his roles as a Scuba Dive Master, Freediving Instructor, and an MSc in Ocean Science. His love for the sea was fueled by unforgettable experiences as a crewmember on an Atlantic crossing and on an educational vessel for the summer season in the French Mediterranean.

As the currents of his professional journey navigated him from political science to the depths of the ocean, He's driven to make a lasting impact towards healthier oceans. His journey intertwines climate policy, environmental NGOs, youth work and ambition to create meaningful change. Fabian feels a very strong connection to freedivers (human or not) and a particularly deep fascination with humpback and sperm whales.

More and more, life at sea is emerging as a viable, if not necessary, solution for residents of coastal areas and small islands threatened by rising sea levels. Beyond the necessities of climate adaptation, this step out to sea holds enormous opportunity for humanity to act as ecosystem engineers for once that bring positive environmental impact to the ocean.



# OUR CORE PARTNERS

SHARING OUR VISION & COMMITMENTS



BLUEREVOLUTION.org



Waterstudio.NL



# APPENDIX 2

CONTEXTUAL INFORMATION ABOUT BORA BORA & FRENCH POLYNESIA  
PRELIMINARY DATA FROM SHOM



Indigo Civilization  
the ocean dwellers

# CHALLENGES AND ASSETS OF FRENCH POLYNESIA



## KEY CHALLENGES

Demographic slowdown and cultural resilience:  
decrease in births and emigration of young people/talents.  
(20% of 18-25 left the territory, in 5 years – ISPF, 2022)

Sustainable tourism transition:  
reconciling ecological and socio-economic interests.

Structural trade deficit.

Energy, food and tourism dependence.

Carbon footprint / inhabitant:  
60% higher than the world average.

Pollution and immediate environmental challenges:

- Degradation of terrestrial and marine ecosystems,
- Loss of biodiversity.

In 2100, 1/3 of the 118 islands of Polynesia would be uninhabitable due to rising sea level (French CSE – 2025).

## KEY ASSETS

Positive economic conditions(cf. IEOM 2024 report):  
growth, inflation control and employment dynamism.

Profitable high-end touristic economy (+13% in, 2024).

Exceptional development potential conducive to the development of a blue economy whose current weight remains low:

- Environmental heritage,
- Vast maritime area (48% of the French EEZ),
- Diversity of natural resources.

Potentials of an open-sea ecosystem-based blue economy (cf. Innovation Strategy 2030) :

- Eco-cultural tourism,
- Green logistics hub,
- Aquaculture,
- Marine renewable energies,
- Biotechnology,
- Research.



# MAKING POLYNESIA A SPACE FOR INNOVATION

## SYNERGIES WITH THE 2030 INNOVATION STRATEGY / CAP 2033, A FANO RĀ



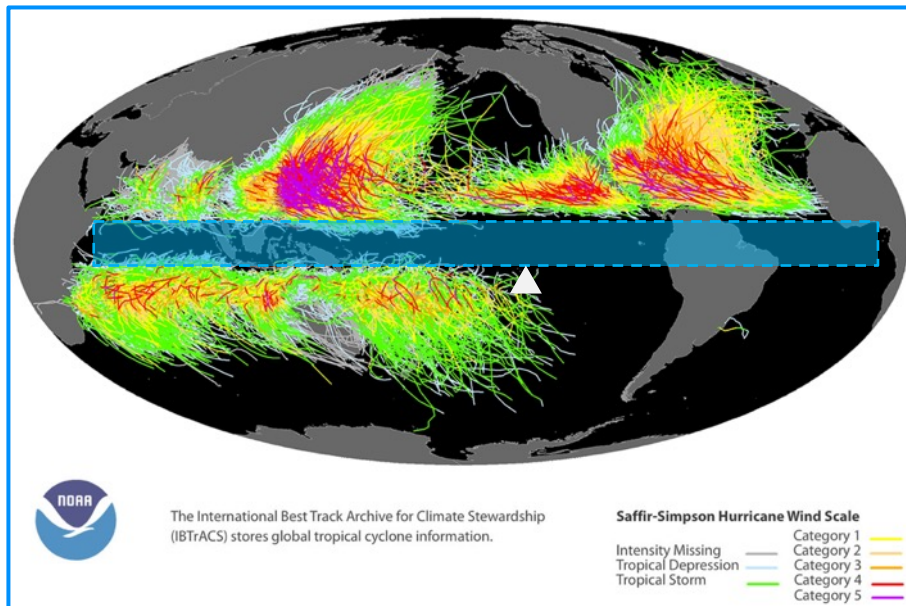
ACTIVITIES	PRIORITIES OF THE POLYNESIAN BLUE ECONOMY STRATEGY	SYNERGIES SMART OPEN-SEA ECOSYSTEM (/5)
Environment	Tackling marine pollution	3
	Monitoring, protecting and defending MPAs to preserve biodiversity	3
	Limiting anthropogenic pressures on coasts and reefs	5
Transport	Initiating the energy-efficient transition to alternative propulsion energies	4
	Encouraging the development of an eco-responsible shipbuilding industry	2
Aquaculture	Becoming a global benchmark in aquaculture	5
	Developing an offshore multi-trophic aquaculture sector	5
	Promoting artisanal aquaculture and fishing	3
Tourism	Be a model of eco-responsible tourism	5
	Becoming a showcase for cultural tourism	4
Logistics	Developing the attractiveness of Papeete's port	1
	Making Polynesia a decarbonized and sustainable logistics hub in the Pacific Ocean	1
Marine Energies	Developing MRE demonstrators to move towards energy autonomy	5
	Generate a trade surplus (electricity, H <sub>2</sub> )	4
R&D	Strengthening a sector of excellence to better understand the ocean	4
	Be a major source of biotechnology valorisation	5
	Becoming a pilot territory for the bioeconomy	5



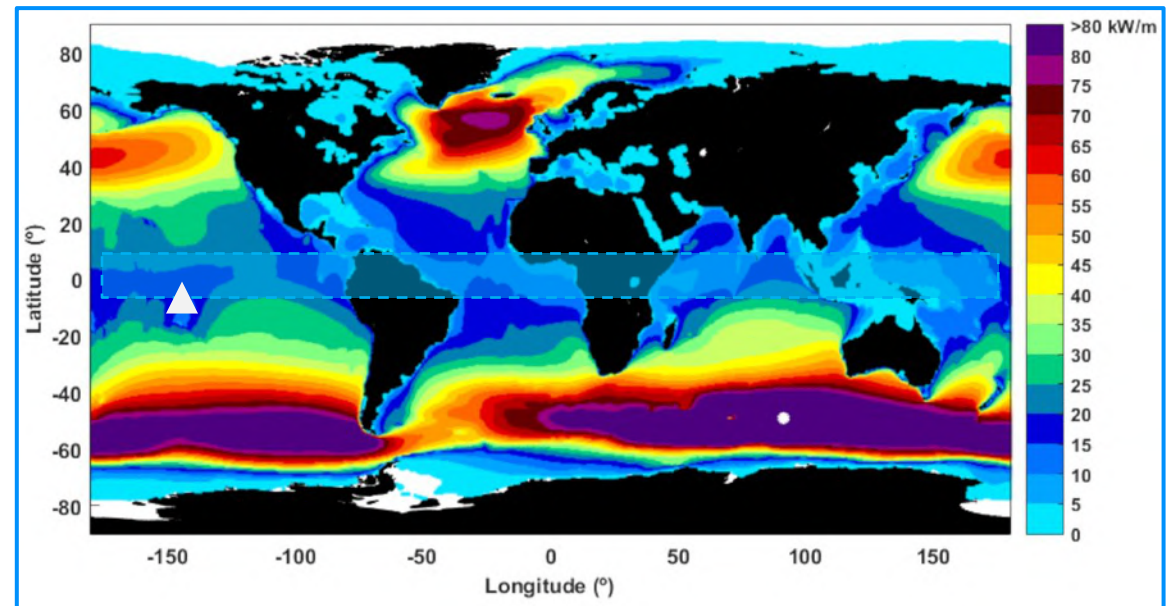
# BORA BORA, A FAVOURABLE EXPERIMENTATION AREA



Calm waters and favourable weather conditions to maximize viability and reliability and minimize risk and cost.  
The cyclone risk in French Polynesia is almost zero in normal years, more important during El Nino years, with cyclones remaining confined to the west of the South Pacific and the Indian Ocean.



Tropical cyclone tracks since 1842 – [NOAA data base](#)



30-year average wave power (1989-2018) – ERA5 database

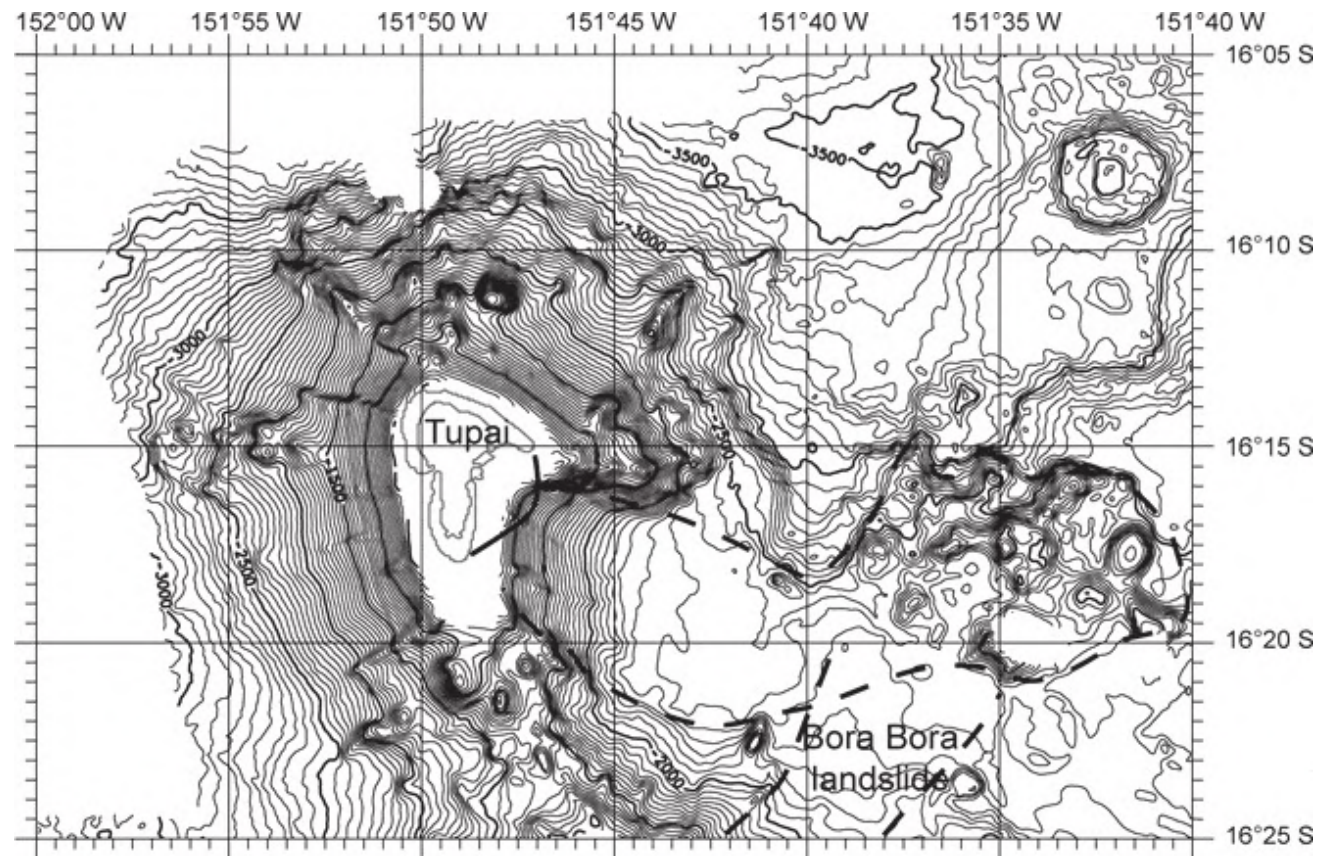


Particularly favourable theoretical experimentation area



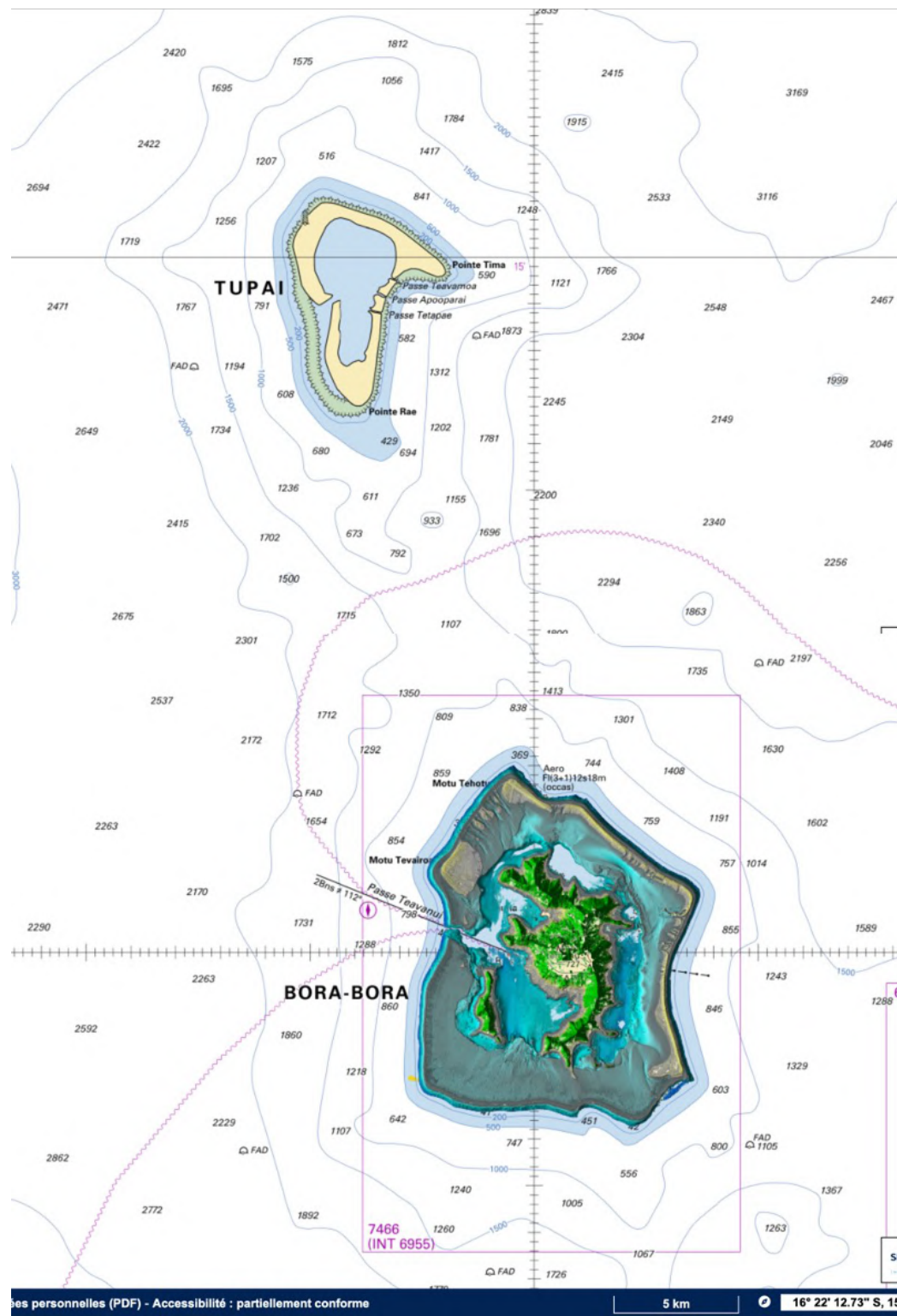
# BATHYMETRIC CHART

DATA PROVIDED BY [VALÉRIE CLOUARD](#)



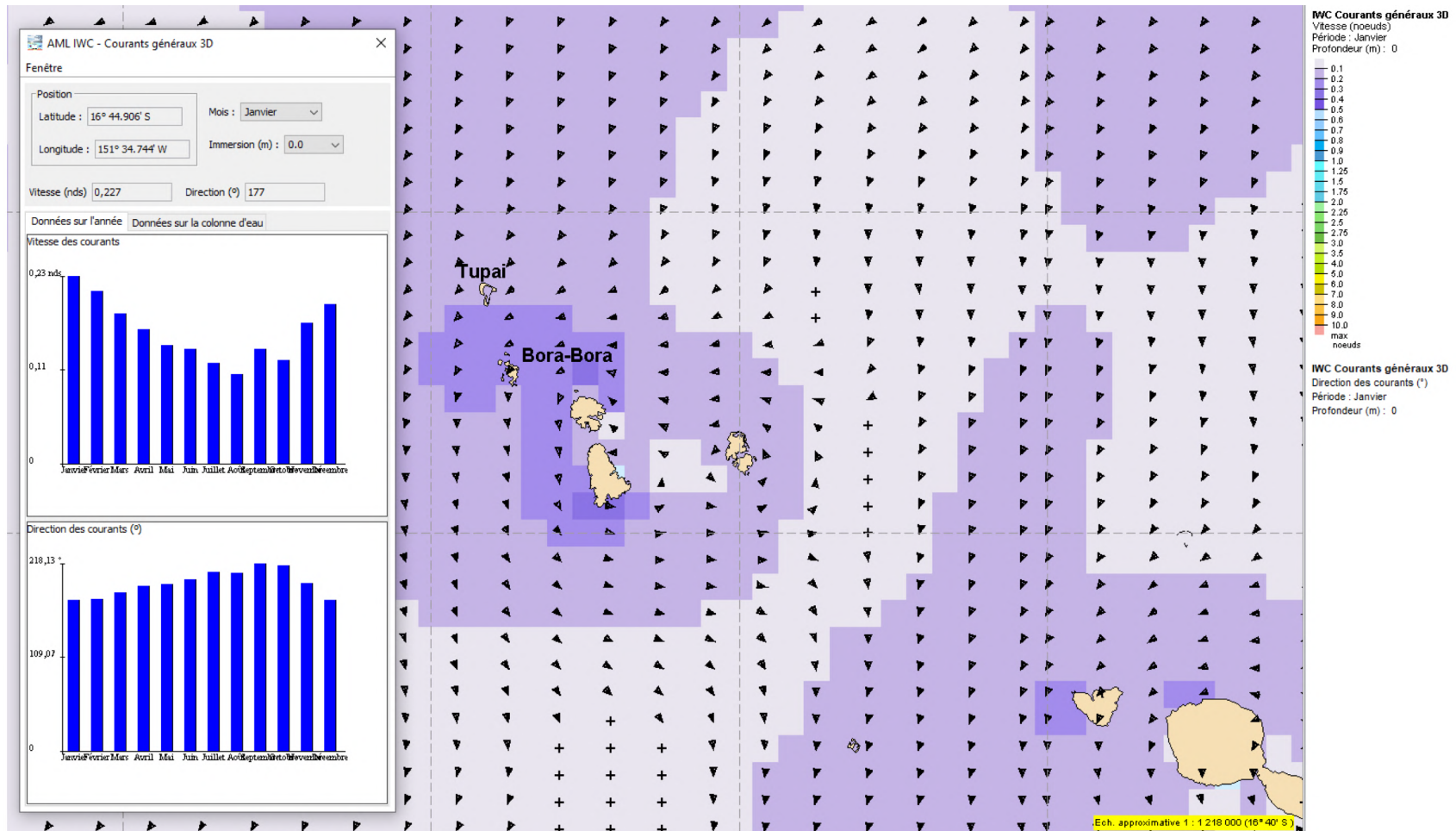
# BATHYMETRIC CHART

DATA PROVIDED BY SHOM



# CURRENTS

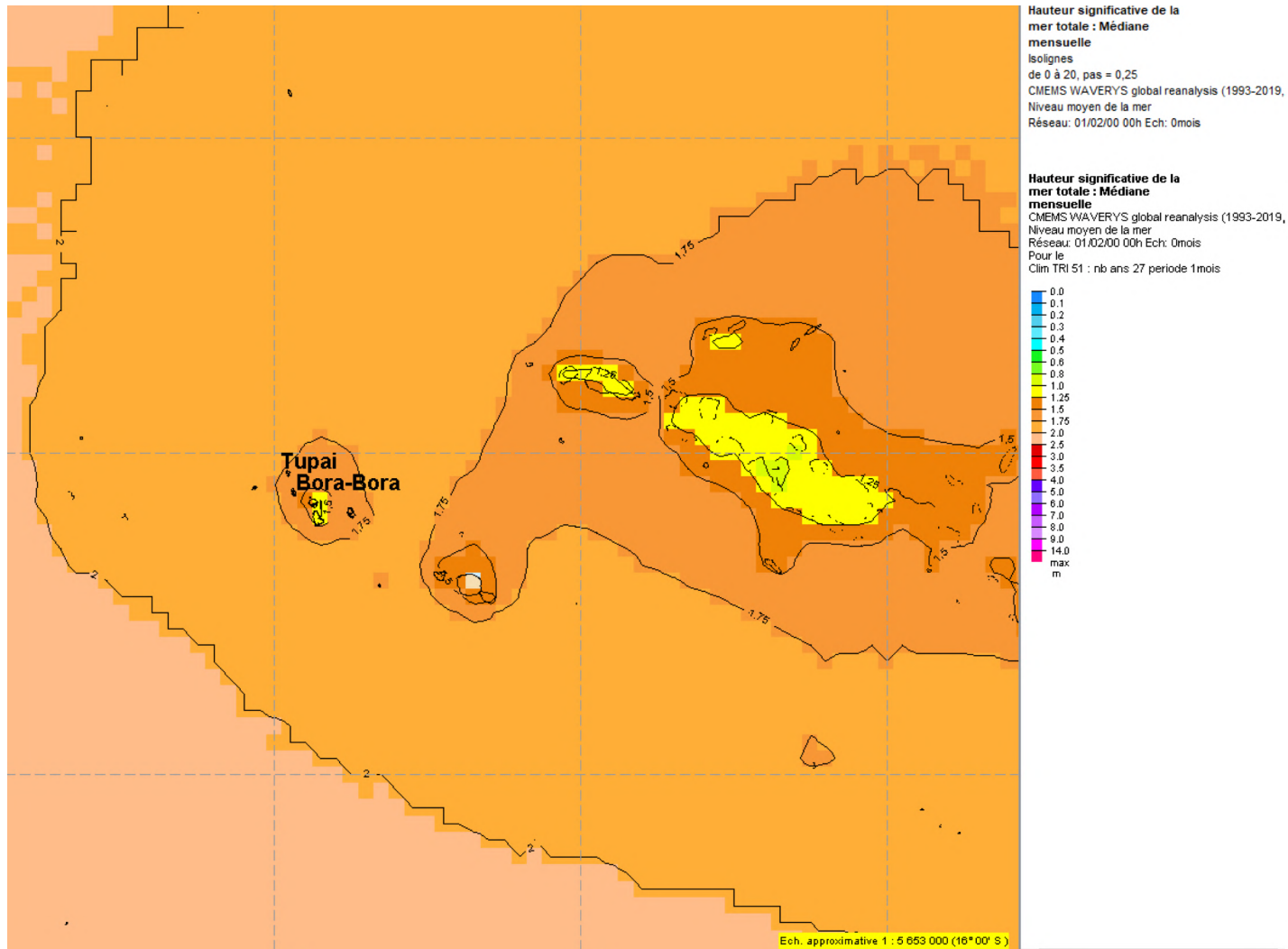
## MAP OF CURRENTS DATA PROVIDED BY SHOM



# SWELL

## MAP OF SWELL

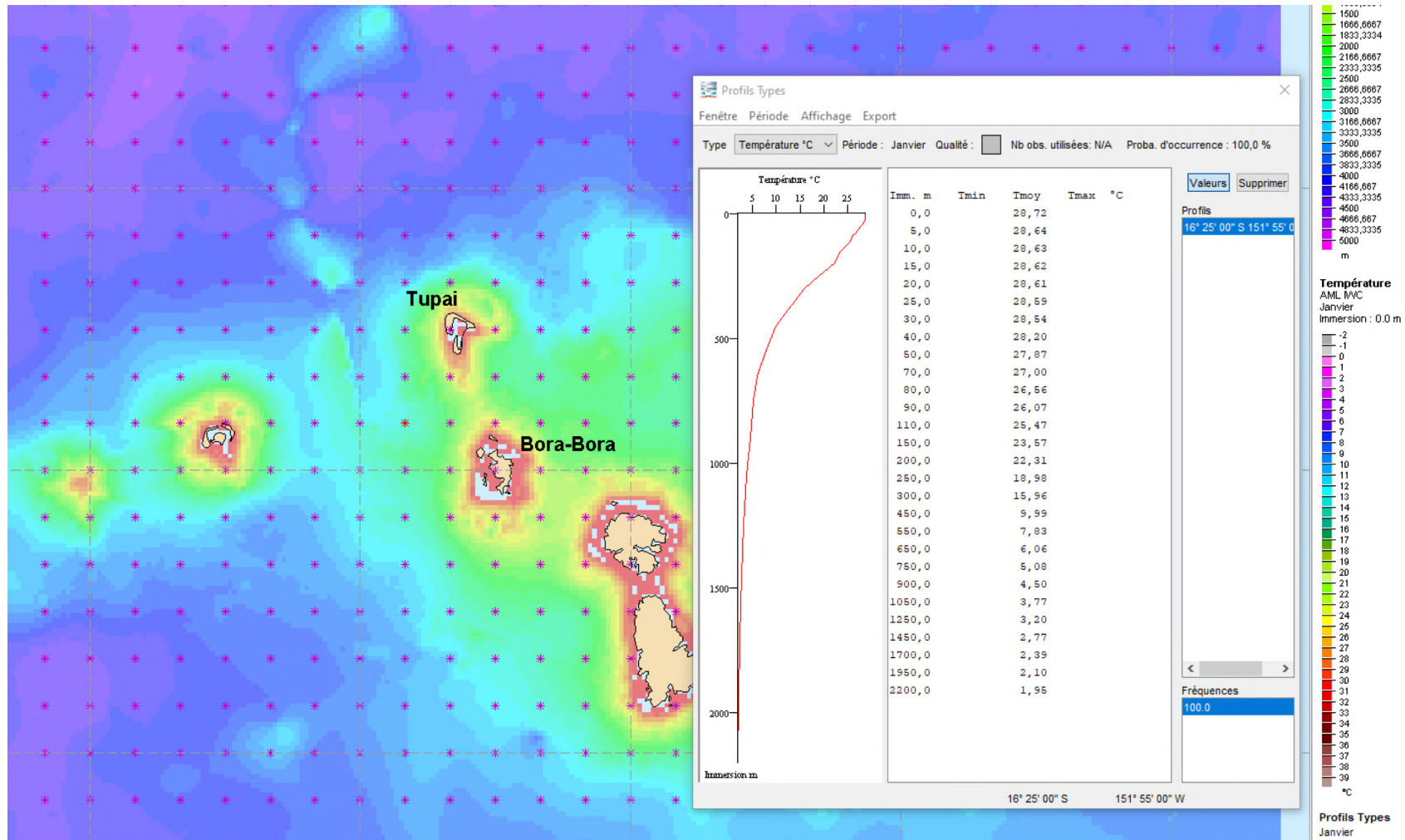
DATA PROVIDED BY SHOM



# TEMPERATURE

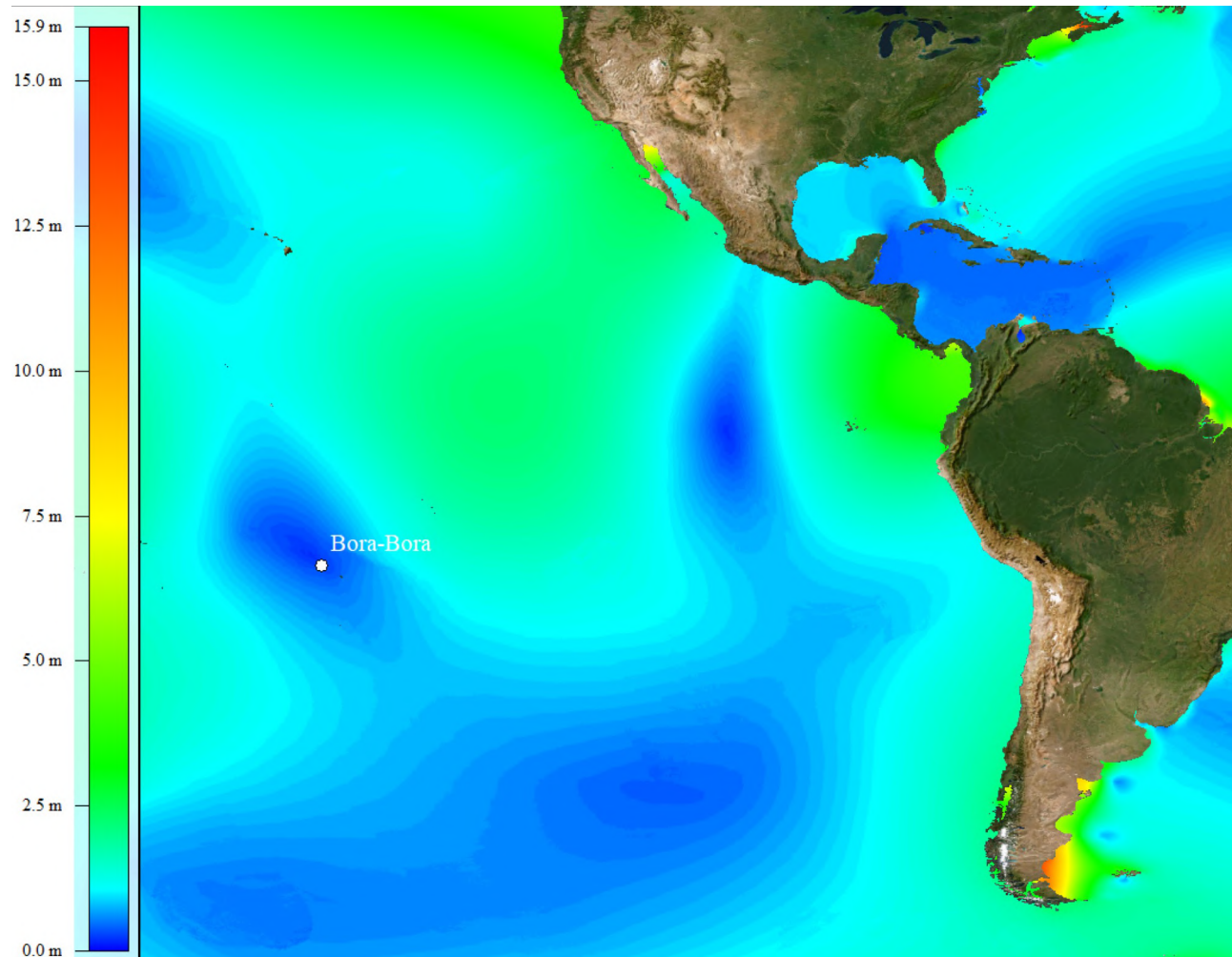
## MAP OF WATER TEMPERATURES

DATA PROVIDED BY SHOM



# TIDE

## MAP OF TIDAL RANGE DATA PROVIDED BY SHOM





# APPENDIX 3

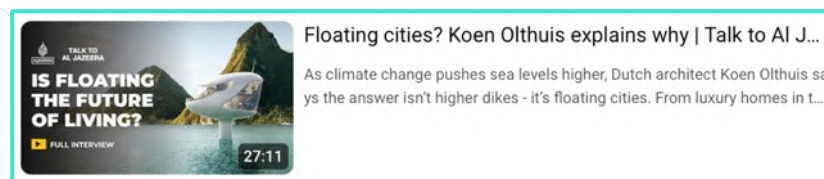
RECOMMENDED VIDEOS



Indigo Civilization  
the ocean dwellers

We recommend four videos in which our members and supporters share their forward-looking vision and express themselves about the opportunity to consider a new cooperation between humans and the marine world.

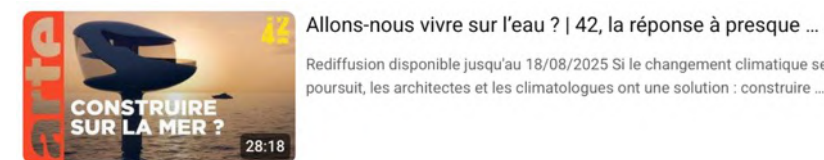
Jacques Rougerie, Koen Olthuis, Rutger de Graaf



[https://youtu.be/gaXGMm\\_cMxc?si=RnW2pgD48vR8zrqO](https://youtu.be/gaXGMm_cMxc?si=RnW2pgD48vR8zrqO)



<https://youtu.be/yiOouuceXTc?si=zJjWoHyatqLydj1S>



<https://youtu.be/EQe4uLa7DBU?si=XPjqA0S-0YFSmbmh>



# APPENDIX 4

RECOMMENDED BIBLIOGRAPHY



Indigo Civilization  
the ocean dwellers

# BIBLIOGRAPHY

## RECOMMENDED RESEARCH LITERATURE

[← Back](#)

[WCFS2019](#), Proceedings of the World Conference on Floating Solutions

[WCFS2020](#), Proceedings of the Second World Conference on Floating Solutions

[WCFS2023](#), Proceedings of the third World Conference on Floating Solutions

[Floating Solutions for Challenges Facing Humanity \(2025\)](#)

[The Ocean of Tomorrow](#), Vol.1

[The Ocean of Tomorrow](#), Vol.2

[Lo-Tek Water](#), Guide to the future of water—rooted in the ancient systems

[Futurs de l'Océan](#) (French)

[Blue Compendium](#), From Knowledge to Action for a Sustainable Ocean Economy

[Sea Cities](#)

[Blue-Green Infrastructure for Sustainable Urban Settlements](#)

[The Ocean of Today, the Legacy of Tomorrow](#)

[The Ocean's future – 2050](#) (DNV)



# APPENDIX 5

PANEL OF OFFSHORE INFRASTRUCTURES AND PROJECTS,  
NONE IS A SMART OPEN-SEA ECOSYSTEM



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## OBJECTIVES : RESILIENCE & ADAPTATION

To escape environmental threats or invasions, people around the world have learned to live on water: the Bajau and the Moken in Southeast Asia, the Sama-Bajau in East Africa, the Malaita people in Oceania, the Uros in South America, the Venetians from the 5th century onwards, or more recently, the Dutch in Europe. They have adapted brilliantly with low-tech solutions available at the time to build resilient aquatic infrastructures: kelong, pile dwelling, lake city, etc.



## OBJECTIVES : MISCELLANEOUS WORK

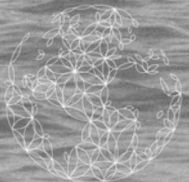
Between 2 and 3 million workers live at sea, offshore and at least half of the year, on mobile or fixed infrastructure: fishery, naval force, merchant navy, oil & gas platforms, cruise ships



## OBJECTIVE: SURVEILLANCE

13 km from the British coast, the Maunsell Forts were built in 1942 to guard the Thames estuary against enemy invasion. Abandoned by the British army since the late 1950s, this infrastructure has still been in place for more than 80 years. Up to more than 2,000 people lived simultaneously on these maritime installations.

- ✘ Single-functional infrastructure
- ✔ Resilient offshore infrastructure



## OBJECTIVE: OCEANOGRAPHIC RESEARCH

16 km off the coast of Venice, the Acqua Alta Oceanographic Tower has been measuring waves and tides in the Adriatic Sea for 45 years.

<http://www.deos.tudelft.nl/ers/tower.html>

- ✗ Shallow Monofunctional Infrastructure (16m)
- ✓ Resilient offshore infrastructure

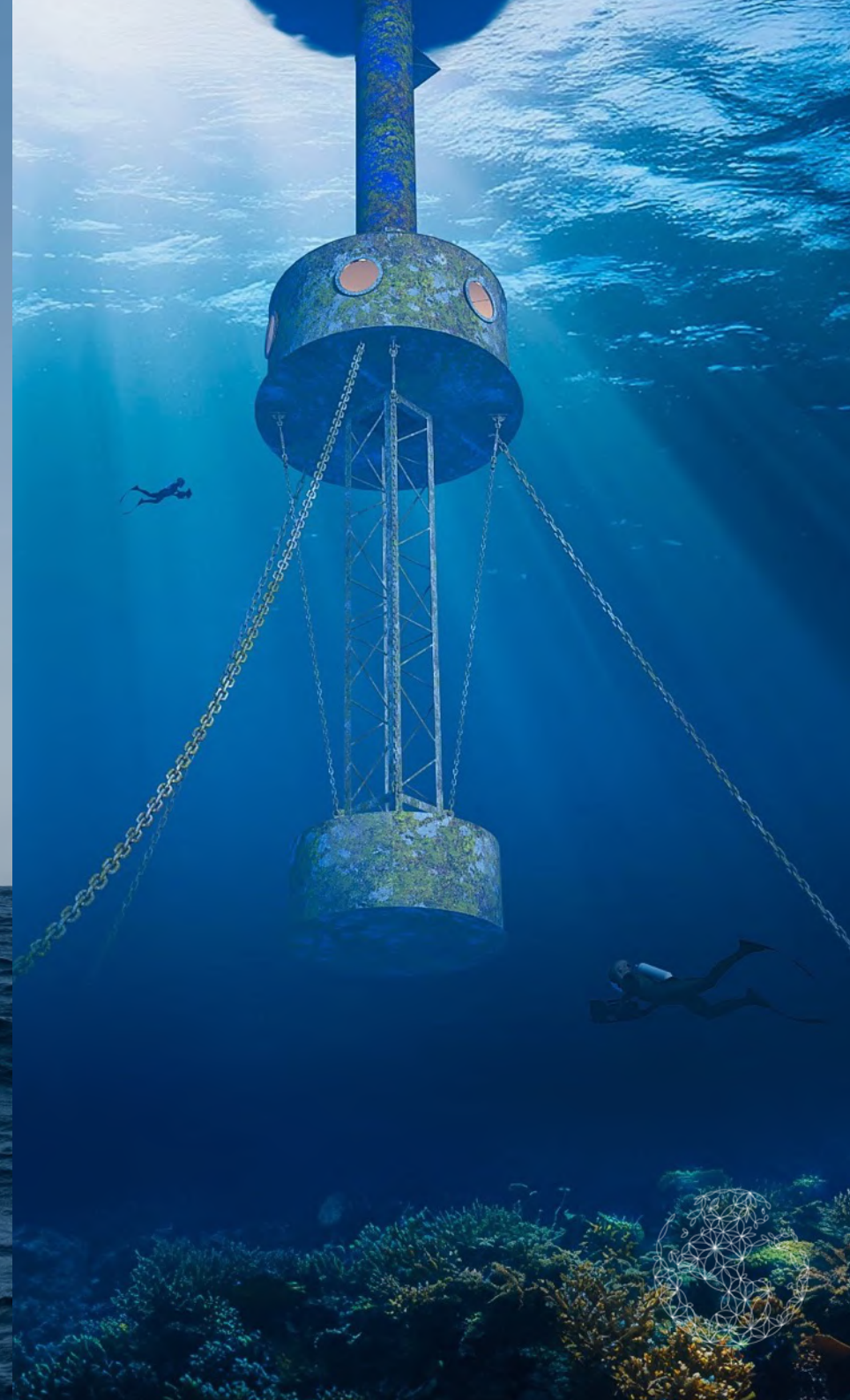


## OBJECTIVE: INDIVIDUAL TEMPORARY HABITAT

In Panama, Ocean Builders creates and experiments eco-friendly high-tech floating homes (depth from 20 to 200m). Life above the waves: « at Ocean Builders we believe that true caring for the oceans requires one to actually live there ».

<https://oceanbuilders.com>

- ✘ High-end real estate project above all, limited local positive impact
- ✔ Small, biophilic smart offshore infrastructure





**OBJECTIVE: RESILIENCE AND ADAPTATION, INCLUSIVE HABITAT**

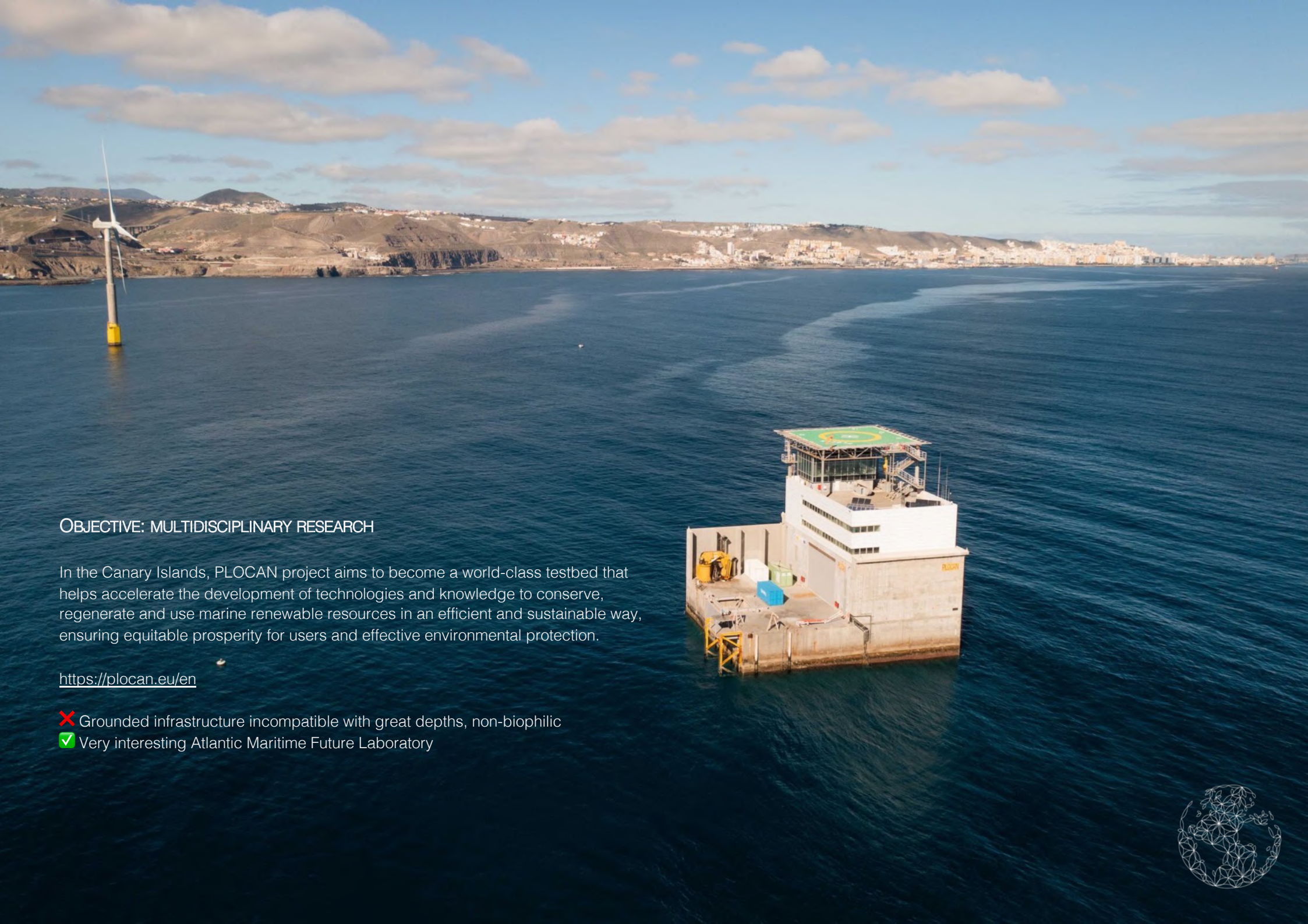
In March 2021, the Maldives formalized the start of construction of a modular floating city in the centre of an atoll. This country of 2000 islands having an average altitude of 2m is threatened by the inevitable sea level rise.

Delivery: from 2027

<https://maldivesfloatingcity.com/>

- ✗ Not self-sufficient in energy and food, waste management?
- ✓ Climate change adaptation habitat, integrated design





## OBJECTIVE: MULTIDISCIPLINARY RESEARCH

In the Canary Islands, PLOCAN project aims to become a world-class testbed that helps accelerate the development of technologies and knowledge to conserve, regenerate and use marine renewable resources in an efficient and sustainable way, ensuring equitable prosperity for users and effective environmental protection.

<https://plocan.eu/en>

- ✗ Grounded infrastructure incompatible with great depths, non-biophilic
- ✓ Very interesting Atlantic Maritime Future Laboratory



## OBJECTIVE: ECO-TOURISM

In Malaysia, Seaventures Dive has converted an oil rig for scuba diving activities. Disused platforms become rich artificial reefs, conducive to eco-responsible aquatic tourism: upcycling of existing infrastructures and qualitative economic activities of eco-tourism. Around 15,000 offshore platforms have been identified in the world...

<https://seaventuresdive.com>

- ✘ Single-use and ugly infrastructure
- ✔ Reconditioning of relevant platform into artificial reef



## OBJECTIVE: FOOD PRODUCTION

SalMar, a major player in global aquaculture, is testing an offshore Smart Fish Farm in Norway, 8 kilometres from the coast. The company aims to create the world's most reliable and intelligent offshore farming operations, with the highest fish welfare requirements and a zero-emission value chain ambition.

Under testing

<https://salmarakerocean.no>

- ✘ Single-use (fish farming), industrial design
- ✔ Infrastructure resistant to one of the most dangerous seas



Photo credit: SalMar Akker Ocean



## OBJECTIVE: OFFSHORE FISH FARMING

Mariculture Systems aims to become the first company to install a large offshore fish farm off the coast of Portugal in March 2026, from a semi-submersible platform. The first farm, approved by the Portuguese authorities, will grow sea bass and sea bream and will be located about 15 kilometres off the southern Algarve region of Portugal.

<https://www.mariculture-systems.com>

- ✗ Single-functional infrastructure
- ✓ Resilient offshore infrastructure





Photo credit: Elia

## OBJECTIVE: PRODUCTION OF RENEWABLE ENERGIES

The Princess Elisabeth Island will be located almost 45 km off the Belgian coast and will be an extension of the electricity grid in the North Sea. It will connect wind farms from the sea to the mainland and create new connections with neighbouring countries.

Delivery : 2030

<https://www.elia.be>

- ✘ Single-use (energy) and non-biophilic industrial project
- ✔ Infrastructure resistant to one of the most dangerous seas



## OBJECTIVE: PRODUCTION OF RENEWABLE ENERGIES

From 2030, Vindø will be the world's first floating artificial island to produce renewable hydrogen from offshore wind power on a large scale. Located a hundred kilometres from the coast, this 120,000 m<sup>2</sup> structure will be close, in logistical terms, to offshore oil.

Delivery : 2030

<https://www.windisland.dk>

- ✗ Single-use (energy) and non-biophilic industrial project
- ✓ Open tough sea resilient infrastructure, human worker ecosystem



## PRIORITY OBJECTIVE: ECO-TOURISM

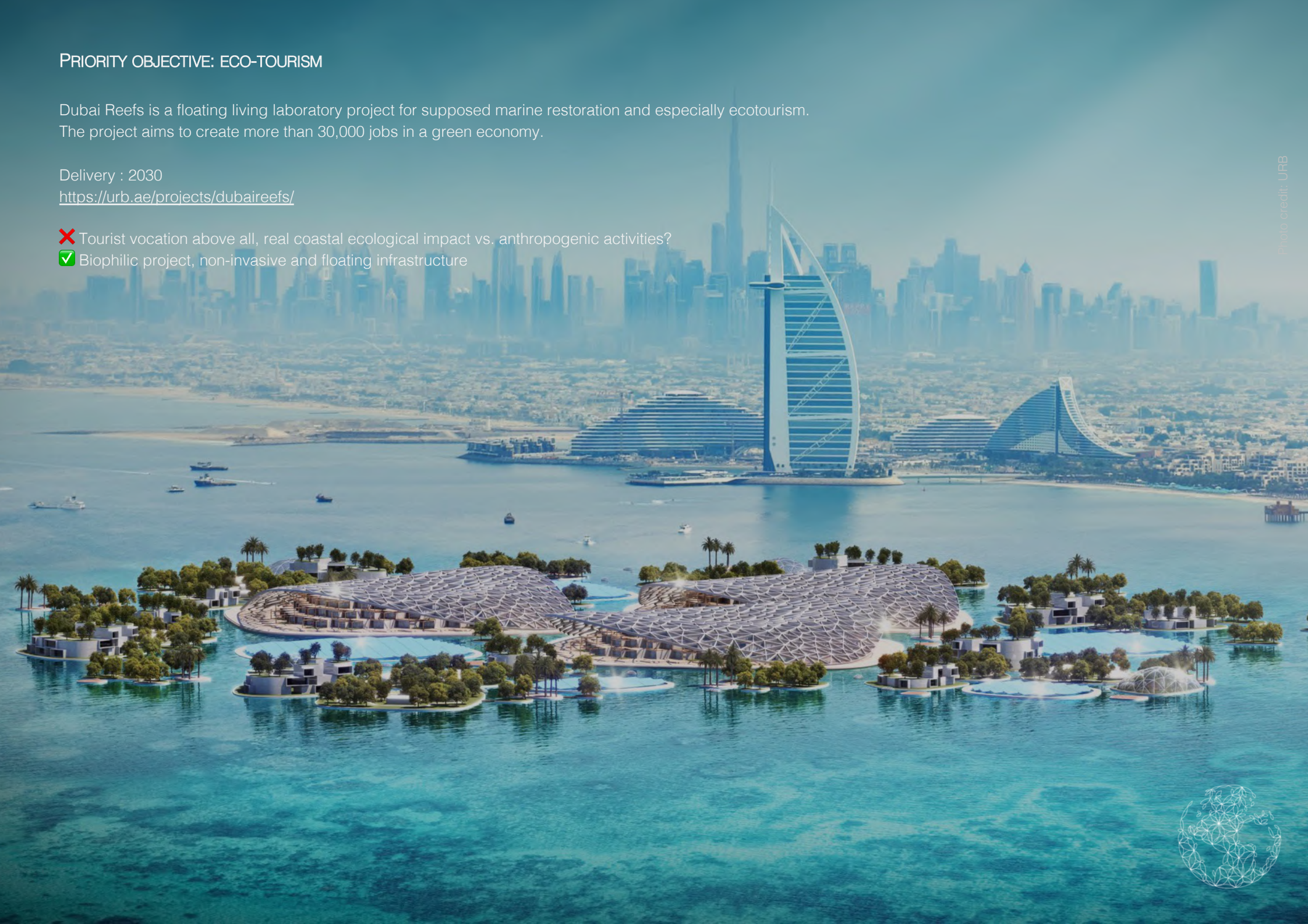
Dubai Reefs is a floating living laboratory project for supposed marine restoration and especially ecotourism. The project aims to create more than 30,000 jobs in a green economy.

Delivery : 2030

<https://urb.ae/projects/dubaireefs/>

✗ Tourist vocation above all, real coastal ecological impact vs. anthropogenic activities?

✓ Biophilic project, non-invasive and floating infrastructure



## OBJECTIVE: ECONOMIC AND LOGISTICAL ACTIVITIES

Saudi Arabia has also launched the construction of the industrial but supposed eco-responsible floating city on the Red Sea, intended to be an exemplary research centre and a cutting-edge logistics platform. Oxagon will be the largest floating structure in the world: 48 km<sup>2</sup>, with an expected population of 90,000 people.

Delivery : 2030

<https://www.neom.com/en-us/regions/oxagon>

✘ Economic priority, non-biophilic, coastal pressure, very large dimensions & ecological impact

✔ Extension of the territory a priori viable



## OBJECTIVE: MASS-TOURISM

Saudi Arabia plans the opening of an offshore touristic destination on rigs, whose one of them is a former oil one. The Rig will be built on 4 oil platforms, covering an area of 300,000 square metres, and will house hotels, restaurants, a cinema, a water park, a go-kart track, an amusement park and even a Ferris wheel. The site will be able to accommodate several hundred thousand people. This business-driven project features high ecological risks and does not reflect the Indigo Civilization's vision.

Delivery: 2032

<https://therig.sa>

✘ Assumed ecological pressure, huge dimensions, tourist use only

✔ Oil rig refurbishment



# APPENDIX 6

ABOUT TENSION-LEG PLATFORMS



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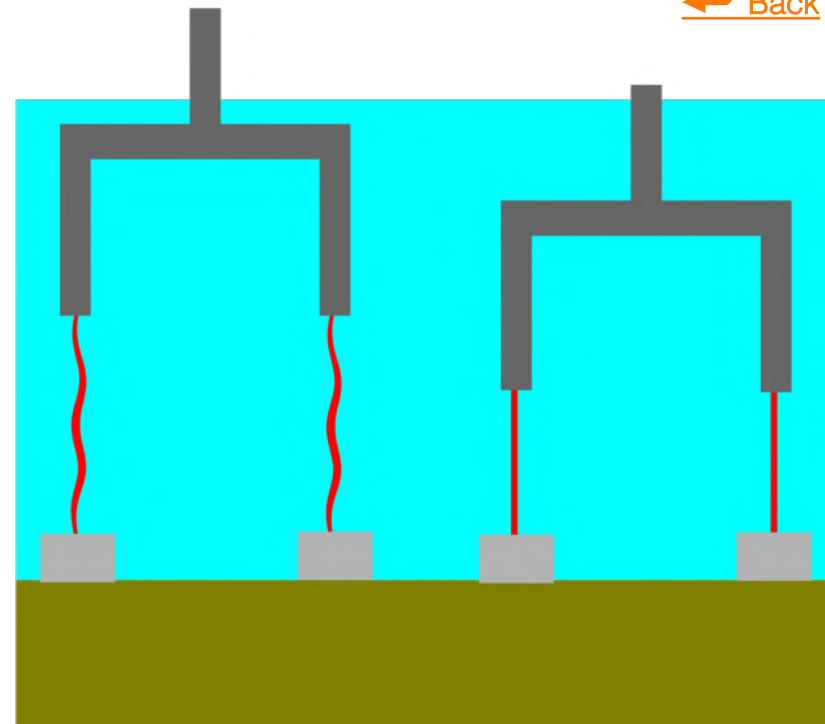
# TENSION-LEG PLATFORM

## SAFETY, STABILITY AND COMFORT IN DEEPWATER

A tension-leg platform (TLP) or extended tension leg platform (ETLP) is a type of fixed marine structure, used for many oil platforms but also studied in the context of floating offshore wind turbines. Such a platform is connected to the seafloor by stretched steel cables. It is particularly suited for water depths greater than 300 metres (about 1000 ft) and less than 1500 metres (about 4900 ft). In the case of the Mangolia platform in the Gulf of Mexico, the water depth is 1,432 meters above the platform.

The platform is permanently moored by means of tethers or tendons grouped at each of the structure's corners. A group of tethers is called a tension leg. Having a high axial stiffness (low elasticity), tension legs keep the structure deeper in the water than its natural waterline — in other words, the platform has excess buoyancy. Virtually all vertical motion of the platform is eliminated.

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Source: Wikipedia

Illustration of a tension leg mooring for a floating platform

Left-hand side: free-floating, cables (red) not under tension

Right-hand side: cables have been tensioned ballasted floating structure (grey) underwater cables (red) connect seabed anchors (light grey) with lower legs



# APPENDIX 7

AIMING FOR AGILE TECHNOLOGY TO GAIN ENERGY SELF-SUFFICIENCY (OTEC)



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the ocean dwellers

# ENERGY SELF-SUFFICIENCY OF SMALL ISLANDS

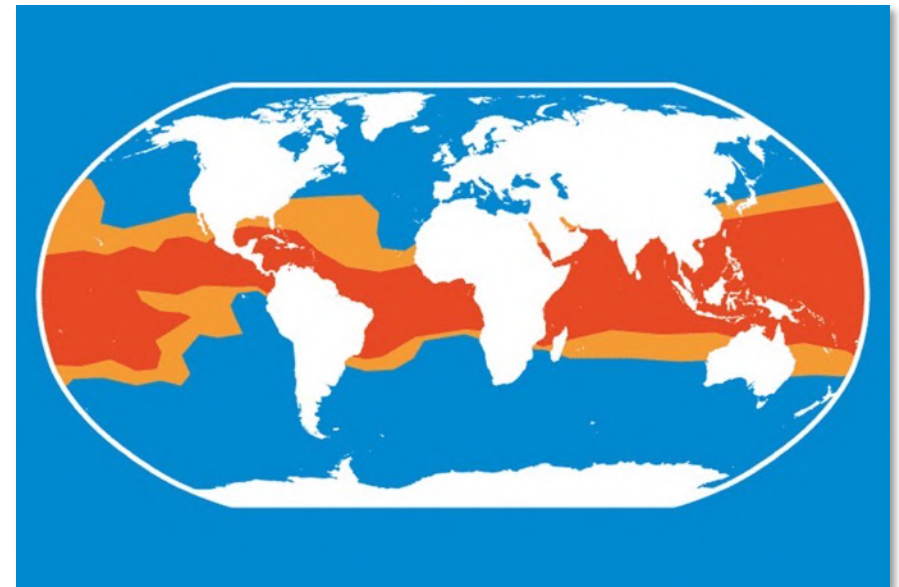
## AGILE, COMPACT, MODULAR AND LOAD-BEARING OTEC TECHNOLOGY

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To supply an SOE that is also used for tourism and can accommodate 70 guests and its staff, we estimate an **energy requirement of 1,200 MWh/year**. To achieve the self-sufficiency of such an SOE, an **integrated OTEC unit with a net power of 150 KW** would have to be deployed.

However, the **compact offshore module such as the one currently being tested by Global OTEC in the Canary Islands aims to generate 500 KW** with a load factor of 90%. The surplus energy produced by the SOE will be used for decarbonised local and inter-island transport and will contribute to Mayotte's energy demand.

Our project aims to make the efficiency and viability of small, compact, agile, modular and extremely resistant OTEC offshore units viable to meet the self-sufficiency needs of small island and coastal territories present in the **red zone** of the graph opposite.



Source: Global OTEC



# APPENDIX 8

BUDGET OF THE PHASE 1



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# PHASE 1: BUDGET

150 K€ FOR A 6-MONTH SCHEME

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WORKS		SUBTOTAL	% OF TOTAL
01	Project management, organization	50 500 €	32,3%
02	Foresight, Framing, Co-construction – Seminar + Panel	46 250 €	31,4%
03	Youth Contest "Architects of an Exemplary Future"	41 950 €	28,5%
04	Communication & PR	11 500 €	7,8%
TOTAL		150 200 €	100.0%

▶ At least 39% of this budget is financed by voluntary services. [To access more details...](#)



# APPENDIX 9

ESTIMATED BUDGET – PHASE 2



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# PHASE 2 : ESTIMATED BUDGET

2,88 M€ OVER 36 MONTHS

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PROVISIONAL BUDGET	YEAR 1	YEAR 2	YEAR 3	SUB-TOTAL
Team meetings	20 000 €	20 000 €	30 000 €	70 000 €
Travel & operating expenses	35 000 €	35 000 €	50 000 €	120 000 €
Multidisciplinary Research & Innovation	850 000 €	675 000 €	870 000 €	2 395 000 €
<i>Cartography &amp; modelling of a 25 km2 marine area at Tupai</i>	300 000 €	- €	- €	300 000 €
<i>Marine Engineering + technical simulation (Hydromec+)</i>	30 000 €	50 000 €	120 000 €	200 000 €
<i>Naval architecture + 3D simulation</i>	50 000 €	50 000 €	100 000 €	200 000 €
<i>Oceanography + environmental impact survey</i>	75 000 €	125 000 €	150 000 €	350 000 €
<i>IMTA / algoculture + demonstrator</i>	150 000 €	150 000 €	150 000 €	450 000 €
<i>Marine energies (OTEC, H2, H2O) + demonstrator</i>	100 000 €	125 000 €	125 000 €	350 000 €
<i>Pollutions / rubbish / up-recycling + demonstrator</i>	80 000 €	110 000 €	110 000 €	300 000 €
<i>Mesology / Philosophy / Society</i>	40 000 €	40 000 €	70 000 €	150 000 €
<i>Financial and economic engineering and simulation</i>	20 000 €	20 000 €	20 000 €	60 000 €
<i>Governance / Legal</i>	20 000 €	20 000 €	20 000 €	60 000 €
Project coordination and management	90 000 €	90 000 €	90 000 €	270 000 €
<b>TOTAL</b>	<b>1 010 000 €</b>	<b>835 000 €</b>	<b>1 035 000 €</b>	<b>2 880 000 €</b>



# APPENDIX 10

ECONOMIC AND FINANCIAL PRE-EVALUATION



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# A VIABLE AND ATTRACTIVE PROJECT

INVESTMENT AND MAINTENANCE FINANCED BY A SHARED BUSINESS MODEL

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## Assumptions

If initial investment: 150 million euros.

Average income per tourist: €14,000/week.

Capacity: 72 tourists/week (3 744 tourists/year).

Average occupancy rate: 65% (i.e. ~2 474 tourists/year).

Annual tourism revenue: €34.64 million (€2 474 × €14 000).

Additional income:

- Co-products: €3 million/year.
- Rental of space: 1 million euros/year.
- Subsidies and carbon credits: €2 million/year.

Total annual revenues: €40.64 million.

Annual operating costs: 18 million euros.

Discount rate: 5%.

Année	Revenues (M€)	Costs (M€)	Net Flow (M€)	Updated Flow (M€)	Cumulative Flow (M€)
0	-150	0	-150	-150	-150
1	40,64	18	22,64	21,56	-128,44
2	40,64	18	22,64	20,53	-107,91
3	40,64	18	22,64	19,55	-88,36
4	40,64	18	22,64	18,62	-69,74
5	40,64	18	22,64	17,73	-52,01
6	40,64	18	22,64	16,89	-35,12
7	40,64	18	22,64	16,08	-19,04
8	40,64	18	22,64	15,32	-3,72
<b>9</b>	<b>40,64</b>	<b>18</b>	<b>22,64</b>	<b>14,59</b>	<b>10,87</b>
10	40,64	18	22,64	13,90	24,77

Positive Net Present Value of €24.77 million over 10 years.  
 Internal Rate of Return of approximately 7.5%, above the cost of capital.  
 Profitability achieved in 8 years.



# APPENDIX 11

ILLUSTRATIVE EXAMPLES OF THE REGENERATIVE TOURIST EXPERIENCE



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Localisation possible du  
Smart Open-sea Ecosystem

Île de Bora Bora

ø 200 m

16 km

Atoll de Tupai

### Functional extension of the vulnerable island territory

Positioned beyond the reef to alleviate anthropogenic pressure on the fragile ecosystem of the island and its lagoon and reduce conflicts of interest.





Preliminary Inspiration Concept by Simon Nummy

### Innovation - Symbiotic Blue Economy

Both an exceptional place of hospitality (boutique hotel with 36 rooms) and a research center.  
Daily accommodation capacity: 72 tourists + 10 scientists - Average number of on-site workers: 50 ind.





### Circular economy – Synergies – Integration

Floating maritime infrastructure anchored in the open sea:  
biophilic, multi-purpose, modular and protected.





Preliminary Inspiration Concept by Simon Nummy

### Multifunctional pilot of a future example

To combine mature and emerging solutions, natural and technological, to create new functional synergies aimed at self-sufficiency and sustainable development from a new form of circular economy applied to the offshore.





Preliminary Inspiration Concept by Simon Nummy

### Regenerative tourism – a lever for achievement

Take advantage of Bora Bora's tourist attraction and positioning to finance progress and experimentation with new models of sustainable collaboration with the Ocean.





Preliminary Inspiration Concept by Simon Nummy

### Exceptional meaningful hospitality

Live a comfortable, rewarding, immersive and meaningful experience in a marine and underwater environment that is unique in the world.





Preliminary Inspiration Concept by Simon Nummy

**Wonder – Exclusivity – Sharing**

Immerse yourself in nature and Polynesian culture  
(Polynesian haute gastronomy from SOE products, traditional know-how and cultural discovery).





Preliminary Inspiration Concept by Simon Nummy

Harmony – Discovery – Extraordinary

Living Captain Nemo's Dream  
and discover the wonderful marine world in a safe and comfortable way.





Preliminary Inspiration Concept by Simon Nummy

### Exploration – Immersion

Understand the fascinating interaction between the biophilic infrastructure, the artificial reef and the food web that has been created around it to create a real ecosystem conducive to both the hosts and the traditional fishermen of the island.





### Applied Research – Marine Science – Active Contribution

Observe, study, test and experiment in place viable and replicable preservation and adaptation solutions. In collaboration with scientists and researchers, guests can be invited to learn, contribute and become true ambassadors of our approach.





**Awakening – Vocation – Inclusive Sustainable Development**

Inspiring a promising future in harmony with the ocean, and to consider great professional opportunities to nurture a Polynesian sector of excellence dedicated to the symbiotic blue economy: energy and marine food, co-products, shipbuilding, Académie Bleue – graduate school of regenerative tourism management.





Preliminary Inspiration Concept by Simon Nummy

### Stability – Comfort

Highly stable low-height Tensioned Anchor (TLP) platforms designed for deep water (up to 1,500m).  
Stability reinforced by the presence of a breakwater covered with floating mangroves.  
Manufactured on land in Polynesia and then towed to sea for assembly or maintenance.





### Security – Reliability – Modularity

TLP platforms capable of withstanding cyclones ( $\triangleright$  cat. 4) and a 9 m swell (API standards). They are surrounded by a floating breakwater that accommodates mangroves and can reduce wave energy by 50%. Thanks to a hydraulic and/or pneumatic telescopic system, the platforms can adjust their height according to sea conditions.



# BORA BORA SOE

## CENTRAL HUB: EXPLODED AXONOMETRIC

### ENERGY ROOF

120 kWp PV system  
approx. 200 kWh/year  
7.5kW VAWT  
approx. 17MWh/year  
Solar Thermal System  
approx. 720 kWh/day

### ROOF TERRACE

Heli Deck Rooms  
HVAC Units  
Atmospheric Water Generators  
Solar Hot Water Storage Tanks

Sunset Bar and Restaurant  
Pool and Jacuzzi

### GUEST SUITES

Atrium  
Corner Suites  
6# 140m<sup>2</sup>  
Loft Suites  
6# 120m<sup>2</sup>  
Louvered Timber Shutters

### RECEPTION

Spa and Gym  
Restaurant  
Genoway  
Reception Area

### PLATFORM

Main Kitchen and Store  
Staff Quarters  
Potable Water Tanks  
Spa Technical Systems

Freshwater Generator System  
Reverse Osmosis - 100m<sup>3</sup>/day  
Wastewater Treatment System  
Evac MBR - 120m<sup>3</sup>/day  
1MWh Battery Storage  
- resilient system, covers full day and night cycle plus one day autonomy  
Back-up Generator  
Floating Dock

### FLOATING SPAR STRUCTURE

Excellent stability and low motions (especially heave/pitch/roll) in deep water.

Business Cell  
6m dia, 24m deep, steel tube.  
Lift and escape ladders within 2m core

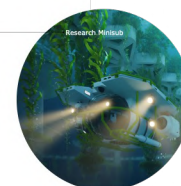
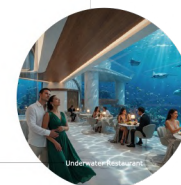
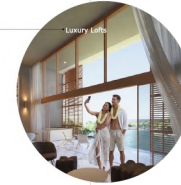
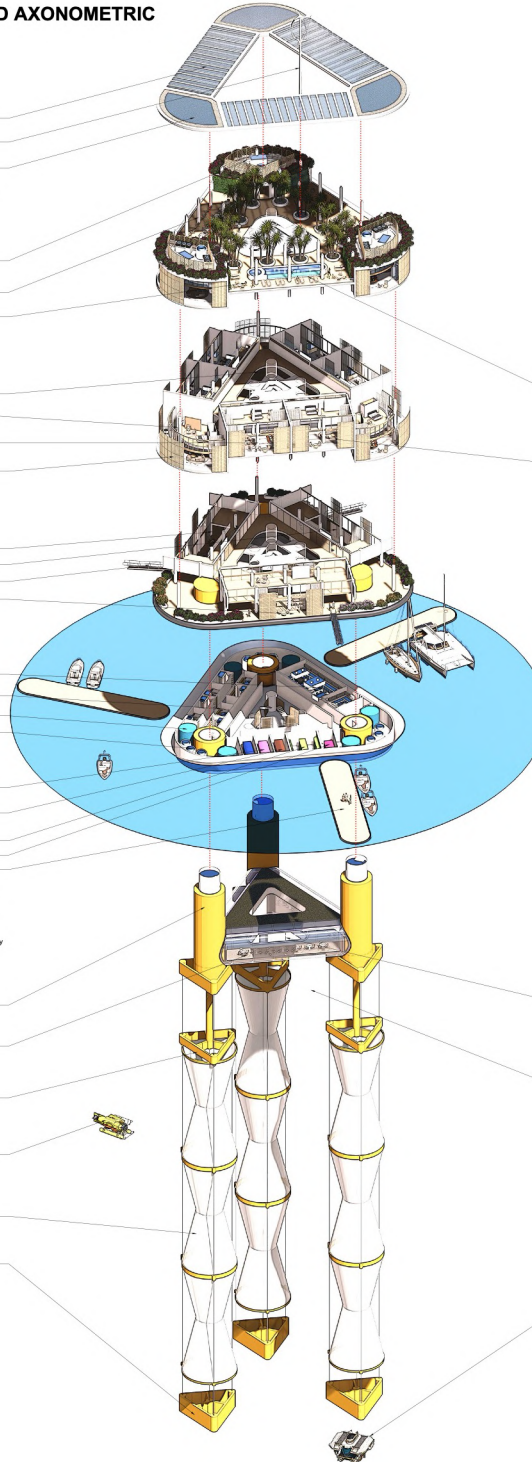
Underwater Restaurant  
6m dia half cylinder 300mm acrylic  
aquarium panels on all three sides.  
30 covers

Tension Truss  
100 - 200m depth

Tourist Minisub

"Liveback Pipe"  
ETFE Fabric cylinders incorporated  
into the tension truss act to pump  
nutrient-rich deep ocean water  
(from below the thermocline) up to  
the sunlit surface.

Hanging Ballast



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# APPENDIX 12

COMBINING DIFFERENT SUSTAINABLE ENERGIES IN THE SAME SPACE



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# A RELIABLE AND UNIFIED ENERGY SYSTEM

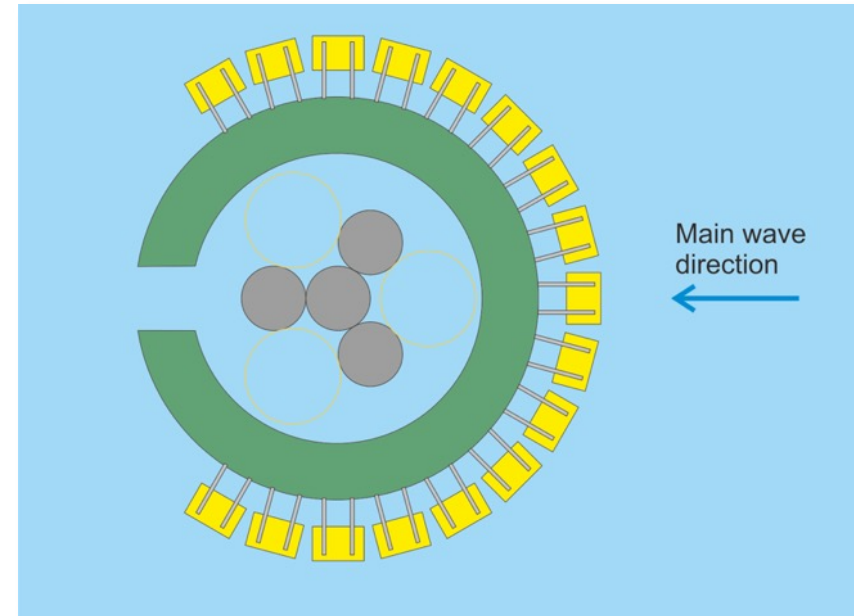
## FRESH WATER AND ELECTRICITY PRODUCTION

To supply an SOE that is also used for tourism and can accommodate 70 guests and its staff, we estimate an **energy requirement of 1,200 MWh/year**. To achieve the self-sufficiency of such an SOE, it would be necessary to deploy an **energy production unit delivering a net power of 150 KW**.

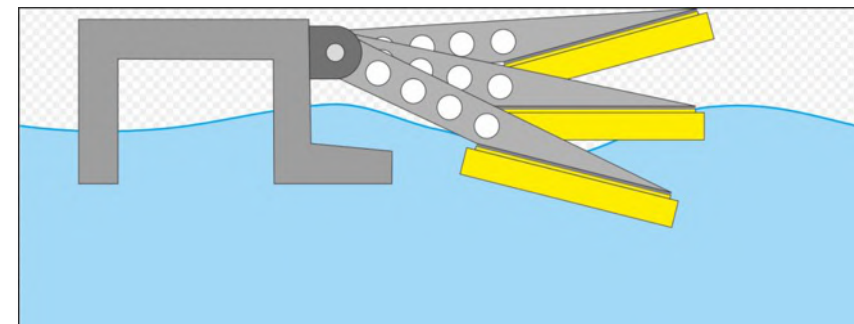
Inspired by its MediWave system, NoviOcean offers a simple unified system that harnesses the **natural energy of waves and swells** to produce not only **electricity** – **with an average power of 300 KW** – but also **fresh water** by reverse osmosis. This system can be easily combined with other types of sustainable surface energy: solar and hydroelectric energy. The surplus energy produced by the SOE will be used for decarbonized local and inter-island transport and will contribute to Bora Bora's energy demand.

Our project aims to make the efficiency and viability of small, integrated, agile, modular, and resilient offshore power generation units viable to meet the self-sufficiency needs of small island and coastal territories.

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Source: NoviOcean



# APPENDIX 13

THE OPPORTUNITY FOR A SYMBIOTIC SPATIAL PLANNING

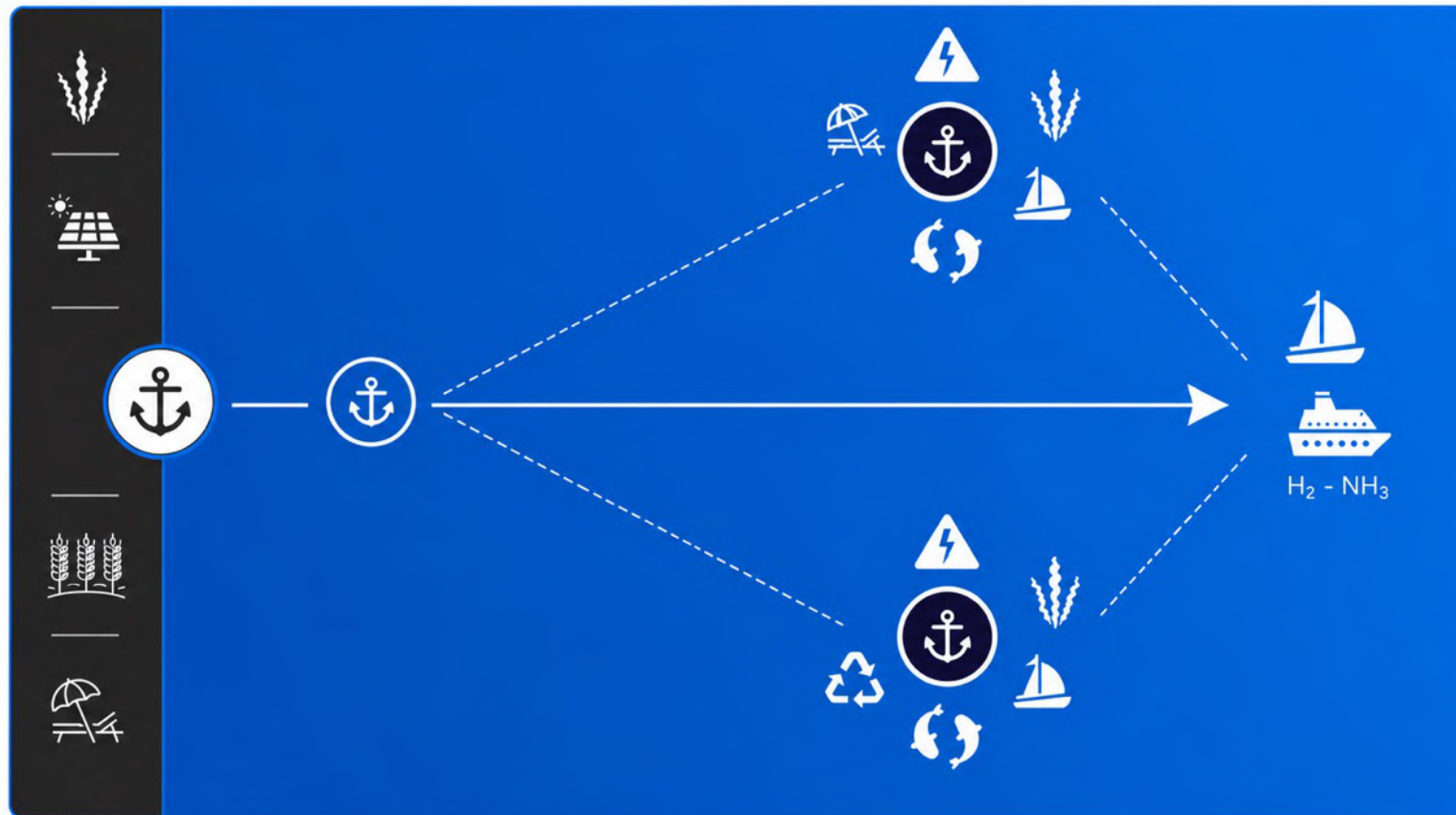


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# OPEN-SEA SPATIAL EXTENSION

FUTURE SOE NETWORK TO PROTECT AND COMPLETE COASTAL NATURAL HERITAGE

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# APPENDIX 14

LINK TO [FREQUENT ASKED QUESTIONS](#)



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