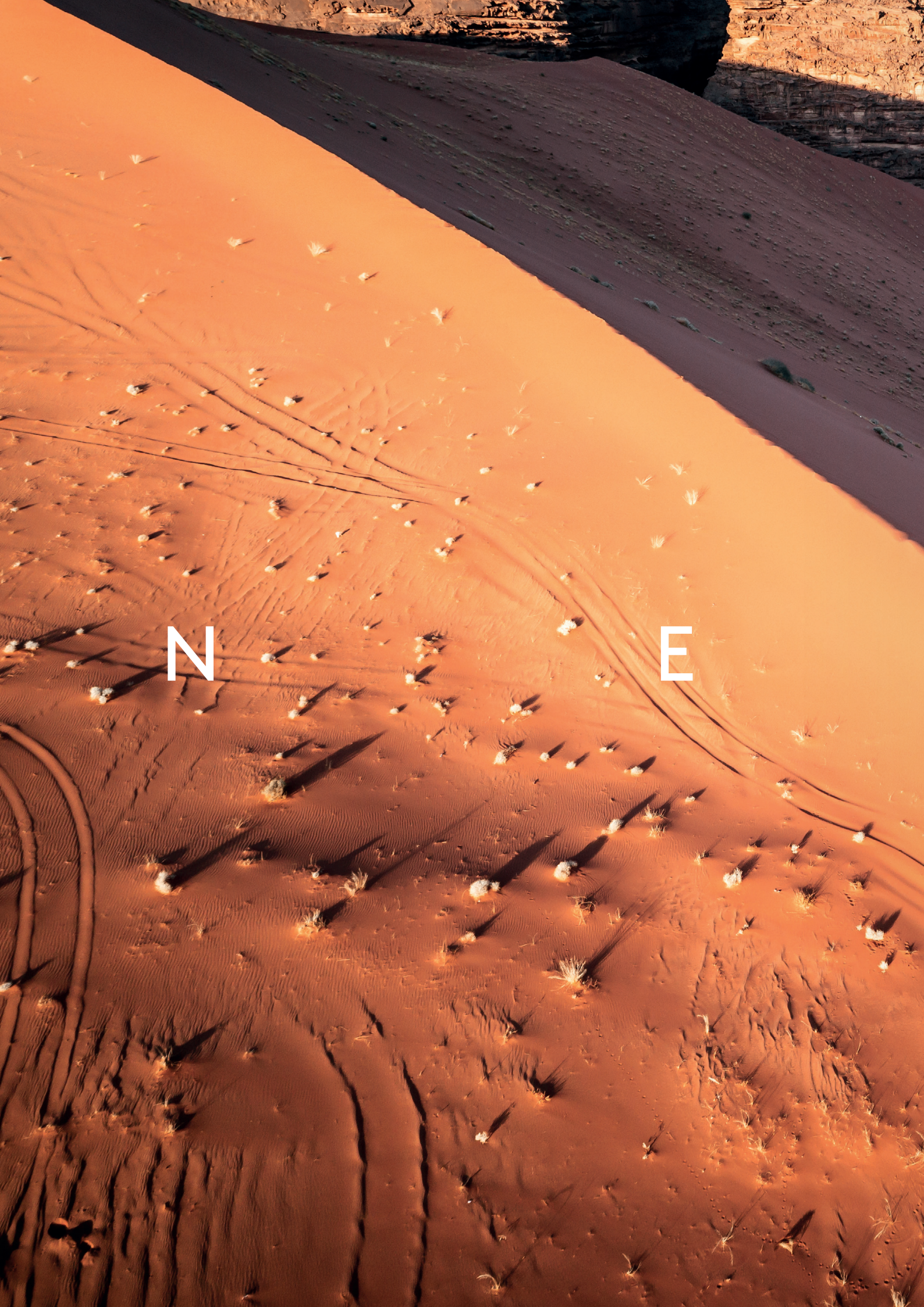




AN ACCELERATOR FOR HUMAN PROGRESS



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NEOM IS A BOLD AND AUDACIOUS DREAM.
IT'S A VISION OF WHAT A NEW FUTURE
MIGHT LOOK LIKE (IN FACT, NEOM MEANS,
"NEW FUTURE"). IT'S AN ATTEMPT TO DO
SOMETHING THAT'S NEVER BEEN DONE
BEFORE AND IT'S COMING AT A TIME WHEN
THE WORLD NEEDS FRESH THINKING AND
NEW SOLUTIONS.



AN ECONOMIC ENGINE FOR THE
REGION AND THE WORLD

A POWERFUL APPROACH TO
ENVIRONMENTAL CONSERVATION

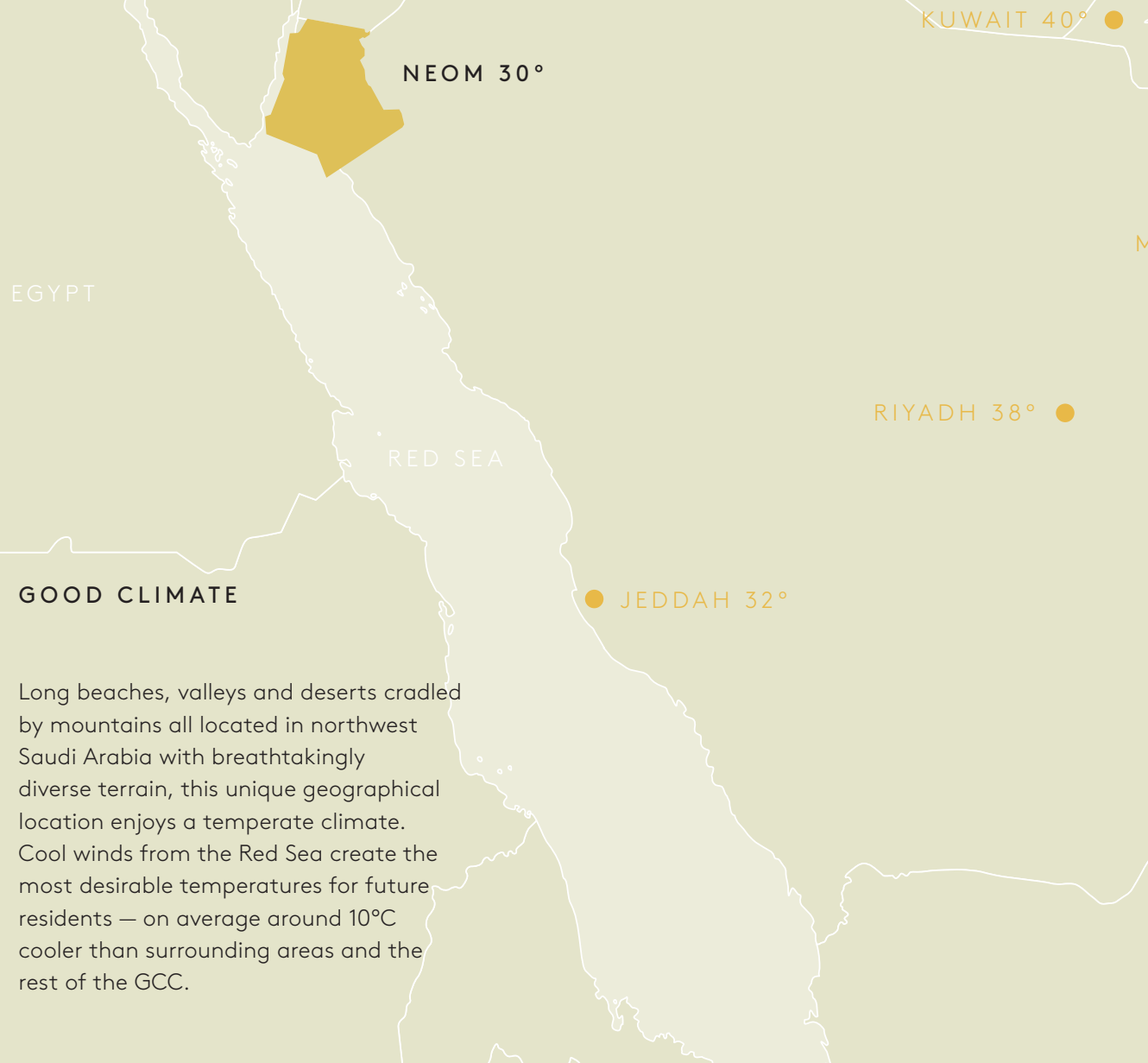
A LIVING LABORATORY WHERE
ENTREPRENEURSHIP WILL CHART THE
COURSE FOR A NEW FUTURE

A HOME FOR AN INTERNATIONAL
COMMUNITY OF DREAMERS AND DOERS

A SITE WITH BREATHTAKINGLY DIVERSE
TERRAIN AND A HOSPITABLE CLIMATE —
COASTAL, MOUNTAIN AND DESERT

AT THE CROSSROADS OF THE WORLD

40% OF THE POPULATION ON THE GLOBE
IS LIVING LESS THAN 4 HRS AWAY



\$48 BILLION BY 2030

PROJECTED TOTAL GDP (P.A.)

UP TO 10% OF WORLD TRADE
FLOWS THROUGH THE RED SEA

26,500 KM² OF LAND
IN SAUDI ARABIA

MANAMA 37°

DAMMAM 38°

ABU DHABI 40°

MUSCAT 35°

IDEAL GEOGRAPHY

There's nowhere like this vast site. Spectacular, diverse terrain, sheltered by mountains and cooled by Red Sea breezes. More than 450 km of coastline with beaches and coral reefs, as well as mountains up to 2,500m high.

AT THE CENTER OF WORLD TRADE

A strategic location on one of the world's most prominent economic arteries will make NEOM a global hub for trade, innovation and knowledge. 40 percent of the world's population will be able to reach NEOM in less than four hours.

NEOM IS BUILT ON FIVE FUNDAMENTAL AND INTERCONNECTED PRINCIPLES

NEOM stands for what is truly exceptional and different, but is always intelligent, considered and conceived with true purpose.

SUSTAINABILITY

Sustainability is not an optional extra or an item on a checklist. It's not even a duty. It will be the way of life in NEOM. We don't just tread lightly. We give back more than we take because we will leave this world in a better condition than we found it.

So every step forward means a better future for us all.

COMMUNITY

NEOM must have a distinctive sense of place and purpose. Setting the stage for Neomians to create an ever-strengthening culture of difference, diversity and open-mindedness.

Adaptable, inclusive and progressive — we encourage mutual respect and A lively exchange of ideas. So the brightest minds of our generation can focus on what really matters — living well together.

NATURE

None of us are above nature. Our planet is our most precious treasure. It's priceless and we will respect and protect it. NEOM leads the shift in attitude our world sorely needs.

Nature MUST BE entwined with all aspects of our lives. Respecting the natural balance and diversity of the unique life within NEOM. Always enhancing it for the next generation.

TECHNOLOGY

Innovation will happen faster than anywhere else. Giving people the perfect environment to conceive and develop technology that works seamlessly with society.

Technology that's simple, intuitive and enriches the human experience. Working in harmony with nature to enhance and empower people and serve humankind as a whole.

LIVABILITY

The environment we create, enriched with smart technology and the benefits that come from sustainability, will work to enhance all aspects of life — physical, mental and social.

NEOM must offer an unrivalled quality of life, setting the benchmark for the perfect living environment.

NEOM WILL BE A
PLACE OF HIGH
STANDARDS AND
THE FIVE PRINCIPLES
ENSURE ANYTHING
CREATED WITHIN
NEOM LIVES UP
TO THE IDEAL.

NEOM'S UNMATCHED LIVABILITY
AND ECONOMIC PROSPECTS WILL BE
POWERED BY A PROFITABLE ECONOMY
THAT WILL PIONEER THE FUTURE OF
KEY ECONOMIC SECTORS.



ENERGY



WATER



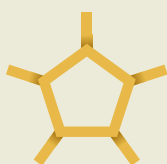
MOBILITY

TECHNOLOGY
AND DIGITAL

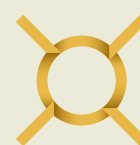
MEDIA

ENTERTAINMENT
AND CULTUREFINANCIAL
SERVICES

TOURISM



SPORT

HEALTH,
WELL-BEING
AND BIOTECHDESIGN AND
CONSTRUCTION

MANUFACTURING



EDUCATION



FOOD



FUTURE OF ENERGY

UNRIVALLED FUTURE ENERGY SYSTEM

NEOM's climate provides unrivalled complementary solar and wind potential through competitively priced renewable energy. We will build new industries and drive the next wave of the energy transition by producing green hydrogen (H₂).

Leveraging low cost clean energy and a carbon-free energy ecosystem from scratch, NEOM plans on developing energy intensive industries with the potential to lead on a global scale.



FUTURE OF WATER

THE WORLD'S BEST WATER TECHNOLOGY

Located on the Red Sea with more than 450 km of coastline, NEOM has a vast supply of seawater. With extensive access to low-cost, renewable energy and the Kingdom's vast domestic desalination expertise, NEOM has a unique competitive advantage.

It aims to be a global powerhouse in water production and storage, and a center of excellence for global water technology, fully integrated along the value chain and anchored on water desalination. This will attract water-related research companies and start-ups, drive innovation and champion all elements of the water industry.



FUTURE OF MOBILITY

SEAMLESS CONNECTIVITY AND SUSTAINABLE TRANSPORT

NEOM will drive the future of mobility to provide international, regional and urban connection via sea, air and land. Planning is underway to build a port that will catalyze world trade with NEOM, open an intermodal gateway with NEOM's surrounding region and facilitate cruise tourism to NEOM. NEOM Port will be the world's most advanced, sustainable and efficient port and logistics zone.

The best possible air connectivity between NEOM and the rest of the world will set a global technological benchmark for an integrated, customer-centric travel experience. It will operate on zero carbon emissions by offset. The architecturally iconic airport will feature biometric processing to eliminate bottlenecks through a seamless curb-to-gate experience. NEOM will stand as a world reference for safety, security and environmental compliance in manned and unmanned air traffic management.



FUTURE OF TECHNOLOGY AND DIGITAL

NEOM WILL BRING THE FUTURE TO LIFE

NEOM will provide a ubiquitous cognitive environment where humans and machines will live in harmony, as peers, to continually reinvent themselves through the application of advanced and future technologies. Our future will be shaped by exciting technologies that will blur the gap between man and machine; artificially intelligent software, internet of things that can sense human needs, seamless transfer between physical and virtual worlds and everyday robots that create more time to live.

NEOM will create the best, most conducive environment for innovation in technology and digital. Investors, inventors and leading tech organizations will enjoy a world-first opportunity — to use NEOM as a region wide living lab for innovation and create future-proof technologies with valuable and scalable intellectual property.



FUTURE OF MEDIA

THE REGION'S CENTER FOR THE THRIVING MEDIA INDUSTRIES

NEOM will attract the best of emerging and established talent from the region and beyond, with an unprecedented commitment to industry education, innovation and production activity, all in a uniquely collaborative environment. With a lifestyle and livability that is the envy of the world, NEOM will be the true epicenter of the region's media industries and content creation.

Providing advanced tools, state-of-the-art infrastructure, technology and a supportive media regulatory and funding framework, NEOM will enable creatives to excite and engage audiences with all forms of world-class content.

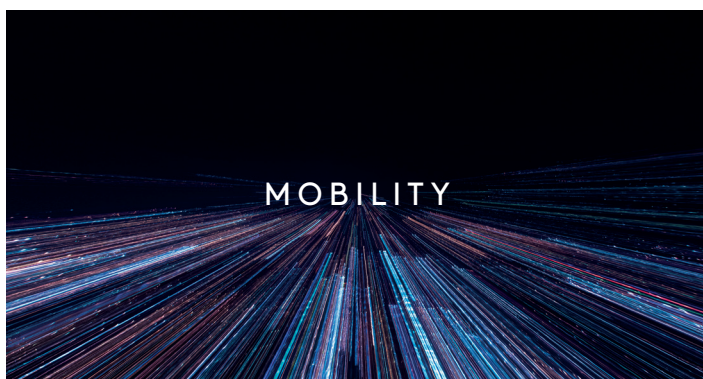
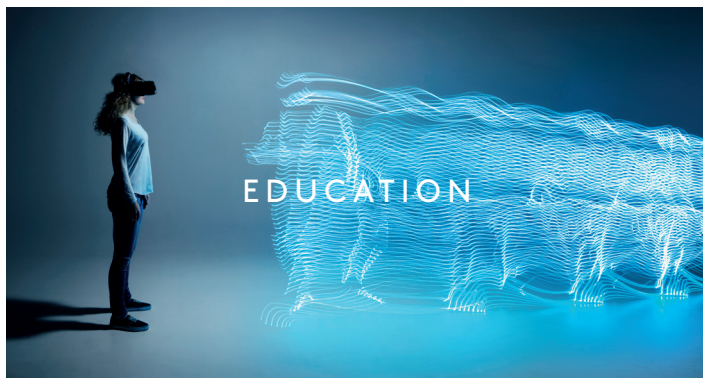
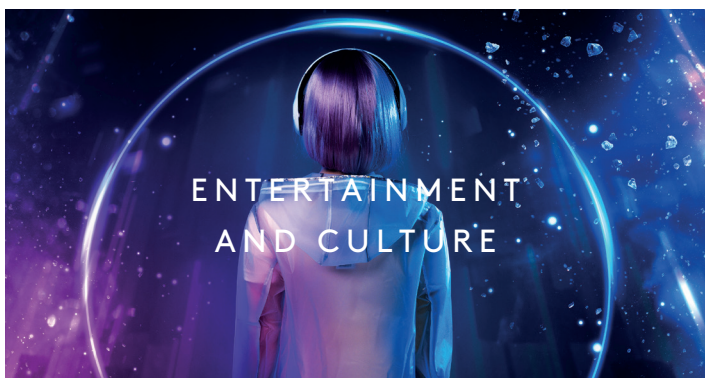
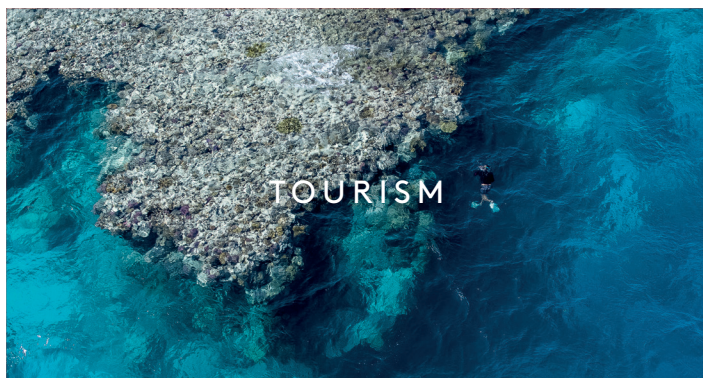


FUTURE OF CULTURE AND ENTERTAINMENT

WHERE THE FUTURE OF ENTERTAINMENT COMES TO LIFE

In NEOM, people will be able to immerse themselves in high-tech experiences, from checking out a book in the library of the future and shopping in the next generation of experience retail to being "IN" the movie or in the game and, for the first time, walking with fantastic creatures.

All these educational and cultural experiences supported by future technologies will add up to a rich entertainment delivered in ways never experienced before.





HEALTH,
WELL-BEING
AND BIOTECH



WATER



SPORT



MEDIA



FOOD



MANUFACTURING



FINANCIAL
SERVICES



FUTURE OF FINANCIAL SERVICES

ESG-RESPONSIBLE SERVICES AND PIONEERING TECHNOLOGIES

NEOM will provide universal access to financial services within one of the world's most socially responsible services ecosystems leveraging pioneering technologies to support economic growth.

In doing so, NEOM will build an economy that is oriented to the future, not the present, serving not just as a model for the Kingdom of Saudi Arabia, but also the whole world.

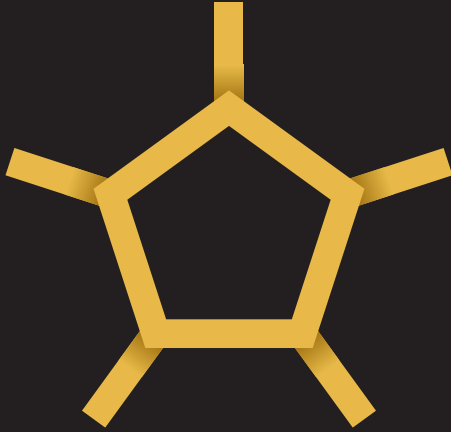


FUTURE OF TOURISM

WHERE SPECTACULAR NATURE MEETS THE TOURISM OF TOMORROW

Futurism, sustainability and authenticity will be the key principles of NEOM's approach to tourism, coupled with a multi-purpose offering where visitors and tourists can experience the tourism of tomorrow. By integrating innovation and developing cutting-edge principles for sustainability, NEOM will offer a futuristic experience that blends the past with the future.

As a region, NEOM is endowed with a rich cultural history, a cool climate, spectacular deserts, splendid reefs and beautiful mountains. This unrivalled natural beauty will be combined with a futuristic tourism model to draw visitors from all corners of the globe, and NEOM will be today a vision reflecting the tourism of tomorrow.



FUTURE OF SPORT

CREATING THE WORLD'S HEALTHIEST, MOST ACTIVE POPULATION

Sport is a tool for positive social change like none other. It has the ability to break down social barriers greater than governments and inspire a completely inclusive society. NEOM will be a global hub for sport, uniting its communities, shaping its healthy lifestyle and contributing to its innovative economy.

With world-leading, hyper-flexible facilities, NEOM will attract the world's best athletes whilst inspiring inhabitants to be the healthiest in the world. NEOM will provide a launchpad for the latest adventure sports and become a capital for e-sports.



FUTURE OF HEALTH, WELL-BEING AND BIOTECH

LEADING WHOLISTIC CARE AND DIGITAL HEALTH TECHNOLOGIES

NEOM is creating a whole new integrated health and well-being ecosystem in an end-to-end system, never been done before.

NEOM will lead the world in health and well-being by creating an environment that optimizes healthy lifestyles, focusing on proactive personalized prevention and world-class treatment of diseases. NEOM's integrated person-centered health ecosystem will incorporate the latest technological advancements in healthcare and biotechnology.

Dedicated digital infrastructure and artificial intelligence (AI) combined with genetic and smart technologies will offer real-time assessments and 'digital twins' for each resident.



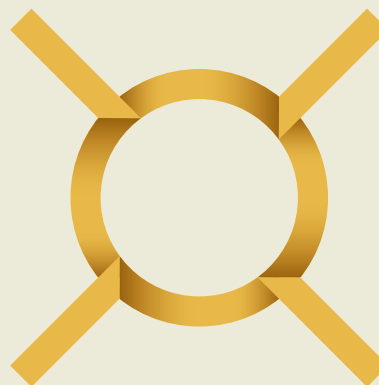
FUTURE OF CONSTRUCTION

INTRODUCING THE WORLD TO CAPITAL PROJECTS 2.0

As one of the largest developers in the world, NEOM aspires to transform the way we conceptualize, design, plan, execute, use and re-use capital projects.

This will be done by enabling an ecosystem that delivers unprecedented outcomes on performance and efficiency across speed of execution, environmental sustainability, talent attraction and retention.

NEOM will benefit from the latest technology developed by a new generation of innovative design and construction companies that will sustainably participate in this ecosystem.



FUTURE OF MANUFACTURING

BRINGING STATE-OF-THE-ART TECHNOLOGIES TOGETHER

There has never been a more exciting time for manufacturing. New materials and methods are opening up entirely new possibilities for factories of the future and for the way we apply Industry 4.0. Underpinned by clean and green credentials, NEOM is ideally placed to leverage such opportunities.

NEOM's approach to innovation spans not only nanotechnology but also 3D printing, sensors, IoT devices, electrical vehicles, robotics, renewables and much more. Since NEOM starts from a clean slate, we will advance the processes underpinning these innovations by embracing advanced manufacturing systems with integrated and tech-enabled logistics and supply chain networks. This is all supported by an unrivalled R&D ecosystem. Like no other location, NEOM will have the chance to test and refine these boundaries as they develop, in real time.



FUTURE OF EDUCATION

A NEW EDUCATION BENCHMARK

At NEOM, education is an enabler for economic and social progress and an incubator for innovative ideas and inventions. Beyond critical skills development, NEOM will attract the best local and international minds to join a community that embraces life-long learning where collaboration is key. Learning will be accessible to all residents at the world's best schools, colleges and universities, research hubs and vocational training centers.

NEOM's culture values learning, promotes creativity and leverages current technologies to create a new benchmark in critical thinking skills necessary to build community and transform the world. NEOM will drive the global future of education based on six key principles: education should be personalized, immersive, embedded, technically connected, evolutionary and diverse. NEOM strives to do more than use technology; NEOM strives to create the next technology; solve global problems; and conduct research to create a more sustainable, livable future.



FUTURE OF FOOD

AGRITECH INNOVATION TO INCREASE SUSTAINABILITY

NEOM recognizes that the global food system is one of the most environmentally damaging sectors of human activity. There needs to be change and NEOM will be at the forefront of this movement by providing the opportunity to improve the sustainability of the food system — in the challenging environment of the desert; as well as beyond.

NEOM will embrace innovation, deploying the latest technologies to transform traditional food systems and reduce the environmental footprint of food for NEOM, the Kingdom of Saudi Arabia and the world.



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