



WHAT IS

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**OUR VISION**

**THE LAND OF THE FUTURE**  
**WHERE THE GREATEST MINDS**  
**AND BEST TALENT**  
**ARE EMPOWERED TO**  
**EMBODY PIONEERING IDEAS**  
**AND EXCEED BOUNDARIES**  
**IN A WORLD INSPIRED BY IMAGINATION**

A large, textured rock formation, possibly a meteorite or a piece of space debris, is shown floating in space. The rock is brown and grey with a rough, layered surface. The background is a dark, starry sky with numerous small white stars. The text is overlaid on the left side of the image.

**OUR PURPOSE**

**AN ACCELERATOR  
OF HUMAN PROGRESS**



An aerial photograph of a rugged mountain range. A winding road curves through the lower part of the mountains, leading towards a large, calm blue lake. The sky is clear and blue. The overall scene is dramatic and scenic.

# AN ACCELERATOR OF HUMAN PROGRESS

- An economic engine for the region and the world
- A powerful approach to environmental conservation
- A living laboratory charting the course for a new future
- A home for an international community of dreamers and doers
- A place with exceptional liveability and breathtakingly diverse terrain





**WHY DOES THE WORLD NEED NEOM?**

**TO GIVE THE WORLD  
A VIABLE **OPPORTUNITY**  
FOR A SUSTAINABLE  
FUTURE**



NEOM IS

# A GLOBAL OPPORTUNITY TO



## REDEFINE LIVABILITY

An opportunity  
to live as one  
human civilization, in  
harmony with nature  
and one another



## REDEFINE BUSINESSES

An opportunity  
to build a new  
sustainable innovation  
based economy together



## REDEFINE CONSERVATION

An opportunity  
to build and protect  
our future together



# NEOM IS AN OPPORTUNITY TO EXPERIMENT LIKE NOWHERE ELSE

Differentiators				Reassurance/Cost of Entry		
Powered by the world's brightest minds	Greenfield project on a scale never seen before	Sectors assembling the world's latest practice	Rich in natural resources	Supportive business environment	World class quality of life; global-minded community	Cross-roads of the world
World class talent	Legacy free, Development from the ground up, Strong funding	The best equipped lab	100% renewable energy, favourable conditions	Legal framework, political support, world's first independent economic zone access to capital, ease of doing business	Talent magnet	KSA, Gulf, Europe, Africa, Asia



A large, weathered rock formation with a prominent natural archway. The scene is set at night under a dark sky filled with stars and the Milky Way galaxy. The rock is illuminated from the side, highlighting its texture and the shape of the arch. In the background, a range of mountains is visible under a slightly lighter night sky.

HOW WILL NEOM  
COME TO LIFE?

THE WAY FORWARD



# HOW IS NEOM COMING TO LIFE?

1

**A Prime Location**



2

**Build from the Ground up**



3

**A Diversified Economy**



4

**Progressive Laws and Regulations  
Best Practice from around the World**



5

**In Harmony with Nature**



6

**An International Project with Saudi Support**



7

**Powered by the Greatest Minds**







# POWERED BY THE GREATEST MINDS

## 1100+

# NEOMians

## OUR WORKFORCE AT NEOM



Male: 72%  
Female: 28%



98% Full Time Employee



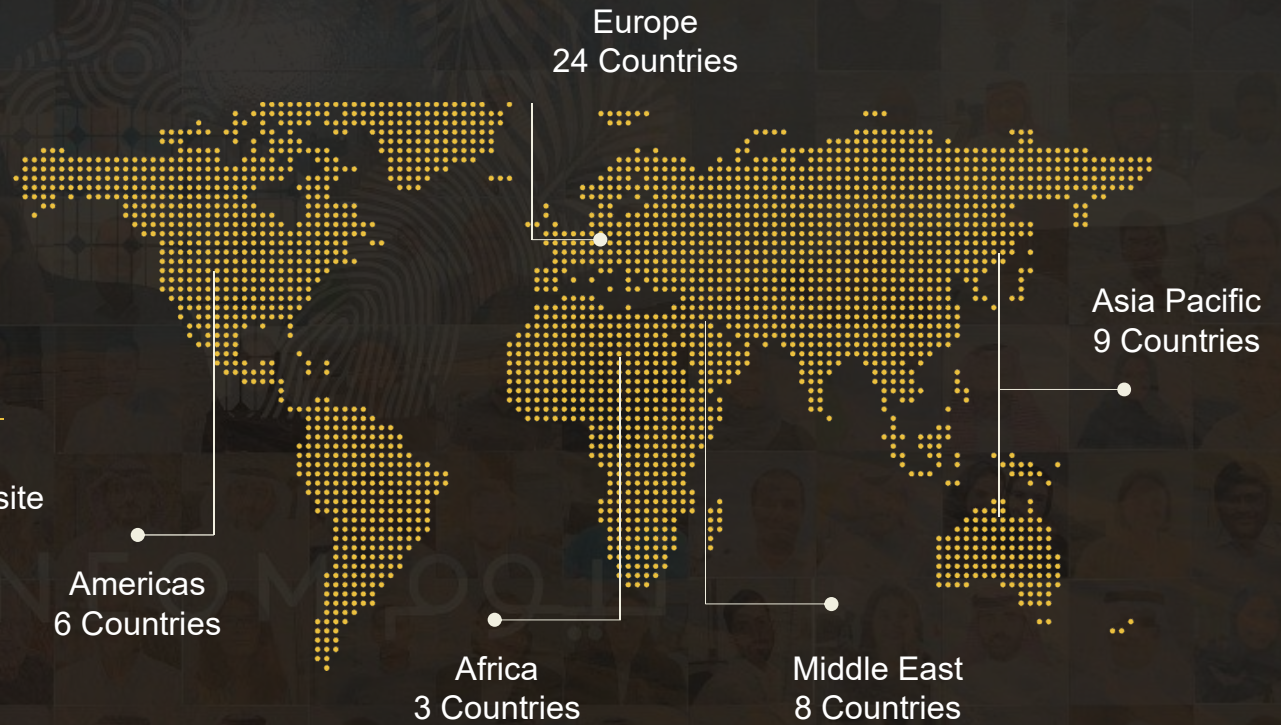
35 Average Age



84% NEOM on-site



648 Days Average Tenure









# NEOM'S JOURNEY

**2016**

Founding Board appointed and Kick-off Strategy Phase 1

**2017**

NEOM Vision approved

NEOM Announced

**2018**

NEOM Strategy Phase-1 Approved

**2019**

NEOM Company Incorporated

NEOM Bay Airport Opening

THE LINE Concept Approved, Regional Planner Appointed

**2020**

HQ Move to NEOM

Sector Strategies Approved

NIC Commenced

THE SPINE Commenced

**2021 to date...**

THE LINE Commenced

30,000 communities

First MMC Deal

Multiple partnerships





# THE WORLD'S LARGEST RENEWABLE HYDROGEN PROJECT

NEOM is developing the world's first large-scale 100% renewable energy system providing abundant, low-cost energy to residents and industries: mostly from solar and wind farms.

Harnessing NEOM's abundant sun and wind to create green hydrogen and supply renewable energy to the global economy. The world's largest green hydrogen plant will:

- Promote the circular economy
- Reduce CO<sub>2</sub> emissions
- Produce 650 tons of green hydrogen daily
- Improve the health of our people and planet
- Create a dynamic new industry in Saudi Arabia






# AIR PRODUCTS, ACWA POWER AND NEOM AGREEMENT

In 2020, Air Products, ACWA Power And NEOM Signed an Agreement For \$5 Billion Production Facility In NEOM Powered By Renewable Energy For Production And Export Of Green Hydrogen To Global Markets

- \$5 billion: The estimated cost of the world's largest green-hydrogen-based ammonia production facility powered by renewable energy, a cornerstone of NEOM's strategy to become a major player in the global hydrogen market
- Three partners – NEOM, Air Products and ACWA Power. It is NEOM's first joint venture with leading international partners in the renewable energy field
- 3 million tons: The amount of CO2 emissions that will be saved annually by this clean source of energy, eliminating smog-forming emissions and other pollutants from the equivalent of more than 700,000 cars
- Four gigawatts of renewable power from solar, wind and storage
- 650 tons of hydrogen per day will be produced by electrolysis using thyssenkrupp technology
- 1.2 million: The number of tons per year of green ammonia that will be produced using Haldor Topsoe technology
- 2025: The year the project is scheduled to be on stream



An aerial night-time photograph of a desert landscape, likely in Saudi Arabia, showing rugged terrain and some scattered lights. A prominent, glowing horizontal line of light stretches across the center of the image, representing the 'The Line' project. The line is composed of many small, bright points of light, creating a shimmering effect. The overall scene is dark, with the light from the project providing the main illumination.

NEOM'S FIRST MAJOR MILESTONE

# THE LINE

A REVOLUTION IN URBAN LIVING



# THE LINE WILL HAVE A POSITIVE IMPACT ON LIFESTYLES, THE ECONOMY AND ENVIRONMENT



Free of cars and streets, residents will have nature and all daily needs within a five-minute walk



To create 380,000 jobs of the future and contribute SAR 180bn (\$48bn) to GDP by 2030



170km linear development of hyper-connected AI-enabled communities powered by 100% clean energy

## WHAT IS THE LINE?

COMMUNITIES WILL BE FORMED ALONG THE LINE

**100%**  
renewable energy  
system

**170km**  
long city of one  
million residents

**20mins**  
will be the longest  
journey time end to end

**95%**  
of nature in NEOM  
land is protected

## WHERE IS THE LINE?



**4 hours**  
flying time from  
**40%**  
of world's  
population



An aerial photograph of a desert landscape featuring prominent, layered rock formations. The scene is captured during sunset or sunrise, with warm, golden light illuminating the rock faces. The formations are arranged in a series of ridges and valleys, extending into the distance. The sky is a mix of soft orange and pale blue. The overall mood is serene and majestic.

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DISCOVER HOW WE'RE BUILDING  
**THE NEW FUTURE** AT [NEOM.COM](https://neom.com)