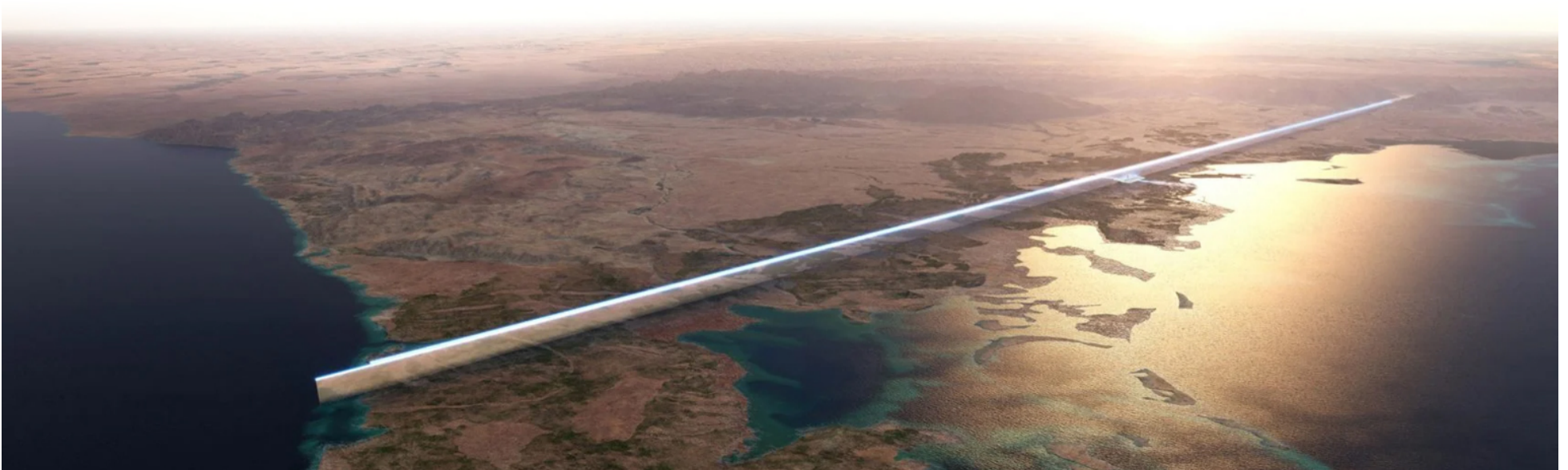


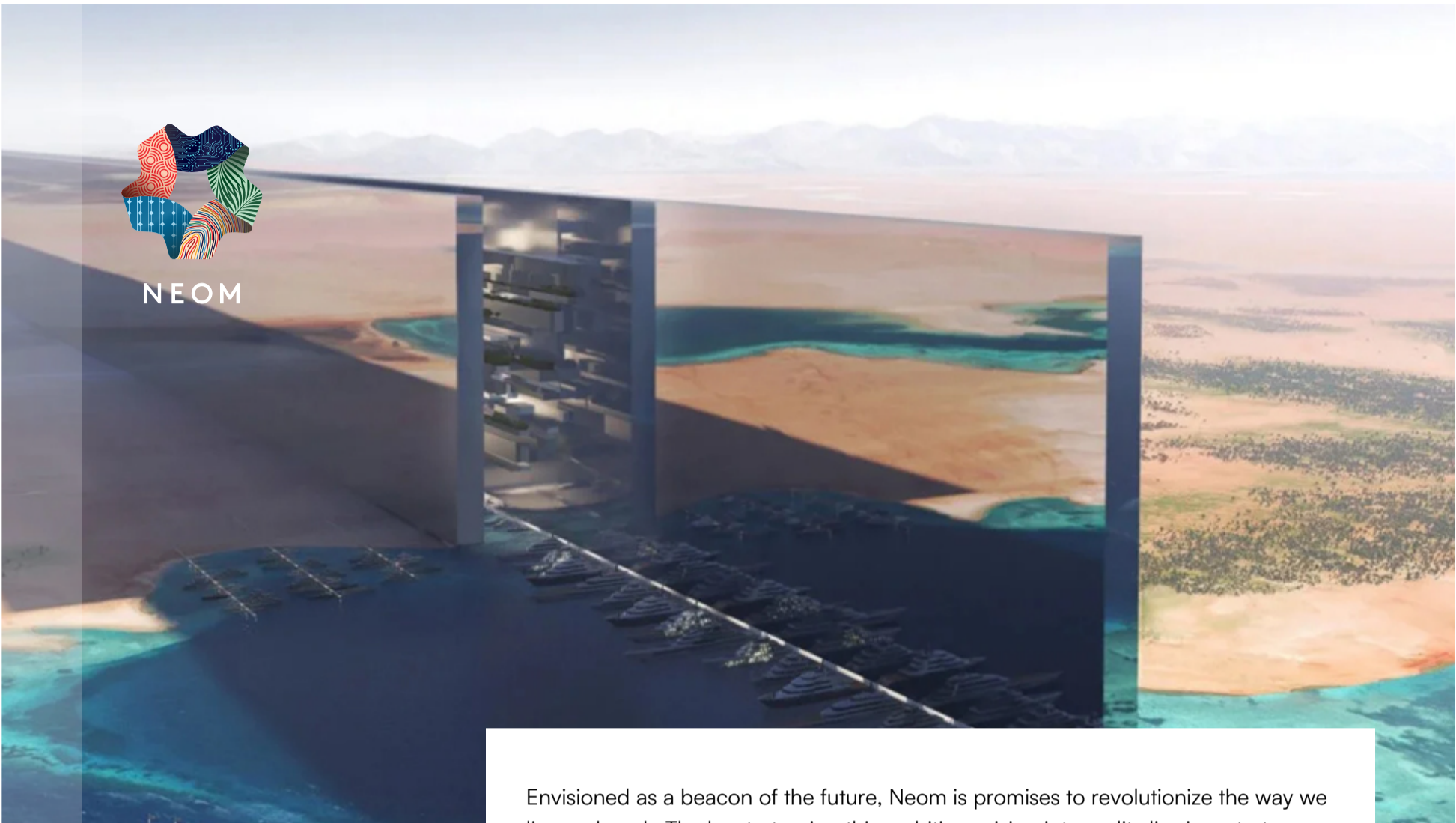


NEOM





NEOM



Envisioned as a beacon of the future, Neom is promises to revolutionize the way we live and work. The key to turning this ambitious vision into reality lies in a strategy that is as innovative as the city itself - leveraging licensing.

By harnessing the power of licensing, Neom has the potential to fuel its development, create sustainable revenue streams, and carve its path as a global technology leader. It is not only building a city, but about assembling a diverse portfolio of intellectual property assets that reflects the breadth and depth of technological innovations being integrated into Neom's design and operation.

This approach is a game-changer. Neom isn't just planning to use the technologies; it plans to license them, securing a recurring revenue source. In doing so, capturing and retaining the immense value of its innovation, rather than giving it away to foreign entities.

Licensing isn't just a pathway to commercialise technology; it's also a tool to forge strategic partnerships with technology companies, research institutions, and startups, gaining access to a worldwide pool of talent, innovation and expertise, while elevating the Neom brand to a global scale as Neom's solutions find their way into cities and communities worldwide, serving as ambassadors of the Neom brand, driving international recognition and interest.

Licensing is the strategic lever that Neom can pull to create and capture enormous value, solidify its position as a pioneer in advanced urban development, and ensure a technologically rich and sustainable future.

TECHNOLOGY LEADER

Neom is uniquely positioned to become an aggregator and integrator of breakthrough technologies through an association with ILOCX Neom can gain direct access to the latest technological innovations from a worldwide pool of innovators, this access enables Neom to quickly aggregate, acquire, and combine these technologies into functional products, rolled out and used in world-first combinations.

The functional systems resulting from these combinations will set a precedent in Neom, demonstrating the capabilities and advantages of these solutions. The successful implementation within Neom will then pave the way for these technologies to be licensed globally by Neom, spreading their usage and benefits worldwide while simultaneously solidifying Neom's position as a global pioneer in advanced urban development and creating diverse new revenue streams.

This broad spectrum strategy echoes across industries, resonating with the vision of Neom as a world technology hub and a leader in innovation and establishing Neom not just as a city but a strong, globally recognized brand, showcasing it as the epitome of futuristic urban development, technological prowess, and sustainable living.

As solutions are introduced globally, they will serve as ambassadors for the Neom brand, elevating its stature on the international stage. This increased visibility and recognition will drive further interest and investment.

This strategy aims to create a virtuous cycle - the more Neom's technologies are adopted worldwide, the more valuable and recognizable the Neom brand becomes, attracting more partners, fostering more innovations, and securing its place as a technological powerhouse, enabling Neom to accelerate its brand development, increase global exposure, and secure a strong and sustainable financial future.





THE LINE



OXAGON



SINDALAH



TROJENA

LAND AND REAL ESTATE LICENSING STRATEGY

In tandem with its technology aggregation strategy, Neom can deploy an innovative land and real estate licensing strategy. This approach can be adapted to various sectors, each with its unique requirements, but all operating within the same framework. Examples include airports, marinas, and transportation hubs, as well as recreation, farming, real estate, entertainment, and numerous other sectors. By applying the licensing strategy across these diverse domains, Neom can unlock the potential for revenue generation, strategic partnerships, and sustainable growth.

The key advantage of this approach lies in its flexibility and scalability. By subdividing the land into licensable zones - and further into sublicensed areas - the International Licensing Organisation offers Neom a system to efficiently diversify and scale its licensing opportunities. This will cater to specific industries and needs, from clean energy to hospitality and tourism, from ag tech to med tech and beyond.

The strategy of segmenting the land into licensable zones with a variety of sub-licensable rights allows Neom to diversify its licensing opportunities and pre-raise funds for city development. The approach promotes industry growth within their respective zones, tailoring each area to specific sector needs and extending beyond traditional city planning paradigms into global urban licensing.

Neom's portfolio of innovative real estate initiatives includes linear cities designed for walkability, bustling bays featuring residential areas and operational airports, floating industrial complexes, outdoor recreational areas, and luxury coastal resorts. These initiatives not only form the basis for licensable opportunities but also underline the city's commitment to harmonising advanced urban living with nature.

In the agricultural sector, plans are in place to transform significant portions of land into agricultural fields focusing heavily on genetically engineered crops. This initiative, coupled with renewable energy, green hydrogen, and zero-waste desalination strategies undertaken by its subsidiary, Enowa, further underline Neom's commitment to sustainability.



THE MODEL SMART CITY EXAMPLE

Neom's potential to serve as a model "Smart City" is an excellent example of this licensing strategy. The city aggregates a wide array of advanced technologies, all aimed at creating a smart, sustainable, and highly efficient urban environment. The portfolio of technologies would be extensive and include:

- **TRAFFIC MANAGEMENT SYSTEMS**
AI-driven tools for traffic prediction and regulation, accident prevention, and emergency response facilitation.
- **ENVIRONMENTAL SENSORS**
Networks of sensors to monitor air quality, pollen levels, gas leaks, and other environmental parameters in real-time.
- **SPEED MONITORING TECHNOLOGIES**
Advanced systems for enforcing speed limits and promoting safer road use.
- **PUBLIC SURVEILLANCE**
Sophisticated camera systems paired with AI recognition for enhanced security and incident response.
- **SMART PUBLIC TRANSIT**
Integrated and intelligent public transport systems that optimize routes, reduce waiting times, and improve user experience.
- **POWER TRANSMISSION AND DELIVERY**
Smart grids that manage electricity usage efficiently, incorporating both centralized systems and decentralized microgrids.
- **COMMUNICATION TECHNOLOGIES**
Cutting-edge telecommunication infrastructures that support high-speed, reliable, and secure internet access, as well as other forms of digital communication.
- **SMART TRANSPORTATION**
Innovative solutions for personal and commercial mobility, including electric vehicle charging networks, autonomous vehicles, and advanced navigation systems.
- **SMART LIGHTING**
Energy-efficient lighting solutions that adapt to environmental conditions, use predictive algorithms to optimize lighting levels for safety and comfort, and seamlessly integrate with the city's larger smart network.
- **PRECISION AGRICULTURE**
Advanced farming practices that leverage technology for improved efficiency and sustainability.
- **SMART PARKING**
Systems that guide drivers to available spaces, reducing search time and traffic congestion.
- **URBAN PLANNING**
Use of AI and data analysis for effective urban planning and development.
- **ADVANCED SECURITY SYSTEMS**
Comprehensive security solutions leveraging AI, biometrics, and other advanced technologies.
- **SMART SHOPPING AND DELIVERY SERVICES**
Digital platforms for efficient commerce, including autonomous delivery solutions.
- **WASTE AND WATER MANAGEMENT**
Sustainable and efficient systems for waste disposal and water recycling.
- **HEALTHCARE INNOVATIONS**
Integration of telemedicine, wearable technology, and AI for enhanced healthcare services.



By integrating these technologies, Neom becomes a live, operating model of what a fully integrated smart city looks like. The city also serves as the ideal testbed for developing and perfecting these technologies, attracting talent and establishing Neom as a pioneer in the global smart city space.

Through the process of integrating these technologies, Neom can package the resulting systems and sell the rights to replicate them to other cities worldwide. This approach not only drives significant revenue but also cements Neom's reputation as a global leader in smart city innovation, thereby greatly enhancing its brand value and attractiveness as a place to live and work, presenting a significant opportunity for Neom to globalise its innovative solutions, revolutionising urban living worldwide.

This strategy is not limited, and can be applied to various other areas, establishing Neom as a world leader in cross-field technological innovation. These areas include but are not limited to:

- **SUSTAINABLE ENERGY**

The aggregation of renewable energy technologies, energy storage solutions, grid management systems, and energy efficiency innovations could help create a sustainable energy model that could be licensed to other cities or regions.

- **FOOD / AG TECH**

Neom could become a hub for innovative agricultural technologies, including precision farming, vertical farming, aquaponics, and gene-edited crops. These combined technologies could form an advanced, sustainable farming system that could be licensed globally.

- **MEDICAL TECHNOLOGY**

By aggregating cutting-edge medical technologies such as telemedicine, AI in diagnostics, genomics, and personalised medicine, Neom could serve as a model for the future of healthcare, which could be licensed to other cities or healthcare providers.

- **ADVANCED MANUFACTURING**

By integrating innovations in automation, 3D printing, AI, IoT, and other advanced manufacturing technologies, Neom could create a blueprint for the future of manufacturing that could be licensed to manufacturers worldwide.

- **EDUCATION TECHNOLOGY**

By incorporating the latest advances in online learning, AI tutoring, VR/AR in education, and other EdTech innovations, Neom could become a model for the future of education, which could be licensed to other cities or educational institutions.

- **WASTE MANAGEMENT**

Combining technologies for recycling, composting, energy recovery, and landfill management, Neom could create a blueprint for efficient and sustainable waste management that could be licensed to other cities or waste management companies.

- **WATER MANAGEMENT**

By aggregating technologies related to water purification, desalination, rainwater harvesting, and smart water metering, Neom could create a model for efficient and sustainable water management, which could be licensed to other regions facing water scarcity.

- **HOSPITALITY AND TOURISM**

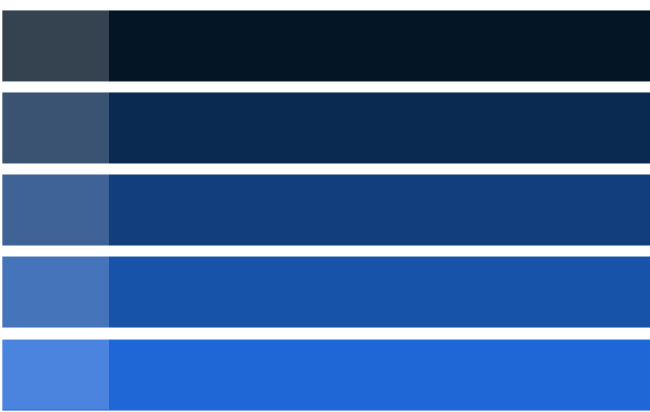
By integrating smart hotel technologies, AI-based travel planning, immersive entertainment experiences, and sustainable tourism practices, Neom could set a new standard for the hospitality and tourism industry, which could be licensed globally.

- **SMART BUILDING**

Aggregating technologies related to green building materials, smart home devices, energy-efficient design, and IoT, Neom could set a new standard for sustainable and intelligent building design, which could be licensed to construction companies worldwide.

- **TRAVEL AND TRANSPORTATION**

Neom can become a hub for the aggregation of modern travel and transportation technologies. This could include innovations in electric and autonomous vehicles, smart traffic management systems, ride-sharing technologies, high-speed rail technologies, drone delivery services, and even advancements in air travel.



NEOM'S INTELLECTUAL PROPERTY ASSETS AND THEIR VALUE

Neom, as a city designed for the future, is an aggregator of an unprecedented scale of technology, making it the world's most ambitious hub of innovation and breakthrough. In doing so, it will develop a multitude of intellectual property assets that could significantly contribute to its value proposition.

The primary source of these intellectual property assets is the wide array of technologies being incorporated into every aspect of Neom's design and operation.

Intellectual Property Assets: Sources and Significance

The primary source of these intellectual property assets is the wide array of technologies being integrated into Neom. These span sectors such as smart city infrastructure, transportation, sustainability, healthcare, education, and more. As these technologies are developed, tested, and implemented, they will result in a multitude of patents, trade secrets, and other forms of intellectual property.

These assets have enormous value for Neom, serving both as proof of its innovative spirit and as tangible, protectable assets that can be licensed, sold, or used to attract investment. Furthermore, as these technologies set new benchmarks in their respective fields, the associated intellectual property will serve to secure Neom's position at the forefront of innovation.

Licensing Opportunities for Neom's Innovative Technologies

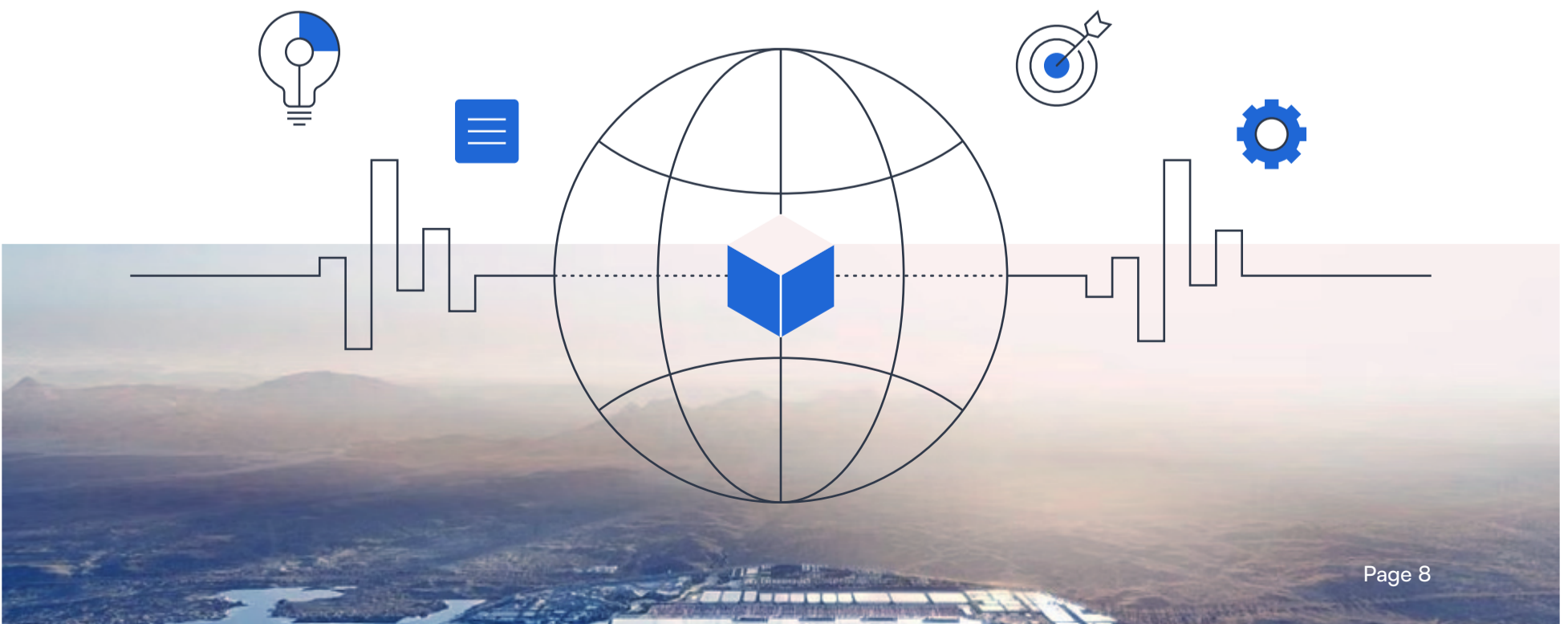
Neom's IP assets represent a unique opportunity for licensing. By licensing the technologies they've developed, Neom not only generates a new revenue stream, but also facilitates the global diffusion of its pioneering solutions. Cities, companies, and organizations around the world may be interested in licensing Neom's technologies to take advantage of their cutting-edge features and proven success. For instance, a municipality might license Neom's smart grid technology to improve its energy efficiency, while a smart city company could license Neom's AI algorithms to enhance its products.

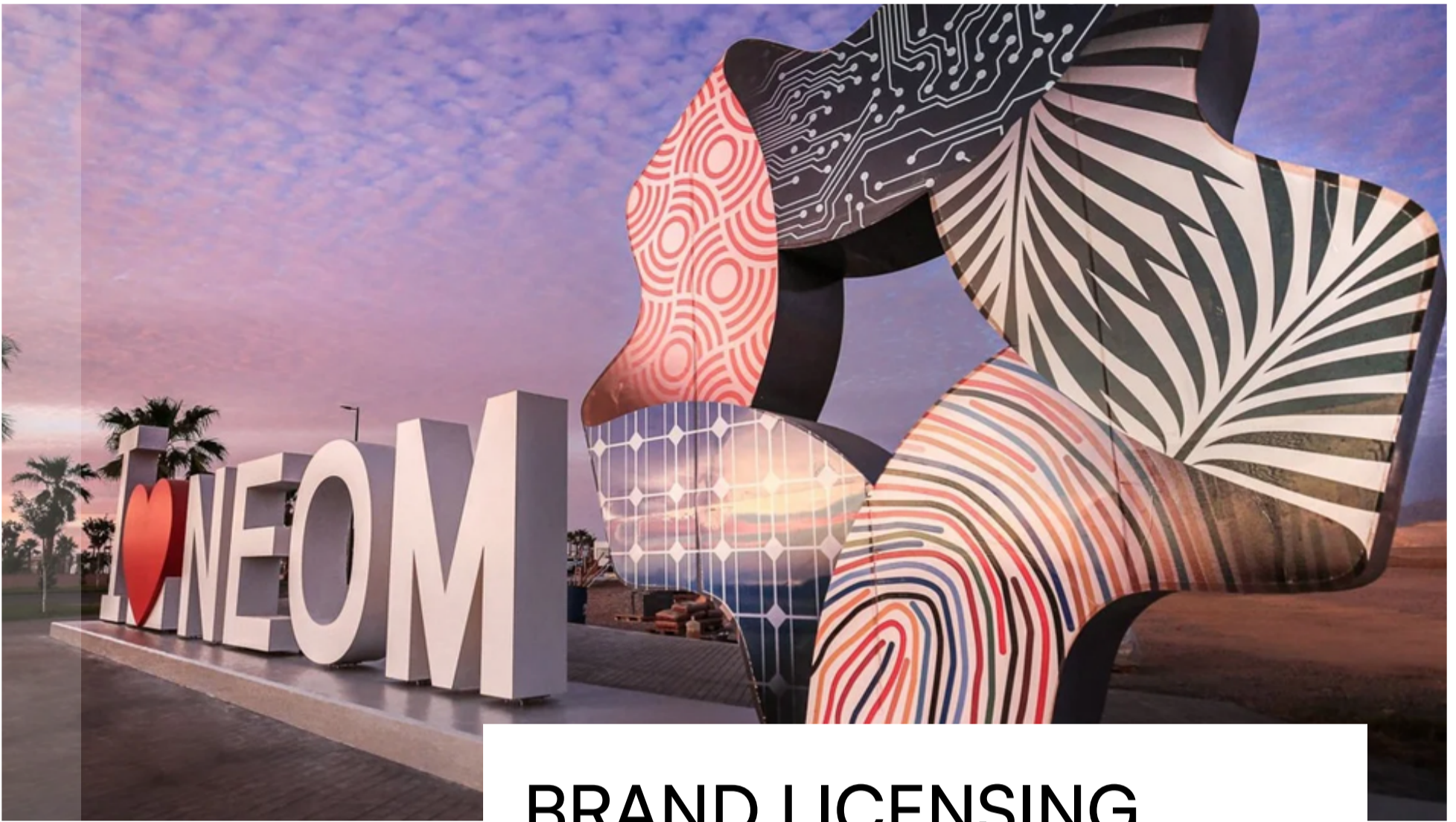
Benefits and Revenue Potential of Intellectual Property Licensing

Intellectual property licensing presents several key benefits for Neom. The direct benefit is the generation of revenue. Licensing fees can represent a significant, steady stream of income that supports the continuous development of Neom.

IP licensing contributes to the global recognition and value of Neom's brand. As more entities adopt Neom's technologies, the city's reputation as a hub of innovation will be reinforced.

IP licensing encourages global technology transfer, allowing the groundbreaking technologies developed in Neom to contribute to progress worldwide. As these technologies become more widely adopted, they can help address pressing global challenges, such as urban sustainability, energy efficiency, and advanced healthcare, cementing Neom's legacy as a city that not only envisioned the future but played an active role in shaping it.





BRAND LICENSING

The Power of the Neom Brand and its Global Recognition

The brand power of Neom is founded on its vision to be the beacon of the future, a model city built on the principles of technological innovation, sustainability, and advanced urban development. Neom's core values, its commitment to these principles, and the city's potential to truly redefine the concept of a smart city, have already made it a globally recognized brand. The ambitious project has drawn attention from all corners of the globe, from investors and technology companies to potential residents and the general public.

The brand power of Neom is further enhanced by its unique geographical location, strategic partnerships, and the diversity of sectors it plans to revolutionize. By consistently aligning all its operations and communications with its visionary identity, Neom has the potential to build a powerful, influential, and globally recognized brand.

Licensing the Neom Brand for Various Products and Services

Licensing the Neom brand to various products and services offers a lucrative avenue to drive brand growth and revenue generation. By attaching its brand to a diverse range of products and services, from tech solutions and smart appliances to educational services and healthcare products, Neom can further increase its global visibility.

These products and services would not only bear the Neom brand but also embody its values of innovation, sustainability, and smart living. This helps to ensure that the products and services associated with the Neom brand are in line with its mission, contributing to the building of a consistent and strong brand image.

Collaboration Opportunities with Businesses in Different Sectors

Through brand licensing, Neom opens doors to numerous collaboration opportunities with businesses across various sectors. These sectors include, but are not limited to, technology, energy, education, healthcare, agriculture, manufacturing, and tourism.

Businesses associated with the Neom brand could gain access to advanced technologies and smart city solutions developed within the city, while also benefiting from the global recognition and trust associated with the Neom brand. These collaborations would not only help to diversify Neom's revenue streams but also further enhance the global footprint of the Neom brand.

Brand Licensing as a Revenue Generator and Brand Expansion Strategy

Brand licensing serves as a dual-purpose strategy for Neom. Firstly, it acts as a substantial revenue generator. By licensing its brand to various products and services, Neom can secure royalty payments, adding a recurring revenue stream that can contribute to the city's financial stability and growth.

Secondly, brand licensing serves as a potent brand expansion strategy. As products and services bearing the Neom brand make their way into markets worldwide, the brand visibility of Neom is substantially increased. Each licensed product or service effectively acts as an ambassador for the Neom brand, spreading its vision of a sustainable, smart, and advanced future.

In conclusion, brand licensing presents an exciting opportunity for Neom to expand its brand presence, diversify its revenue, and pave the way for global collaborations. The strategy reinforces Neom's vision of becoming a global leader in technology and innovation, while also providing a roadmap for how the city can leverage its brand power to drive growth and global influence.





TECHNOLOGY AND INNOVATION PARTNERSHIPS

Importance of strategic partnerships for technology and innovation

Strategic partnerships play a pivotal role in accelerating technology and innovation within Neom. Given the breadth of Neom's ambitions, partnerships with companies, research institutions, and startups across the globe will be vital to achieving the city's goals.

These partnerships can help Neom gain access to cutting-edge technologies and expertise beyond its internal capabilities. Collaborating with different entities also promotes cross-pollination of ideas, fostering an environment ripe for groundbreaking innovation. These alliances not only fuel technological advancement but also increase efficiency and reduce the time to market for new solutions, thereby providing a competitive advantage for Neom.

Collaborating with technology companies, research institutions, and startups

Neom has the potential to establish collaborations with a diverse range of entities across the innovation landscape. Technology companies can bring in their advanced solutions, sector-specific expertise, and established market presence.



Research institutions, renowned for their exploratory and academic prowess, can provide theoretical insights, groundbreaking research, and a pool of skilled talent. Startups, on the other hand, offer agility, out-of-the-box thinking, and an inherent drive to disrupt the status quo.

These collaborations can manifest in various ways, such as joint research and development projects, pilot programs, technology licensing agreements, and more. By integrating these external innovations into its infrastructure, Neom can continuously enhance its cityscape and stay at the forefront of technological advancements.

Licensing agreements for access to external innovations and expertise

Licensing agreements are an efficient way for Neom to secure access to external innovations. These agreements allow Neom to use and integrate patented technologies, proprietary methodologies, and specialized knowledge into its systems. Such agreements also offer a form of risk mitigation, as they eliminate the need for Neom to invest heavily in developing similar technologies in-house.

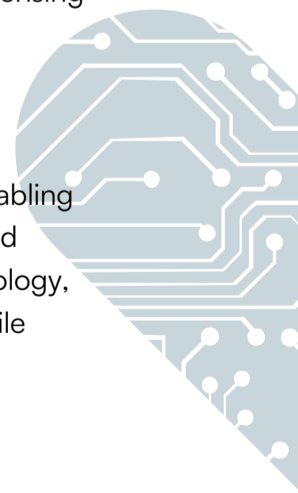
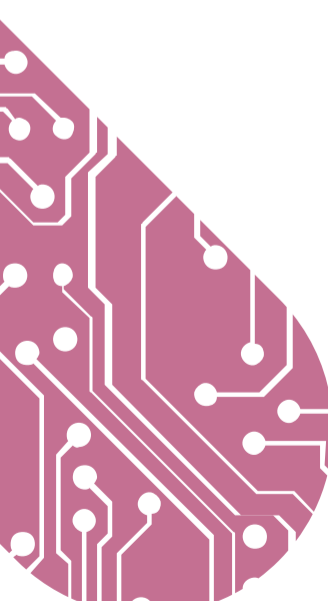
These licensing agreements are not unidirectional - they can also work in the reverse, allowing other entities to leverage Neom's intellectual property. This ensures that the benefits of Neom's innovations can reach beyond its geographical boundaries, promoting global technological progress.

Mutual benefits and revenue potential of technology partnerships

Technology partnerships offer mutual benefits. For Neom, they provide access to cutting-edge technologies and know-how, bolstering the city's status as a global hub of innovation. For its partners, they offer a unique testing ground for new technologies and access to a wide market for their solutions.

These partnerships can also unlock significant revenue potential. Joint ventures can lead to the development of new technologies that can be commercialized. Licensing agreements can generate steady streams of royalty income. Furthermore, successful collaborations can attract more investments into Neom, fostering a conducive environment for sustained economic growth and innovation.

Strategic technology and innovation partnerships play an important role in enabling Neom to realise its vision. By collaborating with a diverse range of partners and leveraging licensing agreements, Neom can stay at the cutting edge of technology, enhance its value proposition, and create a sustainable revenue model, all while contributing positively to global technological progress.



SUMMARY

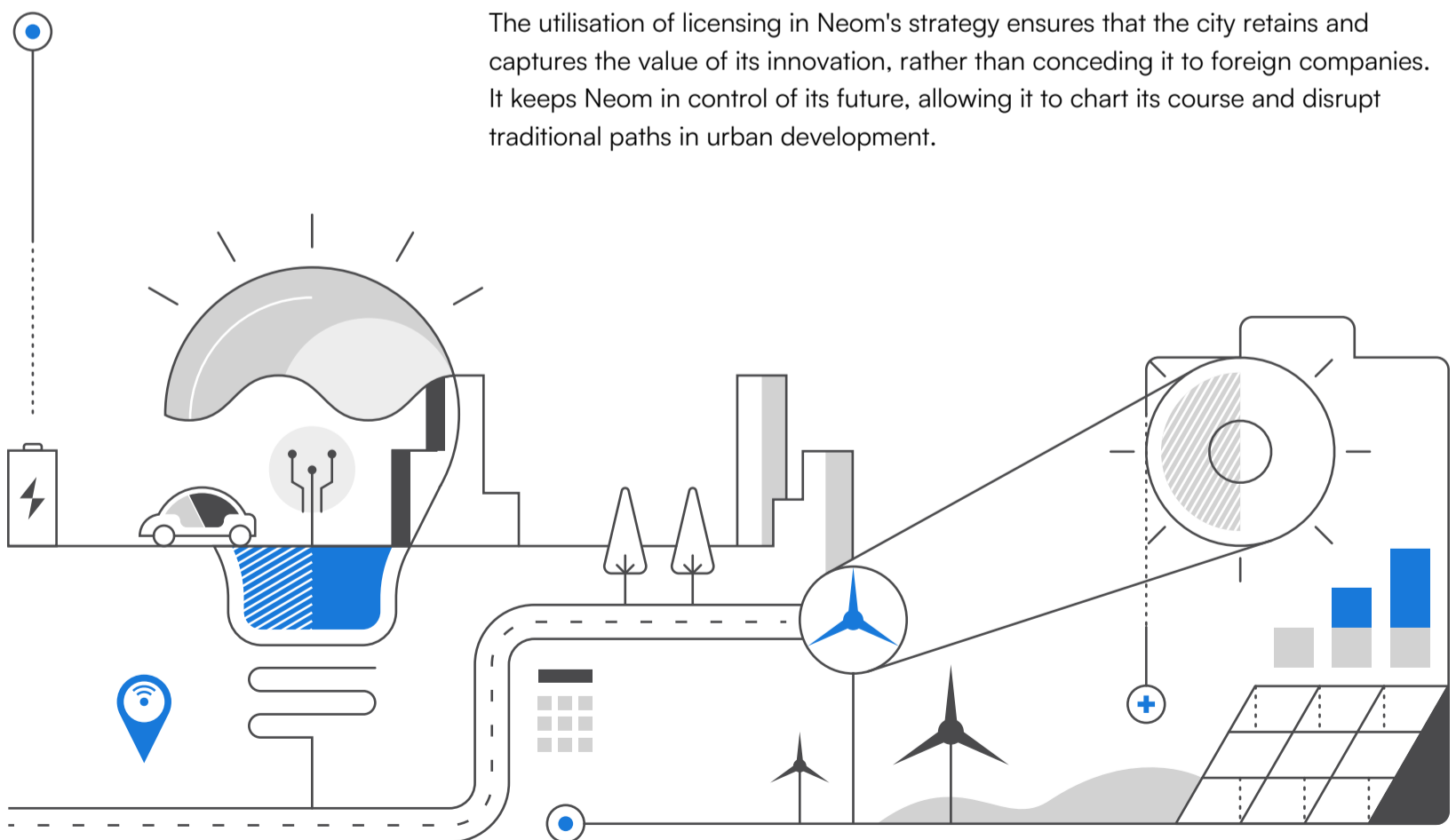
Neom, envisioned as the city of the future, is uniquely positioned to leverage licensing as a core strategy for its growth and development. This strategy not only enables the city to fund its ambitious projects but also creates a sustainable revenue model, positions Neom as a global technology leader, and paves the way for a technologically advanced future.

By integrating a wide array of technologies, Neom becomes an aggregator of innovation, creating a portfolio of intellectual property assets of unparalleled value. These assets, representing the best of modern technological advances, can be licensed to cities, companies, and organisations worldwide, creating a significant revenue stream for Neom and ensuring its innovations benefit the global community.

Simultaneously, licensing the Neom brand enhances its global recognition, attracts investment, and opens opportunities for collaborations across various sectors. It effectively turns the city into a global brand, creating new avenues for value creation.

Moreover, Neom can enter strategic partnerships with technology companies, research institutions, and startups, gaining access to their innovations and expertise through licensing agreements. This approach not only fast-tracks Neom's development but also fosters a collaborative ecosystem conducive to breakthrough innovation.

The utilisation of licensing in Neom's strategy ensures that the city retains and captures the value of its innovation, rather than conceding it to foreign companies. It keeps Neom in control of its future, allowing it to chart its course and disrupt traditional paths in urban development.



ILOCX



NEOM