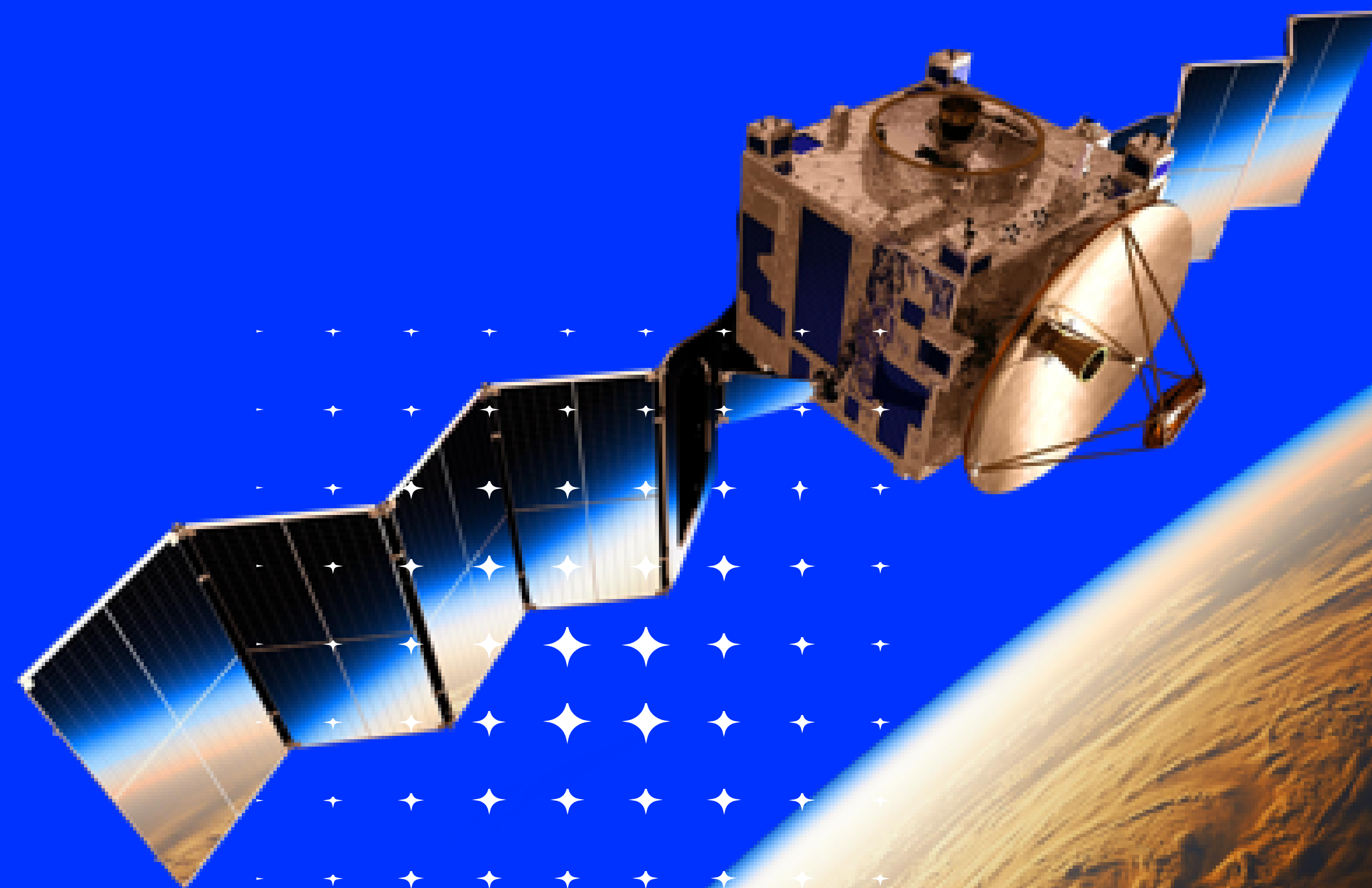




BY LEADING THE DEVELOPMENT OF..

13

PRIORITY SECTORS

Newly Established
National Champion for Space

- Aerospace & defense
- Transport & logistics
- Automotive
- Real estate
- Construction & building components & services
- Telecom, media & technology
- Consumer goods & retail
- Metals & mining
- Utilities & renewables
- Financial services
- Entertainment, leisure & sports
- Food & agriculture
- Healthcare

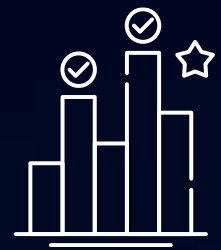
6

INVESTMENT POOLS

- Saudi equity holding
- Saudi sector development
- Saudi real estate & infrastructure development
- Saudi giga projects
- International strategic investments
- International diversified pool

COMPANY OVERVIEW

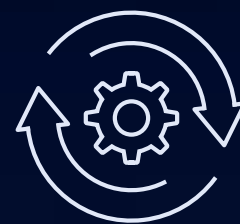
NSG is a strategic investment for the Public Investment Fund (PIF) in the space sector within its mandate as an enabler of the Vision 2030 goals for:



**Economic
diversification**



Innovation



**Industrial
development**



Job creation

NSG aims to become the leading commercial space services provider in Saudi Arabia and a major player on the global stage.

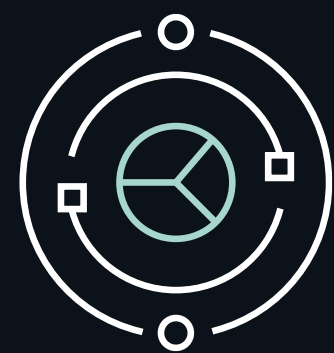
We are a global space services company offering a broad portfolio of communications services, and actively investing in space technology.



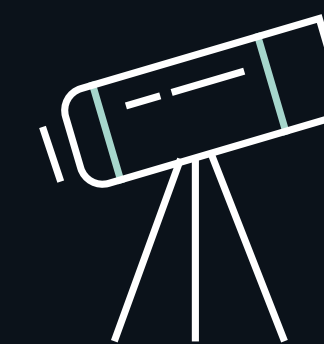
COMPANY OBJECTIVES



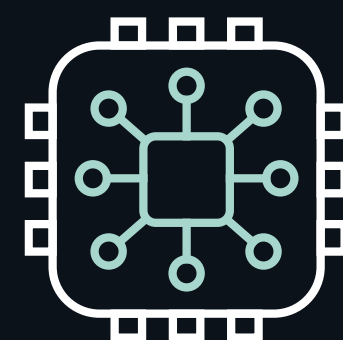
Achieve PIF
return targets



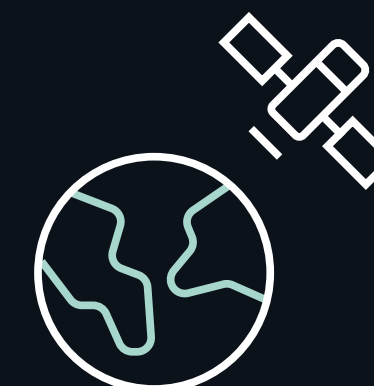
Utilize existing assets
and capabilities



Pursue space activities
in a measured and
balanced approach



Localize cutting-edge
technology and knowledge



Support the broader
KSA space ambition

BUSINESS DIVISIONS

NEO SPACE GROUP (NSG) is organized by Business Divisions, each of them covering one of the 4 Company strategic pillars

	SATELLITE COMMUNICATIONS	◆ Become an integrated multi-orbit/frequency, value-added service provider combining own capacity with 3rd party capacity and orbit-agnostic user terminals
	GEOSPATIAL	◆ Become a leading geospatial insight provider, leveraging an integration platform fueled by multiple types of analytics and data
	PNT –POSITIONING, NAVIGATION & TIMING	◆ Become a global leader in providing comprehensive PNT solutions, including SBAS, GNSS, geofencing, and enhanced navigation services, ensuring precise positioning and synchronization across industries
	NEO SPACE VC FUND	◆ Build a leading NewSpace VC fund, investing in multiple start-ups with obligations to localize some activities in KSA



OUR EXECUTIVE LEADERSHIP TEAM



Martijn Blanken
Chief Executive Officer



Raoul Berthillon
Chief Finance Officer



Nathan O Konek
General Counsel



Moutaz Masshour
Chief Human Resource Officer



Jason Andrews
President (Acting), Geospatial
Division



Philippe Carette
Chief Operating Officer / President of
Satellite Communications Division



Safinaz Murshid
Chief of Staff



Mark Dickinson
Chief Technology Officer