



KSA AutoConnect

Webinar



U.S.-Saudi Business Council
مجلس الأعمال السعودي الأمريكي



www.ussaudi.org

WEBINAR

Saudi Arabia: Regional Automotive Manufacturing Hub by 2030

APRIL 18, 2024 | 10:00 AM ET / 5:00 PM KSA

About USSBC:

The premier hub for business partnerships between the United States and Saudi Arabia.

The U.S.-Saudi Business Council provide hands-on assistance and strategic solutions to successfully access and navigate the U.S. and Saudi markets.

Scan the below QR code for information on our organization and upcoming activities...



Capacity Building

Identification of potential American investors in sectors of priority to Saudi Arabia



Enabling Partnerships

Labor intensive detailed process to identify, screen, analyze, and introduce potential partners, and assist with follow-ups



Market Intelligence

In-depth Industry Sector Reports, Industry Trend Reports, Weekly Market Briefs, and Customized Company Research to drive trade and investment

Housekeeping:



Q&A

Questions will be taken by the Q&A Zoom feature. Please send in questions at anytime.



Presentations

Recordings and slides will be shared with participants after the webinar



Participants

All participants are automatically muted by webinar administrator



Bader Alhuthail

SR. MANAGER- AUTOMOTIVE SECTOR,
NATIONAL INDUSTRIAL DEVELOPMENT CENTER



Aftab Ahmed

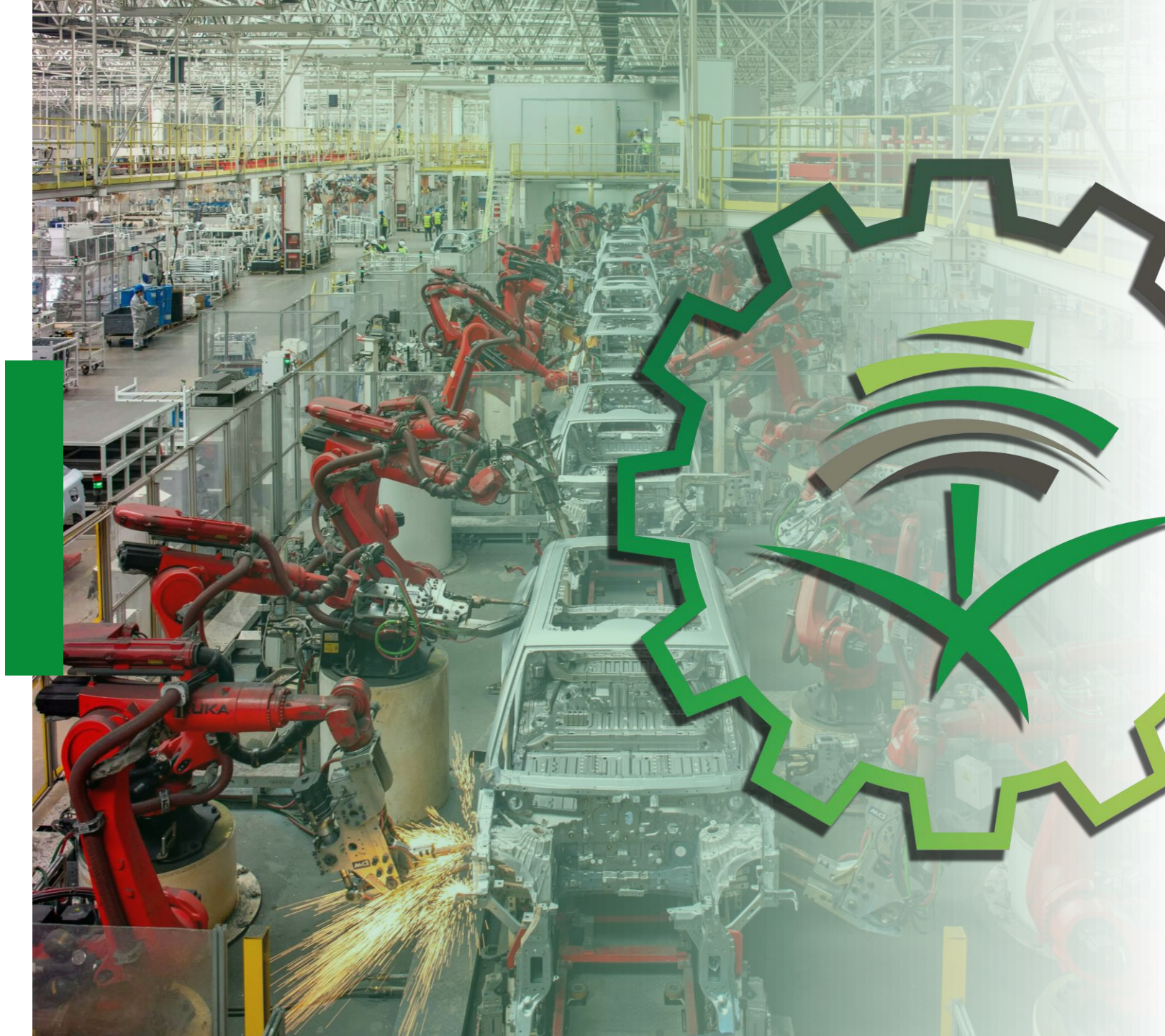
CHIEF AUTOMOTIVE ADVISOR,
NATIONAL INDUSTRIAL DEVELOPMENT CENTER



KSA Automotive Landscape and Opportunities

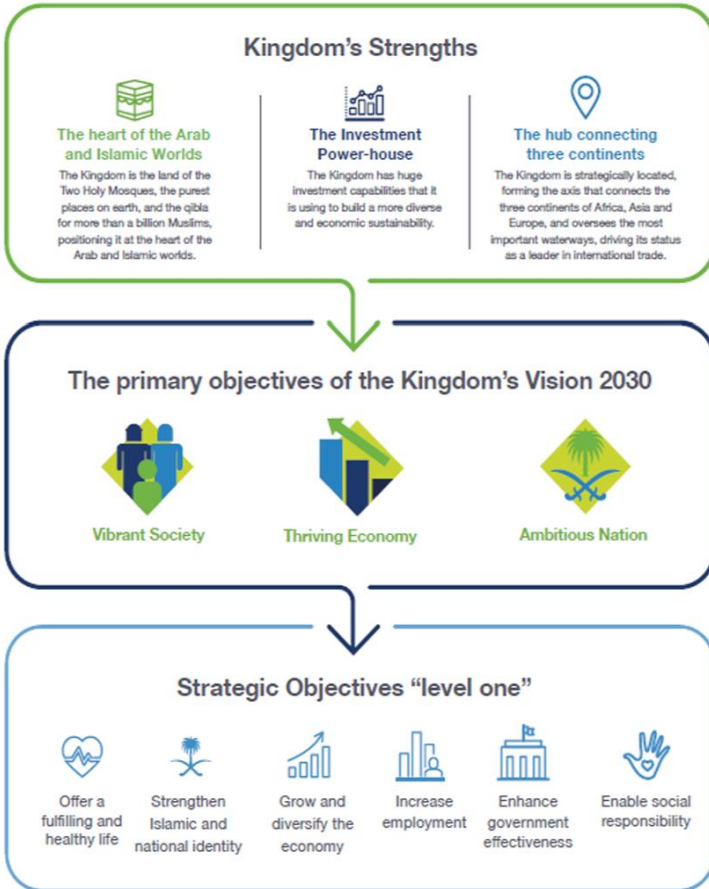
National Industrial Development Center

April 2024



The Kingdom's Vision 2030

The Kingdom's Vision 2030 is a comprehensive national development plan that is transforming the Kingdom of Saudi Arabia. The Vision is being delivered by empowering citizens, investing in the future, and creating a diverse, prosperous and sustainable economy to enrich the lives of citizens.



Saudi Vision 2030 Realization Programs

This next phase of Vision 2030 refreshes the Vision Realization Programs to ensure their consistency with Vision objectives, efficiency and responsiveness to change. Some programs have been restructured and others have been newly created to meet the challenges of the Vision's next phase, while some programs have had their objectives, initiatives and entities updated.



To move from our current position as the 19th largest economy in the world into the top 15



To rise from our current position of 25 to the top 10 countries on the Global Competitiveness Index



To increase foreign direct investment from 3.8% to the international level of 5.7% of GDP



To increase the Public Investment Fund's assets, from SAR 600 billion to over 7 trillion



To increase the private sector's contribution from 40% to 65% of GDP



To increase non-oil government revenue from SAR 163 bn to SAR 1 trillion



To raise the share of non-oil exports in non-oil GDP from 16% to 50%



To increase the localization of oil and gas sectors from 40% to 75%

Saudi Arabia on Map

Saudi Arabia and broader regional view

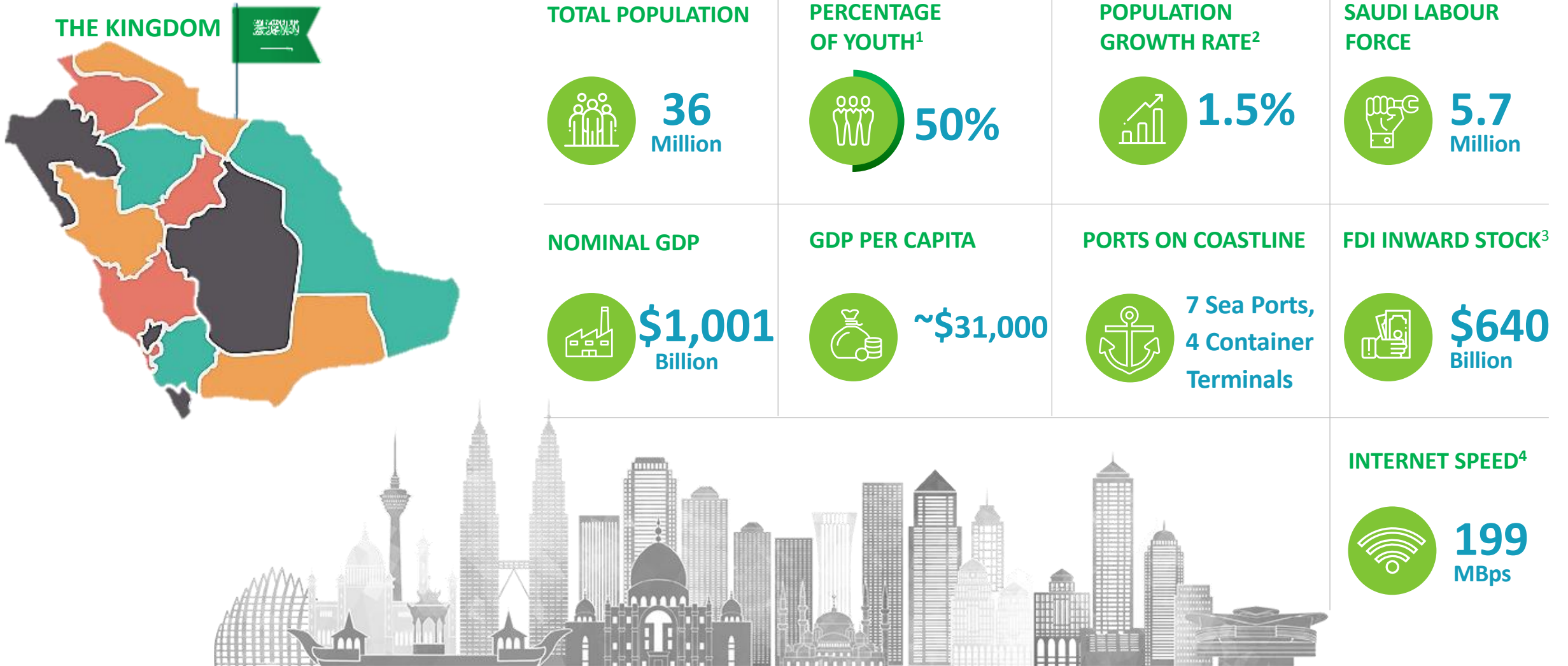


Map of Arabia



Saudi Arabia Key Economy indicators – Phenominal Growth Opportunities

The rank of Ease of doing business in Saudi Arabia improved to 62 in 2019 from 92 in 2018. Ease of Doing Business in Saudi Arabia averaged 51.50 from 2008 until 2019 (World Bank)



(1) Under age of 30; (2) World bank 2022-2022. 3) Saudi Central Bank SAMA2022, 4) Mobile Network Average reported by Communications, Space and Technology Commission (CST) . Source: General Authority for Statistics; The World Bank, Organization for Economic Co-operation and Development, Focus Economics (<https://www.focus-economics.com/countries/saudi-arabia/>)

The National Industrial Development Center (NIDC)

The National Industrial Development Center is specialized in attracting industrial investment and industrial development to the heart of the transformation of the industrial sector in the Kingdom of Saudi Arabia. It is responsible for establishing new industries to diversify the economy and meet the aspirations of Vision 2030.

NIDIC is chaired by HE Bandar AlKhorayef, Minister of Industry and Mineral Resources.

Strategic services to Industrial Investors:



Business Match and Attraction

Attracting investment and helping to create new partnerships and JVs in the Kingdom,



Data sharing

NIDC provide specific data in market, economic evaluation, utilities, salaries etc.



Business Development support

Support Investor in the business case evaluation with expert input



Specific support

Based on the project needs NIDC can support investors to access particular supporting programs

National Industrial Strategy and Automotive Aspirations in KSA

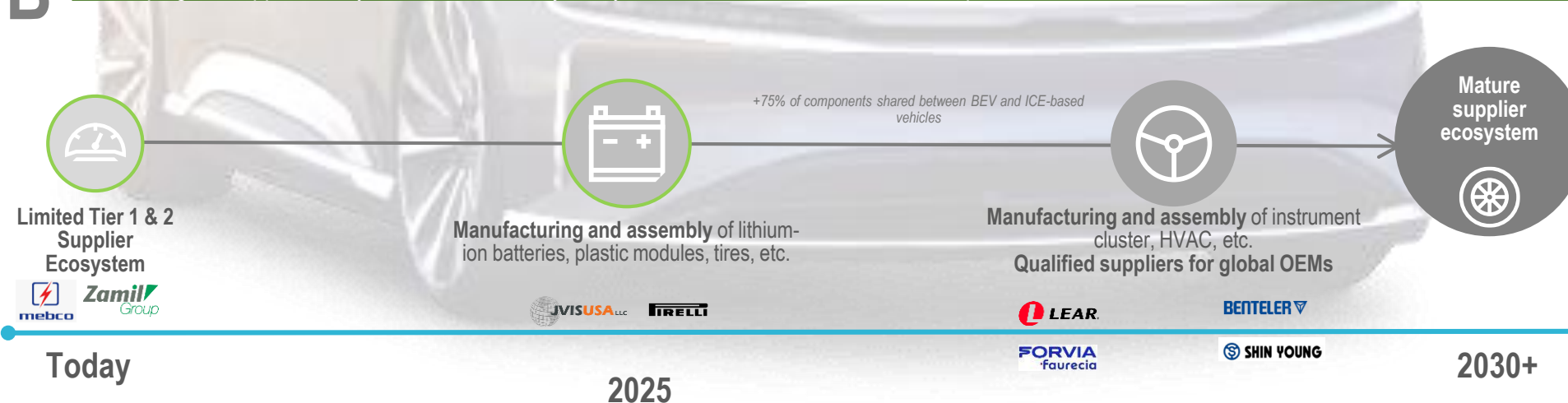
A OEM Development

Immediate investments in Full Scale Manufacturing projects for light vehicles (both BEV and ICE-based) and, in the long-term, Fuel Cell Electric projects



B Automotive Parts Ecosystem

Developing the supplier ecosystem simultaneously is key for the cluster and should focus on parts which are shared between BEV and ICE-based vehicles

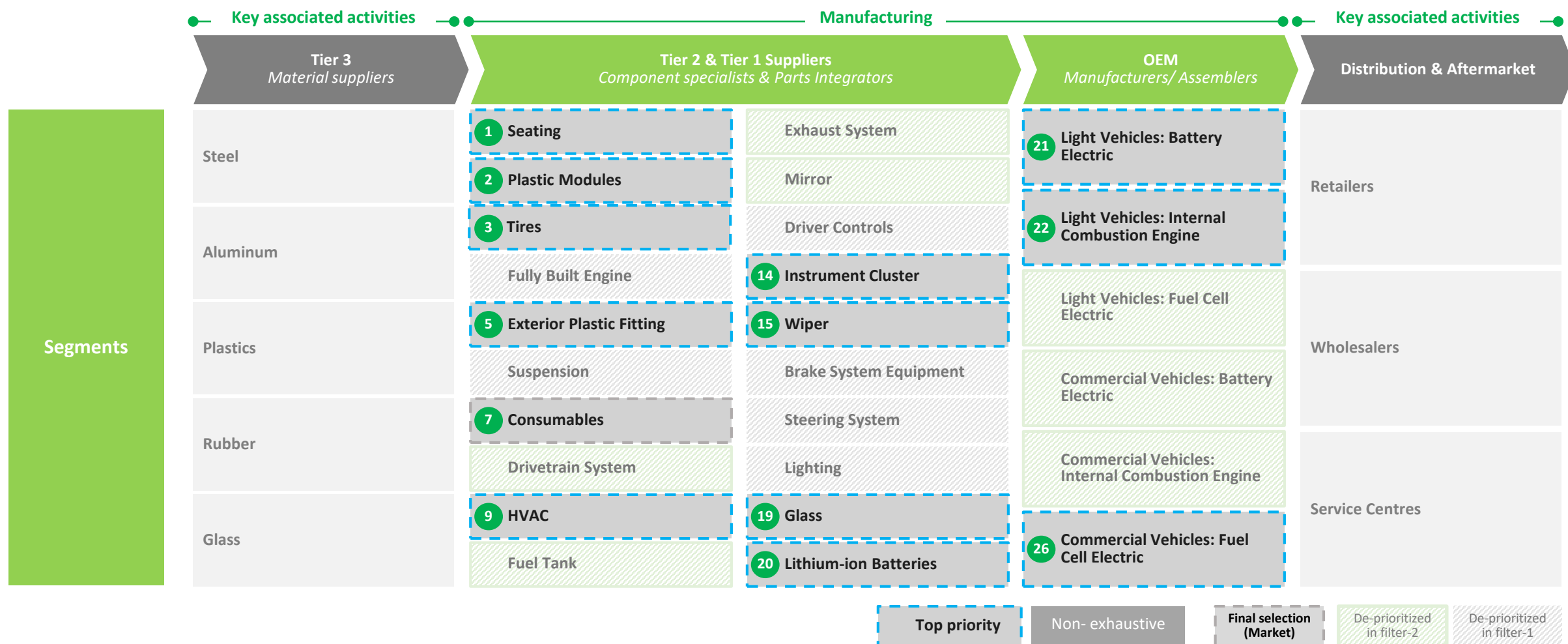


Diverse and high-value added automotive ecosystem

Note: Segments are not dependent on each other and can be developed separately Note: Other opportunities to be evaluated on a case-by-case basis if limited incentives are required and the potential to leverage standard attraction tools
1. Completely/ Semi-Knocked Down; 2. Full Scale Manufacturing; 3. Light vehicle = passenger cars + light commercial vehicles <6t GVW

Selected Segments in the Automotive Industry Value Chain to develop in the KSA Ecosystem prioritizing their relevance for the sector

Automotive Value Chain

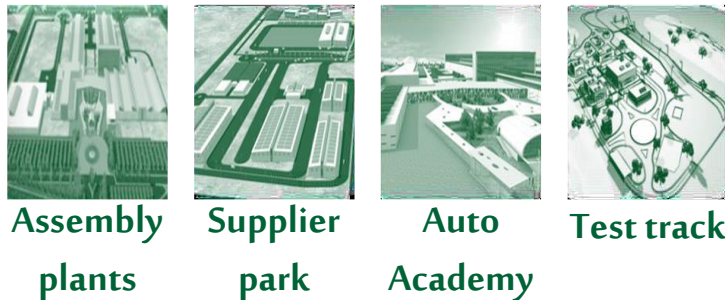
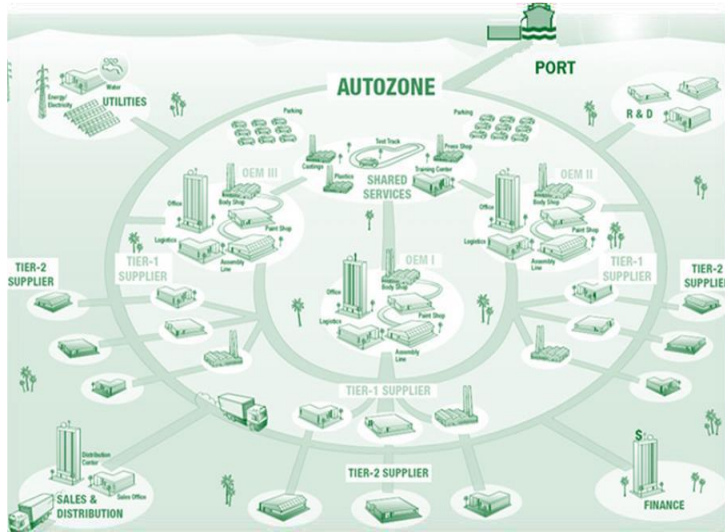


Automotive Sector Vision

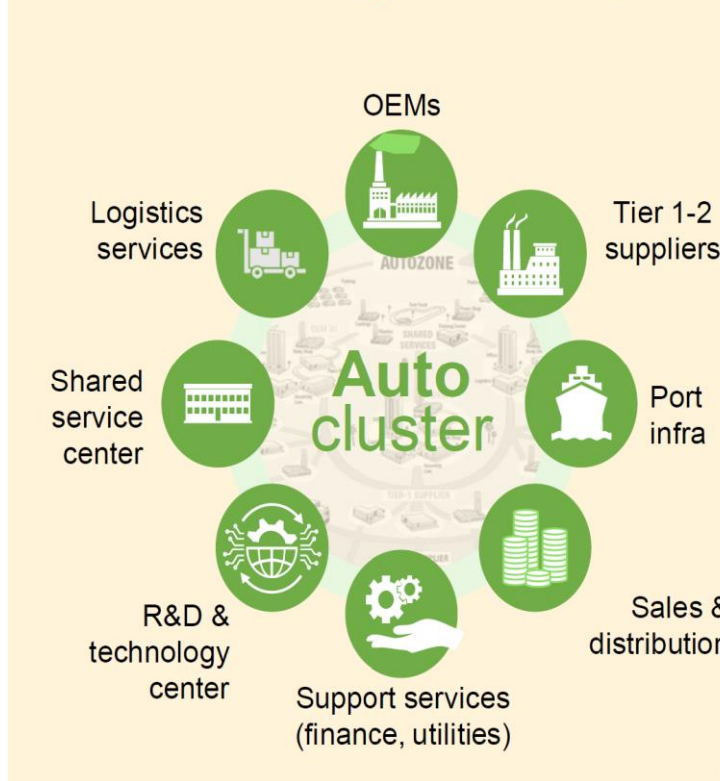
Auto city with high-quality auto infrastructure

- Build economies of scale to lower cost and improve logistics
- Tires & other small shippable parts can be at other locations

Auto city



Automotive ecosystem set-up



4 - 5 OEMs (FSM)



500,000+

Vehicles produced per year



Supplier ecosystem
With 40+%

Local Gross value add



55K²+ Ecosystem Jobs

1 There are, currently, two major projects in execution phase with production capacity of ~330k by 2030, and a third project is under final negotiations.

2 Incl. induced jobs; estimated based on multiplier ratio: (direct + indirect jobs) x (2.02)

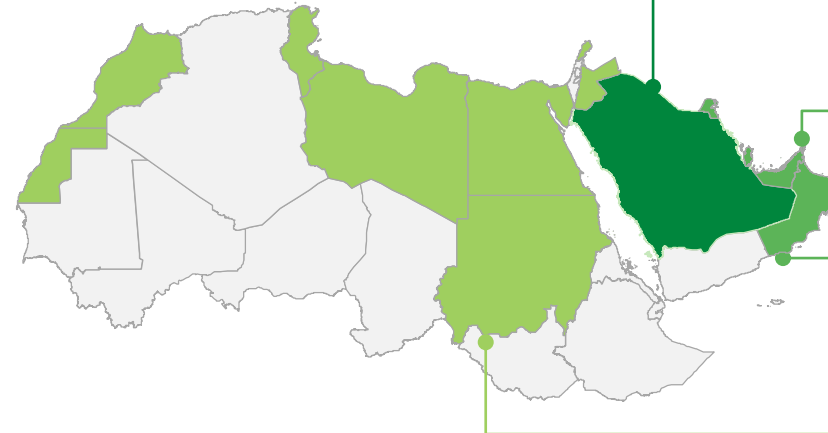
Saudi Arabia's Automotive market is leading the Region with a 42% share in MENA and a sales forecast of ~920K vehicles by 2035



GAFTA FTA - 18 Countries

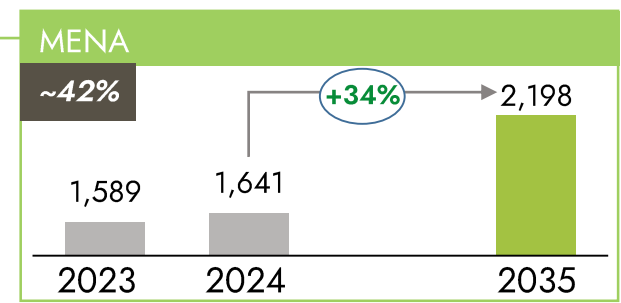
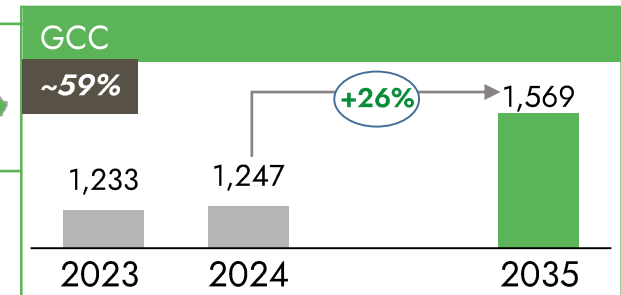
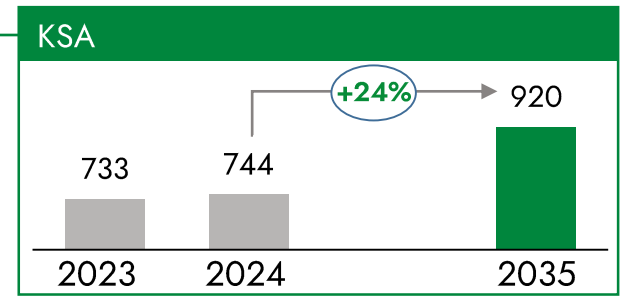
Algeria, Jordan, Libya, Saudi Arabia
Bahrain, Kuwait, Morocco, Sudan,
Egypt, Lebanon, Palestine, Tunisia,
Iraq, Oman, Qatar, Syria,
the UAE, Yemen, Tunisia,

GCC
KSA
Kuwait
UAE
Qatar
Bahrain
Oman



MENA
GCC
Djibouti
Egypt
Jordan
Lebanon
Libya
Morocco
Sudan
Tunisia

Vehicle sold in 2023, 2024 and 2035 are
*Forecast
In thousand units Vehicles



% KSA as percentage of GCC and MENA in 2035

■ KSA ■ GCC ■ MENA

733K* vehicles were sold in KSA in 2023. The Saudi market is led by Japanese, South Korean, and Chinese brands with more than 80% of the sales



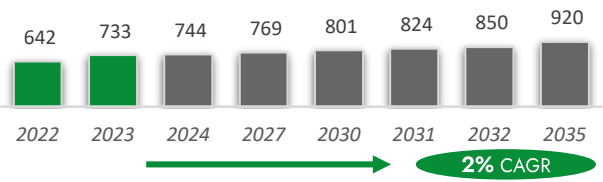
• The Saudi Market is led by **Toyota at 32%** (Camry, Yaris, and Hilux are the top 3 in sales) followed by **Hyundai at 14%** (Elantra, Accent, and Tucson in the top 10) and for the first time, **Changan with 5%** (with Yuexiang and CS35 as top on their sales). These brands have 51% of the total market share.

• **The other half of the market is dynamically shifting, with Asian brands** challenging the market. Changan, MG, and KIA with 5%, Japanese brands Isuzu, and Nissan inverting positions compared to the first half of 2023. Ford recovered 3 positions at 4% closely followed by Mazda at 4% and Geely and Chevrolet at 3%.

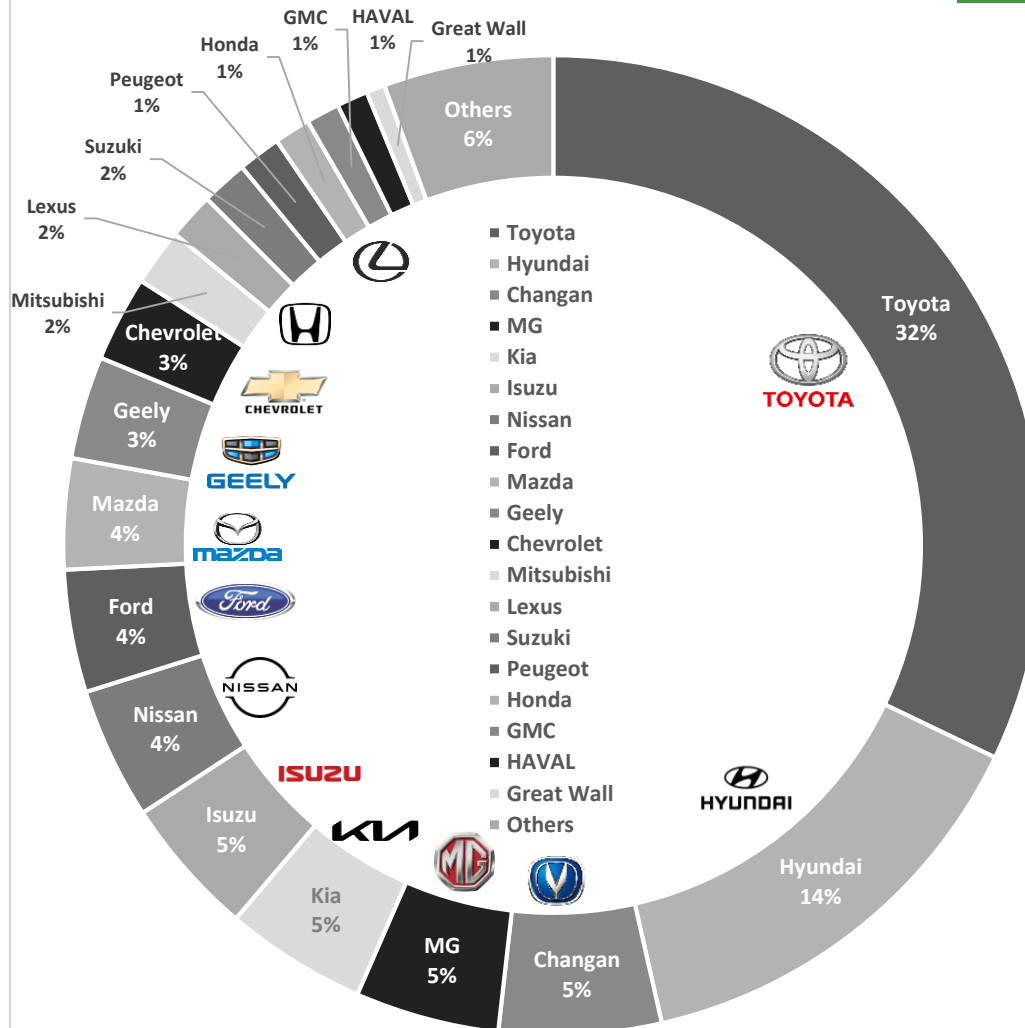
• **The sedan cars represent 45%** of the market mainly in D and C segments. **SUVs have reduced to 37% but are expected to recover in 2024**, consistently followed by **pickup trucks with 11%** of the share in the Saudi market.

• **The sales forecast** expects to achieve a **~2% CAGR growth by 2035 with 920K vehicles** including the EV sales from the new OEMs.

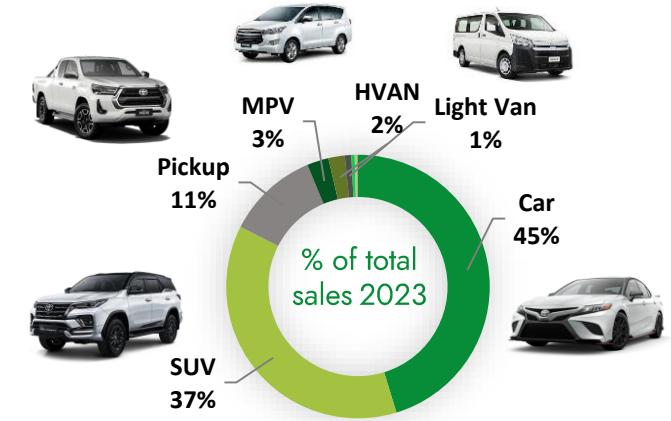
KSA Sales volume forecast [K units]



KSA Sales Market share 2023 [Total vehicles 733K]



Subsegment distribution in KSA



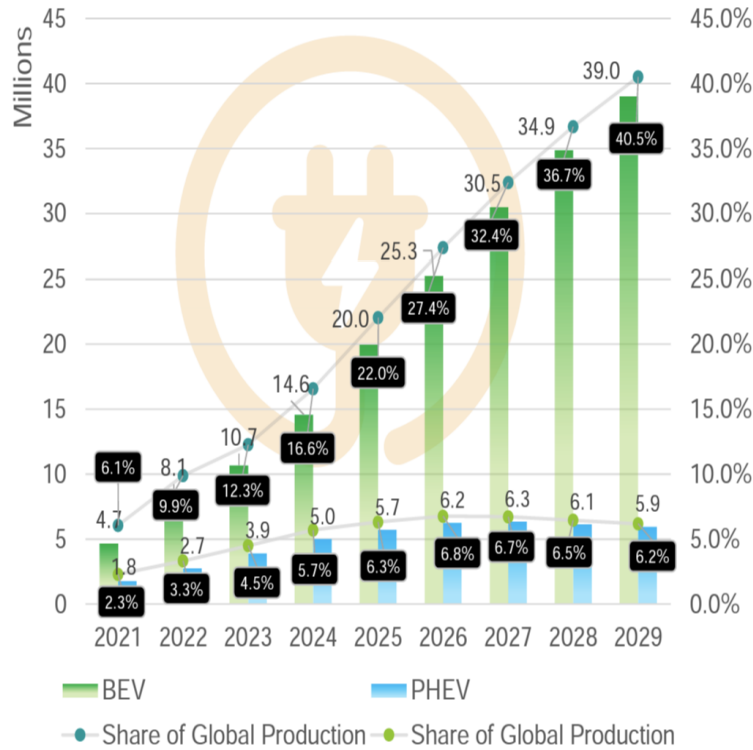
Segment	2023	2024	YoY	%	Top in sales
Car	332,014	328,248	(3,766)	-1%	
D	129,369	128,002	(1,367)	-1%	Camry
C	108,981	101,550	(7,431)	-7%	Elantra
B	76,222	81,275	5,053	7%	Yaris
E	13,185	14,585	1,400	11%	Lexus ES
A	4,073	2,682	(1,391)	-34%	Hyundai i10
F	184	154	(30)	-16%	Bentley Flying Spur
SUV	272,880	282,362	9,482	3%	
C	105,520	96,993	(8,527)	-8%	Tucson
D	67,845	82,768	14,923	22%	Fortuner
B	55,435	61,261	5,826	11%	Creta
E	43,886	41,315	(2,571)	-6%	Land Cruiser
A	194	25	(169)	-87%	Jimmy
Pickup	82,397	95,167	12,770	15%	
C	66,667	78,816	12,149	18%	Hylux
D	15,457	15,892	435	3%	D-Max
A	273	459	186	68%	L200

Electric Vehicles Forecast – Global and KSA

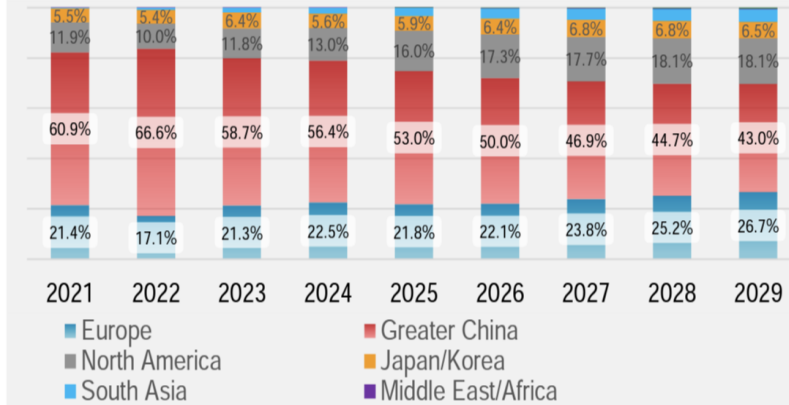
Global production overview – BEV and PHEV

China and Europe lead in BEV and PHEV production; BEV share increased on stimulus effects, product availability and preference – volume and share up in tight market. North America sees greater BEV localization effects emerging in response to IR Act

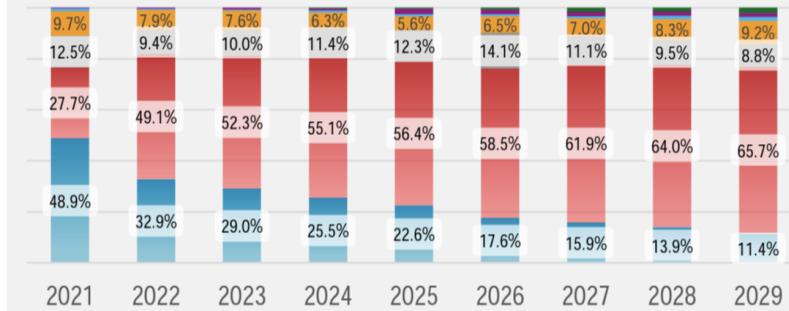
Global BEV and PHEV Production



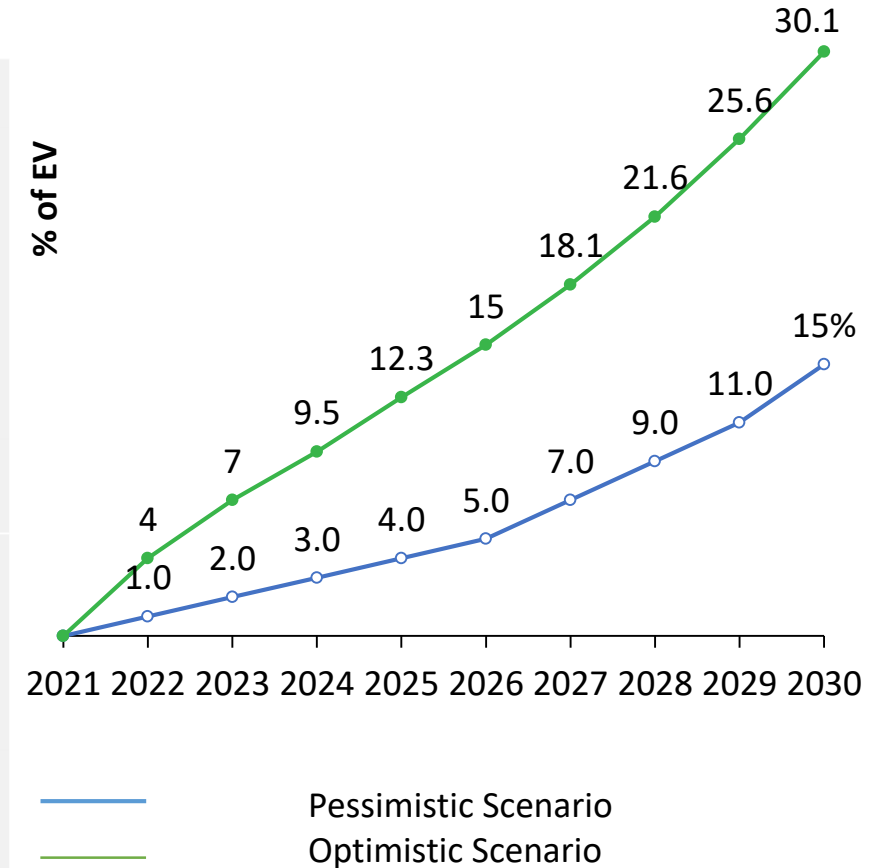
BEV Production by Region



PHEV Production by Region



KSA BEV Sales Projection



Key existing & future projects in the sector

Existing Projects in KSA



CKD
Mercedes-Benz

SKD
MAN

SKD
Volvo/ Renault

SKD > CKD
ISUZU



JV Partner



ISUZU

- SOP: 1977
- Production capacity: 8k

- SOP: 2009
- Production capacity: 3k

- SOP: 1999
- Production capacity: 3k

- SOP: 2012
- Production capacity: 3k estimated to grow to 25k

- Staff: 200 (Peak)
- Location: Jeddah

- Staff: 153 (Peak)
- Location: Jeddah

- Staff: 170 (Peak)
- Location: KAEC

- Staff: 138
- Location: Damman

Recently Announced Future Projects



SKD
SNAM / SsangYong

CBU
Lucid Motors

CBU
CEER

CBU
Hyundai



- SOP: 2024
- Production capacity: 30K
- 2027 Volume: 30K / Yr.

- SOP: 2025
- Production capacity: 150K
- 2027 Volume: ~150K / Yr.

- SOP: 2026
- Production capacity: ~150K+
- 2027 Volume: ~75K

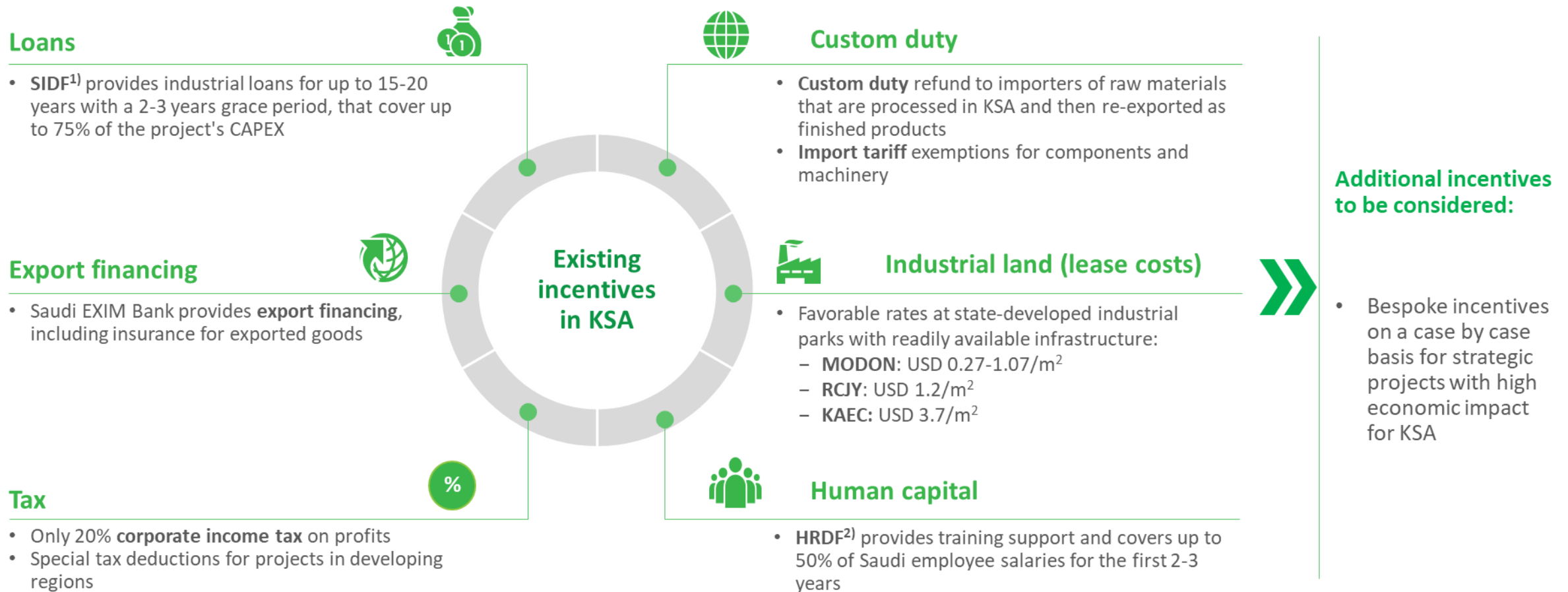
- MOU

- Staff: ~800
- Location: Jubail

- Staff: ~4,000
- Location: KAEC

- Staff: ~4,900
- Location: KAEC

Attractive **off- the shelf investment** support mechanisms are available for the Automotive ecosystem projects in the Kingdom



Non-exhaustive

1) Capped at USD 500 1,000 / month, depending on the employees' education background, gender, Source: NICDP, MODON, RCJY, KAEC, SIDF, MISA, SAUDI Export

وزارة الصناعة
والثروة المعدنية
Ministry of Industry and Mineral Resources



المركز الصناعي
Industrial Center

Connect with the Auto Team

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- au@ic.gov.sa



Ahmed Al-Malki

DIRECTOR OF AUTOMOTIVE IN SECTOR
DEVELOPMENT DEPUTYSHIP,
MINISTRY OF INVESTMENT

KSA Automotive Value Proposition

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



April 2024

An aerial night view of a large industrial complex, likely an oil refinery or petrochemical plant, with numerous towers, pipes, and structures illuminated by artificial lights against a dark sky.

1

**SAUDI
ECONOMIC
OVERVIEW**

A close-up view of a red car on an assembly line, showing the front end and the robotic arm of a welding station. The car is positioned on a yellow lift or conveyor system.

2

**AUTOMOTIVE
SECTOR
STORY**

01 SAUDI ARABIA ECONOMIC OVERVIEW





Saudi Arabia revealed Vision 2030 in 2016 with programs targeting social, cultural and economic transformation across 3 key pillars

"My primary goal is to be an exemplary and leading nation in all aspects, and I will work with you in achieving this endeavor"

*Custodian of the Two Holy Mosques
King Salman Bin Abdulaziz Al Saud*

A vibrant society



A thriving economy



An ambitious nation



Saudi Arabia is the fastest growing G20 economies in the world

17th

Largest economy

\$23k

GDP per capita (2022)

3rd

Lowest debt/GDP (G20)

\$1.1 Tn

2022 GDP

~9%

CAGR (2021-2022)

Fastest

*growing economy
among G20 (2022)*

A sustainable economy

Eminent credit rating

S&P Global

A

MOODY'S

A 1

FitchRatings

A+



Healthy reserves

~\$ 450 Bn

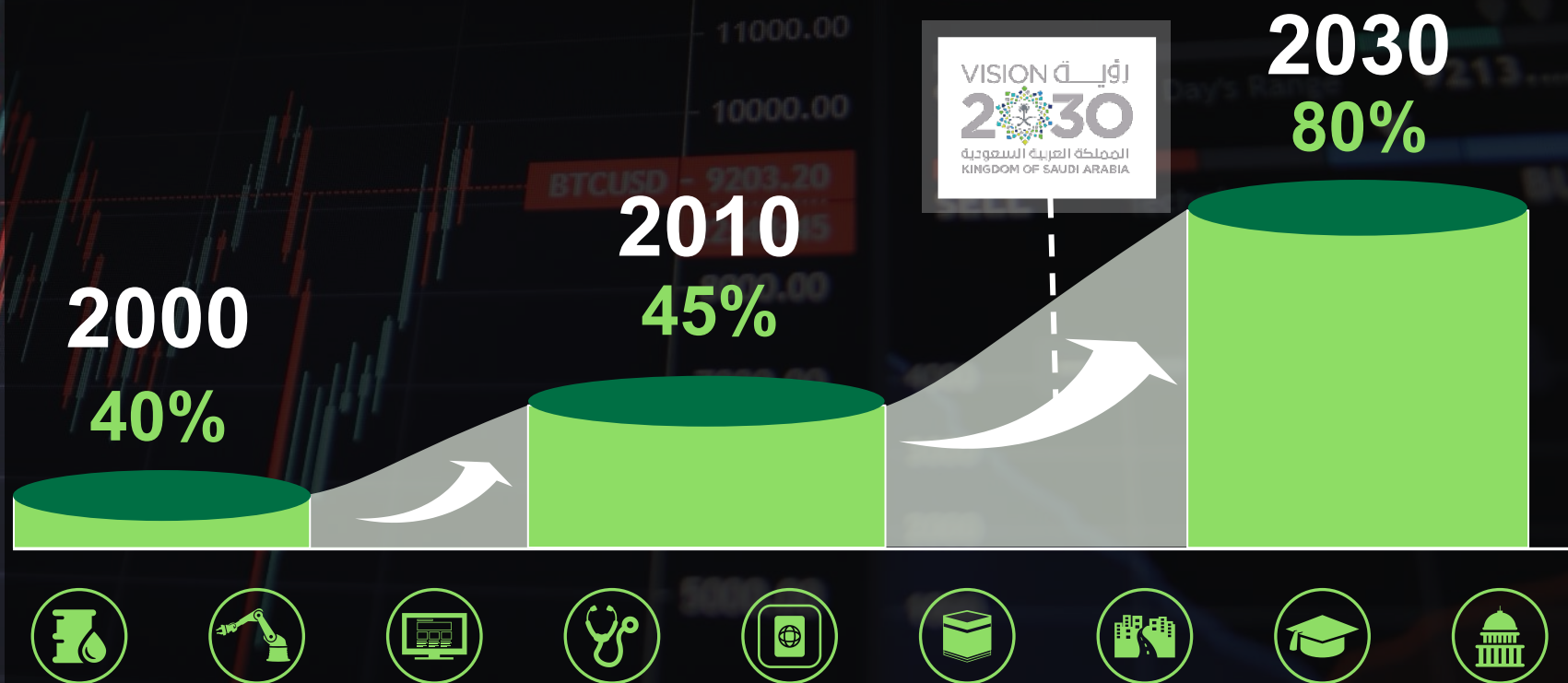
Foreign Exchange Reserves



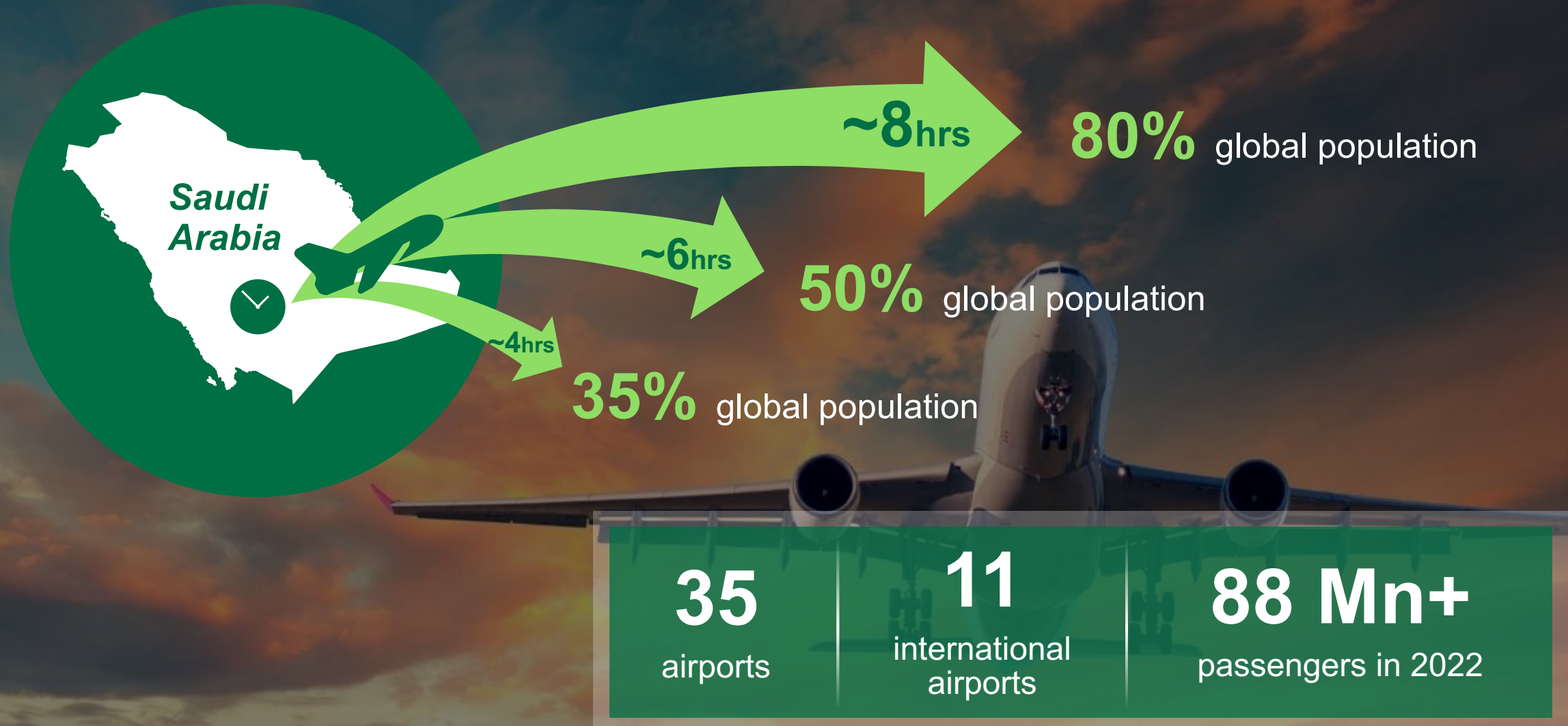
an investment program worth **\$ 3.2 tn** till 2030, targets partnering with the Private sector to support growth

Ambition to diversifying the economy

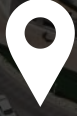
Non-oil GDP Share [%]



Strategic geographic location, connecting 3 continents



Setting up ambitious, world-class projects



Mega projects	Complex, multi-year projects; typically cost >\$1 Bn
----------------------	--



Giga projects	Large-scale, integrated projects; typically cost >\$10 Bn
----------------------	---

Recent changes to support growth

Entities established



Saudi Authority for Intellectual Property

- Support, protect & sponsor IP



Saudi Center for Commercial Arbitration

- Offer alternative resolution services for commercial disputes



General Authority for SMEs

- Support SME growth; clear targets



National Competitiveness Center

- Assess and create transparency of the growth initiatives & impact



Frameworks/Policies

Enforcing contracts

- Automate, digitize and optimize judiciary system for enforcing contracts



Commercial court law

- Optimize commercial judiciary procedure and outputs



Foreign ownership

- Permitted 100% foreign ownership in most sectors (e.g., retail, education, health, etc.)



Government procurement law

- Updated to preserve rights of suppliers



02 AUTOMOTIVE SECTOR STORY

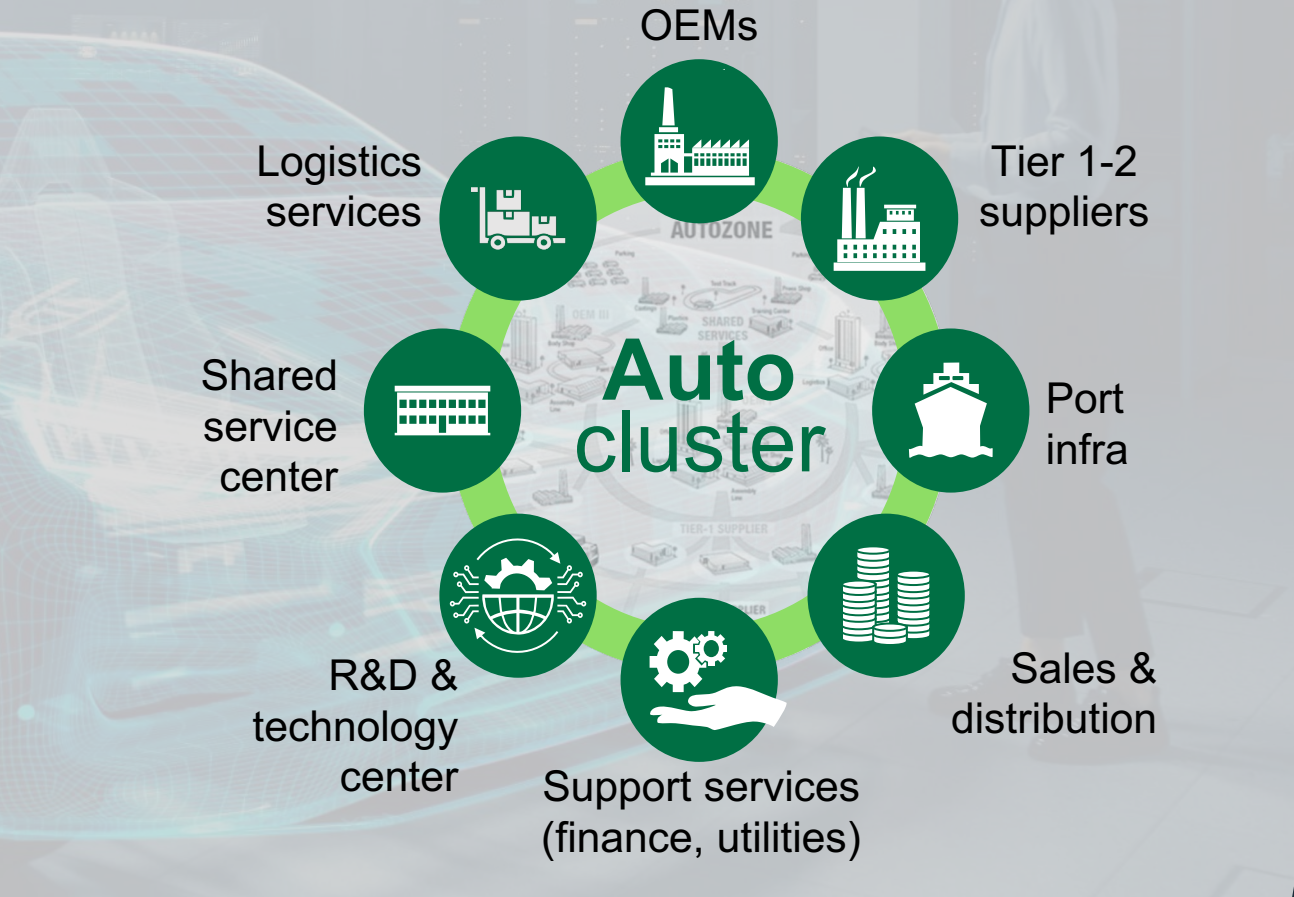


Automotive is a key strategic sector

Key strategic sectors



Automotive ecosystem set-up



Existing market

0.74 mn

new vehicle sales in KSA

~11 mn

Vehicle parc in KSA

17 Countries

Greater Arab Free Trade Agreement (GAFTA)

1.7 mn

new vehicle sales in GAFTA

+35%

of total new vehicle sales of GAFTA in KSA alone

Key targets by 2035

4-5 KSA-based OEMs
(including EV OEMs)

600k+
vehicles produced per year

Supplier ecosystem with
40+% Local Gross Value Add

68,000+
Jobs in the ecosystem

USD 7+ bn
Automotive GDP by 2030

Several automotive projects underway

Non-exhaustive

Manufacturing of premium BEVs



LUCID

Development of a Saudi EV OEM brand



CEER

Assembly of ICE vehicles

Unified government procurement platform



HYUNDAI

Manufacturing of Tires



PIRELLI

Manufacturing of critical Components

Interior & Exteriors Plastic Parts, Seats, Chassis, Hot & Cold Stamping



5 Global Tier 1 Manufacturers*

Development of national charging network



EVIQ

Vocational automotive training institute



Source: Automotive project announcements

* Deals are in final stages before announcements.

Key identified automotive focus areas across the value chain

~USD 22.5 Bn

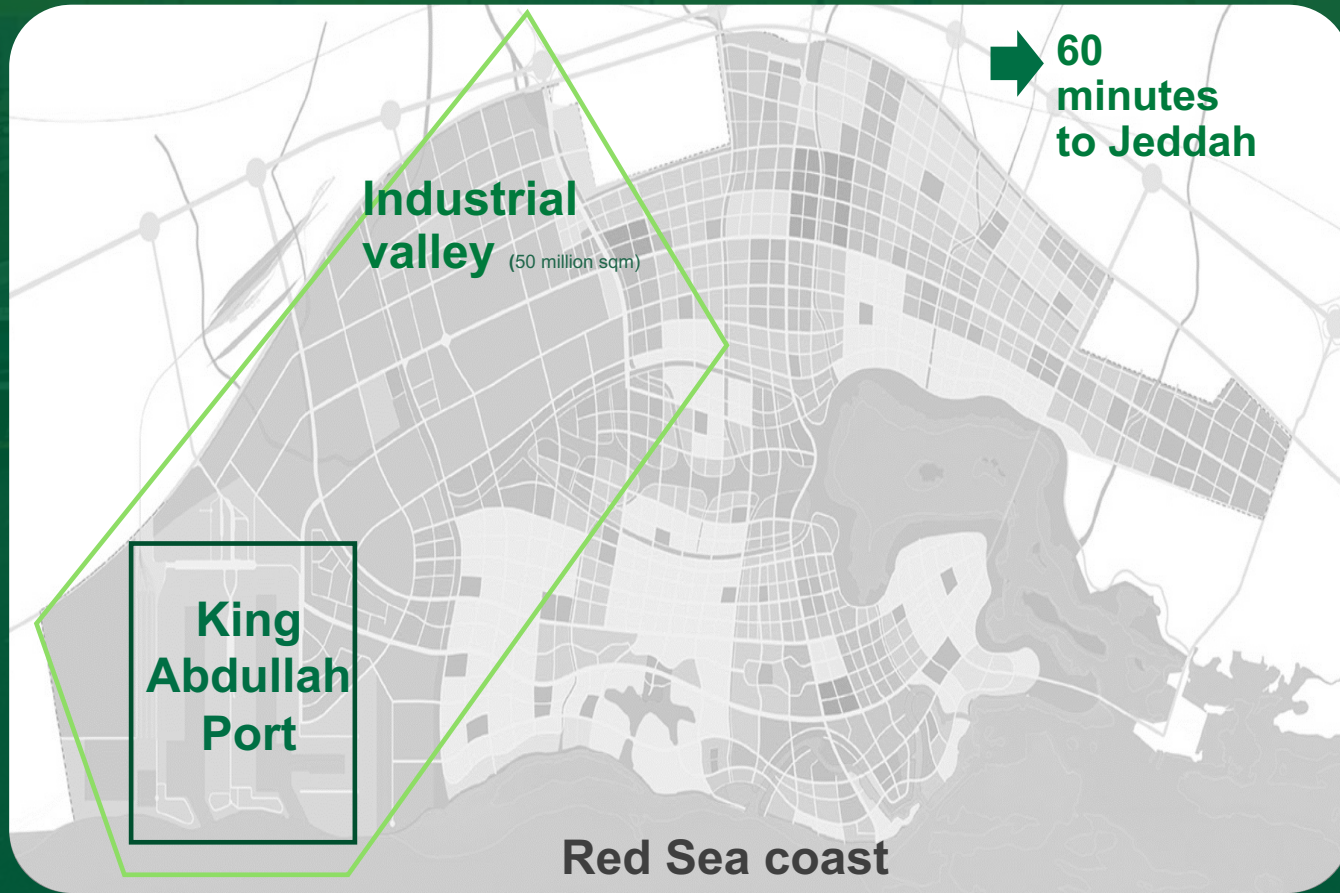
expected investments in Automotive opportunities till 2035



KSA embracing KAEC as an auto cluster with supplier park as a nucleus for further development



**King
Abdullah
Economic
City
(KAEC)**



**Resident
companies
(existing/planned)**



Others on the way

SEZ in KAEC offers a comprehensive set of competitive advantages

KAEC special economic zone: Benefits offered (non-exhaustive)



Financial benefits



5% Corporate Income Tax for up to 20 years



0% customs duties deferral for goods inside the SEZ



0% withholding tax permanently for repatriation of profits from SEZ into foreign countries



0% VAT for all intra-SEZ goods exchanged within the zone and between zones

Non-financial benefits



ready-made infrastructure including

- access to port, railway, highway and airport¹⁾
- State-of-the-art fresh- and wastewater processing
- Telecommunications services and fiber network
- Available cost-efficient natural gas supply and plans for installment of clean power



synergies for the automotive **ecosystem** due to short distances, fast communication and co-location of suppliers



Flexible and supportive **regulations** around foreign talent during first 5 years

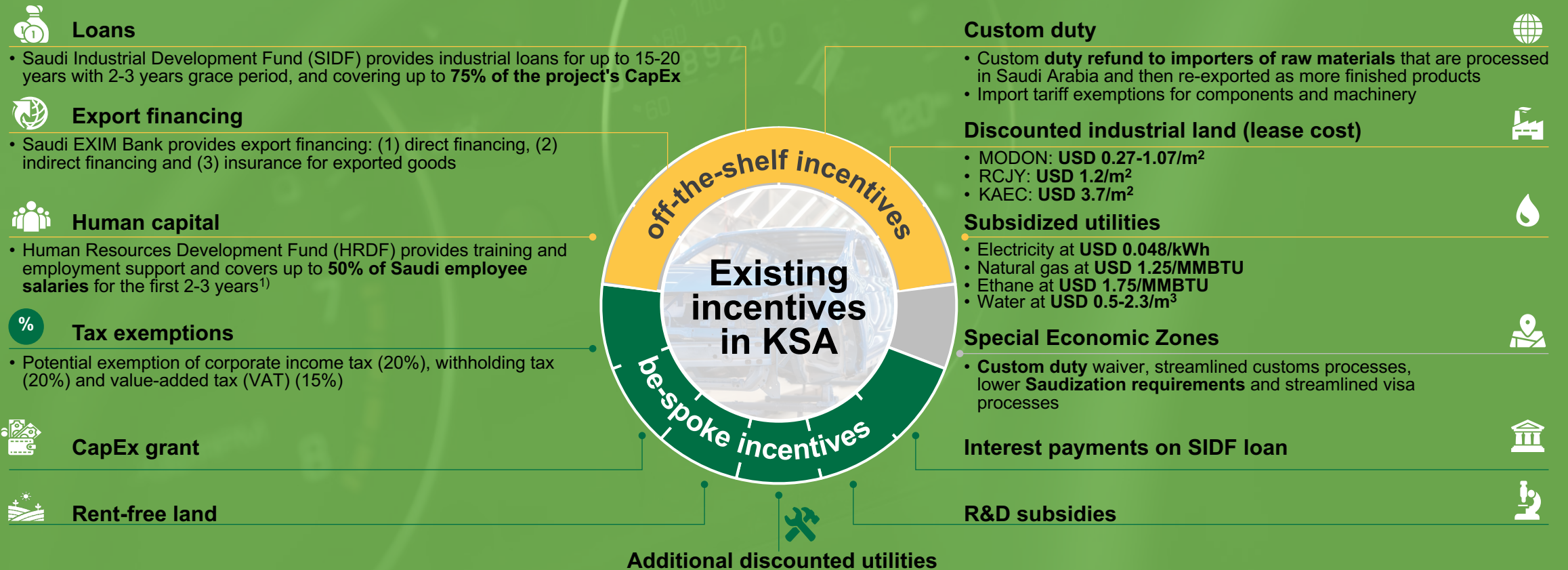


Expat levy ensuring **fees exemption** for employees and their families in the zone

Investors will have access to a wide range of "off-the-shelf" incentives and can also discuss customized incentives

Automotive ecosystem incentives: Off-the-shelf and be-spoke (customized) incentives

MISA has all incentives mechanisms at their disposal to create an internationally competitive package for investors



1) Capped at USD 500-1,000/ month, depending on the employees' education background, gender, etc.

Incentives / enablers for Automotive companies



One-stop-shop
for business
set-up



100% foreign
ownership



Work permit
support



incentives



Land and
infrastructure
support



Networking
support



Local hiring
support / talent
discovery



Dedicated fund
to support tech
adoption



Key stakeholders support for investors



Ecosystem enabler

Lead to establish the automotive sector in the Kingdom



Regulatory & licensing bodies

Development of policy and regulatory framework including certifications



Potential partners

Support for localization of manufactured goods, driving local demands



Financing & incentives bodies

Providing funding and incentives for the stimulation of automotive investments



Research & innovation catalysts

Accelerating and promoting innovation within the automotive ecosystem



A photograph of a skyscraper, likely the Burj Khalifa, silhouetted against a bright, golden sunset sky. The building's distinctive spire is prominent. In the foreground, several palm trees are also silhouetted, their fronds reaching across the frame. The overall scene is a classic urban sunset silhouette.

THANK YOU



James DeLuca

CEO, CEER



IGNITING THE AUTOMOTIVE INDUSTRY

APR
2024

CHIEF EXECUTIVE OFFICER,
JAMES DELUCA

IN SAUDI ARABIA'S RICH PAST, CARS CAPTURED THEIR AFFECTION FORMING A **TIMELESS CONNECTION**



WHAT'S HAPPENING IN SAUDI ARABIA TODAY?

Auto trends reveal
Saudi market opportunity:

52%

of the vehicles sold in the
GCC in 2020

35%

in the MENA region in 2020

750,000+

units sold annually by 2025

Government initiatives to boost EV
manufacturing capacity:

4

domestic Original Equipment
Manufacturers

400,000+

vehicles produced annually in
Saudi Arabia

40%

local content by 2030



SPOTLIGHT ON CEER

01 Igniting the automotive industry

SAUDI ARABIA'S FIRST ELECTRIC VEHICLE OEM AND BRAND



Joint-venture company between PIF and Foxconn, working to ignite an industry.



VISION

To create a sustainable national automotive company that will ignite the Kingdom's automotive ecosystem and generate a new source of jobs for Saudi talent



MISSION

To design, build, and sell aspirational battery electric vehicles for Saudi and GCC customers, with innovative automotive solutions that are affordable, dependable, and, crucially, state-of-the-art

SUPPORTING DIVERSIFICATION



Saudi Vision 2030 is looking to:

- Localize and grow key promising sectors.
- Utilize the Kingdom's ever thriving infrastructure.
- Attract finest global talent and nurture local talent.
- Achieve environmental sustainability.



The PIF's 2021-2025 program is aspiring to:

- Localize knowledge and cutting-edge technologies.
- Unlock new sectors in the Kingdom.
- Production of new business models such as Automotive.



The National Industrial Strategy seeks to:

- Support the development of local automotive manufacturers.
- Grow and localize the industrial business baseline.
- Develop local talent and attract highly skilled global talent.



The Saudi Green Initiative (SGI) aims to:

- Drive the Kingdom's sustainability efforts under one umbrella.
- Accelerate the green transition.

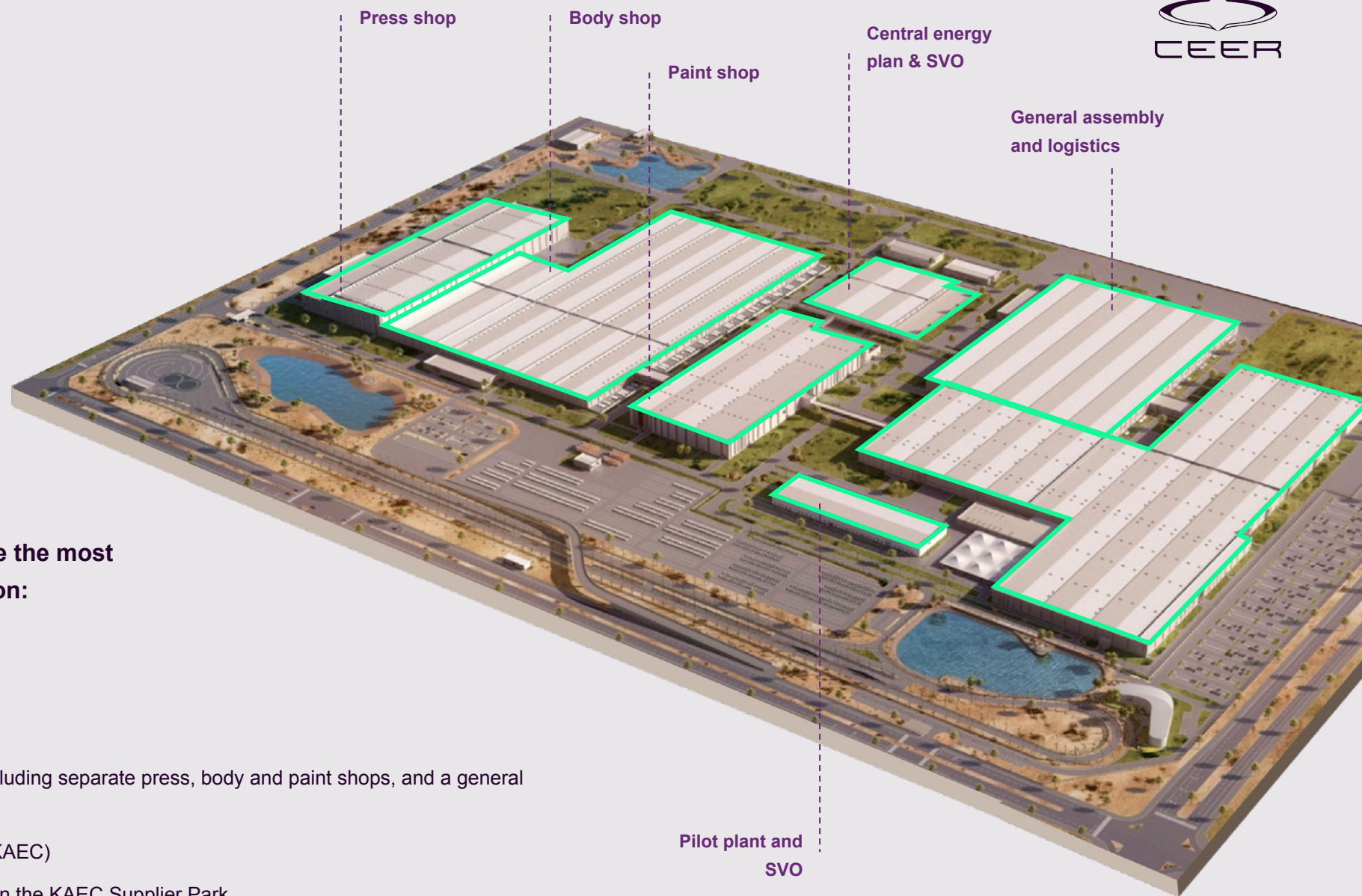


We are supporting the country's economic diversification and growth through:

- Localization of automotive supply chains tier one and tier two suppliers investing in Saudi Arabia.
- Contribution to seven out of nine of the country's Vision Realization Programs

MANUFACTURING INNOVATION

OUR FACTORY OF THE FUTURE



The Ceer Manufacturing Facility will be the most advanced of its kind in the MENA region:

- USD 1.3 billion facility
- 530,000-square-meter plant footprint
- Fully automated primary production zones, including separate press, body and paint shops, and a general assembly area
- Located in the King Abdullah Economic City (KAEC)
- Direct access to top-tier automotive suppliers in the KAEC Supplier Park
- General construction contractor appointed

AN AMBITIOUS NATION, AN AMBITIOUS SECTOR

TECHNOLOGY PARTNERS





COLLABORATING TO MOVE AT SPEED

Ceer's work bolsters the burgeoning Saudi automotive ecosystem:



Key player within the National Industrial Development Centre (NIDC) and Automotive Cluster



Contributing towards the Automotive Cluster's vision of establishing four local OEMs in Saudi Arabia and achieving a LGVA of 40



Our inclusion in NIDC and the Automotive Cluster catalyzes partnerships between Ceer and other entities and institutions active in the automotive space



وزارة الاستثمار
Ministry of Investment



المركز الصناعي
Industrial Center

FOSTERING THE SUPPLIER ECOSYSTEM

WE DON'T HAVE SUPPLIERS, WE HAVE STRATEGIC PARTNERS



Localizing research and development



Promoting the manufacture of new-age component materials

KAEC AND THE SUPPLIER PARK: AN ALL-IN-ONE INDUSTRY



Hosting top-tier automotive suppliers



Opportunity for co-location and resource sharing with fellow OEMs



Strategically positioned to support the automotive sector's supply chain, providing easy access to export markets



The region's first end-to-end EV and automotive cluster



Access to direct labor resources for Ceer's production facilities



PROCUREMENT & SUPPLY CHAIN



CEER IS READY TO
PARTNER WITH YOU

KEY INPUT FROM U.S FIRMS

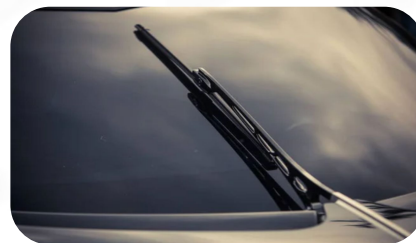
American firms already partner with Ceer across a variety of business lines...

Supplier Name	Part group / Work Scope
Lear	Seats
JVIS	Charging Port Lid(Painting Only), Door Handles (Painting only), and Fascia
Aptiv	Harness
PAC Project Advisors International Ltd	Project Management Consulting - Supplier Park
MTS	T&V
Ghafari Associates	Project Management Consulting, Site supervision - Manufacturing Plant
ITW	Bump Stops,Charging Port Lid, Door Handles
Tarus	Design
Tenneco	Shock Absorbers
3DS	PTS

PARTS UNDER SOURCING



**Glass laminated
and tempered**



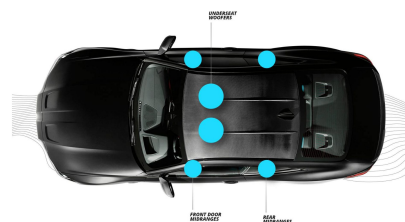
**Wiper
System**



**Airbags
& Restraints**



**Small
Stampings**



**Audio
System**



**Alloy
Wheels**

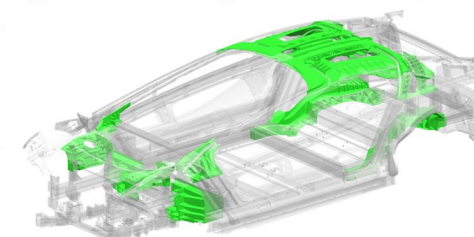
PARTS UNDER SOURCING



E-Mirror



Hard Trims
(Interior)



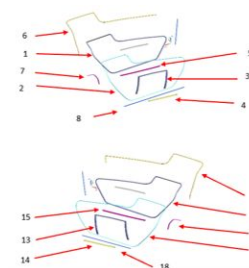
Structural
Castings



Window
Regulator



Plastic Fenders



Door
Sealing



Drive
Shaft

SOURCING STRATEGY



QDRTC (Quality, Delivery, Responsiveness, Technical and Cost)



Localization in **KSA**



Leverage **KSA ecosystem** scale



Supplier Park in KAEC (KSA)

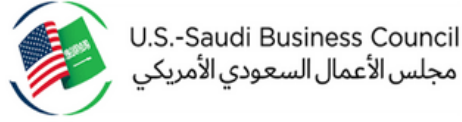


Ceer provides packaging dimensions and Statement of Work. Suppliers responsible for Technical Solution, Parts Design, Math Data, Drawings and Engineering Development, Testing & Validation.

Great opportunity
to expand your footprint
to a fast-growing market/region.

Key Contact for Suppliers

Johnny Saldanha
Chief Procurement & Supply Chain Officer
jsaldanha@ceermotors.com



Faisal Sultan

VICE PRESIDENT AND MANAGING DIRECTOR,
MIDDLE EAST, LUCID

LUCID



04/04/2021

Faisal Sultan | Vice President &
Managing Director

Saudi Arabia's Strategic Vision

Create a diversified and more **sustainable economy** and reach net zero by 2060

Position the Kingdom as a leading **regional automotive manufacturing hub**

Lucid is paving the way for the expansion of the *EV industry* in the Kingdom

Supporting the region's transition to sustainability: First global EV manufacturing hub in Saudi Arabia

Lucid anticipates that **localized supply chain, production, distribution**, and retail can yield cost savings and environmental benefits with reduced transportation of product to the customer.

As part of its international strategy, Lucid has opened the first electric vehicle manufacturing facility in the Kingdom, AMP-2. The facility will have a peak production of **150,000** vehicles per year.

Partnership with HDRF, we are investing **US\$50 million in human capital** for over 1,000 employees





Strong opportunities for OEMs in the Kingdom

Investment in the EV sector

Saudi Arabia aims for at least **30 percent** of its cars to be electric powered by 2030

Saudi Arabia plans to **invest \$50 billion** in EV production over the next decade.

Goal to **produce 500,000 EVs** annually by 2030 through significant investments and partnerships.



Thank you





Jason Murar

PRESIDENT/CEO, JVIS



J A S O N M U R A R

P R E S I D E N T & C E O

SAUDI ARABIA REGIONAL
AUTOMOTIVE MANUFACTURING HUB BY 2030

April 18, 2024

Agenda

Overview

Company Overview

- Our Products & Services

How we support Saudi's 2030 Vision plan

- JV KSA Overview
- Our feedback on how we work along with the OEM's and various government entities

JVIS COMPANY OVERVIEW

Our Business Scope

“ JVIS is a vertically integrated, concept to consumer supplier. ”

JVIS ESTABLISHED

- 2006 / Privately held









GLOBAL HQ

- Shelby Township, MI

OPERATIONS

- Over 40 facilities globally
- 5+ Sq ft of Manufacturing Space
- 5000+ Employees

OUR SERVICES

-  Design
-  Engineering
-  Tooling
-  Validation
-  Assembly
-  Manufacturing
-  Verification
-  JIT / Sequencing

OUR PRODUCTS

- Automotive
- Interiors
- Exteriors
- Electronics
- Kinematics
- Lighting
- Non-Automotive
- Retail
- Consumer
- Medical
- Renewable Energy
- Building Solutions
- Sports & Recreation
- Appliances

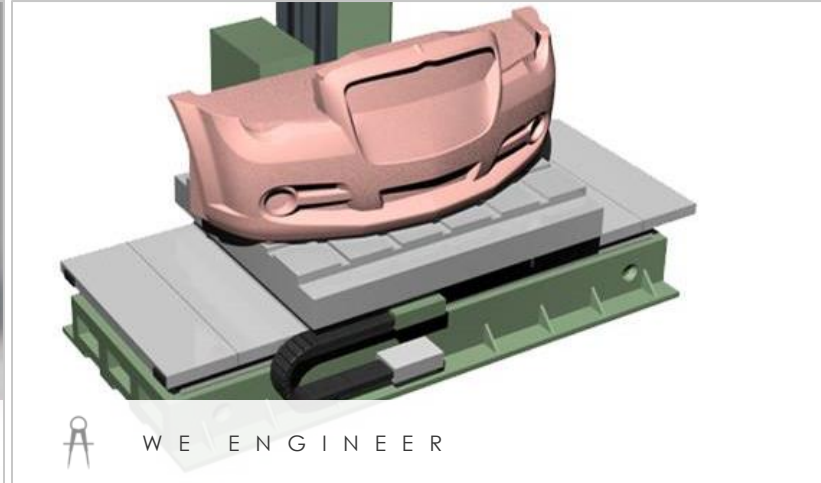
OUR REGIONS

- China
- India
- Malaysia
- United States
- Ukraine
- Saudi Arabia
- South Africa
- South Korea

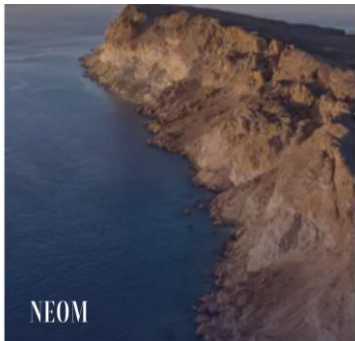
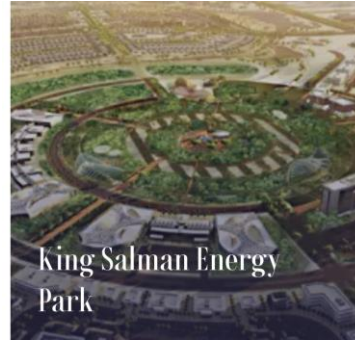
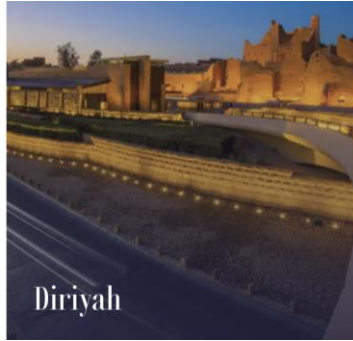


JVIS COMPANY OVERVIEW

Our Business Scope

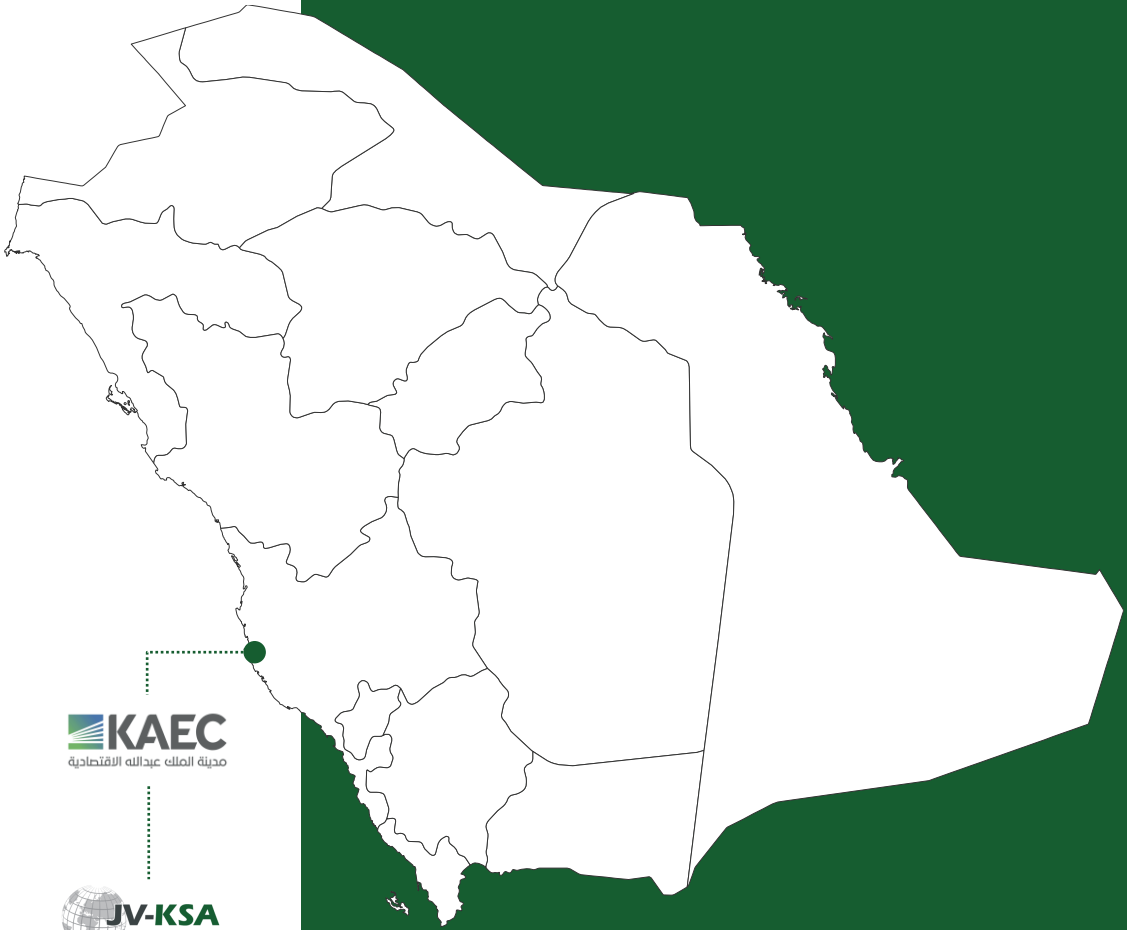


VISION 2030



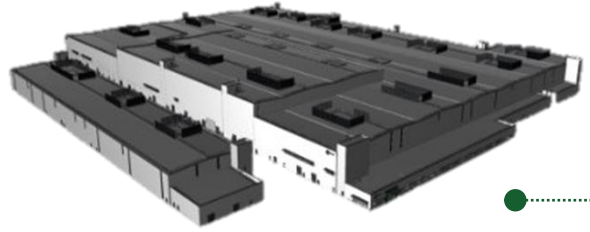


PART OF THE AUTOMOTIVE LANDSCAPE



KAEC
مدينة الملك عبدالله الاقتصادية

JV-KSA

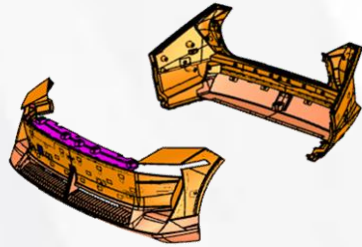


KAEC JV-KSA Facility

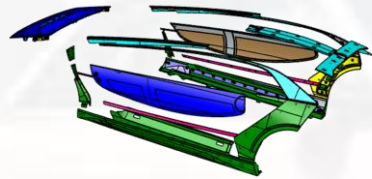


FOCUS AREAS: PRODUCTS

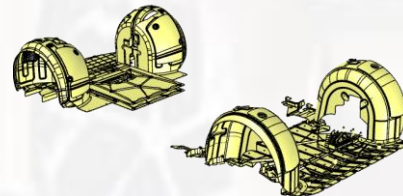
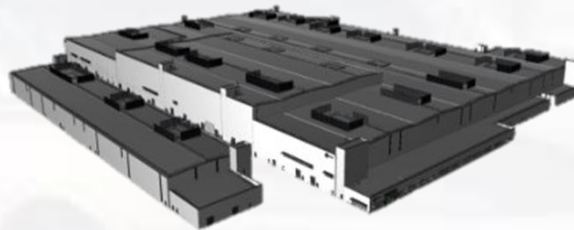
PROCESSES



FASCIAS



HANG-ON-TRIM



FUNCTIONAL PLASTICS



MOLDING



PAINTING



ASSEMBLY

PARTNERSHIPS



TASARU
MOBILITY INVESTMENTS



وزارة الاستثمار
Ministry of Investment



National Industrial
Development and
Logistics Program



LUCID



BENTELER

SHIN YOUNG



JV-KSA

LEAR
CORPORATION

FORVIA

THE ROAD



TASARU
MOBILITY INVESTMENTS

2023

PLANNING

- Facilities, Technology
- Products, Processes
- People

2024

GROUNDBREAKING

2025

INITIATING

- Industrialization
- Equipment
- Building
- Training

2026

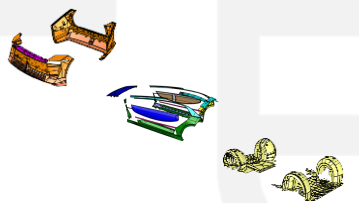
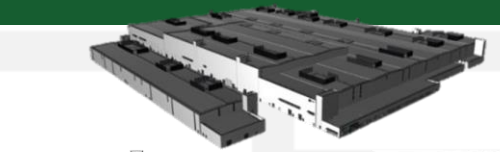
EXECUTING

- Launch

CEER
LUCID



المملكة العربية السعودية
KINGDOM OF SAUDI ARABIA



CEER IS OUR VESSEL TO HELP ACHIEVE THE 2030 PLAN



Q & A

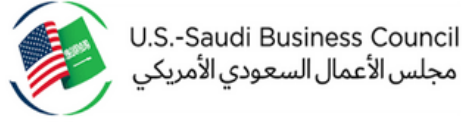


THANK YOU

We Design. We Engineer. We Manufacture.

CONTACT

Jason Murar, President & CEO: murar@jvis.us



Joseph Kirikian

CHIEF INVESTMENT OFFICER,
TASARU MOBILITY INVESTMENTS

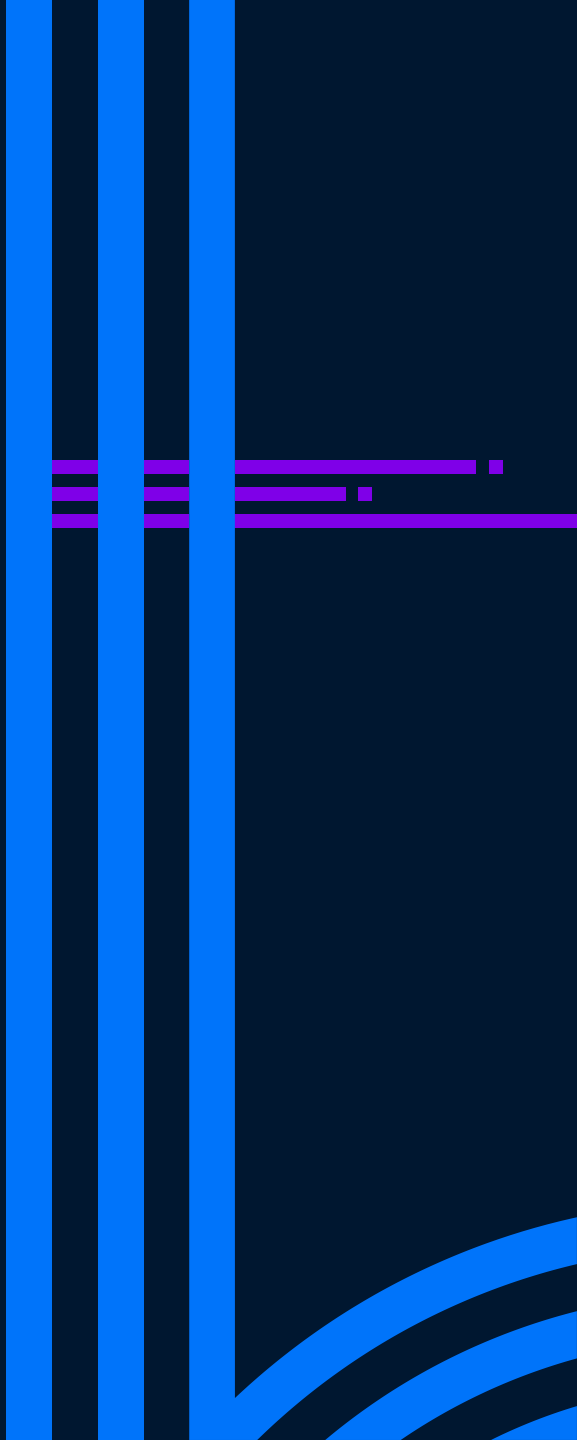
TASARU's Value Proposition and Investment Criteria

A partnership with TASARU not only provides companies with non-intrusive growth capital but also enables them access to the KSA ecosystem while capturing synergies with existing portfolio companies

Investment philosophy	Financial viability Commercially driven, self-sustaining bankable investments		KSA value creation Expansion or localization of businesses into KSA	
Investment approach	Early-stage companies Companies with promising value proposition	Direct investments Investment into the TopCo	Joint ventures JV in KSA with large-scale companies	
Investment criteria				
Fund. Round/ Company Size	Minimum series B funding round	Up to USD 1Bn equity value	Above USD 1Bn equity value	
Performance	Proven product or prototype	HoldCo Min. USD 10mn EBITDA, positive net income last 3 years		
Investment Size	USD 15-25mn	USD 25-200mn		
Ownership Stake	Minority investment in current round	20-49%, BoD ¹ representation	Up to 49%, BoD ¹ representation	
Capital	Growth capital (no debt repayment, restructuring, or secondary sale)			
KSA Value Creation	Strong KSA angle identified	Funds to be channeled to KSA for TopCo expansion	Investment in a JV based in KSA	
Investors	Institutional/ existing investor(s) leading round	TASARU leads/ co-invests	Cash-for-cash ²	
Management	Management with proven track record			
TASARU Value Proposition	<ul style="list-style-type: none"> • Access to existing ecosystem of not only TASARU's portfolio and sister companies, but also the wider KSA network • Non-intrusive investor with long-term holding period • Access to decision makers in Saudi expediting regulatory requirements along with processes and procedures • Link to government institutions that could provide potential select financial incentives 			

Note: 1) Board of Directors; 2) No in-kind contributions

THANK YOU!





Dr. Shah Firoozi

CEO OF PAC GROUP



AUTOMOTIVE BUSINESS IN THE KINGDOM

AMERICAN BUSINESS VIEW

DR. SHAH FIROOZI, PE

COO, THE PAC GROUP

SAUDI ARABIA: REGIONAL AUTOMOTIVE
MANUFACTURING HUB BY 2030 | APRIL 2024



SHAH FIROOZI, P.E., J.D.

Shah Firoozi is the CEO and Co-founder of The PAC Group – an automotive and e-mobility project execution services firm operational in 21 countries for more than 39 years.

He is a registered Professional Engineer and holds degrees for Doctor of Jurisprudence; Master of Science degree in Construction Engineering & Project Management; and Bachelor of Science in Construction Engineering.

Dr. Firoozi has been an advisor to multinational manufacturing companies as well as new technology start-ups, from Due Diligence and Feasibility stage through the Construction, Manufacturing, Installation and post-Commissioning stages for Greenfield and Brownfield plant investments throughout the world.

He has provided counsel to emerging markets governance bodies for foreign direct investment programs, public/private partnership initiatives, national supply chain cluster development and performance improvement programs and crafting of MMOEM concepts (Multi Model OEM). He has been very active in the development of several large supplier and industrial parks across the globe; as well as supporting clients in building local capacity to achieve competitiveness, consistency in quality and delivery, and to be fit for global supply of products.

His company has worked with well over 20 new technology, battery and electric vehicle manufacturers and a majority of the world's largest automakers, including billion-dollar Greenfield mega-sites and one of the world's largest Brownfield expansions of an in-production Paint Shop. His experts have provided key benchmarking and early feasibility plan layout and planning expertise for many automotive strategic planning client teams.

PAC entered the KSA market in 2023. PAC's other offices are located in: The Americas (USA, Canada, Mexico, Brazil, Argentina); EMEA (Germany, UK, Türkiye, Egypt, Slovakia, South Africa); and Asia-Pacific (China, Thailand, Vietnam, India, Korea, Japan and Australia).



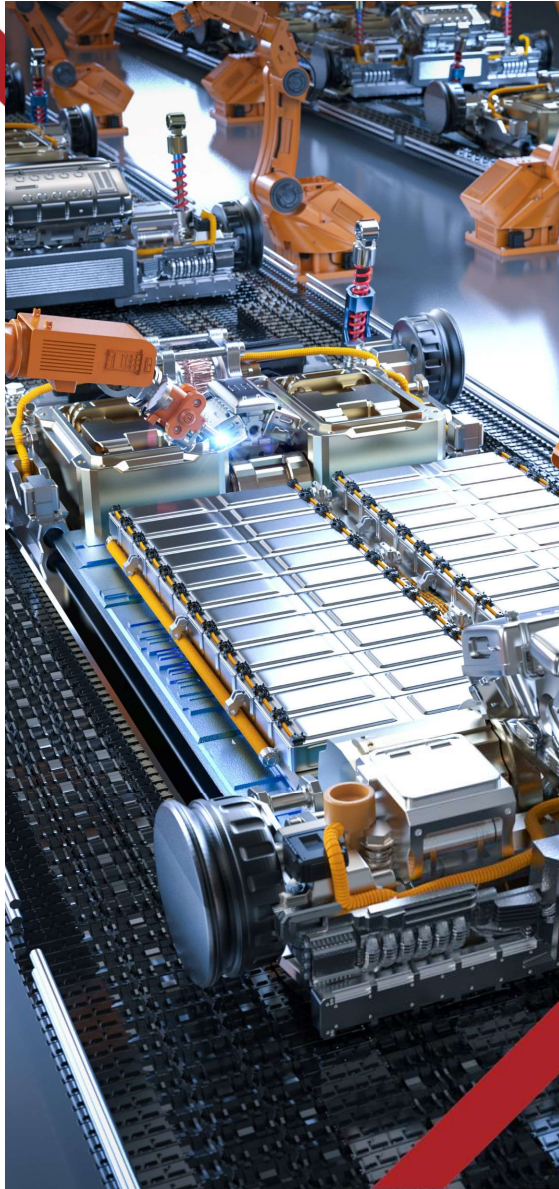
THE PAC GROUP

OUR CLIENTS

The map shows global client distribution with callouts to various logos:

- North America:** STELLANTIS, Ford, GM, Mercedes-Benz, Faraday Future, LUCID, BYTON, KARMMA, SERES, MAGNA, Cummins, CANOO, NIKOLA, MONARCH, DOW KOKAM, CAT, DTE Energy, GENERAL DYNAMICS Land Systems.
- South America:** STELLANTIS, GM, Ford, SCA Care of Life, JAGUAR, LAND-ROVER, VW, PLANET smart city.
- Europe:** Perkins, RENOLD, GM, Ford, VW, Mercedes-Benz, TOGG, STELLANTIS, IAC International Automotive Components, MAGNETI MARELLI, Visteon, TRELLEBORG, JAGUAR, LAND-ROVER, Ford OTOSAH, sollers, IVECO, northvolt, KARMMA, DELPHI.
- Asia:** STELLANTIS, GM, Ford, VW, Faraday Future, 上海通用五菱 (SAIC GM), CHERY, LAND-ROVER, SHANGHAI GM, BYTON, VINFAST, QOROS, HAVAL, SAIC, MITSUBISHI MOTORS, MG, Mercedes-Benz, CHERY, GEELY, MAGNA, TOYOTA, Cummins, polestar, SERES, AGCO, bp, MOTOROLA, CNH, Nestlé, COMPAL.
- Africa:** RENAULT NISSAN, GM, Ford, TATA, STELLANTIS.
- Middle East:** Unilever, STELLANTIS, Ford, TASARU MOBILITY INVESTMENTS, GM, Mercedes-Benz, Olympic Group Life Time commitment.

(+ MANY OTHER CLIENTS, CONFIDENTIAL)



AUTOMOTIVE BUSINESS IN THE KINGDOM AMERICAN BUSINESS VIEW

- 1) The Kingdom has initiated several programs over the past decade to industrialize the country with focus on Automotive.
- 2) The current initiatives take a holistic approach to developing local demand, creating an environment attractive for international investment, supported by local investment and incentives.
- 3) Several automakers and global suppliers are already establishing production for local and global markets.
- 4) KAEC special economic zone, one of the largest in the world, has ports and facilities designed to create a massive industrial development complex with housing, entertainment, and facilities to attract local and international professionals.
- 5) Abundant supply of local professionals educated in renowned local and international universities.
- 6) Collaborative governmental agencies are focused on supporting foreign organizations to establish in the Kingdom, performing more similar to the private sector than government agencies.
- 7) Social living environment catering to all cultures and backgrounds.
- 8) English is widely spoken at all levels of society and professional organization.
- 9) Business culture is more similar to United States than Middle East.
- 10) Airports with frequent global flights to almost anywhere.

SAUDI ARABIA: REGIONAL AUTOMOTIVE
MANUFACTURING HUB BY 2030 | APRIL 2024

PAC's Internal Country Assessment The Kingdom of Saudi Arabia





Questions, please.

38

YEARS IN BUSINESS

6

CONTINENTS

20+

LANGUAGES SPOKEN

Q&A Session:



Aftab Ahmed

Chief Automotive Advisor,
National Industrial Development Center



Ahmed Al-Malki

Director of Automotive in Sector
Development Deputyship, Ministry of
Investment



James DeLuca

CEO, Ceer



Faisal Sultan

Vice President and Managing Director,
Middle East, Lucid Motors



Jason Murar

President/CEO, JVIS



Joseph Kirikian

Chief Investment Officer,
TASARU Mobility Investments



Dr. Shah Firoozi

CEO, PAC Group



Ana Carmen Neboisa

Vice President
U.S.-Saudi Business Council