



Space Economic Forum LLC and Qatar-Based His Excellency Mohamed bin Ahmed Al Obaidly Announce Agreement to Establish SEF Qatar, Positioning Doha as a Global Convening Hub for the Emerging Multitrillion-Dollar Earth–Moon Economy

- An annual global forum in Doha, supported by 17 year-round strategic participation groups, will connect space and aerospace companies, governments, investors, industry, and research institutions to help build the multi-trillion-dollar Earth–Moon economy.
- SEF Qatar is designed to move the Earth–Moon economy from conversation to coordination, gathering and connecting the technologies, people, capital, infrastructure, and institutions required to turn emerging opportunities into implementable projects and enduring markets.
- Doha: Where the Earth–Moon Economy Gets Organized.

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Florida-based [Space Economic Forum LLC \(SEF International\)](#) and His Excellency [Mohamed bin Ahmed Al Obaidly](#), a Qatar-based industrialist and prominent international businessman, are pleased to announce an agreement to establish **Space Economic Forum Qatar**, a new venture that will develop an annual international forum in Doha alongside a year-round program of events, strategic working groups, institutional engagement, and commercial partnership development.

Inspired in part by the World Economic Forum's international convening model, SEF is structured to fulfill a comparable role for the [emerging Earth-Moon economy](#), bringing together government, industry, institutions, investment, science, and education to help shape its development. This economy encompasses today's growing space industry and its expanding connections with terrestrial markets, as well as the orbital infrastructure, lunar activities, and industrial networks that will extend economic activity across the Earth-Moon system.

The inaugural Doha forum is targeted for the beginning of **September 2027**. Through its annual Doha gathering and continuing year-round platform, SEF will connect leaders and institutions around the standards, markets, infrastructure, capital, and partnerships needed to advance this next industrial era, creating opportunities to translate strategic dialogue into sustained cooperation and commercial progress.

Since July 2025, a global [team](#) of space industry professionals has developed the Space Economic Forum into a comprehensive international platform, spanning five strategic tracks and five integrated program layers.

Upon official formation of the venture, [His Excellency Mohamed bin Ahmed Al Obaidly](#) will serve as Founding Chairman, and SEF International Founder [Neal S. Lachman](#) will serve as Founding Executive Vice Chairman and Chief Executive Officer. Space Economic Forum LLC, through institutional manager N.S. Lachman & Co. LLC on behalf of SEF International majority owner, [Titans Space Industries Inc.](#), will lead the organization, international programming, and development of the SEF Qatar platform.

Through this agreement, His Excellency Mohamed bin Ahmed Al Obaidly has secured the exclusive rights, to be exercised through Space Economic Forum Qatar, to establish and develop the SEF platform in [Qatar](#), positioning Doha as its annual international convening home. These rights encompass the [Doha forum](#) and its [associated year-round program](#), with a framework for expanding into additional events across the GCC and worldwide through separately agreed arrangements. The venture will connect global space and aerospace companies with new markets, strategic partners, and commercial opportunities while supporting Qatar in becoming a space and aerospace powerhouse.

For organizations and institutions preparing to participate in the next industrial revolution, the invitation is direct:

- help shape the opportunities, build the relationships, and contribute to the infrastructure of the economy that comes next.

A defining moment for the Earth–Moon economy

The expansion of economic activity beyond Earth will bring together industries that have often operated in separate markets.

Reusable transportation, satellites, orbital infrastructure, lunar logistics, energy, communications, advanced manufacturing, robotics, resource development, finance, insurance, healthcare, education, and human settlement will increasingly depend on one another.

- Transportation systems need destinations and customers.
- Orbital and lunar infrastructure needs dependable logistics, power, communications, and maintenance.
- Industrial projects need suppliers, skilled people, financing, insurance, and credible commercial demand.
- Investment requires an understanding of technical capability, operating risk, and pathways to revenue.

SEF Qatar is being established to bring these relationships into the same conversation and sustain the work needed to develop them.

Its organizing priorities are clear: **standards, markets, infrastructure, capital, and alliances.**

Together, these provide a framework for turning separate ambitions into coordinated economic activity.

SPACE ECONOMIC FARUM QATAR

Why Qatar?

Connecting Qatar's strengths with global expertise to help build the Earth-Moon economy



Energy, industry & sustainability

Connecting energy and industrial capabilities with efficient power systems, advanced materials, responsible resource use, and sustainable infrastructure.



Aviation, logistics & spaceports

Building on aviation and logistics expertise to explore spaceport development, aerospace services, maintenance, and integrated supply chains.



Finance & investment

Connecting project developers with prospective investment partners around infrastructure finance, insurance, and emerging space business models.



Education, research & human resilience

Advancing workforce development, astronaut preparation, medical research, astrobotany, and food security through international collaboration.



AI, Silicon Valley & space

Connecting Qatar with Silicon Valley and global technology ecosystems through AI, robotics, semiconductors, advanced computing, and space applications.



The future of LEO & Cis-Lunar activity

Exploring commercial space stations, orbital research, manufacturing, tourism, and transportation across the Earth-Moon system.



Communications & digital infrastructure

Developing opportunities in satellite connectivity, Earth observation, cybersecurity, and resilient digital services for space and terrestrial markets.



Global convening

Bringing established space powers, partnering nations, companies, investors, and researchers together through sustained dialogue and practical cooperation.

Doha: Where global expertise meets Qatar's space and industrial ambitions

Mutual opportunity



For Qatar

Industrial diversification • Technology partnerships • Research networks • Supplier development • Skilled employment



For the global space industry

New commercial relationships • Regional opportunities • Joint ventures • Research collaboration • Potential investment partnerships

SEF Qatar aims to turn shared ambition into lasting partnerships and sustained business and industrial cooperation.

An annual forum in Doha, supported by year-round working groups and collaboration.

Why Qatar?

Qatar offers a compelling foundation for an international platform connecting today's growing space industry with the emerging Earth–Moon economy. Its strengths in energy, aviation, logistics, finance, education, and international engagement create opportunities to bring global expertise into productive relationships with local capabilities, capital, and industrial ambition. Through SEF Qatar, the founders and the founding team members intend to help develop those connections into sustained commercial, technological, and institutional cooperation.

The opportunity extends across industries already central to Qatar's economy. Energy and industrial businesses can explore partnerships involving power systems, advanced materials, resource processing, and sustainable infrastructure. Aviation and logistics organizations can contribute expertise relevant to future spaceports, aerospace services, maintenance, transportation, and integrated supply chains. These connections offer pathways for established businesses to enter new markets while supporting the development of specialized space capabilities.

Finance and investment are equally important. Space transportation, orbital facilities, manufacturing, and lunar infrastructure will require credible business models, carefully structured financing, and a clear understanding of operational risk. SEF Qatar will provide a setting for project developers, investors, banks, insurers, and prospective industrial partners to examine opportunities, assess requirements, and explore arrangements aligned with their respective objectives. This creates scope to connect Qatar-based and international financial expertise with the companies developing the next generation of space infrastructure.

A further opportunity lies at the intersection of AI, Silicon Valley, and space. SEF Qatar intends to connect Qatar with Silicon Valley and other global technology ecosystems through artificial intelligence, robotics, semiconductors, advanced computing, cybersecurity, and autonomous systems. These capabilities can support spacecraft development, mission operations, manufacturing, satellite-data applications, and infrastructure management, opening avenues for collaboration among technology companies, aerospace businesses, researchers, and investors.

The future of Low Earth orbit (LEO) also creates a practical focus for engagement. Commercial space stations, orbital research, manufacturing, tourism, and servicing will depend on reliable transportation, communications, logistics, and customers. By bringing these participants together, SEF Qatar can help organizations explore where their capabilities fit within developing orbital markets and the wider networks of Cis-Lunar transportation and infrastructure connecting Earth and the Moon. Spaceport development provides a related opportunity to examine how terrestrial gateways can support these activities while stimulating regional business, training, and supplier networks.

Education, research, and human resilience will give this industrial agenda depth and continuity. Universities, laboratories, training institutions, and companies can collaborate on workforce development, astronaut preparation, medical technology, space agriculture, and resource-efficient habitats. The planned Analog Astronaut Training Camp and Astrobotany and Food Security Research Laboratory near Doha will provide prospective channels for applied research and educational participation, connecting the demands of exploration with challenges relevant to life on Earth, including food security and efficient water and resource use.

Sustainability will run across these areas of cooperation. Energy efficiency, responsible resource use, resilient supply chains, orbital sustainability, and environmental stewardship will influence the viability of future projects. SEF Qatar will bring these considerations into discussions of infrastructure, investment, operations, and long-term development, helping participants examine how commercial growth can be supported by dependable and responsible practices.

Doha's international convening role provides a setting in which these opportunities can be explored together. Established space powers, partnering nations, global companies, investors, and research institutions will be invited to engage through the annual forum and its year-round strategic participation groups. The ambition is to give relationships continuity, with defined areas of work, opportunities to contribute expertise, and follow-through between annual gatherings.

The mutual opportunity is substantial. For Qatar, participation can support industrial diversification, technology partnerships, stronger research networks, supplier development, and pathways into skilled employment. For international space and aerospace companies, it offers opportunities to develop commercial relationships, explore regional operations and joint ventures, pursue research cooperation, and engage prospective investment partners. Global companies can contribute technologies, products, and operating experience, while Qatar-based organizations can contribute infrastructure, sector knowledge, commercial networks, and potential partnerships for growth.

Through this exchange, SEF Qatar intends to support Qatar's emergence as a space and aerospace powerhouse while helping international participants identify meaningful roles in its development.

The purpose is to turn shared ambition into lasting partnerships and sustained business and industrial cooperation, supported by an annual forum in Doha and a program of engagement throughout the year.

Space Economic Forum Qatar

An invitation to the global space and aerospace industry

Build partnerships in Doha and throughout the year



Five thematic tracks



17 strategic participation groups



Year-round engagement

Eight pathways to partnership



Commercial relationships

Connect with prospective customers, distributors, suppliers, and service partners in Qatar and internationally.



Joint ventures & industry

Combine global expertise with Qatar-based capabilities in engineering, production, aerospace services, and infrastructure.



Spaceports & regional operations

Explore spaceport development, manufacturing, assembly, maintenance, training, and supplier networks.



The future of LEO & Cis-Lunar activity

Explore space stations, orbital research, manufacturing, tourism, servicing, logistics, and lunar infrastructure.



AI, Silicon Valley & space

Connect technology and aerospace through robotics, autonomous systems, advanced computing, cybersecurity, and satellite data.



Research & workforce development

Collaborate in engineering, astronaut preparation, medical technology, astrobotany, food security, and specialized skills.



Finance, insurance & investment

Connect credible projects with investors, banks, insurers, and institutions whose objectives align.



Sustainability & terrestrial applications

Develop opportunities in efficient power, responsible resource use, orbital sustainability, and technologies for Earth.

Global capabilities. Shared commercial opportunity.



International partners contribute

Technologies, products, engineering expertise, and operating experience.



Qatar-based partners contribute

Infrastructure, sector knowledge, commercial relationships, and potential investment partnerships.



Help advance Qatar's space ambitions and the growth of the global space industry.

Join SEF Qatar in Doha and throughout the year.

Opportunities develop through participating organizations, commercial agreements, due diligence, and applicable requirements.

An invitation to the global space and aerospace industry

The founders invite space and aerospace companies, technology businesses, research institutions, investors, and public authorities worldwide to participate in SEF Qatar's annual forum and year-round program, contributing to a platform designed to connect expertise, capital, industrial capabilities, and commercial opportunity across the emerging Earth–Moon economy.

As Qatar develops its position as an emerging space and aerospace powerhouse, SEF Qatar intends to provide an international meeting point for organizations seeking to participate in that development and expand their own opportunities for growth. Through its five thematic tracks and 17 strategic participation groups, the platform will bring prospective partners together around defined areas of work, with continuing engagement between annual gatherings.

Launch providers, spacecraft manufacturers, satellite operators, propulsion companies, component suppliers, communications businesses, aerospace service providers, and infrastructure developers each have a potential role. That invitation extends to spaceport developers and operators, commercial space station companies, orbital servicing businesses, energy providers, advanced manufacturers, and organizations preparing for lunar activities and Cis-Lunar transportation.

The invitation also reaches Silicon Valley and the wider global technology ecosystem. #

AI developers, semiconductor companies, cloud and advanced computing providers, cybersecurity specialists, robotics businesses, and software companies can contribute capabilities increasingly relevant to spacecraft, mission operations, industrial production, and space-derived services. SEF Qatar will create opportunities for these organizations to engage with aerospace companies, researchers, prospective customers, and investors around shared technical and commercial objectives.

Through its events, working sessions, and strategic participation groups, SEF Qatar will help participants explore:

- **Commercial relationships and market development:** Connections with prospective customers, distributors, suppliers, and service partners in Qatar, across the region, and internationally.
- **Joint ventures and industrial cooperation:** Opportunities to combine international expertise with Qatar-based capabilities in engineering, production, aerospace services, and infrastructure development.
- **Spaceports and regional operations:** Potential collaboration in spaceport development, transportation, manufacturing, assembly, maintenance, training, and the supplier networks that support these activities.

- **The future of LEO and Cis-Lunar activity:** Partnerships involving commercial space stations, orbital research, manufacturing, tourism, servicing, communications, and logistics, alongside the transportation and infrastructure needed to support lunar operations.
- **AI and the convergence of technology and space:** Joint development involving autonomous systems, mission planning, satellite-data analysis, robotics, advanced computing, cybersecurity, and intelligent infrastructure.
- **Research, human resilience, and workforce development:** Cooperation among companies, universities, laboratories, and training institutions in engineering, astronaut preparation, medical technology, astrobotany, food security, and specialized skills.
- **Finance, insurance, and investment:** Discussions connecting credible projects with investors, banks, insurers, and other institutions whose objectives and risk requirements align with the proposed activities.
- **Sustainability and terrestrial applications:** Opportunities in efficient power systems, responsible resource use, orbital sustainability, and technologies serving energy, logistics, communications, healthcare, agriculture, and advanced industry on Earth.

These opportunities will be developed by participating organizations through commercial agreements, technical evaluation, due diligence, and applicable requirements. SEF Qatar's role will be to create the conditions for productive engagement: bringing relevant participants together, helping identify complementary capabilities, and supporting continuity as relationships and proposals develop.

The mutual proposition is substantial.

International companies can contribute technologies, products, engineering expertise, and operating experience to Qatar's industrial development. Qatar-based organizations can contribute infrastructure, sector knowledge, commercial relationships, and potential investment partnerships that support international companies' growth. Research institutions and public authorities can add knowledge, workforce capacity, and dialogue on the frameworks needed for responsible development.

For established businesses, this creates a setting to explore expansion, diversification, and strategic cooperation. For startups and specialized suppliers, it offers opportunities to connect with larger industrial networks and identify where their capabilities meet emerging needs. For universities and training organizations, it provides a channel to align research and education with practical challenges and future employment.

Early engagement will give participants time to build relationships, understand local and international priorities, and contribute proposals while the wider ecosystem is taking shape. The value of participation will grow through sustained involvement, as organizations move from introductions to focused discussions, project development, and potential implementation.

Join SEF Qatar in Doha and throughout the year to contribute your expertise, develop strategic partnerships, and pursue the commercial opportunities that can advance both Qatar's space ambitions and the growth of the global space and aerospace industry.

Space Economic Forum Tracks and Layers

The Space Economic Forum consists of five strategic tracks and five program layers. The tracks define the thematic areas for discussion, while the layers organize participation, showcases, networking, and continuing collaboration.

Space Economic Forum Qatar

The five thematic tracks

Connecting today's capabilities with the Earth-Moon economy

Annual forum in Doha • 17 strategic participation groups • Year-round collaboration



01 Regional talent, institutional foundations & capacity pipelines

Build the people, institutions, and industrial capabilities for meaningful participation in the space economy.

Workforce and AI skills • Academic partnerships • Testing and certification • Technology transfer • Supplier networks • Entrepreneurship



02 Human resilience and deep space survival

Connect medicine, biology, engineering, and training to support healthy crews and sustained activity beyond Earth.

Medical readiness • Radiation protection • Analog training • Life support • Astrobotany • Food security



03 AI, digital infrastructure, defense & Earth-based operations

Connect space with Silicon Valley and global technology ecosystems to develop useful services and commercial partnerships.

AI and robotics • Advanced computing • Semiconductors • Cybersecurity • Earth observation • Intelligence • Secure communications



04 The future of LEO, spaceports & Cis-Lunar transportation

Connect viable orbital destinations with transportation, customers, and dependable infrastructure across the Earth-Moon system.

Commercial space stations • Spaceports • Reusable transport • Orbital servicing • Logistics • Finance and insurance • Orbital sustainability



05 Building a sustainable Earth-Moon civilization

Develop interconnected infrastructure, industries, settlements, and institutions that can endure across generations.

Lunar resources • Clean energy • Circular production • Robotic construction • Governance • Earth-Moon and Selene Accords

Five connected tracks for practical cooperation and lasting opportunity.

Research, industry, investment, and institutions working together throughout the year.

The five thematic tracks

SEF's five thematic tracks connect the capabilities needed today with the infrastructure, industries, and communities that will shape the Earth–Moon economy. Together, they encompass regional talent and industrial development, human resilience, artificial intelligence, the convergence of technology and aerospace, defense and terrestrial applications, the future of low Earth orbit, spaceports, Cis-Lunar transportation, and sustainable development beyond Earth.

The program brings the growing space industry into dialogue with the wider global economy, including Silicon Valley and other technology ecosystems, energy providers, manufacturers, financial institutions, insurers, universities, and public authorities. Participants will examine how their complementary capabilities can support new products, services, infrastructure, research programs, and commercial relationships.

For Qatar and international participants, the tracks provide defined areas in which to identify shared interests, contribute expertise, and explore cooperation. The annual Doha forum will bring these discussions together, while SEF's 17 strategic participation groups and year-round activities will support continuing engagement, proposal development, and follow-through.

Track 1: Regional talent, institutional foundations & capacity pipelines

This track focuses on building the people, institutions, and industrial capabilities that enable regions to participate meaningfully in the space economy. It brings together workforce development, academic partnerships, policy and investment pathways, testing and certification, technology transfer, and the institutional support needed to translate ambition into practical capacity.

Participants will examine how universities, research institutions, training organizations, businesses, and public authorities can work together to prepare skilled professionals and strengthen local industries. Particular attention will be given to the ecosystems that can develop around spaceports, aerospace hubs, manufacturing facilities, and research centers, connecting education and training with identifiable commercial and operational needs.

The track will explore how established businesses and specialized suppliers can qualify for roles in aerospace and space-related supply chains. Topics will include engineering capabilities, quality assurance, supplier development, research commercialization, and partnerships that connect local companies with international customers and technical expertise.

AI skills, entrepreneurship, and collaboration between aerospace organizations and technology startups will form an important part of the discussion. Participants will consider how regions can connect their talent and institutions with Silicon Valley and other global innovation centers, creating opportunities for joint development, business formation, and technology commercialization.

For Qatar, these discussions can help identify pathways into skilled employment, stronger domestic supplier networks, and specialized industrial capabilities. For international partners, they offer opportunities to develop research relationships, training programs, regional operations, and long-term commercial cooperation.

Track 2: Human resilience and deep space survival

This track explores how people can remain healthy, prepared, and capable throughout demanding space missions, from operations in low Earth orbit to extended lunar stays and deep space exploration. It brings together medical readiness and monitoring, nutrition, metabolism, longevity research, radiation protection, psychological well-being, physical performance, and recovery.

Discussions will examine how these disciplines can support crew performance and preparedness for prolonged isolation, demanding workloads, and environments where medical resources and resupply are limited. Analog training, mission simulations, emergency preparation, and coordinated human and robotic operations will provide practical perspectives on the development of resilient crews and support teams.

The track will also address life-support systems, astrobotany, space agriculture, and resource-efficient habitats. Research into controlled-environment cultivation, water and nutrient recycling, and dependable food production will connect the requirements of future missions with challenges relevant to Qatar and other arid regions, including food security and efficient resource use.

The planned Analog Astronaut Training Camp and Astrobotany and Food Security Research Laboratory near Doha are intended to provide practical settings for future training, educational participation, and research collaboration. Their development can create opportunities for universities, healthcare organizations, agricultural technology companies, equipment suppliers, and aerospace partners to contribute expertise and investigate shared challenges.

Participants will explore how research findings can be evaluated and developed for appropriate space and terrestrial applications. The emphasis is on connecting medicine, biology, engineering, and operational experience to support sustained human activity beyond Earth while advancing capabilities with value for communities on Earth.

Track 3: AI, digital infrastructure, defense & Earth-based operations

This track explores the convergence of the space industry with Silicon Valley and the wider global technology ecosystem. It connects artificial intelligence, advanced computing, semiconductors, cloud infrastructure, communications, cybersecurity, robotics, and autonomous systems with the needs of space missions and terrestrial markets.

Technology companies, startups, aerospace businesses, researchers, and investors will examine opportunities to develop products, services, and commercial partnerships across these interconnected sectors. Discussions will consider how AI and digital technologies can support spacecraft design, mission planning, data analysis, predictive maintenance, manufacturing, and autonomous operations.

A central focus will be the connection between space-derived capabilities and demand on Earth. Satellite data, communications, and analytical services can contribute to applications in energy, logistics, agriculture, healthcare, environmental management, and critical infrastructure. Participants will explore how technical capabilities can be translated into useful services, viable business models, and relationships with prospective customers.

The track will also address Earth observation and intelligence, secure communications, aerospace surveillance, defense training, disaster response, and infrastructure resilience. These discussions will connect operational requirements with research, technical development, industrial capacity, and financing.

Computing infrastructure in orbit will be examined as an emerging area requiring careful assessment of demand, power, thermal management, communications, servicing, reliability, and economics. Across all applications, participants will consider cybersecurity, data governance, human oversight, and the responsible deployment of AI in demanding environments.

The aim is to build productive relationships between the organizations developing space capabilities and those shaping the digital economy, creating opportunities for Qatar-based and international participants to collaborate in both markets.

Track 4: The future of LEO, spaceports & Cis-Lunar transportation

This track examines the transportation networks, destinations, and operational infrastructure needed to support a growing economy in low Earth orbit (LEO) and across the Earth–Moon system. It explores commercial space stations, orbital research, manufacturing, tourism, servicing, and logistics alongside spaceports, reusable launch and return systems, and Cis-Lunar transportation.

The future of LEO will be considered through the relationships among infrastructure providers, operators, researchers, manufacturers, and customers. Discussions will address how orbital facilities can attract demand, provide dependable services, and connect with the transportation and support systems required for sustained operations.

Spaceports will be examined as gateways linking terrestrial industry with space activity. Topics will include aviation and airspace coordination, launch and return operations, ground infrastructure, maintenance, training, manufacturing, and regional supplier networks. Participants will explore how spaceport development can support wider industrial activity while responding to operational, environmental, and commercial requirements.

The track will connect these terrestrial gateways with orbital destinations and initial lunar outposts. Discussions will cover cargo and crew transportation, orbital servicing and refueling, traffic coordination, debris mitigation, interoperability, early site governance, and sustainable operations. AI-enabled mission planning, autonomous servicing, and intelligent logistics will be considered as tools for managing increasingly complex networks.

Commercial viability will remain central. Project developers, operators, investors, insurers, and prospective customers will be invited to examine demand, financing, risk allocation, and the partnerships needed to develop dependable services. The aim is to connect transportation capability with viable destinations and sustained economic activity between Earth and the Moon.

Track 5: Building a sustainable Earth–Moon civilization

This track explores the long-term development of a connected Earth–Moon civilization through infrastructure, lunar resources, commercial research, industrial value chains, settlements, and governance. It examines how these elements can develop together to support enduring economic activity, resilient communities, and shared prosperity.

Reliable energy, responsible resource use, circular production systems, and environmental stewardship will be central themes. Participants will consider how transportation, power, communications, habitation, manufacturing, and resource processing can be coordinated so that individual projects contribute to a functioning and maintainable economic system.

The track will also explore AI-assisted research, autonomous construction, and robotic industrial operations. Discussions will examine how these capabilities could support infrastructure deployment, maintenance, and settlement development while reducing demands on human crews and creating opportunities for specialized technology and service providers.

Public and private institutions will be invited to consider how investment, commercial demand, and cooperation frameworks can support development over long periods. Topics will include infrastructure finance, industrial partnerships, market formation, governance, institutional responsibility, and the proposed Earth–Moon and Selene Accords as subjects for further dialogue and development.

Questions of access, public trust, and the protection of scientifically and culturally significant environments will form part of the discussion. Participants will also examine how research, education, industrial participation, and economic benefits can connect communities on Earth with activities beyond it.

The emphasis is on developing infrastructure and institutions capable of enduring across generations. Through sustained international cooperation, this track will explore how the expansion of the Earth–Moon economy can create lasting commercial opportunities while supporting responsible development and a broader human future.

Space Economic Forum Qatar

The five program layers

From strategic dialogue to year-round cooperation

Five thematic tracks define the subjects. Five program layers define how participants engage.

01



Strategic forum

Connect leaders and specialists across five thematic tracks to identify priorities, examine challenges, and develop practical next steps.

Keynotes • Expert roundtables • Working sessions • Commercial and institutional dialogue

02



Programs and participation activities

Connect students, families, educators, and astronaut candidates through hands-on learning and mission experiences.

Junior Exploration Zones (JEZ) • Astronaut Hub • Inspiration Tour • Live analog missions • Astronaut-led activities

03



Exhibitions and showcases

Demonstrate capabilities and connect with prospective customers, investors, suppliers, and research partners.

Qatar and TSI showcases • Country pavilions • Innovation booths • Research demonstrations • Partnership meetings

04



SEF Impact Gala and Ecosystem Houses

Recognize contributions, share approved announcements, and deepen relationships through curated gatherings.

Industry • Investment • Innovation • Sustainability • Policy • Future talent

05



Year-round engagement platform

Connect all program layers through continuing collaboration, project development, and milestone reporting.

SEF Talks • 17 strategic participation groups • USC and SSPS work • Continuing JEZ activities • Collaborative projects

USC: United Space Collective | SSPS: Solar System Planetary Standards

**One annual gathering. A continuing platform
for the Earth–Moon economy.**

Connect expertise, develop partnerships, and carry the work forward throughout the year.

The five program layers

SEF Qatar's five program layers connect strategic dialogue with public participation, technology demonstrations, relationship development, and sustained cooperation. While the five thematic tracks define the subjects the forum addresses, the program layers define how participants engage, contribute, and carry their work forward.

Together, they create multiple entry points for companies, governments, investors, researchers, educators, students, and the wider public. The annual Doha gathering brings these communities together, while the year-round platform supports continuity as ideas develop into proposals, partnerships, and practical initiatives.

Layer 1: Strategic forum

The Strategic Forum brings leaders, specialists, and decision-makers together across SEF's five thematic tracks to examine priorities, address shared challenges, and identify opportunities for cooperation. Keynotes, moderated discussions, expert roundtables, and focused working sessions will connect technical, commercial, financial, and institutional perspectives.

Participants will explore how developments in space, aerospace, AI, energy, infrastructure, human resilience, and advanced industry can translate into viable projects and productive relationships. Discussions will give attention to the requirements for implementation, including market demand, financing, workforce capabilities, operational readiness, and appropriate governance.

The purpose is to develop clear priorities, informed recommendations, and potential next steps that participating organizations can pursue through SEF's strategic participation groups and subsequent collaboration. This layer establishes the substantive agenda that informs activities across the wider program.

Layer 2: Programs and participation activities

This layer connects young people, schools, universities, families, and astronaut candidates with the knowledge, skills, and human experiences behind space exploration. It creates opportunities to learn through direct participation, making the forum accessible to audiences at different stages of education and professional development.

Planned activities include the **Junior Exploration Zones (JEZ), Astronaut Hub, Inspiration Tour, live analog mission experiences, and astronaut-led activities**. These programs will introduce participants to mission planning, scientific inquiry, teamwork, engineering challenges, and the demands of living and working beyond Earth.

Connections with the planned Analog Astronaut Training Camp and Astrobotany and Food Security Research Laboratory near Doha can extend these experiences into subjects such as crew preparation, human resilience, controlled-environment agriculture, and efficient resource use. Designated visitor activities can also provide residents and tourists with opportunities to engage with these themes.

The aim is to connect inspiration with learning and future participation. Universities, educators, companies, and program partners will have opportunities to contribute expertise, support activities, and help students recognize pathways into research, entrepreneurship, and careers across the Earth–Moon economy.

Layer 3: Exhibitions and showcases

This layer gives companies, countries, researchers, and innovators a setting to demonstrate their capabilities and connect with prospective customers, investors, suppliers, and collaborators. It brings the forum's themes into tangible form through technologies, models, research demonstrations, and presentations of proposed projects.

Planned elements include Qatar and Titans Space Industries (TSI) showcases, country pavilions, innovation booths, research demonstrations, and dedicated partnership meeting spaces. Participants will be able to explore capabilities across spacecraft, satellites, propulsion, spaceports, communications, AI, robotics, manufacturing, energy, healthcare, and other relevant industries.

The exhibitions will connect established organizations with startups, specialized suppliers, universities, and emerging space participants. Demonstrations and technical discussions will help visitors understand what a technology or project can offer, what stage it has reached, and what cooperation may be needed to advance it.

The commercial purpose is to help participants identify complementary capabilities and explore concrete opportunities, including research partnerships, supplier relationships, joint development, regional operations, and potential investment. Dedicated meeting spaces will support more detailed conversations and follow-up.

Layer 4: SEF Impact Gala and Ecosystem Houses

This layer combines recognition and relationship development with focused gatherings across the wider space economy. It provides opportunities to acknowledge contributions, present authorized announcements, and deepen connections among the people and institutions participating in SEF.

The **SEF Impact Gala** will provide an occasion to recognize contributions to industry, research, education, cooperation, and public engagement. Where participating organizations have approved disclosure, it may also provide a setting to announce partnerships, commitments, and initiatives developed through the forum.

The **Ecosystem Houses** are envisioned as curated gathering spaces and programs organized around shared interests, including industry, investment, innovation, sustainability, policy, and future talent. Hosted discussions, smaller meetings, and networking activities will enable participants to engage in greater depth with relevant communities.

Together, the Gala and Ecosystem Houses will help participants strengthen relationships, develop mutual understanding, and identify areas for continued cooperation. Their value will lie in connecting recognition and visibility with substantive engagement that can continue through SEF's year-round platform.

Layer 5: Year-round engagement platform

The Year-Round Engagement Platform provides continuity across all five program layers, enabling participants to maintain relationships, develop proposals, and pursue shared objectives between annual Doha gatherings. It is the continuing structure through which the forum's discussions, introductions, and ideas can progress into sustained work.

Its activities will include SEF Talks, the 17 strategic participation groups, United Space Collective (USC) and Solar System Planetary Standards (SSPS) work, continuing JEZ activities, collaborative projects, and milestone reporting. Councils, boards, forums, and focused working groups will provide defined settings for organizations to contribute according to their expertise and interests.

The platform will support follow-up on opportunities identified through the Strategic Forum, exhibitions, participation programs, and Ecosystem Houses. Depending on the initiative, this may involve technical exchanges, research cooperation, partner discussions, educational activities, project development, or examination of standards and interoperability proposals. USC and SSPS activities will provide channels for developing cooperation and standards proposals with relevant participants.

Participating groups will be encouraged to establish clear objectives, identify responsibilities, and report appropriate milestones. Progress reporting will distinguish exploratory discussions from agreed projects and completed outcomes, helping participants assess what has advanced and what further work is required.

Through this continuing engagement, SEF Qatar aims to build an international community whose relationships and contributions deepen over time. The annual forum will provide a focal point for reviewing progress, sharing results, welcoming new participants, and setting priorities for the next year.

Together, the five program layers make SEF Qatar a platform where strategic discussion, practical participation, commercial opportunity, and year-round cooperation reinforce one another in support of the emerging Earth–Moon economy.

Preparing for Life Beyond Earth: Doha’s Planned Analog Astronaut Training Camp and Astrobotany Lab for Space Agriculture and Food Security

The planned **Analog Astronaut Training Camp near Doha** will bring a practical dimension to SEF Qatar’s year-round program, creating a setting where astronaut candidates, researchers, engineers, and students can prepare for the demands of future lunar exploration. Through simulated missions, outdoor extravehicular activities, rover operations, and coordinated field exercises, participants will develop skills in teamwork, communications, equipment handling, and decision-making under operational constraints. The camp is intended to grow in phases, supporting increasingly sophisticated training and research while creating opportunities for international collaboration.

An associated **Astrobotany and Food Security Research Laboratory** is planned to investigate how plants can be cultivated reliably in environments where water, space, energy, and other resources are constrained. Proposed research areas include controlled-environment agriculture, hydroponic cultivation, water and nutrient recycling, crop resilience, and the integration of food production into human habitats. These studies would support the development of future space life-support systems while addressing challenges relevant to food production in Qatar and other arid regions.

Together, the camp and laboratory will connect human exploration with practical needs on Earth. Research into dependable crop production, efficient resource use, and resilient growing systems can help inform approaches to food security while giving students and researchers experience at the intersection of biology, engineering, and environmental science. The laboratory’s Earth-based experiments will provide a foundation for further investigation, including future collaborations involving spaceflight research.

These facilities will also create opportunities for universities, agricultural technology companies, aerospace businesses, equipment suppliers, and education partners to contribute expertise, develop joint research projects, and evaluate technologies. Integrated with SEF Qatar’s year-round activities (Layer 5), the initiative is intended to help Doha build lasting capabilities in astronaut preparation, applied research, and workforce development, connecting Qatar’s space ambitions with benefits for its people and economy.

The camp and laboratory will also welcome tourists, students, and VIP visitors through designated visitor experiences, guided tours, and interactive educational activities, offering an inspiring encounter with astronaut training, space agriculture, and the science of sustaining life beyond Earth.

An annual forum with year-round work

The annual Doha gathering will be the focal point of a continuing international platform, bringing participants together to share progress, develop relationships, and establish priorities for the year ahead. SEF Qatar's Layer 5, the Year-Round Engagement Platform, will connect the work of all five program layers, supporting collaboration between successive annual forums.

Throughout the year, SEF Qatar plans to convene strategic discussions, industry workshops, investor roundtables, research exchanges, educational activities, and focused working sessions. SEF Talks and the 17 strategic participation groups will provide defined settings for companies, institutions, investors, researchers, and public authorities to contribute expertise, develop proposals, and pursue shared objectives across the five thematic tracks.

This continuing program will connect strategic partner engagement; research, content, standards, and cooperation; capital and industrial development; and public participation, education, and youth inspiration. Activities will also include United Space Collective (USC) and Solar System Planetary Standards (SSPS) work, continuing Junior Exploration Zone (JEZ) programs, and collaborative initiatives arising from the forum, exhibitions, and Ecosystem Houses.

The objectives will be practical: identifying shared priorities, examining commercial and technical barriers, connecting complementary capabilities, and helping participants define the next steps required to advance a proposal. Areas of cooperation may include AI and aerospace applications, spaceports, commercial activity in low Earth orbit, Cis-Lunar transportation, human resilience, food security, and sustainable infrastructure.

A proposed orbital facility, for example, may require transportation providers, power and communications systems, manufacturing capabilities, AI-enabled operations, insurance, financing, and trained personnel. Its development also depends on prospective customers, workable commercial arrangements, and coordination among these contributors. SEF's structure is designed to bring those perspectives together so that participants can understand their interdependencies and explore opportunities for joint work.

For Qatar-based and international organizations, year-round participation will provide continuity as introductions develop into technical exchanges, research collaborations, supplier discussions, investment assessments, and potential partnerships. Participating groups will be encouraged to establish clear objectives, identify responsibilities, and report appropriate milestones, giving the annual gathering a substantive record of work on which to build.

The platform's progress will be assessed through the quality of participation and follow-through: proposals advanced, research cooperation initiated, investment pathways explored, partnerships established, and agreed projects moving toward implementation. Reporting will distinguish

exploratory discussions from commitments and completed outcomes, helping participants assess progress and determine where further cooperation is needed.

Seventeen strategic participation groups

Layer 5: Year-round collaboration across the five thematic tracks

- 01**  **SEF Strategic Partner Leadership Council**
Strategic priorities, partner contributions, and cross-industry cooperation.
- 02**  **SEF Track Integration Council**
Connect expertise and coordinate work across all five thematic tracks.
- 03**  **Earth-Moon and Selene Accords Stewardship Council**
Develop proposed accords and frameworks for responsible cooperation.
- 04**  **Cis-Lunar Infrastructure and Logistics Board**
Spaceports, orbital facilities, transportation, depots, servicing, and lunar logistics.
- 05**  **Resource, Power and Commodity Markets Board**
Energy, lunar resources, propellants, efficient resource use, and emerging markets.
- 06**  **Space Traffic, Safety and Orbital Sustainability Board**
Traffic coordination, collision-risk reduction, debris mitigation, and safe operations.
- 07**  **Standards, Interoperability and Digital Infrastructure Board**
Compatible systems, communications, AI, cybersecurity, data, and advanced computing.
- 08**  **Space Finance, Insurance and Underwriting Board**
Project finance, risk assessment, insurance, and investment readiness.
- 09**  **Industrialization, Manufacturing and Supply Chain Board**
Materials, semiconductors, robotics, production, testing, and supplier networks.
- 10**  **Human Resilience, Health and Life Support Board**
Space medicine, analog training, astrobotany, food security, and life support.
- 11**  **Government and Space Agency Forum**
Public priorities, enabling frameworks, and international cooperation.
- 12**  **Investor and Sovereign Capital Forum**
Connect capital providers with sectors, projects, and potential investment partners.
- 13**  **Fortune 500 and Strategic Industry Forum**
Connect major industries, Silicon Valley, and global technology ecosystems with space markets.
- 14**  **Universities, Research and Workforce Forum**
Research partnerships, AI skills, training, entrepreneurship, and future careers.
- 15**  **Chambers, Associations and Regional Economic Development Forum**
Business networks, regional investment, supplier development, and aerospace hubs.
- 16**  **Future Generations, Education and Astronaut Inspiration Platform**
Junior Exploration Zones, astronaut engagement, mission-based learning, and youth participation.
- 17**  **Public Trust, Ethics and Civilizational Narrative Platform**
Responsible AI, environmental stewardship, cultural participation, and public understanding.

Clear objectives • Responsible contributors • Milestone reporting

An annual forum in Doha. A continuing platform for practical progress.

Participation and leadership roles are subject to expertise, partnership arrangements, access requirements, and SEF confirmation.

Seventeen strategic participation groups

SEF's year-round architecture comprises 17 strategic participation groups, including leadership councils, specialist boards, institutional forums, and public-engagement platforms. Operating within Layer 5, the Year-Round Engagement Platform, these groups will connect the five thematic tracks with continuing research, strategic dialogue, commercial cooperation, and project development.

Each group provides a defined setting in which participants can contribute expertise, identify shared priorities, and develop relationships aligned with their objectives. Focused working groups and collaborative activities will bring together relevant companies, institutions, investors, researchers, and public authorities around specific questions and opportunities.

1. SEF Strategic Partner Leadership Council

Brings senior partner representatives together to examine strategic priorities, identify opportunities across industries, and contribute to the platform's continuing development. The council will help connect partner capabilities with shared objectives and encourage cooperation across SEF's thematic tracks and participation groups.

2. SEF Track Integration Council

Connects the five thematic tracks so that discussions of infrastructure, finance, technology, human resilience, governance, and sustainability inform one another. The council will help identify dependencies, coordinate contributions, and bring complementary expertise together around proposals requiring participation from several disciplines.

3. Earth–Moon and Selene Accords Stewardship Council

Provides a setting for the development and stewardship of the proposed Earth–Moon and Selene Accords and associated cooperation frameworks. Drawing on institutional, legal, standards, industry, and infrastructure expertise, the council will support dialogue on responsible participation, coordination, and long-term cooperation across the Earth–Moon economy.

4. Cis-Lunar Infrastructure and Logistics Board

Addresses the transportation networks and operational infrastructure connecting Earth, low Earth orbit, and the Moon. Its scope includes spaceports, reusable transportation, commercial orbital facilities, depots, servicing, refueling, mobility, and lunar logistics. The board will examine how these capabilities can develop together around customer needs, dependable services, and viable commercial relationships.

5. Resource, Power and Commodity Markets Board

Examines energy systems, lunar resources, propellants, processing capabilities, and the commercial foundations of emerging commodity markets. Discussions will connect prospective producers, infrastructure developers, customers, and investors around supply, demand, efficient resource use, and responsible development. Reliable power, resource recovery, and circular production systems will form part of its sustainability focus.

6. Space Traffic, Safety and Orbital Sustainability Board

Brings operators, infrastructure providers, technical specialists, insurers, and relevant authorities together around safe operations and the long-term usability of orbital environments. Topics will include traffic coordination, collision-risk reduction, debris mitigation, servicing interfaces, and end-of-life planning. Particular attention will be given to the implications of growing commercial activity in LEO and expanding transportation networks.

7. Standards, Interoperability and Digital Infrastructure Board

Addresses the technical compatibility and digital foundations needed for connected space operations. Its scope includes communications, data exchange, cybersecurity, AI-enabled systems, advanced computing, and interfaces among spacecraft, facilities, and terrestrial networks. Participants will examine interoperability proposals, reliability, human oversight, and opportunities to connect aerospace requirements with capabilities from Silicon Valley and other technology ecosystems.

8. Space Finance, Insurance and Underwriting Board

Connects project developers, financial institutions, insurers, and technical specialists around the financing and risk requirements of space ventures. Discussions will address project finance, commercial demand, contractual structures, insurance, underwriting, and investment readiness. The board will help participants examine what is required to move a proposal toward a financeable and insurable project.

9. Industrialization, Manufacturing and Supply Chain Board

Focuses on the industrial capabilities needed to build, supply, and maintain the Earth–Moon economy. Topics will include advanced materials, semiconductors, robotics, manufacturing, assembly, testing, maintenance, and supplier qualification. The board will connect established companies, specialized suppliers, and emerging businesses around joint development, dependable supply chains, and opportunities for Qatar-based and international industrial cooperation.

10. Human Resilience, Health and Life Support Board

Examines healthcare, human performance, medical readiness, nutrition, psychological well-being, life support, and the demands of sustained activity beyond Earth. Its work will also encompass analog training, astrobotany, controlled-environment agriculture, and water and nutrient recycling. These subjects can support collaboration associated with the planned Doha training camp and research laboratory while connecting space requirements with healthcare, food security, and resource-efficiency challenges on Earth.

11. Government and Space Agency Forum

Creates a channel for dialogue among ministries, space agencies, regulators, and other public institutions on priorities and potential cooperation. Discussions will address enabling frameworks, infrastructure development, research, workforce capabilities, and public-private collaboration. The forum will support exchanges between established space powers and emerging space nations seeking practical routes into the wider space economy.

12. Investor and Sovereign Capital Forum

Convenes funds, banks, family offices, sovereign investors, and other capital providers around the opportunities and requirements of the emerging Earth–Moon economy. It will provide a setting to compare investment objectives, examine sectors and development timelines, and engage with prospective partners and project developers. The focus will be on informed relationships and potential investment alignment, supported by each participant’s own assessment and due diligence.

13. Fortune 500 and Strategic Industry Forum

Helps major corporations and established industries identify how their capabilities can contribute to space markets and related terrestrial opportunities. It will engage technology businesses, including companies from Silicon Valley and other global innovation centers, alongside energy, telecommunications, logistics, healthcare, manufacturing, and infrastructure organizations. Discussions will explore customer relationships, joint ventures, regional operations, and new products and services at the intersection of space and established industries.

14. Universities, Research and Workforce Forum

Connects universities, research institutions, educators, students, training organizations, and employers around shared research and workforce needs. Activities may include academic partnerships, applied research, internships, specialized training, entrepreneurship, and technology commercialization. AI skills, engineering, space medicine, astrobotany, and operational

preparation will provide opportunities to connect education with practical challenges and future careers.

15. Chambers, Associations and Regional Economic Development Forum

Engages chambers of commerce, trade associations, cities, regions, and economic-development organizations in widening industrial participation. Its focus will include business introductions, supplier networks, regional investment opportunities, and the capabilities that can develop around spaceports and aerospace hubs. The forum will help connect local enterprises with international expertise, prospective customers, and partners.

16. Future Generations, Education and Astronaut Inspiration Platform

Connects astronauts, educators, schools, universities, youth organizations, and program partners through activities that make exploration and future careers accessible. Its scope includes Junior Exploration Zones, the Astronaut Hub, the Inspiration Tour, mission-based learning, and continuing educational engagement. The aim is to turn inspiration into opportunities for learning, participation, and progression into research, entrepreneurship, and skilled professions.

17. Public Trust, Ethics and Civilizational Narrative Platform

Supports discussion of the public purposes, ethical questions, and long-term societal implications of economic development beyond Earth. Topics will include responsible AI, environmental stewardship, cultural participation, access to opportunity, and the protection of scientifically and culturally significant environments. The platform will connect researchers, public institutions, media, cultural organizations, and industry around informed communication and public understanding.

Together, these groups provide organizations with defined places to contribute while maintaining connections across the wider economy. Participation and leadership roles will reflect relevant expertise, agreed partnership arrangements, access requirements, and SEF confirmation.

Groups will be encouraged to establish clear objectives, identify responsible contributors, and report appropriate milestones. Their work can inform the annual Doha forum, support follow-up on opportunities identified there, and help participants distinguish early discussions from agreed initiatives and completed outcomes.

Through this structure, SEF Qatar intends to connect year-round participation with practical progress, helping organizations develop the relationships, capabilities, and partnerships needed to advance the Earth–Moon economy.

Space Economic Forum Qatar

Five strategic partnership tiers

A seat at the table in Doha and throughout the year

Five thematic tracks

17 strategic participation groups

Year-round engagement



Diamond Partner
\$2,500,000+

All 17 groups

Priority consideration for selected leadership, chair, co-chair, founding partner, or strategic convener roles.



Platinum Partner
\$1,250,000

Up to eight groups

Consideration for relevant leadership, co-chair, and senior contributor roles.



Gold Partner
\$500,000

Up to four groups

Participation aligned with your expertise, sector, and commercial or institutional objectives.



Emerald Partner
\$250,000

Up to two groups

Focused participation relevant to your capabilities, sector, region, or mission.



Silver Partner
\$25,000

One approved group

A focused entry point into the SEF ecosystem and its continuing activities.

Participation, access, and leadership roles are subject to relevance, program fit, confidentiality requirements, and SEF confirmation.

Defined participation. Continuing opportunity.



Engage

Executive discussions, speaking contributions, exhibitions, and partner briefings.



Connect

Explore customer relationships, supplier networks, research cooperation, and joint development.



Continue

Develop relationships and proposals through Layer 5, the Year-Round Engagement Platform.

Benefits and participation periods are defined in each partnership agreement.

Partner positions are deliberately limited to preserve the quality of engagement.

Contribute expertise, build lasting relationships, and help shape the Earth–Moon economy.

Five partnership tiers, with defined opportunities to participate

SEF Qatar will invite organizations to engage through **five strategic partnership tiers**, connecting participation in the annual Doha forum with continuing involvement in the year-round platform. Each tier provides a defined scope of strategic engagement, complemented by visibility, programming opportunities, and relationship development.

The partnership structure connects organizations with SEF's five thematic tracks and **17 strategic participation groups**, enabling them to contribute where their expertise, capabilities, and ambitions are most relevant. Through **Layer 5, the Year-Round Engagement Platform**, partners can sustain discussions, develop proposals, and explore cooperation between annual gatherings.

Partnership tier	Contribution level	Strategic participation
Diamond Partner	\$2,500,000+	Access across all 17 strategic participation groups, with priority consideration for selected leadership, chair, co-chair, founding partner, or strategic convener roles.
Platinum Partner	\$1,250,000	Participation in up to eight strategic participation groups, with consideration for relevant leadership, co-chair, and senior contributor roles.
Gold Partner	\$500,000	Participation in up to four strategic participation groups aligned with the organization's expertise, sector, and commercial or institutional objectives.
Emerald Partner	\$250,000	Focused participation in up to two strategic participation groups relevant to the partner's capabilities, sector, region, or mission.
Silver Partner	\$25,000	Participation in one approved strategic participation group, providing a focused entry point into the SEF ecosystem and its continuing activities.

Participation, access, and leadership appointments are subject to relevance, program fit, confidentiality requirements, and SEF confirmation. Specific benefits, participation periods, and delivery arrangements will be defined in each partnership agreement.

Depending on the tier and agreed program, opportunities may include executive discussions, relevant speaking contributions, exhibitions and demonstrations, private meetings, partner briefings, research exchanges, thought-leadership contributions, and educational or public-

engagement activities. Year-round participation will provide continuity as partners identify shared interests and determine where further work could be productive.

The commercial value lies in connecting organizations with complementary capabilities and objectives. Partners may explore prospective customer and supplier relationships, research collaborations, joint development, regional operations, industrial partnerships, and investment discussions. These opportunities will develop through the work and decisions of participating organizations, supported by appropriate evaluation and separate agreements.

The structure accommodates different ambitions and forms of contribution. A major aerospace company may seek broad engagement across transportation, infrastructure, manufacturing, finance, and standards. An AI or semiconductor company may focus on digital infrastructure, autonomous systems, and industrial applications. A spaceport developer may engage around logistics, regional development, workforce preparation, and financing. A university may concentrate on research, human resilience, astrobotany, and specialized training, while a smaller technology business may contribute within a single group where its expertise addresses a defined need.

For Qatar-based organizations, partnership offers opportunities to connect with international expertise, emerging markets, and potential collaborators. For global participants, it provides a setting to explore relationships with Qatar's businesses, institutions, researchers, and prospective investment partners while contributing to the country's developing space and aerospace ecosystem.

Partner positions will be deliberately limited to preserve the quality of engagement and ensure that participation remains substantive. The objective is to bring together organizations prepared to contribute expertise, maintain involvement, and pursue opportunities with purpose.

A seat at the table means a defined opportunity to contribute to the work, build consequential relationships, and help shape the industries, infrastructure, and markets of the Earth–Moon economy through participation in Doha and throughout the year.

Opportunities for Qatar's businesses and future workforce

SEF Qatar's international ambitions will be anchored in opportunities for Qatar's businesses, institutions, and people. By connecting local capabilities with global expertise and emerging demand, the platform aims to help organizations identify where they can contribute to the space and aerospace industries and develop the relationships needed to pursue those opportunities.

For specialized engineering firms, manufacturers, technology companies, logistics providers, financial institutions, and professional service businesses, participation can provide insight into customer requirements, supplier qualification, technical standards, and potential routes into new

markets. Strategic discussions, exhibitions, and year-round participation groups will create settings to explore research cooperation, joint development, supplier relationships, and regional operations.

These opportunities extend across industries already important to Qatar's development. Energy businesses can engage around power systems and efficient resource use; aviation and logistics companies can explore aerospace services and future spaceport operations; and technology firms can contribute through AI, robotics, communications, cybersecurity, and advanced computing. Universities and research institutions can connect their work with practical challenges in engineering, human resilience, astrobotany, and food security.

Students and young professionals will be an integral part of this effort. University engagement, astronaut programming, the Junior Exploration Zones (JEZ), and activities associated with the planned Analog Astronaut Training Camp and Astrobotany and Food Security Research Laboratory near Doha will help connect learning with practical applications. Collaboration among educators, researchers, and employers can support the development of specialized skills, research projects, internships, and future career pathways.

The aim is to make participation in the Earth–Moon economy tangible for the people who may one day design its technologies, finance its infrastructure, build its facilities, and operate its systems. Through sustained engagement, SEF Qatar intends to connect inspiration with education, education with capability, and capability with entrepreneurial and professional opportunity.

Building the relationships that make progress possible

SEF Qatar will pursue relationships with Qatar-based and international institutions whose capabilities and objectives align with the platform. Engagement with Qatar Chamber and prospective institutional, investment, educational, and industry partners will form part of this development, with confirmed roles announced as arrangements are established.

The founders' ambition is to build an enduring platform in Doha where international expertise and Qatar's development opportunities come together through substantive, continuing work. The annual forum will provide a focal point for this cooperation, while the five thematic tracks, five program layers, and 17 strategic participation groups will give participants defined ways to contribute throughout the year.

Progress will depend on relationships that connect complementary strengths: companies with prospective customers, researchers with industrial partners, investors with credible projects, and educators with future workforce needs. SEF Qatar will help create the settings in which participants can explore these connections, establish shared objectives, and pursue practical next steps.

As Qatar develops its position as an emerging space and aerospace powerhouse, international partners will have opportunities to contribute to that development while exploring new avenues for their own growth. Early engagement offers time to understand priorities, build trust, identify commercial needs, and develop proposals while the wider ecosystem is taking shape.

The Earth–Moon economy will require cooperation across nations, industries, and generations. On behalf of SEF and the team, Neal S. Lachman and His Excellency Mohamed bin Ahmed Al Obaidly invite the global space and aerospace industry, technology companies, investors, public institutions, researchers, educators, and business leaders to help build the partnerships on which this economy will depend.

Join us in Doha and claim your seat at the table through SEF’s year-round program, where your expertise can forge consequential partnerships, open new markets, and help build the industries that will drive the next industrial revolution: the emerging multitrillion-dollar Earth–Moon economy.

About Space Economic Forum Qatar

Space Economic Forum Qatar (SEF Qatar) is an international platform being established in Doha to advance the emerging Earth–Moon economy, connecting today’s growing space and aerospace industries with the infrastructure, investment, technologies, and institutions needed for sustained economic activity beyond Earth. Partly inspired by the convening model of the World Economic Forum, SEF Qatar aims to fulfill a comparable role for this developing economy by bringing government, industry, finance, science, and education together around shared priorities and practical opportunities for cooperation.

An annual international forum in Doha will anchor a year-round program spanning five thematic tracks, five program layers, and 17 strategic participation groups. Through strategic dialogue, working sessions, exhibitions, research collaboration, educational activities, and commercial partnership development, SEF Qatar will help participants translate expertise and relationships into proposals, investment opportunities, and continuing cooperation.

The concept has been developed since July 2025 with contributions from an international team of more than 60 professionals. Organized by N.S. Lachman & Co. LLC, SEF Qatar seeks to connect Qatar’s capabilities and development ambitions with global expertise, helping shape the industries and markets of the next industrial revolution: the emerging multitrillion-dollar Earth–Moon economy.

For further information:

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About His Excellency Mohamed bin Ahmed Al Obaidly



His Excellency Mohamed bin Ahmed Al Obaidly
Founding Chairman, Space Economic Forum Qatar
Founding Vice Chairman, Space Economic Forum LLC

His Excellency Mohamed bin Ahmed Al Obaidly is a distinguished Qatari entrepreneur, international investor, industrial leader, and third-generation steward of an established Qatari family-business legacy. With more than three decades of cross-sector experience, he has built an exceptional record of developing enterprises, advancing major investments, establishing international business corridors, and connecting Qatar's private sector with strategic opportunities across the Middle East, Asia, Africa, Europe, and the United States.

As Founder and Group Chairman of Kingdom Investment Group and Founder and Group Managing Director of OITC Group Al-Obaidly, His Excellency leads diversified business interests across investment, infrastructure, engineering, fintech, artificial intelligence, digital banking, energy, real estate, transportation, logistics, education, healthcare, tourism, hospitality, and food security. His leadership combines the vision of an international investor with the practical experience of an industrial operator capable of transforming ambitious concepts into structured partnerships, joint ventures, and commercially viable initiatives.

His Excellency is a prominent leader within Qatar's commercial and industrial community. As a Board Member of the Qatar Chamber of Commerce and Industry, Secretary General of the Business Council, and Chairman of several influential committees, including those addressing innovation and technology, food security and the environment, and private-sector legislation, he has contributed significantly to the advancement of Qatari business interests and national economic-development priorities.

His international chamber leadership, bilateral business relationships, and extensive global network connect him with governments, investors, family offices, financial institutions, corporations, and industrial groups across multiple continents. This exceptional combination of Qatari institutional standing, international commercial reach, industrial knowledge, and partnership-building capability makes His Excellency uniquely valuable to the mission of SEF Qatar.

As Founding Chairman, His Excellency provides SEF Qatar with the authority, credibility, and global reach required to convene governments, sovereign investors, business leaders, technology pioneers, and space and aerospace enterprises. His leadership will help transform the Forum into a powerful platform for investment mobilization, technology transfer, industrial cooperation, strategic partnerships, and the creation of new ventures within the emerging Earth-Moon economy.

Through his vision and influence, SEF Qatar is positioned not merely to participate in this new economic era, but to help convene its leaders, shape its commercial architecture, and establish Doha as a major international center for the industries, investments, and partnerships that will define humanity's expansion beyond Earth.

About Neal S. Lachman



Founding Executive Vice-Chairman, Space Economic Forum Qatar
Founder, Executive Chairman & CEO, Space Economic Forum LLC

Neal S. Lachman is a contrarian investor, serial entrepreneur, technology pioneer, strategic architect, and institution builder with more than 37 years of business experience including telecommunications, satellite broadcasting, broadband infrastructure, aerospace, human spaceflight, and the emerging Earth-Moon economy. His career has been defined by an extraordinary ability to recognize transformative technologies before their commercial potential becomes widely understood and to build ambitious enterprises around the industries of the future.

As Founder of Space Economic Forum LLC, Neal created an international platform dedicated to shaping the economic, industrial, financial, technological, and geopolitical foundations of humanity's expansion beyond Earth. He envisioned the Space Economic Forum not simply as an event, but as an enduring institution capable of uniting governments, sovereign investors, corporations, financial institutions, entrepreneurs, scientists, universities, and emerging space nations around the development of a sustainable Earth-Moon economy.

Space Economic Forum LLC is owned by Titans Space Industries Inc., connecting the Forum to one of the most ambitious integrated space transportation and infrastructure programs under development. N.S. Lachman & Co. LLC, also founded by Neal, serves as the organizer and manager of Space Economic Forum LLC, providing the strategic direction, institutional structure, international positioning, partnership development, and executive coordination necessary to advance its global mission. This structure, with more than 100 professionals in the Titans ecosystem, is designed to convert dialogue into partnerships, partnerships into ventures, and ventures into enduring economic and industrial capabilities.

As Founding Executive Vice-Chairman of Space Economic Forum Qatar, Neal brings the Forum's founding vision, global relationships, strategic architecture, and execution-focused leadership to Doha. Working alongside His Excellency Mohamed bin Ahmed Al Obaidly, Founding Chairman of SEF Qatar, Neal and a team of more than sixty professionals, are establishing a powerful international platform through which Qatar can convene global decision-makers, attract strategic investment, advance technology partnerships, expand industrial cooperation, and secure a prominent role in the emerging Earth-Moon economy.

Neal entered the satellite industry in 1992 at the age of 22. By 1995, he and his brothers had secured three global digital satellite broadcasting licenses. During the late 1990s, their InternetHyperGate venture advanced satellite broadband concepts years before the market reached widespread adoption. The venture included the demonstration in 1999 of high-capacity satellite internet capabilities, and was promoted internationally through CNBC, CNN, The Wall Street Journal, the Financial Times, and The Economist. Neal and his brothers subsequently invested millions of dollars in pioneering fiber-to-the-home and high-speed connectivity strategies at a time when residential fiber infrastructure was nonexistent.

These experiences established the entrepreneurial philosophy Neal now brings to space development. He understands how to identify technological inflection points, challenge established industry assumptions, mobilize people and resources around unconventional ideas, and build for markets that have not yet fully emerged. His earlier ventures anticipated elements of the connected world that society now takes for granted. His work today is focused on creating the commercial and institutional foundations for the world that comes next.

As Founding Executive Chairman, CEO, and Chief of Spacecraft Design of Titans Space Industries Inc., Neal leads a fast-growing team of more than 100 professionals in the development of an integrated Earth-Moon transportation and infrastructure architecture centered on fully reusable, horizontal-takeoff and horizontal-landing spaceplanes. His systems-level approach connects transportation, orbital infrastructure, lunar

development, passenger programs, payload services, astronaut participation, financing models, and long-term commercial demand within a single strategic framework.

The team's objectives for the Space Economic Forum is grounded in the conviction that the Earth-Moon economy will become the next great industrial revolution. Its development will require far more than spacecraft and launch systems. It will demand coordinated progress across energy, infrastructure, advanced manufacturing, robotics, artificial intelligence, communications, finance, insurance, healthcare, education, tourism, logistics, construction, and international governance. SEF was created to bring these industries, institutions, and decision-makers into the space-development process.

As Founding Executive Vice-Chairman and CEO of SEF Qatar, Neal provides the new venture with technological vision, entrepreneurial leadership, international reach, and a deep understanding of how emerging industries are created. His work will help position Qatar as a global meeting place for the governments, investors, businesses, and innovators that will finance, build, operate, and govern the infrastructure of the Earth-Moon economy.

Through Space Economic Forum LLC, N.S. Lachman & Co. LLC, Titans Space Industries Inc., and Space Economic Forum Qatar, Neal and his team are bringing together the ideas, people, capital, technologies, and institutions required to transform humanity's expansion beyond Earth into a sustainable economic reality. Their ambition is for Doha to become one of the principal places where the future Earth-Moon economy is discussed, structured, financed, and advanced.

Neal's career has consistently been defined by seeing consequential technological and economic transformations before they become obvious. Through SEF Qatar, he is applying that same foresight to one of the greatest opportunities in human history, helping ensure that Qatar does not merely participate in the emerging space economy, but becomes one of the influential centers from which its future is shaped.

- Download a complimentary edition of [Earth-Moon Economic, Infrastructure, and Civilizational Architecture: A Treatise, Manifesto, and Modular Blueprint for Settlement, Commercialization, and the Next Industrial Revolution](#) - The monumental 1800+ page book by Neal.