

blinc **SPACE**

Building the Professional
Workforce for the New Space era

BLINC Space Limited, the UAE subsidiary of Borderless Labs Inc. (USA)

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Executive Summary

The Market Asset

Space Economy to surpass \$1 trillion by 2030, with human presence in orbit and on the Moon becoming routine
Human Spaceflight Market expected to reach \$9.42 billion by 2030, driven by space tourism and exploration missions

Proven Traction

1. **Professional** astronaut training program & certification for Global Space Agencies: under-negotiations =10, in-discussions 35 out of 80
2. **Education** in Human spaceflight & space industry: Master's Degree curriculum finalized
3. **Experiences:** Corporate, Tourist & Stem space experiences: strategic US and UAE partnerships signed

Strategic Moat

BlinC Space has the **Only** license granted by the UAE Government & Space Agency for Humanflight training

Capital-light, deployable now, and scalable globally, with immediate returns

The Ask

\$10M Round to full execute and scale-up BLINC Space's integrated human spaceflight platform in the UAE and establish as the global hub for private human spaceflight



Problem

The Human Capital Bottleneck in the \$1.8T Space Economy

- **Systemic Scarcity:** Global astronaut training is a government-held monopoly with stagnant throughput, leaving 70+ national space agencies and 65,000+ qualified applicants without a professional pathway.
- **The "Mission-Ready" Skill Gap:** Traditional aerospace degrees are overly theoretical; the \$1.8T space economy faces a critical deficit in personnel who meet industry-specific job requirements for astronauts, orbital operations and lunar logistics.
- **Academic-to-Orbit Integration:** By embedding NASA-affiliated Master's programs and tactical training within UAE universities, Blinc converts "students" into "certified operators," bridging the chasm between the classroom and the cockpit.
- **Scaling the Human Frontier:** Blinc Space is injecting 100 high-yield astronaut training billets (positions) annually into the global pool—multiplying current commercial capacity and securing the UAE as the premier hub for the spacefaring workforce.

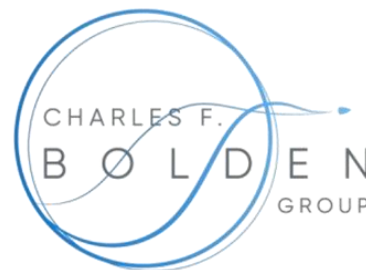
We aren't just training the next generation of explorers; we are building the essential human infrastructure for the space economy





Solution

Scalable Human Spaceflight Training



- Accredited astronaut training program, managed by top-tier former NASA astronauts and trainers
- Open to both the private and public (space companies & international agencies, tourist experience and corporate performance workshops)
- Asset-light model leveraging unique partnerships with existing UAE infrastructure.

BLINC HOLDS THE ONLY LICENSE TO OPERATE IN THE UAE AND IS THE ONLY PROVIDER IN THE MENA REGION

Key Drivers of Demand

- **Space Economy Expansion:** Forecasted to surpass \$1 trillion by 2030, with human presence in orbit and on the Moon becoming routine
- **Human Spaceflight Market:** Expected to reach \$9.42 billion by 2030, driven by space tourism and exploration missions
- **Workforce Crisis:** Programs like Space Workforce 2030 highlight a critical shortage of skilled professionals, calling for thousands of new hires across astronaut, engineering, and mission support roles

70-100

Active Astronauts

Current active astronauts globally across major space agencies

2030

Critical Year

Demand will grow exponentially by 2030 with permanent lunar bases, commercial stations, and Mars mission preparations





Benchmarking Professional Astronaut Certification

	Space X (USA)	NASA (USA)	RusCosmos (Russia)	European space agency	UAE	BLINC Space
Cost per participant	\$5M	\$25M	€5M	€5M	N/A	\$500k
Open to everyone	NO	NO	NO	NO	NO	Anyone healthy enough to go on a rollercoaster
Requirements	USA Citizenship Or Approved and Screened by Mission specialists	USA Citizenship Masters Degree Medical clearance Security clearance	Citizenship; STEM degree ≤35 years old; excellent medical, physical, and psychological fitness	ESA Citizen; MSc in STEM ≥3 years professional experience, pilot, medical	(UAE citizenship, ≥18 years university degree; physically and psychologically fit; fluent in Arabic/English)	Anyone healthy enough to go on a rollercoaster
Gap filling	Super Wealthy private missions only	40,000 applicated for 15 places	Stopped offering 2022	22,500	4305 people applied	Open registration
Space selected	Severly limited	15	NA	17	4	100
Asset ownership	Private	Government	Government	Government	NASA: \$20M per year per astronaut	Partnership

100,000+ applicants compete for fewer than 20 positions annually across traditional space agencies - BLINC to provide an additional 100 spaces at a fraction of traditional costs, opening access while maintaining world-class standards



The Team



Malik (Mac) Malkawi – Founder & CEO

15+ years in high-risk regulated industries, founder of globally recognized space education brand, and trained citizen-scientist astronaut candidate—uniquely positioned to translate human spaceflight from government institutions into a scalable commercial ecosystem for MENA and beyond.



David Juahardo – Interim COO

MBA-backed operational leadership, revenue-driven execution, and active training in space operations and astronautics—ideally suited to scale BLINC's complex training, education, and experiential programs with precision and reliability in safety-critical environments.



Omar Al Balbaki – Chief Engineer

Accomplished autonomous mechatronics systems engineer with hands-on leadership building lunar and Martian rover platforms, AI-driven navigation systems, LiDAR-enabled drones, and small-satellite hardware—uniquely qualified to architect BLINC's mission-critical robotics, autonomy, and space hardware programs.



Aoun Sharaf – Interim CFO

Multi-jurisdictional leadership across regulatory compliance, risk management, and governance with senior roles at leading global investment institutions—providing institutional-grade oversight for human spaceflight training, cross-border programs, and large-scale investment structures.



Astronaut Sian Proctor PhD – Chief Astronaut Trainer

Orbital spaceflight mission pilot, NASA astronaut finalist, veteran planetary scientist with 25+ years of academic and analog astronaut experience—providing unmatched real-world flight experience and training authority to lead world-class human spaceflight preparation programs.



Dara Dotz – CTO

Founding team member of Made In Space and pioneer of 3D printing in space—combining deep product design expertise, space entrepreneurship, and proven innovation credibility to architect BLINC's advanced technology vision with operational rigor and commercial discipline.



Advisory Board & Strategic Partners

BLINC Space is honored to be advised and partnering with Former Head of NASA Charles Bolden and Astronaut Jeanette Epps. The Bolden Group — is the most respected space-sector think tanks globally representing more than 50 former astronauts, scientists, engineers and space industry leaders.



The Charles F. Bolden Group

Founded by The Honorable Charles F. Bolden, Major General, USMC (Ret)

- Four-time Space Shuttle Astronaut and 12th Administrator of NASA (2009-2017)

Led by CEO, Ché Bolden, Colonel, USMC (Ret)
Comprised of 50+ advisors

- Retired NASA and Orbital Astronauts
- Former NASA Senior Officials



Dr. Jeanette Epps

NASA Astronaut & Aerospace Engineer
Ph.D. in Aerospace Engineering, University of Maryland
Former Technical Intelligence Officer, CIA
Flight Engineer, SpaceX Crew-8 (ISS, 2024) — longest single U.S. crewed mission in low-Earth orbit
Extensive expertise in spacecraft systems, robotics, and human spaceflight operations

Our advisory network is routinely called upon by governments, agencies and the space industry worldwide, providing BLINC with unparalleled credibility and strategic real-world execution at the highest levels of the global space community.





The Asset-light Advantage

BLINC's strategic advantage lies in its partnerships with world-class UAE facilities - enabling rapid deployment without the capital burden of building from scratch. Our training ecosystem leverages existing infrastructure across diving, aviation, simulation, and experiential venues.

Neutral Buoyancy / EVA Analog

Deep Dive Dubai: world-class deep pool for neutral buoyancy EVA analog training and underwater astronaut experiences

Life Support / Medical Readiness

Burjeel Medical City (Abu Dhabi): hyperbaric oxygen therapy capability
Fakeeh University Hospital HBOT (Dubai): advanced hyperbaric unit
The Brain & Performance Centre (Dubai): hyperbaric and performance

Aviation Safety, Flight Physiology & Simulation

Etihad Aviation Training (Abu Dhabi): integrated aviation training with advanced simulators and safety/emergency training
CAE Abu Dhabi & CAE Dubai: business aviation pilot training with full-flight simulator capacity
Actionflight (RAK): certified for G-Force training through acrobatic planes and fighter jet progression (NASA-equivalent training), plus skydiving from hot air balloons
Pier Seven Aviation (Sharjah): pilot training with simulator and human factors focus

Space Systems / Robotics / Satellite Integration

MBRSC (Dubai): clean-room capability for satellite work
Khalifa University: Space Technology & Innovation Lab (KUSTIL) - satellite design and AIT training
Khalifa University: Yahsat Space Lab - AIV facilities for CubeSats
Space42 (Abu Dhabi): Assembly, Integration & Testing and mission operations facilities
Technology Innovation Institute (TII) (Abu Dhabi): applied research in AI/robotics and autonomy





Go to Market

Building Trust → Converting Demand → Scaling Impact

Strategic partners and former NASA advisors/astronauts will work in tandem with BLINC to secure training contracts with space agencies and private companies. To grow awareness, we partner with premier tourist destinations to promote experiences at the human spaceflight training center. Through universities, schools, and education partners, we offer space camps and analog experiences for young adults. Roll-out events are hosted at Deep Dive Dubai, ActionFlight, and other strategic partners in the UAE.

1

Visibility & Authority

Global Space Conferences, Government Briefings, Astronaut Leadership, Media & Thought Leadership

2

Engagement & Qualification

University Workshops, Live Demonstrations, VIP Site Visits, Delegations & Briefings

3

Conversion

Astronaut Training Enrollment, Master's Degree Cohorts, Government MOUs, Corporate Programs, Fund LP Commitments

4

Delivery & Execution

World-Class Training, Academic Programs, Space Experiences, Events & Missions

5

Retention & Expansion

Alumni Network, Repeat Government Programs, Referrals & Partnerships, Expanded Contracts

Demand Sources

- Governments & Space Agencies
- Universities & Institutions
- Corporations
- Private Astronauts
- Public & Tourism





Sales Funnel: 2026 Roadmap

A strategic 12-month sequence from operational launch to full-scale commercial validation, anchored by high-visibility events and institutional partnerships across the UAE and global markets.



📅 University – Fall 2026 Semester for elective and soft opening for full masters. University agreement finalized by May 2026 for 25 seats. Space Experiences already launched.



Business Potential

Total Contract Value Potential
for the next 3 years:
\$100M+

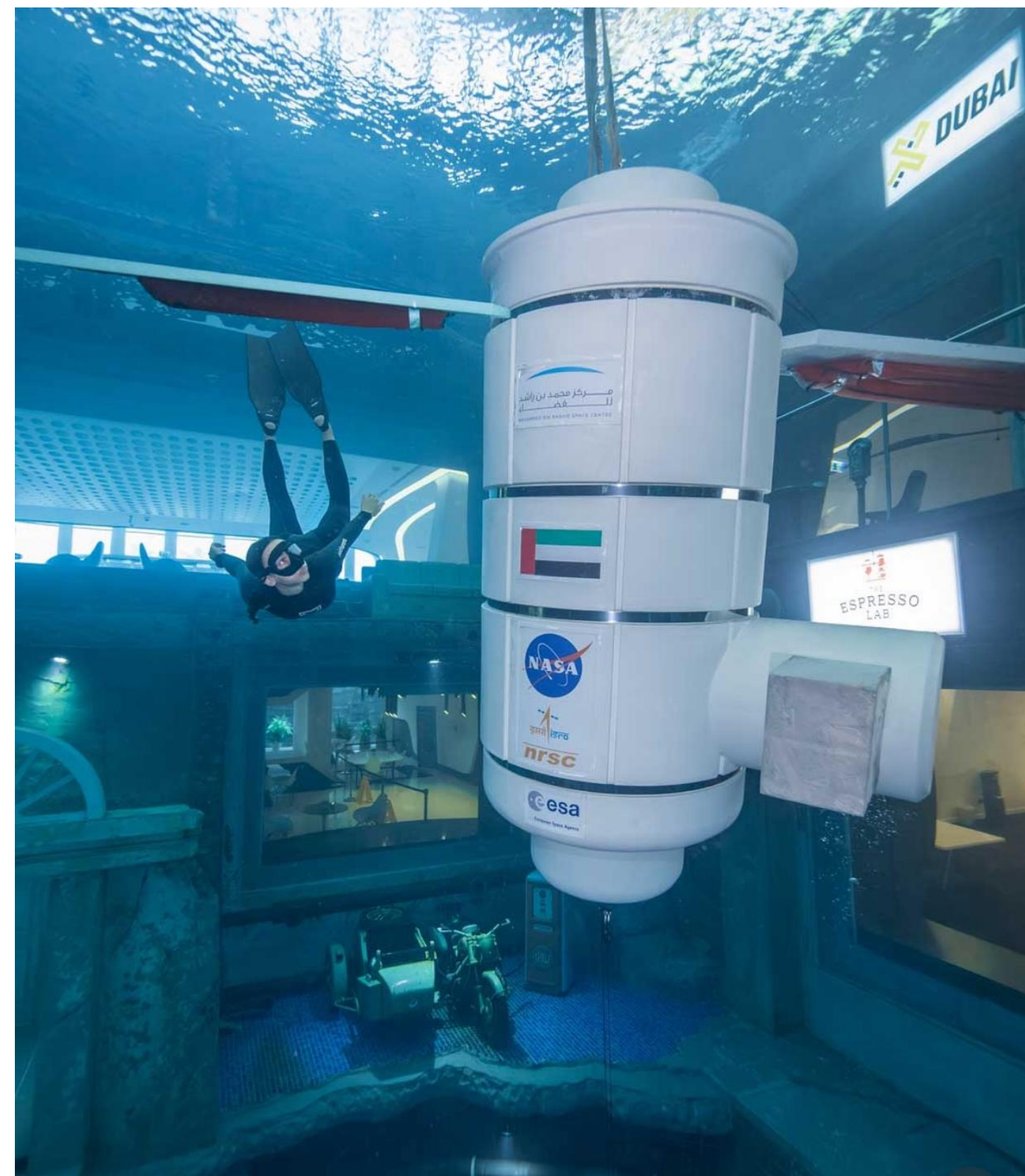
- Astronaut Training (Core Engine):
100 astronauts × \$500K =
\$50M
- M.Sc. Program (BLINC Share):
Scaled enrollment, 65% revenue
share = **\$25M**
- Public Experiences & Analog
Programs: Continuous
throughput = **\$15–25M**

Margin Profile

Estimated Annual Operating Profit:

\$20–40M+

BLINC's diversified revenue model combines double-digit margin institutional contracts with stable educational programs and cash-generating public experiences, creating a resilient and scalable financial foundation.

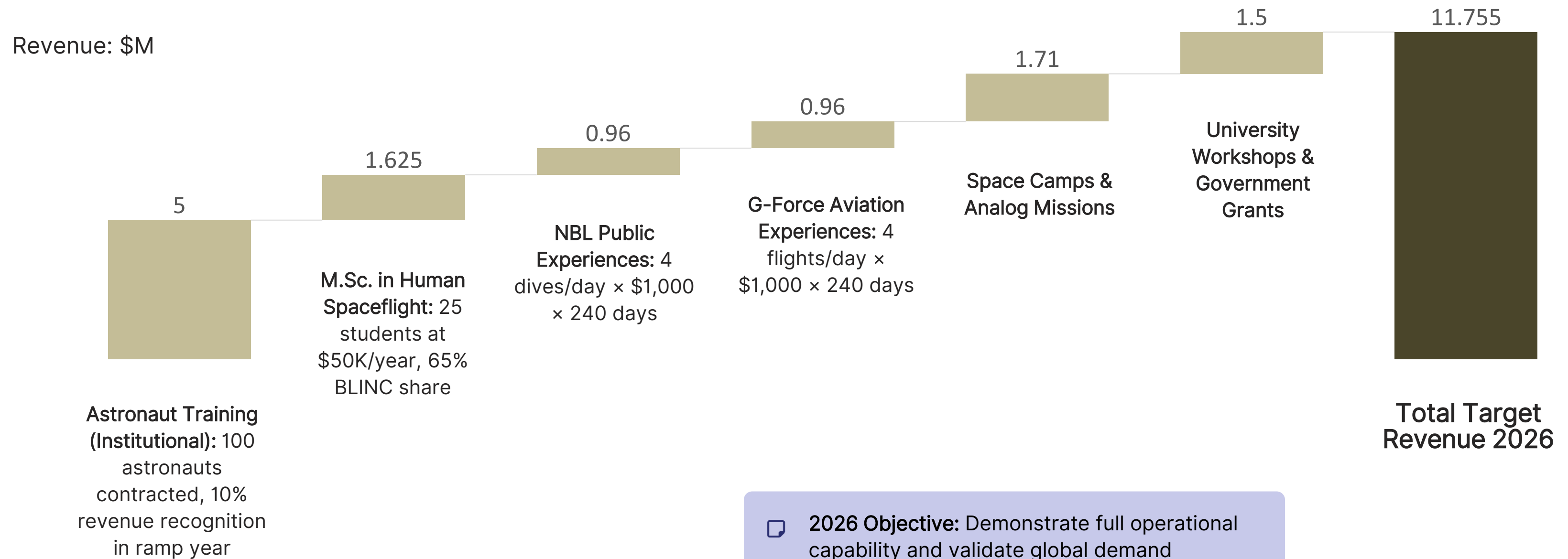


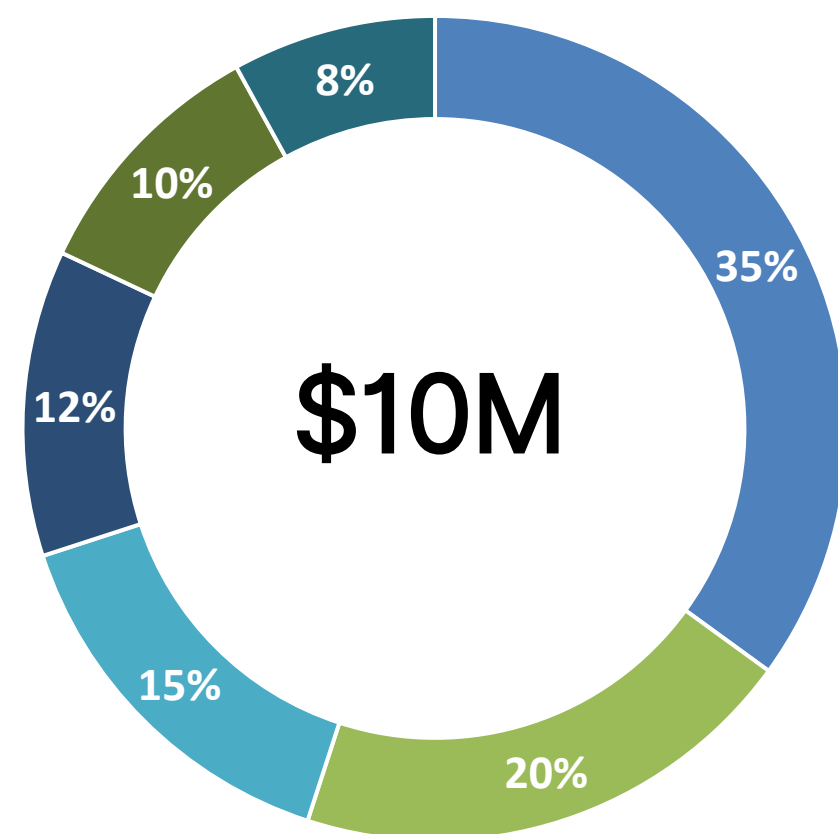


Year 1 - Proof of Execution

Conservative Revenue Recognition During Operational Ramp

Revenue begins before full scale, with multiple active revenue streams from Day 1. Conservative recognition ensures no forward-loaded assumptions while public experiences and education stabilize cash flow. Institutional contracts are secured but not yet fully recognized.





■ Human Spaceflight Training Centre

Astronaut training delivery, NBL & G-force operations, curriculum execution.

■ Astronaut Tourism & Space Camps

Public experiences, camps, analog missions, youth & pipeline programs.

■ Events, Activations & Outreach

Make It in the Emirates, IAC, UAE flagship events, global roadshows.

■ Operations, Staffing & Overhead

Core team, instructors, facilities, systems.

■ Regulatory, Safety & Legal

UAE & international compliance, safety frameworks

■ Contingency

Capacity expansion, redundancy, strategic flexibility.

Runway: 24 months

Target: establish the UAE as the global hub for private human spaceflight, backed by contracted demand, diversified revenues, and a clear path to institutional scale and public markets

Exit Strategy

IPO (Years 5-7) on Abu Dhabi Securities Exchange or NASDAQ



Achievements & Next Steps

Borderless Labs Inc (USA) incorporated - 2018

Borderless Labs, Inc (BLINC) organised space camps and analog simulations for adults (2018-2025).

BLINC engaged international schools, conducting afterschool workshops for ages 10+ on space education, space robotics, and small satellites (2018-current).



International Space Documentaries - 2019-Current

Involved in the production of over 20 international space documentaries in 6 different languages, with the first set to premiere in January 2026.

Malik Malkawi - Citizen Scientist Astronaut Training Program - 2022

Malik (Mac) Malkawi, Founder of Blinc, completes training with IIAS and becomes a Citizen Scientist Astronaut.



Training International Astronauts - 2022-Current

Became involved in the training and mission readiness of over 20 international astronauts.

BlinC Space Limited (UAE) incorporated - 2025

BlinC Space Limited proudly holds the **only** licenses to pioneer human spaceflight training within the Emirates.



Human Spaceflight Training Center 2026

Start training hub operations





Strategic Roadmap

2026: Foundation & Launch

1

- Close BLINC investment round to begin operations in Q2
- Finalize all strategic partnership agreements
- Finalize and implement practical training course
- Roll out accredited Masters degree course to partnered universities
- Establish Human Spaceflight Training Centre
- Begin education outreach and space camps

2028: Integration & Innovation

3

- Secure government contracts on education, youth, and defense
- Collaborate with international space partners for spaceflight services, including launch and mission support
- Space infrastructure workforce development for orbital space stations and hotels
- Offer unique space tourism experiences and long-term habitation solutions

2

2027: Expansion & Scale

- Expand and scale human spaceflight training centre and additional corporate leadership packages
- Secure government contracts for spaceflight operations
- Scale education outreach and increase number of space camps
- Expand revenue streams from existing infrastructure



Investment Opportunity

Privatization of Space: Despite growing interest and rapid advancements in space exploration, there's a distinct lack of a centralized hub in the MENA region for connection, collaboration, and shared understanding in the space sector. This hinders private investment, innovation, and broader engagement.



BLINC Objectives

1. Bring the Privatization of Space to the UAE

Putting UAE on the map for the Private Space Sector. Establish a global hub for space investment, talent, and training to drive economic growth.

2. Global Industry Presence

Position the UAE as a global hub for the international space industry through high-visibility partnerships and expert engagement.

3. Human Spaceflight Training Centre

Training the world's astronauts in the UAE, utilizing the UAE's infrastructure investment, promoting education, tourism, and economic development.

4. Foster Private UAE Space Ecosystem

Support and develop participants in creating cutting-edge solutions to propel space exploration and tech advancement, increasing deal flow of potential investments in UAE.



APPENDIX



Market Opportunity

Current training pipelines (nasa/esa) can only produce **10–20 new astronauts every 2 years**. To reach the 2,000+ professionals needed by 2041, the world requires a 10x increase in training **throughput**.

TAM — Global Space Economy

\$600–700B today → \$1T+ projected by 2030

Driven by government programs, commercial spaceflight, satellites, defense, communications, and downstream services. Human spaceflight is transitioning from a closed government activity to a commercial and international industry.

SAM — Human Spaceflight Services

\$9.42B global market projected by 2030

Includes astronaut training, preparation, simulation, space medicine, education, and experiential access. Historically limited to a few government facilities, but expanding rapidly due to:

- Launch vehicle reusability and industry disruption
- Commercial space missions and private astronauts
- New national space programs worldwide
- Commercial space stations coming online

SOM — BLINC's Immediate Opportunity

\$100M+ near-term opportunity in UAE & MENA

BLINC has a pipeline with the most accessible, high-margin layer of the market:

- Professional astronaut training & preparation
- Human spaceflight education (degrees & certification)
- Simulation, EVA & analog training programs
- Public & corporate space experiences

Capital-light, deployable now, and scalable globally, without building rockets.