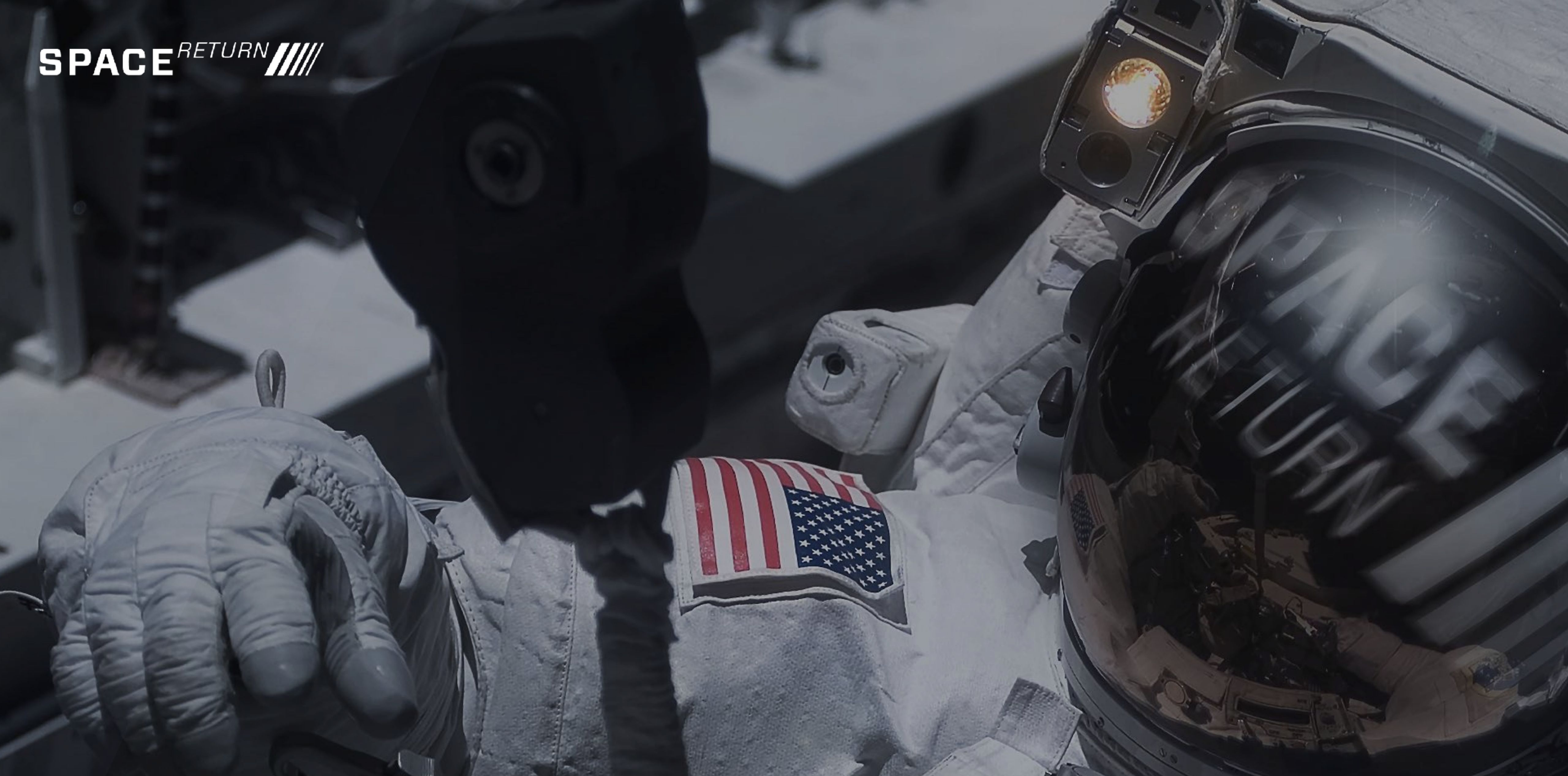


**SPACE** RETURN 



CREATING TOMORROW  
-TODAY.

Contact: Diego Padilla [diego@rakarinc.com](mailto:diego@rakarinc.com) (805)487-2721

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Going beyond conventional manufacturing and ideas. Harnessing innovation in **advanced manufacturing technologies**, and a robust commitment to **small business sustainability** in order to solve the most complex challenges faced by the space industry.

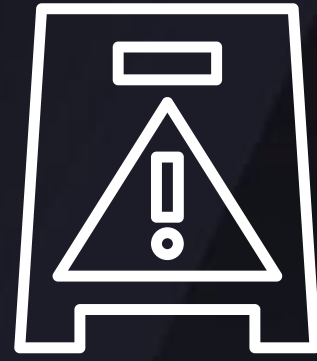
By integrating our region's expertise in science, technology, engineering, and project management, Space Return//// The California Space Cluster™ seeks to deliver **transcendent solutions that amplify regional operational performance**, optimizing efficiency, and creating long-term competence and impact for the manufacturing small businesses ecosystem and our communities.

An aerial, high-angle photograph of the Spaceport America launch complex in New Mexico. The image shows several large, circular launch pads arranged in a grid-like pattern. The pads are surrounded by various support structures, roads, and parking areas. The overall scene is a vast, flat landscape with a clear sky.

The space economy has blasted off, bound for a projected market value of \$1 trillion by 2040, according to Morgan Stanley.

NASA is fueled by a budget of \$24.9 billion in 2024 to help small business entrepreneurs participate.

IMAGE: Spaceport America, New Mexico - Virgin Galactic Space Port



Billions of Dollars worth of contracts  
are not bid on by Small Businesses  
(Source NASA Small Business Alliance)

\$450 billion Unrealized annual output by 2030.

(SOURCE: PA CONSULTING GROUP)

**FORMULA FOR SUCCESS:**

IMPROVING THE OUTDATED TIER SYSTEM- ADVANCED MANUFACTURING FOCUS WITH A CLUSTER APPROACH

SHARE  
INCREASE

---

BANDWIDTH OF SMALL BUSINESSES

99% US BUSINESSES ARE CONSIDERED SMALL  
TYPICAL REVENUES ARE 1-40 MILLION  
SOURCE: SBA

The traditional tier system in place in the space and aerospace industry is outdated. It was borrowed from the automotive industry. Our project bypasses the tier system on large, small businesses contract set asides.

PROVIDING DIRECT ACCES TO THE LARGEST MARKETS



## SPACE INDUSTRY

MARKET SIZE

# 450B

(8% Annual Growth)

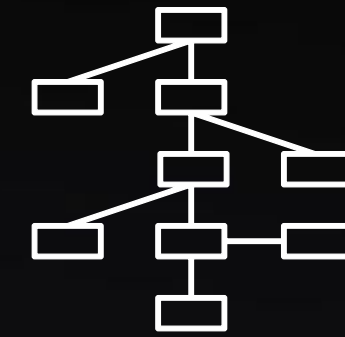


## AEROSPACE INDUSTRY

MARKET SIZE

# 370B

(7%+ Annual Growth)



## Collaboration Support Services

PREDICTIVE ANALYTICS  
INDUSTRY: MARKET SIZE

# 14B

(25%+ Annual Growth)

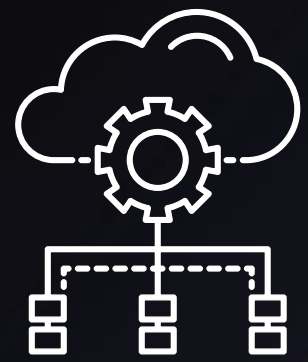


## Software and Data as Service

INTERNET OF THINGS  
INDUSTRY: MARKET SIZE

# \$700B

(20%+ Annual Growth)

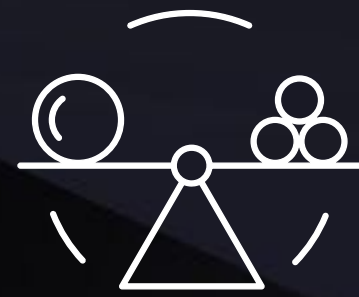


## Next-Generation Technologies

APPLIED GEOSPATIAL  
SCIENCE INDUSTRY:  
MARKET SIZE

# 70B

(14%+ Annual Growth)



## Strategic Alliance Management

MARKET SIZE

# 7B

(10%+ Annual Growth)



## Start-up Comm(UNITY)s FINTECH

MARKET SIZE

# \$300B

(16.5%+ Annual Growth)

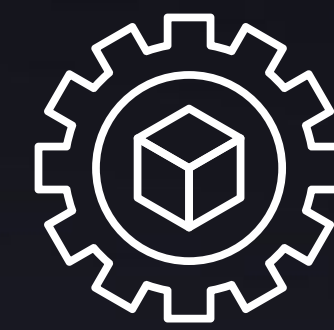


## Data and Secure Solutions

CYBERSECURITY INDUSTRY:  
MARKET SIZE

# 67B

(10%+ Annual Growth)



## Innovation and Collaboration Leading to IP

AUTOMATED DESIGN  
MARKET SIZE

# 10B

(10%+ Annual Growth)

PRODUCTS AND SERVICES MIX FOCUSED ON THE SPACE INDUSTRY:

Capitalizing on our common purpose and culture



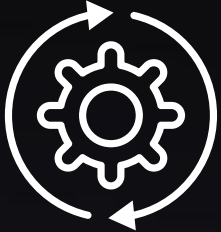
Access to Large  
Contract Set-Asides



Shared Infrastructure and  
High-Tech Facilities



Collaborative Innovation  
and R&D Hub



Business Development  
and Regulatory Support



Access to Talent and  
Workforce Development



Funding and Investment  
Opportunities



Mentorship and Strategic  
Partnerships



Access to large contracts increases revenues to our small-business members.

## **BESPOKE BUSINESS UNITS**

Create teams with real-world experience.

## **B2B**

End to end manufacturing capabilities.

## **FUNCTIONAL**

Leveraging knowledge and regional resources  
transitioning to ADVMAN.

## **DIFFERENTIATION**

Ecosystem Approach boosts the capacities and  
capabilities of small businesses and the region.

## NASA - Services and Manufacturing Mix

# 2.9 B

Current Bids Value

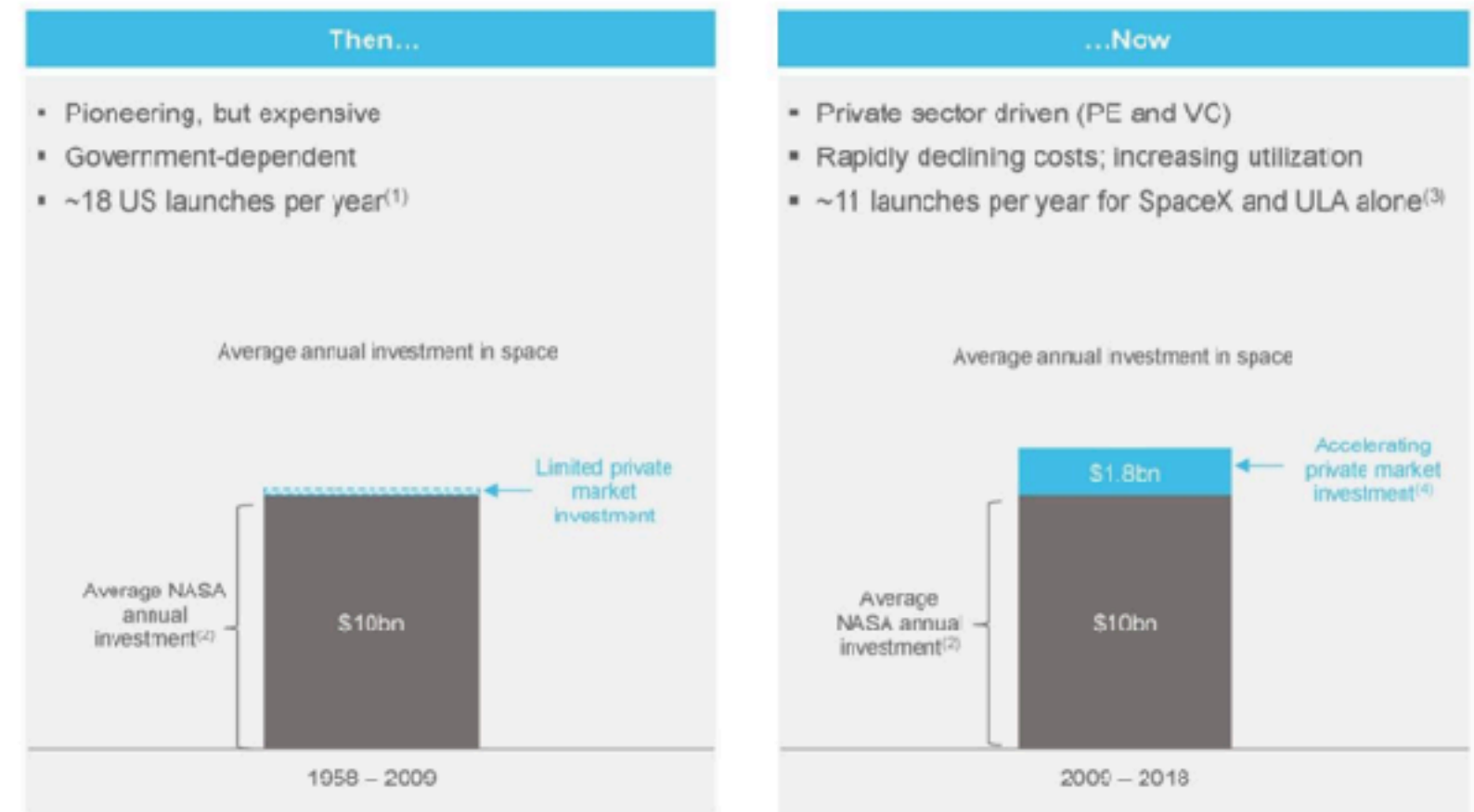
# 55% Average

EBITA Margins

#### Overall Observations:

- Higher EBITDA margins tend to be found in service-oriented sectors (e.g., satellite services), where the operating costs after the initial investment are lower.
- Lower margins are more common in sectors with high R&D and CapEx (e.g., satellite manufacturing and launch services), though innovations like reusability in rockets are improving profitability.

## Space Continues to Receive Heavy Investment, but is Adapting..



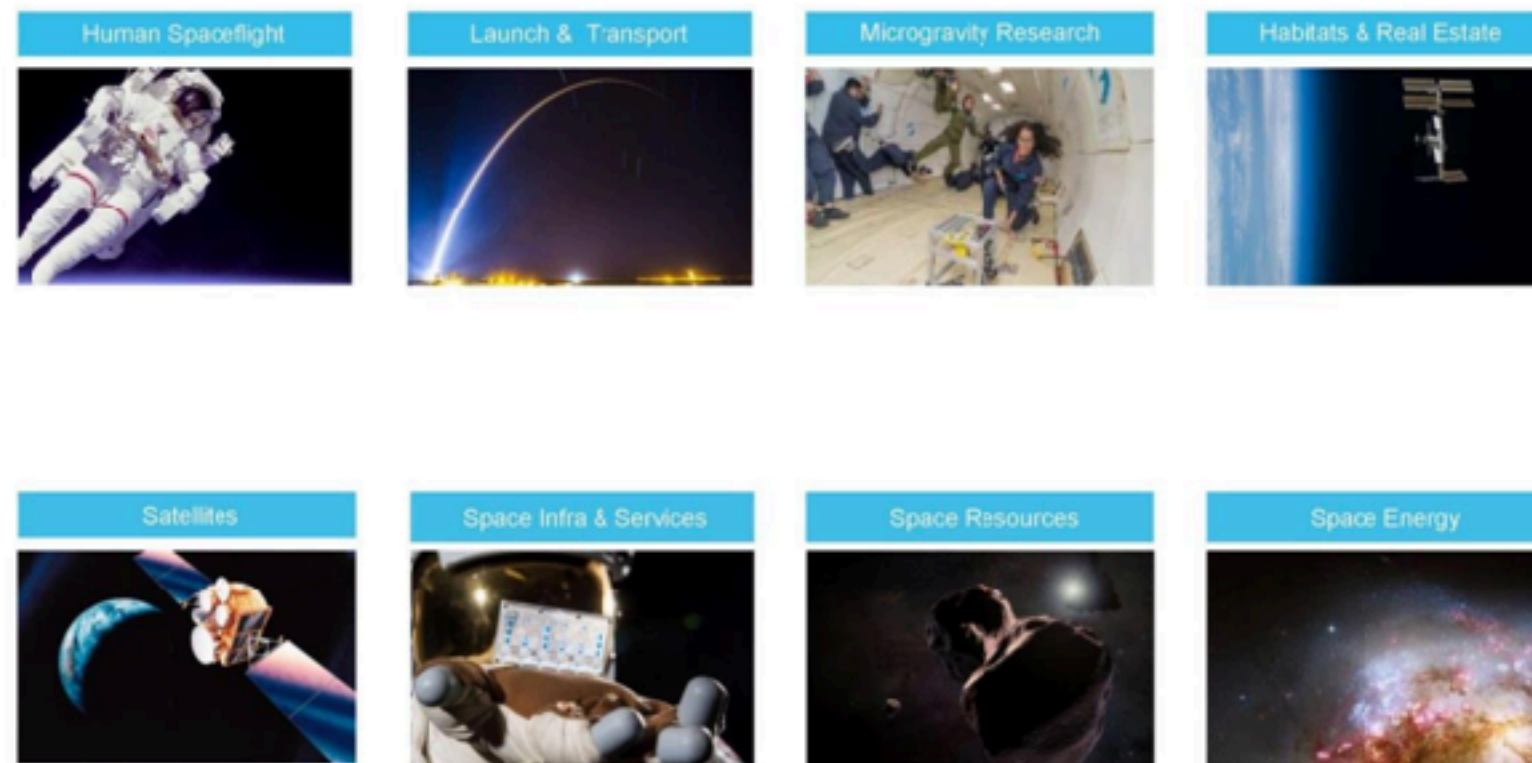
(1) Launches per year based on total successful launches by the US since 1958 per The Economist article source: FAA; Jonathan McDowell / planet4589.org; Roscosmos; press reports).  
 (2) Historical NASA Budget Data, The Planetary Society; (3) Based on total launches by SpaceX and ULA since 2002 (SpaceX formed in 2002) per The Economist (article source: FAA; Jonathan McDowell / planet4589.org; Roscosmos; press reports). (4) Space Ansatz.

## SOURCES

The information provided on EBITDA margins in the space industry is based on publicly available data from industry reports, financial statements of key space-related companies, and general trends observed across the space industry segments. Here's an overview of typical sources for this type of data:

1. Company Financial Reports:
  - SpaceX, SES, Eutelsat, Intelsat, Virgin Galactic, Lockheed Martin, Boeing, and Northrop Grumman provide annual reports or financial statements where EBITDA margins are often disclosed or can be derived. These companies' earnings calls and investor presentations also provide insights into their operational profitability and EBITDA performance.
2. Industry Reports:
  - Market research firms like Euroconsult, NSR (Northern Sky Research), and Bryce Space and Technology often publish reports analyzing trends in the space industry, including profitability, revenues, and margins across different sectors like satellite services, launch services, and exploration.
3. Analyst Coverage:
  - Equity analysts from investment banks or financial institutions (e.g., Morgan Stanley, Goldman Sachs, Bank of America) often release detailed reports on space companies, particularly publicly traded ones, highlighting EBITDA margins and financial health.
4. Government and Regulatory Bodies:
  - Reports from government organizations like NASA, the European Space Agency (ESA), and the U.S. Federal Communications Commission (FCC), along with defense-related contractors, also provide information on contract value, costs, and financial performance, which can help estimate EBITDA margins.
5. Press Releases and News Articles:
  - Media outlets and industry news sources such as SpaceNews, CNBC, and Bloomberg frequently report on space companies' financial performance and can sometimes highlight EBITDA margins, particularly for high-profile companies like SpaceX and Virgin Galactic.

## ...Creating an Opportunity for an Entirely New Ecosystem of Disruptive Companies



RAKAR, INCORPORATED

CAGE 17795

AS9100-D ISO:9001 2015

DDTC/ ITAR: M28536

BOEING BEST: BE10514738

RAYTHEON ESDM 104342

FOUNDED 1951

EMPLOYEES: 40

LOCATIONS: 2

Small Business

Woman Owned and Operated

Minority Owned and Operated

Disadvantaged Small Business

HUB Zone

Typical annual revenues <10,000,000.00

Employees: 40

Sites: 2

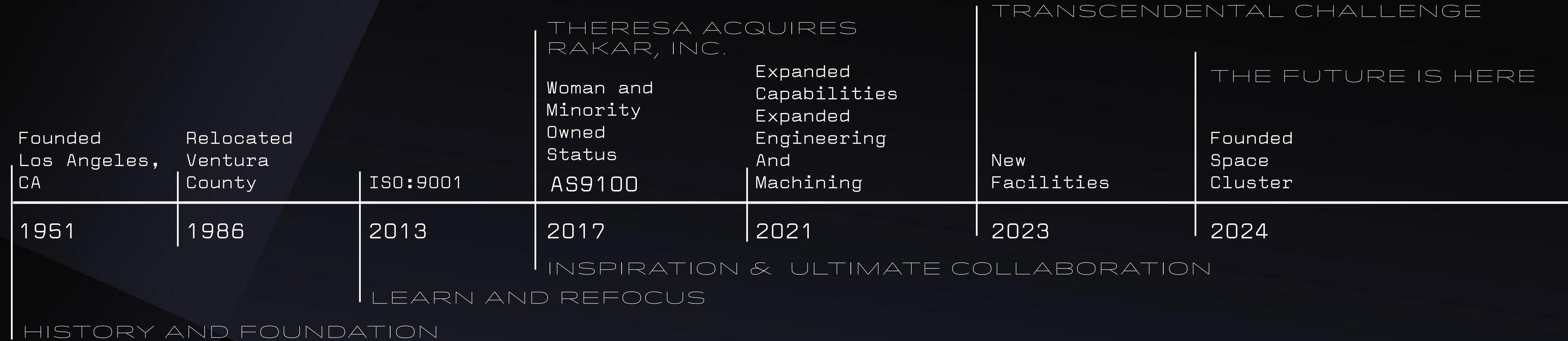


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# OUR SMALL BUSINESS JOURNEY

Rakar has made strategic investments to grow a business focused on providing solutions to the space industry.



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**DIEGO PADILLA**  
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 (805)487-2721



Diego Padilla and Theresa Padilla-Chaparro at work at Marshall Space Field, Huntsville Alabama

- Listed on the NASA Interested Parties List
- Direct contact with NASA Purchasing Officers
- Part of the NASA Small Business Alliance
- Letter of Support for Resources from Raytheon
- Seven Active Bids worth 120 Million submitted in 2024
- 50 Small Business Active Members
- Develop seven unique technology proposals supported by Raytheon
- Mentor/Protegee Program with NASA and Raytheon
- AS9100 Certification in progress
- Website SEO Marketing in place
- Monthly meetings with members
- Monthly meetings with UK Space Agency
- Weekly meetings with volunteers.

BUSINESS

# Mother and son lead a business that works with NASA, Department of Defense

**Tyler Hersko** Ventura

Published 8:05 a.m. PT Feb. 1, 2018



Source: USA TODAY

Diego Padilla, CEO SpaceReturn/////   
David Brock (NASA Small Business Liaison),   
Theresa Padilla-Chaparro, President SpaceReturn/////

Diego Padilla, CEO SpaceReturn/////   
Theresa Padilla-Chaparro, President SpaceReturn/////   
With Saturn V at Davidson Space Center for Space Exploration, NASA

<b>Concept</b>	<b>Revenues</b> (in Millions)
Membership Fees (Non Small Business)	1.5
Facilities Management (NASA Compliance)	3
Research and Development Grants (Federal, State)	5
Licensing and Technology Transfer (Value Added Services)	6
Partnerships and Sponsorships:	3
Training and Education	1.5
Incubation and Acceleration Programs	2
Data Services	3
Events and Conferences	1.5
Contract Facilitation	3
Pre-Award Services	2
Post-Award Services	2
Risk Management	4
Project Management	6
Compliance and Certification	2
Public-Private Partnerships	2
<b>Total Estimated Annual Revenue</b>	<b>47.5 Million</b>

**TASKS:**

- Facility scouting and preparation
- Hiring, and Contract facilitation
- Focus on high-margin services: technology licensing, contract facilitation, and R&D projects, that scale rapidly.
- Diversifying revenue streams (through incubation programs, education, and event-based revenue) to stabilize cash flow and build resilience against fluctuations.
- Government partnerships and public-private grants will reduce risk while helping fund large projects.

A diversified structure to allow for stable, scalable growth while ensuring the cluster can continue to expand post-raise.



REVENUE STREAM	VALUE PROPOSITION	CUSTOMER SEGMENTS	KEY PARTNERSHIPS	KEY RESOURCES	COST STRUCTURE
Membership Fees (Non Small Business)	Access to Infrastructure	Small and Medium-Sized Enterprises	Space Agencies	Infrastructure	Infrastructure Costs
Rental and Leasing	Contract Opportunities	Startups	Private Aerospace Companies	Human Capital	Salaries and Benefits
Government and Commercial Contract Facilitation	Collaboration and Innovation	Large Aerospace and Defense Companies	Universities and Research Institutions	Funding	Marketing and Business Development
Launch Service	Regulatory and Compliance Support	Government Agencies (NASA, DOD, ESA)	Venture Capital and Angel Investors	Technology	Research and Development
Consulting and Advisory Services	Funding and Investment	Academic and Research Institutions		Networks	Technology Investments
Research and Development Grants	Workforce Development	Investors and Venture Capitalists			Legal and Compliance
Equity and Investment in Startups					
Data Services and Analytics					
Events and Conferences					
Training and Certification Programs					

TARGET AUDIENCE	UNQUE VALUE PROPOSITION	MARKETING AND OUTREACH	PARTNERSHIPS
Small and Medium-Sized Enterprises (SMEs)	Access to High-Value Government Contracts	Website	Government Partnerships
Government Agencies	Affordable Access to World-Class Facilities	Content Marketing	Corporate Partnerships
Venture Capital and Angel Investors	Collaborative Innovation Hub	SEO and Paid Ads	Academic and Research Institutions
Research Institutions and Universities	Mentorship and Investment Opportunities	Industry Events and Conferences	
Large Aerospace Companies	Comprehensive Support Services	Partnerships and Referrals	
		Public Relations (PR) and Media Coverage	
CONTRACT ACQUISITION STRATEGY	REVENUE MODEL	SUCCESS METRICS	
Inbound Marketing	Membership Fees	Membership Growth	
Lead Generation and Nurturing	Facility Rental	Contract Wins	
Outbound Sales	Consulting and Advisory Services	Revenue Growth	
Membership Tiers	Government and Private Grants	Member Satisfaction	
Site Visits to NASA and NASA Events	Accelerator Program	Partnerships	

KEY PLAYERS	KEY PLAYER WEAKNESSES	SR DIFFERENTIATORS	SR CHALLENGES	SR MARKET OPPORTUNITIES
Silicon Valley Space Cluster (USA)	Expensive	Niche Focus	Access to Funding	Growing Demand for Small Satellites
Harwell Space Cluster (UK)	Saturated Market	Affordable Infrastructure Access	Attracting Talent	Rise of Space Exploration and Tourism
Toulouse Space Cluster (France)	OEM Dominated	Geographic Focus	Global Visibility	Space Debris Management
Adelaide Space Innovation Hub (Australia)	Limited Partnerships	Cross-Industry Collaboration		
Luxembourg Space Resources Cluster (Luxembourg)	New	Government and Private Funding Opportunities		

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Focused on Small Businesses	Limited Global Visibility	Growing Small Satellite Market	Complacency
Access to Infrastructure	Venture Capital Access:	Space Debris Management	Established Competitors
Emerging Technology Focus	Talent Attraction	Public-Private Partnerships	Regulatory Barriers
Collaborative Innovation		Expanding Government Contracts	Funding Competition
Strategic Partnerships		Government and Private Funding Opportunities	Economic Downturns
Region is manufacturing focused		Traditional vs. Advanced	

### Small Business Space Cluster - Financial Projections

Current Year Overview	
Projected Annual Revenue	\$52 Million
EBITDA Margin	Double-digit, projected at 15% (starting point)
EBITDA	\$7.8 million in the first year
Burn rate	\$1 million per month (expenses exceeding revenue while ramping up operations)
Runway	18 months based on current cash reserves and funding

### 3-5 Year Financial Projections

Year	Revenue	EBITDA Margin %	EBITDA Millions	Expenses Millions	Net Profit
Projected Annual Revenue	\$52 Million	7.9	48	4	4
EBITDA Margin	Double-digit, projected at 15% (starting point)	12.24	56	8	8
EBITDA	\$7.8 million in the first year	17	64	13	13
Burn rate	\$1 million per month (expenses exceeding revenue while ramping up operations)	23.1	76	18	18
Runway	18 months based on current cash reserves and funding	32.5	85	25	25

### Small Business Space Cluster - Financial Projections

First Year Overview	
Projected Annual Revenue	\$52 Million
EBITDA Margin	Double-digit, projected at 15% (starting point)
EBITDA	\$7.8 million in the first year
Burn rate	\$1 million per month (expenses exceeding revenue while ramping up operations)
Runway	18 months based on current cash reserves and funding

### 3-5 Year Financial Projections

Year	Revenue (millions)	EBITDA Margin %	EBITDA Millions	Expenses Millions	Net Profit Millions
1	\$52	15	7.8	48	4
2	\$68	18	12.24	56	8
3	\$85	20	17	64	13
4	\$105	22	23.1	76	18
5	\$130	25	32.5	85	25

## KEY FINANCIAL METRICS

<b>REVENUE GROWTH</b>	<b>30% PROJECTED</b>
EBITDA	Year 1 15% - Year 5 25%
Expenses	Year 1 48m - Year 5 85m
Profitability	Year 1 Break Even 4m Profit - Year 5 85m
Burn rate	Initially \$1 million per month, driven by upfront investments in infrastructure, facility development, and marketing.
Runway	Assuming \$18 million in initial funding, with an estimated runway of 18 months. Goal to reach cash flow positive by the end of Year 1 through membership growth and government contract facilitation

With this financial projection, SpaceReturn//// The California Space Cluster is well-positioned to become a leading hub for space startups and SMEs, offering sustainable revenue growth and a clear path to profitability within the next 3-5 years.

### Growth Strategies to Achieve Profitability

<b>Operational Efficiency</b>	Cost control: optimizing resource utilization, leveraging shared infrastructure, and reducing operational overhead through strategic partnerships
<b>Strategic Partnerships and Contracts</b>	NASA, DOD, ESA
<b>Capital Raise</b>	Year 2 Series A funding \$10-15 million used to expand infrastructure and invest in more advanced facilities to support a growing member base, increase runway and enable faster scaling

### Performance and Trends

<b>Revenue Growth</b>	The cluster is in its early stages, but has strong potential for initial revenue in Year 1, driven by a combination of early memberships, government grants, and consulting contracts. With a goal to increase growth in membership by 25%.
<b>Partnerships</b>	Established key partnerships with <b>NASA, Raytheon</b> and leading space industry firms for collaborative R&D projects and contract opportunities, bidding on nearly 3 billion in contracts \$10 in the first year.
<b>Investment</b>	Raised initial seed funding of <b>**\$18 million**</b> , primarily from venture capital focused on space tech and government grants.

# \$15 million funding ask

## \$85 million pre-money valuation

### Series A round

We are seeking \$15 million in funding to scale the cluster and achieve key operational milestones over the next 12-24 months. This investment will be allocated toward expanding infrastructure, increasing member acquisition, and enhancing our service offerings. The funding will enable us to reach profitability faster, expand our reach, and increase the overall valuation of the cluster. With this financial trajectory, the cluster is well-positioned to become a leading hub for space startups and SMEs, offering sustainable revenue growth and a clear path to profitability within the next 3-5 years.

#### FUNDS ALLOCATION

Concept	Purpose	Impact
Infrastructure Expansion (\$6 million)	Build clean rooms, testing labs, and satellite manufacturing hubs to support the increasing demand from cluster members. This expansion will allow us to accommodate more small businesses and offer them access to cutting-edge facilities without needing to invest in their own expensive infrastructure as necessary.	Expanding our infrastructure will increase our capacity to serve more businesses, driving both revenue growth and operational efficiency.
Marketing and Member Acquisition (\$3 million)	Execute targeted digital marketing campaigns, attend key space industry conferences, and conduct business outreach to attract space startups and small businesses into the cluster.	Impact**: Increasing our membership base will lead to higher recurring revenue streams from membership fees and service offerings, helping us achieve faster growth and increased market penetration.
Talent Acquisition and Hiring (\$2.5 million)	Hire additional industry experts, business development professionals, and technical staff to support R&D, contract facilitation, and member services. This team will provide strategic guidance to member companies and attract more government contracts and partnerships.	A stronger team will enable us to scale operations more effectively, support our members in securing NASA and DoD contracts, and provide technical mentorship to drive innovation.
Technology and Product Development (\$2 million)	Invest in advanced satellite technology, automation tools, and data analytics platforms to support cluster members with state-of-the-art resources for product development and satellite deployment.	Offering technology-driven services and solutions will attract high-tech space startups and improve our competitive position in the market.
Working Capital and Operational Efficiency (1.5 Million)	Maintain operational liquidity for day-to-day expenses, streamline operations, and improve cash flow management while continuing to grow	This allocation will help ensure smooth operations as we expand, reduce our burn rate over time, and position us for sustainable profitability.

## INVESTMENT FOR ACCELERATE GROWTH AND INCREASED VALUATION

This \$15 million funding round will not only provide the capital required to grow but will also position the cluster as a leading hub for small businesses and startups in the space industry, driving long-term growth and success.

### FUND ALLOCATION

Concept	Description
Revenue Growth	The infrastructure and marketing investments will enable the cluster to increase the number of paying members and government contracts, driving projected annual revenue to \$85 million within 3 years.
Profitability	The combination of operational efficiency, increased membership, and revenue from government contracts will accelerate the path to sustained profitability. We anticipate achieving 25% EBITDA margins by Year 5.
Increased Valuation	By increasing membership, expanding service offerings, and attracting government contracts, we expect the cluster's valuation to rise significantly as we reach key revenue milestones. With an annual revenue projection of \$130 million in Year 5, the cluster's valuation is expected to increase substantially due to growth and profitability.

### VALUATION BASED ON 3% SUCCESS RATE OF THE FIRST THREE NASA CONTRACTS

3% Win Rate Contract value (\$2.9 billion * 3%)	\$87 million over the contract period
5-year Contracts Revenue Projections (\$87 million / 5)	\$17.4 million/year
EBITDA Projections 18% EBITDA margin (\$17.4 million * 18%)	\$3.13 million EBITDA/year

### VALUATION USING EBITDA MULTIPLES

EBITDA multiple 8x to 12x for space-related manufacturing clusters:

Low Case (\$3.13 million * 8)	\$25.04 million
High Case (\$3.13 million * 12)	\$37.56 million

### REVENUE MULTIPLE VALUATION

1.5x to 2.5x revenue multiple, considering the cluster's increased revenue potential from NASA contracts and additional growth streams:

Low Case (Revenue at \$17.4 million/year) \$17.4 million * 1.5	\$26.1 million
High Case (Revenue at \$17.4 million/year): \$17.4 million * 2.5	\$43.5 million

Diversified Growth Opportunities (Same as Previously Outlined)

Additional 40-50% annual revenue growth to the new revenue figure from NASA contracts, based on the following factors:

- Private sector contracts
- Defense and international opportunities
- Proprietary technology and IP licensing
- Space debris management and sustainability services
- Incubation and mentorship programs

Updated Revenue Projection with Diversified Growth

3% Win Rate	
Base Revenue	\$17.4 million/year (3% win rate from NASA contracts)
Incremental Revenue from Growth Strategies	40-50% increase on \$17.4 million = \$6.96 million to \$8.7 million additional annual revenue
Total Estimated Annual Revenue (Including growth strategies \$17.4 million + \$6.96 million to \$8.7 million)	\$24.36 million to \$26.1 million/year

Updated EBITDA Projections with Diversified Growth Assuming an 18% EBITDA margin

Low Case EBITDA: \$24.36 million * 18%	\$4.38 million EBITDA/year
High Case EBITDA: \$26.1 million * 18%	\$4.7 million EBITDA/year

Infrastructure-Adjusted Valuation: Adding the \$38 million in infrastructure value directly to the valuation:

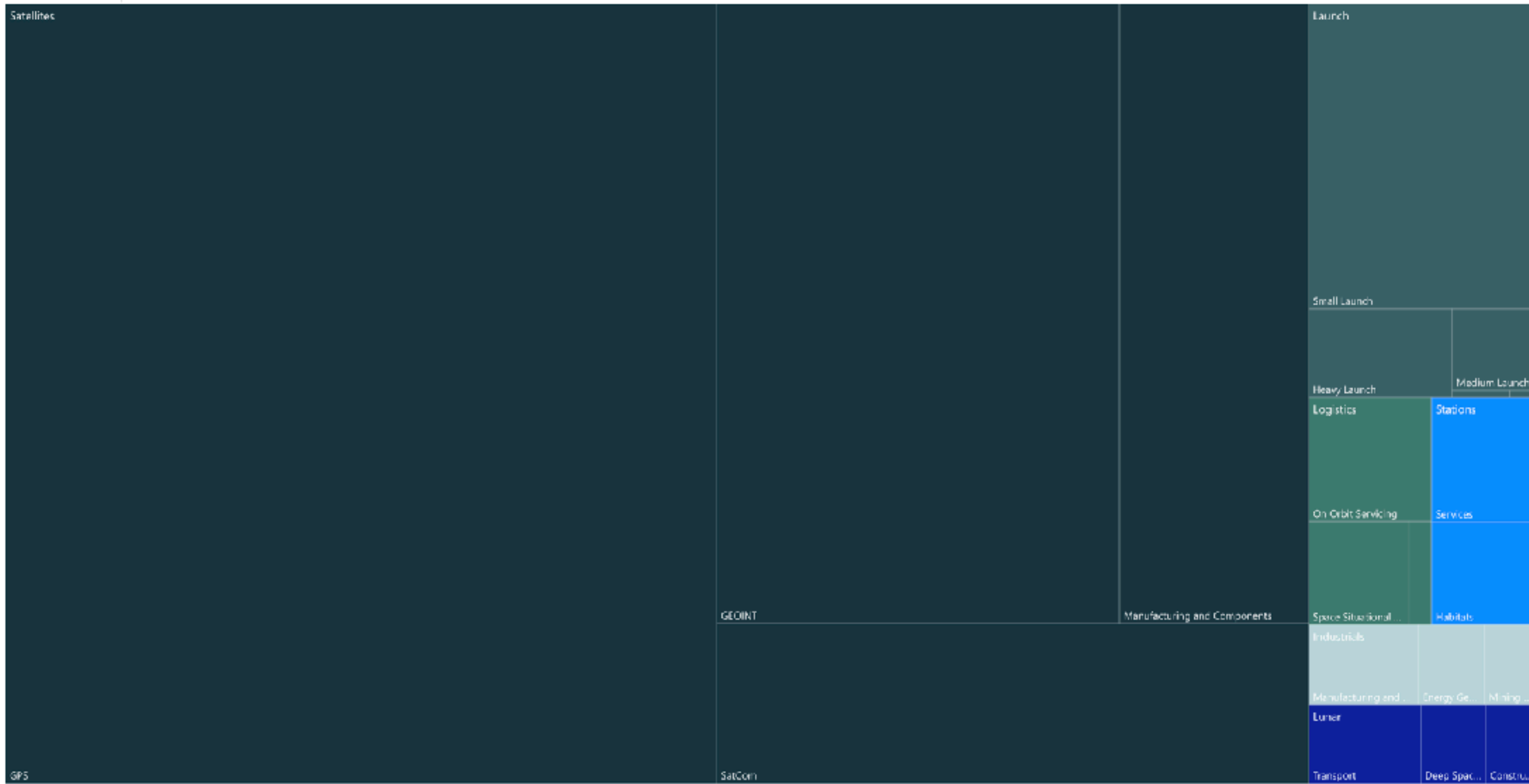
Low Case Valuation: \$35.04 million + \$38 million	\$73.04 million
High Case Valuation: \$56.4 million + \$38 million	\$94.4 million

Valuation Using EBITDA Multiples

Low Case Valuation: \$4.38 million * 8	\$35.04 million
High Case Valuation: \$4.7 million * 12	\$56.4 million

Final Valuation Range with 3% Success Rate on NASA Contracts and Diversified Growth: With a conservative 3% win rate on NASA contracts and taking into account additional growth opportunities from private sector contracts, defense contracts, and proprietary technology:

Low Estimate	<b>\$73.04 M</b> (based on conservative revenue growth and EBITDA multiple).
High Estimate	<b>\$94.4 M</b> (based on strong growth potential, revenue multiple, and infrastructure).



## DISCLAIMER

The projections in the scenario above are hypothetical and are typically based on standard valuation methodologies that combine EBITDA multiples, revenue multiples, and growth estimates. Here are some industry sources and methods commonly referenced for calculating similar projections:

### 1. NASA and Federal Government Contracts:

1. The U.S. Government Accountability Office (GAO) and NASA regularly publish reports on contract success rates and federal contracting trends, which can help estimate typical win rates and the financial impact of securing government contracts.

2. NASA's procurement and contracts overview can be found on their [official website](#).

### 2. Valuation and Industry Growth Studies:

1. BryceTech's State of the Satellite Industry Reports and Space Foundation's Space Report are widely used for projections on satellite and space sector growth, including financials around infrastructure and EBITDA multiples. These reports are frequently referenced for estimating revenue potential and market value in the space sector. BryceTech reports are accessible here and the Space Report via the [Space Foundation](#).

### 3. Morgan Stanley and McKinsey Reports on Space Economy:

1. Morgan Stanley projects the space economy could exceed \$1 trillion by 2040, supported by a mix of government and private sector spending on satellite technology, Earth observation, and space exploration. Their methodology includes using EBITDA multiples and revenue growth projections. For more, visit Morgan Stanley's Space Investment Insights.

2. McKinsey also publishes insights on commercial space trends, private sector contracts, and the financial impact of growing industries like satellite data and defense applications in space. Their commercial space insights are available at [McKinsey's Space Industry Page](#).

### 4. Space Capital's Quarterly Investment Reports:

1. Space Capital tracks private investment in the space industry, focusing on funding trends, revenue multiples, and market potential in areas like satellite infrastructure and space manufacturing. This data can inform revenue projections and valuation estimates based on real-time investment metrics. See Space Capital's Reports.

## **BUILD A LEGACY FOR GENERATIONS TO COME**

We will be a leader in developing industry-changing and exceptional solutions that address the space industry's challenges. The cluster aspires to shape a more synergistic, self-sustaining, and emboldened advanced manufacturing eco-system through the application of technology, data-driven insights, and a relentless pursuit of excellence. SpaceReturn////// envisions its expertise and innovations as catalysts for improving quality of life, driving positive social and environmental impact, and enabling our members to achieve transformative outcomes in the space industry.





The space industry is entering a bold new era, **small businesses** are the key to it's success and to be the trailblazers of this transformation. Our **Small Business Space Cluster** goes beyond a hub for innovation—it's a launchpad for dreams and ideas, where visionaries, entrepreneurs, makers, thinkers and disruptors will shape the future of space exploration and technology and the economic development of our region.

**Space Return/////** The California Space Cluster for Advanced Manufacturing is igniting the spark of ultimate collaboration and unprecedented groundbreaking ideas, creating an ecosystem where small businesses of all sizes will lead the charge in shaping humanity's future beyond Earth. The opportunities are limitless, and together we can fuel an industry that's inclusive, dynamic, and primed for unstoppable growth.

# BLAST OFF WITH SPACE RETURN/////

We invite you to take the next step with Space Return///// The California Space Cluster for Advance. Please schedule a follow-up meeting to begin to collaborate, explore the opportunities, and begin due diligence.

We can unlock the future of space and create unparalleled opportunities for small businesses.

Let's blast-off together and build an interplanetary future for all.



[www.spacereturn.org](http://www.spacereturn.org)

CREATING TOMORROW  
-TODAY.

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