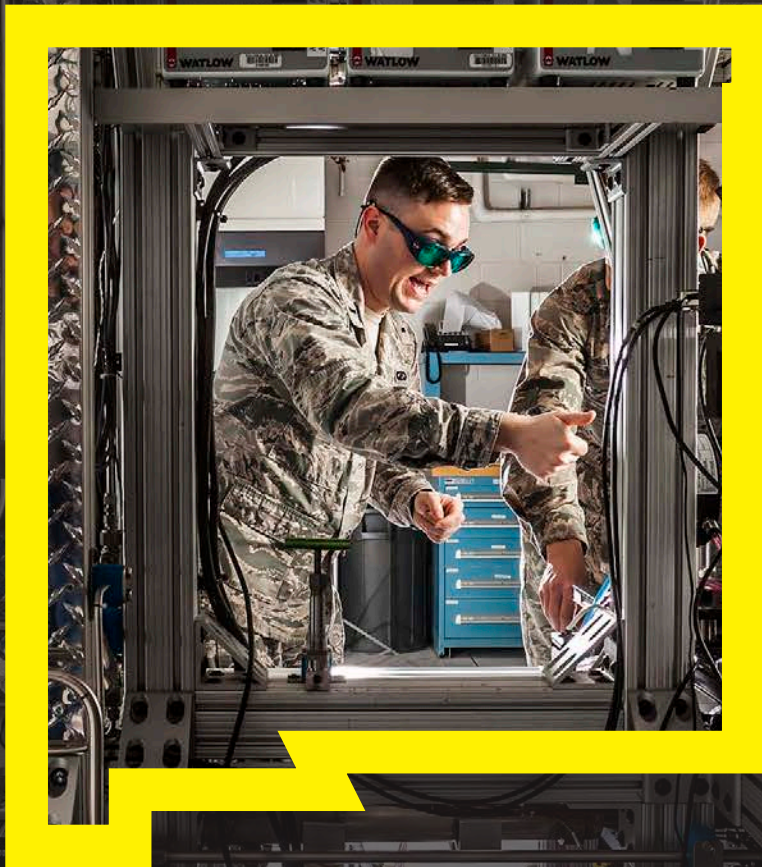


NEW MEXICO AEROSPACE





WELCOME TO NM

New Mexico is strategically located in the Southwest with easy access to three Interstate highways, a rail network, and international ports and borders. The region has an ideal climate and our workforce is young, growing, and often bi-lingual.

Talent is the essential component of any successful business and, in New Mexico we value our workforce. Our commitment to retaining top talent is just one of the many reasons that the 2017 Business Facilities State Rankings Report listed New Mexico in the top 10 for Economic Growth Potential and No. 5 for Workforce Training Leaders. New Mexico has a well-educated, sizable, productive workforce willing to consider new job opportunities.

The state is home to three major research universities, four comprehensive four-year institutions, independent community colleges, three cooperative education sites and many specialized learning facilities, totaling 50 locations statewide. New Mexico has been at the center of innovation for decades. It was home to the Manhattan Project in World War II and where Virgin Galactic is planning the first-ever commercial service for space tourism. Our research institutions are among the top in the world. New Mexico provides virtually unmatched opportunity for business and industry to collaborate with world class scientific and research institutions; and this has been a foundation of the state's entrepreneurial ecosystem.

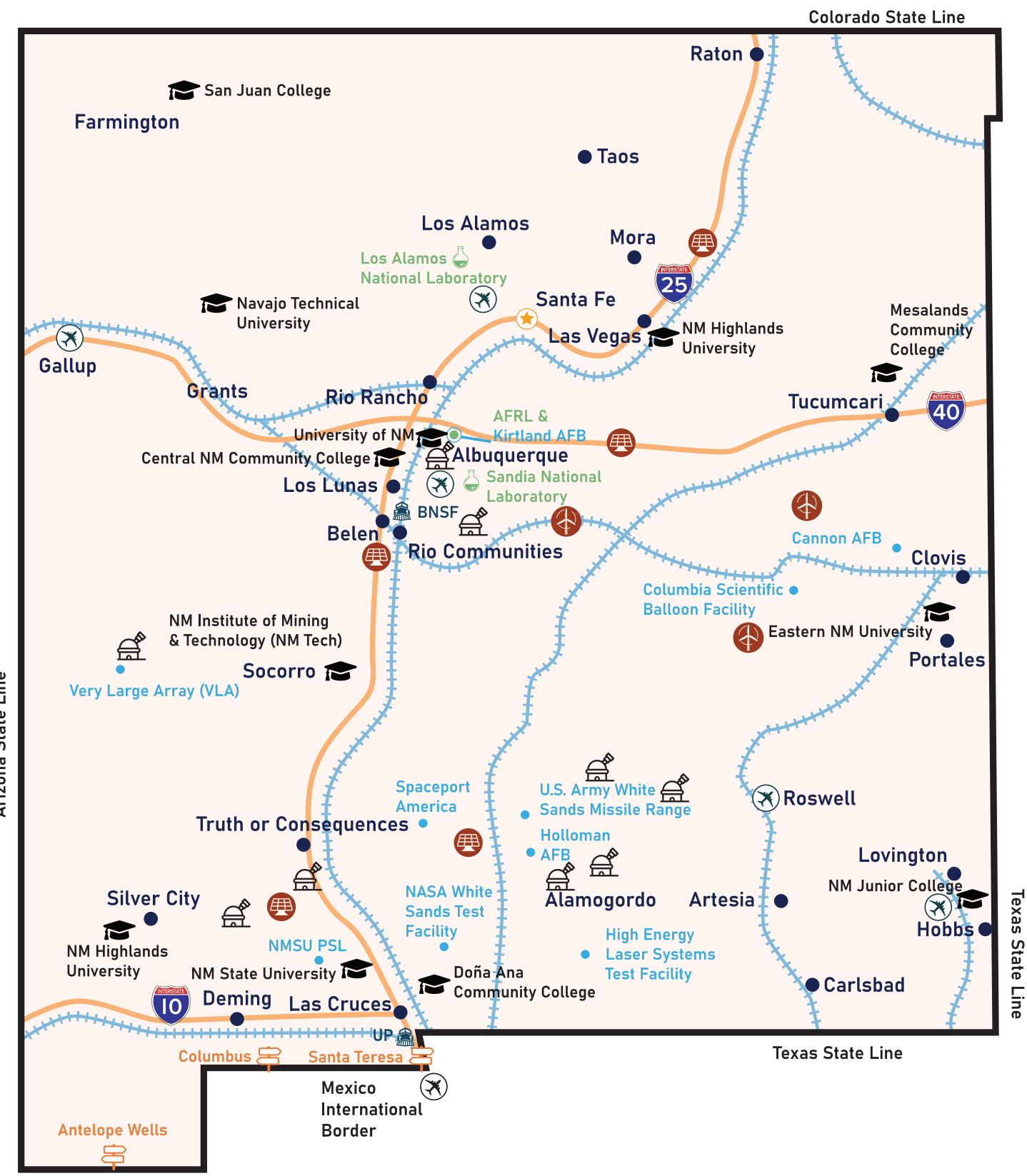
New Mexico is truly a state with a global footprint. We have the partnerships and incentives you need to grow, prosper and succeed in this new and challenging business climate. And together we can build a collaborate partnership that benefits your company and the people and communities of New Mexico.

We look forward to working with your company and stand ready to assist you with your business expansion needs in New Mexico.

Melinda Allen
President & CEO | New Mexico Partnership

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NEW MEXICO OVERVIEW





SPACEPORT AMERICA

The World's First Purpose-Built Commercial Spaceport

Spaceport America is the first purpose-built commercial spaceport in the world. The FAA-licensed launch complex, situated on 18,000 acres adjacent to the U.S. Army White Sands Missile Range in southern New Mexico, has a rocket friendly environment of 6,000 square miles of restricted airspace, low population density, a 12,000 feet x 200 feet (3658 m x 61 m) runway, vertical launch complexes, and about 340 days of sunshine with low humidity

Some of the most respected companies in the commercial space industry are tenants at Spaceport America: Virgin Galactic, HAPS Mobile/ AeroVironment, UP Aerospace, and SpinLaunch. Additional frequent customers BAE Systems subsidiary Prismatic Ltd., and Swift Engineering regularly use the complex for launches and test flights.

Spaceport America's vision is to become a premier multi-modal Spaceport for point-to-point space transportation, space tourism, aerospace operations, research, development, and testing in support of our Nation's commercial, civil, and national security space sectors while someday having the ability to support orbital launch operations.

Top Reasons to Locate at Spaceport America

At Spaceport America's vast campus and within thousands of square miles of restricted airspace, tenants are free to engineer, manufacture, test and launch all at one location. Detailed below are some of the top reasons to relocate at Spaceport America.

Restricted Airspace
Spaceport America provides access to both the National Airspace System (NAS) and 6,000 square miles of restricted airspace from surface to unlimited. This unique environment creates a quiet zone with minimal commercial aviation traffic that reinforces privacy and allows the safe testing of new designs with fewer regulatory delays.

Flexible Services
Streamlined policies, exemplary in-house teams and partnerships with U.S. Army White Sands Missile Range and other organizations enable Spaceport to meet unique demands and source equipment, materials and capabilities such as radar tracking, telemetry and weather forecasting on an a la carte basis at preferred rates.

Perfect Climate
The warm and stable climate in southern New Mexico is ideal for aerospace operations, with an annual average of 340 days of flyable skies and less than 10 inches of precipitation. High elevation and low humidity reduce corrosion and permit year-round outdoor work. Current winds aloft are forecast with on-site SODAR and radiosonde capabilities.

Privacy/ Security
Because of the remote location, you will minimize public exposure and protect your proprietary technology. Conduct your operations safely and securely, and release information on your terms – or not at all. Meanwhile, an armed security force, EMT-qualified firefighters, and IT Security teams are available 24/7 to help safeguard your interest.

Unmanned Aerial Systems Testing
For unmanned aerial systems (UAS) customers, Spaceport America will facilitate a streamlined path toward experimental or type certification and /or/ COA through a special partnership with nearby New Mexico State University Physical Science Laboratory UAS Flight Test Center. By flying initially in restricted airspace, customers can reduce the risk of flight tests on new and unproven designs.

Public Relations Support
If you want to shine a spotlight on your achievements, Spaceport America will provide support with press releases and multichannel public-relations campaigns.



Spaceport Assets

Horizontal Launch Area (HLA)

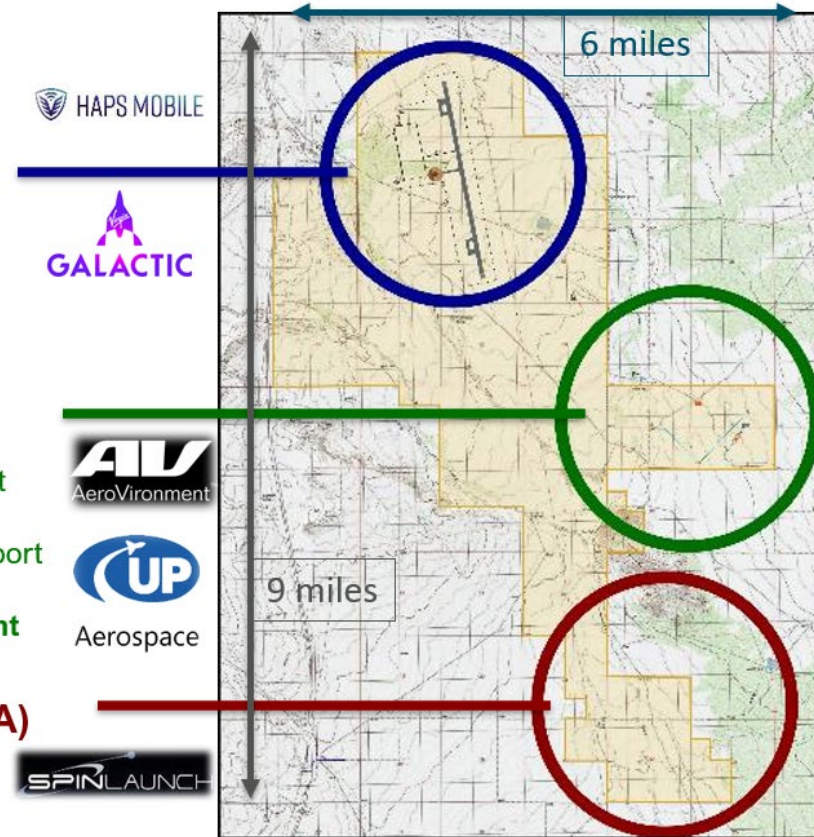
- 12,000-ft long, 200-ft wide runway
- Horizontal and air launch operations
- Space tourism
- Conventional aircraft operations
- Unmanned aircraft operations
- High-altitude balloon operations
- **Tenants: Virgin Galactic, HAPS Mobile**

Vertical Launch Area (VLA)

- Suborbital space research
- Launch vehicle R&D
- Solid, liquid, and hybrid propellant support
- Rocket motor manufacturing and testing
- Commercial and academic customer support
- Launch from SA, land on WSMR
- **Tenants: UP Aerospace, AeroVironment**

Advanced Technology Area (ATA)

- Emerging technology R&D
- Isolated environment
- **Tenant: SpinLaunch**



The New Mexico Lab-Embedded Entrepreneur Program (NM LEEP) matches you with world-class expertise and resources of Los Alamos National Laboratory, seed capital, and connections to a large network of mentors, customers, and investors.



Become a transformative startup and increase your probability of long-term success with this technology-to-market individualized program. NM LEEP will help you build and scale your globally competitive company by accelerating your deep-tech innovation. Visionary entrepreneurs are matched with national laboratory expertise providing hands-on support and close collaboration while harnessing cutting-edge resources to expedite product development giving you a competitive edge in the marketplace. This two-year program provides a generous stipend, enables collaboration with the unique expertise and resources of Los Alamos and helps you build a large network of mentors, customers, and investors. Your visionary breakthrough technology can advance much quicker to commercialization.

The New Mexico LEEP's annual application cycle opens each spring. Connect at nmleep.com

- SPACE PROTECTION
- AGILE RESPONSE SPACE
- SPACE SCIENCE AND EXPLORATION
- NUCLEAR DETONATION DETECTION SYSTEM
- SPACE ACCELERATOR SYSTEMS
- NUCLEAR REACTOR POWER AND PROPULSION SYSTEMS
- RADIOISOTOPE POWER SYSTEMS
- INTELLIGENCE AND SPACE RESEARCH (ISR) DIVISION

Research Institutions and Testing Facilities

New Mexico's success in attracting leading scientific innovators is in part thanks to the state's long history as a world-class research center. New Mexico is home to two national Department of Energy Labs (Sandia and Los Alamos) and the Air Force Research Lab, all of which conduct R&D for the space industry.

The state is also home to three Air Force bases and four aerospace testing facilities; NMSU's Physical Science Laboratory, NMSU and FAA's Unmanned Aircraft Systems Flight Test Site, NASA's White Sands test facility, and the world's first purpose-built commercial spaceport, Spaceport America. New Mexico also provides access to the restricted air space in the southern part of the state.

3 National Labs

3 Air Force Bases

4 Aerospace Test Facilities
with access to Restricted Airspace



Space Rapid Capabilities Office (RCO)

The Space Rapid Capabilities Office (RCO) is also headquartered at Kirtland AFB in New Mexico with additional staff located in Washington D.C. and Colorado Springs, CO. The Space RCO is modeled after the Air Force Rapid Capabilities Office, which seeks to quickly develop and produce prototypes. The primary goal of the Space RCO is to develop and deliver operationally dominant space capabilities at the speed of war fighting relevance.



- \$384M Budget
- 851 Civilian & Military Employees
- \$276M Contracts in NM
- Focus on directed energy and space vehicles



- \$3.17B Budget
- 10,940 Employees
- \$267M to Small Businesses in NM
- Focus on energy, global security, bioscience, computing, and materials science



- \$2.66B Budget
- 9,000 Employees
- 650 Contractor Personnel
- Focus on energy, biotechnology, high-energy physics, and advanced computing

NMSU's Physical Science Lab

New Mexico State University's (NMSU) Physical Science Laboratory (PSL) was founded in 1946 in response to the nation's space and rocket programs and supports the development and application of new and existing technologies. The PSL provides opportunities for students to partner directly with industry experts and companies on the cutting edge of aerospace technology.

The PSL has expertise in Electronic Warfare, Counter Measures, Cybersecurity, Telemetry and Missile Systems, and Modern Day Aerospace and Scientific Ballooning.

PSL is a multi-discipline aerospace and defense-oriented scientific and technical organization. Its key capabilities are grouped into four laboratories: Information Operations Laboratory, Aerospace and Autonomous Systems Laboratory, Telemetry and Missile Systems Laboratory, and Emerging Technologies Laboratory.

NASA's White Sands Test Facility

NASA's White Sands Test Facility is located in White Sands, New Mexico. The facility is self-contained with personnel that has 50 years of experience testing and evaluating potentially hazardous materials, spaceflight components, and rocket propulsion systems. The facility specializes in propulsion, oxygen, and composite pressure systems, as well as propellants and aerospace fluids and materials flight acceptance. The White Sands Test Facility is a component of the Johnson Space Center in Houston, Texas.

Established in 1945, White Sands Missile Range (WSMR) supports missile development and test programs for the U.S. Army, Navy, Air Force, NASA, and other agencies and private industry. It is the largest open-air land test range in the country, featuring state-of-the-art environmental testing chambers, an extensive data collection instrumentation suite, and data processing and modeling & simulation (M&S) facilities.

The Space & Missiles Center (SMC)

The Space & Missiles Center is the development center of the Air Force Space Command and has its Advanced Systems and Development Directorate at Kirtland AFB in New Mexico. SMC is responsible for the Global Positioning System (GPS), military satellite communications, defense meteorological satellites, space launch and range systems, satellite control networks, space-based infrared systems and space situational awareness capabilities.

A FUTURE-FOCUSED WORKFORCE

Not only does New Mexico have a diverse labor force, in terms of both ethnicity and skillset, the state also has the highest number of Ph.Ds per capita in the United States, this nearly one million people, of which ~30,000 are employed in manufacturing operations and ~100,000 more in goods production.

The state currently has an unemployment rate of 3.9% (the average unemployment rate is between 5-6%.) Also, 8.6% of the workforce participates in unions, typically in the construction trades, public services (fire, police, blue collar), education, and film.

New Mexico is leading the way in diversity and is one of only five majority-minority states. The average commute time in New Mexico ranges from 24 minutes in the metro and 45 minutes in the rural areas.

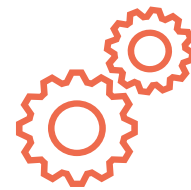
Lack of intense competition, low living costs and a desirable environment keep compensation costs at or significantly below the national average for top-quality talent.

In addition, New Mexico is consistently below national average in cost, while competitors are often close to the national average or far above it. New Mexico approaches and exceeds cost savings of 30% compared to high-cost competitor states.



36,000

employed in math, science & engineering occupations



1.5x

higher employment in engineering than the U.S. average

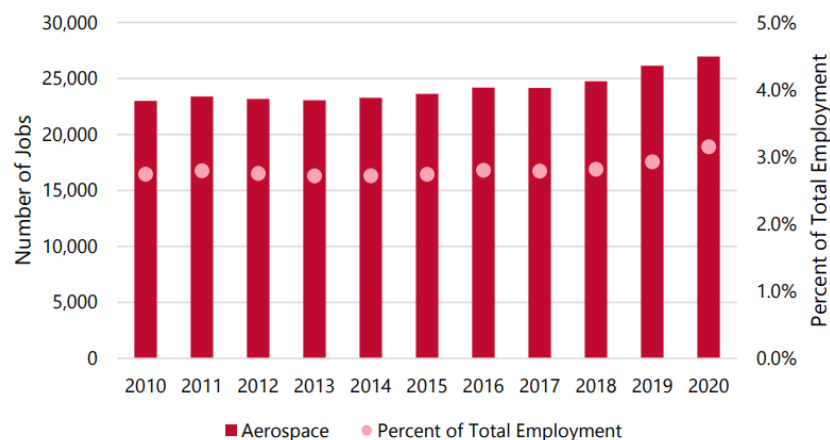


1.7x

higher employment in the sciences than the U.S. average

Aerospace Employment Grew by 17.2% from 2010 to 2020, Adding Almost 4,000 Jobs

Figure 78: Employment Change in Aerospace in New Mexico, 2010-2020. Source: Emsi



Skilled Talent Pipeline

New Mexico State University is a hub for innovation and R&D in space and aerospace. NMSU is home to the Physical Science Laboratory (PSL), a 400-person research center that partners with companies and government agencies to develop training programs for students to readily work in the field. PSL is a leader in sub-orbital platforms, information modeling, specialized intelligence support, advanced NASA exploration and experimentation, homeland security technologies, and advanced weapons development and testing.

The University of New Mexico is a comprehensive, Carnegie-designated Research 1 University and is the nation's only flagship state university that is also a Hispanic Serving Institution. Among the university's outstanding research units are: The Center for Advanced Research Computing, Cancer Center, New Mexico Engineering Research Institute, Center for High Technology Materials, Design Planning Assistance Center, and the Mind Research Network. UNM also runs COSMIAC, a T2 research center at the school of engineering aiming to bridge the gap between academia, government and industry by having student interns work on projects driven by local organizations and COSMIAC engineers.

New Mexico Tech is a nationally ranked university dedicated to advancing science, technology, engineering, and mathematics through research, education, and innovation. NMT has more than a dozen research divisions that work with private industry, government agencies, and other

universities to conduct research for the science and engineering industries. NMT has repeatedly ranked number one in the nation for Chemical Engineering and Mechanical Engineering while remaining in the top 2% among all universities in Computer Science and Physical Science.

Central New Mexico Community College (CNM) serves more than 30,000 students and works directly with private industry to ensure graduates have the exact skills and knowledge companies are looking for. Students can choose from 150 associate degree programs, such as: Applied Technologies; Mathematics, Science and Engineering; Business and Information Technology; and more.

Doña Ana Community College (DACC) has locations throughout the southern part of New Mexico and serves more than 10,000 students. DACC offers both traditional degree and certificate programs, including Aerospace Technology, and customized training programs developed with private companies.

Eastern New Mexico University (ENMU) is located in Roswell, NM. The city of Roswell hosts the Aviation Maintenance Technology (AMT) program through ENMU. Upon successful completion of the FAA 14CFR Part 147 program, students are issued a certificate acknowledging their eligibility for FAA testing. Students develop the skills and knowledge necessary to complete the FAA examinations.

Engineer Classification	Albuquerque	Las Cruces	Statewide Total	Total Talent Markets Serving NM
Aerospace Engineer	430	215	700	790
Electrical Engineer	1,230	541	1,510	1,757
Materials Engineer	245	61	390	451
Industrial Engineer	340	302	500	756
Mechanical Engineer	232	486	1,300	1,657
Manufacturing Engineer	60	403	2,020	2,423
Total	2,537	2,008	6,420	7,834

Cost of Doing Business

New Mexico provides companies more than a pipeline of world-class talent and innovation. The state also offers a strong-value proposition to companies that choose New Mexico. An affordable cost of living below the national average plays an important part in keeping employment costs low in New Mexico. Coupled with lower compensation costs, companies can realize significant savings by locating in New Mexico.

In addition, New Mexico offers affordable real estate, abundant land, diverse facility options low energy costs, extensive renewable energy potential (solar and wind) and a state-funded, tuition-free college program for NM residents.

- Favorable Tax Climate
- 22% reduction in corporate income tax across all industries
- Single Weighted Sales Factor lowers corporate income tax rate for headquarters and manufacturing operations
- No gross receipts taxes on manufacturing consumables (electricity, industrial gases, repair parts, etc.)
- Among the lowest property taxes in the U.S.
- Zero inventory tax

Incentives

Local Economic Development Act (LEDA):

Discretionary state incentive that can be used toward the reimbursement of land, building or infrastructure costs. Funding awards are determined on a project-by-project basis.

Job Training Incentive Program (JTIP):

Funds on-the-job and classroom training for expanding or relocating businesses for up to 6 months. JTIP provides cash reimbursement of 50-75% of wages.

High Wage Jobs Tax Credit (HWJTC):

Refundable tax credits equal to 8.5% of salary for employees earning \$40K+ (rural areas) or \$60K+ (urban communities). Credit may be taken for four years.

Industrial Revenue Bond (IRB):

Allow for significant real and personal property tax and compensating tax abatements. Terms vary by community/project.

Rural Jobs Tax Credit:

Can be applied to taxes due on (state) gross receipts, corporate income, or personal income tax.

Manufacturer's Investment Tax Credit:

A tax credit of 5.125% of the value of qualified equipment applied against compensating or gross receipts tax.

Technology Jobs and R&D Tax Credit:

A tax credit of 5% of qualified R&D expenditures for businesses under 50 employees with qualified expenditures under \$5 million.

Aircraft Tax Deductions

- Receipts from selling aircraft parts or maintenance services for aircraft or aircraft parts
- Receipts of an aircraft manufacturer from selling aircraft flight support, pilot training, or maintenance training services
- Receipts from the sale of or from maintaining, refurbishing, remodeling, or otherwise modifying a commercial or military carrier over 10,000 pounds gross landing weight
- 50% of gross receipts from selling other aircraft
- 55% of the receipts from selling jet fuel for use in turboprop or jet engines until June 30, 2017; 40% after June 30, 2017

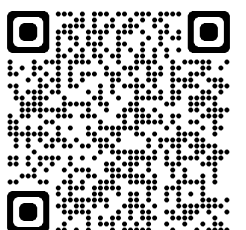
Spaceport-Related Activities Gross Receipts Tax Deductions

There are 4 separate deductions connected with the operation of a spaceport in New Mexico.

- Receipts from launching, operating, or recovering space vehicles or payload
- Receipts from preparing a payload in NM
- Receipts from operating a spaceport in NM
- Receipts from the provision of research, development, testing, Q and evaluation services for the United States Air Force Operationally Responsive Space Program

“Space” is defined as any location beyond altitudes of 60,000 feet above mean sea level. “Payload” means a system, subsystem or other mechanical structure designed and constructed to perform a function in space. “Space operations” is defined as the process of commanding and controlling payloads in space. “Spaceport” is defined as the installation and related facilities used for the launching, landing, operating, recovering, servicing, and monitoring of vehicles

Scan the QR Code for more information on New Mexico Aerospace incentives:





Who Works Here

Private science, tech, aerospace and directed energy industry partners, government entities, economic development organizations, individuals dedicated to the enhancement of technology locally, nationally and internationally.

How We Work Together

We are a unique co-working environment, with innovation at our core. Nothing is permanent or stagnant, you can work someplace different everyday, and no one is ever stuck in an office or cubicle.

Why We Work Together

We work together to push innovation faster, developing technology the future needs now. We do it through partnerships, networking and leveraging those around us on a daily basis.



COLLABORATION SPACE

Q Station is THE meeting place for space professionals. Located in Albuquerque, New Mexico, the heart of Space Valley, Q Station is a co-working facility for those in space and related fields. It was founded by the Air Force Research Laboratory and other community partners to strengthen the connection between government and commercial space to accelerate innovation and grow the space industry.

On any given day, Q Station hosts established space companies, entrepreneurs, DOD and DOE employees, students, investors, and community leaders. You never know who you're going to run into or how they might be able to help you. Connections made at Q Station pay off. We've seen companies formed within our walls, startups

get the leg up needed to get that government contract, and entrepreneurs meet the one person with the knowledge and know-how to get their technology off the ground.

Q Station also manages the annual Space Tech Cohort which provides startups with free business assistance to help them succeed, including legal services, contracting consultation, and marketing help. It also serves as the host location for the annual Hyperspace Challenge and Space Regulatory Bootcamp as well as other important space events and programming throughout the year.

For more information, visit: qstation.tech

Success Story - Advanced Space LLC

Advanced Space LLC., a leading space tech solutions company's ongoing partnership with Q Station continues to enable the success of the Air Force Research Laboratory's (AFRL) Oracle flight experiment. Q Station is a hub for space work designed to allow government, businesses, academia and organizations to collaborate, create and innovate in new ways.

Advanced Space LLC was awarded a \$72 million contract by AFRL to demonstrate space situational awareness, object detection and tracking in the region of the Moon in 2022. The mission is scheduled to launch in 2027 and will allow AFRL to assess strengths and weaknesses of sensors, processing algorithms, and navigation techniques needed for future operational systems.

Read more at: tinyurl.com/Advanced-Space

NM Aerospace Ecosystem

ABQ Manufacturing Inc.
 Advanced Optical Technologies
 Aegis Technologies Aerospace
 Corp Aerotek
 Aerospace Composite Structures
 Aerospace Systems
 All American Supply
 Alta Data Technologies
 AMDA
 Applied Defense Solutions – L3
 Applied Research Associates
 (ARES)
 Applied Technologies Associates
 (ATA)
 ARCA Space
 Ares Corporation
 ASRC Aerospace
 Atamir Joint Venture
 A-Tech
 Bae Systems
 Ball Aerospace and
 Technologies

Belcan
 Bell Aerospace Services
 Blacksky
 Bluecom Systems
 Bluehalo
 Bluesky Design
 Boeing
 Booz Allen Hamilton
 Bye Aerospace
 Chroma Systems Solutions
 Collins Aerospace
 Continental Machining
 Crane Aerospace
 CTS Corporation
 D&D Aviation
 Dean Baldwin Painting LP
 Desert Aerospace
 Eaton
 Eclipse Aerospace
 Epoch Concepts LLC
 ERT Inc
 Excel Manufacturing

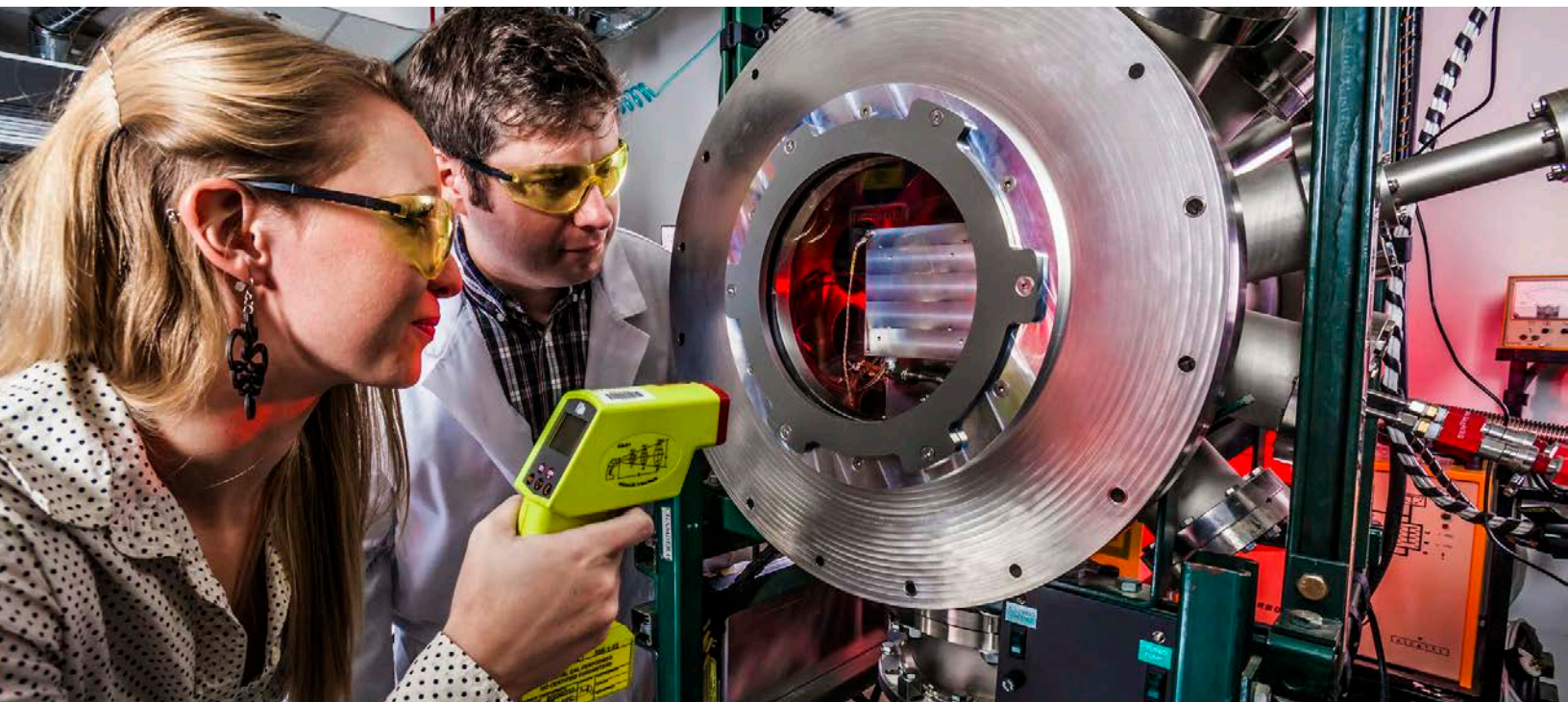
ExoAnalytic Solutions
 Fiore Industries Inc.
 General Atomics
 Electromagnetic Systems
 General Dynamics Corporation
 General Technology Corporation
 Global News Intelligence
 Goodman Technologies LLC
 Great River Technology
 Gulfstream Aerospace
 Harris Corp.
 Honeywell
 Ideas Engineering & Technology
 Integrated Technologies Group
 ITT EXELIS
 Jacobs
 Kaman Industrial Tech
 Kane Robotics
 L-3 VERTEX AEROSPACE
 L3Harris Technologies
 Lasen
 Leidos



LinQuest Corporation
 Litton Industries
 LoadPath LLC
 Lockheed Martin
 Machining Solutions
 Management Sciences Inc
 Mechtronic Solutions
 MEI Technologies Inc.
 Merrick and Company
 Metis Technology Solutions
 Microelectronics Research
 Development
 Moog Inc.
 MZA Associates Corporation
 NASA
 National Reconnaissance Office
 National Technical Systems
 NG-Innovative Systems (formerly
 Orbital ATK)
 Nova Space
 Novi LLC
 Okun Consulting Solutions
 One Aviation
 OptiPulse

Optomec
 Overlook Systems Technologies
 Planetoid Mines Corporation
 Parsons
 Peraton
 Polaris Alpha, a Parsons Co.
 Precision Grinding
 Predictive Aviation
 Raytheon
 Redwire
 Rhea Space Activity
 Robotic Skies
 RS21
 Saber Astronautics
 SAIC
 Sandia Aerospace
 SDV Construction
 Sierra Peaks Corporation
 Silent Falcon UAS Technologies
 SK Infrared LLC
 SolAero Technologies Corp
 Southern Aerospace
 Space Dynamics Laboratory

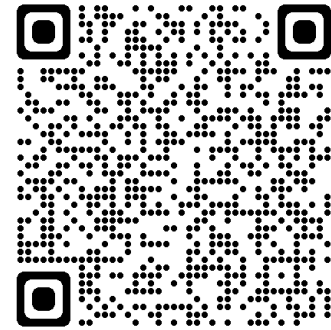
Space Sciences Corporation
 Standard Machine
 Stewart Industries
 Sun Country Industries
 Sunrise Technologies
 SVS
 Sceye
 Talon Technologies
 Taycar Enterprises
 Tean Technologies Inc.
 The Aerospace Corporation
 TMC Design Corporation
 Torch Technologies
 Ultramain Systems
 Universal Technology
 Corporation
 Vertical Power
 Verus Research Vibrant
 Vibrant Corporation
 Virgin Galactic
 Vista Photonics, Inc.
 Ziasat



In the News

Aerospace Startup Expects 'Rapid' Growth in New Mexico with new NASA Grant

Washington, D.C.-based aerospace technology startup, Rhea Space Activity (RSA), recently secured a NASA research grant, paving the way for significant expansion in New Mexico. The CEO, Shawn Usman, shared details of the company's for the region. Established in 2018, RSA received a \$750,000 grant from NASA's Flight Opportunities program for its revolutionary celestial navigation technology known as the Jervis Autonomy Module (JAM). *Scan the QR code to read more*



BlueHalo CEO says Company Expects Continued Albuquerque Investment After Largest Acquisition

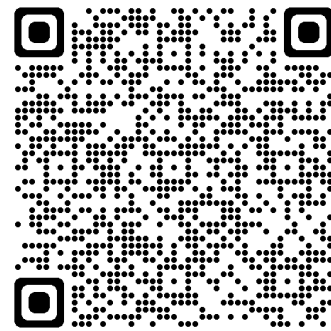
BlueHalo, a major space player in U.S. government contracting work with a large presence in Albuquerque, recently announced it struck a deal to acquire cyber intelligence and advanced research and development firm Eqlipse Technologies. The transaction, which is expected to close in the next six weeks, would see the combined company's employee count grow to over 2,400 people across 11 states and hit annual revenue close to \$1 billion. *Scan the QR code to read more*



Intuitive Machines' IM-1 Mission Features Technology Tested at Spaceport America

Over 50 years have passed since a United States-launched space vessel successfully completed a soft landing on the surface of the Moon. That could change soon, and in order to successfully touch down on the lunar surface, equipment tested at Spaceport America will be heavily relied upon.

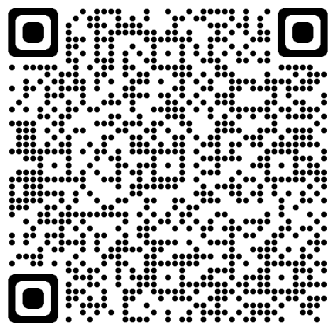
Scan the QR code to read more



Academia and Workforce Mutually Benefit from New Radiation Effects and Testing Lab

The Air Force Research Laboratory, or AFRL's, Space Vehicles Directorate held a ribbon-cutting ceremony for the new University of New Mexico, or UNM, COSMIAC Radiation Effects Lab, or CREL, Dec. 8, 2023. Students of UNM COSMIAC, the university's primary research center for engineering, began their mentor-mentee partnership with the Space Vehicles Directorate in the fall of 2019.

Scan the QR code to read more



UNPRECEDENTED ACCESS. UNLIMITED POTENTIAL.

Located directly adjacent to the Air Force Research Laboratory and its Directed Energy and Space Vehicles Research Directorates, MaxQ @ Kirtland allows companies to establish build-to-suit offices and facilities that are uniquely co-located for partnership with key government customers and many other Space Valley resources.

- Spaceport America
- Space Systems Command
- White Sands Missile Range
- Sandia National Laboratories
- Los Alamos National Laboratory

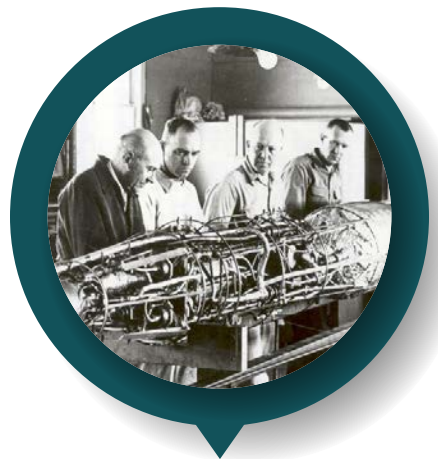
The campus, with plans for almost one million square feet of customizable space, will be a mixed-use, town center-style development that will include supporting retail and hospitality facilities. Join Northrop Grumman, which has already built a 27,000 square foot facility on the site to support its space systems engineering operations, in pioneering hub of innovation for some of the nation's most advanced space development and defense activities.

For more information, visit: maxqnm.com

MaxQ @ Kirtland at a Glance:

- High-tech civilian commercial campus
- For space/aerospace and directed energy companies
- 1M square feet of build-to-suit possibilities
- Executive Offices
- Light Laboratory
- R&D
- Manufacturing
- SCIFs
- Located on Kirtland Air Force Base
- Adjacent to the Air Force Research Lab

THE LAND OF ENCHANTMENT & AEROSPACE INNOVATION



APOLLO MOON MISSION TRAINING

In the 1970s, field exercises held in New Mexico allowed the astronauts to act as geological field observers for Earth-bound scientists. Early investment in this program, to places such as the Rio Grande Gorge and Valles Caldera, paid many dividends during the “pure” scientific expeditions of Apollo 15, 16 and 17.

Source: NM Museum of Space History
Photo Credit: NASA



SPACEPORT AMERICA MAKES HISTORY

First established in 2005, Spaceport America made history as the first purpose-built commercial spaceport in the world. The FAA’s Office of Commercial Space Transportation issued the license to the Spaceport Authority for vertical and horizontal launches from the Spaceport in December 2008, and a groundbreaking ceremony took place on June 19, 2009.

Source: Spaceport America
Photo Credit: Spaceport America



INTUITIVE MACHINES’ IM-1 MISSION TESTING

On Feb. 22, 2024, Intuitive Machines’ autonomous Nova-C lander became the first-ever private spacecraft to successfully make a soft landing on the lunar surface. The lander featured laser range finder technology that was tested at Spaceport America to simulate the initial stages of a lunar landing.

Source: Spaceport America
Photo Credit: Intuitive Machines

1930s

1971

1982

2000s

2021

2024

ROBERT GODDARD’S ROCKET RESEARCH

In the early 1930s, Dr. Robert Goddard chose Roswell as his home, while he developed the world’s first liquid fueled rockets. Mishaps from his rocket tests in Massachusetts, including an infamous launch and subsequent crash that set a blaze, and had neighbors complain to the fire marshal, forced Goddard to find a better testing ground where his rockets could fly.

Source: NM Museum of Space History
Photo Credit: NASA



STS-3 SPACE SHUTTLE LANDING

STS-3, NASA’s third Space Shuttle mission concluded with a shuttle landing at White Sands Space Harbor, near Alamogordo, New Mexico, on March 30, 1982. The shuttle used in the mission was forced to land at White Sands due to flooding at its originally planned landing site, Edwards Air Force Base.

Source: NASA
Photo Credit: NASA



VIRGIN GALACTIC’S UNITY 22 LAUNCH

On July 11, 2021, Virgin Galactic launched its first fully crewed sub-orbital flight of its SpaceShipTwo space plane Unity from Spaceport America in New Mexico, with a live webcast chronicling the flight. This historic flight made New Mexico the third state to reach space.

Source: Virgin Galactic
Photo Credit: Virgin Galactic



GREATER ALBUQUERQUE

A Major Metro with a Workforce Density and Assets that Continue to Drive Aerospace Growth Across the Region

The greater Albuquerque aerospace industry cluster is reaching new heights and it's not by chance. This growing metro has intentionally cultivated a recipe for success that benefits both the aerospace industry and the state's economy. The region's pro-business tax structure, extensive technical workforce with superior concentrations of engineering and technical skill sets, and key partnerships with a top-tier university system continue to fuel success for aerospace companies throughout the region.

So what's driving this growth? For BlueHalo, an integrated national security and technology company that expanded in 2022, it all came down to the region's highly skilled workforce, cost-competitive business climate, proximity to one of-a-kind testing facilities, and the state's compelling financial incentives. By offering tax credits for research and development, investment incentives, and exemptions on machinery and equipment purchases, New Mexico makes it clear that aerospace businesses are a valued part of its economic landscape. These incentives not only encourage industry growth but also facilitate innovation and investment in cutting-edge technologies.

"The Albuquerque campus represents BlueHalo's long-term commitment to New Mexico and will not only enhance the company's ability to support current and future programs at Kirtland Air Force Base but will also serve as one of the major hubs across the BlueHalo Labs national infrastructure designed to fuel future innovations to solve some of the most complex technology problems and transition those to full production, said BlueHalo CEO Jonathan Moneymaker.

In 2022, the region also saw the expansion of Universal Hydrogen, a hydrogen storage module manufacturer and distributor that intends to decarbonize aviation, announcing a more than \$250 million investment in the region to build its manufacturing and distribution hub in central New Mexico.

METRO AREA	2021 Jobs	2021 Location Quotient
Tucson, AZ	18,145	3.16
Albuquerque, NM	16,061	2.77
Tulsa, OK	14,467	2.21
Dallas, TX	85,118	1.50
Phoenix, AZ	10,812	1.14
Oklahoma City, OK	38,096	1.14
Houston, TX	49,295	1.07
San Antonio, TX	11,125	0.70
Austin, TX	8,871	0.51
McAllen, TX	2,049	0.43
El Paso, TX	1,654	0.40
Southwestern Peer Total	255,695	
United States	2,243,037	

Note: city names reflect metro areas
Source: Lightcast Q2 2022 with Author Calculations

Jon Gordon, co-founder and general counsel for Universal Hydrogen, said the company chose Albuquerque for manufacturing and distribution because of its strategic location that allows the company to leverage the air, rail and the interstate highway system, as well as, robust partnerships in governments, industry, and research institutions.

"I can't imagine a better place to be. We need a highly skilled workforce and we need it



immediately," Gordon said. "We see New Mexico as a place that will give our employees an affordable, high quality of life with access to culture and the outdoors. It's really a dream location."

The region's commitment to education and collaboration between industry and academia has cultivated a highly skilled and adaptable workforce. Leading universities in New Mexico offer specialized programs and research opportunities in aerospace engineering, ensuring that graduates are well-prepared to meet the industry's demands.

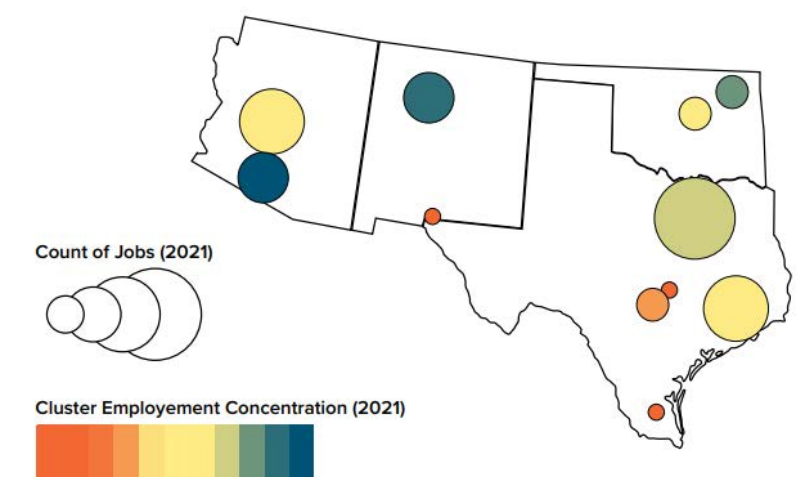
A prime example of this collaboration between industry and education is a recent partnership between Intel and Central New Mexico Community College that led to the development of an Artificial Intelligence (AI) and machine learning certificate and associate degree program. As part of the program, CNM students learn about data collection, AI model training, coding, and the societal impact of AI technology and Intel provides technical advice, faculty training, summer internships for students, and Intel mentors for both students and faculty members.

As technology continues to reshape the future of technology-based fields like

healthcare, automotive, industrial, and aerospace, successful partnerships like this highlight the proactive approach the region is taking to ensure local companies have a steady pipeline of graduates with the specialized skills and training needed to be successful.

Looking at all of these factors combined, it's clear New Mexico has found a winning combination of initiatives and investment into supporting and growing aerospace and technology-based industries throughout the region. **To learn what greater Albuquerque has to offer, visit: abq.org**

2021 Job Counts and Concentration



1Location Quotient: Location quotients (LQ) are a useful way of quantifying how concentrated a particular industry, cluster, or occupation is in a region as compared to a larger geographic area. An LQ of 1 is equally concentrated within both areas. An LQ of 1.5 indicates that the smaller geographic region is 50% more concentrated regionally, and an LQ of 2 indicates the geographic region is twice as concentrated regionally.

NM BORDERPLEX

Three States, Two Countries and One Region Full of Aerospace Expansion Opportunities



The Borderplex region, encompassing the area around the junction of New Mexico, Texas, and the Mexican state of Chihuahua, is emerging as a pivotal hub for aerospace assets and advantages. With its strategic location, skilled workforce, and supportive infrastructure, the region has attracted significant attention from aerospace companies looking to expand operations or establish new facilities.

The NMBorderplex region boasts a robust aerospace ecosystem supported by a skilled workforce. With several universities and technical colleges in the region, the universities produce a steady stream of graduates specializing in engineering, manufacturing, and other aerospace-related fields. Additionally, the presence of established aerospace companies in the area has created opportunities for knowledge transfer and skills development, further enriching the talent pool.

Infrastructure plays a critical role in supporting the aerospace industry, and the NMBorderplex region offers extensive facilities tailored to the sector's needs. The region is home to aerospace parks, research centers, and testing facilities equipped with the latest technology to facilitate innovation and product development. Furthermore, its transportation infrastructure, including airports and highways, enables seamless movement of goods and personnel, facilitating efficient supply chain management and logistics.

The Borderplex region's aerospace assets extend beyond its physical infrastructure to include favorable business conditions and supportive government policies. Local authorities and economic development agencies actively promote aerospace investment through incentives, grants, and streamlined regulatory processes, making it an attractive destination for companies seeking to establish or expand their presence in the industry.

White Sands Missile Range

Established in 1945, White Sands Missile Range (WSMR) supports missile development and test programs for the U.S. Army, Navy, Air Force, NASA, and other government agencies and private industry. It is the largest open-air land test range in the country, featuring state-of-the-art environmental testing chambers, an extensive data collection instrumentation suite, and data processing and modeling & simulation (M&S) facilities.

Las Cruces International Airport

As the only small community airport in U.S. to be FAA-certified to test UAVs, Las Cruces International Airport offers a mild climate, numerous research centers, state-of-the-art testing facilities, and established aerospace organizations that make it an ideal location for aerospace industries.

LRU is a great opportunity for aerospace & aviation related businesses

- 3 Runways
- 7,900 FT, 7,700 FT, & 6,200 FT
- 2 Fixed Base Operators
- Visual & Instrument Approach Upgrades
- Planned Airport Improvements:
- Runway extensions
- Terminal renovations

Doña Ana County International Jetport

The Doña Ana County Jetport (KDNA) has many attributes and is a strategic location to take advantage of growing opportunities within the Borderplex Region. Located in Santa Teresa, NM, the Jetport allows access to the rapid growth occurring within the Santa Teresa Industrial Market.

- Runway 9550
- Widened & Strengthened Runway, Allowing For Boeing 757's
- Pilot Controlled LED Lighting System
- Planned Crosswind Runway
- Adding Hangars and Industrial Park

UAS Test Flight Center

15,000 square miles
Ground to space testing
Unrestricted & restricted airspace

Other assets located in the NMBorderplex:

NASA White Sands Test Facility

NMSU Physical Science Laboratory (PSL)

Spaceport America

Holloman Air Force Base

THE 3-STATE 2-COUNTRY SOLUTION FOR YOUR EXPANSION NEEDS



LOS LUNAS, NM

A Prime Destination for Aerospace Manufacturing and Engineering

Located at the center of New Mexico, the Village of Los Lunas has a variety of shovel-ready sites for aerospace innovation and manufacturing. With its strategic location, burgeoning industry ecosystem, and proximity to key military installations and airports, Los Lunas stands out as an attractive destination with over 2,200 acres of industrial land within our three business parks: Los Morros Business Park, Huning Business & Tech Park West, and the Central New Mexico Rail Park.

Los Lunas is home to Accurate Machine & Tool, a top producer for metal components contracted

by the Department of Energy and Department of Defense. Los Lunas benefits from its proximity to Kirtland Air Force Base, a mere 34-minute commute away. This close connection to one of the nation's leading military installations provides opportunities for collaboration, research, and development within the aerospace sector. Los Lunas enjoys easy access to major transportation networks, including Interstate 25 with access to Colorado and Texas, as well as Interstate 40 with east/west access to the Ports of Los Angeles and Houston.

With a thriving technology, manufacturing, and distribution ecosystem, companies like Meta and Amazon have recognized the village's potential, citing its conducive environment for growth and innovation. Feedback from Meta and Amazon officials highlights their confidence in the village as a hub for future technology and aerospace activity.

Los Lunas' available land, infrastructure, utilities, and resources are ready to support aerospace manufacturing and engineering endeavors. Whether it's advanced manufacturing facilities, research laboratories, or dedicated workforce development programs, the village for companies

to thrive and innovate.

The Village of Los Lunas emerges as a compelling destination for companies in aerospace manufacturing and engineering. Its strategic location, thriving industry ecosystem, opportunities for growth, and supportive infrastructure make it an ideal choice for those looking for business friendly communities to grow the aerospace sector. With collaboration and innovation at its core, Los Lunas is poised to become a powerhouse in aerospace innovation for years to come.

For more info., visit: acomunitythatworks.com



60-minute Drive Time Demographics
From the Interstate-25 and Interstate-40 interchange

1,050,228 Population	415,289 Households	\$74,336 Average Household Income	\$246,428 Average Value of Owner Occupancy Housing Units	33.5% Population with a Bachelor's Degree or Higher



"We're proud to call Valencia County home. We selected Los Lunas because of its excellent access to infrastructure, strong pool of talent for both construction and operations staff, access to new renewable energy resources, and a great set of community partners. We're committed to playing a positive role in this community for investing in the long-term vitality of Valencia County for years to come."

David Williams
Community Development Manager | Meta



ROSWELL, NM

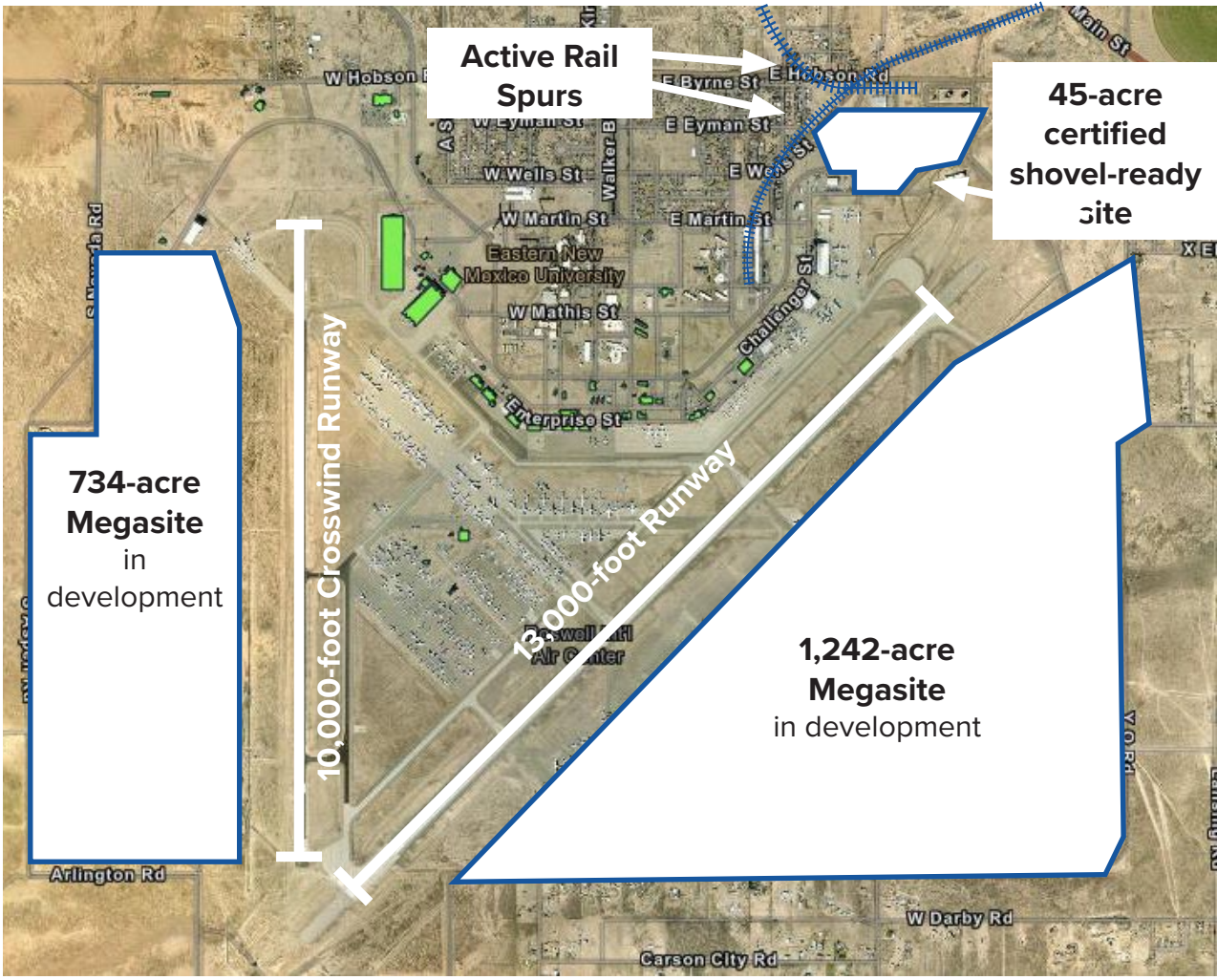
A History and Future Steeped in Aerospace Tech and Innovation

While Roswell is known internationally for the 1947 UFO Incident, it is also a vibrant community with a population of 48,163 and more than 66,000 in greater Chaves County. It sits directly alongside the Pecos Valley and serves as the economic and cultural hub of Southeastern New Mexico.

Roswell has a proud and enduring heritage in aerospace and aviation. Robert Goddard—considered the father of modern rocket propulsion—conducted experimentation with liquid fueled rockets in Roswell in the 1930-40s. The Roswell Air Center (RAC) is the site of the former Walker Air Force Base. Being an original base of Strategic Air Command (SAC), the existing infrastructure is conducive to maintenance, 24/7 operations, and aircraft storage.

Today, RAC is home to four maintenance, repair, and overhaul (MRO) facilities, major airlines, and several manufacturing activities. Roswell has ideal flying conditions—high altitude, largely uncongested airspace, and 310 days of sunshine per year offering extremely low weather volatility. This situation ensures minimal delays, low fuel demand, and minimal damage from corrosion. The air center is a regular tenant for military flight training, equipment testing, and research and development. RAC is also an active commercial airport with daily flights to Dallas-Fort Worth (DFW).

Find out what opportunities Roswell might have for you.
For more information, visit: chavescounty.net



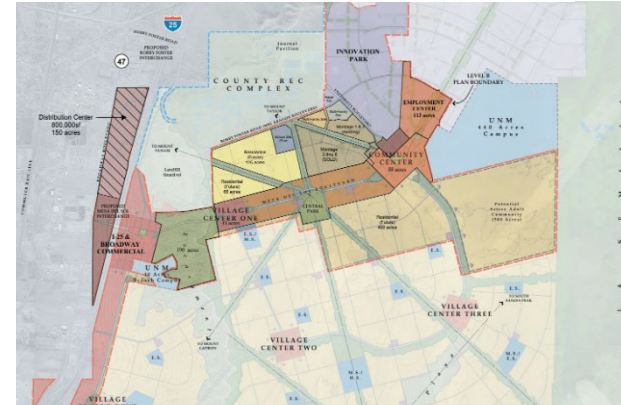
SPACE TO GROW

Las Cruces Innovation & Industrial Park



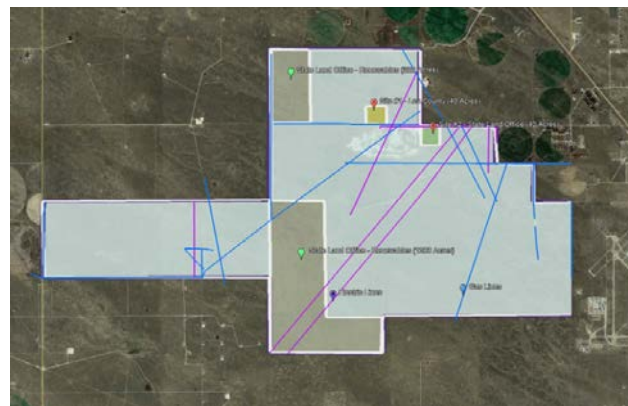
The Las Cruces Innovation and Industrial Park is an industrial park located in Dona Ana County that has 400+ acres which are shovel ready and additional 500 acres available for lease/purchase. Land is zoned for industrial purposes, utilities are within the park, due diligence has been completed, sits adjacent to Las Cruces International Airport, is Quest Site Certified and is located in an FTZ. **For more information, visit: tinyurl.com/LCIndustrial**

Mesa Del Sol



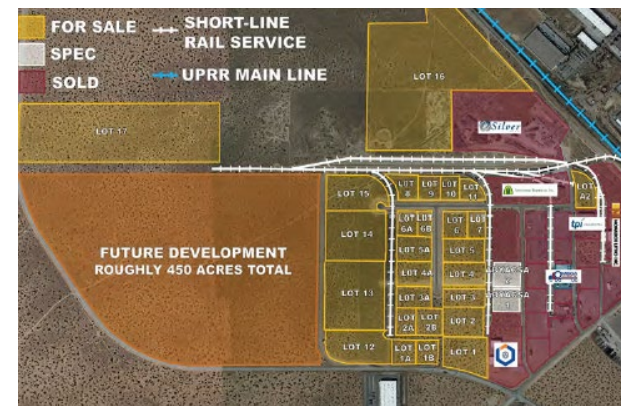
Mesa Del Sol is a 12,900-acre mixed-use, master-planned community with plans to build 37,000 homes on 4,400 acres of residential property and 18,000,000 square feet of office, industrial, and retail space. Singapore-based Maxeon Solar Technologies, a large-scale PV cell and panel manufacturer, recently announced plans to invest more than \$1 billion to build a 1.9 million-square-foot complex that will create 1,800 jobs on a 160-acre site at Mesa Del Sol. **For more information, visit: mesadelsolnm.com/vision**

Lea County Energyplex Park



The Lea County Energyplex Park is Lea County's largest industrial park with over 9,600 acres. EnergyPlex Park is easily customizable to suit any industry, including manufacturing, petroleum, nuclear, solar, wind, fabrication, mining, warehousing, research & development, and more. Close to amenities and a combined population of over 62,000, EnergyPlex Park offers convenience and an opportunity for growth and expansion. **For more information, visit: energyplexpark.com**

Santa Teresa Gateway Rail Park



The Santa Teresa Gateway Rail Park is a 1,300-acre, master-planned industrial development located in southern New Mexico with direct access to the Santa Teresa Port of Entry. As the only commerce center connected to Union Pacific's Intermodal complex, it provides unique solutions for transporting commerce from the U.S. to Mexico and is positioned to be an inland logistical port for international trade entering the U.S. from overseas in Los Angeles. **For more information, visit: tinyurl.com/Gatewayrailpark**

Gallup Energy Logistics Park



The Gallup Energy Logistics Park is one of only 29 BNSF certified sites in the country, which ensures the site is "rail-served and shovel ready" for rapid acquisition and development. The park features 365 shovel ready acres available for qualified projects and 11,000 feet of available rail directly connected to the BNSF Transcontinental line. The site is ideal for transloading, light manufacturing, storage, and logistics in the Four Corners region of NM. **For more information, visit: energylogisticspark.com**

Sandia Science & Technology Park



The Sandia Science & Technology Park (SS&TP) is a 340-acre, master-planned high-tech campus with fiber optic communications and a full-time team for support and customer service. Associated with Sandia National Laboratories and adjacent to Kirtland Air Force Base, companies have easy access to world-class facilities, technologies, scientists, and engineers. Currently 39 companies and organizations and over 1,800 employees reside in SS&TP's 340-acre high-tech campus. **For more information, visit: sstp.org**



Designated by the State to be your single-point-of-contact for locating your business anywhere throughout New Mexico. Let us provide you with crucial information, consultation and connections, all confidentially and free of charge, to help make your move with confidence.

Partners in Economic Development



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