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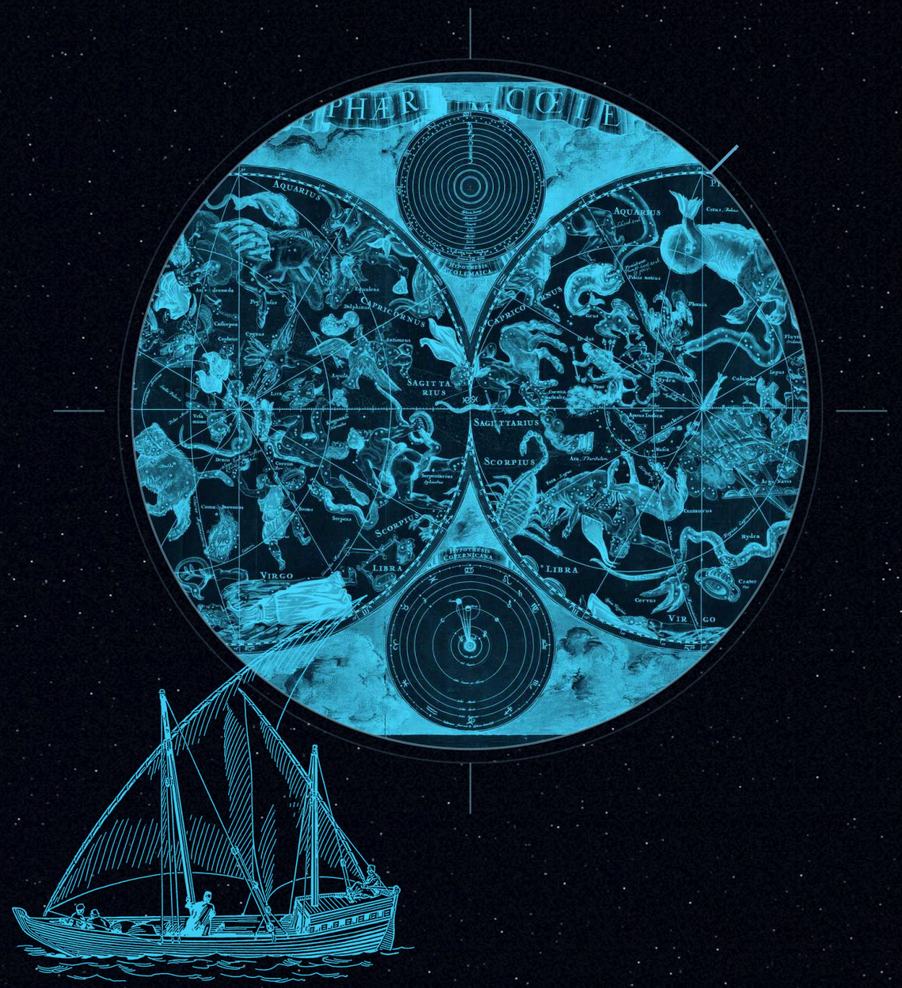
FROM THE SEAS, TO THE STARS

A REVIEW OF THE SULTANATE'S
SPACE AFFAIRS & OPPORTUNITIES



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A TIMELINE OF OMAN'S SPACE ACTIVITIES.

75+
ORGANISATIONS NOW WORKING IN OMAN'S SPACE SECTOR

$230M
SPACE ECONOMY IN 2025 - HEADED FOR $900M BY 2035

2
SATELLITES IN ORBIT: AMAN-1 AND OL-1

1
SPACEPORT - THE REGION'S FIRST COMMERCIAL PAD

2
LUNAR CAMPS ENGAGED: ARTEMIS AND ILRS

2008
Astronomical Society chartered
the first organised community

2018
AMADEE-18 Mars simulation
25 nations camp in Dhofar

2021
NASCOM founded
a royal-led launch venture

2023
National Space Policy; Aman-1
fails on Virgin Orbit, flies on SpaceX

2024
OL-1 flies; Oman Lens joins ILRS
the private sector's China vector

2024
Duqm-1 lifts off
first launch from a MENA commercial pad

2025
Launch directive CAD 5-01
a licence in as little as 45 days

2026
Artemis Accords signed
61st nation - at a Muscat conference

MTCIT · ETLAQ · NASA · CAA OMAN

THE GULF SPACE ECOSYSTEM

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UAE	Orbited Mars on the first attempt, builds the Gateway station's crew airlock, and mass-produces satellites through Space42 and Orbitworks.	**AED 44B+** DEPLOYED
SAUDI ARABIA	A full agency since 2023, two astronauts flown to the ISS that same year, and PIF's NEO Space Group buying up the value chain.	**$2.1B** COMMITTED
QATAR	Es'hailSat's two-satellite GEO fleet serves broadcasters across the region; a national programme has even discovered exoplanets.	**2** GEO SATELLITES
BAHRAIN	An agency since 2014; Al Munther, its first home-built satellite, reached orbit in March 2025 with AI processing onboard.	**2** SMALLSATS
KUWAIT	Built the region's first satellite ground station in 1969; flew KuwaitSat-1 in 2023; its Ambition rockets are slated to fly - from Oman.	**NO PAD** OF ITS OWN
EGYPT	A revived agency since 2019, host of the African Space Agency in Cairo, with a 23-building "Space City" slated for 2026.	**ILRS** MEMBER

- Kuwait's next rocket will not launch from Kuwait. It is slated to fly from Duqm, Oman.

SPACETECH GULF 2023-25 · PWC 2022

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COMPARISON

	NATION	AGENCY & LAW	SATELLITES	HUMANS FLOWN	BEYOND EARTH	LAUNCH FROM SOIL	VERDICT
1	UAE	●	●	●	●	○	THE BENCHMARK
2	SAUDI ARABIA	●	●	●	◑	○	THE WALLET
3	QATAR	◑	◑	○	○	○	THE OPERATOR
4	OMAN	◑	◑	○	◑	●	THE LAUNCHPAD
5	BAHRAIN	◑	◑	○	○	○	THE NEWCOMER
6	KUWAIT	◑	◑	○	○	◑	THE PIONEER, PAUSED

● ESTABLISHED ◑ OPERATIONAL ◑ NASCENT ○ NONE

- First - and alone - on launch.

COMPILED FROM NATIONAL AGENCIES · 2026

THE GLOBAL SPACE ECOSYSTEM

US | SPACEX	SpaceX did roughly half of all global orbital launches in 2025, and booster reuse is now routine. SPCX IPO'd reaching $2.1T market cap on close. This was the largest IPO in history.	**$2.1T** DAY-ONE MARKET CAP
US | NASA	A $24.4B budget; Artemis II carried 4 astronauts around the Moon in April 2026, with Artemis III to rehearse lander docking in 2027 before a Lunar landing attempt on Artemis IV in 2028.	**$24.4B** FY2026 BUDGET
US | OTHER	Blue Origin took its first outside capital in July 2026 at $130B; Rocket Lab, Vast, Firefly and Sierra sit inside a New Space ecosystem of 950+ US space companies - more than any other country.	**$37B+** RAISED BY US SPACE FIRMS
CHINA	92 orbital launch attempts in 2025; the Tiangong space station is permanently crewed, Chang'e has returned far-side lunar samples, and a crewed landing is targeted before 2030.	**92** LAUNCHES IN 2025
RUSSIA	Soyuz still ferries crews and cargo as it has for nearly six decades, but 17 launches in 2025, the loss of Luna-25 and a thin commercial sector point to a programme in retreat.	**17** LAUNCHES IN 2025
INDIA	Chandrayaan-3 made India the fourth country to soft-land on the Moon and the southernmost lunar landing achieved at the time; Gaganyaan targets a first crewed flight no earlier than 2027.	**2027+** FIRST CREW TARGET
EUROPE	Ariane 6 has returned Europe to the launch market, and JUICE and BepiColombo continue deep-space science - but Europe still buys crew seats abroad.	**NO CREW SHIP** OF ITS OWN
JAPAN	SLIM achieved a precise lunar landing in 2024 and Hayabusa brought asteroid samples home; H3 is operational, but cadence stays deliberately low.	**1** LUNAR LANDING
UK	Home to SSTL, Eutelsat OneWeb's London operations and a deep space-finance ecosystem - but after Virgin Orbit's failure at Cornwall, Britain still awaits its first orbital launch from home soil.	**NO ORBITAL LAUNCH** FROM SOIL

- The space race is no longer between nations, but between 1 company and everyone else.

Oman can serve them all.

JONATHAN'S SPACE REPORT · TRACXN · NATIONAL AGENCIES · 2026

THE CASE FOR SPACE

1 MASSIVE INFRASTRUCTURE BUILD-OUT

Space creates vast amounts of job opportunities on Earth, because the infrastructure required to support space is massive.

2 UNIQUE R&D OF VALUE TO EARTH

Some types of R&D can only be done in the zero-gravity conditions of space, but they have immense value to applications and uses back on Earth.

3 BUILD A LOCAL STARTUP ECOSYSTEM

Space draws in vast amounts of private and public money, which can support an entirely new startup ecosystem from scratch.

4 MARITIME DOMAIN ADVANTAGE

Oman is a maritime power. Investing in space directly benefits Oman's current and existing advantages through better Earth-observation technologies.

5 LAUNCH SOVEREIGNTY

Oman owns access to orbit and can rent it out, instead of having to rent it from bigger powers.

Oman is the space landlord.

6 SOFT POWER

A functional and efficient space programme is a display of a nation's might.

7 RESOURCES AND GAME THEORY

Other countries are going to space whether you like it or not. You can either wait and watch and be left behind when they inevitably start extracting mineral resources from space. Or you can go now.

8 THE NEW FRONTIER

Space is an open canvas waiting to be developed, like America was in the golden age of discovery.

And then look what happened to America.

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HOW HAVE SPACE TECHNOLOGIES TRANSFORMED EARTH?

DELIVERED

MAPS	**Real-time maps in your pocket.** Live routes help you navigate faster, cut fuel use and delays.	**6.5B+** DEVICES IN USE
TRANSPORT	**Planes and boats permanently run on satellites.** Fuel-optimal ocean and aircraft routes, with always-on tracking where radar could not reach. Every large vessel is tracked from orbit.	**EVERY** LARGE SHIP TRACKED
APPS	**Uber, Careem, DoorDash and Deliveroo could not exist without satellites in Space.** The on-demand economy connects customers to moving drivers. Impossible without space.	**1978** FIRST GPS SATELLITE
WEATHER	**Accurate 5-day forecasts, where the 1970s only had 1-day forecasts.** Hurricane/cyclone deaths have fallen, despite coastal populations growing. Airlines, farmers and energy traders totally rely on this data.	**5 DAYS** VS 1 DAY IN 1975
DISASTERS	**Floods, wildfires and damage maps while they happen.** Drought early warning gives governments months, not weeks, to protect food supply. These save lives.	**HOURS** TO A DAMAGE MAP
CLIMATE	**Satellites tracked the ozone hole and made the Montreal Protocol enforceable.** Sea level, ice mass, forest loss and methane leaks can ONLY be measured from orbit.	**1987** MONTREAL PROTOCOL
OSINT	**Journalists, NGOs and analysts can verify events anywhere on Earth.** Arms-control treaties became verifiable.	**30CM** COMMERCIAL RESOLUTION
HEALTH	**The camera in every smartphone came from a NASA sensor.** Medical imaging, infrared thermometers, insulin pumps and water purification all came from space technologies.	**CMOS** SENSOR · NASA 1990S

NEXT

1 **LAUNCH EFFICIENCY**

Reusable rockets make orbit 10-100× cheaper. Cheaper access multiplies everything on the left dramatically.

2 **ONLY-IN-SPACE MANUFACTURING**

Optical fibre, semiconductor crystals, purer drug crystals and 3D-printed vascularised tissue: these are materials that CANNOT form under gravity.

3 **BIOMEDICAL R&D**

Microgravity accelerates critical research on ageing, bone loss and muscle atrophy, as this decay happens in months in space - saving more lives on Earth.

4 **SOLAR SYSTEM RESOURCES**

Resources including propellant from lunar ice, metals and water from asteroids. Exploring and extracting advances health, science and quality of life on Earth.

5 **EARTH AS AN OASIS**

Heavy industry, mining and power generation can happen off-planet, alleviating climate change.

EUSPA · NOAA · ECMWF · NASA SPINOFF · 2026

REVOLUTIONARY ACHIEVEMENTS OF ISLAMIC ASTRONOMY

1 **The Stars Still Speak Arabic:** 165 star names in modern use are Arabic (Aldebaran, Rigel, Deneb, Vega, Altair & others).

2 **The Astrolabe:** Widely used instrument to measure the positions of the stars, perfected in the Islamic world.

3 **The First Galaxy Ever Recorded:** Al-Sufi identified Andromeda as a "little cloud" in 964 - the first record of another galaxy.

4 **The First Observatories:** State-funded research institutions were first built across the Islamic world.

5 **Planetary Models Before Copernicus:** Ibn al-Shatir created planetary models in the 14th century - before Copernicus.

6 **Ulugh Beg's Star Catalogue:** The Sultan charted 1,018 stars - the most accurate catalogue of his age.

7 **The Algorithm:** Al-Khwarizmi created zij astronomical tables to chart the positions of the sun, moon, stars, and planets.

8 **The Navigator:** Ahmad ibn Majid mastered celestial navigation to harness monsoon winds, charting complex Indian Ocean routes with an expertise predating European dominance.

LIBRARY OF CONGRESS · 1001 INVENTIONS · UNESCO

OMAN'S MAJOR ADVANTAGES

GEOMETRY

18.8° N with open Indian Ocean downrange - Latitudinal advantage - Oman has one of the cheapest launch sites on Earth. No Gulf rival operates a pad at all.

THE SWITZERLAND OF THE MIDDLE EAST

Untouched by conflict and extremism, and on friendly terms with countries across the globe. The only Gulf state with a foot in both lunar camps - **an Artemis Accords signatory whose private sector also partners in China's ILRS** - and a spaceport open to any non-sanctioned flag.

VELOCITY

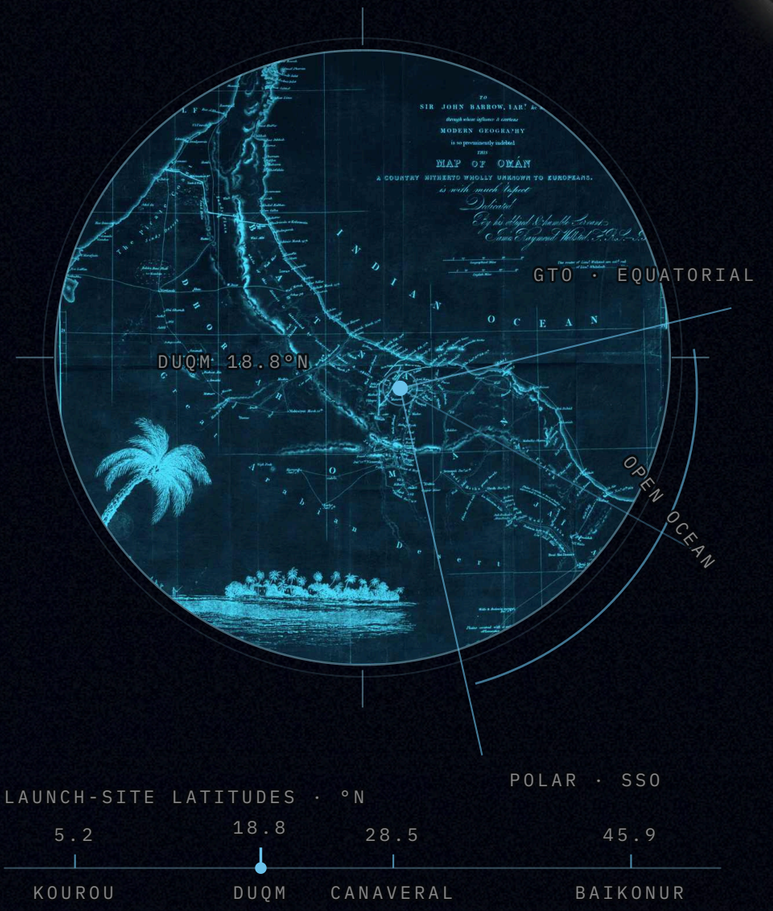
A launch licence in about 45 days, with no cap on annual launches. In a market that queues years for Western ranges, regulatory speed is a sellable product.

TERRAIN

Dhofar's Mars-analog desert - 25 nations ran a full Mars simulation here in 2018 - plus dark-sky highlands and 20 subsea cables in service or planned.

TRUST

Dubai is prosperous, but has a seedy undertone and is tainted after the Iran war. Oman's reputation is **neutral to positive**.



... BUT THESE ARE NOT BEING COMMUNICATED TO THE WORLD

NASCOM · OEWF AMADEE-18 · TELEGEOGRAPHY

NASA IS ONE OF THE WORLD'S MOST POWERFUL BRANDS. NASCOM HAS NO BRAND.

NASA

ESTABLISHED IN 1958, NASA IS ONE OF THE WORLD'S MOST FAMOUS BRANDS, WITH 104M INSTAGRAM FOLLOWERS, 92M X FOLLOWERS, 15M YOUTUBE SUBSCRIBERS.

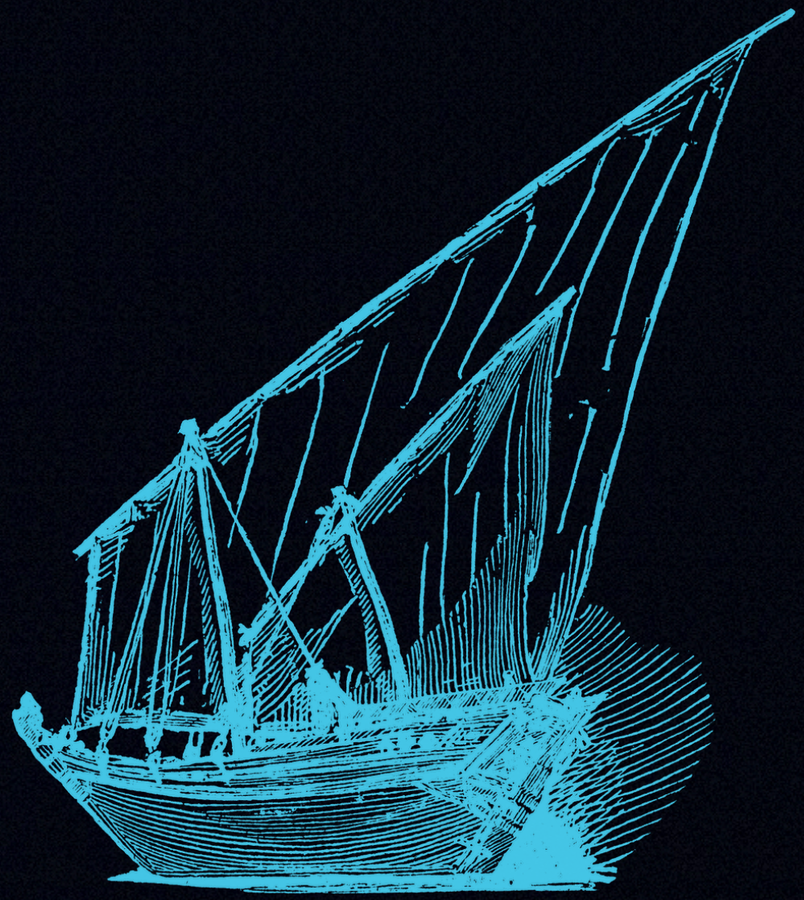
NASCOM ?

ESTABLISHED IN 2021, NASCOM HAS 0 ATTENTION OR BRAND.

1. **Rebrand NASCOM** - give it a clear brand, aesthetic, new landing page, tagline and social media accounts.
2. **Rebrand Etlaq** - give it a clear brand, aesthetic, new landing page, tagline and social media accounts, with an emphasis on video footage.
3. **Build Attention** - build NASCOM and Etlaq's brand, but also external attention: traditional PR campaigns, influencer invitations and content collaborations.
4. **Fly Influencers to Oman** - affiliate marketing - borrowing someone's audience - leverages their existing credibility. Oman must collaborate with space influencers to tell the story of NASCOM and Etlaq.

SAILING THE STARS

MARITIME × CELESTIAL



ELON'S VISION

Elon Musk sells **a vision of humanity spread across the stars**. This is incredibly exciting - more so than talk of rocket science, law, or policy - and it works because he is **an exceptional storyteller and marketer**, using the platform X which he controls, to his overwhelming advantage.

OMAN'S MARITIME HISTORY

Story is in Oman's DNA. Sindbad the Sailor set out from these shores, and Omani navigators worked the monsoon routes for a thousand years. A rich history of maritime exploration is waiting to be retold.

SAIL THE STARS

Space makes much more sense when logically connected to maritime exploration. **Voyages led to new resources, new land, and new infrastructure built to support these voyages, which created new opportunities back home.** Oman has a natural ability to play at this intersection, bridging sailing and maritime exploration with exploring the cosmos.

- The nation that told the sea's greatest stories should be telling space's next one.

BRING THE WORLD TO OMAN

BRING SPACE TOURISM DOWN TO EARTH

Build Oman's answer to the UAE's Museum of the Future - a purpose-built **Space Museum, alongside a 7-star Space Resort, and a public observatory**. Run a **marketing/PR blitz with global space influencers** and bring them to Oman during the launch of these facilities.

NEW TALENT

The **SpaceX IPO (June 2026) has minted thousands of wealthy engineers and entrepreneurs** looking to build New Space startups. **Bring them to Oman now**, before their next act.

EXCHANGE

Bring students from top global universities for **a brief stint in Oman - like Saudi did with Gateway KSA** - or, alternatively, build **long-term 2Y employment programmes** for highly talented graduates of top Western universities - to enhance the prestige of Oman's space affairs and achieve genuine knowledge exchange with the West.

STORY = TALENT + CAPITAL + CLIENTS

TALENT

Media creates excitement about the potential for Oman's space activities. **More STEM graduates at home, more talented space engineers looking to Oman** to build their career and the future of space.

INVESTMENT

Media attracts private investment from **VCs and angels**. It also lays the groundwork among retail investors for **public stocks, or tokenized funding projects**.

CLIENTS

Media reaches far more clients than door-to-door sales ever will - **not merely governments, but commercial enterprises, startups and research teams**. Reaching the world's space operators efficiently, at scale, takes a powerful, reputable brand - **built from day one**.