

MassChallenge Commercial Space Innovation Challenge

OFFICIAL RULES

NO PURCHASE NECESSARY TO ENTER OR WIN

The MassChallenge Commercial Space Innovation Challenge (the “Competition”) is sponsored by Deloitte Services LP (“Sponsor”). Competition participants agree to be bound by these Official Rules and the decisions of Sponsor and Sponsor’s judges, which are binding and final on matters relating to the Competition. The Competition is subject to all applicable federal, state and local laws. Void where prohibited by law.

COMPETITION ENTRY DATES: The Competition begins **April 10**, at 8:00 AM eastern time (“ET”) and ends when Sponsor makes the Announcement (see definition below).

WHO MAY PARTICIPATE:

Open to all startup organizations that meet the eligibility requirements below.

Eligible organizations must meet the following criteria to participate in the Competition:

- Organizations that have raised less than \$50M in equity-based funding and generated less than \$50M in annual revenue
- Focused on growing and enhancing the Commercial Space marketplace
- Headquartered and operating in the US
- Active in the marketplace with demonstrated success and plans to scale in the short-term
- Led by a full-time CEO
- Adherence with Sponsor independence requirements (Sponsor to do an entity scan upon receipt of application)

The following persons and entities are NOT eligible to participate in the Competition:

- Any person who has been terminated or disqualified from any MassChallenge program anywhere in the world for any reason is disqualified.
- Any person that is prohibited from participating because of a contractual or other legal obligation to another person or entity (such as an employer) is ineligible to enter.
- Current and former partners, principals, and employees of Sponsor and its affiliates.
- Federal, state and local government officials and employees.

COMPETITION OBJECTIVE:

The objective of the Competition is to identify and develop viable solutions to Sponsor’s Commercial Space challenge. These solutions will need to align with Sponsor’s strategic objective to actively shape and support the commercial Space economy today and long term.

To participate in the Competition, participants will have to submit their idea via the web-portal at [<https://masschallenge.org/programs-deloitte/>] (“**Website**”) (at which time they will be required to acknowledge and accept these Official Rules before proceeding). See the “**How to Participate**” section below for more details.

HOW TO PARTICIPATE:

For the purpose of these Official Rules, a participating individual and a participating entity will each be referred to as a “**participant**.”

The Competition has two (2) phases and the entry requirements for each phase are described below. Submission of all entries will be solely through the Website.

If you are having trouble accessing the Website or uploading an entry, please contact Junko Carter at junko@masschallenge.org.

Phase 1 ("Apply") (April 10, 8:00 AM ET – May 8, 5:00 PM ET): Participant's entry for Phase 1 consists of an application completed on the Website in response to one (1) of the challenges listed below. A participant may submit an application for both challenges but will only be chosen to participate in one (1) challenge. The participant should not include confidential and proprietary information in their application. Sponsor will not be obligated to maintain any information obtained during the Competition confidential. The application questions include:

Founder information

- Founder First Name
- Founder Last Name
- Founder Email
- Founder Mobile Phone / SMS / Text
- Founder LinkedIn URL
- Indication if a first-time founder

Company information

- Company Name
- Elevator Pitch (300 characters max)
- Primary Industry
- Sub Industries
- Country Of Primary Operations
- Company Website
- Number of full-time employees
- Year founded
- Link to investor pitch deck or similar deck (Upload file size and type: 10MB max; PDF or PowerPoint only)
- Indication of solution Technical Readiness Level (TRL)

Visibility and Privacy

- Permission for MassChallenge to disclose startup funding/hiring status

Financial position

- Lifetime revenue generated in USD
- Total funding raised in USD (all sources including equity, debt, grants)
- Total amount of revenue your company has generated to date in USD
- List of investors to date

Commercial Space Challenge questions

- Please select the ONE challenge statement that best aligns with the problem your technology addresses
- How are your company's capabilities/solutions relevant to the Challenge? How would you go about solving the Challenge? (500 characters max)
- What are your goals as it pertains to participating in the Commercial Space challenge? (500 characters max)

Resource and specialist assessment

- Identify up to three (3) focus areas of needed support in or interest in working with a mentor if you win a prize
 - User Research and Product Development
 - Marketing or Branding
 - GTM Strategy or Sales
 - Manufacturing or Distribution
 - Regulatory
 - Leadership and Team Building
- How did you hear about this MassChallenge program?
 - Social Media
 - Search Engine or AI search
 - MC Email Newsletter
 - Conference or Event
 - Referral from Alumni
 - Staff or Mentor
 - Referral from Partner or Sponsor
 - Online Advertisement
 - Other

In addition, the application must address at least one (1) of the following challenge statements:

Challenge #1: Earth Observation (EO) of the Supply Chain

From Satellites to Solutions: Can Space Data Fix Supply Chain 'Blind Spots'?

Summary thesis: From semiconductor shortages to perishable goods stuck at ports - supply chain failures cost businesses billions. Can next generation Space data anticipate breakdowns across the value chain and turn risk into opportunity?

Problem statement: Natural disasters are threatening food supply chains, geopolitical events are causing mass disruptions, rapidly shifting demand creates congestion and confusion...commercial entities are in a constant state of reaction. Satellite-driven insights can change that paradigm by providing the missing intelligence to optimize operations.

Challenge overview: We are seeking novel and disruptive capabilities that integrate Space-based data with AI-powered analytics to 'see' upstream movements and downstream usage, identify objects/damage, anticipate bottlenecks and disasters

Example capabilities sought:

- AI-intuitive, satellite-based sensors that trace global semiconductor supply chains...mitigating shortages that cost at least \$500B in lost revenue from 2020-2022
- Hyperspectral insights on crop yields and anticipatory notice of shipping delays that are vital to consumer goods companies relying on just-in-time inventory
- Interactive dashboards that show every factory shutdown, extreme weather event and bottleneck before it impacts their bottom line

Intended Outcomes: Collaborate with Sponsor to develop/commercialize new assets, capabilities, insights that can harness the power of Space data and make it valuable to Fortune 500 companies now.

Challenge #2: Activation of Off-World Production

Out of this World: Can Orbital Production Create Real Value Back on Earth?

Summary thesis: From the creation of new materials to the generation of massive amounts of clean power – off-world microgravity manufacturing can transform entire industries. Research has proven that materials produced in Space – flawless semiconductor wafers, ultra-pure optic fibers, and advanced pharmaceutical compounds – can surpass those made on Earth in quality and performance. The opportunity now is proving feasibility but defining commercial viability and how off-world production can deliver tangible economic value back to Earth.

Problem statement: Traditional manufacturing is constrained by Earth's gravity, limiting the purity and performance of critical materials. Microgravity offers a breakthrough – yet commercialization remains uncertain. High costs, infrastructure gaps, and undefined supply chains are major barriers to scale. As private space stations and reusable launch systems emerge, the focus must shift from scientific feasibility to commercial viability. The challenge is to develop scalable business models, investment frameworks, and supply chain strategies that integrate off-world production into global markets, turning Space-based manufacturing into a competitive advantage.

Challenge overview: We are seeking future-focused capabilities that assess the feasibility/value of orbital operations, and the development of operational strategies and demonstrate 'art of the possible' via digital and/or physical capabilities

Example capabilities sought:

- Detailed investment frameworks and go/no-go decision models that assess market conditions and guide progressive investment in orbital production
- AI-enabled, immersive digital twins and simulation capabilities that test the feasibility of specific value-added activities in microgravity
- Physical assets (e.g., reusable ferrying, orbital destinations, micro-gravity operations) that provide the infrastructure to activate the orbital market

Intended Outcomes: Collaborate with Sponsor to develop and commercialize new offerings, resources or market entry strategies that can catalyze and open up the future world of Commercial Space

All applications must be submitted to the Website no later than May 15, 5:00 PM ET.

Once an application has been submitted to the Website as described above, MassChallenge will review the application to determine if the participant meets all eligibility requirements listed above, including, but not limited to, passing a conflict check with the Sponsor and its affiliates. Participants will also be invited to join an optional 'Ask Me Anything' session with

Sponsor and MassChallenge to address questions or concerns about the Competition. If they do not meet the eligibility requirements they will be notified via email by MassChallenge.

Phase 1 Winners: Each eligible participant's application will be reviewed and evaluated by the Evaluation Panel (as defined below). The Evaluation Panel will select up to ten (10) participants as winning participants (each, a "**winner**") of Phase 1, based on the criteria described in the "**Judging**" section below. Winners of Phase 1 will progress to Phase 2. Winners of Phase 1 will be announced on or about **May 21**. At the time of notification, a winner of Phase 1 may receive questions from the Evaluation Panel that will need to be addressed in Phase 2 ("**Shape Questions**").

Phase 2 ("Presentation") (begins **May 28**, 8:00 AM ET): The Evaluation Panel will schedule a virtual presentation with each winner of Phase 1 (on a mutually acceptable date and time). Each participant will have 20 minutes (10 minutes for the presentation and 10 minutes for Q&A) and will pitch their response to the challenge statement they chose at the time of their application. Phase 1 winners who submitted more than one (1) application will present both responses to the challenge statements but may only win for one (1) challenge. Participants may also include visual elements to supplement their pitch deck that will aid in creating a better understanding of their business and its solution. Examples of visual elements include: short pitch video, illustration of the ecosystem, problem, or solution. The objective is to paint a more complete and compelling narrative of the business and its solution to the challenge.

Phase 2 Winners: Each entry and presentation will be reviewed and evaluated by the Evaluation Panel. The Evaluation Panel will select up to five (5) winners, as winners of Phase 2 and the Competition, based on the criteria described in the "**Judging**" section below. Each winner of Phase 2 will win a prize. Winners of Phase 2 will be announced after all Phase 1 winners have completed their Phase 2 presentations. See the "**Prizes**" section below for prize details.

ENTRY REQUIREMENTS: Incomplete entries, including but not limited to those entries that do not address the requirements listed in the "**Competition Objective**" section above or comply with the "**Content Guidelines**" section below, will not be eligible. For purposes of these Official Rules, "submission" of an entry occurs when an entry is uploaded onto the Website by the due date for each phase as specified by Sponsor in its sole discretion.

By submitting an entry, participant understands and grants to Sponsor permission for their entry to be posted on the Website and distributed by Sponsor internally and externally for various purposes and as otherwise set forth in these Official Rules. Released Parties (as defined below) are not responsible for any unauthorized third party use of any entry. Released Parties do not guarantee the posting of any entry. *Participants agree that they will not disclose or use the entry for any other purpose, including, without limitation, posting the entry to any online social networks, without the express consent of Sponsor in each instance.*

An entry must be the original work of the participant;; and must not infringe upon the copyrights, trademarks, rights of privacy, publicity or other intellectual property or other rights of any person or entity. If the entry contains any material or elements that are not owned by the participant and/or which are subject to the rights of third parties, the participant is responsible for obtaining any and all releases and consents necessary, and in a form

acceptable to Sponsor, to permit the use and exhibition of the entry by Sponsor in the manner set forth in these Official Rules.

SIMILAR IDEAS: By submitting an entry, participant acknowledges and agrees that Sponsor may obtain many submissions under this Competition and that such entries or comments may be similar or identical in theme, idea, format or other respects to others submitted under this Competition and/or other contests staged and/or sponsored by Sponsor, and participant waives any and all claims participant may have had, may have, and/or may have in the future, that any composition, video and/or other works accepted, reviewed and/or used by Sponsor (or its respective designees) may be similar to their entry. Participant acknowledges and agrees that Sponsor does not have now, nor shall have in the future, any duty or liability, direct or indirect, vicarious, contributory, or otherwise, with respect to the infringement or protection of any copyright rights and other rights to the Work that participant may have in and to participant's entry.

CONTENT GUIDELINES:

Entries must comply with the following content guidelines to be eligible:

- Content cannot be sexually explicit or suggestive, unnecessarily violent or derogatory of any ethnic, racial, gender, religious, professional or age group, profane or pornographic, or contain nudity;
- Content cannot promote alcohol, illegal drugs, tobacco, firearms/weapons (or the use of any of the foregoing), any activities that may appear unsafe or dangerous, or any particular political agenda or message;
- Content cannot be obscene or offensive, endorse any form of hate or hate group;
- Content cannot defame, misrepresent or contain disparaging remarks about Sponsor, its products or services, or other people, products or companies;
- Content cannot contain trademarks, logos or trade dress (such as distinctive packaging or building exteriors/interiors) owned by others, or advertise or promote any brand or product of any kind (other than Sponsor's or its affiliates'), without permission, to the extent permission is necessary as solely determined by Sponsor;
- Content cannot contain any personal identification, such as license plate numbers, personal names, e-mail addresses or street addresses;
- Content cannot contain copyrighted materials owned by others (including photographs, sculptures, paintings and other works of art or images published on or in websites, television, movies or other media) without permission unless Sponsor has determined permission is not necessary;
- Content cannot contain materials embodying the names, likenesses, photographs, or other indicia identifying any person, living or dead, without permission;
- Content cannot communicate messages or images inconsistent with the positive images and/or goodwill to which Sponsor wishes to associate; and
- Content cannot depict a violation of any law and cannot itself be in violation of any law or otherwise.

Sponsor reserves the right to disqualify any entry for any reason, in its sole and absolute discretion. Sponsor reserves the right to remove any entry from the Website that does not conform to the Content Guidelines for any reason, in its sole and absolute discretion. Sponsor reserves the right in its sole discretion not to choose winners for any phase of the Competition.

JUDGING:

The judging panel consists of Sponsor leaders from the Sponsor Space practice and the Commercial Space steering committee (the "**Evaluation Panel**").

Each participant's entry and presentation, where applicable, will be evaluated by the Evaluation Panel, in their sole discretion, on the same high-level criteria (as described below):

- **Economics** – financial potential / attractiveness of idea/solution
- **Solution Competitiveness** – strength and uniqueness of the idea/solution
- **Feasibility & Fit** – degree to which the idea/solution proposed by the startup is compatible with Sponsor's goals and purpose in the commercial space economy and is in alignment with Sponsor's current client engagement
- **Innovation quotient** – degree to which the idea/solution is innovative, disruptive, or creates new markets
- **Startup viability** – high-impact, high-potential startups, with a viable path to success in the marketplace and some traction/progress in their plans. High-impact and high-potential mean a startup has a large addressable market and if successful, can have a significant impact on the problem it is trying to solve.

The winners of each Phase will be chosen by the Evaluation Panel in their sole discretion. The Evaluation Panel's and Sponsor's decisions are final and binding on all matters.

WINNER NOTIFICATION:

Participants that are potential winners of the Competition will be announced sometime after all Phase 1 winners have completed their Phase 2 presentations (the "**Announcement**").

Potential winners may be required to sign additional documents that may be required by Sponsor, which, if required, must be received fully-executed within seven (7) days of Sponsor's request or the participant may be disqualified.

In the event it is determined that a winner has not complied with these Official Rules, or has failed to execute and return any required documents within the specified time period, or has made false statements in any document required by Sponsor, then such winner will be disqualified and required to promptly return to Sponsor their prize. If a winner is disqualified for any reason, at Sponsor's discretion, another participant may be declared the alternate winner. Sponsor reserves the right in its sole discretion not to choose any winners for any phase of the Competition.

PRIZES:

Up to five winners are (i) invited to participate in the MassChallenge Commercial Space Innovation Challenge Program, a 5-6 month program (approximate retail value is \$10,000) which provides each winner with the opportunity to work with Sponsor, have regular check-ins with its practitioners, conduct ad hoc brainstorming/mentoring sessions, and potentially identify joint market opportunities to pursue. All prizes are subject to each winner passing a second conflict check by the Sponsor and executing any additional documents, including, but not limited to, a mutual NDA, that may be required by Sponsor.

Sponsor will distribute the prize to a winner upon execution of required documents by the winner.

Prize awards are subject to verification of eligibility and compliance with these Official Rules. Prizes are awarded on "as is/where is basis" with no warranty or guarantee, either express or implied by Sponsor.

A winner may not substitute, assign or transfer their prize, but Sponsor reserves the right, at its sole discretion, to substitute a prize of comparable or greater value. Winner is responsible for all federal, state and local taxes associated with acceptance and use of a prize as well as any other costs and expenses associated with prize acceptance and use not specified herein as being awarded. All prize details/value are at Sponsor's discretion. *A potential winner will be disqualified if Sponsor determines, in its sole discretion that awarding a prize to such potential winner may violate professional standards to which Sponsor or its affiliates are subject.*

GENERAL CONDITIONS:

Released Parties (as defined below) are not responsible for any lost, late, incomplete, inaccurate, stolen, misdirected, undelivered, delayed or garbled entries or email; or for lost, interrupted or unavailable network, server, Internet Service Provider (ISP), Website, DeloitteNet, or other connections, availability or accessibility or miscommunications or failed computer, satellite, telephone or cable transmissions, lines, or technical failure or jumbled, scrambled, delayed, or misdirected transmissions or computer hardware or software malfunctions, failures or difficulties, or other errors or malfunctions of any kind whether human, mechanical, electronic, network typographical, printing or otherwise relating to or in connection with the Competition, including, without limitation, errors or malfunctions which may occur in connection with the administration of the Competition, the processing or judging of entries, the announcement of the prizes or in any Competition-related materials.

Released Parties are also not responsible for any incorrect or inaccurate information, whether caused by site users, tampering, hacking, or by any equipment or programming associated with or utilized in the Competition.

Released Parties are not responsible for injury or damage to participant's or to any other person's computer related to or resulting from participating in this Competition or downloading materials from or use of the Website and/or DeloitteNet. Persons who tamper with or abuse any aspect of the Competition, Website, or DeloitteNet, as solely determined by Sponsor, will be disqualified.

Should any portion of the Competition be, in Sponsor's sole opinion, compromised by virus, worms, bugs, non-authorized human intervention or other causes, or in the event the Competition is unable to run as planned for any other reason, which, in the sole opinion of Sponsor, corrupt or impair the administration, security, fairness or proper play, or submission of entries or comments, Sponsor reserves the right at its sole discretion to suspend, postpone or modify the Competition to address the impairment and resume the Competition in a manner that best conforms to the spirit of these Official Rules, or terminate the Competition and select the potential winners from all eligible, non-suspect entries received prior to action taken.

In the event of any conflict between the terms of these Official Rules and the terms of any competition rules or guidelines or policies on MassChallenge's website (masschallenge.org), the terms of these Official Rules shall control.

Participants, by participating, agree that Deloitte LLP, Deloitte & Touche LLP, Deloitte Tax LLP, Deloitte Financial Advisory Services LLP, Deloitte Consulting LLP, Deloitte Transactions and Business Analytics LLP, Deloitte Services LP, Deloitte USA LLP, Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("**DTTL**"), and any and all DTTL associate and member firms, all their respective, past, present and future parent companies, subsidiaries, affiliates, divisions, related entities, joint venturers, subcontractors, agents, attorneys, insurers, subrogees, co-insurers and reinsurers, all their respective, past, present and future officers, directors, employees, members, partners, principals, shareholders and owners, and all their respective heirs, executors, administrators, personal representatives, predecessors, successors, transferees and assigns and MassChallenge (collectively, the "**Released Parties**") will have no liability whatsoever for, and shall be held harmless by participants against, any liability for any injuries, losses or damages of any kind, including death, to persons, or property resulting in whole or in part, directly or indirectly, from acceptance, possession, misuse or use of the prize or participation in this Competition.

Each winner, by acceptance of prize, except where legally prohibited, grants permission to Sponsor and its designees to use their name, address (city and state), photograph, voice and/or other likeness and prize information for advertising, trade and promotional purposes, in any manner, without further compensation, in all media now known or hereafter discovered, worldwide, and on the Internet and world wide web, in perpetuity, without notice or review or approval.

In the event of a dispute regarding entries received from multiple users having the same e-mail account, the authorized subscriber of the e-mail account at the time of entry will be deemed to be the participant and must comply with these rules. Authorized account subscriber is the natural person who is assigned the e-mail address by the Internet Service Provider (ISP), on-line service provider, or other organization responsible for assigning e-mail addresses by or on behalf of Sponsor or any Released Party or recognized by Sponsor or any Released Party.

GOVERNING LAW/DISPUTES:

By entering the Competition, participants agree that (i) any and all disputes shall be governed by the laws of the State of New York, USA to the extent permitted by law; (ii) any legal action or proceeding relating to the Competition shall be instituted in a state or federal court in New York City, New York, USA; and (iii) they will submit to the exclusive jurisdiction of, and agree that venue is proper in, these courts in any such action or proceeding, to the extent permitted by law.

WINNERS LIST:

Final winners' names will be available on MassChallenge's website at masschallenge.org/programs-deloitte.

SPONSOR:

Deloitte Services LP, 30 Rockefeller Plaza, New York, NY 10112.