MERIDIAN PORT SYSTEMS — INVESTOR MEMO *Pre-Seed | $5M | February 2026*

THE PROBLEM

The U.S. Navy is deploying 150+ unmanned surface vessels with nowhere to put them. Major hubs like Norfolk and San Diego are at physical capacity with manned vessels. The infrastructure gaps are structural: no dedicated pier space for autonomous hulls, wrong voltage (existing piers run 13.8kV; mUSVs need standard 440V), no automated fire suppression for unmanned platforms, and zero resiliency redundancy at forward operating bases like Guam. This isn't a future problem. It's happening now, and no American company is solving it.

THE SOLUTION

Meridian builds and operates modular autonomous vessel infrastructure. Our core product is a 200-foot floating dock system with integrated 440V shore power, automated AFFF fire suppression, and air-gapped OT security, purpose-built for unmanned surface vessels. We are not a software vendor. We build and operate the physical asset, then layer software and data services on top for recurring margin.

WHY NOW

Executive Order 14269 ("Restoring America's Maritime Dominance") creates direct federal mandate alignment. NATO's 2025 Hague Summit Declaration prioritized maritime port hardening across all 32 member nations. The autonomous vessel market is accelerating faster than base infrastructure. Saronic, L3Harris, Blue Water, and Regent are all scaling fleets with nowhere to berth them. We are the missing piece of the stack.

BUSINESS MODEL

We go commercial first, Navy second. This is deliberate. It de-risks the company from government procurement timelines (18-24 months minimum) and proves the model with paying customers before engaging CNIC and NAVFAC.

Phase 1 (M0-6): Pilot site live on private capital. Modular berths, shore power, fire suppression deployed.

Phase 2 (M6-12): B2B lease agreements signed with autonomous vessel operators at $13K-$17K per vessel per month. At 15 vessels per site, that's $2.7M ARR per site.

Phase 3 (M18+): CMMC Level 2 certified, federal vendor status secured, first Navy facility contract in pipeline.

We classify our solution as an O&M service rather than construction, bypassing the 5-7 year MILCON trap entirely.

TRACTION

We are pre-pilot but not pre-validation. To date: presented at global infrastructure investor summit, master's thesis on autonomous terminals as national security imperative (University of Antwerp), engaged a former major U.S. port authority CEO as strategic advisor, attended USCG security alignment meeting, conducted Navy stakeholder discussions, and received validation from the Defense Intelligence Unit (DIU). Pilot launch is the immediate next milestone.

MARKET

The global port infrastructure TAM is $500B+ over the 2025-2035 forecast period. The high-growth smart port modernization segment (our beachhead) is projected to reach $32B by 2032 at 24.3% CAGR. Our serviceable opportunity across Navy bases, commercial USV operators, U.S. commercial ports, NATO allies, and global terminals is $1.1B+ ARR by 2035. Conservative scenario (domestic only) is $600M+.

COMPETITIVE POSITION

No American company currently operates autonomous vessel berthing infrastructure. Incumbents sell software or hardware systems, but none build and operate the physical asset. We are 100% American-owned, built on private capital so the Navy receives a proven product rather than funding a development project, and directly aligned with Buy America federal procurement mandates.

THE ASK

$5M pre-seed. Allocation: Engineering & AI ($1.1M), OT Security & Zero Trust ($450K), Regulatory/CMMC L2 ($1.5M), Site Prep ($500K), Operations & GTM Personnel ($800K), Contingency ($650K). Post-pilot, we will pursue SBIR Phase 2 for up to $1.8M in non-dilutive capital.

TEAM

Blaze Isayan, Founder & CEO, M.S. Maritime Transport Management, University of Antwerp. Thesis: Autonomous Terminals as National Security Imperative. Critical infrastructure and port operations researcher. Strategic advisor: former CEO of a major U.S. port authority. Q1 hires needed: VP Engineering/CTO (autonomous systems & AI orchestration) and Gov Strategy Lead (SDVOSB, former Navy procurement background).