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An association for space industry

India Space Congress

INDIA SPACE CONGRESS

2026

EXECUTIVE REPORT

REIMAGINING SPACE. REINVENTING COLLABORATION.

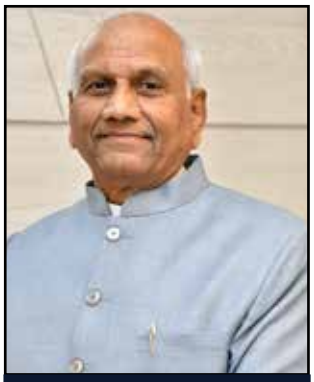
REALISING THE NEXT ERA OF SPACE



15 – 17 JUNE, 2026 | NEW DELHI

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MESSAGE FROM
THE PRESIDENT



Dr. Subba Rao Pavuluri
President, SIA-India

The global space sector is entering a defining decade. What was once viewed primarily as a scientific endeavour is now increasingly recognised as critical infrastructure powering connectivity, navigation, climate resilience, national security, financial systems, transportation, disaster management and the digital economy. Space is no longer operating at the periphery of economic development; it is becoming one of its central pillars.

For India, this moment presents a historic opportunity. While the country has built an internationally respected space programme over several decades, the next phase of growth will be determined by our ability to transform scientific excellence into economic value, attract long-term investment, create globally competitive enterprises, and develop an ecosystem where innovation can scale.

The 5th India Space Congress was convened against this backdrop. Under the theme, ***"Reimagining the Global Space Landscape, Reinventing Collaboration in Space, and Realising the Next Era in Space,"*** the Congress brought together policymakers, industry leaders, investors, researchers, academia, defence practitioners and international stakeholders to discuss not only where the space sector is today, but where it must be by 2047.

Across three days of discussions, a clear message emerged: the future of the space economy will not be shaped by any single institution or stakeholder. It will be built through collaboration between government, industry, academia, startups, investors and international partners. Whether the discussion focused on satellite communications, Earth observation, geospatial intelligence, defence applications, human spaceflight, advanced manufacturing, digital infrastructure or emerging technologies, the common thread was the need to create an ecosystem capable of translating innovation into impact.

The space sector demands patience, perseverance and the courage to innovate. Unlike many industries, years of research, investment and engineering effort can ultimately be tested in a single defining moment. Success can transform industries and nations, while setbacks can delay progress by years. Our challenge, therefore, is not merely to innovate, but to build institutions, financing mechanisms and partnerships that allow innovators to learn, recover, improve and continue moving forward. A mature space ecosystem is one that rewards ambition, accepts risk and remains resilient in the face of failure.

One of the most encouraging developments at ISC 2026 was the growing participation of young innovators, researchers and entrepreneurs. Through initiatives such as the Global Call for Papers and GeoNiti, India's first national space policy ideathon, we witnessed tremendous enthusiasm, creativity and intellectual rigour. India's long-term leadership in space will ultimately depend not only on satellites and launch vehicles, but on our ability to nurture talent, build institutions and create opportunities for the next generation.

As India advances towards its Space Vision 2047 ambitions we require bold policy reforms, greater investment, stronger international partnerships, accelerated commercialisation and a sustained commitment to innovation.

On behalf of SIA-India, I extend my sincere gratitude to all delegates, speakers, partners, sponsors, exhibitors, authors, volunteers and whole SIA-India team who made ISC 2026 a remarkable success. The ideas exchanged, partnerships forged and initiatives launched during the Congress reinforce our shared belief that India's most significant contributions to the global space economy are still ahead of us.

The future of space will be shaped by those willing to imagine boldly, collaborate openly and invest with conviction. India has the talent, capability and ambition to lead that future.

MESSAGE FROM
THE Director General



Anil Prakash
DG, SIA-India

When SIA-India launched the first India Space Congress five years ago, we did so with a simple aspiration, to create a platform where government, industry, academia, startups, researchers and international stakeholders could come together to exchange ideas and collectively contribute to the growth of India's space sector. At that time, the ecosystem was at a very different stage of its journey. Private participation was only beginning to gain momentum, and the Congress itself was a new initiative seeking to establish its place within the community. Our focus was therefore on creating a platform that was relevant, inclusive and valuable enough for stakeholders to engage with and support.

Five years later, ISC 2026 stands as a testament to how far both the Congress and the Indian space ecosystem have come.

What makes this year's Congress particularly significant is that it took place at a time when the global economy continues to face considerable uncertainty. Geopolitical tensions, supply chain disruptions, fiscal constraints, budget rationalisation across governments, and increasing competition for investment capital have impacted industries worldwide. Yet, despite these challenges, India Space Congress 2026 witnessed one of its strongest editions to date, bringing together more than 700 delegates, over 200 speakers, participants from 25+ countries, and a diverse mix of policymakers, industry leaders, investors, researchers, defence practitioners, startups, academia and students.

The Congress also reflected the growing maturity of the sector through the introduction of several new initiatives. The inaugural SIA-India Space Excellence Awards celebrated outstanding achievements across the space ecosystem. GeoNiti, India's first national space policy ideathon organised in collaboration with SGAC, brought together young minds to address real-world policy and innovation challenges. Dedicated workshops, curated international dialogues, industry roundtables and research report launches further enriched the discussions and created new opportunities for collaboration and knowledge exchange.

Perhaps the most encouraging aspect of ISC 2026 was the enthusiasm of students, young researchers and emerging entrepreneurs. Their participation serves as a reminder that the future of the space sector will depend not only on technology, capital or policy, but on our collective ability to inspire, mentor and empower the next generation. The entrepreneurs, scientists and innovators who will shape India's future space economy are sitting in our classrooms, research labs and startup incubators today.

For SIA-India, the success of ISC is measured not merely by attendance numbers, but by the quality of conversations, partnerships and ideas that emerge from the platform. The continued growth of the Congress demonstrates the increasing relevance of space across every sector of the economy and reinforces the industry's confidence in the importance of collaborative dialogue.

I am immensely proud of the trust that the community has placed in SIA-India and in India Space Congress over the years. What began as an idea has today evolved into one of the leading space forums in the region. This achievement belongs to every speaker, delegate, partner, sponsor, exhibitor, volunteer and member of the organising team who has contributed to this journey.

As we look ahead, our commitment remains unchanged to continue building platforms that foster dialogue, encourage collaboration, showcase innovation and strengthen India's position in the global space economy.

Executive Summary

The 5th India Space Congress (ISC 2026), organised by SIA-India from 15–17 June 2026 at Le Meridien, New Delhi, marked a significant milestone not only in the evolution of the Congress itself, but also in the evolution of India's rapidly expanding space ecosystem. Convened under the theme ***"Reimagining the Global Space Landscape, Reinventing Collaboration in Space, and Realising the Next Era in Space,"*** the Congress brought together more than **750 delegates, 250 distinguished speakers, participants from 25 countries, 55 partners and collaborators, eight Knowledge Partners and 20 exhibitors**, making it one of the most internationally diverse and impactful editions of the Congress to date.

Over three days, policymakers, regulators, industry leaders, investors, researchers, defence practitioners, academia, startups, international agencies and young innovators came together to deliberate on the opportunities, challenges and strategic choices that will shape the future of the global space economy.

More than a conference, ISC 2026 served as a platform where policy, industry, investment, research, international cooperation and innovation converged to examine how the next phase of global space growth will be shaped.

750+	250+	25	55	8	20
DELEGATES	DISTINGUISHED SPEAKERS	COUNTRIES REPRESENTED	PARTNERS & COLLABORATORS	KNOWLEDGE PARTNERS	EXHIBITORS

The global space economy is being rewritten. For over six decades, leadership in space was concentrated among a handful of nations that built their capabilities through sustained public investment, long development cycles and decades of institutional evolution. The United States, Europe, Russia, China and a small group of advanced space-faring nations shaped the architecture of the modern space economy and established dominant positions across launch, satellite manufacturing, navigation, Earth observation, communications and deep-space exploration.



Today, that landscape is changing. The convergence of commercial innovation, private capital, digital technologies, artificial intelligence, advanced manufacturing and regulatory reforms is lowering barriers to entry and creating opportunities for a new generation of space economies. The future of space will no longer be determined solely by nations that arrived first, but increasingly by those that can innovate faster, collaborate better and scale more effectively.



Few countries illustrate this shift more clearly than India. Although India's space programme has long been respected globally for its scientific achievements and engineering excellence, the commercial space ecosystem is still remarkably young. Meaningful sectoral liberalisation began only in 2020 with the establishment of IN-SPACe and the opening of the sector to private participation. Yet in less than six years, India has witnessed the emergence of more than 400 space startups, growing private investment, expanding manufacturing capabilities, increasing international partnerships and a rapidly diversifying



commercial ecosystem spanning satellite communications, Earth observation, launch services, geospatial intelligence, defence applications, space-based computing and downstream digital services.

With a space economy currently estimated at approximately USD 8.4 billion and projected to reach nearly USD 44 billion by 2033, India is emerging as one of the fastest-growing space markets globally. What took many established space economies decades to achieve, India is attempting to compress into a single generation through a combination of policy reform, entrepreneurial energy, technological capability and international engagement.

This rapid evolution is taking place at a time when the global space economy itself is entering a period of unprecedented expansion. Valued at more than USD 613 billion and projected to exceed USD 1.8 trillion by 2035, the sector is increasingly viewed not as a specialised industry but as critical infrastructure underpinning economic growth, digital connectivity, climate resilience, national security and technological competitiveness. More than 10,000 active satellites now support the daily functioning of modern societies, while governments and private industry are investing heavily in next-generation capabilities ranging from direct-to-device communications and multi-orbit networks to in-space servicing, orbital computing and autonomous systems.

At the same time, geopolitical tensions, technology fragmentation, supply-chain vulnerabilities and increasing demands for strategic autonomy are compelling nations to reassess how they build and sustain space capabilities. In this environment, collaboration has become as important as competition. No single country, company or institution possesses all the technologies, capital, talent and infrastructure required to capture the opportunities emerging across the space economy.

It is within this context that the India Space Congress has acquired growing significance. Over five editions, ISC has evolved from an emerging national conference into one of the most internationally connected space forums in the region. ISC has consciously positioned itself as a platform where global perspectives intersect with India's ambitions. What distinguishes ISC is not simply the scale of participation, but the diversity of engagement.

The Congress serves simultaneously as a policy platform, an industry forum, a knowledge exchange, an international engagement mechanism, a startup showcase, a talent-development platform and an ecosystem-building initiative. Discussions taking place on stage are reinforced through reports, roundtables, workshops, policy dialogues, business engagements, research presentations, ideathons and industry collaborations. The objective is not merely to discuss challenges but to create pathways for addressing them.

This philosophy was visible throughout ISC 2026. The Congress examined global trends shaping the space economy, emerging commercial opportunities, strategic and defence-space developments, international partnerships, investment pathways, cybersecurity challenges, talent development, future technologies and the policy frameworks required to support sustainable growth. It also witnessed the launch of GeoNiti, India's first national space policy ideathon; the unveiling of the Indian Space Industry E-Catalogue; the release of seven strategic reports; the recognition of excellence through the inaugural ISC Excellence Awards; and the active participation of students, researchers and young entrepreneurs who will shape the next generation of the space ecosystem.

The Congress also generated significant visibility and engagement beyond the venue, attracting widespread media attention, stakeholder participation and industry interest. With more than 100 media mentions, extensive digital engagement and strong participation across all three days, ISC 2026 demonstrated both the growing relevance of the sector and the increasing influence of the Congress as a platform for shaping discourse and action.

A recurring theme throughout the Congress was that the next era of space will be defined not by isolated achievements but by ecosystems. Success will increasingly depend on the ability to combine technology, capital, policy, talent, infrastructure and international cooperation into coherent and scalable growth models. For India, this challenge is particularly significant. The country has already demonstrated its ability to innovate efficiently and execute complex missions. The next phase will require translating that capability into global market leadership, sustainable commercial growth and strategic influence.

The discussions, announcements, partnerships and initiatives emerging from ISC 2026 reflect a sector that is no longer in its infancy. They point instead to an ecosystem entering a new phase of confidence, scale and international relevance. More importantly, they reflect a growing recognition that India is not merely participating in the future of the global space economy—it is increasingly helping to shape it.

A particularly important dimension of ISC 2026 was its ability to bring together discussion and decision-making. One of the defining moments of the Congress was the address by Dr. Pawan Goenka, Chairman, IN-SPACe, following the recently concluded Industry Connect Conference. Responding directly to issues raised by industry, he outlined ongoing efforts to strengthen government demand creation, simplify regulatory processes, improve access to capital, support launch activities from Indian spaceports, expand research funding and enhance industry participation in national infrastructure. The significance of these discussions extended beyond individual announcements. They reflected a broader transition underway within India's space sector from policy formulation towards implementation, execution and market development.

The Congress also highlighted India's increasingly important role within the Global South. As emerging economies seek affordable, scalable and sustainable solutions for connectivity, climate resilience, disaster management, agriculture, education and public service delivery, India's experience offers valuable lessons and partnership opportunities. Discussions involving stakeholders from Asia, Africa and other emerging regions reinforced the growing recognition that future growth in the global space economy will require inclusive models of cooperation and shared development. India's ability to combine technological capability, cost competitiveness and developmental experience positions it uniquely within this evolving landscape.

Perhaps the most encouraging signal from ISC 2026 was the enthusiasm of the next generation. Across the Congress, students, young professionals, researchers and entrepreneurs participated not as observers, but as active contributors. Their presence reflected a broader transformation underway within the ecosystem.

The deliberations at ISC 2026 ultimately point towards a simple but important conclusion. The future of the space economy will not be built by isolated organisations, individual technologies or standalone policies. It will be built through ecosystems. It will be built through partnerships. It will be built through institutions capable of translating innovation into impact and ambition into execution. As India advances towards its long-term aspirations under Space Vision 2047, the Congress demonstrated that the country possesses not only the technological capability to participate in that future, but also the confidence, partnerships and momentum required to help shape it.

From strategic autonomy and critical infrastructure resilience to commercial innovation, talent development, investment readiness and international cooperation, ISC 2026 demonstrated that the future of space will be shaped as much by institutions and partnerships as by technology itself.

This Executive Report captures the key discussions, announcements, publications, initiatives and recommendations emerging from the 5th India Space Congress. A comprehensive conference report containing detailed session proceedings and thematic recommendations will be released separately.

Strategic Imperatives



1 Move from Policy Reform to Ecosystem Execution

India has largely completed the first phase of space-sector liberalisation. The next phase must focus on implementation through faster authorisations, infrastructure access, demand creation, industry participation and regulatory certainty.

2 Recognise Space as Critical National Infrastructure

Space infrastructure should be formally recognised as a strategic and critical national asset, requiring dedicated resilience, cybersecurity, continuity and protection frameworks. The framework should balance security obligations with enabling incentives to drive innovation, competitiveness and sustainable ecosystem growth.

3 Build Satellite as a Parallel Digital Infrastructure Layer

Satellite communications should be integrated into national connectivity architecture alongside terrestrial networks to strengthen resilience, inclusion and continuity of service, particularly across hard-to-connect geographies.

4 Strengthen India's Position in Emerging Space Markets

India should pursue leadership in high-growth segments including:

- Next-Generation Satellite Connectivity (D2D, NTN, Multi-Orbit Networks)
- Space Infrastructure Services (On-Orbit Servicing, Refuelling, Space Logistics)
- Space-Based Compute & Digital Infrastructure
- Geospatial Intelligence and Earth Observation Applications
- AI-Enabled Space Systems and Autonomous Operations
- Space Security, SDA and Resilience Solutions
- Human Spaceflight and Commercial Space Habitation







5 Deepen International Partnerships and Global South Cooperation

Future growth will depend on trusted partnerships, technology collaboration, joint development initiatives, market access and capacity building. India is uniquely positioned to serve as a bridge between advanced space economies and emerging space nations.

6 Accelerate Commercialisation and Investment Readiness

India must strengthen mechanisms that improve startup access to capital, institutional investment, market opportunities and public procurement pathways to accelerate commercial scale-up.

7 Develop a Future-Ready Space Talent Pipeline

The next phase of growth requires stronger industry-academia collaboration, specialised training programmes, research partnerships, internships and entrepreneurship support to prepare the next generation of space professionals.

8 Build Resilience, Security and Strategic Autonomy

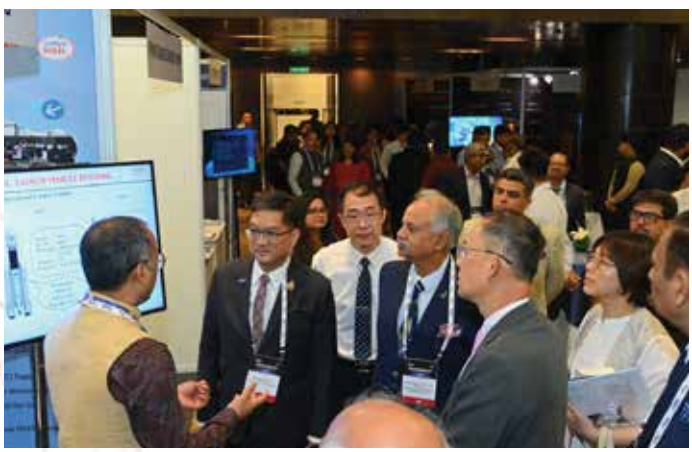
As space becomes integral to economic and national security architectures, India must strengthen cybersecurity, sovereign capabilities, resilient supply chains and secure space systems.

9 Promote Evidence-Based Policymaking

Regular industry studies, market assessments, technology roadmaps, regulatory reviews and stakeholder consultations should continue to guide decision-making and long-term planning.

10 Position India as a Global Space Leader by 2047

India's ambitions should extend beyond participation in the global space economy toward shaping its future through innovation, manufacturing, commercial leadership, strategic partnerships and international engagement.





India Space Congress

INDIA SPACE CONGRESS 2026

15–17 JUNE, 2026 | NEW DELHI

A Resounding Success: See You Next Year!

750 Delegates

250 Distinguished Speakers

25 Representatives from Countries

8 Knowledge Partners

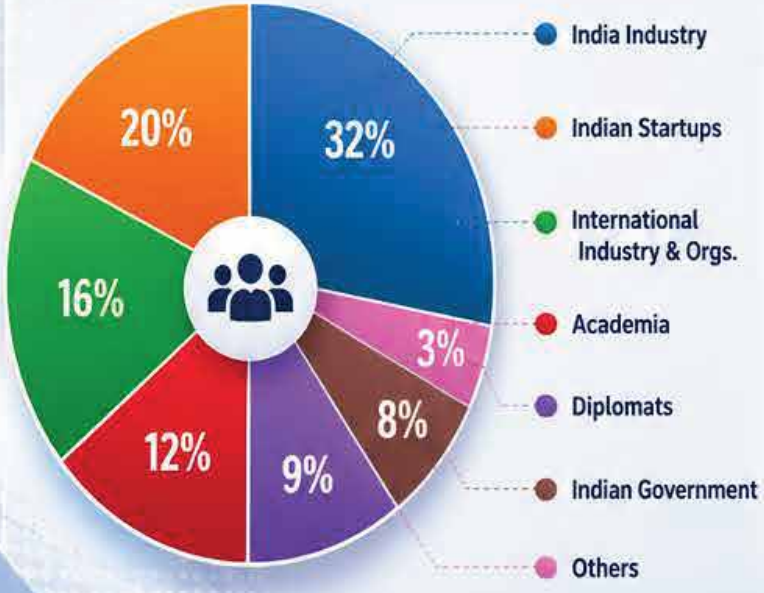
7 Report Releases

20 Exhibitors Showcase

100+ Online and Print Media Coverage

REIMAGINING SPACE | REINVENTING COLLABORATION | REALISING THE NEXT ERA OF SPACE

ISC 2026 Delegate Composition



ISC 2026 Representation Across the Space Value Chain



Acknowledgement of
Government and Institutional Support

SIA-India extends its sincere gratitude to the Government Ministries, Departments, agencies, research institutions, and strategic partners whose continued support contributed significantly to the success of the 5th India Space Congress. We acknowledge the valuable support and participation of the Miety, Ministry of Defence – Department of Defence Production (MoD-DDP), NewSpace India Limited (NSIL), Research and Information System for Developing Countries (RIS), Government e-Marketplace (GeM), National Institute of Advanced Studies (NIAS), and The Aeronautical Society of India, whose engagement enriched the deliberations and strengthened the outcomes of the Congress.

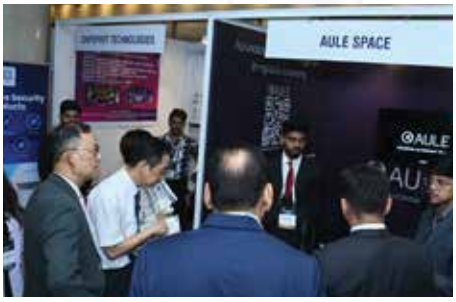
SIA-India also places on record its special appreciation for the active participation and continued support of the Indian Space Research Organisation (ISRO) and the Indian National Space Promotion and Authorization Centre (IN-SPACe), whose leadership, insights, and engagement played an important role in advancing discussions on the future of India's space ecosystem.

Acknowledgement to
the Knowledge Partners

The success of ISC 2026 was strengthened by the support and engagement of its Knowledge Partners, whose expertise and thought leadership contributed significantly to the depth and quality of the Congress. Through research, domain knowledge, and active participation in discussions, they helped advance evidence-based dialogue on the opportunities, challenges, and priorities shaping the future of the space sector. SIA-India gratefully acknowledges their partnership and continued commitment to fostering innovation, collaboration, and knowledge exchange across the global space ecosystem.

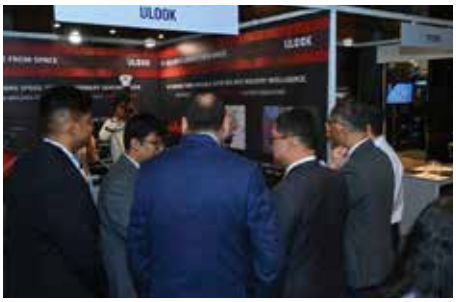
Industry Innovation

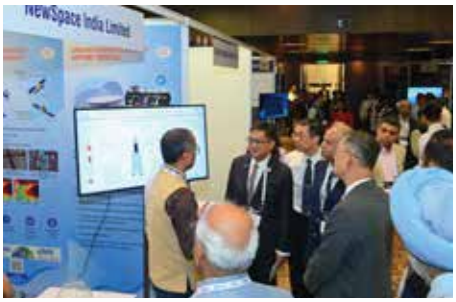










SIA-India extends its sincere appreciation to the exhibitors of ISC 2026, whose participation showcased the breadth, depth, and innovation driving India's space and technology ecosystem. We thank Dassault Systèmes, Incise Infotech Limited, ChipSpirit Technologies, Aule Space, IIT Tirupati, VyomIC, Siddhi Engineers, XDLINX Labs, Ulook, NewSpace India Limited (NSIL), Geminus Space, Ananth Technologies Limited, Centre of Excellence – Karnataka, Geospatial World, and ELCINA for their valuable contribution to the Congress. Through their technologies, solutions, research, and capabilities, these organisations helped foster meaningful engagement, industry collaboration, and knowledge exchange, enriching the overall experience for delegates and stakeholders.




In the Spotlight – Day 1

Reimagining the Global Space Landscape









Day One of India Space Congress 2026 explored a central question facing governments, industry and institutions worldwide: what will the next global space landscape look like, and who will shape it?

The discussions revealed that the world is entering a fundamentally different era of space activity. For much of the past six decades, space was driven primarily by governments, national programmes and a limited number of established space powers. Today, however, the sector is being transformed by commercial innovation, private capital, geopolitical realignments, digital technologies and the emergence of new space-faring nations. Space is no longer viewed solely as a domain of exploration; it is increasingly recognised as a strategic enabler of economic growth, technological competitiveness, national security, climate resilience and digital transformation.

Against this backdrop, the opening plenary examined the changing contours of the global space economy and India's evolving role within it. Addressing delegates, Dr. Subba Rao Pavuluri emphasised that the future of space would depend not only on technological advancement but on the ability of nations, industries and institutions to build trusted partnerships capable of delivering resilient and sustainable growth. Perspectives from Dr. Shailesh Nayak, Mr. Ramesh Ramaswamy, Vice Adm AB Singh (Retd), Mr. Phee Choosri and Dr. Mumin Chen reinforced a common message: the next chapter of the space economy will be defined by collaboration, interoperability and the ability to convert space capabilities into societal and economic outcomes.

A recurring theme throughout the day was the growing recognition that space is moving from the periphery of economic activity to its very centre. Discussions on Direct-to-Device connectivity, hybrid terrestrial-satellite networks, mobility communications and digital inclusion demonstrated how satellite systems are becoming integral to future connectivity architectures. Conversations on sovereign satellite ecosystems, strategic autonomy and resilient communications reflected a broader reality: space is increasingly being viewed not simply as an enabling layer, but as a foundational layer of national infrastructure.

The Congress also highlighted the emergence of entirely new commercial frontiers. Sessions on reusable launch systems, in-orbit servicing, orbital logistics, space-based compute infrastructure and edge AI illustrated how the industry is expanding beyond traditional satellite and launch markets into a new generation of high-value opportunities. These discussions reflected a wider global trend where future value creation is expected to come not only from access to space, but from services, intelligence, computing and applications enabled by space systems. The message was clear: the next wave of growth will belong to those who can build businesses around data, intelligence and infrastructure operating beyond Earth.



At the same time, Day One recognised that the benefits of the space economy cannot be confined to a small group of advanced nations. Discussions on India's role within the Global South, international cooperation and cross-border partnerships reflected growing consensus that space technologies must increasingly serve broader developmental objectives. Whether through connectivity, disaster management, Earth observation, climate resilience or digital public infrastructure, space is emerging as a powerful tool for inclusive growth. India, with its combination of technological capability, affordability and developmental experience, was repeatedly highlighted as a nation uniquely positioned to contribute to this transformation.



The changing strategic environment also featured prominently. Sessions examining critical infrastructure, orbital congestion, liability, defence readiness and resilience highlighted the reality that as dependence on space systems grows, so too do vulnerabilities. The Congress therefore explored how governments and industry must prepare for a future where security, continuity and resilience become essential requirements for sustainable growth in the space economy.

Beyond examining the future, the Congress also sought to shape it. The launch of GeoNiti – India's first national space policy ideathon – reflected recognition that the future space ecosystem will require not only scientists and engineers, but also policymakers, strategists, legal experts and innovators capable of addressing increasingly complex challenges at the intersection of technology, governance and society. The initiative symbolised a broader commitment to building the talent and leadership pipeline required for India's long-term space ambitions



Day One further translated discussion into action through the release of strategic publications on Direct-to-Device satellite services, space-based compute infrastructure and on-orbit servicing and refuelling. Collectively, these reports addressed some of the most promising and commercially significant markets emerging within the global space economy and reinforced the need for proactive policy, regulatory and investment frameworks capable of supporting their growth.

The day concluded with the inaugural India Space Congress Excellence Awards and Special Citations honouring distinguished leaders whose contributions have helped shape India's scientific and space ecosystem. These recognitions served as a reminder that while technologies, markets and policies continue to evolve, the future of the space sector ultimately depends on individuals and institutions willing to push boundaries, challenge assumptions and create new possibilities.

The overarching conclusion from Day One was both simple and profound. Reimagining the global space landscape is no longer about expanding humanity's presence in space alone. It is about reimagining how space can support economies, strengthen societies, enhance resilience, create opportunity and foster international cooperation. In that conversation, India is no longer merely participating; it is increasingly helping to define the agenda.

In the Spotlight – Day 2

Reinventing Collaboration in Space









If the first phase of the space age was defined by technological achievement, the next phase may well be defined by the quality of collaboration that supports it.

Day Two of ISC 2026 explored a critical question: how can nations, industries, institutions, and innovators work together to unlock the full potential of the space economy?

The discussions reflected a growing recognition that future growth will not be constrained by a lack of ideas or technologies, but by the ability to connect capabilities across ecosystems. As the space sector becomes increasingly intertwined with telecommunications, cloud infrastructure, geospatial intelligence, manufacturing, finance, and national development priorities, traditional models of collaboration are proving insufficient. The future space economy will require deeper integration between stakeholders who have historically operated in separate domains.

This reality was reflected throughout the day's deliberations. Discussions on satellite communications and multi-orbit connectivity highlighted the growing convergence between terrestrial and non-terrestrial networks. Sessions on Earth observation and geospatial intelligence demonstrated how space-derived data is increasingly supporting decision-making across sectors ranging from agriculture and disaster management to infrastructure planning and economic development. Conversations on sustainability, digital transformation, and emerging technologies reinforced the expanding role of space in addressing broader societal and economic challenges.

The inaugural addresses further reinforced this theme.Dr. Subba Rao Pavuluri, President, SIA-India, emphasised the importance of creating stronger linkages across the space ecosystem to support future growth. His Excellency Mr. Christian Biever, Ambassador of Luxembourg to India, highlighted the growing opportunities for international cooperation as space activities become increasingly interconnected and global in nature.

In a special video message, Ms. Aarti Holla-Maini, Director, United Nations Office for Outer Space Affairs (UNOOSA), underscored the importance of international cooperation, responsible space governance, and ensuring that the benefits of space remain accessible to all nations. Highlighting the growing role of emerging space actors, she emphasised the need for collaborative approaches that support sustainability, capacity building, and the peaceful use of outer space. Together, these perspectives reflected a common understanding that future progress in space will depend as much on partnership as on innovation.

The question of how India can translate innovation into commercial scale also featured prominently throughout the day. Discussions on venture capital, investment readiness, manufacturing, payload development, supply chains, and market access examined the challenges associated with building globally competitive space enterprises. A recurring message emerged: technological capability alone is not sufficient. Long-term success will require stronger connections between research, industry, investors, infrastructure providers, and end users.

This perspective was echoed by Dr. Pawan K. Goenka, Chairman, IN-SPACe, who outlined the steps being taken to strengthen India's commercial space ecosystem. Reflecting on the outcomes of the recently concluded 10th IN-SPACe Industry Connect Conference (IIC-10), he highlighted efforts aimed at strengthening government demand creation, simplifying regulatory and authorisation processes, improving access to capital, and expanding industry participation in national space infrastructure. He also announced key initiatives including plans for private participation in the Small Satellite Launch Complex at Kulasekarapattinam, launch incentive support for companies operating from Indian spaceports, and the development of a dedicated ₹900 crore R&D fund for academic institutions. These measures reflected the broader evolution of India's space reforms - from opening the sector to building the conditions necessary for scale.

This commitment to ecosystem-building was reflected in the launch of the India Space Industry E-Catalogue (IndSpaceHub), India's first comprehensive digital repository of space-sector capabilities. By bringing together more than 200 verified companies across nearly 20 domains and over 120 sub-domains, the platform seeks to strengthen visibility, connectivity, and collaboration across India's growing space ecosystem

Day Two also witnessed the release of strategic publications on-orbit servicing and refuelling and space-based compute infrastructure. While focused on distinct opportunity areas, both reports highlighted the importance of partnerships, policy frameworks, investment, and ecosystem development in unlocking future markets.

The day's deliberations culminated in a high-level Industry Roundtable that brought together government representatives, industry leaders, startups, investors, and ecosystem stakeholders to identify the key challenges facing the sector's next phase of growth. The discussion focused on issues ranging from regulatory processes, infrastructure access, and demand creation to investment readiness, talent development, and market expansion. More importantly, it reflected the collaborative spirit that defined the day's proceedings, bringing diverse stakeholders together not only to discuss challenges, but to collectively shape solutions capable of strengthening India's space ecosystem.

The overarching conclusion from Day Two was that collaboration is no longer simply a mechanism for cooperation - it is becoming a source of competitive advantage. While partnerships remain essential, the future of the space economy will depend on the ability to build integrated ecosystems that connect policy, industry, capital, infrastructure, talent, and innovation. Reinventing collaboration in space is therefore not just about bringing stakeholders together, but about creating the conditions that enable collective action, accelerate commercialisation, and deliver long-term economic and strategic value.



SCAN QR TO VISIT
E-Catalogue

In the Spotlight – Day 3

Realising the Next Era in Space









If Day One explored how the global space landscape is changing and Day Two examined the partnerships required to shape that future, Day Three focused on a more fundamental question: what capabilities must be built today to realise the next era of space?

The discussions reflected a growing recognition that the future of the space sector will not be determined by ambition alone. The technologies are emerging, the markets are expanding, and the opportunities are increasingly visible. The challenge now is to convert potential into capability and vision into execution.

What distinguished the discussions on Day Three was the recognition that the debate has moved beyond possibility and into preparedness. Many of the technologies and market opportunities that dominated conversations in previous years are no longer distant concepts. The question facing stakeholders today is not whether these opportunities will emerge, but whether the necessary institutions, investments, talent, policies, and industrial capabilities can be developed quickly enough to capture them. Realising the next era of space is therefore fundamentally a question of execution.

A recurring theme throughout the day was the need to build the foundations that will support long-term growth. Discussions on investment, cybersecurity, strategic space, defence applications, research, and talent development highlighted that future leadership will depend not only on innovation, but on the ecosystems that enable innovation to scale. Participants repeatedly emphasised that resilience, investment readiness, institutional capacity, and human capital will be as important as technological advancement in shaping the future of the sector.

The strategic dimensions of this transition featured prominently throughout the inaugural plenary. Through an inspiring astronaut interaction, Arvinder Singh Bahal reflected on the transformative power of space exploration and the importance of nurturing the next generation of innovators and explorers. Building on this perspective, Mr. Vinayak Godse, CEO, DSCI, Lt Gen P.J.S. Pannu (Retd.), PVSM, AVSM, VSM, Former Deputy Chief Integrated Defence Staff (Operations) and Senior Advisor, SIA-India, and Lt. Gen. D.S. Rana, PVSM, Commander-in-Chief, Strategic Forces Command, Indian Army, explored the growing intersection of space, cybersecurity, and national security. Their discussions highlighted the increasing importance of resilience, strategic preparedness, and trusted space capabilities in an era where space systems are becoming integral to both economic development and national security architectures.

This emphasis on resilience reflected a broader shift in the sector's priorities. As space becomes increasingly integrated into economic activity, critical infrastructure, and national security architectures, success will no longer be measured solely by technological achievement. It will increasingly depend on the ability to build trusted, secure, investable, and scalable ecosystems capable of supporting long-term growth.

The day's deliberations also underscored the importance of investment as an enabler of future growth. The release of India's Space Investment Outlook 2026: Assessing Investment Readiness and Market Potential, developed by SIA-India and Deloitte, reflected growing recognition that India's ability to achieve its long-term ambitions will depend on its capacity to attract capital, support entrepreneurship, and create pathways for scaling innovation. Delegates were also presented with the Indian Space Sector Compendium and other strategic knowledge products designed to support informed decision-making across the ecosystem.

Talent and knowledge creation remained central themes throughout the day. The Global Call for Papers showcased innovative research addressing emerging opportunities and challenges across the space sector, while the GeoNiti Grand Finale demonstrated the policy thinking and creativity of students and young professionals tackling complex space governance challenges. Together, these initiatives highlighted the importance of nurturing future researchers, policymakers, entrepreneurs, and industry leaders capable of navigating an increasingly dynamic and competitive space ecosystem

As ISC 2026 drew to a close, the Congress recognised the winners of the Global Call for Papers and GeoNiti Ideathon, celebrating innovative ideas, research excellence, and emerging leadership. These recognitions reflected a central theme that ran throughout the three days: the future of the space sector will ultimately be shaped not only by technology, but by the people capable of imagining, building, and governing it.

The overarching conclusion from Day Three was clear. The next era of space will not be realised through technology alone. It will be realised through the collective ability to build the institutions, talent, capital, resilience, and industrial capabilities required to transform opportunity into enduring leadership. Realising the next era of space is therefore not simply about preparing for the future it is about building it.















Path Forward

Perhaps the most important takeaway from ISC 2026 is that the future of the space sector may no longer be determined by the space sector alone. Increasingly, the most transformative opportunities are emerging at the intersection of space and other domains: digital infrastructure, artificial intelligence, cybersecurity, climate intelligence, mobility, defence, and advanced manufacturing. The industry's challenge is therefore not simply to build better satellites, launch vehicles, or applications, but to position space as an indispensable layer of the global economy.

In the years ahead, the winners may not necessarily be those with the most advanced technologies, but those best able to integrate space capabilities into larger economic systems, create entirely new markets, and solve real-world challenges at scale. As India moves towards its long-term space ambitions, the focus must shift from participating in the space economy to shaping the industries that the space economy will enable.



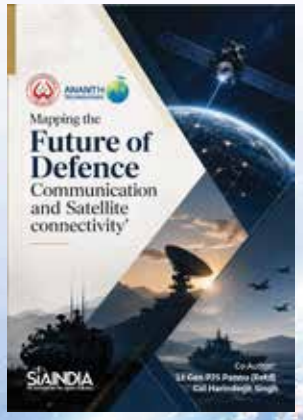
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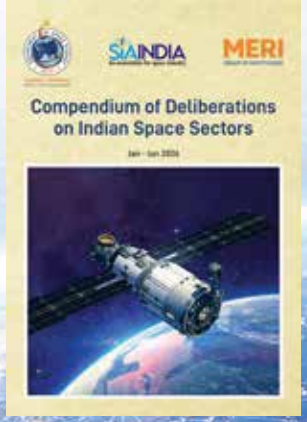












Scan to Read

Note: Several of the publications released at ISC 2026 are preliminary editions presenting early insights from ongoing research initiatives. Comprehensive reports with expanded analysis and recommendations will be released in due course.

Key Voices from ISC 2026



We have created the building blocks for talent, innovation and industry growth. I ask the industry to generously offer internships, hire from these programmes, co-design curricula, use the resident experts in the space labs and leverage the IN-SPACe Tech Centre fully. Invest in each other. Collaborate deliberately. SIA-India exists precisely to make possible these connections."

- Dr. Pawan K. Goenka, Chairman, IN-SPACE

Our partnership with India is of particular importance. Luxembourg and India established a strong framework for cooperation through a Memorandum of Understanding that we signed in 2022, and since then, collaboration between our space agencies and IN-SPACe has continued to grow. This cooperation is already delivering tangible results. We see strong potential in areas such as telecommunications, lunar exploration, and space resource utilization. We welcome further exchanges, not only between our institutions, but also across our private sectors and research community

- H.E Christian Biever, Ambassador of Luxembourg to India





Space is no longer a distant frontier explored by a few actors. It is now a theatre where economies prosper, militaries operate, and diplomacy is projected. Space underpins the entire spectrum of national power, from communications and positioning to intelligence, targeting, and environmental monitoring. The fusion of cyberspace and outer space has created a single contested domain where jamming, spoofing, and cyberattacks in space can rapidly translate into crises on Earth.

- Lt. Gen. D.S. Rana, PVSM, Commander-in-Chief, Indian Army

India stands at the intersection of innovation and diplomacy, uniquely positioned to bridge technological ambition with global responsibility. In the space age, leadership will be measured not only by what we launch into orbit, but by the trust and consensus we build on Earth.

-Aarti Holla-Maini
Director of the United Nations Office for Outer Space Affairs





As we imagine the global space landscape with us, the principles of peace, sustainability, and responsible behavior should remain at the heart of our policies, programs, and initiatives. As we harness the transformative potential of space science and technology, our shared future will depend on our collective ability to seize emerging opportunities and address present challenges together. The Philippines is ready to work with India and all international partners to ensure that outer space remains accessible and beneficial for present and future generations

Ms. Gay Jane Prez, DG, Philippines Space Agency

The future of the space economy will be driven not just by satellites, but by our ability to transform vast streams of multi-dimensional data into actionable intelligence. Artificial intelligence, advanced computing, and geospatial foundation models are redefining how we monitor our planet, respond to challenges, and accelerate sustainable development. Real progress will require strong collaboration between academia, industry, government, and global institutions. Together, we must build the standards, technologies, and talent needed to power the next generation of space-enabled solutions for society.

- Dr. Shailesh Nayak, Director, NIAS and Former Secretary, MoES





Canada and India are not competing in space. India has extraordinary launch capability and a remarkable track record in cost-effective mission design, while Canada has world-leading expertise in robotics, Earth observation, and advanced space hardware manufacturing. Both of us are looking for international partnerships that create real value, not just good optics. India is exactly the kind of partner Canada has in mind large, ambitious, technically sophisticated, and focused on the same domains where we lead

-Mr. Ed Jager, Minister (commercial), High Commission of Canada to India

Thailand is building a space ecosystem that is open, predictable, and investment-friendly, creating opportunities for innovators and entrepreneurs from around the world. Historically, our space relationship has focused on government-to-government cooperation through capacity building, training, and data sharing. The next chapter must be driven by entrepreneurs, innovators, and industry leaders, connecting the innovation ecosystems of Thailand and India to transform technological excellence into tangible economic value and build a stronger, more resilient regional space ecosystem.

-Mr. Phee Choosri, Deputy Executive Director of GISTDA





Space technology has entered a new stage where it no longer makes sense for any country to do everything by itself. The early era of self-reliance must evolve into a new era of partnership and collaboration. As the global space economy continues to expand, no nation can unlock its full potential alone. By combining complementary strengths in technology, innovation, talent, and industry, countries like Taiwan and India can build a more resilient and prosperous space future together

-Dr. Mumin Chen, Representative, Taipei Economical and Cultural Centre in India



The world for which we built security no longer exists. We assumed that hacking required significant skill, time, effort, and resources. We also believed that information was distributed and difficult to correlate. But modern AI systems are now capable of connecting long-range contexts and identifying patterns that humans could not easily discover. This changes everything. It changes the notions, practices, technologies, and assumptions on which cybersecurity has been built. Future space infrastructure may include advanced computing systems, data centres, AI capabilities, and next-generation semiconductor technologies. This creates entirely new cybersecurity and national security challenges

-Mr. Vinayak Godse, CEO, DSCI

Space will bring great opportunity and connectivity to humanity at large, and therefore we need to collaborate in great measure. It will improve military capabilities, save lives during disasters, enhance enterprise operations in hard-to-reach areas, and create new opportunities that we have only begun to imagine. But every commercial system must be reliable, flexible, and secure. As we build the future, we must ensure that technology remains a force for progress and resilience.

-Vice Adm AB Singh (Retd), PVSM, AVSM, VSM, Distinguished Fellow Centre for Land Warfare Studies





When we are talking about satellites and space infrastructure, we are moving away from traditional systems to software-defined systems, smart systems, interconnected satellites, digital communication, quantum communication, and advanced networks. Ultimately, future space operations will depend on decision superiority. Whoever can see first, decide first, and act first will survive

-Lt. Gen. P.J.S. Pannu (Retd.), PVSM, AVSM, VSM, Former Deputy Chief IDS (Operations) and Senior Advisor, SIA-India

Global Call for Papers







The Global Call for Papers, organised by SIA-India in collaboration with the Centre of Excellence – Karnataka, received an overwhelming response from researchers, students, industry professionals, and innovators, reflecting the growing depth of interest in the evolving space sector. Submissions covered a diverse range of themes and showcased innovative thinking, technical excellence, and fresh perspectives on the opportunities and challenges shaping the future of space. Following a rigorous evaluation process conducted by an expert jury, the most outstanding papers were shortlisted for presentation at ISC 2026. SIA-India proudly recognises and congratulates the winners for their exceptional contributions, which exemplify the spirit of research, innovation, and thought leadership that will help shape the next era of the global space ecosystem.

Space Ideathon 2026



GeoNiti – India's First National Space Policy Ideathon, organised by SIA-India in partnership with the Space Generation Advisory Council (SGAC), provided a unique platform for students and young professionals to explore the intersection of space technology, Earth observation, and public policy. Built around the belief that space-based data can serve as a powerful tool for governance and decision-making, the Ideathon challenged participants to develop innovative policy solutions addressing real-world challenges. The overwhelming response and quality of submissions reflected the growing interest among young minds in leveraging space technologies for societal impact. SIA-India congratulates the winning team and all participants for their creativity, analytical rigour, and commitment to shaping the future of space-enabled policymaking.

ISC Excellence Awards 2026

The ISC Excellence Awards 2026 celebrated organisations and individuals whose contributions are helping advance India's space ecosystem through innovation, leadership, entrepreneurship, and technological excellence. Instituted to recognise outstanding achievements across the sector, the awards honoured pioneering efforts that are driving growth, strengthening capabilities, and creating new opportunities within the space economy. By recognising both established leaders and emerging innovators, the awards reflected the dynamism, diversity, and ambition that characterise India's rapidly evolving space sector.

In addition to the award categories, SIA-India conferred Special Citations upon Dr. Shailesh Nayak, former Secretary, Ministry of Earth Sciences and Director, National Institute of Advanced Studies (NIAS), and Dr. Subba Rao Pavuluri, CMD, Ananth Technologies, in recognition of their distinguished leadership and enduring contributions towards advancing India's scientific, technological, and space ecosystem. These honours acknowledged their pivotal role in fostering innovation, strengthening institutional capacity, and supporting the growth of India's space sector. SIA-India congratulates all award recipients and citation awardees for their exceptional accomplishments and continued commitment to shaping the future of the industry.

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An association for space industry

SIA-India is a non-profit organization representing the interests of the space industry in India. Our membership includes satellite operators, manufacturers, suppliers, startups, academic institutions, and law firms. The association is committed to serve as a voice for the industry and represent the industry's interests at policy making and regulatory bodies. SIA-India also offers a platform to forge international collaborations and provides an interface with the government.

