



**डॉ. पवन कुमार गोयनका**  
**Dr. Pawan Kumar Goenka**

**अध्यक्ष, इन-स्पेस**  
**Chairman, IN-SPACe**

Dear IN-SPACe Colleagues,

As we enter 2026, we should reflect on the progress made so far and set our direction for the year ahead.

The undisputed highpoint for the Indian space sector in 2025 was the ISS mission of Group Captain Shubhanshu Shukla. ISRO and Shubhanshu have given the nation something to cheer about and be proud of. We all look forward to greater strides being taken in Indian Human Space flight program.

For IN-SPACe the past year marked an important phase in our journey. With over three and a half years of operations behind us, IN-SPACe has steadily grown into its role as both a facilitator and an enabler for NGEs. I am pleased to notice that IN-SPACe's original mandate is now producing clear results, including progress in policy, industry involvement, and growth of the wider ecosystem.

The growing maturity of Indian space enterprises was evident in the authorisations issued during the year. So far, IN-SPACe has given out 112 authorisations; nearly 70% of these, or 81 in total, have gone to NGEs. During the year, 40 authorisations were issued across government and non-government entities, underscoring the increasing pace of space activity in the country. Alongside this, IN-SPACe continued to focus on creating greater ease of doing business by streamlining processes, improving clarity and predictability, and strengthening engagement with stakeholders. Through the SC-IMC, we have continued to coordinate closely with relevant ministries and departments with the objective of facilitating a single-window interface for authorisation of space activities by NGEs. I am happy to note that these efforts are increasingly translating into greater clarity and confidence for industry. We are also in the process of finalising guidelines for SSA and Safety and Security.

One of the significant milestones during the year was the award of the Earth Observation constellation in Public-Private Partnership to India's first private space consortium led by Pixxel. This initiative reflects a new approach to building national capability through private sector leadership, and I am glad to see the confidence it signals in Indian industry's ability to design, build and operate complex space systems end to end, while ensuring assured access to data for strategic and developmental needs.

Another important dimension of ecosystem strengthening during the year was progress in technology transfer and technical enablement. A landmark achievement was the successful transfer of Small Satellite Launch Vehicle (SSLV) technology to Hindustan Aeronautics Limited, marking a decisive step towards enabling industry led launch capabilities in the country. Broad technology transfer efforts continued to gain momentum, supporting Indian companies in commercialising indigenous technologies. Consistent advancements have been achieved in establishing Space Standards and safety frameworks in India. So far, 66 standards have been released, reinforcing the basis for quality, reliability, and the sustainable growth of space operations.



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The IN-SPACe Technical Centre continued to play an important role in our journey by enabling testing, validation and system readiness, with growing utilisation by private companies. I was also pleased to see Indian private space companies such as Pixxel, Digantara, XDLINX and HEX20 etc. successfully launch their spacecraft/ satellites, and payloads during the year, with many more preparing for missions ahead.

Building the ecosystem also means investing in people. Human capital creation and academic outreach remained important focus areas. The Model Rocketry and CanSat competitions held at Kushinagar saw enthusiastic participation from students across the country, reaffirming the importance of early exposure and hands-on learning. Alongside this, IN-SPACe's skill development initiatives continued to progress well, with 14 short-term courses completed across a broad spectrum of space technologies and applications, with over 750 individuals certified to date. NCVET has acknowledged IN-SPACe as both an awarding and assessing body, thereby further reinforcing the institutional structure supporting skill development in the space sector.

Efforts to build awareness and confidence across the value chain also continued. Through the Space Applications Adoption Workshops (SAAWs), IN-SPACe worked with ministries, state governments and industry to improve awareness of space-based solutions among users, with the objective of driving long term demand. The Inve\$t Space campaign complemented this effort by strengthening awareness and engagement with the investor community.

I am pleased to see private space companies building robust revenue pipelines, gaining visibility in international markets and increasingly being recognised as credible and trusted space partners. I am also pleased to see the growing interest and participation of foreign companies and countries in India's private space ecosystem. Space Days organised by IN-SPACe and increased participation of Indian industry delegations in international forums have provided useful platforms for interaction between Indian and foreign space companies. Participation in forums such as the IAC and engagements with partners including Australia, Japan, Italy, Singapore, Sweden and the Netherlands have helped build greater international awareness of India's capabilities and opened avenues for collaboration.

Rising investment momentum also demonstrates the increasing confidence in India's private space sector. Indian space start-ups raised over USD 150 million during the year, the highest ever in a single year to date. The top ten space start-ups together now represent a valuation of about USD 2 billion. Although this might seem small compared to international counterparts, it marks a positive step for India, especially since these advancements have happened in only 3-4 years. The year also saw the operationalisation of the ₹1,000 crore venture capital fund for the space sector., strengthening the availability of institutional risk capital for start-ups.

Collectively, these developments have contributed to a rapidly expanding ecosystem, with more than 380 space start-ups now active across the value chain. Indian companies are increasingly moving up the value chain and building capabilities that are globally relevant.

As we look ahead to 2026, our focus will be on enabling the ecosystem to move decisively from technology validation to scale and execution. Key priorities for the year include supporting the planned orbital launches by Skyroot Aerospace and Agnikul, enabling satellite and payload launches by other NGEs, and progressing Phase II of the IN-SPACe Technical Centre to expand



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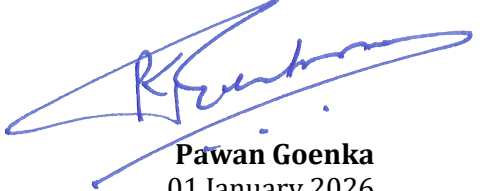
national testing and validation capacity. We will work with state governments to strengthen space manufacturing infrastructure through appropriate schemes, advance Space Manufacturing Clusters and Common Technical Facilities, and support states in their efforts to attract anchor investors in manufacturing clusters and foreign investment.

During the year, IN-SPACe will also promote Ground Stations as a Service and private ground infrastructure and enable Indian private players to build and operate communication satellites and constellations. Important priorities will include efforts to catalyse both domestic and global demand, drive adoption of downstream applications using space-based data, operationalise Antariksh Anveshan Kendras (Space Labs) and continue the development of Indian Space Standards. Efforts will also be taken to develop a consistent methodology for measuring India's space economy and tracking its growth over time. Alongside this, further simplification of processes towards a truly single-window system and the evolution of IN-SPACe towards IN-SPACe 2.0 will guide our efforts to build a globally competitive and resilient space ecosystem.

Our efforts are guided by a shared decadal vision of growing India's space economy to USD 44 billion by 2033. Achieving this ambition will require sustained collaboration, institutional agility and a strong sense of shared purpose.

As we move into the next phase of IN-SPACe's journey, it is imperative that we continue to set high standards for agility, adaptability, and institutional maturity. Each directorate, each division and every member of the team has a role to play in enabling NGEs and strengthening the foundations of India's space ecosystem. The work we are doing today will shape the trajectory of the country's space sector in the years ahead. Do remember that our performance indicator is not merely what we do but more importantly what the space industry achieves in technology, in capability, in capacity, in skilling, in revenue, and in funding. I am grateful for the commitment and quiet perseverance that the team has demonstrated, and I am confident that, working together, we will continue to meet the expectations placed on us and contribute meaningfully to the growth of India's space economy.

With best wishes for a successful and fulfilling New Year.



**Pawan Goenka**  
01 January 2026



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