

# Satellite Executive BRIEFING

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Industry Trends, News Analysis, Market Intelligence and Opportunities

## Key Takeaways from Satellite 2026

by Elisabeth Tweedie

Satellite 2026 was a little different from previous years. Firstly, the name change to Satellite and GovMilSpace, and secondly the exclusion of the press from some of the more interesting sessions. The jus-

sovereignty or nationalism was a constant theme, appearing in many sessions. Obviously, current world events are one of the key drivers for this is, as many nations and regional groups are feeling an increasing need



tification for the latter was that the sessions were being run under Chatham House Rules. However, the Chatham House rule states: "When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed." Not that press are to be excluded.

There were several reoccurring themes running through the conferences this year, not all of which were on the agenda: sovereignty, data centers in space, multi-orbit and the upcoming IPO for SpaceX.

to be self-reliant when it comes to anything connected to defense, and, as was pointed out in the Analysys Mason briefing held during the show, space is becoming a stronger component of national strategies. Supply chain issues are another factor propelling this growth. Many countries suffered shortages in various sectors during COVID, prompting a drive towards more self-reliance and shorter supply chains. A clear example of the increase in national defense spending on space can be seen in Germany, which has committed to spend US\$ 41 Billion over the next five years, almost twice the amount that the European Space Agency (ESA) will spend. Another

*Continued on page 4*

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## Reaching for Space



Satellite Markets and Research's parent company, Synthesis Publications LLC, is proud to announce the publication of our contributing editor Bruce Elbert's latest book "Reaching for Space." This book is part of our satellite technology series which includes "The Satellite Technology Guide for the 21st Century" written by yours truly.

Reaching For Space draws from Bruce Elbert's extensive industry and military experience, spanning over 50 years in space systems and satellite communications. Having worked for four different satellites operators and the largest manufacturer of satellites and total systems, he draws from an extensive systems engineering background with many satellite programs and architectures, including GEO, MEO and LEO. In the service side of the business, Bruce Elbert developed several service business models in the video, data and mobile satellite communications arena. Upon retirement from Hughes Space in 1999, he established his own satellite system and business development consulting firm, Application Technology Strategy LLC, and continues to assist clients in the private and public sector who provide and employ these resources for strategic advantage.

The book is now available at [Amazon](#) or you can pick up a copy at our booths in forthcoming trade shows such as Satellite Asia in Singapore in May or IBC in Amsterdam in September, among others.



*Virgil Labrador*

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example of a nation's desire for sovereignty, where defense is concerned, can be seen in Telesat's Lightspeed payload, which has recently been modified so that 25% of the payload is dedicated to military Ka-band for the Canadian government. The European Union's US\$ 10 Billion, multi-orbit 254 satellite constellation IRIS2 is another example of the shift towards independence and non-reliance on the US. The constellation is designed to provide secure communication services to the EU and its Member States as well as broadband connectivity for European citizens, private companies and governmental authorities.

Prices of building and launching satellites have undoubtedly fallen in the last ten years, but owning a satellite, or constellation is still a major undertaking. One solution put forward by Patrick O'Neil, CTO BlackSky, operators of Intelligence, Surveillance and Reconnaissance (ISR) satellites, is to give countries access to specific, dedicated satellites in a constellation. This would mean that updates would only occur when their satellite(s) passed overhead. However, if events mean that a customer temporarily needs more frequent access to information, they would have the option to buy more capacity on other satellites, in order to get more timely updates.

Data centers in space are receiving a lot of interest, several companies were already investing in them, before SpaceX announced its filing for one million satellites specifically for this purpose. Surging power requirements

***"...Sovereignty or nationalism was a constant theme, appearing in many sessions. Obviously, current world events are one of the key drivers for this is, as many nations and regional groups are feeling an increasing need to be self-reliant when it comes to anything connected to defense..."***

for terrestrial data centers, driven by their increased size due to artificial intelligence (AI) - an AI chip has 14 times the power consumption of a normal chip - is the key driver for placing them in space. However, Claude Rousseau, Research Director of Analysys Mason pointed out there are several obstacles to be overcome before these become reality, not least of which is the size of the market, he pointed out that the SpaceX filing, is the largest ever filing, and it's "for a market that doesn't yet exist." Economic viability depends on four major issues: inexpensive launches, high production rates for satellites, faster time to operations and lastly, but by no means least, harnessing solar power efficiently. Current solar panels operate on 20% efficiency, significant improvements are needed before they can meet the demands of an orbital data center.

Multi-orbit is definitely one of the new buzz words, with service providers pointing out the advantages, for communications-on-the-move (COTM) clients, particularly maritime and aeronautical, which are more likely to traverse multiple satellite beams during the course of a journey. However, land based vehicles may also do this. Moving from beam to beam can

mean moving into a heavily congested beam, with consequent degradation of service. Being able to seamlessly switch to a different satellite which, at least for now, will be in a different orbit, from a Low Earth Orbit (LEO) to a Geostationary Orbit (GEO) for example, means that committed information rates (CIR) can be maintained. Dan Goldberg, CEO Telesat, commented that the requirement for multi-orbit was being driven by organizations that need "always on." "It's more expensive to provide it, but governments are not cost sensitive customers," he said. In the future, if just a few of the 280 planned LEO constellations come to fruition, multi-orbit may be replaced by multi-LEO. But that is a whole other story.

Being able to provide that seamless rollover of course depends on the ground equipment providers delivering hubs and antennas capable of doing this. There were many providers at the show demonstrating their capabilities in this sphere. Orbital Connect, for example exhibiting for the first time, showcased its solutions for multi-orbit. Kymeta was promoting its multi-band, multi-orbit single aperture user terminal. This terminal is able to transmit and receive Ka and Ku bands simultaneously, even if in different



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## COVER STORY

orbits. Currently in development, prototypes are due to be released to key customers later this year, with full commercial availability next year. The target market is government and defense.

Although not officially on the agenda, it was inevitable that much of the talk centered around the upcoming SpaceX IPO and the advisability of investing. Early investors in Apple and Amazon did extraordinarily well, but those companies went public at a young age. SpaceX is 24 years old, and has already experienced tremendous growth. The question is will

Musk's vision continue to reap the same rewards going forwards? Opinions varied widely as to whether the reported US\$ 1.75 Trillion is likely to be attained, and if it is will Gwynne Shotwell, CEO who presumably has significant stock options, cash-in and depart? Other speculation focused

both on the advantages and disadvantages of rolling the AI company into SpaceX, and whether the recent filing for one million satellites for data centers in space would ever come to fruition. Many, including, according to a recent article in Time Magazine, Gynne Shotwell, assume that the one million figure may never be attained.



**Elisabeth Tweedie** is Associate Editor of the Satellite Executive Briefing has over 20 years experience at the cutting edge of new communications entertainment technologies. She is the founder and President of Definitive Direction ([www.definitivedirection.com](http://www.definitivedirection.com)), a consultancy that focuses on researching and evaluating the long-term potential for new ventures, initiating their development, and identifying and developing appropriate alliances. She can be reached at: [etweedie@definitivedirection.com](mailto:etweedie@definitivedirection.com)

## PRODUCT SPOTLIGHT

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# The End of Monetization Silos: Why the Future of Broadcasting Lies in Unified Streaming Economies

by Massimo Vimini

I've been getting a lot of questions in recent months about streaming and monetization, particularly from partners and operators navigating today's challenges. What follows is a personal perspective, shaped by hands-on experience and ongoing conversations across the market.

The media industry has spent the last decade talking about the shift from traditional television to streaming. Today, that conversation is largely over. The transition is no longer theoretical—it is structural, irreversible, and global.

Audiences have already moved. In some markets the shift is advanced

and in others it is still unfolding. But the direction is clear everywhere: viewers are consuming content across both linear and on-demand streaming environments. And, as always, advertisers follow audiences—sometimes with a delay, but ultimately in full.

For companies operating across satellite, broadcasting and content ecosystems, like iKO Media Group (iKONG), this moment represents more than just a distribution shift. It marks a fundamental transformation in how media businesses must think about monetization.

## A Monetization Gap in a Streaming-First World

While consumption has shifted rapidly, monetization has not kept pace. The challenge is not that traditional models have suddenly become obsolete. Linear television still performs well with certain demographics. But it is clearly losing its grip on younger audiences, forcing brands to

rebalance investments toward environments where performance and accountability are more transparent.

What is changing is not whether monetization works, but how it is measured and valued. Advertisers are increasingly focused on efficiency, outcomes, and the real business impact of their campaigns.

At iKONG, this shift has shaped how monetization is approached across its portfolio, particularly through platforms like eCLUTCH and its portfolio of niche audience Over-the-Top (OTT) platforms.

eCLUTCH is iKONG's esports and gaming tv platform, delivering live esports and gaming content across satellite, pay-TV and connected TV environments. It brings together channels and programming designed to reach gaming-native audiences—one of the most engaged, but traditionally hardest-to-reach segments for advertisers.

Across its broader OTT portfolio, iKONG develops



and operates niche audience streaming platforms tailored to specific regions, interests, and viewing behaviours. These include MENAFLIX, a MENA-focused OTT service developed in collaboration with iKONG; FaithTime, a global faith-based streaming platform aggregating live TV, sermons and inspirational content; and iKOFIX, iKONG's proprietary OTT/VOD platform enabling broadcasters to launch live and on-demand content globally. These platforms extend traditional broadcasting into digital-first environments, enabling more targeted audience engagement and more accountable monetization models.

Together, these platforms reflect iKONG's broader strategy: aligning broadcast-scale distribution with digital accountability, rather than treating them as separate worlds.

### The Measurement Disconnect Holding the Industry Back

One of the biggest barriers to unlocking streaming monetization is the lack of unified measurement. Traditional TV still relies heavily on panel-based systems, while streaming enables precise, real-time tracking. Advertisers and agencies fully recognize this advantage, yet in many markets, broadcasters continue to operate within legacy frameworks.

The result is hesitation. Budget allocation is slowed by concerns around duplication, audience overlap, and the absence of a consistent cross-media standard.

This is where companies that can bridge both environments have a distinct advantage. By combining satellite distribution with streaming data capabilities, iKONG is able to offer partners a more coherent view of audiences across platforms—reducing uncertainty and enabling more confident investment decisions.

Data, in this context, is not just an operational asset. It is the foundation of monetization.

### Beyond the Hype: Where Value Really Sits

At the same time, the industry is facing a growing imbalance driven by perception. The rise of major global streaming platforms—particularly those shifting from

***"...While consumption has shifted rapidly, monetization has not kept pace. The challenge is not that traditional models have suddenly become obsolete...."***

SVOD to hybrid AVOD models—has attracted significant advertiser attention. Their brand equity makes them attractive environments for media planning.

But this has also led to the undervaluation of broader streaming ecosystems, including FAST channels and high-quality niche content. In reality, outside of a limited number of flagship titles, these platforms are fundamentally distribution channels. High-quality content is not exclusive to the likes of Netflix, Disney, or Prime Video.

This is a critical point. Advertising effectiveness should not be driven by hype or by the need to make media plans appear “premium.” It should be driven by performance. iKONG's strategy is built precisely around this principle: focusing on high-quality content within clearly defined audiences, and distributing it at scale across both satellite and streaming environments.

### Performance Is the New Currency

As monetization evolves, so do the metrics that define success. Viewability and view-through rate have become central indicators in streaming environments, where performance can be measured with extreme precision. Compared to traditional online video, results are consistently stronger, driven by full-screen, high-definition experiences with sound on.

In practice, this means campaigns can achieve near-total viewability and exceptionally high completion rates—levels that are extremely difficult to replicate in standard digital environments.

The result is a monetization framework that combines the strengths of premium broadcasting—attention, quality, and scale—with the precision and accountability of digital advertising.



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### Monetization Without Compromising Experience

As monetization expands across streaming, user experience becomes a critical constraint.

The balance is not about limiting advertising, but about improving it. Quality and relevance consistently outperform frequency. Poorly targeted, repetitive ads damage both user experience and brand perception, while well-crafted messaging drives engagement.

Distribution platforms play a role in managing exposure, but responsibility ultimately lies with advertisers and their creative partners.

This is where platform differentiation matters. Environments like eCLUTCH, built around a clear audience passion point like esports, naturally enable more relevant advertising. Across iKOMG's portfolio of niche OTT platforms, strong audience alignment and content relevance help create familiarity and trust with audiences. Together, they support a more balanced, effective approach to monetization.

### The Case for Integration

The core issue facing the industry is fragmentation. Broadcasters, content owners, platforms, advertisers, and measurement systems are still operating in silos. This fragmentation limits monetization potential, even as audience demand continues to grow.

The next phase of the industry will be defined by integration. iKOMG's approach reflects this shift: combining high-quality content, strong audience positioning, and satellite-scale distribution with a growing monetization layer across streaming ecosystems.

At iKOMG, monetization is built around three key principles: quality, verticality, and distribution scale—three verticals that work together to create continuity across linear and digital environments. With iKOSYSTEM, we unify this approach further in a single broadcast operations platform that streamlines content management, optimizes cross-platform distribution, and enables smarter, more connected monetization across both linear and digital ecosystems.

***"...In a fragmented ecosystem, integration is no longer a strategic advantage. It is a necessity. And increasingly, it is what will define the leaders of the next era in broadcasting and streaming..."***

### What Comes Next

Streaming has already won the battle for audiences. The next phase is about monetization maturity.

The companies that succeed will not be those that simply distribute content or sell advertising inventory. They will be those that bring together content, distribution, data, and monetization into a unified, coherent offering. This is where the opportunity lies.

For iKOMG, the evolution is clear: building on its position as a leader in broadcasting distribution to become a true one-stop shop for both distribution and monetization.

In a fragmented ecosystem, integration is no longer a strategic advantage. It is a necessity. And increasingly, it is what will define the leaders of the next era in broadcasting and streaming.



**Massimo Vimini** is the Senior Vice-President for Digital Innovation and Monetization of iKO Media Group (iKOMG). For more information on iKOMG's services go to: [www.ikomg.com](http://www.ikomg.com)

# Orbital Data Centers are Increasingly Being Launched into Space but must Meet Stringent Requirements

by **Claude Rousseau**

The demand for computing and storage in space missions is growing. This can be illustrated by comparing the capabilities of the guidance computer system used in the first Apollo mission that landed humans on the Moon and those of the systems typically used today. The former had 2KB of RAM and 72KB of storage, while modern computers usually have 64GB of RAM and 0.5–1TB of storage. That equates to 32 million times more RAM and 7–15 million times more capacity.

Data centers (DC) are increasingly needed in orbit to serve an expanding space-based operations and data-storage market. There have been several deals and initiatives to put DCs in space; for example, Eric Schmidt, ex-CEO of Google, has invested in

launch service provider Relativity Space, driven by his desire to put DCs in orbital. But, as is well known, anything that goes into space must adhere to stringent requirements, and DCs are no different.

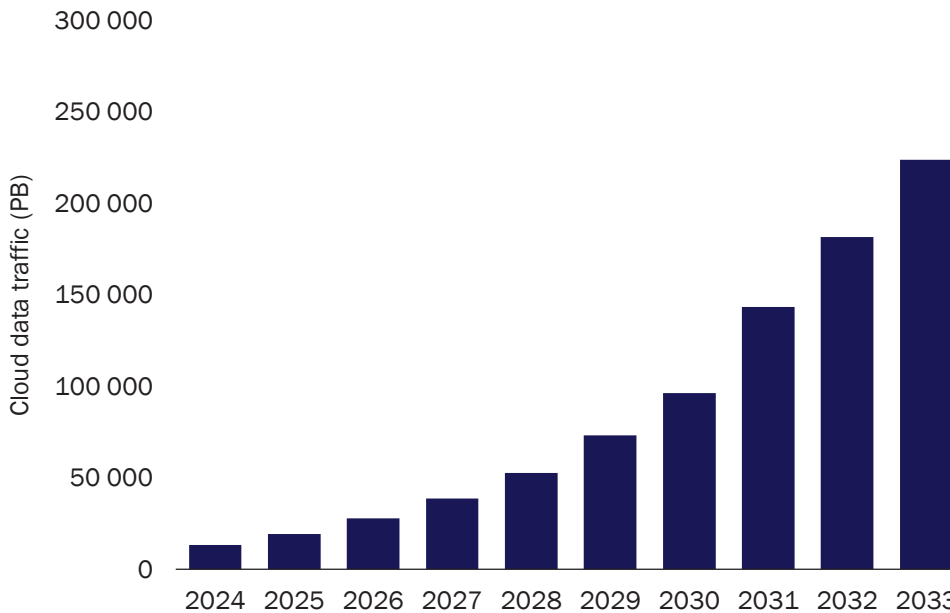
2034 shows that cumulative cloud data traffic from space infrastructure worldwide between 2024 and 2034 will reach 1151EB (Figure 1). The demand serviced by space-based computing assets is likely to be a fraction of this, but this share will grow as orbital

activity increases and opens up the need for more remote computing locations. The adoption of Artificial Intelligence/Machine Learning (AI/ML) across multiple space use cases will also increase processing needs, thereby leading to more demand for DCs.

Much of the initial demand for orbital DCs will come from low-Earth orbit (LEO)

communications constellations, which Analysys Mason predicts will account for the greatest number of satellites built and launched in the next 10 years. The ability to route traffic efficiently through gateways or via intersatellite optical links is a major use case for space-based DCs, and the trend towards software-defined satellites,

**Figure 1: Space cloud data traffic, worldwide**



**Launching data centres into space can help to meet the growing demand for efficient operations, AI, sovereignty and data security**

Analysys Mason’s Space cloud computing: trends and forecast 2024–

where hardware is reconfigured using onboard computing, is expanding the use cases.

Later on, Earth observation platforms will become an important use case for orbital DCs; their ever-growing ground resolution payloads, space domain awareness for military organisations and commercial space stations are all generating huge datasets. Indeed, the ISS has already hosted several demonstrations, and Axiom Space has stated that it is building a DC for its private station to be launched in 2027.

The Low Earth Orbit (LEO) communications and Earth Observation (EO) markets will produce large amounts of data daily. The availability of local storage and processing will be much sought-after because it offers lower latency than raw data being downlinked to Earth.

Finally, beyond-Earth missions, chiefly on the Moon, will offer notable commercial and scientific value. These have historically been limited in terms of onboard storage and processing, so better computing capabilities are required for both security and sovereignty reasons.

**Orbital DCs must meet stringent requirements**

There are several issues that operators of orbital DCs must overcome to ensure a reliable and efficient service. Chief among them is thermal management. This is a major problem for DCs on Earth, and water is typically used. In the absence of water, advanced materials and thermal radiators are used for heat dissipation in space,

but there are limitations due to the microgravity environment, especially for fluid-based heat transfer in larger infrastructure. This challenge, coupled with the limited usable power in space, mean that significant attention is needed when designing electronics for orbital computers.

Additionally, radiation from space can affect compute efficiency, and chips housed in orbital DCs have to overcome this challenge. This is expensive. Chips with no, or low, radiation hardness typically cost a few thousands of US dollars, but those will full radiation hardening can cost almost US\$ 0.25 million. Software programs that monitor the health of components and ensure the delivery of reliable computing results, as well as providing security from cyber attacks, can be used to help to solve this radiation problem.

Orbital DCs must provide data redundancy if they are to match the capabilities of terrestrial DCs, but this is challenging given the limited resources in space, such as power. Data redundancy will also enhance both disaster recovery and business continuity, so is an important requirement for any DC.

**The opportunity to store, process and transmit more data in orbit will be important for all users of space assets**

All the signs are pointing to the expansion of computing in space via orbital DCs, but innovative solutions are required to develop DCs that will withstand the harsh environment of space.

As the orbital DC market expands, there will be more real estate and power, as well as better heating management; this will improve the value proposition of DCs in space. Thus, we can foresee a day when orbital DCs housing several tens, if not hundreds, of servers will serve important assets in space for ever-more-complex missions. However, there are challenges that are inherent to the space environment that must be addressed from the outset to make this a viable market.

Analysys Mason's Emerging space applications and Earth Observation programmes have more research and insights into the orbital DC market. For more information go to [www.analysismason.com](http://www.analysismason.com)



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# Amazon to Acquire GlobalStar

**Redmond, Wash., April 15, 2026**--Amazon.com, Inc. and Globalstar, Inc. announced that they have entered into a definitive merger agreement under which Amazon will acquire Globalstar, enabling Amazon Leo to add direct-to-device (D2D) services to its low Earth orbit satellite network and extend cellular coverage to customers beyond the reach of terrestrial networks. In addition, Amazon and Apple announced an agreement for Amazon Leo to power satellite services for iPhone and Apple Watch, including Emergency SOS via satellite. The new capabilities are part of Amazon's long-term vision for space-based connectivity, and Amazon plans to work with mobile network operators (MNOs) and additional partners to deliver on that vision and extend reliable, high-speed connectivity to customers, no matter where they are in the world.

"There are billions of customers out there living, traveling, and operating in places beyond the reach of existing networks, and we started Amazon Leo to help bridge that divide," said Panos Panay, Senior Vice President of Devices & Services, Amazon. "By combining Globalstar's proven expertise and strong foundation with Amazon's customer-obsession and innovation, customers can expect faster, more reliable service in more places—keeping them connected to the people and things that matter most. We're excited to support Apple users through the Leo D2D system, and look forward to working with mobile network partners to help extend coverage to every corner of the planet," he added.




Under the terms of the merger agreement, prior to closing, Globalstar stockholders will elect to receive for each share of Globalstar common stock they own either US \$90.00 in cash or 0.3210 shares of Amazon common stock with a value capped at US\$ 90.00 per share. This consideration is subject to a proration mechanism that caps aggregate cash elections to a maximum of 40% of total Globalstar shares, and automatically converts excess cash consideration into stock consideration on a pro rata basis. The total transaction consideration is also subject to a downward adjustment of a maximum US\$ 110 million in the event Globalstar does not achieve certain operational milestones.

Globalstar stockholders holding approximately 58% of the combined voting power of the outstanding shares of Globalstar common stock have approved the transaction by written consent. The transaction is expected to close in 2027, subject to the satisfaction of certain closing conditions, including receipt of regulatory approvals and the achievement by Globalstar of certain HIBLEO-4 replacement satellite milestones.

## Amazon Leo D2D Service

Beginning in 2028, Amazon Leo will deploy its own next-generation D2D satellite system, allowing Ama-

zon to deliver more advanced voice, data, and messaging services to mobile phones and other cellular devices. The Low Earth Orbit (LEO) D2D system will offer substantially higher spectrum use and efficiency than legacy direct-to-cell systems, which translates into faster speeds and better performance for customers. It will also integrate seamlessly with Amazon's first- and second-generation Leo systems, forming a powerful, unified network that combines fixed and mobile satellite services to support a wide range of customers and use cases.

In addition to the agreement with Globalstar, Amazon and Apple signed an agreement to provide satellite connectivity for current and future iPhone and Apple Watch features. Globalstar currently partners with Apple to power satellite service on iPhone 14 or later, as well as Apple Watch Ultra 3, allowing users to text emergency services, message friends and family, request roadside assistance, and share their location. With the new Amazon-Apple agreement, Amazon will continue to support iPhone and Apple Watch models currently using Globalstar's existing and planned upcoming low Earth orbit satellite constellations, being manufactured by MDA Space, and collaborate with Apple on future satellite services using Amazon Leo's expanded satellite network. 



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**AvL Technologies, Inc.** is a privately held US company specializing in the design, development, and production of mobile satellite antennas and positioner systems. Based in Asheville, NC, AvL offers superior service and support to customers worldwide. With terminals ranging in size from 60cm to 4.6m, AvL provides efficient, cost-effective solutions for voice, video, and data connectivity without the need for specialized training. AvL supplies commercial organizations and defense agencies with unique, robust terminals that combine rugged packaging, stout wind performance, ease of operation, and customer support at a competitive price. Our culture is defined by 'The AvL Way,' which emphasizes fostering a positive and sustainable work environment while prioritizing customer satisfaction and technical excellence. We are dedicated to making the right decisions by always considering the needs of our employees, customers, business partners, and vendors, ensuring that every outcome is a win-win situation. As an engineering-focused company, AvL collaborates with customers to push product performance boundaries with new innovations. Leading the industry, AvL delivers systems that operate with the next generation of satellites in GEO and MEO orbits.

For more information go to: [www.avltech.com](http://www.avltech.com)

**Integrasys**

visit Integrasys at Hall 4, booth # 4H2-1



Founded in 1990 by a team of senior engineers from Hewlett Packard, **INTEGRASYS** has developed over 30 products designed to address customer needs in Spectrum Superiority, communications, PNT, and intelligence for multi-domain, including space. As a leading software engineering company, INTEGRASYS specializes in advanced software solutions for space and satellite networks, driving innovations in network, and RF and optical technologies.

At Satellite Asia, Integrasys will be showcasing LEOREG, a user-friendly, web-based system designed to empower regulators to monitor and ensure NGSO (Non-Geostationary Satellite Orbit) constellation compliance with ITU (International Telecommunication Union) EPFD (Equivalent Power Flux Density) regulations after launch. It provides comprehensive real-time EPFD verification, improves spectrum efficiency, and minimizes interference.

For more information, go to: [www.integrasys-space.com](http://www.integrasys-space.com)

**Mission Microwave**

visit Mission Microwave at Hall 4, booth # 4J2-7



**Mission Microwave Technologies** demonstrates revolutionary design for RF and microwave electronics, supporting ground-based, airborne, and space-based applications. Utilizing the latest in semiconductor technology, Mission Microwave's focus is to optimize the size, weight, and power (SWaP) for these critical applications, while providing its customers with the best possible reliability. Mission Microwave sets the 'new standard' for performance and reliability.



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For more information, go to: [www.missionmicrowave.com](http://www.missionmicrowave.com)

## RF-Design

visit **RF Design** at Hall 4, booth # 4K2-5



For over 28 years, RF-Design has been developing, manufacturing and marketing technology leading satellite ground segment products and solutions offering a wide range of premium class RF-distribution, RF-over-Fiber, RF amplifying, RF monitoring systems and LNB-supply/control. High-quality products, many years of know-how, flexibility and the ability to customize products to individual customer requirements as well as a unique customer-oriented service approach have made us a respected partner in this demanding industry worldwide.



Meet us in Singapore at Asia Tech 2026 (Booth 4K2-5 / German Pavilion) and learn more about our latest products such as the modular flexible and secure “Fiberlinkplus CompactLine” system, the high-performance and compact “Satellite Transponder Monitor stm3G”, our innovative space-saving handheld Extended L-Band and Broadband “Ecoline Fiberlink”, and the dual RF power meter “PwrM70G”. We look forward to talking to you personally about your individual requirements.

For more information, go to: [www.rf-design-online.de](http://www.rf-design-online.de)

## SatService GmbH

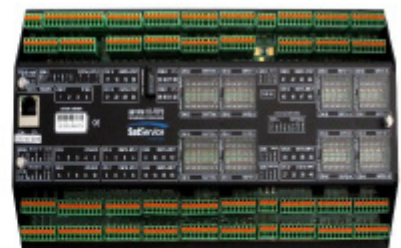
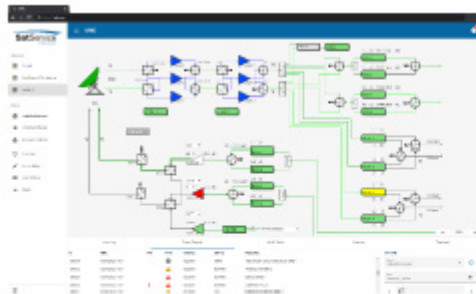
visit **SatService** at the Calian stand, Hall 4, booth # 4H2-14



For nearly 30 years, **SatService** (a Calian company), based in Steißlingen, Germany, has been a trusted name in satellite ground segment solutions. As a leading system integrator, manufacturer, and technology provider, we deliver high-performance hardware and software tailored to the evolving needs of our clients and partners. Our mission is to provide competitive, customer-centric products and turnkey system solutions that set the standard for quality and reliability. What sets SatService

apart is our unique blend of deep system engineering expertise and innovative, field-proven technologies.

Our sat-nms product line is trusted worldwide by satellite operators, teleports, broadcasters, and communication service providers. It includes Advanced Monitoring & Control (NMS/M&C) systems, precision Antenna Control Units, high-performance Beacon Receivers, flexible RF-over-Fiber solutions and a wide range of other mission-critical products. From single components fully integrated systems, SatService is committed to helping our partners and clients achieve seamless operations, superior performance along with long-term and sustainable success.



For more information, go to: [www.satservice.gmbh.de](http://www.satservice.gmbh.de)

## STARWIN

visit StarWin at Hall 4, booth # 4E1-7



Starwin is the leading Satcom VSAT terminal manufacturer for satellite Communication on the Pause (COTP) and Communication on the Move (COTM) solutions. The company is dedicated to providing innovative engineering solutions through R&D and manufacturing of revolutionary flat panel terminals (Auto/manual portable type or fixed type), flat panel On-The-Move antennas, and Ku/Ka ESA (Electronically steering Phase Array Terminal), etc., with unique features of High Integration, Smartness, Lightness, Cost-effectiveness, for Emergency Recovery, Disaster Relief, Oil & Gas, Mining, Electricity, Hydraulic Engineering, Broadcasting, NGO, Public Security, Defense applications for GEO, MEO and LEO.

For more information go to: [www.chinastarwin.com](http://www.chinastarwin.com)

## Terrasat Communications

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**Precision Engineering Meets Proven Reliability. Built for Networks Where Failure Isn't an Option.**



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For more information go to: [www.terrasatinc.com](http://www.terrasatinc.com)

## WORK Microwave

visit WORK Microwave at Hall 4, booth # 4K2-1

Headquartered in Holzkirchen, Germany (near Munich), and comprised of four operating product lines — Satellite Communication, Navigation Simulators, Defense Electronics, and Sensors and Measurement—**WORK Microwave** leverages over 35 years of experience to anticipate market needs and apply an innovative and creative approach to the development of its technologies while maintaining the highest standards for quality, reliability, and performance. Shaping the Future in Optical Communication, RF Electronics and Virtualized Solutions. Excellence in High Frequency and Digital Signal Processing, WORK Microwave has been a leading developer and manufacturer of RF electronics technologies and products. Known for

its quality products, customized solutions, reliability, and world-class customer service, WORK Microwave sets the industry benchmark for innovation in microwave and digital signal processing technologies. All of the company's products are developed and produced in-house, leading to an unrivalled response time to customer needs.

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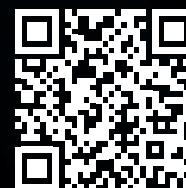
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[www.ndsatcom.com/SKYWAN7X/](http://www.ndsatcom.com/SKYWAN7X/)



## NSG Appoints Haithem Alfaraj As New CEO

**Riyadh, Saudi Arabia, April 9, 2026**—The Board of Directors of **Neo Space Group (NSG)**, a PIF company and Saudi Arabia's leading commercial space services provider, announced the appointment of **Eng. Haithem Mohammed Mojil Alfaraj** as Chief Executive Officer (CEO) of NSG. He will assume his responsibilities on April 9, 2026, succeeding Martijn Blanken, who has led the company since its inception.

This planned leadership transition reflects NSG's evolution into its next phase of accelerated growth, building on the strong foundation established during its launch and scale-up period



**Haithem M. Alfaraj**

according to the company.

Haithem M. Alfaraj brings more than two decades of leadership experience across telecommunications and technology. He most recently served as Group Chief Technology Officer at stc, where he led major technology transformation initiatives including network modernization, digital platform development, cloud adoption,

and cybersecurity capabilities, helping position stc as a leading digital technology group.

Earlier in his career, Alfaraj held senior technology leadership roles at Mobily and began his professional journey at Saudi Aramco, developing deep expertise in large-scale technology operations and engineering. He also contributes to global industry development as a member of the GSMA Technology Group Board and serves on the Board of the Centre for the Fourth Industrial Revolution (C4IR), a partnership between KACST and the World Economic Forum.

NSG was launched by PIF in May 2024 to establish a national space champion and accelerate the development of Saudi Arabia's space economy. In less than two years, the company has built a fully operational multi-domain platform through the strategic acquisitions of Taqnia ETS, UP42, and Display Interactive, and the establishment of capabilities across Geospatial & Earth Observation (EO), Satellite Communications, and In-Flight Connectivity. NSG secured Communications, Space & Technology Commission (CST) approval for its EO platform services and launched the Kingdom's first Earth Observation marketplace powered by UP42. The company has also deployed in-flight connectivity services with leading airlines—including Riyadh Air, Thai Airways, Turkish Airlines, AEGEAN Airlines, and Uzbekistan Airways—strengthening its commercial footprint regionally and internationally.



**Will Mudge**

## SpeedCast's Will Mudge Appointed as Chairman of the WTA Board

**New York City, April 21, 2026**—The **World Teleport Association (WTA)** announced that **Will Mudge** of **Speedcast** has been named Chairman of its Board of Directors. Will serves as Executive Vice President and Chief Technology Officer, leading Speedcast's global TechOps organization. Will has responsibility for the strategy, selection, testing and implementation of all technology platforms across Speedcast, while also providing direction for all operations and global infrastructure activities across the globe.

Mudge has spent his career across multiple disciplines in various leadership roles including head of R&D engineering, strategic product marketing, and program management at Speedcast, Harris Caprock and Harris Corporation.

"Will brings a powerful combination of technical vision and operational leadership to this role at a pivotal time for our industry," said Randall Barney, Executive Director of the WTA.



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Introducing the latest addition to Mission Microwave's SSPA line-up, the **750W Ku-Band MOAB**. Designed for large gateway and high-capacity SATCOM systems, the 750W integrates easily into existing architectures, lowering lifecycle operating expense without sacrificing performance.

**It's time to retire the TWT and embrace solid-state reliability with Mission Microwave.**



SCAN FOR DETAILS ON  
THE 750W KU MOAB  
[missionmicrowave.com](http://missionmicrowave.com)



**John Loke**

## John Loke Named CTO of MEASAT

**Kuala Lumpur, Malaysia, April 1, 2026**--Malaysian satellite operator **MEASAT** announce the appointment of **John Loke** as its Chief Technology Officer (CTO). As CTO, John will oversee MEASAT's digital evolution and regional strategy, shaping the company's future through AI-driven solutions and multi-orbit strategies according to the company.

Loke will lead the Satellite and Network Engineering & Operations, as well as Information Technology & Digital Transformation divisions, and spearheads the technical aspects of satellite and launch procurement. Having previously served MEASAT for a decade in senior leadership roles, including Vice President of Network Engineering & Operations and Customer Engineering, John brings a rare combination of deep organizational knowledge and broad regional experience.

He was instrumental in the successful delivery of flagship initiatives such as MEASAT-3a, MEASAT-3b,

and CONNECTme, which have underpinned the company's market-leading position.

Most recently, Loke served as CTO of a Singapore-based satellite operator, where he led the delivery of high-speed broadband services across the Asia-Pacific region. He began his career at Singapore Telecommunications Ltd (SingTel) as part of the pioneering team that launched the ST-1 operation.

## Vantor Appoints Elie Tabchouri to Lead International Government Business

**Westminster, Colo., April 15, 2026**--**Vantor** announced that Elie Tabchouri has joined the company as Executive Vice President and General Manager of its International Government business segment. He will lead Vantor's efforts to further scale its international footprint across the Middle East, Asia-Pacific, Europe, and Latin America, capitalizing on surging demand for the company's sovereign intelligence capabilities.


Tabchouri joins Vantor from Google with deep experience helping governments integrate advanced AI-powered capabilities into sovereign environments. At Google, he spent the best part of a decade focused on helping governments build AI-powered and sovereign cloud capabilities, including leading public sector cloud businesses across Europe, the Middle East, and Africa (EMEA).



**Elie Tabchouri**

Most recently, he led sales for Google's Distributed Cloud business in EMEA, partnering with ministries of defense and government agencies to deploy sovereign on-premise systems.

"Elie has spent his career helping governments build sovereign capability in cutting-edge technology—from the early days of cloud to today's AI-driven systems—often taking programs from concept to reality," said Dan Smoot, Vantor CEO.

"That experience is critical for this moment. As governments seek greater control over how intelligence is built and deployed, demand for mission-ready capabilities is accelerating. That demand drove double-digit growth in our international business last year, and I'm excited for Elie to scale that momentum as we help nations strengthen their sovereignty," Smoot added. 

# CONNECTING QATAR TO THE WORLD AND BEYOND

At Es'hailSat, we power Qatar's communications through cutting-edge satellite technology. From broadcasting and government services to business connectivity and beyond, we ensure secure, reliable, and high-performance satellite solutions across the region. We are enabling a future that is always connected and always advancing.



## Digital Risks: New Report Maps Critical Vulnerabilities in the World's Interconnected Systems

**A**re we ready for solar storms, submarine cable cuts, satellite disruptions, and extreme weather to disrupt communication networks and potentially trigger a “digital pandemic”?

A new report – “When digital systems fail: The hidden risks of our digital world” – outlines risk scenarios on Earth, at sea, and in space, analyzing the fragility of interconnected digital systems and offering a roadmap for preparedness.

Experts brought together by the International Telecommunication Union (ITU), the United Nations Office for Disaster Risk Reduction (UNDRR), and Sciences Po, call for Digital Risks Report coordinated action between countries to improve digital resilience and protect essential services like healthcare, finance, and emergency response.

“Resilience must be built into the DNA of the technologies we depend on,” said Doreen Bogdan-Martin, ITU Secretary-General. “This report urges us to consider the systemic nature of risks and rethink how we protect the systems that connect and empower humanity.”

“As our societies become more reliant on digital technologies, disruptions caused by disasters can cascade across systems and borders, triggering far-reaching and potentially catastrophic failures,” said Kamal Kishore, Special Representative of the United Nations Secretary-General for Disaster Risk Reduction and Head of UNDRR. “We must plan, build and maintain digital infrastructure with systemic risk in mind - now and for the future. Digital infrastructure must be resilient infrastructure”.

### The Risks of Digital Dependency

Digital technologies have revolutionized how we live, connect, and work, yet our growing reliance on these systems has created risks that often go unnoticed.

A severe solar storm could disable satellites, disrupt navigation systems, and destabilize energy grids, with recovery times measured in months. Extreme temperatures

could overwhelm data centers, leading to mobile service outages, as well as failures in health-care systems and financial transactions. In the meantime, earthquakes or other natural hazards can sever vital Internet connections, slowing business operations and leaving entire nations offline for weeks.

Any specific scenario may seem isolated and unlikely, not alarming enough to prompt a timely global response. Yet digital vulnerabilities are real, and unexpected incidents are bound to happen.

The report highlights another vulnerability: societies have grown dependent on digital systems without maintaining analogue skills and ensuring adequate fallback options. When big systems fail, offline alternatives are not always available anymore.

“Facing systemic risks means looking beyond data and working across disciplines,” said Arancha González, Dean of the Paris School of International Affairs at Sciences Po. “This report shows how evidence-based policymaking can help us build resilience in an increasingly interconnected world.”

### Turning Knowledge into Action

The report calls on policymakers, the private sector, and civil society to act now to prevent these risks from becoming a “digital pandemic”, urging for global commitment and coordinated action.



# SATELLITE ASIA

20 - 22 MAY 2026  
SINGAPORE EXPO

Asia's largest SatCom stage returns as an anchor event of Asia Tech x Singapore 2026. SatelliteAsia convenes satellite operators, solution providers, government stakeholders, and enterprise users to examine the evolving role of satellite technologies across the region.



## Meet the Speakers



**David Foo**

DEPUTY CHIEF EXECUTIVE,  
MARITIME AND PORT  
AUTHORITY OF SINGAPORE



**Despina Theodosiou**

CHIEF EXECUTIVE OFFICER,  
TOTOTHEO GLOBAL



**Hidetaka Aoki**

CO-FOUNDER & CEO,  
SPACE PORT JAPAN



**Dr. Sang-Ho Yun**

DIRECTOR, EOS REMOTE  
SENSING LAB



**Dr. Naoko Sugita**

ADVISOR TO THE DIRECTOR,  
EARTH OBSERVATION CENTRE,  
JAXA



**Jamil Ur Rehman**

ACTING SENIOR GENERAL  
MANAGER/GROUP HEAD (IT), SUI  
SOUTHERN GAS COMPANY



**Lynette Tan**

CHIEF EXECUTIVE OFFICER,  
SPACE FACULTY



**Ravinder Pal Singh**

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Authors suggest considering six priorities for safeguarding critical digital infrastructure:

- Deepen knowledge: Identify vulnerabilities, map cross-sector dependencies, develop models for potential chain reactions, and maintain analogue skills.
- Modernize risk management: Treat non-intentional digital disruptions as a core risk by updating legal and disaster-risk frameworks and incentives.
- Strengthen standards and planning: Establish robust fallback systems and conduct joint multi-sector scenario planning.
- Improve coordination on critical risks: Proactively coordinate on high-impact risks affecting space weather, submarine cables, satellites, and data centers.
- Build societal resilience: Equip communities and organizations to withstand and recover from digital disruptions by fostering adaptive capacities.
- Foster trust and collaboration: Build capacity, convene stakeholders, and promote shared awareness and accountability across sectors and borders.

The findings are the result of a collaborative process involving experts from 12 countries, representing national authorities, the private sector, academia and international organizations. 

## Investments in the Space Sector Breaks Records in the Q1 2026

**New York City, April 14, 2026--**

The 1st Quarter 2026 edition of the The Space Investment Quarterly published by Space Capital revealed record-breaking investments in the space sector. Q1 2026 shattered the previous quarterly record with US\$ 36 billion invested across 148 companies. The convergence of AI, geopolitics, and orbital compute is driving capital into the space economy at a pace that would have seemed implausible five years ago. The architecture is being redrawn in real time — and ownership is being decided now, according to the report.


The latest Space IQ shows Q1 setting a new single-quarter record, with orbital data centers emerging as a credible, well-capitalized candidate to be the first heavy industry to move off-planet — and the SpaceX IPO forcing institutional allocators to confront how much of this market they actually own.

Key insights from the report:

- Q1 delivered US\$ 36 billion across 148 companies, shattering the previous quarterly record as Applications posted its largest quarter ever and Infrastructure more than doubled year-over-year
- The orbital data center race graduated from concept to capitalized competition, with SpaceX, Blue Origin, NVIDIA, and Google now in a four-horse race for compute in orbit

- Distribution delivered back-to-back quarterly records driven by \$3.8 billion in GEOINT alone — 86% of all of 2025's full-year total — as spatial computing and physical AI compounded rapidly
- NASA's relationship with legacy contractors is being fundamentally renegotiated under Administrator Isaacman, with Starship replacing SLS as the core of the Artemis architecture and Starliner formally reclassified as a Type A mishap
- Starlink crossed 10 million subscribers and is tracking toward \$20 billion in 2026 revenue, confirming the anchor tenant of commercial satcom — and opening real launch capacity for Rocket Lab, Firefly, Stoke, and others.

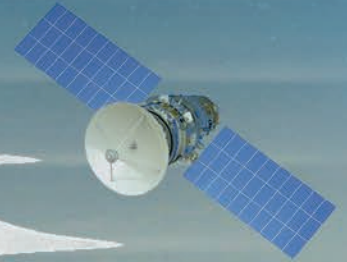
This report offers a closer look at the structural shifts underway — from the platform wars forming in orbit, to the policy inflection reshaping NASA, to the growing pipeline of late-stage companies preparing for public debuts.

You can download the full report here: <https://www.spacecapital.com/reports/space-investment-quarterly-q1-2026> 



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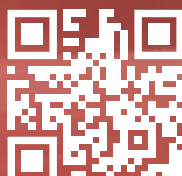
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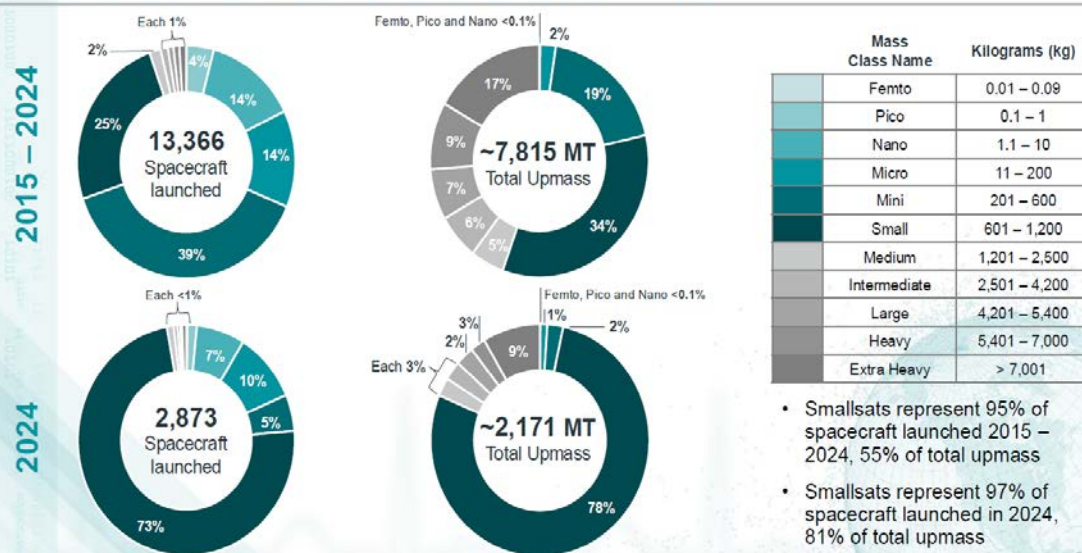
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### Smallsats in Context

Spacecraft Launched and Total Spacecraft Upmass 2015 – 2024



Source: Bryce Tech

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