ESTADOS UNIDOS MEXICANOS

A REVIEW OF MEXICO'S SPACE AFFAIRS & OPPORTUNITIES

LUCIAN SPACE

SEPTEMBER 2026



A TIMELINE OF MEXICO'S SPACE ACTIVITIES.

386
AEROSPACE COMPANIES ACROSS 19 STATES

$10B+
A YEAR IN AEROSPACE EXPORTS - 12TH GLOBAL MANUFACTURING HUB

2
STATE SATELLITES IN ORBIT: BICENTENARIO AND MORELOS 3

1
LUNAR MISSION FLOWN: COLMENA, 2024

14TH
NATION TO SIGN THE ARTEMIS ACCORDS

1985
Morelos I flies; Neri Vela is the first Mexican in space
deploying Morelos II from Atlantis

2010
Agencia Espacial Mexicana created by law
its first director takes office in 2011

2015
Centenario lost on a Proton; Morelos 3 flies
Bicentenario had opened the MexSat fleet in 2012

2019
AztechSat-1 reaches the ISS
the first Mexican nanosatellite, built at UPAEP

2021
Artemis Accords signed, 14th nation
ALCE, the regional agency, is seated in Mexico

2022
Katya Echazarreta flies on Blue Origin
the first Mexican-born woman in space

2024
Colmena: Mexico's first lunar mission attempt:
5 micro-robots

2026
Programa Espacial Mexicano 2026-2030
2030 target: 1 EO + 2 telecom sats - AEM budget ~$2.6M

ESTADOS UNIDOS MEXICANOS

THE LATAM SPACE ECOSYSTEM



BRAZIL	Alcântara sits 2° south of the equator. It's the region's only sovereign orbital pad. Though it failed, Innospace made the first commercial launch attempt from it in December 2025. ALADA, a new state company, manages the pad.	**2°S** THE ONLY PAD
FRENCH GUIANA	Kourou is Europe's spaceport (French territory). Ariane 6 and Vega-C fly from it, and its geometry gives geostationary transfer orbit (GTO) payloads a cheap ride. Note: It's a European launch pad, not technically South American.	**5°N** EUROPE'S PAD
ARGENTINA	CONAE's SAOCOM radar pair and INVAP-built ARSAT satellites are in orbit (GEO). ATENEA flew around the Moon on Artemis II in April 2026, the only Latin American payload on Artemis. Tronador II, its own launcher, is still in development.	**ARTEMIS II** PAYLOAD FLOWN
CHILE	By 2030, Chile (Atacama region) will be home to 70% of global astronomical infrastructure.	**70%** BY 2030
COLOMBIA	No space agency, yet the Air Force builds and flies its own: FACSAT-1 in 2018, FACSAT-2 Chiribiquete in 2023, and a three-satellite FACSAT-3 constellation planned.	**2** CUBESATS FLOWN
PERU	PerúSAT-1, an Airbus-built 70 cm imager launched in 2016, gave CONIDA - an agency since 1974 - the sharpest civil eye in the region, at 300 images a day.	**70 CM** RESOLUTION

NATIONAL AGENCIES · ESA · AMERICAS QUARTERLY · 2026

EL CARACOL, CHICHÉN ITZÁ · MAYA

COMPARISON



	NATION	AGENCY & LAW	SATELLITES	HUMANS FLOWN	BEYOND EARTH	INDUSTRY	LAUNCH FROM SOIL	VERDICT
1	BRAZIL	●	●	●	◑	●	◑	The benchmark
2	ARGENTINA	●	●	○	◑	◑	◑	The builder
3	MEXICO	◑	◑	●	◑	●	○	The factory
4	CHILE	◑	◑	○	○	◑	○	The observatory
5	PERU	◑	◑	○	○	◑	◑	The imager
6	COLOMBIA	◑	◑	○	○	◑	○	The newcomer

● ESTABLISHED ◑ OPERATIONAL ◑ NASCENT ○ NONE

THE GLOBAL SPACE ECOSYSTEM



US | SPACEX	SpaceX did roughly half of all global orbital launches in 2025, and booster reuse is now routine. SPCX IPO'd reaching $2.1T market cap on close. This was the largest IPO in history.	**$2.1T** DAY-ONE MARKET CAP
US | NASA	FY2026 discretionary funding of $24.4B; Artemis II flew 4 astronauts around the Moon in April 2026. NASA's current plan has Artemis III rehearse docking in 2027 and a landing attempt on Artemis IV in 2028.	**$24.4B** FY2026 BUDGET
US | OTHER	Blue Origin took its first outside capital in July 2026 at $130B; Rocket Lab, Vast, Firefly and Sierra sit inside a New Space ecosystem of 950+ US space companies - more than any other country.	**$37B+** RAISED BY US SPACE FIRMS
CHINA	92 orbital launch attempts in 2025; Tiangong is permanently crewed; Chang'e-6 returned far-side samples in 2024; a crewed landing is targeted before 2030.	**92** LAUNCHES IN 2025
RUSSIA	Soyuz still ferries crews and cargo as it has for nearly six decades, but 17 launches in 2025, the loss of Luna-25 and a thin commercial sector point to a programme in retreat.	**17** LAUNCHES IN 2025
INDIA	Chandrayaan-3 made India the fourth country to soft-land on the Moon and the southernmost lunar landing achieved at the time; Gaganyaan targets a first crewed flight no earlier than 2027.	**2027+** FIRST CREW TARGET
EUROPE	Ariane 6 has returned Europe to the launch market, and JUICE and BepiColombo continue deep-space science - but Europe still buys crew seats abroad.	**NO CREW SHIP** OF ITS OWN
JAPAN	SLIM achieved a precise lunar landing in 2024 and Hayabusa brought asteroid samples home; H3 is operational, but cadence stays deliberately low.	**1** LUNAR LANDING
UK	Home to SSTL, Eutelsat OneWeb's London operations and a deep space-finance ecosystem - but after Virgin Orbit's failure at Cornwall, Britain still awaits its first successful orbital launch from home soil.	**NO ORBITAL LAUNCH** FROM SOIL

THE CASE FOR SPACE



1

MASSIVE INFRASTRUCTURE BUILD-OUT

Space creates vast amounts of job opportunities on Earth, because the infrastructure required to support space is massive.

2

UNIQUE R&D OF VALUE TO EARTH

Some types of R&D can only be done in the zero-gravity conditions of space, but they have immense value to applications and uses back on Earth.

3

BUILD A LOCAL STARTUP ECOSYSTEM

Space draws in vast amounts of private and public money, which can support an entirely new startup ecosystem from scratch.

4

MARITIME DOMAIN ADVANTAGE

Mexico has a large EEZ and maritime economy. Space strengthens it through Earth-observation and domain awareness.

5

A FACTORY FOR SPACE OPERATIONS

Mexico is already a large supplier to the US space ecosystem. It can just as easily supply global space operations.

6

SOFT POWER

A functional and efficient space programme is a display of a nation's might.

7

RESOURCES AND GAME THEORY

Other countries are going to space whether you like it or not. You can either wait and watch and be left behind when they inevitably start extracting mineral resources from space. Or you can go now.

8

THE NEW FRONTIER

Space is an open canvas waiting to be developed, like America was in the golden age of discovery.

And then look what happened to America.

HOW HAVE SPACE TECHNOLOGIES TRANSFORMED EARTH?

DELIVERED

MAPS	**Real-time maps in your pocket.** Live routes help you navigate faster, cut fuel use and delays.	**6.5B+** DEVICES IN USE
TRANSPORT	**Planes and boats permanently run on satellites.** Fuel-optimal ocean and aircraft routes, with always-on tracking where radar could not reach. Every large vessel is tracked from orbit.	**EVERY** LARGE SHIP TRACKED
APPS	**Uber, Rappi, DoorDash and DiDi could not exist without satellites in Space.** The on-demand economy connects customers to moving drivers. Impossible without space.	**1978** FIRST GPS SATELLITE
WEATHER	**Accurate 5-day forecasts, where the 1970s only had 1-day forecasts.** Hurricane/cyclone deaths have fallen, despite coastal populations growing. Airlines, farmers and energy traders totally rely on this data.	**5 DAYS** VS 1 DAY IN 1975
DISASTERS	**Floods, wildfires and damage maps while they happen.** Drought early warning gives governments months, not weeks, to protect food supply. These save lives.	**HOURS** TO A DAMAGE MAP
CLIMATE	**Satellites tracked the ozone hole and made the Montreal Protocol enforceable.** Sea level, ice mass, forest loss and methane leaks can ONLY be measured from orbit.	**1987** MONTREAL PROTOCOL
OSINT	**Journalists, NGOs and analysts can verify events anywhere on Earth.** Arms-control treaties became verifiable.	**30CM** COMMERCIAL RESOLUTION
HEALTH	**The camera in every smartphone came from a NASA sensor.** Medical imaging, infrared thermometers, insulin pumps and water purification all came from space technologies.	**CMOS** SENSOR · NASA 1990S

NEXT

1 **LAUNCH EFFICIENCY**

Reusable rockets make orbit 10-100× cheaper. Cheaper access multiplies everything on the left dramatically.

2 **ONLY-IN-SPACE MANUFACTURING**

Optical fibre, semiconductor crystals, purer drug crystals and 3D-printed vascularised tissue: these are materials that CANNOT form under gravity.

3 **BIOMEDICAL R&D**

Microgravity accelerates critical research on ageing, bone loss and muscle atrophy, as this decay happens in months in space - saving more lives on Earth.

4 **SOLAR SYSTEM RESOURCES**

Resources including propellant from lunar ice, metals and water from asteroids. Exploring and extracting advances health, science and quality of life on Earth.

5 **EARTH AS AN OASIS**

Heavy industry, mining and power generation can happen off-planet, alleviating climate change.

MESOAMERICAN ASTRONOMY

1. **The Venus Table:** The Dresden Codex tracks Venus's approximately 584-day cycle over 104 years, including corrections for accuracy.
2. **Zero:** Maya scribes used a positional number system and a zero symbol by the 4th century CE, centuries before zero reached Europe.
3. **The Long Count:** This calendar counts days from 11 August 3114 BCE and records dates across millennia alongside the Tzolk'in and Haab' calendars.
4. **Eclipse Tables:** The Dresden Codex predicts eclipse periods across 405 lunar months, or about 33 years, using recurring astronomical cycles.
5. **El Caracol:** This round tower at Chichén Itzá, built around 900 CE, may have tracked Venus's extremes and equinox sunsets through its windows.
6. **Aligned Cities:** Teotihuacan's grid is oriented 15.5° east of north, while Chichén Itzá's pyramid creates a serpent-shaped shadow around the equinoxes.
7. **The Sun Stone:** This 25-tonne Mexica monument, carved around 1500 CE, represents five cosmic eras and the 20 day signs of the calendar.
8. **The Zenith Tube:** At Xochicalco, a cave shaft admits sunlight during the Sun's zenith passages on 14-15 May and 28-29 July, helping track the farming year.



INAH · DRESDEN CODEX · AVENI, SKYWATCHERS · UNESCO

MEXICO'S MAJOR ADVANTAGES

GEOMETRY

Mexico's two coastlines span roughly 14°-33° north latitude. The Pacific coast is well placed for launches into polar and Sun-synchronous orbits, while the Yucatán allows low-inclination launches eastward. Mexico's first launch-site study, conducted with South Korea, is now part of the national space programme.

THE FACTORY

Mexico has 386 aerospace companies, more than $10 billion in aerospace exports, and ranks among the world's roughly 12 largest aerospace manufacturers. Safran, GE, Honeywell, Bombardier, and Airbus already operate factories in states including Querétaro, Chihuahua, Baja California, and Sonora; about 110,000 engineers graduate each year. Space hardware would extend an established industrial base - not create an industry from scratch.

THE NEIGHBOUR

Starbase is located just across the border in Texas. Around 80% of Mexico's aerospace exports go to the United States under USMCA, giving Mexico an unusual advantage: no other aspiring space power shares both a land border and a trade agreement with the world's largest space economy.

THE SKY

The 50-metre Large Millimeter Telescope on Sierra Negra, at an altitude of 4,600 metres, is the world's largest single-dish millimetre telescope and contributed to the Event Horizon Telescope's black-hole imaging. Baja California's San Pedro Mártir Observatory also benefits from some of Earth's clearest skies.

THE STORY

Mexico is already a top-ten tourism destination, attracting approximately 48 million international visitors in 2025. It also has a long tradition of studying and representing the cosmos, from Maya astronomy to monumental stone calendars. That combination gives Mexico a global image that is familiar, credible, and culturally distinctive - not an unknown entrant.



POLAR · SSO · OPEN OCEAN

AEM · FEMIA · INAOE · UN TOURISM · DOF 2026

MEXICO IS THE FACTORY FOR SPACE



$10.7B

AEROSPACE EXPORTS IN 2024

80%

OF THOSE EXPORTS GO TO THE UNITED STATES

$6-8

AN HOUR FOR FULLY LOADED FACTORY LABOUR, AGAINST $30+ IN THE US

THE BASE

Mexico is the world's **12th largest aerospace manufacturer**. Safran employs **more than 16,000 people** in the country, which is its second largest country of employment. GE Aerospace has about 2,000 engineers in Querétaro, while Airbus, Bombardier, Honeywell, Collins, Gulfstream, and Bell all operate in Mexico.

THE PROOF

Mexico's aerospace companies make precision components for **Boeing, SpaceX, and Airbus**. Frisa's parts fly on **every SpaceX launch** and in the RS-25 engines of Artemis II. In Reynosa, Micross makes high reliability diodes for missile, radar, and space systems. Mexican-built satellites have reportedly flown with NASA, JAXA, ISRO, and Rocket Lab.

THE CUSTOMER

Mexico is the United States' **largest trading partner** - $872 billion of goods crossed the border in 2025. Starbase is **5km from Tamaulipas**, and Tijuana is about 200km from SpaceX's California factories. Parts can arrive by truck in days, not by ship in weeks.

COST AND TRUST

A KPMG study in 2016 ranked Mexico the **cheapest place to make aircraft parts**, 16% below the United States. Mexico and Argentina are Latin America's only members of the **Wassenaar Arrangement** on dual-use technology. Under a 2007 agreement, the FAA recognises parts certified in Mexico.

NASA IS ONE OF THE WORLD'S MOST POWERFUL BRANDS. AEM HAS LITTLE PUBLIC VISIBILITY.

NASA

ESTABLISHED IN 1958, NASA IS ONE OF THE WORLD'S MOST FAMOUS BRANDS, WITH 104M INSTAGRAM FOLLOWERS, 92M X FOLLOWERS, 15M YOUTUBE SUBSCRIBERS.

AEM ?

ESTABLISHED IN 2010, AEM HAS 5,800 INSTAGRAM FOLLOWERS AND 26K ON X - A FRACTION OF NASA'S AUDIENCE (2026).

1. **Rebrand AEM** - give it a clear brand, aesthetic, new landing page, tagline and social media accounts.
2. **Name the Satellites** - the new national satellite and the Earth-observation constellation should be named, with a look and a story before launch.
3. **Build Attention** - build AEM's and the programme's brand, but also external attention: traditional PR campaigns, influencer invitations and content collaborations.
4. **Fly Influencers to Mexico** - affiliate marketing - borrowing someone's audience - leverages their existing credibility. Mexico must collaborate with space influencers to tell the story of AEM and the programme.

STORY = TALENT + CAPITAL + CLIENTS

TALENT

Media creates excitement about the potential for Mexico's space activities. **More STEM graduates at home, more talented space engineers looking to Mexico** to build their career and the future of space.

INVESTMENT

Media attracts private investment from **VCs and angels**. It also lays the groundwork among retail investors for **public stocks, or tokenized funding projects**.

CLIENTS

Media reaches far more clients than door-to-door sales ever will - **not merely governments, but commercial enterprises, startups and research teams**. Reaching the world's space operators efficiently, at scale, takes a powerful, reputable brand - **built from day one**.