



2025 MANAGEMENT REPORT

PRESENTED TO THE GENERAL ASSEMBLY IN JUNE 2026

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About Eurospace

Eurospace is a non-profit association incorporated under the French law, created in 1961, fosters the development of space activities in Europe and promotes a better understanding of space industry related issues and problems. Its 84 members are the main space industry manufacturers and launch service providers, they cover the whole span of the space industrial chain, are present in all major European space countries and represent more than 90% of the European space manufacturing business in Europe.

Eurospace, within its mandate, supports the understanding and knowledge of European space industry and structures, it promotes coordination of industry views and the expression of consistent messages towards European policy makers covering key topics such as space policy, space markets, space research, technology and innovation, space standards and space industry compliance to European regulations.

Eurospace is a recognised interlocutor to the European Space Agency, and the European Union. As an active participant to European industry consultations on space, Eurospace provides data, analysis and assessments on space industry related issues. Having established independent capabilities for space markets and policy assessment, and in particular with the Eurospace facts and figures annual survey of European space industry activity, Eurospace is a reference source for space industry information.

Since 2004, Eurospace is the Space Group of ASD, where it represents and defines the space viewpoint of the association.

Eurospace has offices in Paris (Headquarters) and Brussels (within ASD).

The Year in review

Advocacy

The 2025 political agenda

True to its raison d'être, Eurospace closely monitors European space policy and technology developments, providing our institutional counterparts with timely expertise and recommendations. 2025 proved no exception.

In February 2025, three years after Russia's invasion of Ukraine, and in response to Commissioner Andrius Kubilius' call to assert Europe's independence in security and defence, the critical role of the European space industry in shaping the future of space and defence integration in Europe was laid out. Too often taken for granted or even ignored, space technologies and services are critical to enhancing Europe's defence autonomy, the success of military operations and, ultimately, securing Europe.

Alignment of visions? Space, security and defence have been brought together under a single policy window within the European Competitiveness Fund, issued by the European Commission in July 2025. The proposed 131B€ budget covering the three sectors appears, at first glance, to respond to the space industry's June 2025 call for an envelope of 40 to 60B€ for the EU Space Programme under the next Multi-Annual Financial Framework. In 2026, work will continue to ensure a firm commitment to stable funding (covering acquisitions, operations, and upgrades) and to industrial considerations, as outlined in the April 2025 Position Paper "Why Europe needs to devise an Industrial Strategy for Space".

The EU Space Act is another file that will carry over into 2026. Three months after the European Commission published its proposal at the end of June 2025, Eurospace got into full gear with the publication of its Position Paper. Widely promoted, especially in the European Parliament, what first and foremost matters for the European space industry is that this regulation increases safety and security in space in a harmonised way at European level, while acting as a catalyst for innovation and new markets.

And to ensure that the future EU Space Act can be implemented quickly and with a minimal level of cumbersomeness, it is key not to reinvent the wheel and to use - and improve - what already exists; for instance, the ECSS standards have recently undergone major improvements. These much-welcomed changes, aimed at making the standards easier to use and updating them to reflect modern industry practices, call for continued support from all actors involved in the process (as emphasised by Eurospace in June 2025).

How can 2025 be referenced without mentioning ESA's Council at Ministerial Level 2025? The largest financial commitment in ESA's history (€22.3 B) reflects Eurospace's July 2025 letter to ESA Member States, calling on them to safeguard the industry's ability to act, thrive, and secure a sustainable future through substantial commitments to ESA. Such a budget increase will inevitably raise questions about the industry's ability to respond to an expanded portfolio of programmes and ensure timely delivery; yet, addressing these questions primarily depends on European institutional actors placing their trust in the European space industry to deliver European systems and services.

Recent U.S. policy shifts underscore the urgency for Europe to strengthen its own space capabilities. With the Executive Order "Ensuring American Space Superiority", the Trump Administration notably turns to the idea of a fee-based Space Situational Awareness (SSA) system to help foster a market for U.S. commercial SSA service providers. This paradigm shift in the approach to space safety highlights

the urgent need to strengthen European SSA capabilities (all the more critical given Europe's current reliance on U.S. data).

The 2026 political agenda

In 2026, Eurospace's priorities will be driven by a central objective: to strengthen the competitiveness, autonomy, and resilience of the European space industry, in a context of rapid sector transformation and increasing global competition.

First, Eurospace aims to place research, innovation, and technology at the top of the European agenda. This includes:

- Raising the political importance of space R&D;
- Positioning industry as a key stakeholder in defining technology priorities;
- Ensuring consistent, predictable, and long-term public funding;
- Supporting industrial competitiveness based on credible market opportunities;
- Reducing critical dependencies and maintaining technological readiness for European infrastructures.

As always, it will also aim at shaping key EU initiatives:

- The EU Space Act by supporting a balanced regulatory framework that enhances safety and the internal market while limiting administrative burden on industry;
- The next EU budget (MFF) via the European Competitiveness Fund by securing a dedicated, stable, and adequate space budget, while preserving the sector's industrial specificities
- Horizon Europe by promoting strong and coordinated support for R&D, notably through effective public-private partnerships
- The EU Space Shield by contributing to a coherent European approach linking space and defence, with a focus on sovereign industrial capabilities.

In parallel, access to space is becoming a strategic priority at EU level, where Eurospace will advocate for:

- Aggregation of European launch demand;
- Development of critical technologies and infrastructure;
- A clear industrial vision for a European access-to-space policy.

Strengthening key capabilities such as Space Situational Awareness (SSA) is also at the agenda for 2026, where Eurospace will support an increased investment in SSA activities, a favourable regulatory framework with the EU Space Act, a clearer market structure between public and private actors, and the development and export of European capabilities.

Another continued key objective is to better connect actors across Europe by bringing closer together established and emerging space ecosystems.

Finally, with the increase in ESA budgets, Eurospace is working to:

- Demonstrate the capacity of European industry to scale up and meet demand;
- Address key challenges such as profitability, workforce, simplification, and non-dependence;
- Ensure that this growth effectively benefits European industry.

Communication and outreach

Events

Eurospace has a recognised capacity to organise and support the organisation of events aiming at creating cohesion and momentum in the European space sector.

In 2025, the following events were organised, co-organised or sponsored by Eurospace:

- 17th European Space Conference (Business Bridge Europe)
 - 28-29 January 2025 - Event sponsored by Eurospace
 - Location: Brussels (Belgium)
- Slovak Space in Brussels 2.0
 - 27 January 2025 - Event co-organised with the Slovak Space Office
 - Location: Brussels (Belgium)
- ECSS Industrialisation-branch Working Group Kick-off
 - 28 January 2025 - Event co-organised with members from industry and agencies as part of the Space Standardisation Working Group
- Eurospace Webinar European Space Budgets (members only)
 - 04/03/2025 – Webinar fully organised by Eurospace
 - Location: Online
- Sky & Space Intergroup – First Event "Securing Europe: How space powers the next era of European Defence"
 - 25/03/2025 – Event organised by Eurospace and ASD as Secretariat of the Sky & Space Intergroup
 - Location: European Parliament, Brussels (Belgium)
- 3rd European Space Ecosystem Integration Summit (ESEIS)
 - 16/05/2025 – Eurospace was an official co-organiser alongside the Slovak Space Office
 - Location: ESA ESRIIN, Frascati (Italy)
- Sky & Space Intergroup – Second Event "Securing Europe's Place in Space: Ambitious Investment for a Strong, Resilient, and Sovereign EU"
 - 20/05/2025 – Event organised by Eurospace and ASD as Secretariat of the Sky & Space Intergroup
 - Location: European Parliament, Brussels (Belgium)
- Eurospace Webinar on SpaceX economics
 - 01/04/2025 (members only) – Webinar fully organised by Eurospace
 - 06/05/2025 (external audience) – Webinar fully organised by Eurospace
 - Location: Online
- GCSS Partnership Outreach Event
 - 04-05/06/2025 – Event co-organised with the SPACE AISBL
 - Location: Brussels (Belgium)
- Eurospace Facts & Figures 2024 Press Conference
 - 09/07/2025 – Press conference fully organised by Eurospace
 - Location: Paris (France)
- Eurospace Webinar "Newspace by the numbers" (Members only)
 - 20/11/2025 – Webinar fully organised by Eurospace
 - Location: Online
- Eurospace Council meeting with ESA DG Josef Aschbacher

- 30/10/2025 – Event fully organised by Eurospace, hosting ESA DG for an open dialogue with industry representatives in view of CM25

Official letters

Whenever the policy agenda requires it, official Eurospace letters are transmitted to our institutional partners in the European Commission and in the European Space Agency to support our political agenda. In 2025, 2 formal letters were sent by Eurospace.

- Letter in support of ESA CM25 – Signed by Eurospace President Marco Fuchs on 16/07/2025, addressed to ESA Member States' Ministers in charge of space affairs, calling on them to support the ambitious ESA CM25 package and safeguard Europe's resilience, competitiveness, and sustainable future in space.
- European Space Associations Joint Letter on an ambitious & ring-fenced EU Budget for Space – Sent on 02/07/2025, co-signed by Eurospace and eight other European industry space associations (AIAD, Belgospace, BDLI, GIFAS, LAIK, PIA, Space PL and TEDAE), addressed to European Commission President Ursula von der Leyen and Commissioners Piotr Serafin (Budget) and Andrius Kubilius (Defence & Space), backing a proposed envelope of 40 to 60B€ for the EU Space Programme under the 2028–2034 MFF.

Newsletter activity

The Eurospace newsletter is prepared by Eurospace executive for its members. It aims at giving an overview of all ongoing activities at Eurospace and a political watch of the European space sector. In 2025, eleven Eurospace Newsletters were distributed to the members.

Note that all editions of the Newsletter are available as annexes to this report (members only).

Website and social media

The Eurospace Website and social media accounts (LinkedIn, Twitter) are key to improve the impact of our actions both in the press and on social media.

In 2025:

- 18 News were published
- 6 Position Papers were published
 - Eurospace Position Paper “Bridging Horizons: Integrating Space & Defence for a stronger Europe” – 07/03/2025
 - Eurospace Position Paper “The future ESA Programme in Earth Observation: the catalyst for the growth of the European space EO industry” – 09/05/2025
 - Eurospace Position Paper “Why a European space industrial strategy matters” – 09/05/2025
 - Eurospace Position Paper “Space, the foundation for Europe to understand and act in the world – How the next EU Multiannual Financial Framework can make it happen” – 12/06/2025
 - Eurospace Position Paper “ECSS: an added-value tool for industry” – 07/10/2025
 - Eurospace Position Paper “EU Space Act” – 06/11/2025
- The Facts & Figures Press Release 2025 was published on July 11th 2025

The table below allows to see how many times a Position Paper has been downloaded on the Eurospace website:

Document	Number of downloads (on Eurospace website)
Eurospace Position Paper “Space, the foundation for Europe to understand and act in the world – How the next EU Multiannual Financial Framework can make it happen”	468
Eurospace Position Paper “Why a European space industrial strategy matters”	487
Eurospace Position Paper “The future ESA Programme in Earth Observation: the catalyst for the growth of the European space EO industry”	429
Eurospace Position Paper “Bridging Horizons: Integrating Space & Defence for a stronger Europe”	766
Eurospace Position Paper “ECSS: an added-value tool for industry”	334
Eurospace Position Paper “EU Space Act”	283

ASD-Eurospace is also active on LinkedIn¹ with an account totalling 4000 followers at the end of 2025. Within a year, Eurospace LinkedIn posts received 80000 impressions (i.e., the number of times a post was shown to LinkedIn users), 2100 Eurospace page visits, 140 republications of the content and 1600 “likes”. More particularly, posts that rather share Eurospace positions than just factual news are particularly followed. The ASD-Eurospace LinkedIn account is also complemented by personal accounts from its employees, relaying Eurospace key positions. In particular, Secretary General Olivier Lemaitre, Research & Managing Director Pierre Lionnet and Policy Manager Charles Galland rely on an audience of more than 500 relations each.

- **LinkedIn accounts**
 - <https://www.linkedin.com/company/asd-eurospace/>
 - <https://www.linkedin.com/in/olivier-lemaitre-b4ab62/>
 - <https://www.linkedin.com/in/eurospacepierreionnet/>
 - <https://www.linkedin.com/in/charles-galland-eurospace/>
- **Bluesky handle**
 - @asdeurospace

Outreach (Conferences/Speeches/Lectures/Articles/Press & Media)

This lists only includes active speaking engagements, not mere attendance.

President

- 17th European Space Conference (28/01/2025) – Organised by Business Bridge Europe. Eurospace President Marco Fuchs delivered a Keynote Address on Tuesday morning, structured around: (1) there will be no serious defence capabilities in Europe without effective space-based capabilities under the control of European entities; (2) there cannot be European space-based capabilities without a solid European space industry; (3) there will be no such an industrial base without a dedicated space industrial policy at European level.
- ESA High-Level Forum with Industry 2025 (03/06/2025) – Organised by ESA at ESTEC. Eurospace President Marco Fuchs delivered a keynote speech highlighting the 50th anniversary of ESA-industry collaboration, the low profitability of the European space industry, and the preparation of ESA CM25.

¹ <https://www.linkedin.com/company/asd-eurospace/>

- 3rd ESA Security Conference (14-15/04/2025) – Organised by ESA in Warsaw (Poland). Eurospace President Marco Fuchs delivered a keynote speech highlighting the necessary integration of space and defence.

Secretary General

- Slovak Space in Brussels 2.0 (27/01/2025) – Organised by the Slovak Space Office. In a panel Eurospace Secretary General Olivier Lemaitre addressed the need to integrate the capabilities from industries from the emerging space countries into large European space programmes, alongside Ms. Apostolia Karamali (European Commission), Ms. Christine Klein (ESA) and Mr. Michal Brichta (Slovak Space Office).
- 17th European Space Conference – Panel (28/01/2025) – Eurospace Secretary General Olivier Lemaitre participated in a panel discussion on the EU Space Law and its potential to lay the conditions for a real single market in space.
- 17th European Space Conference – Takeaways Speech (28/01/2025) – At the close of the first conference day, Eurospace Secretary General Olivier Lemaitre delivered a summary of the key messages from the day's discussions.
- Joint Statement Signature with Slovak Space Office (28/01/2025) – Side event at the 17th European Space Conference. Eurospace Secretary General Olivier Lemaitre signed, on behalf of Eurospace, a Joint Statement with the Slovak Space Office (represented by Mr. Michal Brichta), committing both organisations to organising European Space Ecosystem Integration Summits.
- Sky & Space Intergroup (29/01/2025) – Eurospace Secretary General Olivier Lemaitre attended and spoke at the first official event of the renewed European Parliament Sky & Space Intergroup, alongside Mr. Christophe Grudler (European Parliament), Mr. Josef Aschbacher (ESA), Ms. Simonetta Cheli (ESA), and Mr. Christoph Kautz (European Commission).
- IHEDN Masterclass (30/01/2025) – Eurospace Secretary General Olivier Lemaitre was invited by the French Institute of Advanced Studies in National Defence (IHEDN) to give a masterclass on the state of the European space sector.
- IHEDN-ESDC "Challenges of space" (13/02/2025) – Organised by the French Institute of Advanced Studies in National Defence (IHEDN) & European Security & Defence College. Eurospace Secretary General Olivier Lemaitre gave a masterclass on enhancing EU Investments in space innovation & research.
- Workshop on EU Autonomous Access to Space (12/03/2025) – Organised by Novaspace for the European Commission. Eurospace Secretary General Olivier Lemaitre participated in a workshop on EU autonomous access to space discussing challenges and opportunities for strengthening Europe's launch capabilities.
- First event of the Sky & Space Intergroup (25/03/2025) – Organised by MEPs Christophe Grudler and Massimiliano Salini at the European Parliament. Eurospace Secretary General Olivier Lemaitre discussed how the integration of space and defence has become a strategic imperative in the shifting geopolitical landscape.
- GCSS Partnership Outreach Event (04-05/06/2025) – Organised by the SPACE Partnership and SPACE AISBL in Brussels. Eurospace Secretary General Olivier Lemaitre opened the event with a keynote speech highlighting the Partnership's role as a framework for co-creation.
- European Defence & Security Summit (11/06/2025) – Co-organised by European Business Summits and ASD. Eurospace Secretary General Olivier Lemaitre participated in the panel "EU Space Strategy: Securing and Boosting Innovation".

- Europe and the future of space security (19/06/2025) – Olivier Lemaitre participated in a panel session tackling the key role the EU should play in enforcing the matchmaking between defence and space through its programmes and next MFF.
- Vilnius Space Days (06/05/2025) – Eurospace Secretary General Olivier Lemaitre attended and joined a panel session addressing space industry's current challenges and path forward.
- Thales Alenia Space Forum (20/05/2025) – Organised by Thales Alenia Space. Eurospace Secretary General Olivier Lemaitre presented the European perspective on space and defence integration.
- CNES International Day (27/05/2025) – Organised by CNES in Toulouse. Eurospace Secretary General Olivier Lemaitre delivered a Keynote Address offering an industrial perspective on the issues currently shaping the international space landscape.
- The European Space Forum (02-03/07/2025) – Organised in Brussels. Eurospace Secretary General Olivier Lemaitre moderated two sessions: one on the challenges of strategic resilience in the European space sector and one on ensuring Europe's independent space capabilities.
- 2025 French Socialist Party Summer Forum (29/08/2025) – Organised in Blois (France). Eurospace Secretary General Olivier Lemaitre was invited by MEP François Kalfon (FR/S&D) to participate in a panel on the theme "In the face of space tycoons, what should tomorrow's space program look like?".
- Expert hearing on EU Space Act (08/09/2025) – Organised by the European Economic and Social Committee. Eurospace Secretary General Olivier Lemaitre was invited to an expert hearing on the EU Space Act.
- EPRS Foresight Club (12/09/2025) – Organised by the European Parliament Research Service (EPRS). Eurospace Secretary General Olivier Lemaitre participated in a policy foresight session on the EU Space Act.
- EU Access to Space Conference (24/09/2025) – Organised by the European Commission in Brussels. Eurospace Secretary General Olivier Lemaitre provided industry statements on the role of European industry in strengthening Europe's autonomy in access to space and the key measures needed in the next MFF.
- NEREUS Info Session on the proposed EU Space Package (10/10/2025) – Organised by the Network of European Regions Using Space Technologies (NEREUS). Eurospace Secretary General Olivier Lemaitre delivered his views on the EU Space Act.
- ITRE Working Group on Space Policy (11/12/2025) – Organised by MEP G. Gori at the European Parliament. Eurospace Secretary General Olivier Lemaitre was invited to a meeting of the Working Group centred on "sustainability in space".
- Implementation Dialogue on Space with Commissioner Kubilius (05/11/2025) – Organised by the European Commission in Brussels. Eurospace Secretary General Olivier Lemaitre delivered industry views.
- Parliamentary Hearing on the EU Space Act (13/11/2025) – Co-hosted by MEPs E. Donazzan, G. Gori and Ch. Grudler at the European Parliament. Eurospace Secretary General Olivier Lemaitre delivered the views of the European space industry.
- Roundtable on the EU Space Act (17/11/2025) – Organised by MEP G. Gori (S&D, IT) in Brussels. Eurospace Secretary General Olivier Lemaitre participated in the roundtable on the EU Space Act.
- Article - "The EU Space Act: a call for true strategic fairness" – Article by Olivier Lemaitre published in SpaceNews (November 2025)
- ESA LSIs & Midcaps Fora (15/12/2025) – Organised by ESA in Paris. Eurospace Secretary General Olivier Lemaitre participated in both the Large Systems Integrators and Midcaps Fora with topics including a debriefing of CM25.
- IndustriAll Europe Space meeting (01/12/2025) – Organised by IndustriAll Europe. Eurospace Secretary General Olivier Lemaitre presented an overview of the European space sector current developments, including ESA CM25 and the next EU MFF.

Pierre Lionnet

Public talks and podcasts:

- Grand entretien Ciel & Espace (08/01/2025) – Eurospace Research & Managing Director Pierre Lionnet was invited by the French Association of Astronomy for a one-hour discussion on space economy. The replay of the event is available on YouTube.
- 17th European Space Conference – Panel (29/01/2025) – Eurospace Research & Managing Director Pierre Lionnet intervened in a panel on the need to fund the European space ambition, addressing the decrease in private funding for startups, the challenge of company scale-up, and the environmental impact of growing space activity.
- ISAE-Supaero "Space Economy Conference" (30/01/2025) – Eurospace Research & Managing Director Pierre Lionnet was invited by the Alumni association of France's Higher Institute of Aeronautics and Space to speak at a conference on space economy.
- French National Assembly (05/02/2025) – Invited by MPs Corinne Vignon and Arnaud Saint-Martin for a hearing on "Satellites: military applications and industrial strategies".
- Voice of Our Clients programme (07/02/2025) – Invited by Eurospace member CGI for a discussion around how macro and industry trends affect executives' business and IT priorities.
- ESA/Industry Workshop for the M-IND initiative (20/03/2025) – Invited by ESA to deliver a presentation on a quantitative perspective on small (<500kg) LEO satellites.
- Space Community Days in Lausanne (26-27/05/2025) – Pierre Lionnet delivered a presentation on space markets' trends and perspectives.
- Press conference for the 29th Eurospace Facts & Figures Report (09/07/2025) – Pierre Lionnet presented the report to the press, institutions and industry.
- GIFAS "Commission Espace" (17/07/2025) – Invited by the GIFAS "Commission Espace" to present data on the French space industry.
- Online Webinar to DG DEFIS on Newspace (29/09/2025) – Pierre Lionnet presented the status of the so-called "Newspace" industry to a delegation from DG DEFIS.
- Presentation of Eurospace 29th edition of its Facts & Figures report (09/07/2025) – Pierre Lionnet presented the 29th edition of the Eurospace Facts & Figures report to the press, institutions and industry. More than 60 persons were in attendance.
- NextSpace Symposium (09/10/2025) – Invited by Way4Space to share insights on the Very Low Earth Orbit (VLEO) market outlook.
- Presentation to ArianeGroup Executive Committee (19/11/2025) – Invited by the Executive Committee of ArianeGroup to give his perspective on the future of the launch market.
- Eurospace Webinar "Newspace by the numbers" (20/11/2025) – Members-only webinar where Pierre Lionnet gave insights on the global Newspace sector, comparison between European and US Newspace sectors, and a deep dive on European Newspace.
- "4èmes Rencontres du Spatial en région Sud" (27/11/2025) – Invited by the SAFE Cluster, Pierre Lionnet delivered a keynote on the state of the space economy in Cannes.
- Eurospace capabilities on space economics monitoring and assessment (10/12/2025) – Invited by the French Space Agency's team in charge of Strategy and Ecosystem to review and discuss the main challenges for the elaboration of space economics and market monitoring tools.
- Strategy and Innovation Seminar (17/12/2025) – Invited by ArianeGroup's Strategy and Innovation team for a presentation and discussion around the future of access to space.

Articles:

- "Where are the profits of the space industry?" – Article by Pierre Lionnet published in The Space Republic (November 2025).

Contacts with the Media:

- Ciel et Espace - Space Market Trends (January 2025)
- Le Canard enchaîné - Mega constellation economics (January 2025)
- Le Figaro - SpaceX economics (January 2025)
- Le Canard enchaîné - SpaceX federal awards (January 2025)
- SpaceWatch Global - Space Market Trends (February 2025)
- Ars Technica - Risks and challenges for Europe in the Trump administration (February 2025)
- Le Temps - Beyond Gravity privatisation (February 2025)
- Libération - Ariane 6 return to flight (February 2025)
- Libération - Space Market trends (March 2025)
- M6 - Launch prospects for Europe (March 2025)
- Wall Street Journal - Mega constellation economics (March 2025)
- Financial Times - Constellation trends (March 2025)
- Radio Free Europe - Starlink role in Ukraine conflict (March 2025)
- Access Hub Podcast - Space Market Trends (March 2025)
- El Pais - Space industry competitiveness and profits (March 2025)
- Forbes - Starlink impact in Ukraine (March 2025)
- Reuters - The commercial space sector demand trends (March 2025)
- AFP - SpaceX Spectrum acquisition (March 2025)
- Forbes - Starlink impact in Ukraine (April 2025)
- Khadija Alam - Mega constellation economics (April 2025)
- Independent - Starlink and political international implications (April 2025)
- Tereza Pultarova - Export/Imports and Tariffs (May 2025)
- Les Echos - Mega constellation economics (May 2025)
- Space Business Podcast - Space Market Trends (May 2025)
- TV5 Monde - 50 years of ESA (May 2025)
- Le Figaro - Ariane6 prospects (June 2025)
- Telegraph UK - Nasa dependence on SpaceX (June 2025)
- Space News - Mega constellation economics (June 2025)
- Science Business - EU space economy vision (June 2025)
- Le Figaro - Eurospace facts and figures (July 2025)
- Tereza Pultarova - european defence programmes trends (July 2025)
- Euractiv - Constellation trends (July 2025)
- BBC World News - Microgravity as a business (August 2025)
- Capital - Space sector profit situation (August 2025)
- Radio Canada, RTS, RTBF - Space Market Trends (August 2025)
- Alternatives Economiques - Eutelsat, Oneweb, Starlink (September 2025)
- The Space Republic - Space Market Trends (September 2025)
- Challenges - Chinese space ambitions (September 2025)
- Tereza Pultarova - German commits 35B€ to space defence (September 2025)
- Euronews - Starship IFT11 (October 2025)
- Les Echos - Space Market Trends (October 2025)
- Science & vie - European space budget trends (October 2025)

- AFP - French Space strategy (October 2025)
- Handelsblat - France in space after C-min 2025 (October 2025)
- France Culture - France in space after C-min 2025 (October 2025)
- Space Republic - CMIN outcome (December 2025)
- Euronews - Space agenda 2026 (December 2025)
- Tereza Pultarova - CMIN outcome and German space spending prospects (December 2025)
- Aerospatium - SpaceX IPO (December 2025)
- Bloomberg - Data provision agreement (LEAT) (December 2025)
- Le Figaro - SpaceX IPO (December 2025)
- New York Times - Data centers in space (December 2025)
- Reuters - Space data centers (December 2025)
- Ciel et Espace - NASA budget trends (December 2025)
- The Telegraph - data centers in space (December 2025)

Media quotes and interviews (with online links when available²):

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- Ciel et Espace (France) - Space economy (and SpaceX) - [https://www.cieletespace.fr/actualites/video-la-realite-de-l-economie-spatiale-un-grand-entretien-avec-pierre-lionnet --https://www.youtube.com/watch?v=HYDT_QF6jI4](https://www.cieletespace.fr/actualites/video-la-realite-de-l-economie-spatiale-un-grand-entretien-avec-pierre-lionnet--https://www.youtube.com/watch?v=HYDT_QF6jI4)
- Le Figaro (France) - Starlink - <https://www.lefigaro.fr/economie/il-y-a-encore-trois-ans-les-gens-prenaient-l-operateur-de-haut-competitif-et-omnipresent-starlink-poursuit-sa-conquete-spatiale-20250127>
- Libération (France) - Ariane 6 perspectives de marché - https://www.liberation.fr/sciences/lancement-dariane-6-tout-porte-a-croire-quil-va-y-avoir-beaucoup-dactivite-20250303_YO4N5AE0BDSNCL64OPQ2WDDPY/
- Le Temps (Suisse) - Beyond Gravity privatisation - <https://www.letemps.ch/economie/beyond-gravity-l-autre-epine-dans-le-pied-de-ruag>
- Radio Free Europe (Ukraine) - Starlink Oneweb replacement - <https://www.radiosvoboda.org/a/alternatyvy-starlink-zapasni-varianty-eu/33344401.html>
- Intereconomics (Europe) - Launch costs, reusability and general economics - <https://www.intereconomics.eu/pdf-download/year/2025/number/2/article/the-missing-rocket-an-economic-and-engineering-analysis-of-the-reusability-dilemma-in-the-european-space-sector.html>
- Podcast AFP 'Sur le fil' (France) - Spectrum Launch - <https://podcasts.afp.com/afp-audio-sur-le-fil/202504080300-les-startups-la-rescousse-de-leurope-spatiale>
- TV5 monde (France) - ESA 50 years anniversary - <https://www.youtube.com/watch?v=Ih7Hu4xEN3E>
- M6 (TV) le 19:45 (France) - Ariane 6 concurrence Falcon - https://www.m6.fr/le-1945-p_1058
- The Telegraph UK (UK) - All the ways Trump and Musk could tear each other apart - <https://www.telegraph.co.uk/us/politics/2025/06/06/trump-musk-destroy-each-other-money-social-media-how/>
- The Space republic (Europe) - Starlink vs Oneweb - <https://www.thespacerepublic.news/p/macrons-space-play-france-eutelsat>

² Some links may be behind paywall

- Science Business (Europe) - EU vision for space economy - https://sciencebusiness.net/node/60158/preview/_4ZdkhQoQmHicYewP8w7K6LzGFSOvUC_y_soVJk5OZM
- Space News (USA) - A reflexion on the European space industry - <https://spacenews.com/a-reflection-on-the-european-space-industry-in-2024/>
- Payload (USA) - ASD-Eurospace's 2024 Report Suggests a Rocky Future - <https://payloadspace.com/asd-eurospaces-2024-report-suggests-a-rocky-future/>
- "Le Figaro (France) - Montée en puissance de la Chine, supériorité de SpaceX... La bataille mondiale pour la conquête de l'espace fait rage - <https://www.lefigaro.fr/conjoncture/ariane-6-spacex-guowang-la-bataille-mondiale-pour-la-conquete-de-l-espace-fait-rage-20250821>"
- BBC World (UK) - Talking Business: Space Pharmaceuticals - <https://www.bbc.co.uk/programmes/m002hgtl>
- The Space Republic (Europe) - Rethinking The Size of the space economy - <https://www.thespacerepublic.news/p/rethinking-the-size-of-the-space>
- Financial Times (UK) - Space start-ups jostle with defence giants for Nato billions - <https://archive.ph/nkk3K>
- Capital (France) - Elon Musk tremblera-t-il ? Face à Starlink, Airbus veut s'allier à ses rivaux européens - <https://www.capital.fr/entreprises-marches/elon-musk-tremblera-t-il-face-a-la-revolution-starlink-airbus-veut-s-allier-a-ses-rivaux-europeens-1518327>"
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- Euronews (Europe) - Starship IFT11 - <https://www.euronews.com/next/2025/10/20/time-is-running-out-for-spacex-as-artemis-iii-mission-deadline-looms-despite-successful-la>
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- AFP (France) - Stratégie spatiale Française - <https://nouveau-europresse-com.bnf.idm.oclc.org/Document/View?viewEvent=1&docRefId=0&docName=news%C2%B720251112%C2%B7AFPA%C2%B7251112204126%C3%972I4n17u3w&docIndex=19>
- La Voix Du Nord (France) - « Allons-nous choisir l'ambition ou céder du terrain ? » : la feuille de route de l'agence spatiale européenne fixée cette semaine - <https://nouveau-europresse-com.bnf.idm.oclc.org/Document/View?viewEvent=1&docRefId=0&docName=news%C2%B720251124%C2%B7VWN%C2%B7981772&docIndex=8>
- AFP (France) - C-MIN 2025 ESA - <https://nouveau-europresse-com.bnf.idm.oclc.org/Document/View?viewEvent=1&docRefId=0&docName=news%C2%B720251125%C2%B7VNF%C2%B7d-20251124-hf0y7j&docIndex=9>
- Nord Littoral (France) - C-MIN 2025 ESA (reprise dépêche AFP) - <https://nouveau-europresse-com.bnf.idm.oclc.org/Document/View?viewEvent=1&docRefId=0&docName=news%C2%B720251125%C2%B7VNL%C2%B7d-20251124-hf0pzn&docIndex=13>
- La Nouvelle République du Centre-Ouest (France) - C-MIN 2025 ESA (reprise dépêche AFP) - <https://nouveau-europresse-com.bnf.idm.oclc.org/Document/View?viewEvent=1&docRefId=0&docName=news%C2%B720251125%C2%B7NR%C2%B74%C3%9720%C3%9723254117971&docIndex=14>
- Libération Champagne (France) - C-MIN 2025 ESA (reprise dépêche AFP) - <https://nouveau-europresse-com.bnf.idm.oclc.org/Search/ResultMobile/3>

- Handelsblatt (Germany) - Bieterkampf um die beste Position in Europas Rennen ins All - <https://www.handelsblatt.com/politik/deutschland/raumfahrt-bieterkampf-um-die-beste-position-in-europas-rennen-ins-all/100177747.html>
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- "AFP (France) - Réutilisable ou rien: MaiaSpace au coeur du rattrapage européen des fusées compétitives - <https://nouveau-europresse-com.bnf.idm.oclc.org/Document/View?viewEvent=1&docRefId=0&docName=news%C2%B720251203%C2%B7ZK%C2%B7doc-86vc3zq&docIndex=25>"
- Linkedin (USA) - SpaceX IPO could open floodgates - <https://www.linkedin.com/news/story/spacex-ipo-could-open-floodgates-7320353/>
- Le Figaro (France) - Pourquoi Elon Musk veut introduire SpaceX en Bourse - <https://www.lefigaro.fr/economie/une-valorisation-estimee-a-1500-milliards-de-dollars-pourquoi-elon-musk-veut-introduire-spacex-en-bourse-20251212>
- Science et Vie (Hors série) (France) - Investissement spatial Européen - <https://nouveau-europresse-com.bnf.idm.oclc.org/Document/View?viewEvent=1&docRefId=0&docName=news%C2%B720251217%C2%B7AMN%C2%B7627891&docIndex=4>
- The Telegraph (UK) - Data centers in space - <https://archive.ph/R8a5U> -- <https://www.telegraph.co.uk/business/2025/12/25/the-mad-plan-to-put-ai-servers-in-space/>

Charles Galland

- BDLI Space Breakfast with MEP Wechsler (15/01/2025) – Organised by the German Aerospace Industries Association (BDLI). Eurospace Policy Manager Charles Galland participated in a breakfast meeting with German MEP Andrea Wechsler (EPP), raising awareness of the issues faced by the European space industry.
- Inter-associations lunch (28/01/2025) – Organised by the national space trade associations GIFAS (France), BDLI (Germany) and AIAD (Italy). Eurospace Policy Manager Charles Galland presented the Eurospace policy priorities for 2025.
- ESA Midcaps Forum (02/04/2025) – Organised by ESA D/CIC at ESTEC. Eurospace Policy Manager Charles Galland participated in preparation for the ESA High-Level Forum.
- Midcap & LSI Forum (28/04/2025) – Organised by ESA D/CIC in Paris. Eurospace Policy Manager Charles Galland participated in preparation for the ESA High-Level Forum.
- EU Space Days (27-28/05/2025) – Organised in Gdańsk. Charles Galland joined the panel "Fuelling Space Research and Innovation with Horizon Europe" where he discussed the activities of the Space Partnership under Horizon Europe.
- ESA Living Planet Symposium (24-26/06/2025) – Organised by ESA in Vienna. Policy Manager Charles Galland attended and presented the European space industry's perspectives on Earth Observation across three different panels.
- IFRI Workshop (23/10/2025) – Organised by the French Institute for International Relations. Eurospace Policy Manager Charles Galland delivered industry insights on the future of space cooperation.
- ADS Exports Group (16/09/2025) – Organised by the UK ADS trade association. Charles Galland presented the association, its policy priorities, and the situation of European space exports to the Exports Working Group.
- STM voluntary measures workshop (17/09/2025) – Co-organised by the European Commission and the Leuven Centre for Global Governance Studies. Charles Galland participated in an expert workshop on voluntary and incentive measures in Space Traffic Management.

- ESA Midcaps Forum (18/09/2025) – Organised by ESA. Charles Galland participated in a meeting discussing resilience and industrialisation of the European space supply chain and implications of the EU Space Act for Midcap companies.
- Implementation Dialogue on Space with Commissioner Kubilius (05/11/2025) – Organised by the European Commission in Brussels. Charles Galland delivered industry views alongside Pierre Lionnet.
- SpaceTech Expo Bremen (18/11/2025) – Charles Galland opened the industry conference of Space Tech Expo, welcoming Federal State of Bremen Senator Kristina Vogt and moderating a panel of representatives from European space agencies.
- Lunch Debate "Space challenges for the EU" (08/12/2025) – Organised by I.R.C.E in Brussels. Charles Galland participated in a lunch debate centred around the challenges for the EU in space.
- Parliamentary breakfast on the EU Space Act (09/12/2025) – Organised by MEP A. Niebler and co-organised with BDLI. Charles Galland highlighted four critical issues in the current EU Space Act text: equivalences, derogations, excessive red tape, and competitive distortions.
- ESA LSIs & Midcaps Fora (15/12/2025) – Organised by ESA in Paris. Charles Galland participated in both fora covering topics including a debriefing of CM25

Articles

- "The US innovates, China replicates, and Europe regulates?" – Article by Charles Galland published in The Space Republic (October 2025)
- "A Viking legacy, a European future" – Article by Charles Galland published in The Space Republic (November 2025)
- "Risks and wins from the latest CM25" – Article by Charles Galland published in The Space Republic (December 2025).

Jean-Charles Treuet

- Presentation of the Partnership to the French community (05/02/2025) - on request of the French NCP
- Presentation to Polish Space Community (03/06/2025) - on request of the Polish NCP
- GCSS Partnership Outreach Event (04-05/06/2025) – Organised by the SPACE Partnership and SPACE AISBL in Brussels.
- Presentation to the French GTN (Groupes thématiques nationaux) on the Space Partnership and Horizon Europe (02/09/2025)

Intelligence/Think Tank

Political watch

Eurospace Executive regularly monitors EU regulatory and political activity and provides briefings and information notes to its members. They provide intelligence, analysis and/or opinions on arising themes at EU and ESA levels. In 2025, 42 key guidance documents were distributed throughout the year:

56 key guidance documents were distributed throughout the year:

- Eurospace Launch Quarterly Report #10 - Overview of global launch events in Q4 2024 (January 2025)
- Analysis of Draghi, Letta & Niinistö Reports (January 2025)
- Italian government guidelines on space and aerospace policy (January 2025)
- 17th European Space Conference: Vademecum for industry (January 2025)

- A Competitiveness Compass for the EU (January 2025)
- Eurospace Report of the 17th European Space Conference (January 2025)
- ITRE Committee meeting (30 January 2025)
- European Commission Work Programme 2025 (February 2025)
- European Defence Fund 2025 space-related calls (February 2025)
- ESA plans for Ecodesign and Life Cycle Assessment (February 2025)
- IRIS2 Industry Info Days (February 2025)
- 7th EISF Forum on Space Traffic Management (February 2025)
- Perspectives Spatiales 2025 (February 2025)
- White Paper for European Defence - Readiness 2030 (March 2025)
- ReArm Europe (March 2025)
- ReArm Europe + A. Kubilius in ITRE Committee (March 2025)
- SAFE & EDIP developments (March 2025)
- European Union Preparedness Strategy (March 2025)
- First event of the Sky & Space Intergroup (March 2025)
- ESA/Industry workshop for the M-IND initiative (March 2025)
- Launch prices analysis (March 2025)
- 3rd European Space Ecosystem Integration Summit (May 2025)
- Sky & Space Intergroup event (20 May 2025)
- Small satellites: a 20-year perspective (May 2025)
- Eurospace Launch Quarterly Report #11 - Overview of global launch events (May 2025)
- Profits in the European space industry - a worrying situation (May 2025)
- ITRE Public Hearing on Space Governance (May 2025)
- EU Space Days (Gdansk) (May 2025)
- European Space Associations Joint Letter on an ambitious & ring-fenced EU Budget for Space (June 2025)
- First insights into the European Competitiveness Fund (June 2025)
- EU Vision for the European Space Economy (June 2025)
- European Space Forum 2025 (July 2025)
- ESA ERS Industry Info Day (July 2025)
- The next EU Multiannual Financial Framework (July 2025)
- Eurospace Facts & Figures report (July 2025)
- Global Context (July 2025)
- Newspace Observatory: a snapshot of the global Newspace sector (September 2025)
- Konrad Adenauer Stiftung conference on EU Space Act (September 2025)
- Space Congress of the Federation of German Industries (September 2025)
- ESA High-Level Forum with Industry 2025 (September 2025)
- Strategic Technologies for Europe Platform (STEP) (September 2025)
- Eurospace Launch Quarterly Report #12 - Overview of global launch events (September 2025)
- Defence Readiness Roadmap 2030 (October 2025)
- Understanding the ESA European Resilience from Space Programme Proposal (October 2025)
- Presentation of the resilience pillar of the EU Space Act (October 2025)
- Space for European Resilience Conference (October 2025)
- EU-ESA General Assembly on Defence, Space and Cybersecurity (October 2025)
- NEREUS Info Session on the EU Space Package (October 2025)
- Eurospace inputs - Implementation dialogue with Commissioner Kubilius (November 2025)

- Eurospace Launch Quarterly Report #13 - Overview of global launch events in Q3 2025 (November 2025)
- ESA Council at Ministerial Level 2025 (November 2025)
- ITRE Committee Structured Dialogue with A. Kubilius (November 2025)
- Germany's Space Safety and Security Strategy (November 2025)
- Parliamentary Hearing on the EU Space Act (November 2025)
- Advanced information on the EU Space Shield (December 2025)
- Timeline of the EU Space Act and the Competitiveness Fund negotiations (December 2025)
- Atmospheric Impacts of Re-entry and Launch (December 2025)
- Workshop on Access to Space and In-Orbit Operations (December 2025)
- Competitiveness Council (December 2025)
- ITRE Working Group on Space Policy: Hearing on Space Sustainability (December 2025)

Space Economics

Facts and figures

Every year Eurospace undertakes, with the participation of the companies in the sector the annual update of its facts & figures statistical series.

The 29th edition of the Eurospace Facts & figures report was released in June 2025.

Key findings of the 2025 edition

Employment growth is furthered in 2024, with more than 66000 Full-Time Equivalents (FTEs) registered in the sector. As in 2023, the growth is mostly driven by the expansion of new and emerging start-ups in Europe that have thrived in recent years and have created more than 10000 new jobs in the sector in just 8 years. This new demand for space-qualified jobs creates a competitive tension on the workforce market, and large historic players have reported difficulties in filling up open positions. A consequence of this surge in work demand is the uneven growth of workforce costs that conflate with the inflationary tension already registered since 2021 on critical supplies (materials, energy, electronics) to hampering the competitiveness of European space systems.

Key figures employment (FTE) and sales (M€)	2022	2023	2024	Var.
Direct industry employment (FTE)	57902	63402	66061	4,2%
Other personnel working on site (FTE)	2182	2192	2396	9,3%
Total space industry employment (FTE)	60084	65594	68457	4,4%
Final sales (M€ current e.c.)	8345	8570	8835	3,1%

Institutional programmes for spacecraft systems are stagnating in the key application segments (telecommunications, GNSS and Earth Observation), after 2021 marked growth (supported by the regular opportunities provided by the EU flagship programmes). Thankfully, this is compensated by the regain of interest (and business opportunities) provided by scientific programmes (and particularly robotic exploration, that is one of the main growth programmes in the ESA perimeter).

Institutional programmes for launcher developments, in contrast, exhibit a worrying slowdown, with a variety of causes (from the COVID-related delays in development activities to the technical difficulties of new and legacy European launchers) leading to the postponement of critical milestones and the reduced outflow of contract payments. The situation of Europe's launcher supply chain in 2022 and 2023, already deeply affected by the Russian sanctions, remains a subject of concern for policy makers and customers alike. As a silver lining, in 2024 we saw the maiden launch of Ariane 6 and the return to flight of Vega-C. A breath of fresh air to be followed with a ramp up in launch cadence for Ariane 6 in 2025.

On a brighter side, Europe confirms its excellent position on the space systems export markets. Eurospace monitored the value of space systems export/import in the past decade and found that space systems exports represented 8,8B\$ in the spacecraft segment, and 3,4B\$ in the launcher segment. This impact would be much higher if Europe was not the first destination for US satellite and launch exports. The European trade balance on space systems sits at -70M\$/year for the last decade. This is explained by the reliance on foreign launchers which results in 7,2B\$ in launcher imports and only 3,4B\$ in launcher exports. Space systems imports not only reduce the positive impact of our exports on the trade balance, but they also diminish the local business opportunities for European space systems suppliers. If European customers, in particular on the institutional segment, applied an unfailing European preference, the European space industry would register more than one billion of additional revenues every year, and could support more than 6000 additional jobs.

Final sales by main customer segment (M€)	2022	2023	2024	Var.
Final sales (M€)	8345	8570	8835	3,1%
European public customers	5627	5968	6335	6,1%
European private customers	1073	877	893	1,8%
Other/unknown European customers	104	208	72	-65,6%
Public customers RoW	382	322	277	-14,0%
Private customers RoW	1131	1135	1197	5,5%
Other/Unknown customers RoW	28	60	62	3,7%

Background

Created in 1996, and building on a consistent data set acquired since 1991, the statistical collection aims at measuring the value of space systems design, development and production activities as performed in Europe (i.e. the space industry manufacturing activity). Space systems are defined in detail in order to ensure an appropriate data collection and to avoid misinterpretation of the data sets.

This statistical effort is supported by two main driving principles:

- The focus on manufacturing activities (with the exclusion of all services related to the exploitation of space systems: launch services and satellite operations). Service activities associated to the manufacturing process of space systems (such as engineering and test services, consultancies etc.) are included in the perimeter of the survey. A share of ground systems operations is also included, when they are performed for Space agencies in Europe.
- The effort to measure the value of the end-market, with the elimination of all inter-sectoral business that could be counted twice or more.

Perimeter of the survey

The Eurospace facts & figures survey focuses on measuring the economic value of industrial activities associated to the design, development and manufacturing of space systems (also called the upstream sector) in Europe.

It does not consider non-space products (such as missiles or consumer-end terminals such as GPS receivers, Satellite TV receivers and dishes, etc.) nor the provision of services based on the exploitation of space assets. This means that the revenues and employment of such companies as Eutelsat, Paradigm, Inmarsat, Arianespace, SES Global, and other operators are not included in the perimeter of the survey.

The Eurospace facts & figures economic currently includes 428 space units.

Data Collection

The data collection is supported by companies with space manufacturing activities operating in Europe (not limited to Eurospace membership). Companies answer a questionnaire providing detailed information on their sales and employment relevant to space systems design, development and manufacturing. All information released to Eurospace is protected by a confidentiality agreement. The quality of the survey is only as good as the data provided by participating companies.

Most companies in the space manufacturing sector have participated at least once to Eurospace survey in the past. The main players (companies with more than 100 space employees) usually support the survey on a very regular basis, while smaller players may only support the survey sporadically. When a reply is missing from a company, it is supplemented by an estimate based on a previous reply received from that company, and/or publicly available information on the company.

The space manufacturing sector in Europe is at the same time very fragmented and very concentrated. The 30 largest space units in Europe make for almost 80% of total employment of the sector. The remaining smaller players representing barely 20% of employment. It is also interesting to note that all smaller players work almost exclusively as subcontractors to the largest players.

From a statistical point of view, this means that an efficient data collection shall focus on collecting at least the main replies (the large players, and particularly the prime contractors) that will provide a good assessment of final sales. Collecting additional replies from increasingly smaller players, adds a layer of detail to the survey and improves marginally the measurement of employment; but does not affect the overall value of final sales and has a limited economic impact.

Consolidation Model

In the Space sector, as with many other industrial sectors, the delivery of a complex system involves the participation of a large number of companies at various stages of the development and production processes. This translates into a complex contractual chain, where one prime contractor signs with the customer and then divides the work among itself and many subcontractors.

When considering the revenues generated within the whole supply chain by the production of one space system, with the mechanism of subcontracts the cumulated value of all contracts exceeds the value of the system itself. This is due to the fact that without consolidation, some subcontracts are counted twice.

Within a given perimeter, the consolidation of sales can be done in two ways: either by measuring the consolidated sales at company level (total sales minus the value of subcontracts), either by measuring the final

sales at company level (total sales minus inter-sector sales, relevant to subcontracted work). Within a given perimeter the value of consolidated sales and final sales are identical.

LEAT database

Like every year, the Launch Events Analysis Tool (LEAT) was updated with the launch events of the previous year. The LEAT database is complete with launch events since 1957, and provides independent assessment of space market metrics. The database tracks every satellite launched, with information on the launcher used (including technical details) and on the payloads launched, focusing on mission aspects, and customer/manufacturer aspects.

The LEAT database is a key reference for international comparisons and the building of political messages. It enabled in particular, the elaboration of key messages in 2025:

- Eurospace facts and figures Press release: offsetting international budget analysis with launch statistics
- Eurospace new publication “Launch Quarterly Report” – a quarterly report on global launch activity
- Trends in launcher cost per kg
- Trends in global space activity
- Annual major launch trends analysis
- Introduction to space markets and economics
- Captive and open market dependence international comparison
- SpaceX and Falcon analysis
- Newspace observatory: provided mass and market value statistics
- And various data sets and charts supporting presentations to institutions by Eurospace executives

Moreover in 2025 the second edition of Eurospace’s Global Space Context report was published, it is a full scope analysis of LEAT data.

The LEAT data is used to support the market and economic analysis at ESA (in the commercialisation directorate) and has now become an official source of the ESA "Space Economy report".

European space budgets Monitoring

Eurospace executive maintains a budget watch, taking advantage of a variety of formal and informal sources and in depth understanding of budgetary processes in Europe. This budget watch enables the executive to perform an annual consolidation of European space budgets (bringing together the national, EU, ESA and Eumetsat budget in consistent way, as well as an in-depth analysis of the ESA budget (detailing contributions by source and outputs by programme).

In 2025 ESA asked Eurospace to provide the detailed space budget consolidation for inclusion in their annual report to Member states

Newspace observatory

Since 2014, Eurospace has developed an informal observatory of the Newspace phenomenon. This analytical work is supported by an effort to characterise the so called “Newspace” in a consistent way, and by an effort to track Newspace 'relevant' companies, focusing on upstream (manufacturing) and midstream (operations) segments. This effort has enabled Eurospace to extend its knowledge of the European space sector and to

open the facts and figures survey to new players of significance. The analytical and factual approach also serves to support independent information of European institutions on the actual economic impact of the Newspace in Europe and abroad.

Today Eurospace is believed to maintain a highly representative Newspace company list with global coverage, counting near to 1500 entities mostly active in the manufacturing segment.

Industry cohesion

Policy Committee

The Policy Committee (PC) is formed by the Council and chaired by the Secretary General. This Committee is carrying out the tasks delegated by the Council, submitting policy proposals to the Council. It decides on initiatives to promote and develop space activities and to defend the common interests of the European space industry, on the basis of proposals by the Secretary General. The Members of the Committee also alert the Secretary General about issues for which an action of the Association would be deemed relevant, and give feed-back about the reaction of national authorities to the advocacy messages promoted by the Association towards European organisations.

In order to maximise the impact of Eurospace limited resources, the policy-related activities of the association (drafting position papers, elaborating advocacy campaigns...) are under the responsibility of the Policy Committee. Concretely, it means that issues that are deemed requiring an action of Eurospace are brought forward in the PC meetings, which then decides to set up a dedicated Task Force to deal with it (TF have a target focus and an expected output, a defined timeframe, and standard ToR where only calendar, objective/output and composition are adapted). Eurospace executive assessment of this process is very positive.

The Policy Committee meets physically or online each month. In 2025, the Policy Committee met on 04/02, 04/03, 01/04, 23/04, 14/05, 12/06, 08/06, 02/09, 30/09, 29/10, 02/12.

Task forces and active panels

POLICY TASK FORCES

ESA Industrial Policy Task force

The Eurospace “ESA Industrial Policy” Task Force was created by Decision of Eurospace Policy Committee in December 2019 and chaired by Mr Carlo Mirra (Airbus Defence & Space).

The “ESA Industrial Policy” Task Force is established in view of providing Industry consensual recommendations to the ongoing reflections at ESA level on a new industrial policy (more specifically targeting the visibility of midcaps vs LSI and SMEs, the simplification of the ESA procurement process, the profitability of ESA contracts, IPRs, Supply chain aspects).

In 2025, the “ESA Industrial Policy” TF has been working towards:

- Providing recommendations to ESA on the financial sustainability of industry;
- Drafting a letter of support for ESA CM25;
- Starting to reflect on industry ramp up of activities in the frame of ESA CM25.

The TF also regularly liaise with ESA D/CIC to reflect and react on ESA's proposals regarding the profitability of industry.

Space Safety Task force

To support reflections on the expected evolution of the EUSST Partnership and to explore ways to develop a sustainable service market for Space Situational Awareness, the activities of the Eurospace Space Traffic Management Task Force - now renamed the "Space Safety Task Force" to align with the EU Space Strategy for Security and Defence – were relaunched by Decision of Eurospace Policy Committee in April 2025. It is chaired by Mr Miguel Molina (GMV).

In 2025, the "Space Safety TF" worked towards a Position Paper providing recommendations for the evolution of European SSA, aiming to address the multifaceted challenges Europe faces in ensuring its safety and security in accessing and using orbit.

The Position Paper "Support our ability to access and operate in space in a secure, safe and sustainable way" was ultimately published in 2026.

EU Access to space Task force

In September 2025, a new Task Force covering the EU approach to access to space was set up by Decision of the Policy Committee.

The "EU Access to space" Task Force, chaired by Ms Charlotte Lang (Arianespace), aims at providing Industry consensual recommendations on access to space as the EU will make it a key component of its future space programme in the next MFF.

In 2025, the "EU Access to space TF" worked towards a Position Paper providing recommendations for the evolution of European institutional to ensure European access to space through market-informed analysis and policy-driven actions.

EU Space Act Task force

In July 2025, the "EU Space Act" Task Force was set up by Decision of the Policy Committee.

The Task Force aims at providing Industry consensual recommendations on the EU Space Act. Topics will notably include conducting regulatory review, identifying potential implications of the proposed Regulation on industry, preparing targeted amendments and coordinated approaches towards EU institutions.

In 2025, the "EU Space Act TF" worked towards a Position Paper providing recommendations and recommendations on the proposal for a Regulation. The TF was also very active in reviewing the subsequent versions of the proposal, stemming from the Council of the EU and the European Parliament.

ESA/EO for CM25/European Resilience from Space (ERS) Task force

In May 2025, the existing Eurospace Task Force ESA EO for CM25 (which published its Position Paper "The future ESA Programme in Earth Observation: the catalyst for the growth of the European space EO industry" in April 2025) worked on industry feedback to the ESA European Resilience from Space (ERS) optional programme.

Questions for clarification regarding ESA's ERS programme proposal were forwarded to ESA on June 2025.

TECHNOLOGY TASK FORCES

ORDIN - Open Research development & Innovation Network

ORDIN is a proactive consultation process initiated in 2021 by Eurospace in order to improve the sector capacity to support the various technology strategy initiatives in Europe (ESA & EU) where industry contributions and/or feedback are expected. ORDIN is open to all stakeholders from the whole European space supply chain. The process is driven by both bottom-up and top-down exchanges on technology needs, drivers, challenges and capabilities.

The ORDIN objective is to streamline and enhance the capacity of the supply chain to formulate clear and comprehensive recommendations for future R&D and innovation programmes to ESA and the EU, in time and with the appropriate level of detail.

The process is open to ALL the European supply chain (RTOs, SMEs, Newspace / emerging players, midcaps and large groups, primes and equipment suppliers, labs and research entities). Whether or not they are Eurospace members.

The process is supported by a **voluntary workshop-based approach** to collect information on stakeholders, state-of-the-art, technology trends, requirements, challenges and drivers. Workshops are open, free, and voluntary. They are only open to the industry supply chain.

The outcome is a **supply chain-owned repository of technology requirements, capabilities, roadmaps and trends**. The repository supports the formulation of technology recommendations as required, on-time, and under stakeholders' control.

Eurospace objective is twofold:

- Improving the communication with ESA and the EU institutions when it comes to support technology development
- Improving the cohesion of the supply chain through increased industry exchanges and knowledge of the capabilities available in all Europe

The process eventually supports a globally enhanced end-to-end European space technology strategy both for ESA and the EU.

ORDIN ACTIVITIES IN 2025

In 2025, no ORDIN workshop was held in 2025. This tool is currently inactive, but can be reactivated if the need arises.

STWG (Standardisation Working Group)

The Standardisation Working Group coordinates industry participation and representation in the ECSS (European Cooperation for Space Standardisation). As such, the STWG is the standardisation body of the Space industry. These activities enable the European space industry to develop a strategy for space standardisation, and promote it through ASD-Eurospace, as a member and/or a stakeholder of European Space standardisation organisations, and at international level through relevant channels. Eurospace has an official role to manage coordinate and

control the industrial activities in ECSS by distributing the relevant information and document, consolidating and transmitting industry comments and data feedback, and managing the industry's travel reimbursement claims.

The STWG was chaired by Olivier Leronde (Thales Alenia Space) in 2025, with 8 voting members in the ECSS bodies, and a mailing list of 78 people representing 106 different companies, standardisation bodies and industry associations (such as BNAE and SME4Space). Also, some of the members are also industry representatives at ISO WG. Apart from this, the STWG has a distribution mailing list to conduct all the ECSS associated process within industry (Public Reviews, WG nominations, ECSS reimbursement scheme).

In 2025, all meetings held were via Webex. 6 meetings were held to prepare the ECSS Technical Authority and ECSS Steering Board meetings. Plus, occasional teleconferences to perform specific actions and discussions were organised. Also, this year, the Eurospace secretariat organised and took part in 6 meetings dedicated to the creation of a new branch of ECSS standards, the Industrialisation branch. This specific involvement is explained by the novelty aspect of creating a new branch of standards, as well as the high level of interest of the European Space industry for this topic. In addition to new standards to be published in 2026, the Eurospace took part in the drafting of the article "*A new ECSS Standard: ECSS-I, a structured Industrialization, Production, and Maintenance Processes for Space Projects*", which was presented at the 10th CEAS Aerospace European Conference in December 2025, in Turin.

Among the main standardisation topics addressed in 2025:

- Drafting the first standardisation documents dedicated to Industrialisation in space systems
- Monitoring and concluding the ECSS initiative of simplification of all existing standards (ECSS NextGen, which saw important industrial participation, and preparing its next steps
- Drafting, publishing and sharing a Eurospace Position Paper on ECSS "*ECSS, an added-value tool for the European Space Industry*"

EEE Panel (Electronic, Electric and Electromechanical Components)

The EEE Panel coordinates industry participation and representation in the ESCC (European Space Components Cooperation). The Panel ensures that Industry participants are nominated to ESCC management bodies (SCSB: Space Components Steering Board, CTB, Components Technology Board) and prepare for consolidated industry positions to be expressed as required by ESCC.

The Panel is chaired by Christian Hensel (Airbus Defence & Space) after his election in 2025.

Routinely EEE-P activities include:

- ASD-Eurospace representation and coordination of position to be expressed at ESCC levels (CTB, SCSB, PSWG)
- General reporting of issues relevant to the EEE community, including CTB thematic sub-WGs.

This Working Group met 2 times in 2025. EEE Panel Meetings are organised by teleconference to ensure easiness of participation. Participation to the meetings is usually ensure by 11 core members, with a mailing list of 40 people, all participating in the different EEE bodies. Email exchanges are frequent between WG members, and offline discussions allow the swift resolution of all issues as they arise.

REACH

In 2011, an Agency-Industry REACH WG was set up, with ESA coordination, to monitor and address REACH issues affecting the space sector. This WG monitors in particular the evolution of the REACH Candidate List and Annex XIV and its impact on the space sector.

Since 2012, the REACH WG activities were put under the mandate of the Materials and Technology WG of the CTB that later transformed into the MPTB (Materials and Processes Technology Board). Eurospace monitors activities of the MPTB to enable the identification of actions requiring joint industry actions; key Eurospace member companies also participate in the regular WG meetings.

In the frame of REACH activities, Eurospace liaises with the ASD REACH & Chemicals Management Working Group, ensuring appropriate information flow and coordination of actions between space and aeronautics sectors.

Together with our partners, Eurospace also follows closely the proposed evolutions of REACH and other relevant EU chemicals legislation, such as those considered under the European Commission's '**Chemicals Strategy for Sustainability**' of 14 October 2020.

Eurospace supports the coordination and implementation of joint space industry actions in the REACH framework with dedicated Task Forces:

- CSS SFG – Space Focus Group
- EMWG – Energetic Materials Working Group
- LTF – Lead Metal Task Force
- RTF – Restrictions Task Force
- STF – Space Chromates Task Force
- WFD/SCIP TF – Waste Framework Directive Task Force

The REACH Task Forces are led by Pierre Lionnet (Research Director). REACH Communications are supervised by Charles Galland. REACH activities are supported by Valentin Marie. Eurospace executives attend ECHA's Socio-Economic Analysis Committee (SEAC) plenaries when they are accepted to monitor certain restrictions/derogations.

All REACH activities of the space industry are coordinated with the Materials and Processes technology Board, managed by ESA. They are technically supported by REACHLaw³.

All REACH Task Forces are opened to all stakeholders in the sector, whether or not they are members of Eurospace. In some cases, REACH Task Forces will require a financial contribution from participating entities, whether or not they are members of Eurospace.

In 2025, Eurospace published the following REACH positions:

- January: the RTF kicks off activities in 2025 on UPFAS, Chrome VI restriction proposal, Bisphenols, and POPs restriction initiatives
- February: European Space Sector welcomes agreement by UN experts to remove initial proposal for special packing provision "PP5" for Hydrazine Anhydrous
- May: Updated guidelines for the continued use of chromium trioxide under EU REACH after granting of ADCR authorisations (issue 7)
- June: European Space Restrictions Task Force discusses progress on EU REACH proposals for Universal PFAS and Chrome VI
- October:

³ www.reachlaw.fi

- European Space Restrictions Task Force scrutinises latest ECHA files on Universal PFAS and Chrome VI
- Updated guidelines for the continued use of chromium trioxide under EU REACH after granting of ADCR authorisations (issue 8)

The list of substances of concern for the space sector is provided in Annex.

The Co-Programmed Partnership on Globally Competitive Space Systems (GCSS)

The Commission is setting up a co-programmed partnership⁴ with the private sector. The partnership is titled *Globally Competitive Space Systems* (GCSS). The draft Partnership Memorandum of Understanding (MoU) is signed as of September 2024.

A co-programmed partnership enables the private sector (structured within an ad hoc representative body: the SPACE AISBL⁵) **and the Commission to co-create a development plan for implementation in the Horizon Europe Workprogramme.**

In practical terms a development plan is elaborated by SPACE AISBL, then presented to the partnership board for endorsement. The development plan is built by consensus on the inputs and contribution of stakeholders united in the AISBL. It is elaborated through a consultation process that requires the active (and voluntary) involvement of experts from the stakeholder community.

The stakeholder community involved in the partnership is composed of the members of the 5 founding associations of SPACE AISBL, it thus covers the full supply chain for space systems in Europe:

- EASTRO
- EASN
- ESRE
- Eurospace
- SME4Space

Partnership Activities in 2025

The Partnership process is still in the Calls inputs preparation phase and the 2025 activities have been focused on two major aspects:

- the elaboration of the SRIA contents for the detailed recommendations of the 2026-2027 calls
- the organisation of the SRIA update outreach event which was the first official public event organised by the partnership towards the community.

Key achievements:

The main achievements are listed below for the activities in 2025:

WP 1: Roadmap preparation

⁴ <https://www.era-learn.eu/partnerships-in-a-nutshell/type-of-networks/co-programmed-european-partnerships>

⁵ AISBL is the Belgian legal framework for non-profit international associations -

https://justice.belgium.be/fr/themes_et_dossiers/societes_associations_et_fondations/associations/aisbl

- The recommendations for the Work Programme Calls 2026-2027 have been prepared, revised, discussed and consolidated with the Eurospace members before submission to the European commission
- The framing recommendations for the Calls 2025, 2026 and 2027 of the Horizon Europe Programme to propose the scope and the budget allocation per call years have been updated to reflect Commission request
 - Newspace Transportation Solution remaining budget delayed from 2026 to 2027
- Workshops have been organised to gather Space community inputs for Work Programme 2027 Calls:
 - 22/10/2025 - AM: Newspace Transportation Solutions
 - 22/10/2025 - PM: Commercial Earth Observation, Commercial Telecommunications and synergetic EO/SatCom technologies

WP 2: SRIA update

- The Strategic Research and Innovation Agenda has been updated to reflect the recommendations identified for the HEU Calls
- The first SRIA update outreach event has been organised on June 4 full day and June 5 morning 2025
 - The up-to-date SRIA contents and partnership orientations have been presented to the community
 - This event involved the participation of more than 60 representatives from Institutions, RTOs, Accademia and Industry small to large

WP5: SPACE AISBL management

- The following full membership have been gathered in 2025 among the Eurospace members:
 - Airbus Defence and Space
 - ArianeGroup
 - Air Liquide Advanced Technologies

WP6: Project management

- The first Project management report - M01 to M12 describing the first 12 months of activities have been delivered to the Commission

Meetings held in 2025:

- The weekly meetings with the founding associations partners and the European Commission representatives has maintained to have a regular review of the on-going and upcoming actions related to the Partnership
- State Representatives Group (SRG) meetings:
 - 20/02/2025: 4th SRG meeting
 - 24/03/2025: 5th SRG meeting
 - 15/05/2025: 6th SRG meeting
- SPACE AISBL Board meeting:
 - 17/01/2025: Board meeting 2 - Nomination of the replacing board members and endorsement of the Calls 2026 – 2027 Draft inputs and SRIA
 - 14/03/2025: Board meeting 3 – Endorsement of the calls 2026 -2027 inputs delivery
- SPACE AISBL General Assembly meetings:
 - 14/03/2025: Endorsement meeting – New board and general assembly members and Calls 2026 -2027 inputs for delivery

- Partnership Governing board meetings:
 - 16/06/2025: 3rd Partnership governing Board meeting
- Reporting meeting:
 - 30/09/2025: CSA reporting meeting and deliveries check with HaDEA

Relations with other associations

ASD

Eurospace is the space group of ASD. Eurospace monitors ASD activities to ensure the proper expression of Space specific aspects in all ASD related activities. This monitoring is particularly effective in the:

- Research and Technology Commission
- Chemicals WG
- External Affairs Committee
- Defence Business Unit (DBU)

In 2025, the majority of activities in relation with ASD were associated to the following ASD initiatives:

- The liaison with Chemicals WG in the context of Eurospace REACH activities: all work in the REACH area performed at Eurospace is reported at ASD level to ensure full consistency of messages and procedures. Many REACH concerns are commonly shared by the three ASD sectors (such as Chromates, Lead, Waste treatment);
- Eurospace Secretary General is invited to all meetings of the “External Affairs Commission” and the “Defence Business Unit” where, if relevant, he expresses the position of Eurospace;
- Eurospace Secretary General was invited to the General Assembly of ASD;

Other associations

Eurospace constitutes and maintains an active network of contacts in the main representative associations of the sector, at European and (occasionally) at national levels. Eurospace has thus regular contacts with following associations: SME4Space, ESRE, EASTRO, EARSC, GSOA, GIFAS, BDLI, ADS UK, BELGOSPACE, TEDAE, AIAD, NEREUS, EASN, and AIAD.

Contracts and Grants

GLOCS3 (Partnership support Grant)

Overview

The GLOCS3 project aims to support, through a dedicated grant, the costs associated with the creation and operation of the SPACE AISBL association, and in particular the costs of sectoral consultations designed to develop programmatic recommendations for the Horizon Europe program.

SPACE AISBL's activities are recognized in a framework agreement (MoU) signed on September 11, 2024, between SPACE AISBL and the European Commission, establishing the Co-Programme Partnership for the Competitiveness of Space Systems (GCSS: Globally Competitive Space Systems).

The project is led by a consortium formed by the members of SPACE AISBL, namely the five founding associations: Eurospace, SME4Space, ESRE, EASTRO, and EASN. The founding associations provide SPACE AISBL with the resources necessary for its activities. These resources are provided in kind, without any exchange of funds between the founding associations or with SPACE AISBL. They consist primarily of human and material resources.

The five founding associations, along with SPACE AISBL, are the partners responsible for implementing the GLOCS3 project (Grant agreement number 101145696).

The project organizes a structured dialogue with partners, following which it produces:

- 1) coherent guidelines for framing and developing calls for proposals under the Horizon program (limited to the scope defined by the partnership) in 2025, 2026, and 2027;
- 2) periodic updates to the Strategic Research and Innovation Agenda (SRIA);
- 3) monitoring of funded projects within the framework of the calls for proposals outlined in point 1);
- 4) administrative monitoring and implementation of the partnership;
- 5) the establishment and operation of the SPACE AISBL association; and
- 6) the administrative and operational management of the project itself.

The project has a duration of 7 years (2024-2030) and a grant budget of €1.5 million.

The grant is managed at the Commission level as a CSA (Coordination and Support Action) project. The grant is awarded as a lump sum, meaning that payments are not triggered by periodic cost reports, but solely by the project's progress schedule. Therefore, from an accounting perspective, the project's revenue is more akin to service revenue than cost subsidies.

The project budget is defined according to the standard rules for grants awarded under Horizon Europe, based on the costs deemed necessary to carry out the project activities. The grant covers only certain categories of expenditure, referred to as 'eligible' costs in the Commission's regulations. The grant also acknowledges the existence of so-called 'indirect' costs, which it offsets with a subsidy set at 25% of eligible costs.

In the context of this project, the applicable eligible costs are primarily salary costs (including wages, employee and employer social security contributions), and some external services (e.g., venue rentals for events, website design/hosting). All of the partners' overhead costs (rent, energy consumption, depreciation, IT resources, travel, etc.) are not included in the list of eligible costs and may be fully or partially covered by the additional 25% allocated to 'indirect costs'.

The project budget is allocated as follows:

- 76% labor costs (salaries + social security contributions)
- 4% external services
- 20% flat-rate coverage of indirect costs

The budget is shared among the 5 partner associations, which are also the 5 founding associations of SPACE AISBL, in proportion to their contributions to the project activities. Eurospace, the main contributor and key player in the project, and coordinator of the activities, will receive half of the funding, i.e., €750,000 over the project's duration.

The project spans 7 years (2024-2030), with 3 reporting milestones:

- December 2026
- March 2029

Nominal resources share in k€	2023	2024	2025	2026	2027	2028	2029	2030
WP1	-	240 000	240 000	240 000	-	-	-	-
WP2	-	25 000	15 000	-	75 000	27 000	40 000	-
WP3	-	-	-	19 500	8 500	19 500	8 500	19 000
WP4	-	-	36 800	56 800	36 800	56 800	36 800	76 000
WP5	-	7 000	21 000	17 000	12 000	12 000	17 000	27 000
WP6	-	14 200	16 800	16 800	11 800	16 800	16 800	16 800
TOTAL	-	286 200	329 600	350 100	144 100	132 100	119 100	138 800

Budget profile per Partner

Nominal resources share in k€	2023	2024	2025	2026	2027	2028	2029	2030
Eurospace	-	144 900	164 500	174 750	71 750	65 750	59 250	69 100
SME4Space	-	70 650	82 550	87 675	36 175	33 175	29 925	34 850
ESRE	-	42 390	49 530	52 605	21 705	19 905	17 955	20 910
EASTRO	-	28 260	33 020	35 070	14 470	13 270	11 970	13 940
EASN	-	-	-	-	-	-	-	-
TOTAL	-	286 200	329 600	350 100	144 100	132 100	119 100	138 800

Progression in 2025

In 2024, despite a late start, the project met all milestones and delivered the expected deliverables. Therefore, the nominal amount of project progress was recognized for the fiscal year as €144,900.

In 2025, all milestones and deliverables were met. **Therefore, the nominal amount of project progress was recognized for the fiscal year as €164,500.**

Deliverables status

Deliverable	Deliverable Name	Delivery Date	Approved?	Status
D01	General Roadmap for Partnership implementation in the Work Programme - 2025-2027 high level plan	07/03/2024	Approved	100%
D02	Detailed input for consideration in Work Programme 2025 - FINAL	03/06/2024	Approved	100%
D03	General Roadmap for Partnership implementation in the Work Programme - 2024 update	08/02/2025	Approved	100%
D04	Detailed input for consideration in Work Programme 2026, 2027 - DRAFT	14/03/2025	Approved	100%
D05	Detailed input for consideration in Work Programme 2026, 2027 - FINAL	04/12/2025		Submitted
D06	General Roadmap for Partnership implementation in the Work Programme - 2025 update	05/03/2026		Submitted
D07	Detailed input for consideration in Work Programme 2027 update - DRAFT	05/05/2026		Submitted
D08	Detailed input for consideration in Work Programme 2027 update - FINAL			Draft
D09	Lessons learned and way forward to FP10			Pending
D10	SRIA update - issue 1	21/10/2024	Approved	100%
D11	SRIA update - issue 1 - Outreach event	31/07/2026	Approved	100%
D12	SRIA update - issue 2			Pending
D13	SRIA update - issue 2 - Outreach event			Pending
D14	SRIA update - issue 3			Pending
D15	SRIA update - issue 3 - Outreach event			Pending
D16	Periodic reporting on partnership-enabled projects 2026			Pending
D17	Periodic reporting on partnership-enabled projects 2028			Pending
D18	Periodic reporting on partnership-enabled projects 2030			Pending
D19	Additional activities, full report - issue 1	05/03/2026		Submitted
D20	Additional activities, full report - issue 2			Pending
D21	Additional activities, full report - issue 3			Pending
D22	SPACE AISBL Statute – Management of memberships, maintenance of GDPR and established rules of procedure	07/02/2025	Approved	100%
D23	Interaction with stakeholders and other activities in conjunction with the Partnership – issue 1			Pending
D24	Interaction with stakeholders and other activities in conjunction with the Partnership – issue 2			Pending
D25	Interaction with stakeholders and other activities in conjunction with the Partnership – issue 3			Pending
D26	Partnership Website creation	18/12/2024	Approved	100%
D27	Project management report 1 - M01 to M12	04/11/2025		Submitted
D28	Project management report 2 - M13 to M27			Pending
D29	Project management report 3 - M28 to M42			Pending
D30	Project management report 4 - M43 to M54			Pending
D31	Project management report 5 - M55 to M75			Pending
D32	Project documentation management	08/02/2025	(blank)	Submitted

EU Action 10

Eurospace joined the consortium led by Spacetec partners for the Action 10 procurement launched by EU DG DEFIS.

Through this procurement, the European Commission is seeking to contract an expert advisory team which provides a one-stop-shop support capable of delivering in 2021-2024 detailed analyses, studies, stakeholder consultation and communication activities related to the programming and monitoring cycle of EU funded R&I in the space sector.

Eurospace joined a consortium led by Spacetec Partners to bid for the tender. The consortium was eventually selected.

Eurospace has sought involvement in the activity with two main objectives:

- A political objective: ensure the involvement of Eurospace in a project that will manage the EU consultation Platform for Horizon Europe Space competitiveness – this involvement shall guarantee full visibility of related activities in the Platform
- A financial objective: seek alternative revenue sources in 2021 and beyond to compensate the termination of the ESA Harmonisation contract.

Eurospace was allocated a workshare of 284k€ for 4 years, with involvement in the following work packages

- Eurospace Lead
 - WP2.1 Analysis of the required industrial skills
 - WP5.2 Website development
 - WP5.5 Repository with the ensemble of the communication material
- Eurospace support
 - WP2.1.2 Recommendations on improving space community's leverage of and linkage to existing opportunities
 - WP3.1 Monitoring methodology for EU-funded projects
 - WP3.2 Monitoring of EU-funded projects - state of the art
 - WP3.3 EU-funded projects in the field of space and the path to innovation
 - WP5.1 Communication strategy development

Activities on the project started at end August 2021. The project will run over 4 years. The total Eurospace workshare is worth 286k€ in total. The annual revenue shares will be split according the usage of resources and project progression hypothesis available below.

Work package	Type of contribution	Unit price (€)	Work days	Price (€)
WP1	Project Manager/ Sen. Researcher	1 368	9	12 312
WP1	Sen. consultant/ Engineer	728	2	1 456
WP1	Analyst	568	30	17 040
WP2	Project Manager/ Sen. Researcher	1 368	13	17 100
WP3	Project Manager/ Sen. Researcher	1 368	54	73 872
WP3	Analyst	568	135	76 680
WP5	Project Manager/ Sen. Researcher	1 368	24	32 832
WP5	Sen. consultant/ Engineer	728	5	3 640
WP5	Analyst	568	72	40 896
WP5	Website hosting technical management	10 000	na	10 000
Total			344	285 828

Eurospace will bring its resources and expertise on 4 Work Packages, WP1, WP2, WP3 and WP5 according to the following split:

- WP1: 30 808€
- WP2: 17 100€
- WP3: 150 552€
- WP5: 87 368€

Eurospace revenues have been agreed with the coordinator to follow the schedule available below:

In WP resources %:

Action 10 STARS*EU nominal progression	2021 (2 months)	2022 (full year)	2023 (full year)	2024 (full year)	2025 (10 months)	Total
WP1	1,2%	50,0%	48,8%			100%
WP2	2,0%	50,0%	48,0%			100%
WP3	1,5%	25,0%	25,0%	25,0%	23,5%	100%
WP5	22,5%	16,7%	16,7%	16,7%	27,5%	100%

In values:

Action 10 STARS*EU nominal progression	Income charged in 2021	Income charged in 2022	Income charged in 2023	Income charged in 2024	Income charged in 2025	Eurospace income per WP
WP1	€ 369	€ 15 404	€ 15 035	€ -	€ -	€ 30 808
WP2	€ 342	€ 8 550	€ 8 208	€ -	€ -	€ 17 100
WP3	€ 2 216	€ 37 638	€ 37 638	€ 37 638	€ 35 422	€ 150 552
WP5	€ 19 566	€ 14 561	€ 14 561	€ 14 561	€ 24 118	€ 87 368
Total	€ 22 493	€ 76 153	€ 75 442	€ 52 199	€ 59 540	€ 285 828

This schedule takes into account the specificities of the start year (2021), with a limited amount of work on WP1 and WP2 and on the contrary, more efforts on the WP5 with the need to deliver the Website technical activities urgently. For the following years, it takes into account the nominal duration of the WP in full years. It also includes a specific phase at the end of the project for WP5, requiring an additional Eurospace activity for the Website to prepare an online library which would be accessible to all the European supply chain actors.

By end 2025, the contract was completed and all payments were made. Eurospace recognised 59540€ on behalf of the contract in 2025.

ECSS support (ESA Contract)

ESA entrusts Eurospace to manage the reimbursement of travel costs to industry contributors to the standards drafting activities. This contract is of an administrative nature and covers the fixed costs of Eurospace management, a pro rata on each reimbursed amount covers the variable costs associated to the management costs of the reimbursements. Due to travel limitations imposed by the Covid crisis

In addition, Eurospace manages, coordinates and controls the industrial activities in ECSS and is responsible for:

1. distribution of information and documents (in particular draft standards) to industry
2. consolidation and transmission of industry comments, data, feedback from ECSS documents application, mail, organisation of the Contractor, ECSS Panel meetings.

This activity is supported by ESA with a cost reimbursement contract.

The contract yielded 32696€ in 2025, of which 30400K€ in fixed support revenues and 2296€ in handling fees on the travel costs reimbursement process.

The contract was furthered in 2026 and 2027 via CCN.

GIFAS Facts & Figures

The cooperation with GIFAS on the French facts & figures started in 2010. The activity was contractualised in 2019. Through this agreement Eurospace produces in addition to the annual facts and figures survey, a specific data collection for the French sector, and presents the results to the Commission Espace of GIFAS in July.

In 2025 GIFAS furthered the contractual support to the annual contribution of Eurospace facts & figures to the French industry association statistics.

The contract yielded 20000€ in 2025.

Data licensing

Eurospace organised the licensing of European space employment age and qualification information to the ASTRAIOS project funded by the EU under the Horizon programme. The total licensing for two charts yielded 300€ in 2025.

Commercial webinars and consultancies

In 2025 Eurospace organised its first online paid webinar, presenting the findings of Eurospace SpaceX economic model. The webinar yielded 3445€.

A small consultancy contract was signed as a subcontract to Forward Global (Belgium) working for the EU EAS on the space capabilities of China, Iran, Russia, and the UAE. The contract yielded 3800€.

Internal affairs

Eurospace President and Council

On October 21st 2024, the Eurospace Council appointed Marco Fuchs (CEO of OHB SE) as President of Eurospace, succeeding Jean-Marc Nasr (Airbus DS, Head of Space Systems).

The complete composition of the Eurospace Council in 2025 is provided in annex.

Membership update

For membership status, refer to: Annex - Eurospace Council and Membership - December 2025

New members

In 2025, Eurospace has welcomed 5 new members to offer to the institutional actors an interlocutor even more representative of the European space supply chain. This increase in new memberships is a direct consequence of the membership update (see below) and the open policy promoted by Eurospace to remain attractive to medium-sized and small companies with a European footprint, and to increase the Association's geographical coverage, in line with the characteristics of today's European space sector.

New members that joined Eurospace in 2025 are:

- France
 - Aldoria
 - Astroscale
- Italy
 - Leonardo
- Spain
 - GTD
- United Kingdom
 - Open Cosmos

Members restructuring

No restructuring in 2025 membership.

Members resigning

Airbus DS Netherlands and TAS Germany TTTech resigned its membership in 2024.

Membership options

The guiding principles for Eurospace membership are:

- Fairness of contribution: the fees are proportional to the members size (based on space perimeter only)
- A balanced cost of membership for smaller entities and for entities with a European footprint

- Inclusiveness for subsidiaries with reduced entry costs
- Provide attractive membership schemes for SMEs
- Maintain the 'legacy' membership fee scheme for all legacy members as required.

Three membership options, launched in 2021, are available to Eurospace members since 2022. A revision to the membership fee formula was approved by the General Assembly in June. The updated membership scheme is shown below.

"Legacy" membership	"Large group" membership	"Mid-size/midcap group" membership	"Small Group" membership	"SME membership"
• Accessible to historic members that wish to retain this scheme and new members not applying as a Group • Formula: • 10000€ entry fee (inclusive of 100 space employees) • 20,32€ for each employee above 100	• New in 2022 • Accessible to all members with a European footprint, and 3000 space employees or more • Minimum listing of 2 corporate entities • Formula • 34500€ entry fee (inclusive of 750 employees) • 22€ for each employee above 750	• New in 2022 • Accessible to all members with a European footprint, and less than 3000 space employees • Minimum listing of 2 corporate entities • Formula • 11500€ entry fee (inclusive of 250 employees) • 22€ for each employee above 250	• New in 2025 • Accessible to SMEs, and small space units (<250 space FTE) • Formula • 4600€ entry fee (inclusive of 100 employees) • 22€ for each employee above 100	• New in 2022 • Accessible to SMEs • Formula • 1725€ entry fee (inclusive of 30 employees) • 22€ for each employee above 30

The status of Eurospace membership (as of December 2025) is as follows

Membership type	Large group	Midcap	SME	Grand Total
Group	34	42		76
Legacy	6	6		12
SME			11	11
Grand Total	40	48	11	99

Personnel in 2025

In 2025 the Eurospace team was composed of 9 members, all full-time employees.

There was one new hire in 2025: Ilona Zabrytska

Permanent team members

- Lemaitre Olivier - Secretary General
- Lionnet Pierre - Research and Managing Director
- Treuet Jean-Charles – Director of Technology Strategy
- Galland Charles – Policy Director
- Kessler Lea - Project Coordinator (GLOCS3)
- Sahli Nédhir – Research Analyst and Database Manager
- Marie Valentin – Research Analyst and Compliance Manager
- Alepton Nathalie - Office and Conference Manager

Temporary team members

- Zabytrska Ilona - EU Junior Policy Analyst (French Volontariat International à l'Etranger scheme) – hired on January 1st 2025, the contract was furthered for 1 year in January 2026.

Transparency disclosures

- In 2022, Olivier Lemaitre was registered as an individual expert for the European Commission in the frame of their Space Industry Expert sub-Group.
- In 2022, Olivier Lemaitre joined the Advisory Board of Deloitte/KU Leuven in the frame of the DG DEFIS request for services regarding Space Traffic Management standardisation.
- In 2022, Pierre Lionnet was registered as an individual expert for the European Commission to advise on matters of space economics in the context of the European Innovation Council activity. In 2025, EIC asked Pierre Lionnet to assist the EIC for 2 tasks:
 - Support in the identification of relevant 'Signals' underlying the preparation of EIC's pathfinder programme for Space (desktop research)
 - Contribution to the EIC seminar on "Market opportunities for the European space sector" (conference + slide deck)
- In 2022, Pierre Lionnet joined Starburst Ventures (starburst.vc), a seed/start investment fund as 'hands on advisor' on all aspects of the space economy. Time commitments are minimal. The contract is available on request.
- In 2024, Olivier Lemaitre joined the Advisory Board of AddUp SAS, a French company industrialising Metal Additive Manufacturing.

Summary financial report

The 2025 accounts have been reviewed and approved by the certified auditors appointed by the General Assembly.

Auditors have auditioned Eurospace management and reviewed the financial prospects on May 5th and May 7th.

The 2025 budget was executed above expectations, registering a profit before tax of 9726€ (6825€ net) against a forecasted deficit of 58k€. As usual all profits will be transferred to reserves.

Financial prospects for 2026:

The Executive currently plans to close the year 2026 with a 12k€ loss

- Revenues forecast
 - Membership fees: +12k€ but 2026 Reply slip process still incomplete so amount still TBD
 - New CNES contract: +15-35k€ (terms currently being discussed)
 - Management recharge: +70k€ (recommended by auditors)
- Expenses forecast
 - Workforce costs uncertainties due to further evolutions in Executive team, the current planning exhibits moderate workforce costs growth.

Financial prospects 2026-2030

Eurospace situation presents a financial horizon that guarantees positive working capital until the end of 2029.

The cash situation is not really a concern until end 2028, but deep losses are forecast starting in 2028, mostly due to decreasing external revenues. The uneven calendar of payments for the GLOCS3 project will create a cash gap between 2028 and 2030 where project activities will be pursued after the advance payment will have been consumed in full. Final payment is only expected at the end of the project in 2030.

Points of attention:

Delays in payments of membership fees are still a concern for Eurospace daily cash management.

Decline in membership fees could be a point of concern (the Bromo consolidation is expected to drive employment figures down in the largest Eurospace members, resulting in lower fees), despite the membership enlargement consistently pursued by Eurospace (22 new members have joined Eurospace since 2020).

Decline in grants revenues, starting in 2027 according to planning, is a point of concern.

Workforce progression/evolutions need to be considered, workforce costs are structurally in growth.

Forecast of accumulating losses up to 675k€ by would lead to negative equity by end 2030, but this is a worst-case scenario.

Simplified financial statements 2019 to 2026

Profit/loss	- 83 812	50 184	69 748	21 421	- 5 131	24 011	6 825	- 12 081
Title/Year	2019 (r)	2020 (r)	2021 (r)	2022 (r)	2023 (r)	2024 (r)	2025 (r)	2026 (e)
⊗ Revenue	2 136 106	1 326 752	1 082 353	1 071 690	1 249 530	1 357 629	1 293 045	1 373 273
⊗ Membership fees	868 440	874 950	872 757	838 509	954 671	1 021 339	979 526	991 752
⊗ Contracts	374 502	341 865	146 811	174 622	127 545	105 413	120 424	103 038
contract: Action 10 - STARS*EU	-	-	22 493	76 153	75 442	52 199	59 540	1 200
contract: CNES	-	-	-	-	-	-	-	15 000
contract: ECSS	35 591	35 530	31 203	33 045	34 103	34 214	32 696	33 000
contract: EO Strategy	-	-	-	47 423	-	-	-	-
contract: Explo 2030+	-	-	46 865	-	-	-	-	-
contract: GIFAS	18 000	18 000	18 000	18 000	18 000	19 000	20 000	22 000
contract: Global Context	-	-	-	-	-	-	-	20 000
contract: Harmonisation	315 918	252 335	-	-	-	-	-	-
contract: REACH HTF	-	36 000	-	-	-	-	-	-
Webinars & licensing fees	4 993	-	28 250	-	-	-	8 189	11 838
⊗ Grants	750 745	109 642	21 775	19 994	20 018	146 576	164 500	174 750
grant: EPIC (1 & 2)	-	24 691	21 775	19 994	20 018	1 676	-	-
grant: GLOCS3 (Partnership CSA)	-	-	-	-	-	144 900	164 500	174 750
grant: PPOSS	7 358	-	-	-	-	-	-	-
grant: STEPP	743 387	84 951	-	-	-	-	-	-
⊗ Conferences	112 890	-	39 850	32 660	106 875	73 410	-	-
⊗ Financial Products	1 211	115	1 157	801	5 814	7 013	8 138	8 000
⊗ Miscellaneous	-	-	-	-	-	-	1	-
⊗ Recharge	28 319	180	3	105	29 607	3 879	20 455	95 733
⊗ Subvention	-	-	-	5 000	5 000	-	-	-
⊗ Expenditure	2 219 918	1 276 569	1 012 605	1 050 269	1 254 660	1 333 619	1 286 219	1 385 354
⊗ Add. Expenditures	40 154	38 032	-	-	-	-	-	-
⊗ Add. External providers	301 540	59 123	10 000	-	2 808	-	-	-
⊗ Add. missions expenses	14 453	817	-	-	-	1 838	2 140	2 400
⊗ Amortizing	13 307	10 025	5 487	4 564	3 191	5 323	7 744	7 500
⊗ Exceptional management costs	375 099	2 727	565	1	1 142	33 733	4 029	6 080
⊗ Miscellaneous	1 404	-	-	-	-	-	-	-
⊗ Salaries	1 048 082	839 143	784 216	812 656	943 159	996 834	1 012 895	1 108 722
⊗ Taxes	13 494	17 075	12 600	12 368	10 791	14 266	14 953	14 500
⊗ Usual expenditures	166 280	131 644	116 995	129 435	135 560	146 311	146 134	146 652
⊗ Usual External providers	212 031	170 496	81 973	71 704	125 855	101 300	69 099	69 400
⊗ Usual missions expenses	34 074	7 487	4 191	14 287	32 154	28 143	26 323	30 100
⊗ Profit Tax	-	-	16 578	5 254	-	5 870	2 901	-

(r) real - (e) estimate

List of attachments

The following documents are attached to the management report. They are restricted to General Assembly and Council members.

Financial Committee

- FinCom Report to the Council of May 2026

Position papers issued

- Eurospace Position Paper “Bridging Horizons: Integrating Space & Defence for a stronger Europe” – 07/03/2025
- Eurospace Position Paper “The future ESA Programme in Earth Observation: the catalyst for the growth of the European space EO industry” – 09/05/2025
- Eurospace Position Paper “Why a European space industrial strategy matters” – 09/05/2025
- Eurospace Position Paper “Space, the foundation for Europe to understand and act in the world – How the next EU Multiannual Financial Framework can make it happen” – 12/06/2025
- Eurospace Position Paper “ECSS: an added-value tool for industry” – 07/10/2025
- Eurospace Position Paper “EU Space Act” – 06/11/2025
- The Facts & Figures Press Release 2025 was published on July 11th 2025

Official letters sent

- Letter in support of ESA CM25 – Signed by Eurospace President Marco Fuchs on 16/07/2025, addressed to ESA Member States' Ministers in charge of space affairs, calling on them to support the ambitious ESA CM25 package and safeguard Europe's resilience, competitiveness, and sustainable future in space.
- European Space Associations Joint Letter on an ambitious & ring-fenced EU Budget for Space – Sent on 02/07/2025, co-signed by Eurospace and eight other European industry space associations (AIAD, Belgospace, BDLI, GIFAS, LAIK, PIA, Space PL and TEDAE), addressed to European Commission President Ursula von der Leyen and Commissioners Piotr Serafin (Budget) and Andrius Kubilius (Defence & Space), backing a proposed envelope of 40 to 60B€ for the EU Space Programme under the 2028–2034 MFF.

Reports, Information notes and Briefings produced

- Eurospace Launch Quarterly Report #10 - Overview of global launch events in Q4 2024 (January 2025)
- Analysis of Draghi, Letta & Niinistö Reports (January 2025)
- Italian government guidelines on space and aerospace policy (January 2025)
- 17th European Space Conference: Vademecum for industry (January 2025)
- A Competitiveness Compass for the EU (January 2025)
- Eurospace Report of the 17th European Space Conference (January 2025)
- ITRE Committee meeting (30 January 2025)
- European Commission Work Programme 2025 (February 2025)
- European Defence Fund 2025 space-related calls (February 2025)
- ESA plans for Ecodesign and Life Cycle Assessment (February 2025)
- IRIS2 Industry Info Days (February 2025)
- 7th EISF Forum on Space Traffic Management (February 2025)

- Perspectives Spatiales 2025 (February 2025)
- White Paper for European Defence - Readiness 2030 (March 2025)
- ReArm Europe (March 2025)
- ReArm Europe + A. Kubilius in ITRE Committee (March 2025)
- SAFE & EDIP developments (March 2025)
- European Union Preparedness Strategy (March 2025)
- First event of the Sky & Space Intergroup (March 2025)
- ESA/Industry workshop for the M-IND initiative (March 2025)
- Launch prices analysis (March 2025)
- 3rd European Space Ecosystem Integration Summit (May 2025)
- Sky & Space Intergroup event (20 May 2025)
- Small satellites: a 20-year perspective (May 2025)
- Eurospace Launch Quarterly Report #11 - Overview of global launch events (May 2025)
- Profits in the European space industry - a worrying situation (May 2025)
- ITRE Public Hearing on Space Governance (May 2025)
- EU Space Days (Gdansk) (May 2025)
- European Space Associations Joint Letter on an ambitious & ring-fenced EU Budget for Space (June 2025)
- First insights into the European Competitiveness Fund (June 2025)
- EU Vision for the European Space Economy (June 2025)
- European Space Forum 2025 (July 2025)
- ESA ERS Industry Info Day (July 2025)
- The next EU Multiannual Financial Framework (July 2025)
- Eurospace Facts & Figures report (July 2025)
- Global Context (July 2025)
- Newspace Observatory: a snapshot of the global Newspace sector (September 2025)
- Konrad Adenauer Stiftung conference on EU Space Act (September 2025)
- Space Congress of the Federation of German Industries (September 2025)
- ESA High-Level Forum with Industry 2025 (September 2025)
- Strategic Technologies for Europe Platform (STEP) (September 2025)
- Eurospace Launch Quarterly Report #12 - Overview of global launch events (September 2025)
- Defence Readiness Roadmap 2030 (October 2025)
- Understanding the ESA European Resilience from Space Programme Proposal (October 2025)
- Presentation of the resilience pillar of the EU Space Act (October 2025)
- Space for European Resilience Conference (October 2025)
- EU-ESA General Assembly on Defence, Space and Cybersecurity (October 2025)
- NEREUS Info Session on the EU Space Package (October 2025)
- Eurospace inputs - Implementation dialogue with Commissioner Kubilius (November 2025)
- Eurospace Launch Quarterly Report #13 - Overview of global launch events in Q3 2025 (November 2025)
- ESA Council at Ministerial Level 2025 (November 2025)
- ITRE Committee Structured Dialogue with A. Kubilius (November 2025)
- Germany's Space Safety and Security Strategy (November 2025)
- Parliamentary Hearing on the EU Space Act (November 2025)
- Advanced information on the EU Space Shield (December 2025)
- Timeline of the EU Space Act and the Competitiveness Fund negotiations (December 2025)
- Atmospheric Impacts of Re-entry and Launch (December 2025)

- Workshop on Access to Space and In-Orbit Operations (December 2025)
- Competitiveness Council (December 2025)
- ITRE Working Group on Space Policy: Hearing on Space Sustainability (December 2025)

Annex - Eurospace Council and Membership - December 2025

Eurospace Council status

As of December 2025.

Company	Country	Last Name	First Name
Airbus Defence & Space Gmbh	Germany	PLASS	Joerg
Airbus Defence & Space Sas	France	FAURE	Alain
Airbus Defence & Space Sau	Spain	DEL MAR FERNANDEZ	Maria
Arianegroup Gmbh	Germany	GODART	Pierre
Arianegroup Sas	France	SION	Martin
Arianespace	France	CAVAILLOLES	David
ASD Europe	Belgium	PIE	Jan
Avio Spa	Italy	RANZO	Giulio
Beyond Gravity Schweiz AG	Switzerland	GRASSMANN	Oliver
Beyond Gravity Sweden AB	Sweden	BORSAND	Markus
CGI Gmbh	Germany	LEIBNITZ	Ulli
Deimos Space	Spain	CENTUORI	Simone
GMV Aerospace & Defense S.A.U.	Spain	FRAGA	Enrique
GMV Innovating Solutions S.R.L. (RO)	Romania	MOLINA-COBOS	Miguel Angel
Kongsberg Defence & Aerospace	Norway	HEGRESTAD	Trond
Leonardo Group	Italy	COMPARINI	Massimo
OHB Systems AG	Germany	FUCHS	Marco
SABCA	Belgium	DUBOIS	Marc
Safran Aircraft Engines	France	BETERMIER	Jean-Marie
Terma A/S	Denmark	STEINER	Hans Martin
Thales Alenia Space Belgium	Belgium	DESMAELE	Pierre
Thales Alenia Space France	France	DERREY	Hervé
Thales Alenia Space Italy	Italy	DI PAOLO	Giampiero
Thales Alenia Space Spain	Spain	LOPEZ	Ismael
Airbus Defence & Space Gmbh	Germany	PLASS	Joerg
Airbus Defence & Space Sas	France	FAURE	Alain
Airbus Defence & Space Sau	Spain	DEL MAR FERNANDEZ	Maria

Eurospace Policy Committee status

As of December 2025:

Company	Country	Last Name	First Name
AEROSPACELAB	BELGIUM	BOURGEAT	Pierre
AEROSPACELAB	BELGIUM	DUPONT	Nicolas
AIR LIQUIDE ADVANCED TECHNOLOGIES	FRANCE	ROMA	Delphine
AIRBUS DEFENCE & SPACE GERMANY GmbH	GERMANY	MAYER	Thomas
AIRBUS DEFENCE & SPACE SAS	FRANCE	MIRRA	Carlo
AIRBUS DEFENCE & SPACE SAS	FRANCE	GENTA	Daniela
AIRBUS DEFENCE & SPACE SAS	FRANCE	DÜRR	Wolfgang
AIRBUS	FRANCE	SCHERER	Jean-Philippe
AIRBUS	FRANCE	KÖRNER	Tom
ALDORIA	FRANCE	LEURQUIN	Christine
ALDORIA	FRANCE	PION	Mylène
ALTER TECHNOLOGY-TÜV NORD S.A.U.	SPAIN	NUNEZ TERUEL	David
APCO TECHNOLOGIES	SWITZERLAND	MANZONI	Didier
ARIANE GROUP SAS	FRANCE	RAFFENNE	François
ARIANE GROUP GmbH	GERMANY	OESTERSCHLINK	Manuel
ARIANE GROUP GmbH	GERMANY	HOERKENS	Andreas
ARIANESPACE	FRANCE	LANG	Charlotte
ASTROSCALE	FRANCE	LECAS	Morgane
ASTROSCALE	FRANCE	GILLET	Aurélié
AVIO SpA	ITALY	FONTANA	Angelo
AZUR SPACE	GERMANY	KHORENKO	Victor
BEYOND GRAVITY AUSTRIA	AUSTRIA	GRABMAYR	Georg
BEYOND GRAVITY SWISS	SWITZERLAND	BORSAND	Markus
CGI DEUTSCHLAND B.V. & Co. KG	GERMANY	LEIBNITZ	Ulli
CGI DEUTSCHLAND B.V. & Co. KG	GERMANY	HINÜBER	Arndt
CGI FRANCE SAS	FRANCE	LADUREE	Sylvain
CGI FRANCE SAS	FRANCE	RIGOULAT	Gérald
CS GROUP	FRANCE	D'HOINE	Sylvain
CS GROUP	FRANCE	FROUVELLE	Nicolas
CS GROUP	FRANCE	CATER	Jim
CS GROUP	FRANCE	PAIN	Adrien
DASSAULT AVIATION	FRANCE	ROSTAND	Philippe
ENPULSION	AUSTRIA	SARRET	Martin
GMV Aerospace and Defence S.A.U.	SPAIN	MOLINA	Miguel
GMV Aerospace and Defence S.A.U.	SPAIN	GRAZIANO	Mariella
GMV Aerospace and Defence S.A.U.	SPAIN	GOMEZ	Celestino
GTD	SPAIN	GUERRA	Alejandro
ICEYE	FINLAND	ELSTAK	Joost
ICEYE	FINLAND	APELDOORN	Jeffrey
INDRA DEIMOS	SPAIN	TOURNE	Ignacio

Company	Country	Last Name	First Name
INDRA DEIMOS	SPAIN	GONZALEZ	Jose Antonio
INDRA SISTEMAS SA	SPAIN	GONZALEZ	Pablo
INDRA SISTEMAS SA	SPAIN	LUENGO	David
INDRA SISTEMAS SA	SPAIN	VIVES	Cristina
KONGSBERG DEFENCE & AEROSPACE	NORWAY	HEGRESTAD	Trond
KONGSBERG DEFENCE & AEROSPACE	NORWAY	SAELEBAKKE	Stig
LEONARDO	ITALY	QUINTANO	Francesco
LOFT ORBITAL	FRANCE	CARCAILLON	Elisa
LOFT ORBITAL	FRANCE	MERIC	Emmanuelle
LOFT ORBITAL	FRANCE	AVARE	Stéphane
MT AEROSPACE AG	GERMANY	HACKENBERG	Christian
NEURASPACE	PORTUGAL	MANFLETTI	Chiara
OHB Italia S.p.A.	ITALY	BOLDRINI	Franco
OHB SE	GERMANY	TUGNOLI	Matteo
OHB SE	GERMANY	BORIES	Alain
OHB SE	GERMANY	STERN	Lena
OPEN COSMOS	UNITED KINGDOM	DECONINCK	Florian
OPEN COSMOS	UNITED KINGDOM	CEMMELL	James
PANGAEA AEROSPACE	SPAIN	ARGEMI	Adrià
PANGAEA AEROSPACE	SPAIN	BELLAFONT	Luis
PANGAEA AEROSPACE	SPAIN	LLAIRO	Xavier
SABCA	BELGIUM	DUBOIS	Marc
SAFRAN AIRCRAFT ENGINES	FRANCE	GIBERT	Nathanaël
SAFRAN AIRCRAFT ENGINES	FRANCE	PETER	Emmanuelle
SAFRAN AIRCRAFT ENGINES	FRANCE	BOURY	Lucile
SENER Ingeniería y Sistemas, S.A.	SPAIN	AYUSO	Antonio
SENER Ingeniería y Sistemas, S.A.	SPAIN	RODRIGUEZ GOMEZ	Diego
SITael S.p.A.	ITALY	MIGLIORELLI	Marzia
SPACEBEL	BELGIUM	DU PRÉ WERSON	Thierry
STE IDIRECT	BELGIUM	WILLEMS	Koen
TELESPAZIO SpA	ITALY	DI RAIMONDO	Francesca
TELESPAZIO BELGIUM	BELGIUM	ROSSI	Federico
TESAT Spacecom GmbH&Co. KG	GERMANY	BUSCH	Christopher
THALES ALENIA SPACE BELGIUM	BELGIUM	DIVRY	Bruno
THALES ALENIA SPACE FRANCE	FRANCE	CHANTRENNE	Nicolas
THALES ALENIA SPACE FRANCE	FRANCE	DEGOUY	Elisa
THALES ALENIA SPACE FRANCE	FRANCE	LARGER	Shahrzad
THALES ALENIA SPACE ITALY	ITALY	ARTIBANI	Viviana
THALES ALENIA SPACE UNITED KINGDOM	UNITED KINGDOM	HUNTER	Joe
THALES ALENIA SPACE SPAIN	SPAIN	ALVAREZ	Jose
TNO	NETHERLANDS	STEENDAM	Bas

Eurospace Innovation Research and Technology Committee status

As of December 2025

Company	Country	Last Name	First Name
AIR LIQUIDE ADVANCED TECHNOLOGIES	FRANCE	ROMA	Delphine
AIRBUS DEFENCE & SPACE SAS	FRANCE	DUFRASNES	Florence
AIRBUS DEFENCE & SPACE GERMANY GmbH	GERMANY	HENSEL	Christian
ASTROSCALE	FRANCE	LECAS	Morgane
ASTROSCALE	FRANCE	GILLET	Aur�lie
ASTROSCALE	FRANCE	VALEN�ON	Maxime
BEYOND GRAVITY	SWEDEN	SANDIN	Patrik
GMV Aerospace and Defence S.A.U.	SPAIN	SANCHEZ	Almudena
INDRA DEIMOS	SPAIN	TOURNE	Ignacio
INDRA DEIMOS	PORTUGAL	ROSA	Paulo
LEONARDO	ITALY	BRANCATI	Marco
OHB SYSTEMS AG	GERMANY	JANOVSKY	Rolf
OPEN COSMOS	UNITED KINGDOM	DECONINCK	Florian
SABCA	BELGIUM	CLAYES	Mathieu
SAFRAN AIRCRAFT ENGINES	FRANCE	PETER	Emmanuelle
TELESPAZIO SpA	ITALY	PETRONZIO	Luca
THALES ALENIA SPACE FRANCE	FRANCE	SAINT-GEORGES	Pascal
THALES ALENIA SPACE FRANCE	FRANCE	LERONDE	Olivier

Eurospace Members status

As of December 2025

Company	Country
Terma BV	Netherlands
Terma GmbH	Germany
Terma Space Romania Srl	Romania
Terma Technologies Czech Republic Sro	Czech republic
Terma Technologies GmbH	Austria
APCO technologies	Switzerland
CS GROUP - France	France
Loft Orbital	France
Air Liquide France Industry	France
ALTEC	Italy
ALTER Technology-T�V Nord France	France
ALTER Technology-T�V Nord UK	United Kingdom
AntwerpSpace N.V.	Belgium
CGI France SAS	France
CS GmbH	Germany
CS Romania	Romania
Deimos Engenharia	Portugal
Deimos Space Romania	Romania
Deimos Space UK	United Kingdom
eGEOS	Italy
Elecnor Infrastrutture e Aerospaziale	Italy
GMV GmbH	Germany

Company	Country
GMV Innovating Solutions B.V	Netherlands
GMV Innovating Solutions S.R.L. (B)	Belgium
GMV Innovating Solutions S.R.L. (RO)	Romania
GMV Innovating Solutions SARL	France
GMV Innovating Solutions Sp.z o.o.	Poland
GMV IS Skysoft S.A.	Portugal
GMV NSL Limited	United Kingdom
GMV Soluciones Globales Internet S.A.U.	Spain
MOLTEK	Netherlands
Telespazio Belgium SRL	Belgium
Thales Alenia Space Luxembourg	Luxembourg
Thales Alenia Space Poland	Poland
Thales Alenia Space Switzerland	Switzerland
Thales Alenia Space UK	United Kingdom
Spacebel NV	Belgium
Spacebel SA	Belgium
Spacebel SAS	France
CGI Défense et Spatial SAS	France
ICEYE Oy	Finland
ICEYE Poland	Poland
ICEYE Spain	Spain
ICEYE UK	United Kingdom
Aldoria	France
Astroscale	France
GTD	Spain
AerospaceLab	Belgium
ST Engineering iDirect	Belgium
Clearspace	Switzerland
Enpulsion	Austria
Pangea Aerospace	Spain
Leonardo Group	Italy
TÜV IT	Germany
TÜV Nord	Spain
Air Liquide Advanced Technologies	France
ALTER Technology-TÜV Nord S.A.U.	Spain
Arianegroup Gmbh	Germany
Arianegroup Sas	France
Arianespace	France
Beyond Gravity Austria GmbH	Austria
Beyond Gravity Schweiz AG	Switzerland
Beyond Gravity Sweden AB	Sweden
Deimos Space	Spain
GMV Aerospace & Defense S.A.U.	Spain
MT Aerospace AG	Germany
OHB ITALIA	Italy
OHB Systems AG	Germany
Telespazio Italy Spa	Italy
Thales Alenia Space Belgium	Belgium
Thales Alenia Space France	France
Thales Alenia Space Italy	Italy
Thales Alenia Space Spain	Spain
SITAEL S.p.A.	Italy
Airbus Defence & Space Gmbh	Germany
Airbus Defence & Space Ltd	United Kingdom
Airbus Defence & Space Sas	France
Airbus Defence & Space Sau	Spain
Avio Spa	Italy
Azur Space	Germany
CGI Gmbh	Germany
Dassault Aviation	France
Indra Sistemas SA	Spain
Kongsberg Defence & Aerospace	Norway
Neuraspace	France
REOSC	France
SABCA	Belgium

Company	Country
Safran Aero Boosters	Belgium
Safran Aircraft Engines	France
Safran Data Systems	France
Safran Electrical & Power	France
Safran Electronics & Defense	France

Annex - FinCom report

Financial report

The 2025 accounts have been reviewed and approved by the certified auditors appointed by the General Assembly.

Auditors have auditioned Eurospace management and reviewed the financial prospects on May 5th and May 7th. The auditors recommended that Eurospace expedites the reintegration of a number of very old provisions for unpaid charges that are registered as liabilities for about 320k€, this will improve the balance sheet. A proper reintegration guideline and the related reintegration plan were devised by the Executive.

The 2025 budget was executed above expectations, registering a profit before tax of 9726€ (6825€ net) against a forecasted deficit of 58k€. As usual all profits will be transferred to reserves.

Financial prospects for 2026:

- The Executive currently plans to close the year 2026 with a 12k€ loss
- Revenues forecast
 - Membership fees: +12k€ but 2026 Reply slip process still incomplete so amount still TBD
 - New CNES contract: +15-35k€ (terms currently being discussed)
 - Management recharge: +70k€ (recommended by auditors)
- Expenses forecast
 - Workforce costs uncertainties due to further evolutions in Executive team, the current planning exhibits moderate workforce costs growth.

Financial prospects 2026-2030

Eurospace situation presents a financial horizon that guarantees positive working capital until the end of 2029. The reintegration of provisions for unpaid charges in as per auditors' recommendations, contribute to improving the results quite significantly in 2026-2027 and 2028.

The cash situation is not really a concern until end 2028, but deep losses are forecast starting in 2028, mostly due to decreasing external revenues. The uneven calendar of payments for the GLOCS3 project will create a cash gap between 2028 and 2030 where project activities will be pursued after the advance payment will have been consumed in full. Final payment is only expected at the end of the project in 2030.

Points of attention

Delays in payments of membership fees are still a concern for Eurospace daily cash management.

Decline in membership fees could be a point of concern (the Bromo consolidation is expected to drive employment figures down in the largest Eurospace members, resulting in lower fees), despite the membership enlargement consistently pursued by Eurospace (22 new members have joined Eurospace since 2020).

Decline in grants revenues, starting in 2027 according to planning, is a point of concern.

Workforce progression/evolutions need to be considered, workforce costs are structurally in growth.

Forecast of accumulating losses up to 675k€ by would lead to negative equity by end 2030, but this is a worst-case scenario.

FinCom DRAFT recommendations to Council and General assembly

1 - In consideration of the accumulated delays and lengthy collection process for the annual membership fees, the FinCom:

- invites all members to settle the outstanding fees at the earliest
- invites all members to expedite the reply slip/payments processes internally by giving the maximum priority to the fees determination and payment processes
- invites Eurospace executive to devise a "penalty scheme" for late reply slips and settlement fees to accelerate the reply slip and invoicing processes. Such a scheme could be validated by an exceptional (online) GA before end 2026 for implementation as soon as the membership fee process of 2027.

2 - In consideration of the deteriorating financial prospects after 2027, the FinCom recalls the resolution of the General Assembly of June 2023 encouraging the balancing of Workforce costs with the outturn of membership fees and invites Eurospace executive to:

- Closely monitor the fees calculation and collection prospects against the evolution of workforce costs
- Elaborate, as needed, a plan to levy additional fees to cover the gap as needed.

Reminder of June 2023 GA recommendation: "the Council approved at its December 2022 meeting the approach elaborated by the Secretary General to achieve higher human resources goals in 2023 and subsequent years, based on the principle of balancing the workforce costs and the revenues from membership fees."

3 - The General Assembly having heard the General Report of the Council on the activity of the Association approves the work produced and undertaken by the Council during the 2025 fiscal year, approving entirely without reserve the general management of these affairs by the Council Members of Eurospace.

4 - The General Assembly having heard the Financial Report of the Council presented by the Chair of the Financial Committee approves the accounts and balance sheet, in the form they are presented, for the 2025 fiscal year.

5 - The General Assembly having heard the Financial Report of the Council, approves the accounts of 2025 showing a positive result of 9.726€ before tax, it fully discharges the responsibility of the Secretary General (Mr O. Lemaitre), the Financial Committee Chair (Mr M. Dubois) and the Managing Director (Mr P. Lionnet).

6 - The general Assembly, having heard the Financial report of the Council, approves the 2026 budget for execution, acknowledges the current budget forecast, and invites the executive to navigate within the budget projections with a view to achieving revenue and expense targets to keep a balanced financial situation.

2025 Budget execution vs. planning

Profit/loss	- 53 592	6 825
Title/Year	2025 (forecast)	2025 (real)
⊗ Revenue	1 316 205	1 293 045
⊗ Membership fees	991 948	979 526
⊗ Contracts	109 500	120 424
⊗ Grants	164 500	164 500
⊗ Conferences	-	-
⊗ Financial Products	10 000	8 138
⊗ Miscellaneous	-	1
⊗ Recharge	40 257	20 455
⊗ Subvention	-	-
⊗ Expenditure	1 369 797	1 286 219
⊗ Add. Expenditures	-	-
⊗ Add. External providers	-	-
⊗ Add. missions expenses	3 000	2 140
⊗ Amortizing	5 000	7 744
⊗ Exceptional management costs	-	4 029
⊗ Miscellaneous	-	-
⊗ Salaries	1 107 480	1 012 895
⊗ Taxes	14 500	14 953
⊗ Usual expenditures	142 517	146 134
⊗ Usual External providers	67 200	69 099
⊗ Usual missions expenses	30 100	26 323
⊗ Profit Tax	-	2 901

Simplified financial statements and projections 2019 to 2025

Profit/loss	- 83 812	50 184	69 748	21 421	- 5 131	24 011	6 825	- 12 081
Title/Year	2019 (r)	2020 (r)	2021 (r)	2022 (r)	2023 (r)	2024 (r)	2025 (r)	2026 (e)
⊗ Revenue	2 136 106	1 326 752	1 082 353	1 071 690	1 249 530	1 357 629	1 293 045	1 373 273
⊗ Membership fees	868 440	874 950	872 757	838 509	954 671	1 021 339	979 526	991 752
⊗ Contracts	374 502	341 865	146 811	174 622	127 545	105 413	120 424	103 038
contract: Action 10 - STARS*EU	-	-	22 493	76 153	75 442	52 199	59 540	1 200
contract: CNES	-	-	-	-	-	-	-	15 000
contract: ECSS	35 591	35 530	31 203	33 045	34 103	34 214	32 696	33 000
contract: EO Strategy	-	-	-	47 423	-	-	-	-
contract: Explo 2030+	-	-	46 865	-	-	-	-	-
contract: GIFAS	18 000	18 000	18 000	18 000	18 000	19 000	20 000	22 000
contract: Global Context	-	-	-	-	-	-	-	20 000
contract: Harmonisation	315 918	252 335	-	-	-	-	-	-
contract: REACH HTF	-	36 000	-	-	-	-	-	-
Webinars & licensing fees	4 993	-	28 250	-	-	-	8 189	11 838
⊗ Grants	750 745	109 642	21 775	19 994	20 018	146 576	164 500	174 750
grant: EPIC (1 & 2)	-	24 691	21 775	19 994	20 018	1 676	-	-
grant: GLOCS3 (Partnership CSA)	-	-	-	-	-	144 900	164 500	174 750
grant: PPOSS	7 358	-	-	-	-	-	-	-
grant: STEPP	743 387	84 951	-	-	-	-	-	-
⊗ Conferences	112 890	-	39 850	32 660	106 875	73 410	-	-
⊗ Financial Products	1 211	115	1 157	801	5 814	7 013	8 138	8 000
⊗ Miscellaneous	-	-	-	-	-	-	1	-
⊗ Recharge	28 319	180	3	105	29 607	3 879	20 455	95 733
⊗ Subvention	-	-	-	5 000	5 000	-	-	-
⊗ Expenditure	2 219 918	1 276 569	1 012 605	1 050 269	1 254 660	1 333 619	1 286 219	1 385 354
⊗ Add. Expenditures	40 154	38 032	-	-	-	-	-	-
⊗ Add. External providers	301 540	59 123	10 000	-	2 808	-	-	-
⊗ Add. missions expenses	14 453	817	-	-	-	1 838	2 140	2 400
⊗ Amortizing	13 307	10 025	5 487	4 564	3 191	5 323	7 744	7 500
⊗ Exceptional management costs	375 099	2 727	565	1	1 142	33 733	4 029	6 080
⊗ Miscellaneous	1 404	-	-	-	-	-	-	-
⊗ Salaries	1 048 082	839 143	784 216	812 656	943 159	996 834	1 012 895	1 108 722
⊗ Taxes	13 494	17 075	12 600	12 368	10 791	14 266	14 953	14 500
⊗ Usual expenditures	166 280	131 644	116 995	129 435	135 560	146 311	146 134	146 652
⊗ Usual External providers	212 031	170 496	81 973	71 704	125 855	101 300	69 099	69 400
⊗ Usual missions expenses	34 074	7 487	4 191	14 287	32 154	28 143	26 323	30 100
⊗ Profit Tax	-	-	16 578	5 254	-	5 870	2 901	-

(r) real - (e) estimate

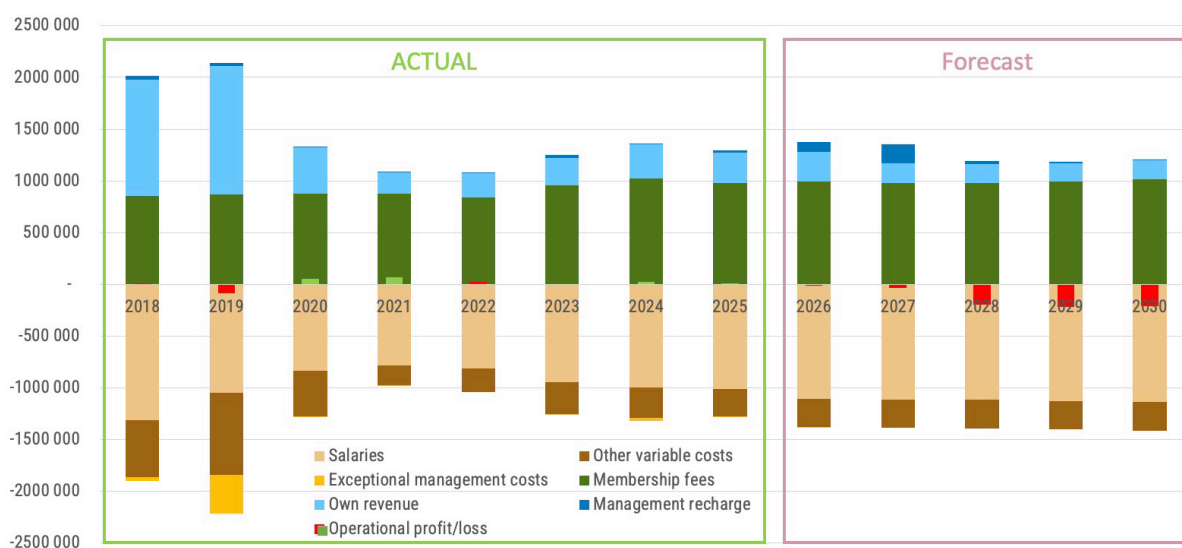
Budget and equity forecast

Nominal budget forecast

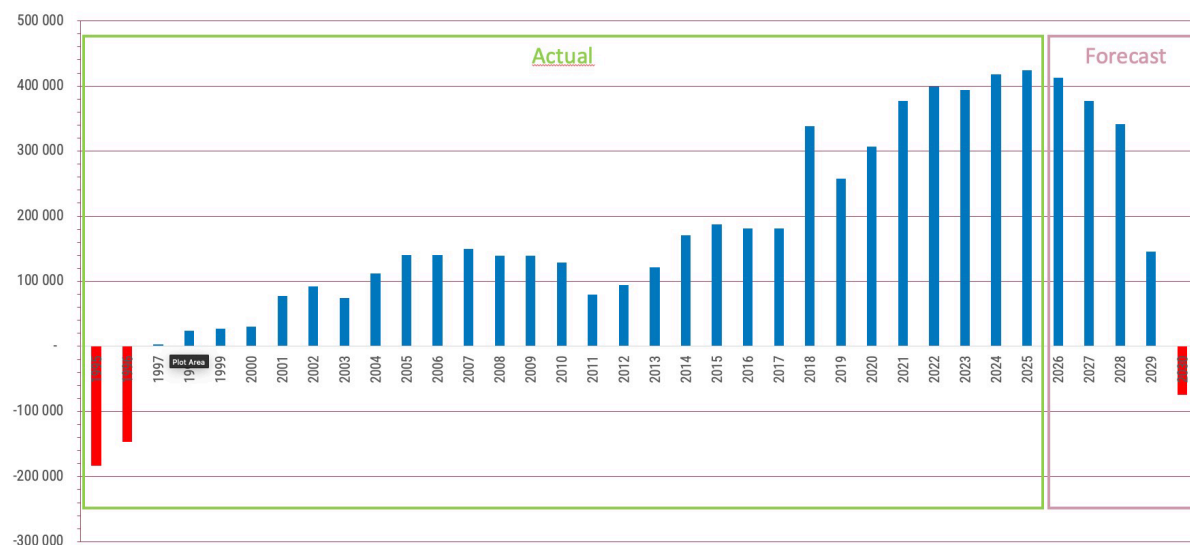
Table

Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Revenue	€ 2 016 861	€ 2 136 106	€ 1 326 752	€ 1 082 353	€ 1 071 690	€ 1 249 530	€ 1 357 629	€ 1 293 045	€ 1 373 273	€ 1 350 890	€ 1 194 954	€ 1 184 944	€ 1 207 169
Products	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Membership fees	€ 852 238	€ 868 440	€ 874 950	€ 872 757	€ 838 509	€ 954 671	€ 1 021 339	€ 979 526	€ 991 752	€ 978 587	€ 977 259	€ 996 804	€ 1 016 740
Financial Products	€ 3 460	€ 1 211	€ 115	€ 1 157	€ 801	€ 5 814	€ 7 013	€ 8 138	€ 8 000	€ 5 500	€ 2 500	€ 1 200	€ 1 200
Contracts	€ 330 149	€ 374 502	€ 341 865	€ 146 811	€ 174 522	€ 127 545	€ 105 413	€ 120 424	€ 103 038	€ 115 000	€ 115 000	€ 115 000	€ 115 000
Grants	€ 665 073	€ 750 745	€ 109 642	€ 21 775	€ 19 994	€ 20 018	€ 146 578	€ 164 500	€ 174 750	€ 71 750	€ 65 750	€ 59 250	€ 69 100
Conferences	€ 113 230	€ 112 890	-	€ 39 850	€ 32 660	€ 106 875	€ 73 410	-	-	-	-	-	-
Miscellaneous	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 1	€ -	€ -	€ -	€ -	€ -
Subvention	€ 20 590	€ -	€ -	€ -	€ 5 000	€ 5 000	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Recharge	€ 42 121	€ 28 319	€ 180	€ 3	€ 105	€ 29 607	€ 3 879	€ 20 455	€ 95 733	€ 180 053	€ 34 445	€ 12 690	€ 5 129
Contracts, Grants & Subsidies	€ 1 122 502	€ 1 239 347	€ 451 622	€ 209 593	€ 233 077	€ 265 252	€ 332 412	€ 293 063	€ 285 788	€ 192 250	€ 183 250	€ 175 450	€ 185 300
Expenditure	€ 1 954 712	€ 2 219 818	€ 1 276 569	€ 996 027	€ 1 045 915	€ 1 254 660	€ 1 327 740	€ 1 283 219	€ 1 385 354	€ 1 386 076	€ 1 391 721	€ 1 404 334	€ 1 418 672
Charges	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Salaries	€ 1 310 143	€ 1 048 082	€ 839 143	€ 784 216	€ 812 656	€ 943 159	€ 996 834	€ 1 012 895	€ 1 108 722	€ 1 112 885	€ 1 115 684	€ 1 126 209	€ 1 136 945
Amortizing	€ 11 466	€ 13 307	€ 10 025	€ 5 487	€ 4 564	€ 3 191	€ 5 323	€ 7 744	€ 7 500	€ 7 500	€ 7 500	€ 7 500	€ 7 500
Usual expenditures	€ 174 654	€ 166 280	€ 131 644	€ 116 995	€ 129 435	€ 135 560	€ 146 311	€ 146 134	€ 146 652	€ 150 191	€ 153 547	€ 155 624	€ 159 227
Add. Expenditures	€ 39 977	€ 40 154	€ 38 032	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Usual External providers	€ 226 727	€ 212 031	€ 170 496	€ 81 973	€ 71 704	€ 125 855	€ 101 300	€ 69 099	€ 69 400	€ 69 400	€ 69 400	€ 69 400	€ 69 400
Add. External providers	€ 67 233	€ 301 540	€ 59 123	€ 10 000	€ -	€ 2 808	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Usual missions expenses	€ 51 449	€ 34 074	€ 7 487	€ 4 191	€ 14 287	€ 32 154	€ 28 143	€ 26 323	€ 30 100	€ 30 100	€ 30 100	€ 30 100	€ 30 100
Add. missions expenses	€ 11 681	€ 14 453	€ 817	€ -	€ -	€ -	€ 1 838	€ 2 140	€ 2 400	€ 1 500	€ 1 000	€ 1 000	€ 1 000
Taxes	€ 32 182	€ 13 494	€ 17 075	€ 3 978	€ 7 114	€ 10 791	€ 8 396	€ 12 052	€ 14 500	€ 14 500	€ 14 500	€ 14 500	€ 14 500
Miscellaneous	€ 2 719	€ 1 404	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Exceptional management costs	€ 36 088	€ 375 099	€ 2 727	€ 565	€ 1	€ 1 142	€ 33 733	€ 4 029	€ 6 080	€ -	€ -	€ -	€ -
Profit Tax	€ 54 756	€ -	€ -	€ 16 578	€ 5 254	€ -	€ 5 870	€ 2 901	€ -	€ -	€ -	€ -	€ -
Net profit/loss	€ 7 393	€ -83 812	€ 50 184	€ 69 748	€ 21 421	€ 5 131	€ 24 011	€ 6 825	€ 12 081	€ 35 186	€ 196 778	€ 219 390	€ 211 503

Chart



Nominal equity forecast



Status of late/unpaid fees

Year	Organisation	Country	Amount (k€)	Status (20 May 2026)
2021	ADS UK	UK		Written off (lost)
	Vitrociset	IT		Written off (merged into Telespazio)
2022	Thales Alenia Space	UK		Provisioned to doubtful in 2025, paid in 2026
2023	SpaceAble	FR		Written off (bankrupt)
	Beyond Gravity	SE	0.25	2023 exceptional fees not paid
	Thales Alenia Space	UK		Provisioned to doubtful in 2025, paid in 2026
2024	Avio SpA	IT		Paid (May 2025)
	CGI IT	DE		Paid (May 2025)
	Clearspace	CH		Written off (Membership on hold until 2026)
	Indra Sistemas	SP		Paid (May 2025)
	Kongsberg	NO		Paid (Dec 2025)
	Neuraspace	PT	1.5	Not paid
	OHB	IT		Paid (May 2025)
	SpaceAble	FR		Written off (bankrupt)
	STE iDIRECT	BE	10.7	Not paid
	Thales Alenia Space	IT		Paid (May 2025)
	Thales Alenia Space	UK		Provisioned, to doubtful
2025	Aerospacelab	BE	5.8	Not paid
	Avio	IT	25.4	Not paid
	Beyond Gravity	CH	13.3	Not paid
	Nanoavionics	LT	6.8	Not paid
	STE iDIRECT	BE	10.9	Not paid
	Leonardo	IT	13.7	Not paid

Annex – Space Partnership

Background of the Partnership

The first steps 2016 to 2018

In the spring of 2016, the members of the Sky & Space Intergroup (SSIG) of the European Parliament (EP) initiated informal talks among themselves and with Commission services on the subject of a Joint Technology Initiative for Space, in a similar guise as Cleansky and ECSEL. The idea eventually came alive with the EP decision to fund a Pilot Project (PP) that “would primarily aim at testing a partnership with industry to identify priorities for competitiveness. This would allow preparing the ground for a public private partnership (Joint Technology Initiative or similar) in space technologies and an associated roadmap through a structured dialogue with industry.” The Pilot project was allocated a budget of 1,5M€ and was entrusted to Eurospace for its implementation, being understood that Eurospace would involve the other representative associations of the sector.

The Pilot Project (STEPP – Space Technologies for Europe - Pilot Project) was launched in November 2017.

In March 2018, the STEPP project was invited to report at a dedicated session of the Space Working Party. The STEPP Team Leader was then confronted with strong opposition from the MS representative with the general impression that they were opposing even the idea to investigate the Partnership options, and would rather not pursue the project.

In the wake of this meeting, Commission services invited the STEPP project to work towards a reprofiling of its activities and launched a consultation Platform to involve MS and private sector representatives to prepare the implementation of competitiveness driven support to RD&I in Horizon Europe. The Platform was to deliver a vision and a strategic research agenda, and to investigate the applicability of appropriate partnership schemes along the research agenda.

The Platform was launched in July 2018.

The space SRIA

In June 2019, the 4 main representative associations involved in the platform made a joint statement calling for the establishment of a Partnership for Space. In support of this approach, the associations presented to the consultation platform a consistent scoping of activities for the partnership and a consistent development plan with a budget request. These proposals are included in the final deliverables of the STEPP project.

In November 2019, the Platform Steering Committee endorsed a complete SRIA. The SRIA notes that *“Partnerships are seen as good opportunities to gather critical mass, create leverage and focus on long-term objectives building on continuity. (...) The possible establishment of a Partnership in Horizon Europe shall consider interests of private partners whilst still ensuring openness and transparency for smaller actors.”*

Since November 2019 the stakeholders of the Platform are discussing the applicability and conditions for the partnership. The subject was also on the agenda of the SPEG and SPEG-T, and was furthered at all appropriate levels of the EU comitology. There were many blocking points raised by Member states, regarding the scope, the budget and the governance of the Partnership.

The Partnership - first iteration 2020-2022

In the early months of 2020 the Commission worked with private stakeholders on the elaboration of the Partnership 'fiche' for its inclusion in the preparatory texts for FP9 (now Horizon Europe). Private members also worked extensively on the governance aspects of the unified AISBL that would be the signatory to the Partnership MoU with the Commission. The dialogue with Commission was also furthered on such subjects as the definition of 'additional activities' and the context, goals and objectives suitable for the partnership.

In the fall of 2020 a solid draft version of the AISBL statutes was agreed among the private members representative associations in July 2020, as well as a commitment (in principle) to provide private sector leverage on Commission funding with a factor 1,2.

At the beginning of 2021 the Commission started to work on the draft Partnership MoU, leaving many points open due to the unresolved issues raised by Member States. In order to seek an avenue of approval and support of the Partnership with the Member States, the Commission set up a separate dialogue to reach a 'Common Understanding' with them on the partnership scope, subject and governance.

In the second semester of 2021 the terms of the Common Understanding were discussed with private stakeholders, leading to a long negotiation phase in order to reach an agreement on the general terms of implementation for the partnership within the new conditions defined by the Member States via the Common Understanding. The main issues arising were associated to the drastically reduced scope and budget of the partnership, but also with regard to governance aspects, and the overwhelming role that Member States wanted to play in the partnership governance. The reduction of scope and budget put a dent in private sector motivations to support the partnership, in particular in relation to the funding of administration and management costs of the partnership.

While in 2021 the Commission was still hoping for a budget of 250M€ for the partnership, i.e. 5 times less than the budget considered in late 2019, early in 2022 the budget for the partnership was cut down to 150M€, with an even narrower scope of activities, covering only a few selected areas of the workprogramme for space sector competitiveness (namely commercial EO and Telecommunications, and Newspace transportation markets).

The partnership - second iteration – 2022-2023

In the second half of 2022 the Commission and private stakeholders associations met regularly to resolve issues pending on the MoU and on the governance of the partnership AISBL and the partnership itself. Changes in personnel at Commission and within some partner associations have slowed down the discussions significantly, and agreements of the past (in particular re. the MoU, and the AISBL statutes) had to be renegotiated and settled.

An agreed version of the MoU and of the AISBL statutes were eventually finalised in January and February 2023. At that moment the actual administrative steps for the creation of the AISBL (named SPACE: Space Partnership Association for a Competitive Europe) were launched.

In September 2023 the Commission announced the further reduction of the Partnership budget to 100M€.

Partnership activities 2024

Eurospace and its partners continued the preparation of the CSA initially submitted in June 2023. Grant agreement preparation activities to reflect the starting date postponement and to adjust the activities contents and timeline has been finalised in 2024.

The registration of SPACE AISBL initiated in 2023 has been officially endorsed by the Belgian authorities in the course of year 2024.

In parallel to the grant agreement preparation, Eurospace and the partners continued their consultation activities, to deliver the SPACE AISBL recommendations for the 2025 Horizon Europe Work Programme and to identify the draft recommendation for 2026-2027 within the areas of intervention of the GCSS Partnership.

Budget of the partnership

The current budget placeholder for the partnership is 100M€. This budget will be implemented through the 2025-2027 Workprogramme. The budget does not define any specific allocation rules to the various topics/areas covered by the partnership.

Partnership scope

The partnership scope⁶ is limited to 4 sub-topics of the SRIA, one of which being submitted to further 'justifications of leverage' by the private sector prior its approval.

- Topic 3.1 - Foster competitiveness of end-to-end systems and associated services, inclusive of Telecommunications, Earth Observation, Ground segment and data chain aspects
- Topic 3.3 - New industrial processes and product tools, inclusive of digitalisation and automation, large scale manufacturing, and lean qualification processes
- Topic 4.3 -New commercial space transportation solutions, inclusive of Newspace transportation services and concepts, new technologies (for versatility, cost reduction and flexibility), new services requiring re-entry, standardisation of services and actions promoting the use of COTS components
- Topic 4.1 -Innovation for launchers competitiveness, only **limited to 'Smart technologies'** (e.g. avionics, telemetry etc.).
 - Regarding other sub-topics of 4.1 their potential inclusion would be subject to further 'justifications' by the private sector of the expected for leverage.

See in annex the detailed scope as described in the SRIA.

Memorandum of Understanding (MoU)

The MoU is the legal basis of the partnership. It is a (lightly) binding document between COM and the SPACE AISBL which defines the rules and obligations of parties in the partnership. It was signed on 11/9/2024 in Brussels.

The MoU defines:

⁶ The large-scale reduction of the scope of the partnership is the result of a yearlong negotiation between COM and member States.

- The budget for implementation (100M€ TBC) – this is the maximum contribution from the EU budget to fund partnership related calls in the Horizon Europe workprogramme.
- The leverage commitment by the SPACE AISBL members (1,2x or 120M€)
- The scope of the partnership, i.e. the areas of the workprogramme it would apply to (defined by the 2020 Space SRIA)
- The general (GO), specific (SO) and operational (OO) objectives of the Partnership and related KPIs
- The duration of the partnership: end date is 31/12/2030.

The MoU also includes a provision for the inclusion of the member States via the creation of a States Representatives Group (SRG). The SRG is a consulted party in the partnership.

The MoU also provides full transparency for COM representatives with the right to attend SPACE AISBL governing and working meetings as observers.

SPACE AISBL information

Overview

An ad hoc AISBL was registered in Brussels. It is named **Space Partnership Association for a Competitive Europe (SPACE)**.

SPACE is the ad hoc AISBL⁷ jointly created by Eurospace with SME4Space, ESRE, EASTRO and EASN to sign the co-programmed partnership agreement with the European Commission. The five associations involved are jointly referred to as the 'founding members'.

This association pursues the sole goal of ensuring the elaboration and endorsement of an activity plan for implementation in the Horizon Europe workprogramme covering three topics:

- Commercial communications competitiveness
- Commercial observation competitiveness
- Fostering and enabling new commercial space transportation solutions

The associations statutes have been finalised and agreed by the founding members.

The Association will be managed as a project, as it will not have its own financial means and will rely on in-kind resources provided by the founding members to perform operation. The founding members will be eligible for financial support to manage the association activities (the elaborating and validation of workprogramme inputs for the topics of the partnership, the representation of stakeholders' interest in the Partnership Board, and the additional legal obligations vis-à-vis the Commission - in particular the production of an annual Additional Activities Report) via a Coordination and Support Action grant positioned in the Horizon Europe 2022 workprogramme.

The SPACE AISBL Board composition is shared between the founding members as follows:

- Eurospace: 10 delegates
- SME4Space: 4 delegates
- ESRE: 3 delegates
- EASTRO: 2 delegates

⁷ https://justice.belgium.be/fr/themes_et_dossiers/societes_associations_et_fondations/associations/aisbl

- EASN: 1 delegate

Important notes:

- The SPACE AISBL statutes clearly state that the AISBL **shall not play any political role and will focus exclusively on the elaboration of the activity plan for implementation in the Horizon Europe** workprogramme for the partnership topics. **Its existence shall not undermine the political visibility and legitimacy of its founding members.** For this reason, the SPACE AISBL President shall maintain a low profile and focus on its management and executive functions as Executive Director of the AISBL.
- **The SPACE AISBL President function does not entail any salary or perks.** It shall be an in-kind voluntary contribution from the Founding members.
- **Eurospace delegates to the Board are expected to act as a group, and achieve consensus among themselves,** supporting the good endorsement of the activities plan co-developed with the other funding members of the SPACE AISBL. Board meetings will be prepared in advance at Eurospace level to smooth out any potential misunderstanding and discrepancy to enable the expression of clear messages supporting the interests of the Eurospace community in the SPACE AISBL.

Principles of organisation

The SPACE AISBL provides an organisational structure that enables to unite and represent the interests of its founding members and related stakeholders.

It will be managed as a joint project by the 5 founding members, leaving aside the administrative burden associated to financial and human resources management.

All resources required to perform the tasks expected from SPACE will be provided in-kind by the founding members on the basis of their representation in the AISBL steering board. In kind contributions will include: workforce, office space, meeting space, telecoms, general logistics etc. There will be no direct financial contribution from the founding members to the SPACE AISBL.

The SPACE AISBL executive director will keep track of resources contributed on a quarterly basis, they will ensure the proper tracking and valuation of resources sued by the AISBL, and the appropriate contribution of the founding members to achieve the proper share.

Governance in a nutshell

The SPACE AISBL is governed by a Steering Board and a General Assembly. Its members are the 5 founding associations and their members that have elected to join the SPACE AISBL via simple opt-in procedure at no cost. Each SPACE AISBL member is entitled to a seat/vote at general assembly.

The Steering Board is composed of 20 members, the founding members have the power to propose delegates to the board according to the split below:

- Eurospace: 10 delegates
- SME4Space: 4 delegates
- ESRE: 3 delegates
- EASTRO: 2 delegates
- EASN: 1 delegate

The Steering Board elects a President, also fulfilling the function of Executive Director of the SPACE AISBL with effective management responsibilities and power of representation for the SPACE AISBL. The President exercises its functions with neutrality and is not given voting powers for Board decisions.

The AISBL Board elects its representatives to the Partnership Board (number and specifics still TBD with COM). It is expected that these representatives are selected within the AISBL Steering Board.

The SPACE AISBL activities are organised in coordinated work strands enabling the expression of stakeholders' views for the elaboration of the activity and development plan supporting the realisation of the GCSS Partnership objectives. The work strands will be managed by the AISBL Executive Director via the implementation of suitable processes enabling the expression and coordination of stakeholder's views for the elaboration of an activity and development plan.

Key functions

The SPACE AISBL is tasked to deliver:

- A **multi-annual activity plan** for the scope of the Partnership. The activity plan must provide sufficient detail to enable the Commission to derive suitable inputs to elaborate the relevant areas of the Horizon Europe Workprogramme. The activity plan shall thus provide a development logic, with arguments and budget framing, to be implemented through the period 2025-2027.
- Reporting information, and in particular a report on Additional Activities

To elaborate the activity plan, the SPACE AISBL will rely on its founding members' proven expertise to undertake stakeholders consultations for the elaboration of consistent technology and innovation plans. A transparent and inclusive process will be proposed for this purpose.

Resources

The SPACE AISBL will be supported by in kind contributions provided by its founding members. The pro-rata of these contributions by founding member is defined by each member's relative importance in the AISBL Steering Board⁸.

The Commission has provided the possibility for the SPACE AISBL (and its founding members) to receive material support in the form of a dedicated CSA (Coordination and Support Action) listed in the 2022 Horizon Europe 2023 call for Digital industry and Space. Eligible costs to support the SPACE AISBL will be covered up to 1500k€ for the duration of the Partnership.

Website library with latest documents

The SPACE AISBL Library (<https://www.space-aisbl.org/library/>) serves as a central repository for documents related to the European space sector's strategic initiatives. It is organized into three main categories: SPACE AISBL, the Globally Competitive Space Systems (GCSS) Partnership, and the GLOCS3 Project. Visitors can access a variety of materials, including legal documents, governance structures, strategic agendas, and inputs to the Horizon Europe Work Programme. The library is regularly updated to provide stakeholders with the latest information supporting collaboration and innovation within Europe's space industry.

⁸ Eurospace 50%, SME4Space 20%, ESRE 15%, EASTRO 10%, EASN 5%

Annex - List of substances of concern for the European Space Sector

To date, the following substances are highest on the space industry agenda and have called for Eurospace action. There is unfortunately no exhaustive list of substances of concern because of the complexity of the products manufactured by the space sector and of the global supply chains.

- Hydrazine
- Polyfluoroalkyl (PFAS)
- Bisphenol-A
- Chromates (especially Chromium Trioxide)
- N-Methyl-2-Pyrrolidone (NMP)
- Metallic Lead (Pb)
- Diisocyanates
- Propellants and explosives (energetic materials)
- Perchloric acid
- Boric Acid
- Borates
- D4-6 cyclosiloxanes
- Gallium Arsenide
- Nickel derivatives