

Resolution on Elevating the Future of Europe through Space

(adopted on 27 November 2025)

Council, meeting at ministerial level,

ACKNOWLEDGING ESA's fundamental role in advancing European technological and scientific excellence and its historic achievements over fifty years since the Convention for the establishment of a European Space Agency (hereinafter 'the Convention') was signed on 30 May 1975,

RECOGNISING that since its inception, ESA has demonstrated European cooperation's effectiveness in addressing complex challenges through technical innovation, scientific progress and large-scale programmes, positioning Europe as a leader in the expanding space sector,

RECOGNISING further that ESA continues to be a successful institutional mechanism of intergovernmental cooperation, bringing together its Member States, Associate Members and Canada to undertake joint programmes and activities,

AFFIRMING the purpose of the Agency as established in Article II of the Convention to provide for and to promote, for exclusively peaceful purposes, cooperation among European States in space research and technology and their space applications, with a view to their being used for scientific purposes and for operational space applications systems,

HAVING REGARD to the Director General's Proposal on Elevating the Future of Europe through Space (ESA/C-M(2025)[4]), presented to Council in its final form at the occasion of this meeting,

HAVING REGARD to the "Resolution on ESA Accelerating the Use of Space in Europe" (ESA/C-M/CCCXIII/Res.1 (Final)), adopted by Council meeting at ministerial level on 23 November 2022,

HAVING REGARD to the "Resolution on Lifting Europe's Ambitions for a Green and Sustainable Future, Access to Space and Space Exploration" (ESA/C-M/CCCXX/Res.1 (Final)) adopted by Council meeting at ministerial level on 6 November 2023,

HAVING REGARD to the “Resolution on Present and Future European Space Transportation” (ESA/C/CCCXIX/Res.1 (Final) adopted by Council on 6 November 2023 (the “Seville Resolution”),

HAVING REGARD to the “Resolution on Strengthening Europe’s Competitiveness through Space” (ESA/C-M/CCCXXV/Res.1 (Final)) adopted by the Space Council on 23 May 2024 (the “Space Council Resolution”),

HAVING REGARD to the Resolution on European launch services and on the continuity of European access to space (ESA/C/R/CCCXXVIII/Res.1(Final)) adopted by Council on 5 July 2024 (the “Launch Services Resolution”),

HAVING REGARD to the recommendations from the Tripartite Tiger Team report issued in December 2024 approved by Council through the “Resolution on measures advancing ESA programme preparation and implementation, and securing industry robustness” (ESA/C/CCCXXX/Res.1 (Final)) adopted by Council on 17 December 2024,

HAVING REGARD to the “ESA Strategy 2040”, presented to Council in March 2025 (ESA/C(2024)169,REV.3),

HAVING REGARD to the Statement at the occasion of the celebration of the 50th anniversary of the signature of the Convention for the Establishment of a European Space Agency (ESA/C(2025)116),

HAVING REGARD to the Framework Agreement between the European Space Agency and the European Community (hereinafter ‘the Framework Agreement’), which entered into force on 28 May 2004 (ESA/LEG/279),

CONSIDERING the Financial Framework Partnership Agreement between the European Commission, representing the European Union, the European Union Agency for the Space Programme and the European Space Agency, which entered into force in June 2021 (ESA/LEG/518), RECALLING in particular Article 26 thereof,

CONSIDERING the Contribution Agreement between the European Commission and the European Space Agency on the implementation of the Union Space Programme and Horizon Europe (ESA/LEG/519), the Contribution Agreement between the European Union Agency for the Space Programme and the European Space Agency on the implementation of the Union Space Programme (ESA/LEG/520), and the Contribution Agreement between the European Union, represented by the European Commission, and the European Space Agency on the Implementation of the European Union Secure Connectivity Programme (ESA/LEG/565),

HAVING REGARD to the Agreement on the CSG and Associated Services entered into on 18 December 2008 and revised on 23 October 2025 (ESA/LEG/592) (the “Revised CSG Agreement”),

HAVING REGARD to the Declaration by certain European Governments on the Launchers Exploitation Phase of Ariane, Vega and Soyuz from the Guiana Space Centre and its revision finalised among certain Government representatives of the Member States of the Agency on 4 December 2017, and to the amendment to this Declaration, which was finalised on 10 July 2025 (the “2025 Amendment to the 2017 Launchers Exploitation Declaration”),

HAVING REGARD to the Resolution on the mandate entrusted to the Agency under the amended Launchers Exploitation Declaration (ESA/C/CCCXXXV/RES.2 (FINAL) adopted by Council on 10 July 2025,

HAVING REGARD to the Director General’s long-term plan for 2025-2034 (ESA/C(2025)151, rev.1) and the annual reporting thereupon, established and executed in accordance with the Convention,

1 | A Context of Challenges Requiring Urgent Actions

Challenges in a shifting geopolitical landscape

1. ACKNOWLEDGES the significant geopolitical changes and uncertainties presently affecting space and other economic and strategic sectors, calling for solidarity and common action in Space among Member States and ESA's partners, particularly the European Union;
2. CONCERNED by the effects of climate change and induced crisis, which underscores the importance of environmental protection and sustainability efforts, ACKNOWLEDGES that addressing these challenges requires continuous European action and a commitment to ensuring that space technologies and missions contribute to a greener and more sustainable future;
3. STRESSES the importance of investing in space systems, technologies and human capabilities to foster Europe's resilience and autonomy;
4. UNDERLINES the need for ESA to adapt to the rapidly evolving international landscape with agility and flexibility, while simultaneously strengthening existing and pursuing new partnerships that align with the shared values of its Member States, and ensuring a unified and strategic approach to global space challenges;

The crucial role of space for Europe's society, economy and independence

5. RECALLS the Seville Resolution and the Space Council Resolution, which advance European competitiveness in space and important milestones towards CM25;
6. RECOGNISES that space is a strategic priority for Europe and instrumental for the global society, economy and prosperity, driving innovation and competitiveness; AFFIRMS that space technologies are integral to modern digital infrastructure and enable the scientific community and industry to be at the forefront of research and technological development, thereby enhancing Europe's competitiveness across various sectors;
7. UNDERLINES the vital role of space in supporting climate action, promoting sustainability and improving the quality of life on Earth, particularly through its contributions to weather forecasting, climate monitoring, and disaster management, making space-based data essential for informed decision-making and a sustainable earth;
8. ACKNOWLEDGES that space is crucial for Europe's autonomy and resilience, with independent access to space and strategic capabilities, such as earth

observation, secure communications, resilient navigation, and crisis response, being indispensable for ensuring European independence and security;

9. RECOGNISES space's ability to inspire and attract a highly skilled workforce and the next generation of European talent;

2 | ESA's Role in Elevating the Future of Europe through Space

Strengthening space in Europe

10. RECOGNISES that ESA plays a crucial role in strengthening European growth, research, innovation, competitiveness, autonomy and resilience in space, for the benefit and at the service of its Member States and that ESA's institutional framework is a unique tool for fostering common actions through intergovernmental cooperation and coordination among Member States and economic operators;
11. CONGRATULATES ESA for the 50th anniversary of its Convention and RECOGNISES that ESA's intergovernmental framework provides the credentials and tools for developing space technologies and systems including for security and defence- and to implement corresponding activities and programmes on behalf of its Member and Participating States as well as for the European Union in compliance with the peaceful use of outer space and the Convention;
12. AFFIRMS ESA's unparalleled experience and expertise over 50 years in managing large, complex, multinational, and multiannual space programmes, ensuring the successful delivery of projects, which bring a wide range of socio-economic benefits to European society, and coordination across diverse stakeholders, and demonstrating European excellence through developing world-leading space systems, like Euclid, Hera, Galileo and Copernicus;
13. RECALLS that under the guidance of its Member States, ESA is undergoing a transformation process to achieve greater efficiency, streamline procedures, and focus on innovation-driven approaches such as service-based procurement, along the recommendations included in the Resolution on measures advancing ESA programme preparation and implementation, and securing industry robustness;
14. RECOGNISES that the project review process, conducted through the Independent Project Management Authority (IPMA), contribute to a solid foundation for programmes and projects to be funded by Member States as well as the timely delivery and responsible resource management, helping ESA actions to be more effective and efficient;
15. RECALLS the Seville Space Summit and Brussels Space Council as key steps in forging ESA's push for greater private sector participation and commercial strategies for a more vibrant space ecosystem that enables more cost-effective and innovative solutions across different sectors of the European space sector; and ENCOURAGES increased use of service procurement, acting as anchor

customer for economic operators to attract investment and a modern approach to risk taking through a tailored approach towards standardisation;

16. ENCOURAGES ESA to continue its focus on industrial competitiveness and profitability, by striking the right balance between requirements, risks and prices, to ensure that its activities remain appealing;
17. STRESSES the importance for ESA and its Member States to design and develop Space assets and systems using European resources and to use European launch services;

Strengthening cooperation with the European Union

18. MINDFUL of the significant challenges the European space industry is facing, STRESSES the need for public space actors in Europe to closely cooperate and coordinate their actions with a view to optimising the value of investments in space, ACKNOWLEDGES that abiding to their roles and responsibilities will lead to improved complementarity and coherence between ESA and the European Union;
19. EMPHASISES the need to further strengthen the relationship between ESA and the European Union, as partners of choice on the basis of the Framework Agreement, to increase synergies, and take full benefit of ESA's capacities, to ensure the effectiveness and efficiency of the European space sector;
20. CALLS UPON ESA to act as a bridge between the European Union and Member States that are not part of the Union, and seek a cooperation with the European Union allowing the inclusive involvement of all Member States; and CONFIRMS that cooperative activities should continue to benefit all Member States and provide inclusive access to their different phases in accordance with their respective rules;
21. ACKNOWLEDGES that several elements of the package proposed for CM25 strengthen the partnership with the EU and support the preparation of the next EU Multiannual Financial Framework (MFF); and RECALLS that ESA shall protect Member States' rights and interests in cooperative and preparatory programmes, while also paving the way to protect the European Union's rights and interests, fully respecting each partners' institutional setting and operational frameworks and marking an important step towards the future of ESA-EU relationship, and ESA's role as the technical and system development agency for the European Union Space Programme;

Strengthening international cooperation

22. RECOGNISES that ESA's strategic and forward-looking international engagement with global partners is essential for the organisation to fulfil its purpose as outlined in the Convention, and to enable continued innovation and excellence in the peaceful exploration and use of outer space;

23. WELCOMES that in a changing and increasingly multipolar world, ESA expands and diversifies its external relations and international cooperation, , and positions itself as a trusted partner in global space collaboration for the continued benefit of its Member States amidst an evolution of the geopolitical environment and supporting European competitiveness on the world market; and APPRECIATES the Agency's international engagement considering developments affecting Europe and the world;

3 | The Director General's Proposal on the ESA actions in elevating the Future of Europe through Space

24. WELCOMES the Director General's Proposal on Elevating the Future of Europe through Space and the proposals for the programmes submitted for subscription to this Council meeting at ministerial level based on the five strategic goals of the ESA Strategy 2040, as outlined in this Resolution;
25. WELCOMES the decisions of the Participating States concerned, made on this day and detailed in the last revision of ESA/C-M(2025)100, to subscribe the new and revised Declaration required to implement several optional programmes in the coming years as further described in this Resolution;

Goal 1 – Protect Our Planet and Climate

26. RECOGNISES the central role of **FutureEO** as ESA's flagship programme for Earth observation, driving innovation in climate science and action, environmental sustainability, and global challenges, and pioneering world-class Earth science missions, cutting-edge technologies, new observation methods and system architectures;
27. UNDERLINES the strategic importance of **Digital Twin Earth (DTE)** in climate change mitigation and in support of the EU Destination Earth Initiative with the goal to create a virtual replica of the planet through real-time simulation and analysis of environmental, atmospheric, and societal processes, particularly within the framework of the EU Destination Earth Initiative;
28. WELCOMES the development of **Copernicus Space Component-4 Phase 3** and the Sentinel-2 NG and Sentinel-3 NG missions, which will ensure the continued and significantly enhanced monitoring of climate and environmental conditions in Europe and globally as part of the user-driven Copernicus programme carried out jointly with the European Union and showcasing European excellence worldwide
29. RECOGNISES the growing challenges to space sustainability arising from increased launches, orbital debris, night sky brightening, and the space sector's carbon footprint since the early 2010s; and WELCOMES dedicated initiatives within the **Space Safety Programme** and ESA Green Agenda as part of ESA's **Basic Activities** that reduce environmental impacts and advance circular economy principles through life-cycle and eco-design approaches and national initiatives, such as the Roadmap on decarbonization adopted by CNES in the

domain; and NOTES with appreciation the **Zero Debris Charter** developed within the Protect Accelerator and the Statement for a Responsible Space Sector;

30. CALLS UPON the Director General to develop, in close coordination with the European Commission, a comprehensive **European Space Sector Decarbonisation Roadmap**, which shall encompass the entire European space industry, prioritising the reduction of its carbon footprint by setting ambitious, high-level measurable targets; and furthermore, shall identify key strategic levers for decarbonisation and establish appropriate incentive mechanisms to effectively encourage and reward progress;
31. EMPHASISES the critical role of the **Space Safety Programme** in enhancing in-orbit servicing, space weather monitoring and planetary defence to protect vital infrastructure, ensure resilience, and reinforce Europe's independence, notably through the RISE, CAT and CS-1 missions, the space weather mission Vigil and the planetary defense mission RAMSES.

Goal 2 – Explore and Discover

32. RECOGNISES the Agency's **Science Programme** as a vital instrument to advance Europe's global leadership in space science; ACKNOWLEDGES science as a core European value rooted in reason, empirical evidence, and the pursuit of knowledge; EMPHASISES the continued importance of this legacy in driving exploration of the Universe's origin, the nature of spacetime, Solar System dynamics, and the search for life beyond Earth; ACKNOWLEDGES the Science programme's achievements in the last 3 years including the groundbreaking missions Solar Orbiter, JUICE and EUCLID; and LOOKS FORWARD to upcoming missions SMILE, Plato, Ariel Comet Interceptor, EnVision and LISA, as well as the conclusion of Cosmic Vision and the start of Voyage 2050;
33. RECOGNISES the **PRODEX** programme's support for developing scientific instruments and experiments by institutes and universities of participating Member States, fostering institutional and industrial involvement promoting scientific excellence, enhancing industrial competitiveness, and ensuring guaranteed return;
34. RECOGNISES **FutureEO** as key to maintaining European leadership and implementing ESA's EO Science Strategy 2040; ACKNOWLEDGES Earth Explorer missions for advancing knowledge of Earth's systems, including Harmony's insights into ocean-atmosphere interactions and WIVERN's objective to explore in-cloud wind patterns, allowing for improvements in the quality of weather forecasts; and WELCOMES the Scout missions' role in fostering rapid innovation and competitiveness through small satellite technologies, and the

essential Next Generation Gravity Mission with its aim to contribute new insights of the Earth's water cycle

35. RECOGNISES that space exploration extends beyond technological innovation by driving scientific discovery, fostering curiosity and cooperation, inspiring future generations, and enhancing Europe's geopolitical influence; ACKNOWLEDGES the **European Exploration Envelope Programme 'Terraе Novae'** as central to expanding Europe's capabilities with increased European autonomy, implementing the Explore2040 strategy for LEO, the Moon, and Mars; and EMPHASISES that, in a changing geopolitical context, international cooperation with a diversification of partners remains vital for resilient human and robotic exploration activities;
36. STRESSES the need for ESA to maintain European access and sustained presence in Low Earth Orbit, to maximise the use of the ISS before the end of operations by implementing regular missions for ESA Astronauts, while preparing for post-ISS era through European transportation services with the Phase 2 of the LEO Cargo Return Service and possible European activities for post-ISS;
37. ACKNOWLEDGES the global momentum for Moon exploration worldwide, including scientific and commercial activities, WELCOMES the continuation of ESA's contributions to the Lunar Gateway and Artemis programme (Lunar I-HAB, Lunar View, Lunar Link, ESMs) as well as ESA's long-term and phased journey for building-up a sustained European led lunar exploration, establishing European end-to-end robotic capabilities and necessary infrastructure, with the Argonaut 1 Mission enabling ESA to master an essential autonomous capability for Europe to land on the Moon for the first time, supplemented by the small missions initiative and possibly a European robotic precursor payload demonstrating enabling technologies; and ACKNOWLEDGES the Lunar Pathfinder Mission;
38. WELCOMES the **Moonlight Programme** as important initiative developing lunar communication and navigation infrastructure; NOTING also the **ASSIGN** programme element, which will advance Europe's contribution to a future Solar System-wide internet;
39. RECALLS that European Mars exploration will focus on searching for evidence of past and present life with the ExoMars/Rosalind Franklin flagship mission and enhancing European autonomous robotic & scientific skills valorising past Member States investments by repurposing the Mars Sample Return (MSR) Earth Return Orbiter towards an exploration and science mission, ZefERO;
40. AGREES to convene an ad-hoc Intermediate Council meeting at ministerial level no later than Q1 2027 if the evolving geopolitical context requires such a milestone to endorse, adjust or redirect ESA's ambitions in exploration;

Goal 3 – Strengthen European Autonomy and Resilience

41. RECOGNISES the strategic importance of autonomous space capabilities in an evolving global context; UNDERLINES the importance to create synergies with the European Union to ensure effective and coordinated access to space, taking full benefit of ESA's expertise and space transportation capacities; and WELCOMES the CM25 proposal's concrete plans to secure Europe's access to Space, prepare next-generation space transportation systems;
42. WELCOMES the successful inaugural flight of Ariane 6 on 9 July 2024 and the return to flight of Vega-C with the successful deployment of Sentinel-1C on 5 December 2024; RECOGNISES that Ariane 6 and Vega C currently ensure Europe's independent access to space; ACKNOWLEDGES that the programmes for **Strengthening Exploitation for Access to Space (SEATS)**, the **Launcher Exploitation Accompaniment Programme (LEAP)**, the programme for **Product Adaptations for Ariane 6, Vega (C and E) and P120C** and the programme for **Competitiveness Improvements for Ariane 6 and Vega C (CIP)** secure the availability and qualification status of Ariane 6 and Vega C and enhance robustness and commercial competitiveness in line with the Seville Resolution; and NOTES WITH APPRECIATION Europe's ASTRIS as a kick-stage for Ariane 6, thereby enhancing mission versatility and European mobility in space;
43. WELCOMES the **European Launcher Challenge (ELC)** as an ESA programme aiming at strengthening and diversifying through competition, with the objective to reduce costs as per paragraph 15 of the Seville Resolution, the resilience and sustainability of the offer of European Launch Services, as defined in the Launch Services Resolution, and WELCOMES more generally the participation of all European launch service providers in bids of the procurement of launch services for Agency programmes in line with the Seville Resolution;
44. RECOGNISES Europe's autonomous, sustainable, and competitive space transportation capabilities as essential for maintaining leadership in the evolving space industry; and ACKNOWLEDGES the **Future Launchers Preparatory Programme (FLPP)** and High Thrust Engine (HTE) withing **CIP** as key drivers of innovation, risk reduction, and industrial competitiveness supporting ESA programmes and the preparation of the future in space transportation logistics to position Europe as a key player in this domain;
45. WELCOMES **Space Rider** as Europe's first reusable, uncrewed space transportation system enabling routine access to and return from Low Earth Orbit, and the CM25 proposal's objectives to consolidate reusability, transition to commercial service and preparation of its re-flights;

46. RECOGNISES the European spaceport at the **Guiana Space Centre (CSG)** in French Guiana as a cornerstone of Europe’s guaranteed autonomous access to space for institutional missions; ACKNOWLEDGES ESA’s commitment through the **CSG Resolution** to support its maintenance, operations, and transformation into a flexible, digital, sustainable, and secure spaceport for the period 2026–2030; and WELCOMES the conclusion of the Revised CSG Agreement, and NOTES the importance of ensuring access to and usability of the CSG Range for the awardee(s) of the European Launcher Challenge and for other European Launch Service providers, in accordance with the Seville Resolution and the provisions of the revised CSG Agreement;
47. WELCOMES the diversification and expansion of European spaceports; which contribute to a resilient European access to space for institutional and commercial missions; and INVITES therefore the Director General to:
- assess the impact of the evolution of the European space transportation services, both for institutional and commercial missions, on the overall landscape of European spaceports;
 - establish on that basis a European long-term view on the evolution of the exploitation of these European spaceports, without prejudice to national competence, licensing and safety regulation;
 - and propose specific actions to secure the continuing availability of European launch infrastructures and services, aiming to maintain Europe’s resilience and competitive edge in access to space;
48. EMPHASISES ESA’s collaboration through the **ESA Programme Related to EU Secure Connectivity (IRIS²)** with the EU to establish a, secure, multi-orbit satellite constellation offering government and commercial services through a multilayer architecture; UNDERLINES the key contribution of the ESA Programme to the development of the future Low-LEO layer of the EU system, to enhance service capabilities, public-private synergies, and secure communication for IRIS² users;
49. WELCOMES the **ARTES 4.0** Programme’s leading role in developing European secure communication capabilities in the strategic programme lines “Space Systems for Safety and Security” and “Optical & Quantum Communication-Scylight”, notably through the existing Eagle 1 and future Eagle NeXt QKD mission and existing SAGA Partnership Project, as a precursor for the space segment of the European Quantum Communication Infrastructure (EuroQCI) and Laser communication-Initiatives such as HyDRON;
50. RECOGNISES the CM25 proposal’s focus on strengthening Europe’s leadership in PNT through the **NAVISP** and **FutureNAV** programmes in coordination with EU initiatives; ACKNOWLEDGES NAVISP’s role in promoting innovation across

the PNT supply chain and supporting infrastructure and market development; and WELCOMES its support for emerging technologies, national PNT programmes, and industry competitiveness through technical assistance and testing opportunities;

51. UNDERSCORES that the **FutureNAV** programme complements NAVISP and EU initiatives by validating future PNT system concepts and technologies allowing that Europe secures critical capabilities and industry readiness for future challenges of satellite navigation infrastructure; ACKNOWLEDGES its focus on industrialising innovations such as the LEO PNT system to enhance accuracy and resilience, and its role in transitioning from demonstration to operational systems to strengthen European GNSS infrastructure; and further ACKNOWLEDGES that the **LEO-PNT** activities are preparing the cooperation with the European Union;
52. ACKNOWLEDGES **Copernicus'** transformative role in providing high-quality, consistent, and freely accessible data essential for environmental monitoring and resource management offering an unprecedented view of what is happening in the Earth's atmosphere, on land and in the oceans and enabling decision-making across various sectors such as agriculture, logistics, urban planning and resource management; and UNDERSCORES the need for full and enhanced continuity for which the Copernicus Space Component Segment 4 programme with its Phase 3 is essential;
53. RECOGNISES the critical gaps in Europe's capabilities to manage disasters and emergencies – whether triggered by weather-induced or climate-related events, environmental degradation or rapidly escalating geopolitical threats and ACKNOWLEDGES that ESA's well established EO programmes; while successfully contributing to Europe's strategic objectives regarding resilience, require to be complemented to enhance those capabilities; through the new initiative European Resilience from Space (ERS), which is based on an overarching system-of-systems federation architecture including capabilities for earth observation (ERS-EO), navigation (LEO-PNT) and secure communication (ERS-COM), strengthening existing systems, ensuring interoperability and preparing possible future evolutions which may complement these as well as national and commercial existing capabilities and will significantly accelerate the system responsiveness marking a fundamental shift in capacity;
54. WELCOMES the **ERS-EO Programme** which aims to deliver a flexible and interoperable federated system of high-resolution and revisit Earth observation capabilities designed for crisis monitoring and rapid response, providing very high-resolution optical and radar imagery with low latency and high revisit times to ensure continuous, taskable observation under all conditions, thereby enabling near real-time support to civil protection authorities, emergency responders, and

security actors across Europe; and ACKNOWLEDGES that ERS-EO support a potential Earth Observation Governmental Services (EOGS) initiative led by the European Union and may enable Member States to federate their existing and future capabilities through independent clusters, each contributing to a common architecture through pooling and sharing while retaining national control;

Goal 4 – Boost European Growth and Competitiveness

55. RECOGNISES that fostering innovation and attracting investment are key to Europe's competitiveness in the global space economy; and EMPHASISES that the space sector's growth will boost jobs, economic resilience, and Europe's leadership in space innovation;
56. RECOGNISES that **Basic Activities** underpin Europe's independence and leadership in space competitiveness by fostering early innovation and mission preparation; and EMPHASISES that the Discovery element, and especially OSIP, promotes novel ideas and disruptive technologies, while the Preparation element advances future missions via feasibility studies;
57. ACKNOWLEDGES the **General Support Technology Programme (GSTP)** as vital for accelerating innovation in Europe's space sector; and EMPHASISES that by supporting development and demonstration of advanced technologies aligned with ESA Strategy 2040, **GSTP** strengthens European industry competitiveness and reduces dependency on non-European technologies, including EEE and components; APPRECIATES the enhancement of the **GSTP Programme** by incorporating a dedicated programmatic area to allow the accelerated development and maturation of critical technologies for non-dependence, security and resilience; and WELCOMES the standardisation efforts, ensuring that space systems are interoperable, scalable, sustainable, and cost-effective, which further strengthens Europe's resilience and autonomy;
58. RECOGNISES that ESA strengthens industrial capacity across sectors like PNT, telecom, earth observation and space transportation by fostering innovation, co-funding, and reducing financial risks through programmes like **ARTES 4.0**, **NAVISP**, **Boost!** and **InCubed** that accelerate market entry and global presence;
59. UNDERLINES the key roles of the **ARTES 4.0** programme and the **ESA Programme Related to EU Secure Connectivity (IRIS²)** and their complementary roles in advancing European connectivity capabilities;
60. RECOGNISES the **ARTES 4.0** programme as essential for reinforcing Europe's leadership in satellite communications by supporting development and commercialisation of advanced technologies, including 5G/6G and, sustainable satellite infrastructure, space systems for safety and security, as well as optical

and quantum communications; and EMPHASISES its contribution to resilient communications for critical sectors and to sustainable spectrum use technologies, and securing Europe's global position in satellite communications;

61. ACKNOWLEDGES the importance of strengthening Europe's industrial ecosystem and the role of startups, SMEs, and newcomers; UNDERLINES ESA's commitment to transversal initiatives like the **ACCESS** programme supporting European companies in developing innovative products and services in the upstream and downstream sector, benefitting from the ESA Business Incubation Centres and the ESA Investor Network; and WELCOMES the SME Initiative aimed at involving SMEs in the overall ESA activities and the Commercialisation Gateway serving as central platform for engagement with industrial actors;
62. UNDERLINES the crucial role of **Basic Activities** in establishing Europe as a global space research hub by providing world-class mission operations infrastructure, advanced engineering laboratories, and sustainable site investments; and RECOGNISES that these facilities are fundamental to fostering European industry excellence and maintaining ESA's leadership in space research and innovation;
63. ACKNOWLEDGES that standardisation is critical for a competitive European space sector and that ESA's and its Member States' leadership in space standards will keep Europe at the forefront of key developments, including space sustainability, traffic management, and industrialisation; and SUPPORTS the efforts to update European Cooperation for Space Standardisation (ECSS) and European Space Components Coordination (ESCC) frameworks to meet evolving market needs and WELCOMES the European Space Technology Harmonisation process, which will further optimise public investment, reduce duplication and ensure timely development of critical technologies as well as strengthen ESA's role as knowledge hub for space technology in Europe;

Goal 5 – Inspire Europe

64. UNDERLINES ESA's mission to inspire future generations and promote inclusivity, WELCOMES efforts to engage young talent; and further reinforce programmatic excellence, and RECOGNISES ESA's shift towards a more agile agency with market-oriented approach through new procurement models and faster programme delivery, supporting the goals of Strategy 2040;
65. RECOGNISES that ESA's missions in space science, Earth science, exploration, launchers and technology drive scientific progress and inspire societies across Europe and beyond, fostering curiosity, critical thinking, and a spirit of exploration; ACKNOWLEDGES ESA's alignment with global priorities through CM25,

contributing to the United Nations Pact for the Future by promoting the peaceful, secure, and sustainable use of outer space;

66. EMPHASISES the importance of the Basic Activities Space for Education 2030 initiative in building a dynamic educational ecosystem that enhances STEM literacy and equips young people with skills essential for Europe's space leadership; UNDERLINES the expansion of the ESERO network, strengthened university engagement, and collaboration with industry and academia to nurture a diverse, skilled workforce; WELCOMES the preservation and democratisation of ESA's space data heritage through digitisation efforts, ensuring broad access to Europe's intellectual capital and fostering inclusive participation in space science, education, and innovation;
67. RECOGNISES that ESA's activities contribute to its Member States and the EU to leverage space capabilities for enhanced influence in international affairs;
68. ACKNOWLEDGES ESA's operational initiatives under **Basic Activities**, including the International Charter Space and Major Disasters and Third-Party Mission Data, as vital tools for humanitarian aid, scientific research, and commercial development, EMPHASISES ESA's ongoing commitment to inclusive, global engagement through programmes such as FutureEO, Estrack cross-support agreements, and international partnerships, ensuring space remains accessible and a platform for Europe's leadership on the world stage;

4 | Conclusion: ESA elevating the Future of Europe through Space

69. ENCOURAGES ESA to fully implement its programmes and activities as part of its ongoing transformation, which is crucial to enhancing its role as a pillar of the European space endeavours; CONSIDERS that completing its transformation will strengthen ESA's ability to respond to the evolving needs of Member States, European industry and academia and ensure its continued success and relevance within the global space sector; and INVITES the Director General, on the basis of the Convention and this Resolution, to develop a modern forward-looking enhancement of ESA for the benefit and under the guidance of its Member States and for Europe as a whole;
70. WELCOMES the enhancement of the relationship with the European Union, under the guidance of the Member States, based on the established roles and responsibilities, to maintain and strengthen Europe's position as one of the leaders in space, seeking to contribute with its programmes to European policy priorities, and fostering a more unified and efficient approach to addressing the complex challenges facing both Europe and the world in the coming years
71. RECOGNISES this Council meeting at ministerial level in Bremen, Germany as a crucial milestone towards CM28 and beyond, setting the foundation for the future direction of ESA's activities and reinforcing its role in shaping Europe's strategic goals in space.