BOOSTING COMPETITIVENESS

Europe must foster innovation and contribute to the competitiveness and growth of the European space industry by pushing the frontiers of knowledge and developing new technologies that can generate wealth in many other industries. The global space economy is currently worth €350-450 billion per year and is predicted to rise to €1 trillion by 2040. By securing autonomy, Europe can capture its fair share of this global economy and avoid the brain and tech drain.

NURTURING TALENT

Attracting young people to study science, technology, engineering and maths – while appreciating the values of global cooperation in space and preparing for a sustainable human presence elsewhere in the Solar System - promotes a sense of European purpose and gives young people opportunities to pursue their dreams in Europe.

ENHANCING EUROPE'S STATUS

Autonomy in space exploration is becoming increasingly important for world powers. Without it, Europe risks losing its influence on the world stage. Our international partners also need a strong ESA that can bring more to the table to strengthen the international exploration community.



BARTER



INCREASED OPPORTUNITIES SCIENCE PAYLOADS

PEACE, SECURITY

AND COOPERATION

PROSPERITY

AND WEALTH

SUSTAINABLE FUTURE

> TALENT AND INSPIRATION



ASTRONAUT FLIGHT OPPORTUNITIES



KEEP MONEY IN EUROPE

HUMAN EXPLORATION

A FIRST STEP TOWARDS A GREAT AMBITION

The world stands at a pivotal point in space exploration. Over the past few years, the landscape has changed fundamentally. It will evolve even more quickly in the years to come:

- A new economy is developing in low Earth orbit that will transform space exploration in the years following the retirement of the International Space Station.
- Private companies are revolutionsing the landscape from launchers to exploration.
- The US and China are engaged in a lunar race, with other nations striving to reach the Moon themselves rather than just passively watching.
- For the two superpowers, the Moon is becoming a stepping stone to Mars.

Europe must act now to retain its standing in the world. We must strengthen our sovereignty and selfdetermination to face dynamic and uncertain geopolitical challenges.

ASSERTING EUROPE'S RIGHTFUL PLACE

ESA will elaborate a European strategy for exploration, transportation and sustainability in and from space. Unlocking the full potential of space to improve life on Earth will help to secure prosperity, competitive advantage and talent for Europe and its citizens, and enable Europe to assert its rightful place in the world.





WE ARE READY

ESA will launch a The service vehicle could later be adapted for crew and for other



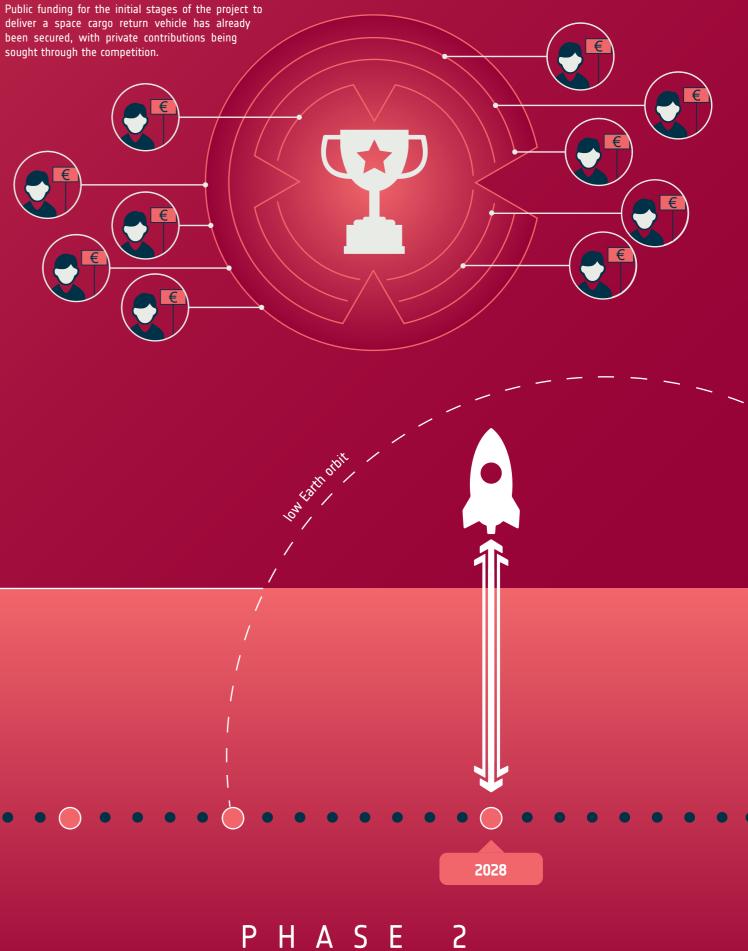
Science: Strengthening European excellence in scientific research through opportunities for in-situ investigations, and the development of cutting-edge instrumentation and enabling technologies.

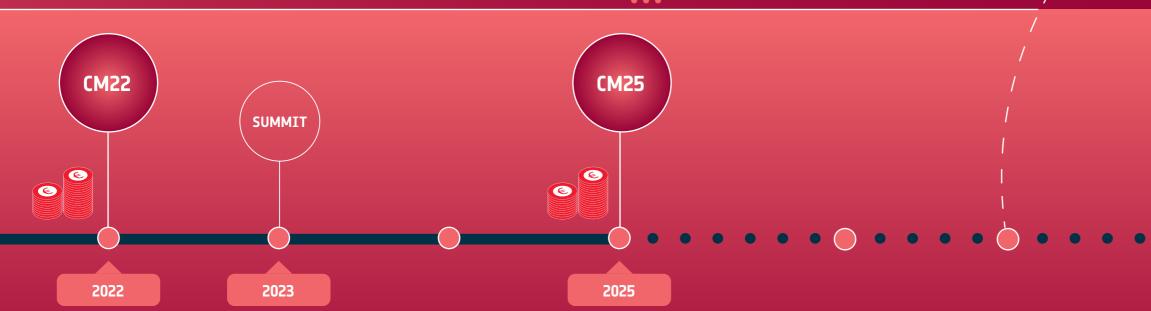
Economic: Contributing to the competitiveness and growth of the European space industry by pushing the frontiers of knowledge and developing new technologies that can generate wealth in many other industries.

Global cooperation: Working with partners to establish a worldwide cooperative framework to deliver large space exploration projects, while creating new ways to address global challenges.

Inspirational: Attracting young people to study science, technology, engineering and maths to create the highly skilled workforce of the future.







PHASE 1