



Market and Industry Perspective: Focus on Commercialisation

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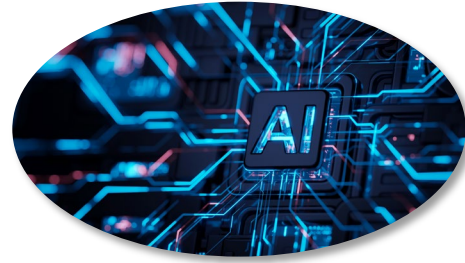
EUROPEAN SPACE AGENCY

Innovation Areas & Advanced Technologies



Sensing Technologies

Advanced instruments that capture richer, more precise data about Earth and space.



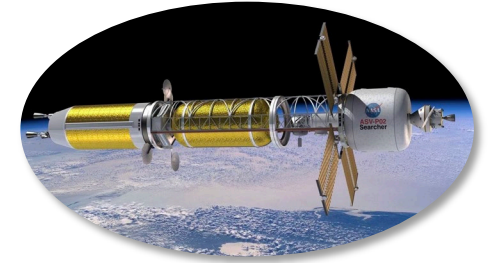
AI-enabled Data Processing

Onboard and ground AI that turns raw data into actionable insight faster.



Cloud Computing

Scalable infrastructure to store, process and share space data on demand.



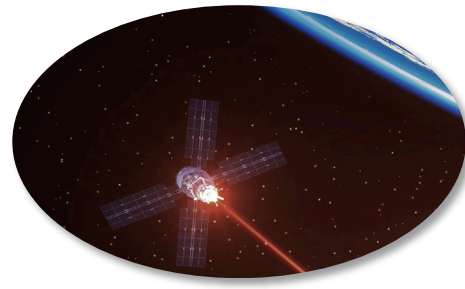
Nuclear Power Systems

Long-lasting energy sources enabling deep-space missions and sustained surface operations.



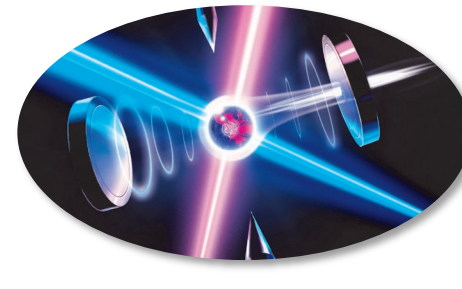
Propulsion

Next-generation engines for more efficient, flexible and far-reaching missions.



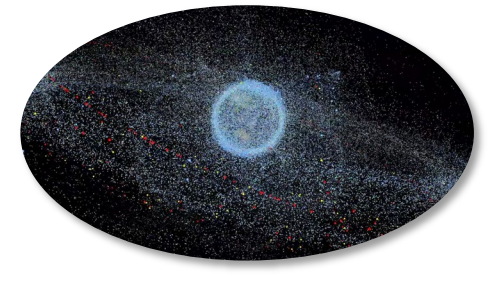
Electrical Power

Lighter, more efficient generation, storage and distribution of power in orbit.



Quantum Technologies

Quantum sensing, timing and communication for unprecedented precision and security.



Space Debris

Solutions to monitor, avoid and remove debris, keeping orbits safe and sustainable.

Science with Cutting Edge Requirements



Bespoke Prototypes that cannot fail

- Manufacturing
- Conservatism
- Large Verification effort
- Large Entry Barriers



Defense, Navigation, Telecom, Space Data Centers



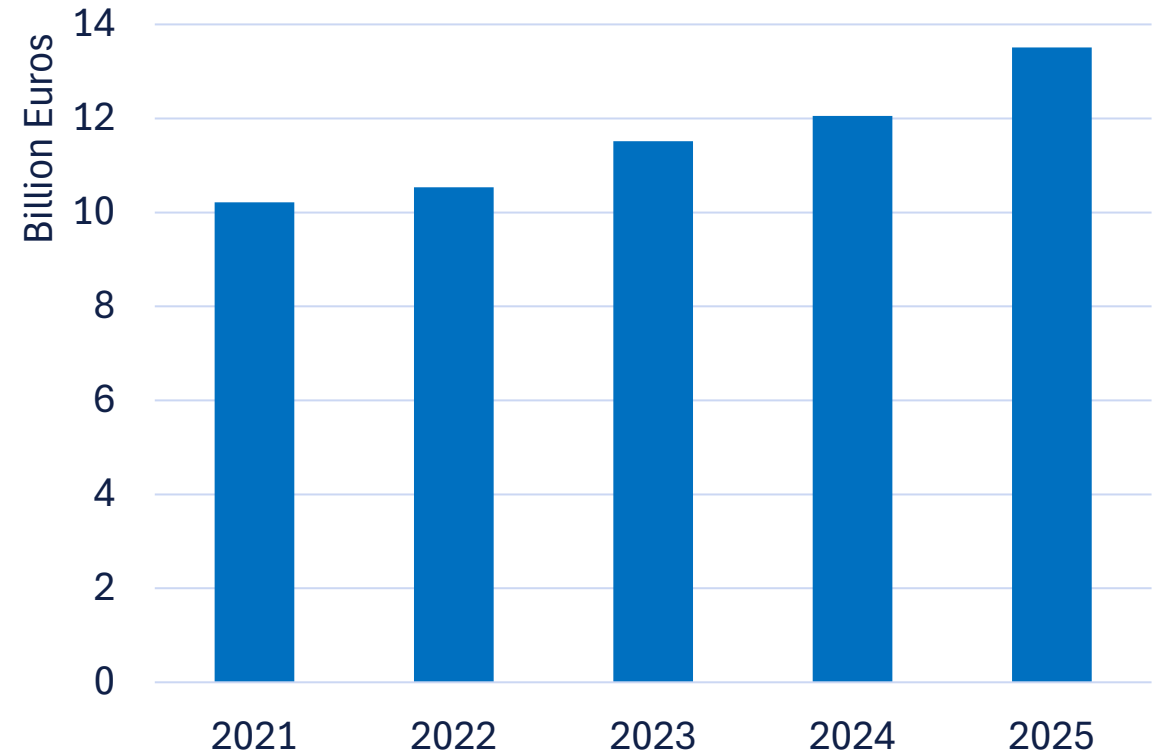
Huge # of Launches LEO Constellations

- Serialisation
- Iterative approach
- Products
- Risk possible
- New Players

Europe's position in space

Securing public investment

- **€13.5 billion** of European space budget in 2025 (civil and defence)
- A **12% growth** compared with 2024, primarily driven by increased national defence budgets, largely led by Germany

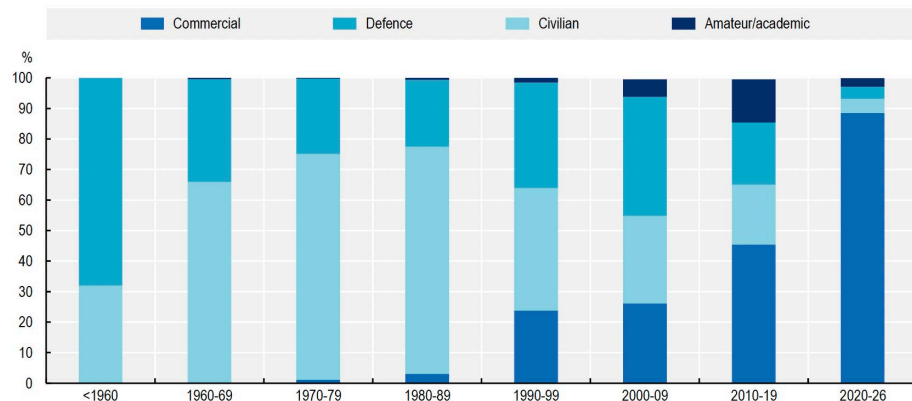


European space budget, civil and defence

Sources: The European space budget consists of national space programmes (civil and defence) from EU-27 countries, Norway, Switzerland and the United Kingdom collected by Eurospace, as well as ESA (including Third Party activities), Eumetsat and the EU Space Programme budget (including the share of Horizon Europe dedicated to space activities).

Private Investments in the Space Sector

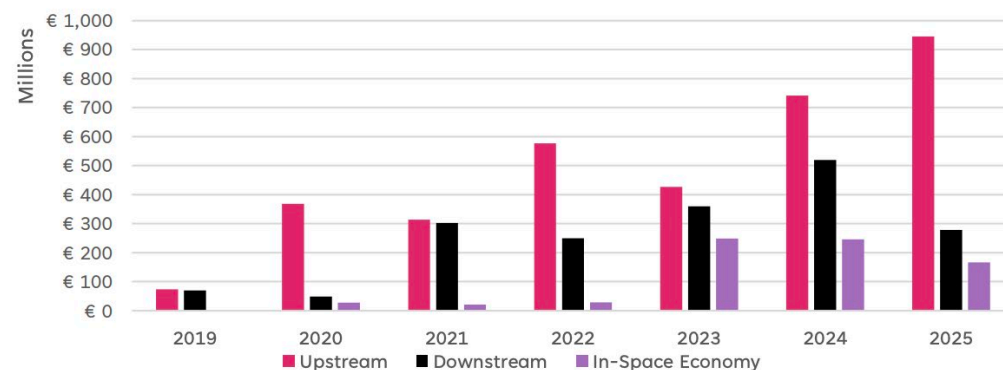
The private sector is **increasingly dominant** in space
Owner/operator' share of launched objects



Source: OECD, data as of 9 May 2026

The **Upstream** Segment is attracting the **most capital**

Distribution of European Investments across the Space Value Chain



Source: ESPI, Space Venture Report 2025

The largest 2026 rounds were

ICEYE

\$1.1bn



\$450m

**OPEN
COSMOS**

\$346m

PLDSpace

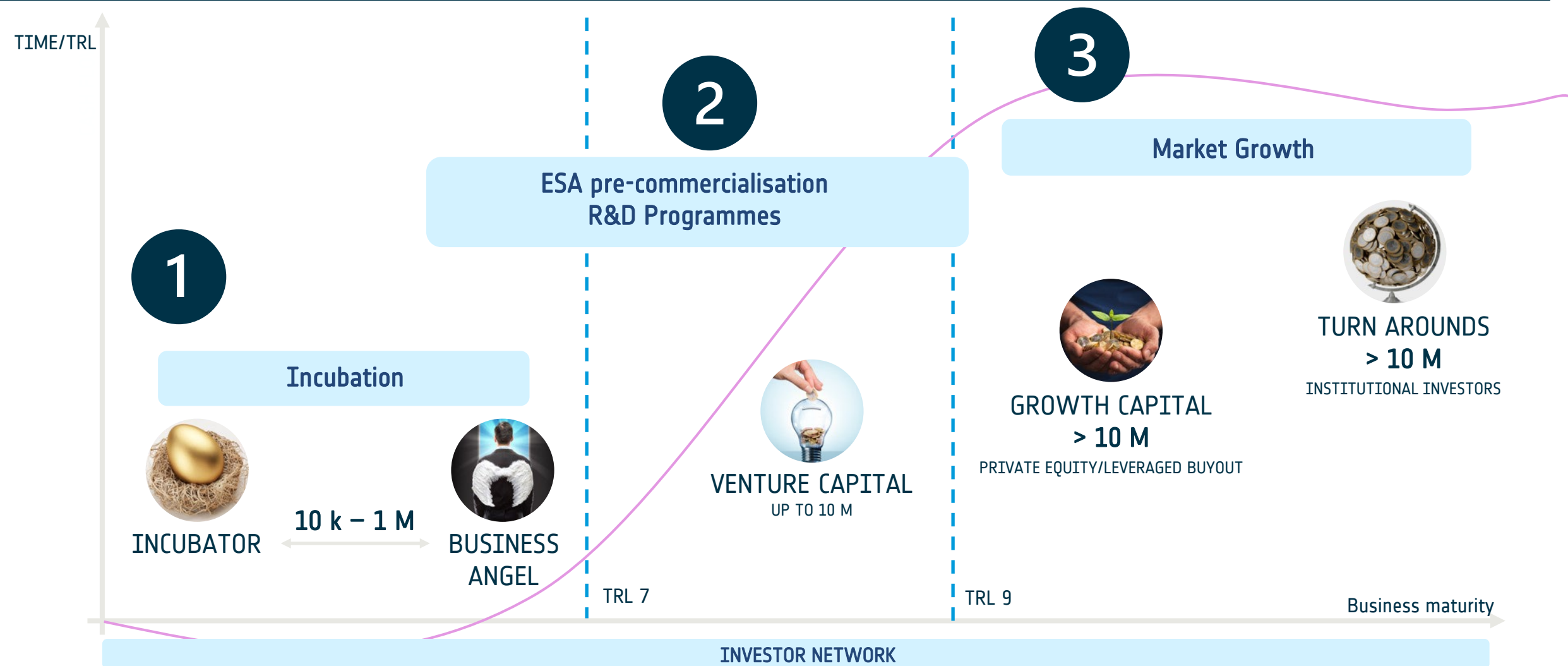
\$317m

isar aerospace

\$297m

ESA Commercialisation journey of a company

<https://ideas.esa.int/>



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INSTITUTIONAL INVESTMENT

European Investment Fund (EIF) &
European Investment Bank (EIB)

INVESTORS

VC, CVC, PE, Business Angels

ACCELERATORS

INSTITUTIONAL SUPPORT

European Commission (EC),
EU Agency for the Space Programme
(EUSPA)

BANKS

Including Deutsche Bank, UBS and
Natixis

100+ Members
in ESA Investor
Network



Seed

Matterwave Vent C4 Ventures Expon Capital
Promus Ventures Starttech Ventu Primo Capital
Armlar Venture 360 Capital Deep Blue Ventu
The Aventures Seraphim Space Alpine Space Ve
Atlantic Bloc Ventures Coinvest capita

Series B

Tikehau Ace Cap 5G Ventures Red River West

Series A

Karista OTB Ventures Lakestar
Omnes Capital Alchimia Invest DeepTech & Clim
MIG Capital Move Capital Semapa Next
KOMPAS VC Safran Corporat Balderton Capit
Demeter Partner

Debt

Tikehau Capital

Bank Gospodarst

Intesa Sanpaolo

Bryan, Garnier



SPACE LENDING ENVELOPE



European
Investment Bank

€1.5B expected

INVESTOR-NETWORK@ESA.INT

Europe powered by Space -European Commercialisation Initiative

A strengthened **European
Commission–EUSPA–ESA**
collaboration

launched in **September 2025**



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THROUGH SPACE

THANK YOU!

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