INTERNATIONAL ASTRONAUTICAL FEDERATION

FINAL REPORT

IAF GLOBAL SPACE LEADERS SUMMIT

Organized by International Astronautical Federation (IAF)

The Second Edition

"Global Space Governance: Shaping the Future Together"

In Conjunction with the 76th International Astronautical Congress (IAC 2025)

30 September 2025
Sydney, Australia

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I. SECOND EDITION OF THE IAF GLOBAL SPACE LEADERS SUMMIT

Bringing together the foremost leaders of the global space community, the IAF Global Space Leaders Summit stands as a premier and exclusive platform for strategic dialogue among the heads of the world's space agencies and national space offices. This exclusive closed-door forum convenes annually the key decision-makers who are collectively shaping the future of space policy, exploration, and cooperation on a global scale.

The second edition of the **IAF Global Space Leaders Summit**, organized by the **International Astronautical Federation** (IAF) with the support of its esteemed IAF Member since 2011 and IAC 2025 Co-Host - the **Australian Space Agency**, took place on 30 September 2025 in Sydney, Australia, in conjunction with the **76th International Astronautical Congress** (IAC 2025) under the visionary theme *"Global Space Governance: Shaping the Future Together"*.

As part of the Summit, the IAF traditionally presents to all participating heads of space agencies the **IAF Space Leader's Pin** - a uniquely crafted emblem featuring a moonstone and an individual serial number. The pin serves as a rare symbol of excellence in space leadership and a lasting tribute to each leader's contribution to the global space community.

This year the IAF was proud to see eight new heads of space agencies and offices, who were recently appointed or attended the Summit for the first time, joining the distinguished group of space leaders.

The recipients of the IAF Space Leaders' Pin in 2025:

Azerbaijan	**Dunay Badirkhanov**, Chair of the Board (a/g), Space Agency of the Republic of Azerbaijan (Azercosmos)
France	**François Jacq**, Chairman and Chief Executive Officer, Centre National d'Etudes Spatiales (CNES)
India	**V. Narayanan**, Chairman, Indian Space Research Organisation (ISRO)
Maldives	**Madin Maseeh**, President, Maldives Space Research Organisation (MSRO)
New Zealand	**Robyn Henderson**, Head, New Zealand Space Agency
Singapore	**Jonathan Hung**, Executive Director, Office for Space Technology & Industry (OSTIn)
Slovak Republic	**Michal Brichta**, Director, Slovak Space Office - Industry Branch

Following the landmark 2024 Inaugural Session of the IAF Global Space Leaders Summit, where each of the participants delivered official statements to their global counterparts, the 2025 edition adopted a more interactive format.

40 participating Heads of Worlds' Space Agencies and National Space Offices engaged during four moderated round tables focusing each on the timely topics of **Space Exploration**, **Earth Observation**, **Security**, and **Space Diplomacy**, offering an unparalleled opportunity for shared vision, candid dialogue, and strategic alignment.

Josef Ashbacher, Director General of the European Space Agency (ESA), Lisa Campbell, President of the Canadian Space Agency (CSA), and Hiroshi Yamakawa, President of the Japan Aerospace Exploration Agency (JAXA), moderated the round-table discussions on Security, Earth Observation and Space Diplomacy, respectively. The Round Table on Space Exploration was moderated by Amit Kshatriya, Associate Administrator of the National Aeronautics and Space Administration (NASA), who attended on behalf of NASA Acting Administrator Sean Duffy, who unfortunately had to cancel his participation last-minute.

Moderators:

Round Table on SPACE EXPLORATION:

Amit KSHATRIYA

Associate Administrator, National Aeronautics and Space Administration (NASA)

Round Table on EARTH OBSERVATION:

Lisa CAMPBELL

President, Canadian Space Agency (CSA)

Round Table on SECURITY:

Josef ASCHBACHER

Director General, European Space Agency (ESA)

Round Table on SPACE DIPLOMACY:

Hiroshi YAMAKAWA

President, Japan Aerospace Exploration Agency (JAXA)

The International Astronautical Federation (IAF) was honoured to present each participating Heads of Space Agencies and National Offices with one of the 117 commemorative **IAF pins** that **flew to space.**

These IAF pins were flown to space aboard Shijian (Practice)-19 thanks to a collaboration between the IAF and its long-standing member – the Chinese Society of Astronautics (CSA), under the leadership of the IAF Vice President Li Daming, President of the China Academy of Space Technology (CAST).

The payload including the IAF pins was launched into space by the Long March 2D Carrier Rocket at 18:30 on 27 September 2024 from the Jiuquan Satellite Launch Center and successfully recovered at 10:39 on 11 October 2024 at the Dongfeng Landing Site.

II. ACKNOWLEDGEMENTS

On behalf of the International Astronautical Federation (IAF), we would like to thank all distinguished global space leaders for their participation in the second edition of the IAF Global Space Leaders Summit.

The IAF expresses its sincere gratitude to the **Australian Space Agency** and its Head, **Enrico Palermo**, who also serves as the IAF Vice President for Space Agency Relations, for their unwavering support in hosting this premier event.

III. PARTICIPATING SPACE AGENCIES AND OFFICES / COUNTRIES

	**ANGOLA**	GGPEN	**Angola's National Space Program Management Office (GGPEN)**
	**AUSTRALIA**	Australian Space Agency	**Australian Space Agency**
	**AZERBAIJAN**	azercosmos	**Space Agency of Republic of Azerbaijan (Azercosmos)**
	**BAHRAIN**	NSSA	**Bahrain Space Agency (BSA)**
	**BRAZIL**	AEB AGÊNCIA ESPACIAL BRASILEIRA	**Brazilian Space Agency (AEB)**
	**CANADA**	CANADIAN SPACE AGENCY AGENCE SPATIALE CANADIENNE	**Canadian Space Agency (CSA)**
	**CHINA**	CNSA	**China National Space Administration (CNSA)**
	**ESTONIA**	estonian space office	**Estonian Space Office**
	**EUROPE**	esa	**European Space Agency (ESA)**
	**FRANCE**	cnes CENTRE NATIONAL D'ETUDES SPATIALES	**Centre National d'Etudes Spatiales (CNES)**
	**GERMANY**	DLR Deutsches Zentrum für Luft- und Raumfahrt German Aerospace Center	**German Space Agency (DLR)**
	**GREECE**	ΕΛΚΕΔ HSC	**Hellenic Space Center**
	**INDIA**	इसरो isro	**Indian Space Research Organisation (ISRO)**

	**ITALY**	**Italian Space Agency (ASI)**
	**JAPAN**	**Japan Aerospace Exploration Agency (JAXA)**
	**LUXEMBOURG**	**Luxembourg Space Agency (LSA)**
	**MALAYSIA**	**Malaysia Space Agency (MYSA)**
	**MALDIVES**	**Maldives Space Research Organisation (MSRO)**
	**NETHERLANDS**	**Netherlands Space Office (NSO)**
	**NEW ZEALAND**	**New Zealand Space Agency**
	**NORWAY**	**Norwegian Space Agency (NOSA)**
	**PERÙ**	**Peruvian Space Agency (CONIDA)**
	**PHILIPPINES**	**Philippine Space Agency (PhilSA)**
	**POLAND**	**Polish Space Agency (POLSA)**
	**REPUBLIC OF KOREA**	**Korea AeroSpace Administration (KASA)**
	**RWANDA**	**Rwanda Space Agency (RSA)**
	**SINGAPORE**	**Office for Space Technology and Industry (OSTIn)**

SLOVAK REPUBLIC	SLOVAK SPACE OFFICE	Slovak Space Office
SOUTH AFRICA	sansa SOUTH AFRICAN NATIONAL SPACE AGENCY	South African National Space Agency (SANSA)
SPAIN	AEE AGENCIA ESPACIAL ESPAÑOLA	Spanish Space Agency (AEE)
SWEDEN	Rymdstyrelsen Swedish National Space Agency	Swedish National Space Agency (SNSA)
SWITZERLAND		Swiss Space Office
THAILAND	GISTDA	Geo-Informatics and Space Technology Development Agency (GISTDA)
TÜRKİYE	TUA	Turkish Space Agency (TUA)
UNITED ARAB EMIRATES	UAE SPACE AGENCY	UAE Space Agency (UAE SA)
UNITED KINGDOM	UK SPACE AGENCY	UK Space Agency (UK SA)
UNITED STATES	NASA	National Aeronautics and Space Administration (NASA)
UZBEKISTAN	UZCOSMOS	Space Research and Technology Agency (UZCOSMOS)

OBSERVER :

UNITED NATIONS	UNITED NATIONS Office for Outer Space Affairs	United Nations Office for Outer Space Affairs (UNOOSA)

IV. SYNOPSIS OF THE ROUND-TABLE DISCUSSIONS

The IAF Executive Director **Christian Feichtinger**, Master of Ceremony for the Summit, welcomed all participants and delegations, and was proud to officially open the second edition of the pioneering IAF Global Space Leaders Summit - a forum where leaders from both established space nations and emerging space countries could come together, each having the equal opportunity to address the global space leaders' community. This inclusive approach underscores the importance of global collaboration in advancing the space sector.

In his welcome remarks, IAF President **Clay Mowry** addressed the esteemed heads of space agencies and offices, noting that the targeted discussions during the Summit offered an extraordinary opportunity to engage on today's most pressing topics - Space Exploration, Earth Observation, Security, and Space Diplomacy. He emphasized that by working together across borders, the global community can strengthen the sustainability, safety, and inclusivity of space activities for the benefit of all.

On behalf of the hosting space agency, **Enrico Palermo**, Head of the Australian Space Agency, highlighted that the Summit is a unique platform to deepen global collaborations and to foster strategic dialogue among space leaders. He stressed that *"no nation is too small to contribute to space,"* reaffirming the importance of openness, partnership, and shared ambition in advancing the future of space.

a. Round Table on Space Exploration

The first round table gathered the heads of space agencies to discuss global developments in space exploration and to highlight the indispensable role of international cooperation. Interest in contributing to the discussion, moderated by **Amit Kshatriya**, Associate Administrator at **NASA**, was expressed by representatives from the following participating nations/agencies: **China**, **European Space Agency** (ESA), **Germany**, **India**, **Italy**, **Luxembourg**, the **Republic of Korea**, **Rwanda**, **Switzerland**, and the **United Arab Emirates**.

Participants agreed that while many nations have the capability to carry out independent missions, the scale, cost, and complexity of Lunar, Martian, and deep-space exploration make collaboration essential. Shared projects allow countries to pool expertise, reduce risk, and multiply scientific returns.

Key exploration initiatives illustrate this cooperation. NASA's Artemis program leads a broad international coalition to return humans to the Moon and establish sustainable exploration infrastructure. China continues to advance its Chang'e lunar program, the Tianwen planetary missions and the International Lunar Research Station. India and Japan contribute significantly through their Chandrayaan / Lunar Polar Exploration (LUPEX) successes. ESA's ExoMars program highlights Europe's advancements in Mars science. The UAE supports lunar exploration with Rashid Rover 2 and contributes the Emirates Airlock to the Gateway station. The Republic of Korea is developing the technologies needed for science, infrastructure and future orbiters and landers.

Human spaceflight is another area of strong cooperation. As the ISS era concludes, new actors and commercial capabilities create opportunities to build a more inclusive and sustainable space economy.

Emerging space nations - particularly Rwanda - emphasized the importance of equitable participation, capacity building, and shared governance principles. They stressed that space exploration should unite humanity and ensure that the benefits of scientific discovery and technological progress are accessible to all.

The round table concluded that space exploration is a shared endeavour for humanity. Today's major exploration missions - whether to the Moon, Mars, or deep space - depend on a combination of national leadership and strong international partnerships. Agencies increasingly share instruments, technologies, training facilities, and scientific data, aligning their efforts around common research priorities and long-term goals. Human spaceflight, robotic exploration, and deep-space infrastructure - all benefit from this collaborative approach, which draws on the unique strengths of different nations.

b. Round Table on Earth Observation

The Round Table on Earth Observation (EO) was moderated by **Lisa Campbell**, President of the **Canadian Space Agency** (CSA) and featured contributions of national space leaders from **Azerbaijan**, **Brazil**, **Malaysia**, the **Netherlands**, the **Philippines**, **Singapore**, **Spain**, **Sweden**, **Türkiye**, and **Uzbekistan**. The discussion focused on the rapidly expanding global landscape of Earth Observation and the growing need for coordinated governance.

In her opening remarks, Lisa Campbell emphasized that more than a thousand EO satellites are now in orbit, operated by over sixty countries, and that the EO market is projected to reach eight billion dollars by 2033. This growth, while promising, raises pressing questions about the environmental impact of satellite growth, the need for stronger multilateral coordination, and the challenge of ensuring equitable access to EO data and services worldwide.

Participants stressed that Earth Observation is no longer a distant or optional capability, but a necessity for nations facing climate change, food insecurity, environmental degradation, and rapid urbanization. From space, EO delivers the clarity needed to monitor forests, manage water and agricultural resources, track emissions, and build resilience against disasters.

Speakers underscored that many industries now rely on easy-to-use, high-tech tools to work efficiently, and Earth Observation systems are becoming essential to support these needs. Many participants emphasized the importance of international partnerships, open data policies, and capacity-building initiatives that allow emerging space nations to benefit equally from EO technologies and to contribute their expertise to the global community.

In concluding the session, Lisa Campbell underlined that the future of Earth Observation requires a coherent and forward-looking policy framework. It is essential to integrate environmental sustainability considerations and improve space debris mitigation. Attention must also be given to the implications of dual-use technologies and the modernization of regulatory systems. Strengthening multilateral coordination mechanisms and developing effective economic models for Earth Observation data usage are equally important.

c. Round Table on Security

The Round Table on Security, moderated by **Josef Aschbacher**, Director General of the **European Space Agency** (ESA), brought together contributions from the following national space agencies: **Bahrain**,

Canada, **Estonia**, **Greece**, the **Maldives**, **Poland**, **Thailand**, and the **United Kingdom**. The discussion focused on the rapidly evolving global security environment, the dual-use nature of space technologies, and the increasing interdependence between civilian and defence-related space capabilities.

Josef Aschbacher opened the dialogue by outlining the shifting geopolitical landscape in which the world's leading space powers - particularly the United States and China - continue to shape the strategic environment, and many others catch up and expand their own space capabilities. He stressed that new threats such as cyber-attacks, orbital congestion, and emerging military uses of space coexist with long-standing challenges like climate change. At the same time, the New Space revolution has introduced new actors, new technologies, and significantly increased private investment. Despite this transformation, institutional actors still lead: around 80 percent of global space funding remains governmental. For this reason, the link between space and security is stronger than ever: space will be a decisive operational domain in any modern conflict.

Representatives provided insights into the steps their nations are taking to bolster space security while reinforcing international cooperation. Participants called for global norms that prioritize transparency, orbital data sharing and cyber-security for space systems.

The round table presented a clear example of how smaller nations can meaningfully contribute to global security in space projects: Europe's first Space Cyber Range, NASA's Psyche, ESA's Juice and Ariel, JAXA's MMX, GOVSATCOM hubs, and many others.

From the perspective of the emerging space nations, speakers reassured that small nations must not remain passive users of space but must also become contributors and innovators. Through partnerships with governments, industry, and civil society, new space actors are working to turn space-based data into real resilience - supporting disaster preparedness, food security, and the sustainable stewardship of our oceans.

Nations recognized that no country alone can adequately address threats such as debris, cyber-attacks, or harmful interference. International collaboration - whether through shared data, joint missions, interoperable technologies, or harmonized regulatory frameworks - is essential for maintaining a safe, stable, and sustainable space environment.

d. Round Table on Space Diplomacy

Contributions to the session came from space leaders of **Angola**, **France**, **New Zealand**, **Norway**, **Peru**, **Slovakia**, **South Africa**, and the **United Nations** (as observer), each offering national perspectives on the role of diplomacy in shaping the future of space.

The Space Diplomacy Round Table was moderated by **Hiroshi Yamakawa**, President of the **Japan Aerospace Exploration Agency** (JAXA), who opened the session by underscoring the growing strategic importance of space in national policy agendas worldwide. Japan, he noted, considers space diplomacy a core pillar of its national space policy.

Speakers emphasized that strong international cooperation is essential for maintaining a peaceful and sustainable outer space and underscored the importance of multilateral systems - particularly the UN framework - for guiding responsible behaviour and enabling all nations to contribute meaningfully to global space governance.

The discussion emphasized that space diplomacy is not only a diplomatic function but a responsibility toward global equity. It is critical for the international space community to measure the impact of space activities not by the number of launches, but by the real-life improvements they deliver in disaster preparedness, connectivity, agriculture, and social inclusion.

V. OUTLOOK TO THE FUTURE

The Global Space Leaders engaged openly on the world's most pressing space topics, from the future of space exploration and the expanding role of Earth Observation to the need for stronger security frameworks and the increasing importance of space diplomacy. These discussions not only highlighted the challenges facing the global space sector but also illuminated the immense opportunities that arise when nations collaborate.

For emerging space nations, the Summit offered an unparalleled opportunity to share national perspectives and build partnerships. For established agencies, it provided a forum to advance major international initiatives and strengthen cooperation on ambitious exploration, scientific, and security programs.

The **FINAL REPORT** of the **IAF Global Space Leaders Summit 2025** offering a synopsis of the 4 round-table discussions is published on the IAF website documenting the legacy of this landmark gathering.

Looking ahead, the dynamic round-table format of the IAF Global Space Leaders Summit will continue to define its unique value. By bringing all spacefaring and emerging nations into direct dialogue, the Summit creates a setting where pressing issues can be addressed openly, efficiently, and from multiple perspectives.

With this momentum, the IAF is honoured to invite the heads of space agencies and offices to the **3rd edition of the IAF Global Space Leaders Summit**, taking place on **6 October 2026 in Antalya, Türkiye**, in conjunction with the **77th International Astronautical Congress** (IAC 2026).

VI. PHOTO GALLERY

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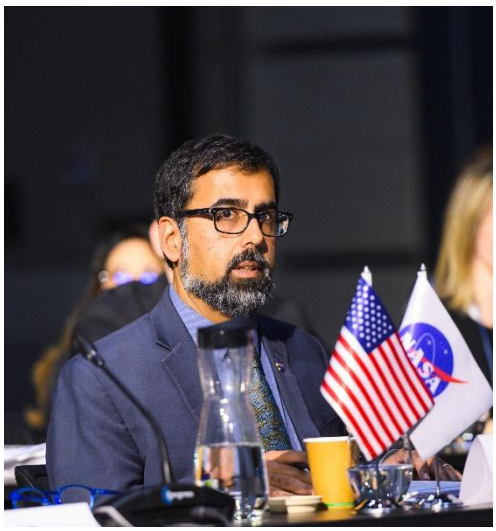
A complete photo gallery can be found at IAF official Flickr account
https://www.flickr.com/photos/iafastro/



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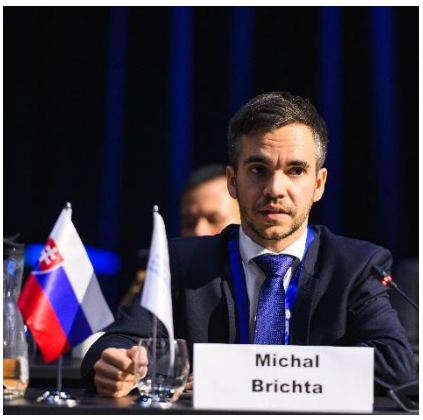

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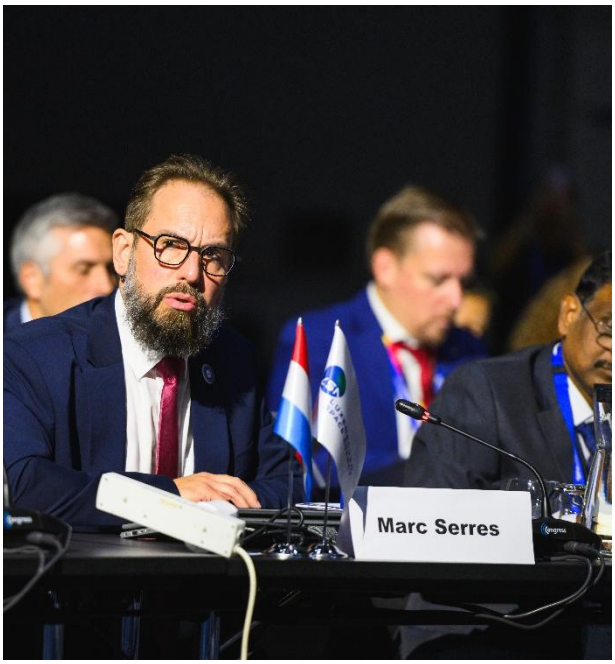

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