



WELCOME BY CNES

ESA/CNES Space Cost Engineering Conference 2026
1 - 2 October 2026 | ESA-ESTEC | The Netherlands



GWENDOLINE BLANCHET
ADVANCED STUDIES OFFICE MANAGER

FOUR FIELD CENTRES

2,367

PEOPLE AT FOUR CENTRES

FRENCH
GUIANA



Guiana Space Centre
(254)

TOULOUSE



Toulouse Space Centre
(1,759)

PARIS
DAUMESNIL



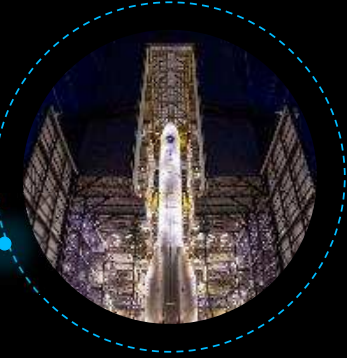
Space Transportation
(185)

PARIS
LES HALLES



Head Office
(169)

CNES STRATEGIC PRIORITIES



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STRENGTHEN

our strategic independence



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SUSTAIN

a competitive space
ecosystem



© CNES/Distribution Airbus DS,
2020

WORK

towards a sustainable
world



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EXTEND

our scientific excellence

FRENCH SPACE ECOSYSTEM

70,000

PEOPLE



SCIENCE

154 laboratories
600 teams
200 PhD students
3,000 people



ACADEMIA

54 curricula
100 lecturers
2,400 students/yr.



INSTITUTIONS

30 establishments
5,000 people



INDUSTRY

246 establishments
32,445 people



SERVICES

352 establishments
29,449 people

INTERNATIONAL REACH

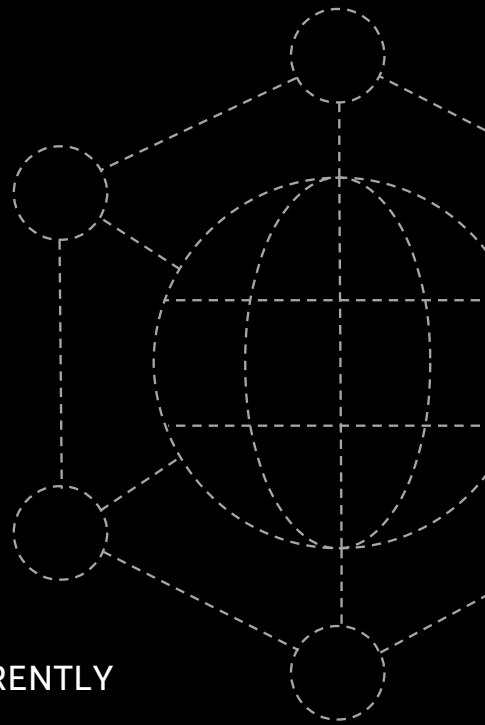
CNES IS WORKING WITH

44

COUNTRIES IN THE WORLD

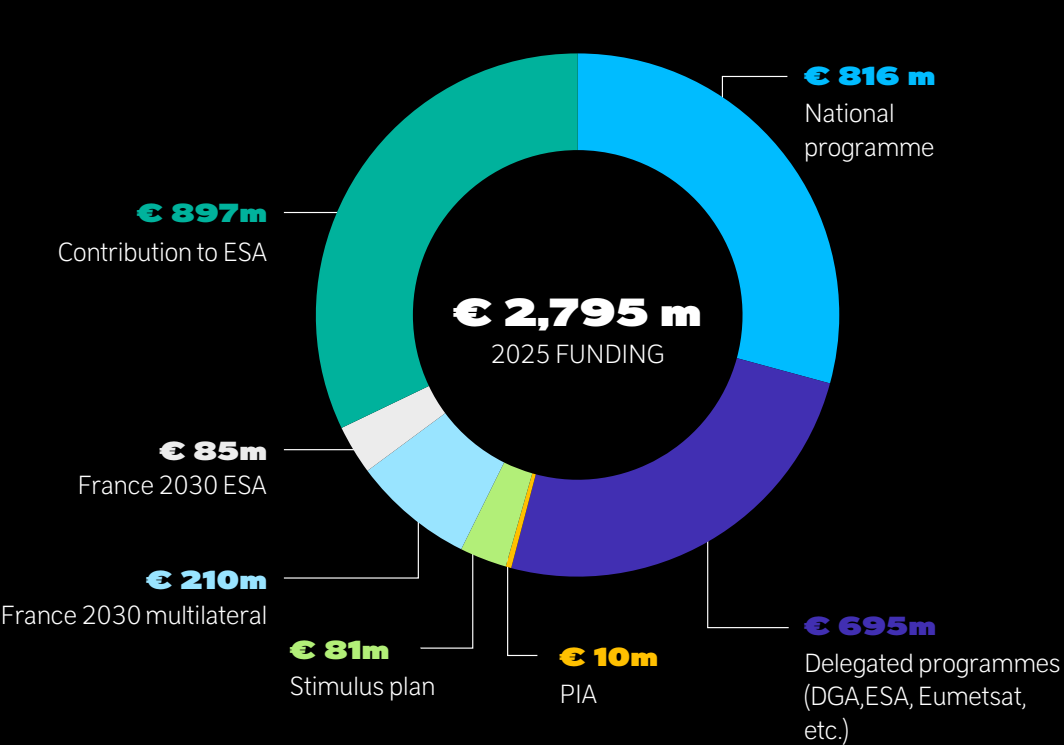
115

INTERNATIONAL AGREEMENTS CURRENTLY
EFFECTIVE*

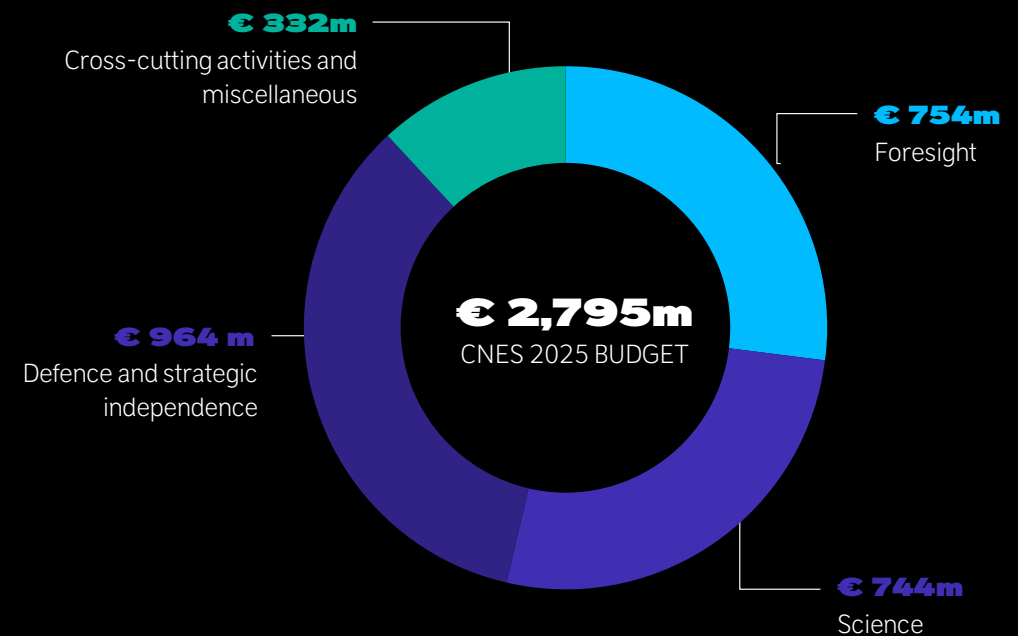


CNES BUDGET

SOURCES OF FUNDING REVENUES



BUDGET ALLOCATIONS EXPENDITURES



COST ESTIMATE AT THE HEART OF PROGRAM DEFINITION

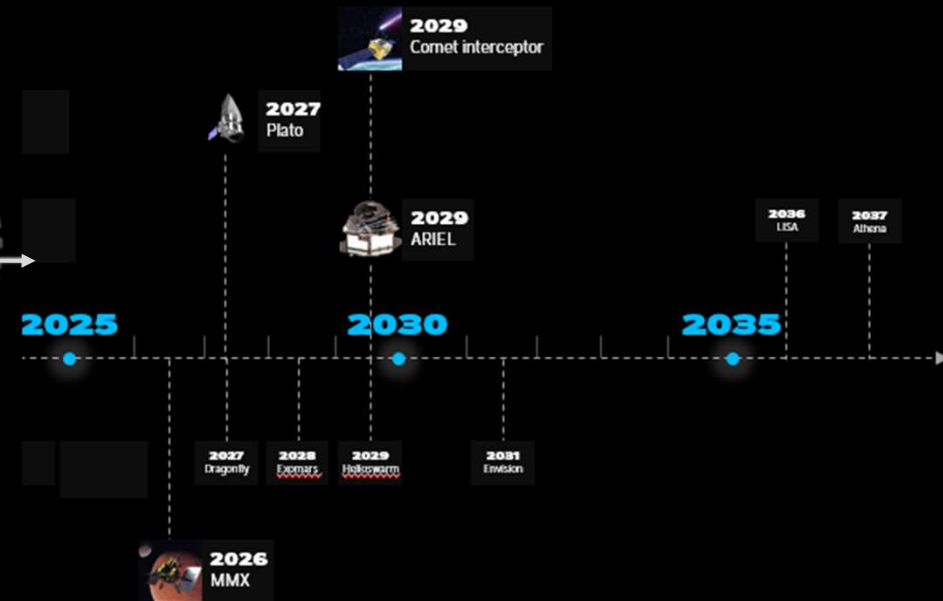
PRELIMINARY PROJECTS WITH THEIR COST



needs

Funding

MIDDLE TERM PROGRAM



NEW SPACE, NEW CHALLENGE

KEY STAKES OF THIS DECADE FOR COST ENGINEERING

The mutation brought by new space disrupts our bearings and requires an adaptation to get back in touch with reality



Estimate risk
Estimate cost

What will be the real final cost ?



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