



# Reshaping the European Sky

How EU funding supports the growth, competitiveness and sustainability of Air Traffic Management

## 2014-2024: a decade of synchronised SESAR deployment

### A new approach to the modernisation of Air Traffic Management

The last 10 years have been **radically transformative for the European Air Traffic Management industry**, with the large-scale adoption of innovative technologies, procedures and operational concepts across the whole European Union. Despite the exceptional challenges experienced by the sector, wide-ranging technological changes have taken place at all levels, thanks to the joint work and endeavors of all operational stakeholders. From the on-board equipage of aircraft to the systems in use within the European airports, from the flight planning systems used by airlines to organize their operations to the tools used by both civil and military Air Traffic Controllers on a daily basis: **the operational environment of 2025 is manifestly different from the one in use until just a decade ago.**

The EU support to ATM Research and Innovation – initiated with the SESAR project<sup>1</sup> as early as 2004 and with the establishment of the SESAR Joint Undertaking in 2007 – has reaped its rewards and started bearing its expected fruits. This was the result of the disruptive approach established by the European Union and the ATM industry stakeholders when defining the way the deployment of the technologies developed by SESAR would have been organized. This approach was based on a set of decisive, complementary elements and factors:

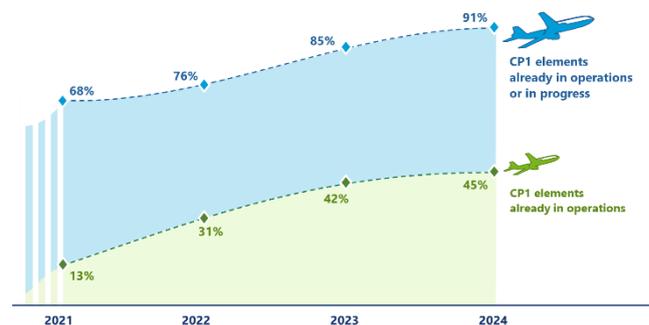
- the establishment of **Common Project 1** (previously the Pilot Common Project)<sup>2</sup>, a comprehensive EU Regulation requiring the mandatory deployment of six ATM functionalities across Europe, leveraging on the output of SESAR R&D activities and setting clear deadlines for implementation for all applicable stakeholders and Member States;
- the setup of the **SESAR Deployment Manager**<sup>3</sup>, a dedicated industrial partnership composed of the major EU ATM players responsible for the coordination and synchronisation of investments leading to the deployment of Common Project 1. The SESAR Deployment Manager (SDM) particularly is responsible for developing, maintaining, and implementing a common work-plan for operational stakeholders – the **SESAR Deployment Programme** – that established intermediate milestones, synchronisation needs and approaches to be followed when deploying the content of CP1<sup>4</sup>.
- the availability of **EU co-funding support** for operational stakeholders willing to join forces and accelerate their investments under the coordination of the SESAR Deployment Manager. The possibility to access EU funding in support to ATM modernisation was made available through a set of competitive Calls under the Connecting Europe Facility (CEF) Transport framework<sup>5</sup>.

### Delivering tangible improvements for the whole industry

The objective of both EU institutions and of the ATM stakeholders engaged in such framework was to accelerate deployment of the technologies resulting from SESAR R&D efforts and most urgently needed to secure the efficiency, safety and sustainability of ATM in Europe, as laid down by the Common Project 1 Regulation. The goal was not just to secure compliance with the provisions of the Regulations, but to decisively improve ATM operations through the synchronised deployment of new technologies.

Ten years after the launch of this pilot programme, the most immediate measurement of the success of this approach can be retrieved in the actual deployment rate of such technological elements.

With the final deployment deadline for Common Project 1 occurring by the end of 2027, over **45% of the technologies** included in the Regulation scope is **already into operations today**, and up to **91%** of its content is **either entered into operations or is under deployment**<sup>6</sup>.



<sup>1</sup> **Single European Sky ATM Research (SESAR) project**, the technological pillar of the EU Single European Sky initiative, aiming to modernise Europe's air and ground ATM infrastructure and operational procedures. SESAR defines, develops and deploys technologies to transform air traffic management in Europe, with the objective of making Europe's airspace the most efficient and environmentally friendly sky to fly in the world.

<sup>2</sup> **Reg. (EU) 2021/116 on the establishment of the Common Project One** supporting the implementation of the European ATM Master Plan [...], repealing Reg. (EU) 716/2014 on the establishment of the Pilot Common Project supporting the implementation of the European ATM Master Plan.

<sup>3</sup> As foreseen by **Reg. (EU) 409/2013** on the definition of common projects, the establishment of governance and the identification of incentives supporting the implementation of the European ATM Master Plan – see [www.sesardeploymentmanager.eu](http://www.sesardeploymentmanager.eu)

<sup>4</sup> See <https://www.sesardeploymentmanager.eu/publications/deployment-programme>

<sup>5</sup> The **Connecting Europe Facility (CEF) for Transport** is the funding instrument to realise the EU transport infrastructure policy, aiming at supporting investments in new transport infrastructure or rehabilitating and upgrading the existing ones – see [https://cinea.ec.europa.eu/programmes/connecting-europe-facility/about-connecting-europe-facility\\_en#cef-transport](https://cinea.ec.europa.eu/programmes/connecting-europe-facility/about-connecting-europe-facility_en#cef-transport)

<sup>6</sup> Source: SESAR Deployment Programme Monitoring View 2024, to be published in June 2025 (all data refer to 31/12/2024).

A further testament of the commitment of operational stakeholders to deploy CP1, the **implementation rate for those elements that were mandated up to end-of-2023 was around 95%**, an unprecedented completion percentage for implementing rules in the ATM domain.

This means that several of the technologies mandated by the SESAR Deployment Programme are already in use by airlines, ANSPs, Airport Operators and all other stakeholders engaged in the management of daily ATM operations in Europe.

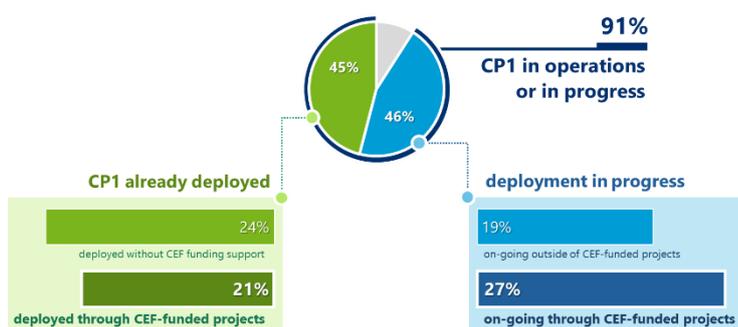
Key operational concepts – essential to improve passengers’ experience, contribute to the objectives of the EU Green Deal and to mitigate the effects of Network congestion and increasing traffic demand – like **Flexible Use of Airspace, Airport Operations Plan, Departure Management, Free Route Airspace** and **Network Collaborative Management** are now the backbone of ATM operations in the European Union, sometimes even in advance compared to the regulatory deadlines.

## EU co-funding support: a unique lever for change

### How EU support has driven and accelerated investments

The combination of a technological mandate set forth by EU Regulation and the availability of a common, industry-led, trusted and effective coordinator like the SESAR Deployment Manager enabled the synchronisation of an unparalleled amount of investments into ATM modernisation. But **the possibility to leverage on EU funding support acted as a catalyst to power SESAR deployment activities and accelerate changes in ATM**. The analysis conducted by the SDM in the monitoring of Common Project 1 implementation clearly shows the impact of Connecting Europe Facility co-funding on the investments of the last decade.

Between 2014 and 2023, the Climate, Infrastructure and Environment Executive Agency (CINEA) has awarded through a series of highly competitive Calls a set of **356 Implementation Projects** dealing with the deployment of CP1 in Europe. These projects – executed under the coordination of the SDM – engage above 100 of the largest ATM stakeholders operating in Europe, ANSPs, Airport Operators, the EUROCONTROL Network Manager, national Military Authorities, the major EU-headquartered Airlines and Airspace Users, national MET service providers, and many more.



By end-2024, the **CEF-funded implementation projects supported around half of the deployment activities already completed** at that time (i.e. 21% of the overall CP1 scope)<sup>7</sup>.

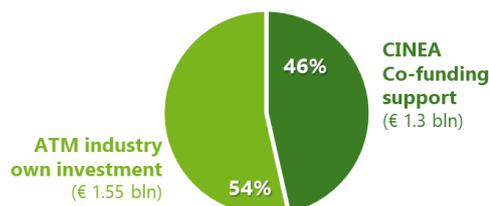
Looking at the current deployment activities, the contribution of CEF-funded projects extends even more and accounts for **over half of the on-going CP1-related implementation efforts**, thanks to a set of large-scale multistakeholder initiatives launched **under SDM coordination**.

This is a sign of the stimulus effect that EU co-funding support has had on ATM modernisation activities, and particularly on the implementation of Common Project 1 in the last decade. The compliance rate and the progress achieved by operational stakeholders – as illustrated above – would have been substantially more challenging without the availability of such support from the European institutions.

### The catalytic effect of funding for Air Traffic Management modernisation

CINEA co-funding helped **mobilizing over € 2.8 bln of investment** in support of CP1 implementation. EU grants amounted to **less than 50% of the overall investment**, with several instances in which the funding covered only a small fraction of the private investment. This was complemented by an unprecedented effort of stakeholders, which **committed over € 1.5 billion of their own resources** to support long-term, Network-wide technological advancements<sup>8</sup>.

Nonetheless, the **availability of EU grants has played a role that greatly outweighed the simple value of the awarded grants**, and has acted as a unique trigger for private investments. Not only did public funding acted as the necessary support for stakeholders to alleviate the burden of the mandatory investment, but it also helped building **mutual trust, commitment and buy-in towards the long-term objectives of Common Project 1 and SESAR**.



<sup>7</sup> Source: SESAR Deployment Programme Monitoring View 2024, to be published in June 2025 (all data refer to 31/12/2024)

<sup>8</sup> Source: SESAR Deployment Manager; Climate, Infrastructure and Environment Executive Agency.

By definition, ATM modernisation investments are poised to deliver operational and financial benefits for the ATM industry as a whole, and often after a long lead time: typically, results materialize only when all local investments are combined across the European network and timely concluded. In this perspective, **each organisation is often facing a local negative CBA for the greater good of the wider ATM community**. The Common Project One aims to provide network-level and public benefits that surpass any local negative business impacts. This is the case – on several occasions – of investments leading to the decarbonisation of ATM operations and the reduction of CO<sub>2</sub> emissions in the atmosphere.

The **availability of public funding support by CINEA across the last decade acted as a safeguard for SESAR deployment activities**, even under unfavorable circumstances. Despite being faced with the pressure of international and global competition or by the efficiency targets to be achieved (as well as by the constraints stemming from the current geopolitical situation and the aftermaths of the Covid-19 crisis), which could have shifted the focus from technology to the financial sustainability of their own organisations, **operational stakeholders have firmly maintained their commitment to modernisation investments** thanks to EU funding support.

## A remarkable return on investment

### Ensuring cost-effective and impactful value for Air Traffic Management

Since its inception, the deployment of Common Project 1 – and particularly the decision to support its accelerated implementation through public funding – was intended as **a tool to improve the performances of ATM in Europe**, and to deliver operational and financial benefits to the whole sector.

In the last decades, air traffic demand has experienced an exceptional growth, even overcoming external challenges and crises. Between 2003 and 2023, the number of passengers flying every year across Europe grew from 317 million to over 976 million<sup>9</sup>. Just looking at the last decade, the number of yearly flights operated in Europe grew by around 2 million, an overall growth of 20% compared to 2013. This has led to significant operational struggles, particularly during the high-traffic summer peaks, which further increased when combined with the challenges of the last years (from the impact of the Covid-19 pandemic to the closure of the Ukrainian airspace which amounts to around 20% of the Network airspace, to extreme weather conditions caused by climate change).

The coordinated implementation of **Common Project 1 has significantly mitigated the performance degradation in the European skies** in recent years: without CP1 deployment, the operational struggles would have been much worse, and it would have become impossible to accommodate the growing traffic demand without resulting in crippling congestion and delays across the European Network, if not in safety hazards.



Preventing further delays, securing fuel and CO<sub>2</sub> emissions savings, increasing the cost-efficiency of Air Navigation Services: the synchronised deployment of CP1 has been calculated to have both a critical operational and positive financial impact on the Aviation industry, greatly outweighing the € 2.8 bln investments.

This is particularly true for the 356 projects coordinated by the SESAR Deployment Manager and supported by CINEA co-funding. It has been estimated these projects would deliver **benefits for over € 24.2 billion by 2035, representing the largest and most decisive transformational investment for ATM in decades**<sup>10</sup>.

These are not just forecasts or assumptions: these values are extracted from the daily monitoring of the implementation projects, a massive portion of which has already reached its conclusion and is currently producing its benefits on daily operations. It is calculated that **the first 300 projects completed by the end of 2024 have enabled operational improvements translating into over € 16.8 billion**.

The calculated benefits come from direct operational savings: less departure delays and shorter flight times resulting in over 260 million on passengers' time saved, 4.3 mln tons of jet fuel unburnt by aircraft thanks to better flight paths and less diversions, translating in above 13.6 millions of CO<sub>2</sub> emissions in the atmosphere (the equivalent of the yearly emissions of 2 million EU citizens).



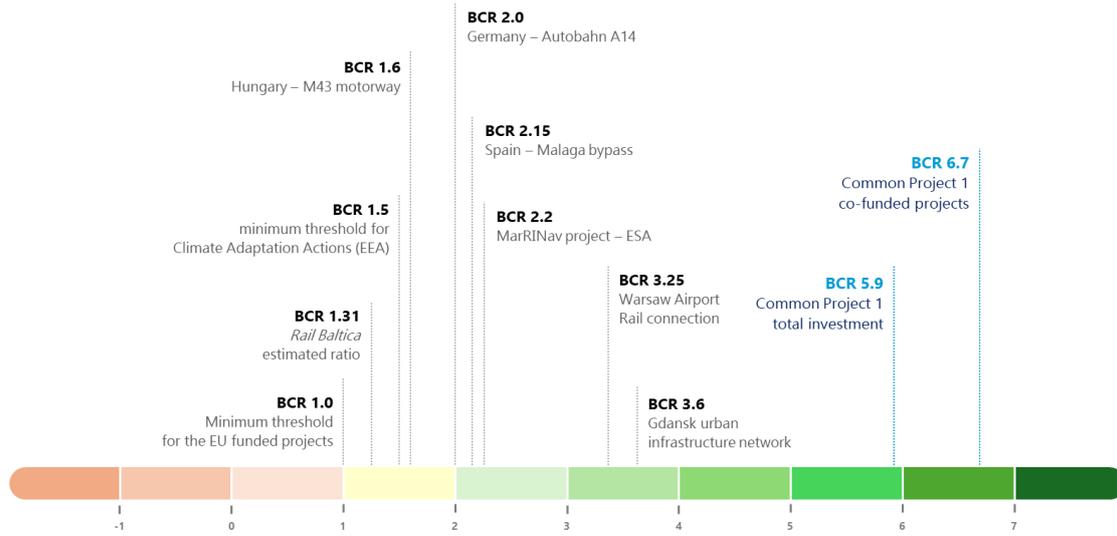
<sup>9</sup> Source: EUROSTAT; International Civil Aviation Organisation (ICAO).

<sup>10</sup> Source: SESAR Deployment Factsheet 2024, produced by SESAR Deployment Manager.

## The Benefit Cost Ratio of SESAR CP1 deployment

Another indicator of the **effectiveness of publicly co-funded SESAR deployment activities** is the overall Benefit Cost Ratio of coordinated investments associated to Common Project 1. The Benefit Cost Ratio (BCR) determines the overall viability of an investment / project by comparing the present value of all associated benefits to the present value of all costs, whilst also considering the time required to complete the investment.

Whereas a project is considered viable and sustainable whenever the ratio is higher than 1, **the Benefit Cost Ratio of CP1 investment reaches a remarkable 5.9 value**, a figure that massively exceeds the usual value associated to infrastructural and transportation projects<sup>11</sup>. This is not a coincidence: by design, CP1 was explicitly designed as a set of investments to be synchronised and coordinated to maximize the performance benefits and accelerate their materialization.



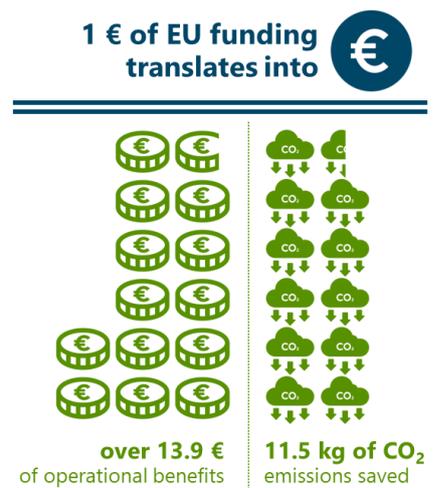
Even more notably, the set of **co-funded Implementation Projects contributing to CP1 deployment show an even higher Benefit Cost Ratio (6.7)**<sup>12</sup>. This reflects the additional benefits of direct SDM coordination of deployment activities, and demonstrates the unique capability of EU funding availability to mobilize and trigger value-adding investments and further enhance the transformational effect of ATM modernisation on operations.

## Making the best use of public resources

The use of public funding in support of ATM modernisation activities did not just acted as a complement for private resources and a catalyst for further investment, or fostered cooperation amongst operational stakeholders binding them around a set of common initiatives.

It also proved – in itself – an exceptional value-for-money. **Every € made available by CINEA in support of the projects coordinated by SESAR Deployment Manager return almost € 14 of operational benefits**. This is proof of the actual added value of EU funding, and calls for continuation in the future.

Public funding support for Common Project 1 deployment also acted as one of the most effective tools of the Union to support its ambitious decarbonisation objectives: ATM modernisation projects translated into **a direct saving of around 11.5 kg of CO<sub>2</sub> emissions that would have otherwise been produced for every EU € invested**.



<sup>11</sup> Sources: European Commission (2014). Guide to Cost-Benefit Analysis of Investment Projects; European Environment Agency; European Commission, CSIL, Ramboll, Significance BV, TPlan Consulting (Ex post evaluation of major projects supported by the European Regional Development Fund (ERDF); London Economics (MarRINav report); Boston Consulting Group (Rail Baltica Economic Appraisal and Cost-Benefit Analysis).

<sup>12</sup> Source: SESAR Deployment Manager.

## Looking ahead: rising above the challenges for Aviation and for Europe

As the data from the last decade decisively shows, public resources made available by the Union in support of ATM modernisation were greatly outweighed by the resulting economic and societal benefits, and the partnership between EU institutions and the major industry stakeholders proved its **unprecedented, beneficial effects in the technological domain**.

However, the route to build an Aviation industry which is fit-for-the-future and accommodates the needs of European passengers of the next decades is far from being over: if anything, **the investments and joint commitment would need to scale and intensify**, along with the political and financial support of the Union. This becomes even more evident when factoring in the innate capability of Aviation to protect and expand the European distinctive economic model, thanks to its direct contribution to **growth and prosperity, international competitiveness, sustainability ambitions, the digital transition, and EU sovereignty and defence capabilities**.



## Supporting connectivity as a driver for European prosperity and growth

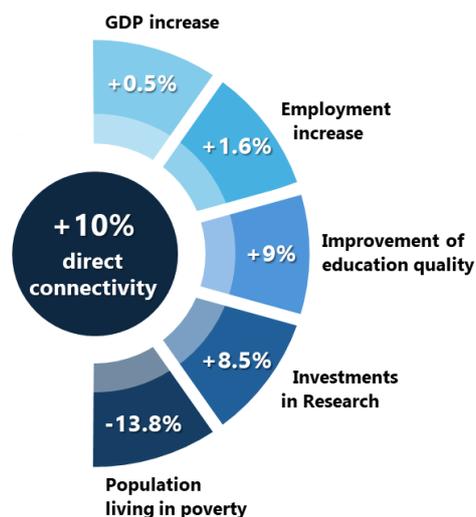
Primarily, the Aviation industry is a strategic driver of the European Union’s prosperity, and its unstifled growth remains an asset for the EU to lead in the global economy of the next decades. By itself, the Aviation industry in Europe represents around 14-15 million jobs, and **between 4.4% and 5% of the European GDP**<sup>13</sup>.

But it is also a catalyst for other *made-in-EU* sectors: it powers the tourism industry and connects Europeans with the rest of world, and it stands as **the major gateway for trade and EU exports on the international stage**, as more than 35% of global trade is carried by air.

Direct connectivity – which is often enabled only by a resilient and flourishing air transport sector – is widely regarded as an economic and job machine, and one of the most important tools to secure prosperity and growth. **A 10% increase in connectivity is estimated to result into a 0.47% GDP increase**<sup>14</sup>, as well as to increase employment by 1.6%.

At the same time, such an increase in direct connectivity is associated with a 13.8% decrease of population living in poverty.

Supporting the Aviation industry in meeting its full potential and in deploying technologies that would accommodate its expected growth therefore transcends the advance of a specific sector, as it is **one of the keys for Europe’s economy to maintain its strength** and keep pace with its competitors on the international stage.



## Securing the competitiveness of the Aviation industry at global scale

International competition has become particularly fierce for EU-headquartered airlines, as well as for aircraft manufacturers and system providers operating in the Air Traffic Management industry. Thanks to the effort of its members – and the EU-

<sup>13</sup> Source: Aviation Benefits Beyond Borders, Oxford Economics, December 2024;

<sup>14</sup> The economic and social impact of European airports and Air Connectivity, SEO Amsterdam economics, 2024

driven coordination and financial support of the last decades – the **European ATM community has constantly been on the leading curve of innovation**, pushing forward the technological frontier and setting the way for the global Aviation industry.

However, global competitors have recently reinforced their efforts to close the gap and gain a competitive advantage, often by leveraging on great amounts of private and public resources (including State-aid measures), which could often **alter the level playing field in which European companies are expected to operate**. In this perspective, EU grants complementing private investments into research, innovation and deployment would support **stakeholders to develop and implement those technologies which are collectively considered necessary for Aviation to continue its evolution**, and protect European interest against international competitors.

As also pointed out in the Draghi Report<sup>15</sup>, **lack of an EU-coordinated-and-supported effort** to modernize the European ATM technological infrastructure and systems currently in use **would dramatically curb the overall competitiveness of the industry**, affecting its capability to innovate and offer affordable services to the general public.

Combining the lack of assistance to investments with the rising costs of doing business and the financial burden linked to the unescapable decarbonisation efforts, **air transport could return to be an exclusive and inaccessible way of connecting people and freight**, undoing the progress achieved in the last 25 years by the Single European Sky initiative.

Moreover, economists have observed **a direct link between air connectivity and the productivity of work**, as it helps reducing transport costs and times, increases options and amplifies the chances for business to leverage on the right workers and the best expertise. With EU's work-force set to shrink in the coming decades and the increase of productivity being an absolute priority for Europe, this means that **any setback to the air transport industry is bound to propagate across the overall European economy**.

## Meeting the EU goals of a more sustainable transportation sector

Accelerating growth and productivity are often identified – as lately as in the 2025 Competitive Compass for the EU<sup>16</sup> – as vital elements to keep pursuing the distinctive European model of sustainable prosperity. The **climate targets of the Union remain the North Star for all Aviation and Air Traffic Management operational stakeholders**, with the industry just recently confirming the commitment to build a net-zero aviation under the frame of the Destination 2050 alliance<sup>17</sup>, despite it being an intrinsically hard-to-abate sector from a variety of standpoints.

The pledge to carbon neutrality by European stakeholders – and the ultimate conviction in undertaking the efforts to mitigate the environmental impact of air transport – has so far outweighed the potential competitive disadvantage that it could produce, starting from EU-headquartered airline groupings. **ANSPs, Airports, the Network Manager and Airspace Users invested billions of euros** into SESAR solutions that were explicitly defined to **reduce unnecessary jet fuel consumption and CO<sub>2</sub> emissions**. Through the implementation of CP1 alone, CO<sub>2</sub> emission savings are expected to amount to almost 30 million of tons before 2040, saving up an average of 150 kilos of CO<sub>2</sub> per flight across the ECAC area.



Notwithstanding these results, the inherent global dimension of air traffic, both for passengers and freights, expose the industry to a threatening risk of carbon leakage / business diversion from EU transport hubs towards other EU-neighboring airports, threatening not just the European economic growth, but also its geopolitical objectives, sovereignty and autonomy. In this context, **the risks of asymmetric decarbonisation** – both with regard to low-carbon fuels and ATM modernisation – **should be mitigated and tackled by supporting and promoting technological improvements** in the sustainability area.

## Pioneering a fully digital future for air transport

The transition to long-term sustainability of the industry has always been twinned with the journey towards digitalisation, one of the major long-standing goals of the SESAR project. Particularly in the last ten years, modernisation of Air Traffic

<sup>15</sup> The future of European competitiveness, Part A and Part B, September 2024

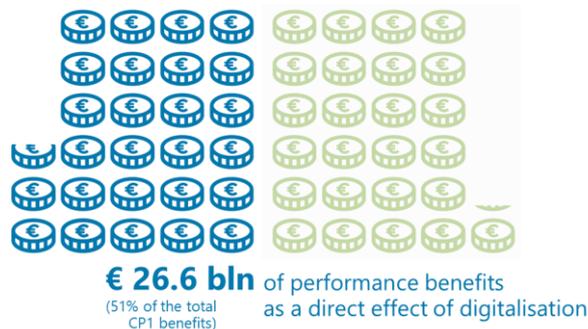
<sup>16</sup> Communication from the Commission – COM (2025) 30 – A competitive Compass for the EU – 29.1.2025

<sup>17</sup> Destination 2050 Roadmap – Royal NLR, Netherlands Aerospace Center, SEO Amsterdam Economics, February 2025

Management has **started to revolutionize the operational environment in which pilots and flight crews, Air Traffic Controllers, engineers and developers work**. Control towers, area control centers, airlines and airports operations centers, as well as the aircraft themselves, are widely different from what they looked like just 10 years ago.

SESAR - and particularly Common Project 1 – have established the pillars of digital transformation of Aviation, by enabling **digitization, connectivity and data sharing** at European Level, whilst also opening the door to automation (from data gathering and exchanges to **decision and resolution support**).

It has been calculated that – whereas the full scope of CP1 leverages on digitalisation to unfold its effects – over half of its financial benefits are a direct effect of digitalisation and automation: by 2040, these operational benefits will equate to over € 26.6 bln of savings for the industry<sup>18</sup>, including over 14 million tons of CO<sub>2</sub>.



Nevertheless, as pointed out in the latest edition of the ATM Master Plan<sup>19</sup> – as well as in the Draghi Report – the path to implement the Digital European Sky still requires unprecedented efforts, investments and EU-wide coordination. **Aviation stakeholders have already embraced the digital transformation and its game-changing potential**, and the sector proved its suitability for revolutionary applications of new break-through technologies.

Increase in air traffic and in direct connectivity has also shown to spark a direct increase in R&D expenditures: air connectivity propels innovation, enables ideas and talents to meet, boosts the student and academic mobility rate<sup>20</sup>, favors the establishment of innovation hubs that drive cross-industry advancements. Increasing connectivity has been estimated to have a direct, positive effect on investments in research and development activities<sup>21</sup>, something which is widely considered as a priority for the future of Europe. **Slowing down this transformational momentum because of lack of EU support and coordination would produce long-standing damage** not just to the industry, but to the Union.

### Modernizing an infrastructure that is critical for both civil and military purposes

A digital, innovative, cybersecure, and well-operated Aviation industry is also vital to **preserve Europe’s geopolitical resilience and autonomy, as well as to increase its defence capacity**. European airspace, the systems that thereby allow safe and resilient air traffic operations, as well as the hundreds of civil and military airports located in the Union, are a **critical infrastructure, essential not just for the functioning of the European economy but also for its security and defence capabilities**. The latest international trends, the evolution of the conflict in Ukraine, as well as the political commitment to strengthen the EU’s defence capabilities, are all expected to embolden this strategic role of air transport and aviation.



ATM modernisation and SESAR deployment activities have explicitly targeted this dual dimension of air transport in the last decade: EU funding support was pivotal for the development of technologies which benefit both domains, as well as for the **wide-scale adoption of Airspace Management and Advanced Flexible Use of Airspace**. This concept – which was fully implemented in the last years under the coordination of SDM and with the decisive contribution of CEF funding – represents the most efficient way to **maximizing civil aviation capacity whilst also accommodating the growing military needs** across the European sky.

The focus on reinforcing the civil-and-military coordination, targeting improved joint benefits, was at the center of the approach adopted by EU and stakeholders so far. This dual approach **remains essential in the near-and-long-term**

<sup>18</sup> Cost Benefit Analysis on Digital Transformation in Common Project 1, SESAR Deployment Manager, 2025. Out of the € 51.8 bln benefits expected from CP1 in the 2014-2040 timeframe, € 26.6 bln are the direct results of digital transformation (i.e. new processes or automation that allows for new ways-of-working or establish new processes / procedures), whereas € 25.2 bln correspond to the incremental improvements to current operations enabled by digital tools and systems (i.e. improving the operational efficiency of traditional processes).

<sup>19</sup> European ATM Master Plan 2025 – Making Europe the most efficient and environmentally friendly sky to fly in the world, SESAR 3 Joint Undertaking

<sup>20</sup> Impacts and correlation between air connectivity and a +9% improvement of quality education (student mobility rate, investments into education, improved educational opportunities) is illustrated in "The economic and social impact of European airports and Air Connectivity study", SEO Amsterdam economics.

<sup>21</sup> A 10% increase produces an 8.5% increase in Gross Domestic Expenditure on Research & Deployment (GERD).

**future, requires a consistent and EU-harmonized support**, both in terms of available grants to foster innovation and of adequate coordination beyond national borders. The defence, aerospace and air transport industry are part of a tightly connected ecosystem, with major players seamlessly operating across them: any EU-backed investment within the Aviation domain will send ripples of growth and strengthen the others.

## The urge to continue along the same route

Aviation and Air Traffic Management remain essential sectors to pursue a long-standing, accelerated growth and sustainable prosperity in Europe, as they act as **catalysts for mobility, connectivity and technological innovation for its citizens**.

The latest decade proved that – when adequately coordinated, supported, and co-funded by the Union – the aviation sector industry possess the unique capability to deliver both short-term benefits and long-term transformational improvements, nourishing the entire economic system. The decades to come will nevertheless require **both institutions and stakeholders to amplify and accelerate their endeavors, investments and efforts** to make sure the innovation pace does not slow down, nor lose its focus. Implementing SESAR solutions more quickly and effectively is essential to provide the enhancements that ATM stakeholders and EU citizens expect from the aviation industry.

Continuing to support, facilitate and co-fund investments in Air Traffic Management solutions, as was done for Common Project 1 since 2014, is the epitome of the **bold, forward-looking approach that Europe should preserve in the future** to ensure the industry can confidently take on the existing and forthcoming challenges, keeping the European skies open, optimized and accessible for generations to come.