MINUTES of the

November Federal Committee meeting

22–23 November 2025, Athens-Piraeus

Start of the meeting: Saturday 22 November 2025, 9:41

End of the meeting: Sunday 23 November 2025, 13:00

Opening of the Federal Committee meeting - DAY 1

Chairman Michael Montag opened the Federal Committee meeting at 9:41.

A representative of the Aikaterini Laskaridis Foundation welcomed the Federal Committee and introduced the Foundation's historical library, educational programmes and international academic cooperation. He stressed the importance of empathy and shared strategic interests in building a stronger Europe.

Welcoming words by Vice Mayor of Piraeus, Mrs Zarakeli

Vice Mayor Andriana Zarakelli welcomed the participants on behalf of the Municipality of Piraeus. She described the city's involvement in European cooperation, including projects on the green transition, sustainable mobility, digital innovation and urban resilience. She highlighted Europe Direct Piraeus as a link between the European Union and local society, and stressed the role of local authorities in bringing Europe closer to citizens.

Gabriele Bischoff, President of the Spinelli Group, also greeted the Federal Committee. She thanked UEF Greece for the discussions held the previous day in the Hellenic Parliament and called for solidarity and a shared strategic vision to hold Europe together and advance integration.

Formalities

Election of the Tellers

The Federal Committee unanimously elected Davide Negri, Gorkem Baskan and Isabella Amann as Tellers.

Election of a Credentials Committee

The Federal Committee unanimously elected three members to the Credentials Committee. Mathilde Baudouin, Ezster Nagy and Tim Odendahl.

Approval of the Resolution Committee

The Federal Committee unanimously approved the Resolution Committee composed of Domenec Devesa, Mathilde Baudouin, Luca Lionello, Roberto Castaldi, Daphne Gogou, Sebastian Camarero, Chloe Fabre and Moritz Hergl.

Approval of the Agenda

The agenda was approved unanimously. In the absence of Carlo Maria Palermo due to illness, Theodoros Tsikas was accepted as acting Chair of Political Commission 3.

Approval of the Minutes of the Federal Committee Meeting on 21-22 June 2025

The minutes of the Federal Committee meeting held in Brussels on 21–22 June 2025 were approved unanimously.

Welcoming words by UEF Greece President, Daphne Gogou.

Daphne Gogou welcomed the Federal Committee to her home city and thanked the Greek board and Secretariat for their collective work in organising the events. She explained that the public meeting in the Hellenic Parliament aimed to reach beyond UEF members and strengthen links between European and national parliamentary work.

She reported on efforts to establish a Spinelli Group in the Greek Parliament, with contacts across the main political parties, and linked this work to preparations for the Greek Presidency of the Council in 2027. She called for a roadmap towards the Barcelona Congress based on public events, regional outreach and dialogue with citizens.

Gogou stressed the urgency of a clear federalist response to the situation in Ukraine and rising anti-European movements. She also raised concerns about the weakening of corporate due diligence provisions, particularly their implications for transparency and access to justice, and called for social cohesion to remain part of UEF's political agenda.

Greetings by Europa Union Deutschland President and Member of the European Parliament, Andrea Wechsler (online).

Andrea Wechsler addressed the Federal Committee online on behalf of Europa Union Deutschland. She argued that geopolitical insecurity, hybrid threats, disinformation and economic and technological change made European unity a practical necessity. She called for a Union capable of acting through stronger economic integration, industrial and technological capacity, and security and defence cooperation.

She expressed support for UEF's federalist objectives and stressed shared sovereignty, democratic accountability, subsidiarity and rules-based governance. She described the German section's efforts to strengthen outreach and membership and encouraged cooperation between national sections to bring federalist proposals into parliaments, political parties and civil society.

Greetings by the newly elected JEF President Moritz Hergl.

Moritz Hergl introduced himself as the newly elected President of JEF Europe and thanked outgoing President Christelle Savall for her work. He reported that JEF's Congress in Strasbourg had admitted JEF Ukraine, JEF Moldova and JEF Georgia as full members.

He identified stalled treaty reform and enlargement, the war in Ukraine, climate change and attacks on fundamental freedoms as major challenges. He called on federalists to connect their long-term vision with concrete short-term steps and communicate complex arguments clearly. He presented JEF's new Fighting Nationalism task force and underlined transpartisanship and continued cooperation between JEF and UEF.

Political introduction by UEF President, Domenec Ruiz Devesa.

President Domènec Ruiz Devesa thanked UEF Greece, the Secretariat, JEF Europe and the participants. He welcomed the opportunity to meet outside Brussels and described the exchanges in the Hellenic Parliament as a catalyst for establishing a national Spinelli Group.

European security and Ukraine: The President described the recently announced 28-point proposal as a capitulation plan and warned against arrangements negotiated without Ukraine and the European Union. He argued that concessions to the US administration had failed to secure reliable support for Ukraine or European security. He called for European sovereignty through common defence and a stronger federal political union, rather than rearmament organised predominantly along national lines.

Treaty reform and parliamentary advocacy: He reported that UEF's petition on treaty reform had been admitted by the European Parliament and supported by the Constitutional Affairs Committee, which had also accepted the proposal for an implementation report on the treaty reform procedure. He highlighted the inclusion of UEF proposals on defence and institutional reform in recent parliamentary resolutions and ongoing advocacy concerning the European Council's response to Parliament's November 2023 proposals.

EU budget and political action: He criticised the proposed 2028–2034 Multiannual Financial Framework for its size, limited own resources and reduced role for Parliament and the regions. He recalled the joint letter with Markus Ferber and the Action Committee declaration adopted at the Jean Monnet House. He also reported work with Mario Draghi on a defence union involving willing Member States and proposed a pan-European campaign to obtain national parliamentarians' support for defence and political union.

Organisational priorities: The President thanked the Secretariat and Treasurer for maintaining political advocacy, preparing the Barcelona Congress, advancing strategic planning and developing fundraising under difficult financial conditions. He underlined the need for national sections to support action directed at Member State governments.

In the ensuing debate, members called for stronger sanctions, the use of frozen Russian assets to support Ukraine with shared responsibility among Member States, and urgent communication with citizens. They stressed the costs of fragmented national sovereignty and discussed permanent structured cooperation as a possible route to progress on defence. The President supported an urgent statement on Ukraine, clearer public messaging and further coordinated action.

Presentation of the Task Force on Strategic Planning Survey results and Workshops

François Leray, rapporteur of the Strategic Planning Task Force chaired by Antonio Argenziano, presented the survey results. He explained that the exercise aimed to connect the political objectives already adopted by the Federal Committee and Congress with the means required to implement them over the next five years.

The survey received 112 responses and covered advocacy, communication, policy-making processes, membership, finance and relations with national sections. Leray emphasised that the responses provided input for reflection rather than a statistically representative poll. Institutional reform emerged as a leading priority, alongside security and defence, the rule of law, the EU's international role and world federalism. Local action and cooperation across borders also featured prominently. Interest in contributing to fundraising was comparatively limited.

Participants then divided into three workshops to identify practical proposals. The results would feed into a draft strategic plan prepared with the President and Executive Bureau ahead of the Barcelona Congress.

Report from the facilitators of each working group on Strategic Planning

The three workshops, facilitated by Chloé Fabre, Luc Landrot and Eszter Nagy, reported proposals on advocacy, coordination between sections, communication and organisational development. They called for clearer priorities and a division of tasks between the European, national and local levels, taking account of limited financial resources.

Participants proposed regular joint campaigns, closer bilateral and trilateral cooperation, shared training and best practices, mentoring for new sections, and better use of members' expertise and contacts. They identified disinformation, nationalism, anti-European movements, polarisation and disengagement as threats, while stressing UEF's local presence, diversity and links with like-minded organisations as strengths.

Communication proposals included a contact person in each section, regular meetings with the Secretariat, a network of journalists, more interviews and opinion articles, and training in social media tools. Participants suggested translating resolutions into short messages and coordinated campaigns accessible to a wider public.

The President welcomed proposals for a communication working group and for strengthening UEF's presence in more countries through local contacts, twinning and mentoring. Leray announced that the survey and workshop results would be circulated and that the task force would meet in December to continue work towards the Congress.

Political Commission Meetings

Participants met in Political Commissions 1 and 3 and in separate discussions on the environment and digitalisation. Theodoros Tsikas chaired PC3 in place of Carlo Maria Palermo, assisted by Sebastian.

PC3 examined the draft resolution A Federal Europe to Build a Genuine European Defence and amendments extending its scope to foreign policy. The discussion addressed majority voting and parliamentary involvement, sanctions, integrated air and missile defence, joint procurement, intelligence cooperation, cyber defence and protection of critical infrastructure.

PC3 also examined an urgent statement on the proposed 28-point plan for Ukraine, introduced by Luc Landrot and Chloé Fabre using contributions from the Italian section. Members discussed support for Ukrainian sovereignty, sanctions, the immediate use of frozen Russian assets and shared liability with Belgium, as well as an alternative peace initiative developed with Ukraine. The Commission approved the amended urgent statement by a majority for submission to the following day's plenary.

Report on the Fundraising Task Force

Secretary General Mathilde Baudouin reported that the Commission had rejected UEF's three-year framework operating grant on 2 July. The Secretariat had subsequently applied for two CERV projects: a two-year project on the Charter of Fundamental Rights with a budget above €200,000,

and a one-year remembrance project above €100,000. The applications involved JEF Europe; EU Made Simple was also a partner in the remembrance project. Decisions were expected in March, with initial EU payments potentially following in June if successful.

The Secretariat had screened more than 50 foundations, contacted ten in August and a further thirty in November, and planned additional joint approaches with JEF Europe. An application to a Portuguese foundation sought up to €50,000. Baudouin stressed that neither public nor private funding could be regarded as secure.

The art-based crowdfunding campaign had raised almost €5,000 towards a €10,000 target. Individual memberships stood at approximately €1,500 against a €2,000 objective. She also presented cooperation with EU Made Simple on documentaries about European integration and the possibility of national sections contributing to translated versions. Further fundraising task force meetings would involve national fundraising contacts.

In the discussion, members suggested exploring contributions from Spinelli Group members. Baudouin and Treasurer Antonio Argenziano agreed to examine possible cooperation through the Executive Bureau and the Group's board, noting its informal status and constraints on MEP expenditure. Argenziano stressed the need for repeated funding applications and realistic expectations about success rates and payment delays. No grant award or contribution from MEPs was confirmed.

Report on cooperation with the World Federalist Movement

Daphne Gogou reported difficulties in advancing cooperation during the World Federalist Movement's recent Congress, including internal tensions and procedural obstacles affecting a common European contribution and the proposed candidacy of Mercedes Bresso. She thanked the Italian section, JEF, Groupe Europe and other partners for their coordination.

She called for a more systematic internal task force, broader participation by national sections and concrete proposals on regional federalism, UN reform, international justice, global economic governance and environmental issues. She also proposed reactivating contacts with African federalists and using the Barcelona Congress to strengthen Mediterranean cooperation.

François referred to the adoption at the WFM Congress of a resolution supporting international taxation in place of national contributions to the UN system. The discussion also covered regional cooperation and reform of the UN Security Council. The JEF representative reported continuing cooperation while acknowledging difficulties during the Congress elections.

Summary and Closing Remarks

The President welcomed the engagement in the strategic planning workshops and Political Commissions and thanked their facilitators. He stressed that fundraising required a dedicated place

on the agenda and invited members to share concrete contacts with foundations or potential sponsors while preserving UEF's independence.

He reiterated the link between common defence and political union, including overcoming unanimity and strengthening the European Parliament. The Resolution Committee was invited to meet after the plenary. The Chair announced that proceedings would resume the following morning at 9:00.

Opening of the meeting - DAY 2

Chairman Michael Montag resumed the meeting. He proposed beginning with the Secretary General's activity report, followed by the Treasurer's financial report. The revised order was accepted without objection.

Activity Report of the Secretary General

Mathilde Baudouin presented UEF's activities since the June Federal Committee and the programme for the rest of 2025. She introduced the Secretariat team and a Senior Advisor in Grant Management who had joined in October to support applications and identify funding opportunities.

Events and political engagement: The report covered participation in the Europe Calling webinar on Budapest Pride, cooperation with the Federal Forum, the Turku Europe Forum with UEF and JEF Finland, and the Ventotene seminar. It highlighted the Federalist Peace Forum bringing together Israeli and Palestinian activists, the first general meeting of the Third Action Committee for the United States of Europe at the Jean Monnet House, and the declaration adopted there. Other activities included a debate on the climate conference in Brazil and the public event in the Hellenic Parliament.

Upcoming activities included the 25th anniversary of the Charter of Fundamental Rights in Nice in December, a federalist reception with JEF, an interregional conference in Sofia on enlargement, security and the EU's commitments, and communication workshops open to national sections. Baudouin explained that the Sofia initiative would build on the earlier regional meeting in Bucharest and cooperation with sections and activists in the region.

Advocacy and the Spinelli Group: The Secretary General recalled the Ventotene declaration, letters on treaty reform and the Multiannual Financial Framework, and the admissibility notification received on 30 September for UEF's petition to the European Parliament. She referred to the comparison circulated between UEF proposals and Parliament's decisions, noting that advocacy impact could not be attributed exclusively to UEF. She reported close cooperation with Gabriele Bischoff and the Spinelli Group, whose membership had increased from 68 to 82, and preparations for the Bring a European Federalist reception in Strasbourg.

Communication: UEF has expanded its press work, joint statements, opinion articles and social media activity. Instagram views had increased from approximately two million in February–June to almost seven million in July–November, while followers had grown from about 12,000 to almost 20,000. Baudouin presented cooperation with EU Made Simple on documentaries about Spinelli and Monnet and content on enlargement and institutional reform. She invited sections to share media coverage and propose new content.

Organisational development and anniversary: The Secretariat was supporting initiatives to establish UEF Moldova and reactivate the Dutch section, in cooperation with JEF and interested members and MEPs. An organising committee had been launched for UEF's 80th anniversary. Plans included a logo by Lorenzo Epis, a booklet of historical documents, contributions from sections and a dedicated webpage.

In the discussion, Chloé Fabre called for earlier information and closer involvement of national sections when UEF Europe organised events or published material in their countries. The omission of UEF France from the Jean Monnet House meeting was acknowledged and an apology offered. Members also discussed an anniversary event in Paris, subject to funding. The President thanked the Secretariat for the work undertaken and the quality of the presentation.

Financial Report 2025 and Presentation Budget 2026 of the Treasurer

Treasurer Antonio Argenziano presented the financial position for 2025 and the draft budget for 2026. He recalled that the loss of the future operating grant required changes to funding and expenditure plans, while the organisation still had to deliver and report its 2025 operating grant. He thanked the Secretariat for maintaining activities and developing new funding applications.

Financial position for 2025: The Treasurer reported that cash already held was sufficient to cover the expenditure planned until year-end. He explained that the €320,000 operating grant covered 80% of a €400,000 expenditure framework, with a final instalment of up to €64,000 still to be paid after reporting and assessment. Eligible volunteer work could contribute approximately €32,000 to the expenditure calculation. The aim was to maximise eligible implementation while keeping expenditure within available resources.

By the end of October, donations amounted to almost €7,500 and co-funding to more than €6,800, with further contributions expected from events including Nice and Sofia. The Treasurer stressed that these were interim figures and that final accounts would be presented at the Congress. He highlighted the importance of external partners and host sections in keeping events sustainable, using the Greek section's work as an example.

Budget for 2026: The proposal used a conservative scenario based on secure or realistically expected resources, including membership fees, participation fees and the final 2025 grant payment. Only €600 in donations was budgeted. Approximately €11,000 in a separate savings account was to be preserved as an emergency reserve. Further fundraising would support staff retention and additional activities rather than being assumed in advance.

The Secretary General's full-time contract was budgeted for the whole year. Davide and Gorkem had agreed to remain part-time for the first four months, supporting the grant report and the Congress. UEF and JEF planned to share office costs. The budget provided limited activity funding and staff travel, while volunteer travel reimbursements would not be available under the proposed financial framework.

Cash flow and staffing: The Treasurer requested payment of section membership fees before the March Congress to bridge the period before the final grant payment. The Secretariat explained that closing the accounts required the external accountant and auditor, with work expected around mid-February. Members discussed earlier payment, possible advances and the need to retain the team. Roberto proposed linking Congress delegation rights to payment, but the discussion did not establish a separate decision on that proposal.

Baudouin and Argenziano confirmed that additional funding would be used as a priority to maintain the Secretariat team. They acknowledged the need for careful management of staff contracts and compliance with Belgian employment requirements. Other suggestions included fundraising events with political figures, major-donor outreach and possible support from Spinelli Group members.

The 2026 budget proposal was adopted with two abstentions.

Reports from PC Chairs - Voting Session on Resolutions and Political Statements

Luca Lionello reported on behalf of the Resolution Committee. It had checked consistency between the resolutions and found no material contradictions. Amendments from Enrico Peroni had been submitted before the 15 November deadline but had not reached the Secretariat because of a technical misunderstanding. The Committee considered them admissible; they had also been discussed by PC3.

Political Commission 1 and the European Federal Manifesto: Lionello announced an open task force, chaired by him as PC1 Chair, to develop the German section's draft manifesto into a European proposal for the Barcelona Congress. The draft would be circulated and discussed in online meetings.

Federalist Strategy for a Federal Reform of the EU: PC1 had examined amendments from UEF Romania and Chloé Fabre and Luc Landrot of UEF France. The amended text addressed the risk of renationalisation in the proposed MFF, institutional responsibility for stalled reform, defence union under Article 42 or through willing Member States, Parliament's role and federalist mobilisation. Lionello requested a single vote on the text incorporating the amendments.

The resolution Federalist Strategy for a Federal Reform of the EU was adopted.

Tonight or Never: The resolution proposed by UEF Belgium and Groupe Europe reaffirmed the objective of a European federal state. Amendments linked a federalist leap to defence and foreign and security policy and to the wider strategy for treaty change, a convention or an initiative by states. PC1 recommended adoption of the amended text.

The resolution Tonight or Never was adopted with no votes against and seven abstentions.

Autonomous digital tools: François Leray presented the amended resolution encouraging EU institutions and civil society to migrate to GDPR-compliant, Europe-based and autonomous digital tools. The discussion recognised alternatives in European countries outside the EU and the need to

support Member States with lower digital capacity. The text invited the Bureau and national sections to lead by example, with migration as soon as practicable.

The resolution on autonomous digital tools was adopted with eight abstentions.

Political Commission 3: Acting Chair Theodoros Tsikas sent best wishes to Carlo Maria Palermo and presented the amended defence resolution, prepared through several PC3 meetings. He explained that the text and amendments had been discussed the previous day and highlighted Sebastian's assistance.

The amended resolution on European defence was adopted.

Urgent statement on Ukraine: Tsikas presented the text initiated by Chloé Fabre and Luc Landrot and developed through PC3, the Resolution Committee and a group comprising Chloé Fabre, Eszter Nagy and Luisa Trumellini. It opposed the proposed Trump plan and called for support for Ukrainian sovereignty, continued and more effective sanctions, a ceasefire, use of frozen Russian assets with solidarity towards Belgium, and a peace framework respecting international law, Ukraine's capacity to defend itself and reconstruction needs.

Members requested clearer and shorter public messaging. A participant also raised concerns about speaking time, balanced participation and the absence of references to women, minorities, justice and sustainability. The Chair stressed the need for an immediate response. Chloé Fabre proposed adopting the political statement and allowing the Executive Bureau to finalise it for publication that evening.

The mandate to finalise the urgent statement on Ukraine was approved with five abstentions.

Political Commission 4: Chloé Fabre reported that no resolution on ecological transition was submitted at this meeting. PC4 was working towards a federalist framework for the Congress, taking account of the political context and UEF's advocacy priorities. Moritz Hergl offered JEF Europe's cooperation and stressed the perspective of future generations.

Reports from National Sections and JEF Europe

Hungary: Eszter reported on participation in Budapest Pride and solidarity from visiting MEPs. She described the Austrian section's visit to Budapest with Lukas Mandl and interviews on independent radio, which had generated interest in joining UEF. Ahead of the Hungarian elections in April, she warned about anti-EU messaging and proposed an online discussion on the country's political situation.

JEF Europe: Moritz Hergl reported on the new board and the admission of the Ukrainian, Moldovan and Georgian sections as full members, bringing JEF to approximately 10,000 members. He highlighted the Don't Touch My Schengen and Democracy Under Pressure campaigns, a simulation of an enlarged EU in Georgia, plans for the next Federal Committee in Belgrade and support for the Serbian student movement. He welcomed closer cooperation with UEF, shared office arrangements and continued work with Israeli and Palestinian federalist activists.

Spain: José Luis presented activities in Catalonia, the Basque Country and Valencia on migration, social policy, Europe Day and federal culture. He recalled Domènec's participation in a debate in Bilbao, local events in medium-sized cities, demonstrations concerning Gaza, and articles on European integration, Spain's EU membership and forest fires.

Italy: Luisa Trumellini presented the 100 Mayors for the United States of Europe campaign, which had already attracted around 70 signatures. It linked local authorities' interest in EU funds and the future MFF to the broader campaign for a federal Europe. She described outreach to parliamentarians, Mario Draghi's acceptance of honorary membership, the Ventotene seminar, a national debate on democracy and continued local events, media work and publication of the movement's newspaper.

Romania: The section reported approximately 30 members across the country and regular online meetings. Its priorities were increasing visibility, explaining federalism in a difficult political environment, contributing to task forces and strengthening interregional cooperation. It hoped to organise a conference the following year.

France: Luc reported that membership was approaching 400, almost double the level two years earlier. He described working groups on defence and foreign policy and on federalism in France, preparation of a booklet and proposals ahead of municipal elections, a scientific council of more than 20 members, and efforts to build a network of elected representatives. He highlighted cooperation with JEF France and the European Movement, an annual academy on federalism and social media activity.

Germany: Michael Montag reported that EUD comprised 16 regional sections, around 250 local chapters and approximately 16,000 members, alongside groups in Brussels and Luxembourg. Activities included citizens' dialogues, the EUD Congress in Chemnitz, a new Bundestag parliamentary group and forthcoming parliamentary and security-policy events. He stressed school workshops, communication, support for the manifesto process and interest in twinning between sections.

Greece: Daphne Gogou reported on the initiative to name a room in the European Parliament after Marietta Giannakou, a training workshop with ELIAMEP and preparations linked to the Greek Presidency. She described plans for school training, possible adaptation of the Italian mayors' campaign, participation in the manifesto and anniversary work, reactivation of the Thessaloniki team and regional cooperation involving the Balkans and candidate countries. She also proposed cooperation with Spain on Euro-Mediterranean dialogue around the Congress.

Roadmap towards the UEF Congress 2026

José Luis Salazar presented the proposal for the 29th UEF Congress, to be held in Barcelona on 20–22 March 2026. The proposed venue for the Congress sessions was the Palau de la Generalitat, with an auditorium accommodating approximately 200 people and rooms for commission meetings. The President of the Generalitat and the Mayor of Barcelona were expected to welcome participants.

Members called for public dialogue on the Congress themes, advance discussion of candidacies and online meetings involving the whole Federal Committee. José Luis Salazar confirmed that

preparations would be coordinated with the Secretariat. Mathilde Baudouin supported starting broader online preparations in January.

Norbert Fabian invited members to contribute to the European Federal Manifesto. He announced an initial online meeting on 12 December at 18:00 Central European Time, followed by meetings in January and February and possibly another before the Congress. He suggested including discussion of the Draghi Report. The Secretariat would circulate invitations to the manifesto task force.

The roadmap towards the Barcelona Congress was approved with one abstention.

Closing Remarks by the President and Closing of the Meeting

On behalf of the Secretariat, Mathilde Baudouin thanked Daphne Gogou and the Greek section and presented gifts in recognition of their work. Michael Montag also thanked the hosts before giving the floor to the President.

Domènec Ruiz Devesa described the weekend's cooperation with UEF Greece as a model of partnership and thanked the Federal Committee for its engagement. He expressed particular appreciation for the constructive contributions of Michael and Luisa and thanked the Spanish and Catalan members for offering to host the Congress.

He identified implementation of the adopted political texts, preparation of the Congress and drafting of the European Federal Manifesto and strategic plan as the next priorities. He favoured a comprehensive manifesto addressing the main challenges during UEF's 80th anniversary year, while respecting members' right to submit resolutions.

The President reiterated the parallel objectives of defence union and federal political unity. He called for stronger engagement with the Spinelli Group and the European People's Party on treaty reform, and for more members of Parliament's Budgets Committee to join the Spinelli Group. He stressed Parliament's budgetary leverage as a means of pursuing institutional change.

He invited national sections to adapt the model petition on defence and political union to their circumstances, secure the support of national parliamentarians and promote cooperation with MEPs through an interparliamentary assembly. He also called for a stronger public and media presence in response to current developments in Ukraine.

Michael Montag thanked the Greek section and all participants and closed the Federal Committee meeting.

Brussels, 05/11/2026

Mathilde Baudouin, UEF Secretary General