



Space Business Co-Creation Platform

cross U

Our Services

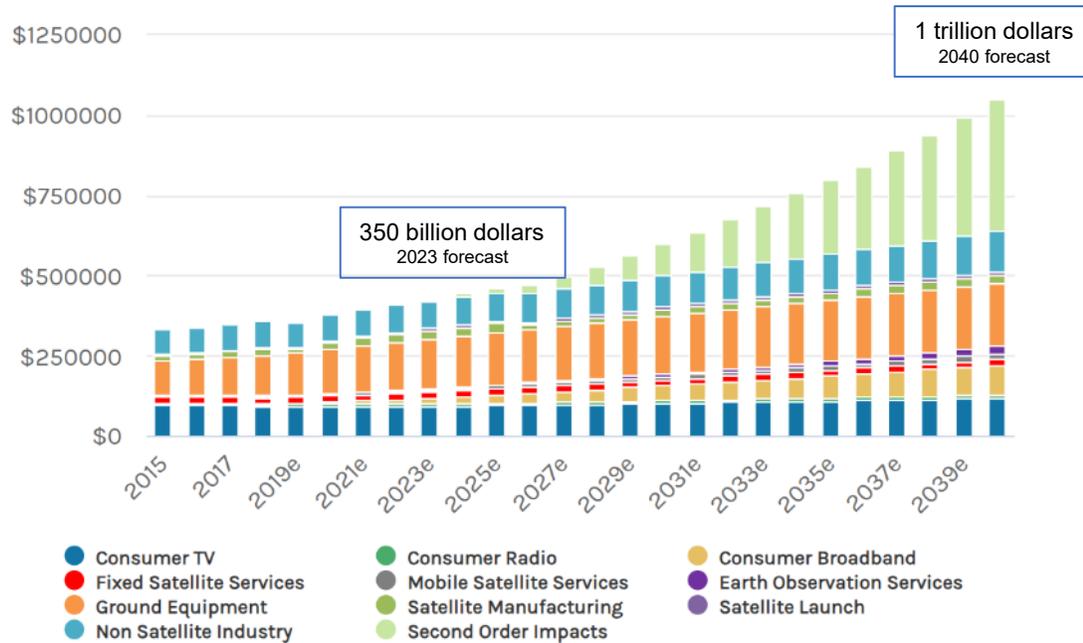
The space industry is attracting attention as an innovative field with a wide range of adjacent areas.



The global space business market size was approximately 50 trillion yen*¹ in 2020. In Japan, the market is expected to expand further as well, with government support of up to 1 trillion yen in the form of the "Space Strategy Fund" starting in FY 2024

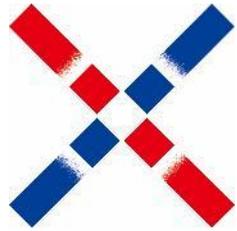
The global space business market continues to grow and is predicted to reach 150 trillion yen by 2040

The Global Space Business Market (Trillion dollars)



Space Strategy Fund launched.

Source: Haver Analytics, Morgan Stanley Research forecasts



CROSS U

Players in various fields become space players

Space Business Co-Creation Platform



and more



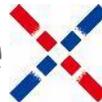
Agriculture

Automation of agricultural machinery using satellites, agricultural land management, etc.



Environment, Resources

Certification and issuance of forest credits, global environmental monitoring and forecasting, etc.

Space 



Construction, Civil Engineering & Infrastructure

Advanced drone surveying, automation of construction equipment, etc.



Information & Communication

Resolving issues in further wide-area utilization of communications satellites, etc.



and more



and more



Insurance

Expansion of InsureTech and its use in insurance operations, etc.



Logistics

Addressing driver shortages, satellite applications for automated driving, etc.



Entertainment, Leisure

Expansion of space travel, entertainment production in space, etc.



Manufacturing

Materials research in space, understanding supply chains using satellites, etc.



Pharmaceuticals, Medical Care

Experiments and research in space, etc.



and more

cross U facilitates connecting non-space companies and organizations with those in the space industry



Providing "places" and a "community" to create innovation in space-related businesses.

Providing places

We offer a variety of "places" to accelerate the space business



Building a community

We provide business matching, events, programs, etc.



Supporting business expansion by building an ecosystem that brings the latest knowledge and information together with domestic and international space-related players from industry, government, and academia



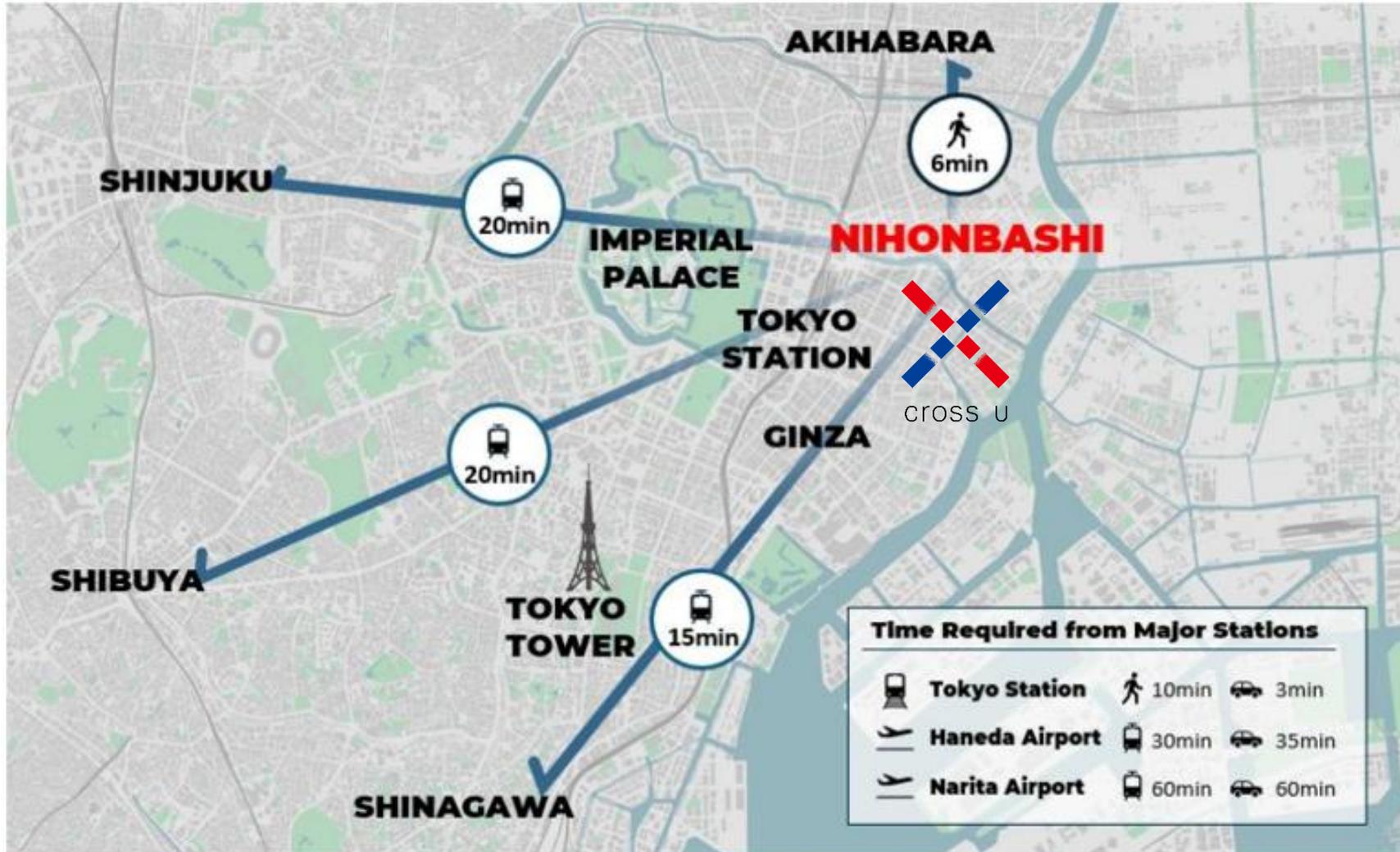
Companies, start-ups, and academia involved in the space business gather from Japan and overseas.

That gathering will attract players in the areas surrounding the space business and promote a wide range of exchanges and spreading of information.

Accelerators and VCs will also gather to integrate cutting-edge technology and create a variety of businesses.

Innovation will accelerate and business fields in space-related areas will expand into various other areas.

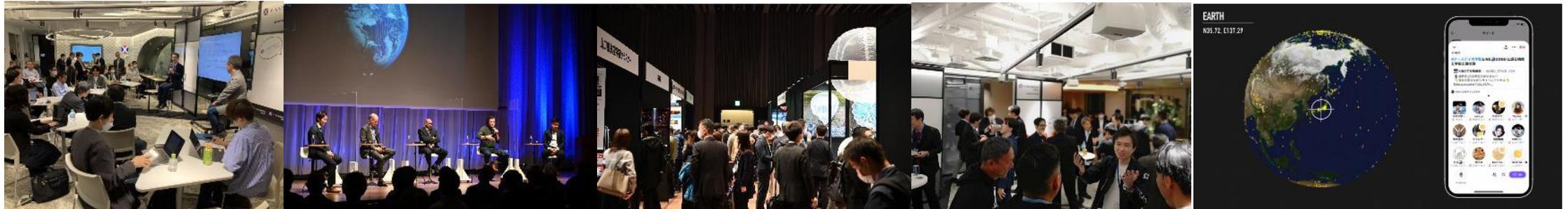
Nihonbashi is a geographically very convenient place for access to the major areas of Tokyo.



Our objective is to establish a comprehensive network of industry, academic, research, and government entities across all sectors to foster collaboration and knowledge exchange in the space industry. We facilitate exchanging members and sharing information through co-hosted events, sponsored events, and announcements.



* As of November 2025



The events bring together a diverse group of companies and new business leaders seeking information and contacts to commercialize the space industry. We encourage active interaction through the use of our facilities and events.

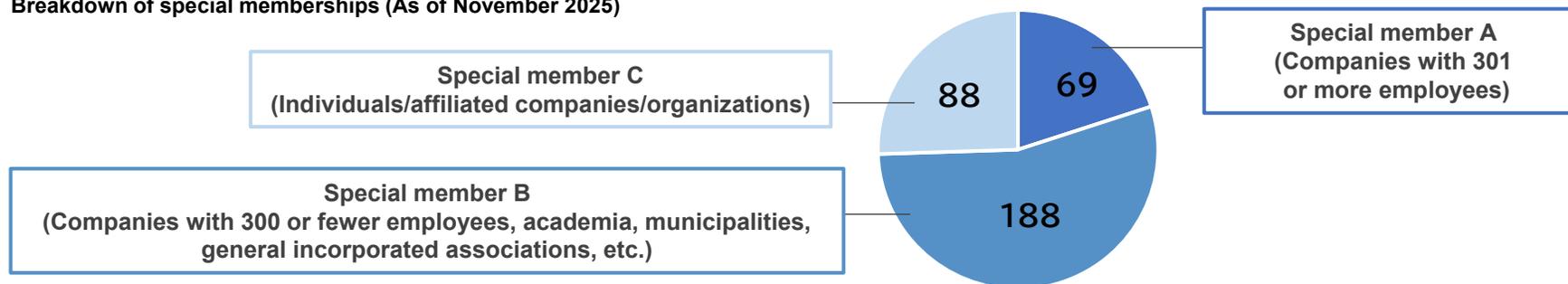
Examples of cross U special members

General companies

Startups

Academia, local governments, organizations, etc.

Breakdown of special memberships (As of November 2025)



We promote cooperation with domestic organizations and associations, and with special-member municipalities and academic institutions as well. We will continue to expand our circle of cooperation both domestically and internationally.

(As of June 2024)



エスネット福岡
Fukuoka Prefectural Robotics & Advanced System Industry Development Council

Yamaguchi Aerospace Cluster
山口県航空宇宙クラスター
Yamaguchi Aerospace Cluster
(Yamaguchi Industrial Promotion Foundation)

The Ritsumeikan Trust

National University Corporation Tohoku University

National Research and Development Agency
Japan Aerospace Exploration Agency
[Partnership agreement]

茨城県
Ibaraki Prefecture

国立大学法人
九州工業大学
National University Corporation
Kyushu Institute of Technology

北九州市
CITY OF KITAKYUSHU
Kitakyushu City

Saitama Prefectural
Urawa High School

一般社団法人
日本航空宇宙学会
The Japan Society for Aeronautical and Space Sciences

SPACEPORT
OITA
Oita Prefecture

Kanagawa Prefecture

東京大学
国際オープンイノベーション機構
Institute for Open Innovation
The University of Tokyo
Institute for Open Innovation

Intelligent Space Systems Laboratory
University of Tokyo
ISSL

The University of Tokyo Graduate School
Department of Aeronautics and Astronautics in the
School of Engineering

鹿児島県
Kagoshima Prefecture

国立研究開発法人
情報通信研究機構
National Institute of Information and
Communications Technology
National Institute of Information and
Communications Technology

日本貿易振興機構(ジェトロ)
Japan External Trade Organization (JETRO)

Keio University
Graduate School of System Design and Management

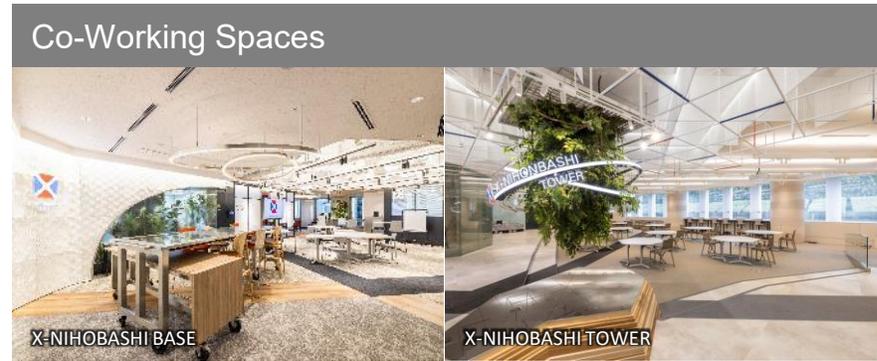
cross U provides X-NIHONBASHI TOWER and BASE, which offer a variety of spaces for various occasions, including conference spaces, meeting rooms, co-working spaces, for exchange and co-creation among people aiming to expand the space business and create innovation.



Conference Spaces*

Events can be held for up to 150 people (up to 40 people for BASE).

TOWER
BASE



Co-Working Spaces

The conference spaces can be used as co-working spaces when not in use for events.

TOWER
BASE



Meeting Spaces*

TOWER
BASE



Shared Rooms

Shared rooms available for temporary occupancy and corporate registration.
Note: A separate contract with Mitsui Fudosan is required.

BASE



Web Conference Booths

BASE



Individual Working Booths

BASE



Exhibition Space*

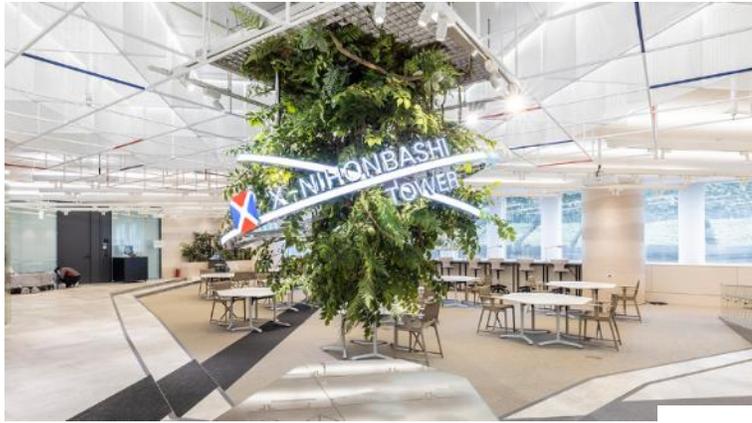
BASE



Bar Lounge*

BASE

* Occupancy and other restrictions apply depending on membership type. For details, see page 19.



X-NIHONBASHI TOWER has a conference space that can accommodate events for up to 150 people, offering a flexible space for a variety of uses.

Nihonbashi Muromachi 2-1-1, Chuo City, Tokyo Metropolis
7th floor of Nihonbashi Mitsui Tower

Direct connection from Exit A7/A8 of Mitsukoshimae Station on the Tokyo Metro Ginza Line
3-minute walk from the JR Sobu Line Rapid Train Shin-Nihonbashi Station

Entrance



Conference Space*
150-inch screen ×3

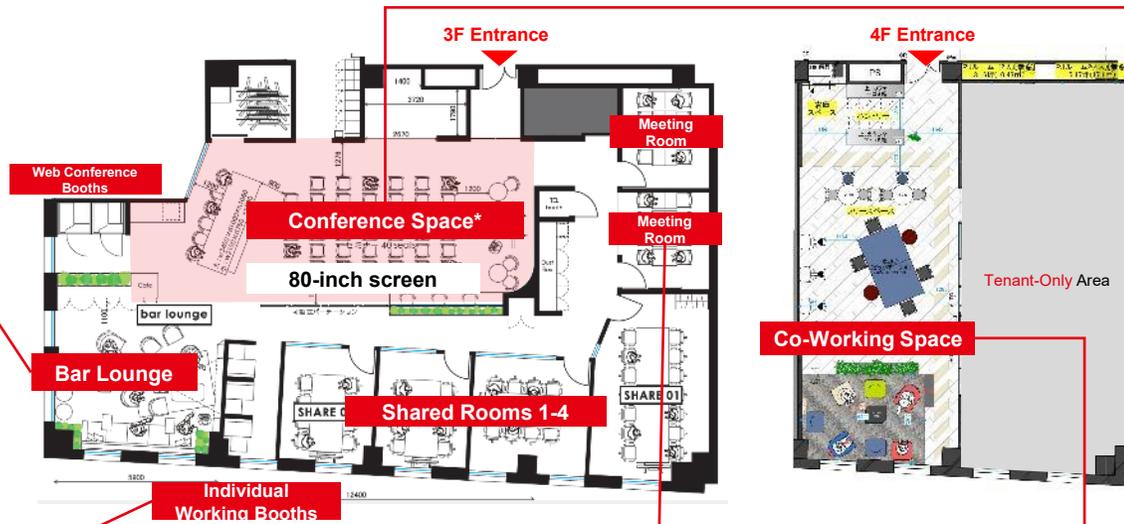
* The conference space can be used as a co-working space when not in use for events.



X-NIHONBASHI BASE is equipped with a conference space that can host events for up to 40 people and a bar lounge for networking and a variety of other uses.

Nihonbashi Muromachi 3-3-9, Chuo City, Tokyo Metropolis
3rd and 4th floor of Nihonbashi IT Building

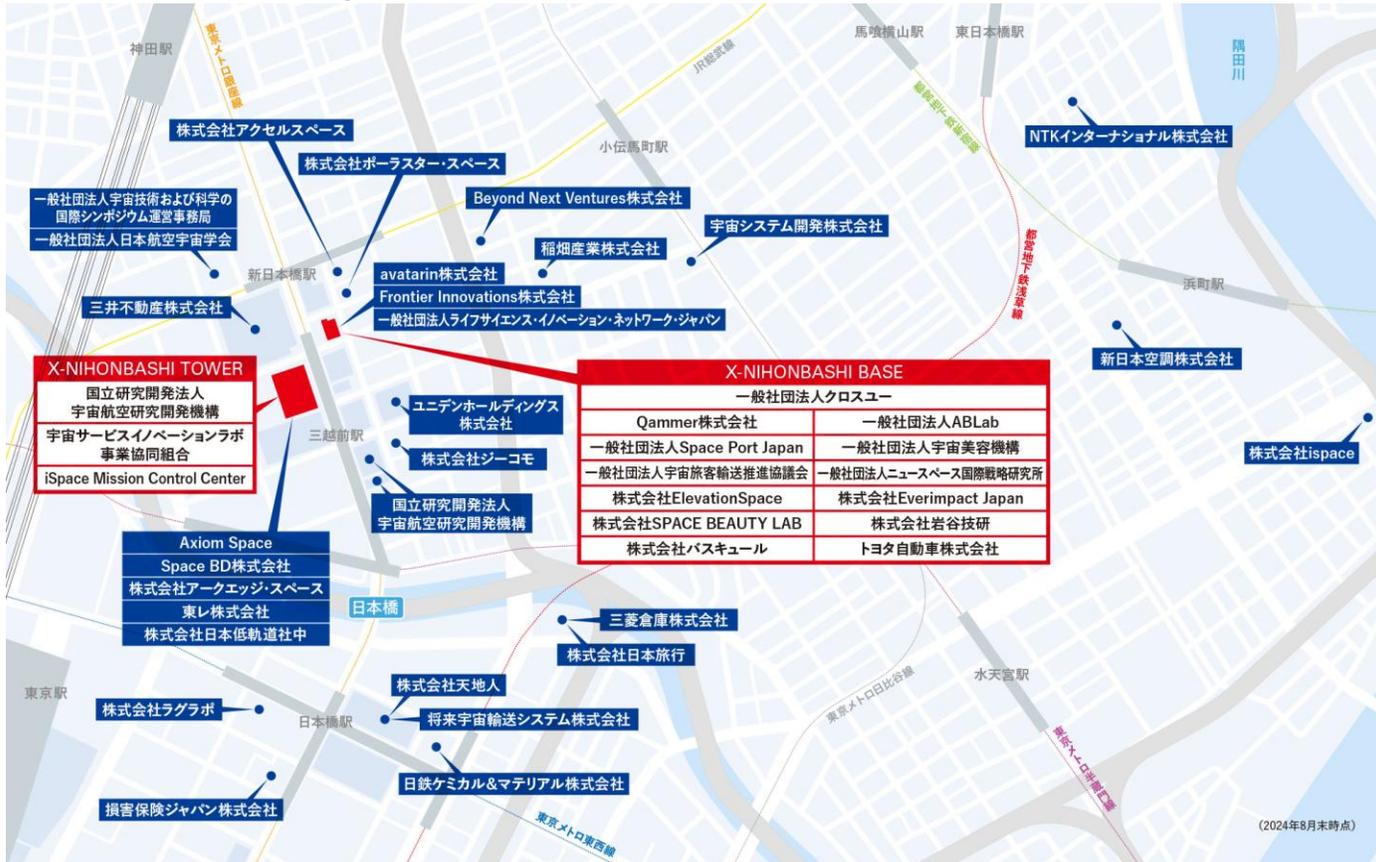
1-minute walk from Mitsukoshimae Station on the Tokyo Metro Ginza Line and Hanzomon Line
2-minute walk from JR Shin-Nihonbashi Station
Use Exit A10 from either station



* The conference space can be used as a co-working space when not in use for events.

Nihonbashi has been attracting challengers from all over Japan and creating new values since the Edo era. Following in the footsteps of the life science sector, cross U has been working with JAXA to promote open innovation in the space business and bringing together a diverse range of space business players since 2018.

Accumulation of space-related clusters in the Nihonbashi area



(As of August 2024)

Transportation

From Nihonbashi

Mitsukoshimae Station

Shin-Nihonbashi Station

Directly connected to Nihonbashi Mitsui Tower

Nihonbashi Station

About 8 minutes' walk from Nihonbashi Mitsui Tower

| | | |
|---------------------------|------------------|---------------------------------------------------------------------------------------------------------------|
| To Otemachi Station | About 1 minute | Use Mitsukoshimae Station on the Tokyo Metro Hanzomon Line |
| To Roppongi Station | About 14 minutes | Use Mitsukoshimae Station on the Tokyo Metro Ginza Line and transfer to the Hibiya Line at Ginza Station |
| To Shibuya Station | About 18 minutes | Use Mitsukoshimae Station on the Tokyo Metro Hanzomon Line |
| To Akihabara Station | About 3 minutes | Use Mitsukoshimae Station on the Tokyo Metro Ginza Line and transfer to the JR Yamanote Line at Kanda Station |
| To Kasumigaseki Station | About 7 minutes | Use Mitsukoshimae Station on the Tokyo Metro Ginza Line and transfer to the Hibiya Line at Ginza Station |
| To Shinagawa Station | About 15 minutes | Use the direct access from Nihonbashi Station on the Toei Asakusa Line to the Kaitoku Keihin Kyuko Line |
| To Yokohama Station | About 36 minutes | Use Shin-Nihonbashi Station on the JR Sobu Rapid Line |
| To Haneda Airport Station | About 38 minutes | Use the direct access from Nihonbashi Station on the Toei Asakusa Line to the Kaitoku Keihin Kyuko Line |
| To Narita Airport Station | About 64 minutes | Use the Airport Kaitoku Express from Nihonbashi Station on the Toei Asakusa Line |

From Tokyo

Tokyo Station

About 8 minutes' walk from Nihonbashi Mitsui Tower

| | | |
|-----------------------|-------------------|------------------------------------|
| To Nagoya Station | About 97 minutes | Use the Tokaido Shinkansen Nozomi |
| To Shin-Osaka Station | About 147 minutes | Use the Tokaido Shinkansen Nozomi |
| To Sendai Station | About 90 minutes | Use the Tohoku Shinkansen Hayabusa |

(Travel time only)

Various events and programs to promote the expansion of the space business are held about 300 times a year,* and cooperation and co-creation among special members are actively pursued.

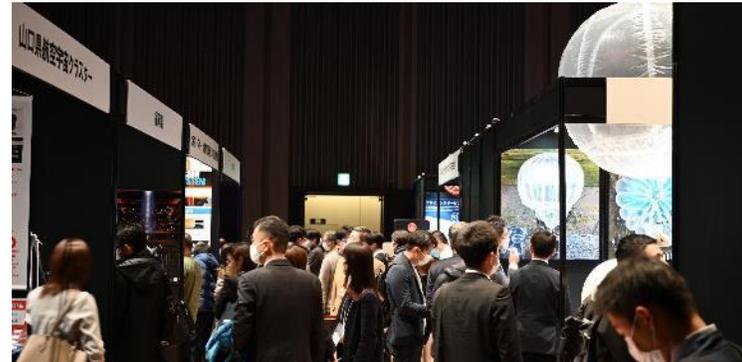
* Actual track record for FY 2023

■ Nihonbashi Space Week

One of Asia's largest space business events, held annually since 2021.

In the Nihonbashi area, where many space players are clustered together, various events are held intensively, including business exhibitions, conferences of various sizes, contests, and networking.

NIHONBASHI SPACE WEEK



Networking events



Business matching events



Seminars and symposiums



Space business courses

Overview of space development utilization and space business and basics of satellite design

Course schedule From December 2023 to February 2024
Total of 6 sessions: 19:00-20:30

Venue X-NIHONBASHI BASE
3rd Floor, Nihonbashi IT Building, Nihonbashi, Muromachi 3-3-9, Chuo City, Tokyo Metropolis

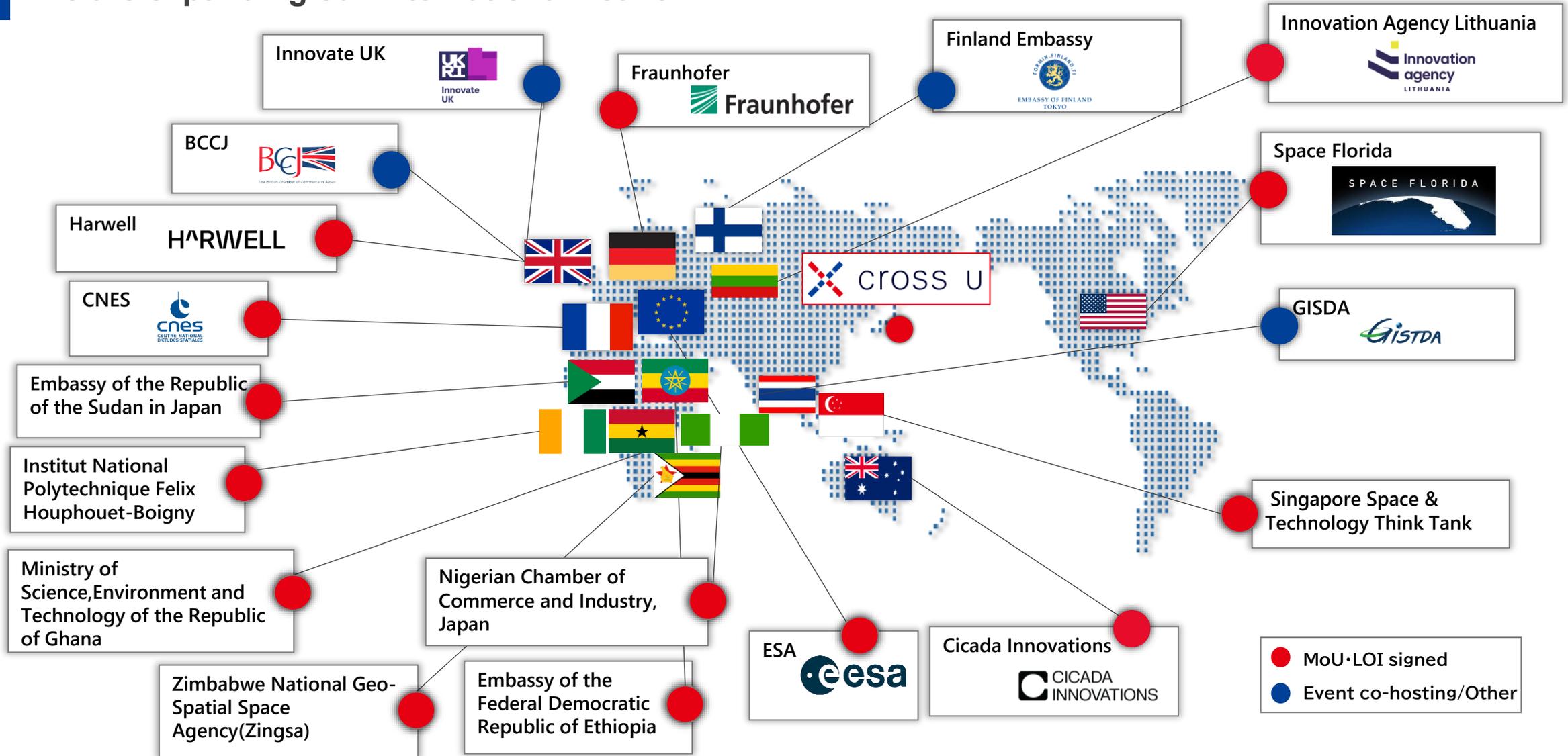
Organized by cross U

cross U Academy:
Lectures in space development and business by guest experts





We are expanding our international network .



※As of November 2025

The committee includes representatives from a diverse range of organizations, including long-established corporations and academic institutions.

Directors and Auditors

| | | |
|-----------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| President of the Board | Shinichi Nakasuka | Professor, Graduate School of Engineering, The University of Tokyo |
| Vice-President of the Board | Takashi Ueda | President and Representative Director, Mitsui Fudosan Co., Ltd |
| Director | Shuzo Takada | Corporate Vice President, FUJIFILM Corporation Former Director General of National Space Policy Secretariat, Cabinet Office (NSPS) |
| Director | Nobuyuki Fujisawa | General Manager, Space Business Innovation Department Innovation Promoting Division, MITSUI FUDOSAN CO., LTD. |
| Auditor | Yutaro Kikuchi | Attorney at law, Kikuchi Sogo Law Office |
| Auditor | Shigeru Sugimoto | CEO, Crowe Sakura & Co. |

Secretariat

| | |
|-------------------|-----------------|
| Secretary-General | Masafumi Yonazu |
|-------------------|-----------------|

Administrative Advisory Committee

| | |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Tohru Akaura | General Partner & Co-Founder, Incubate Fund Co., Ltd. Special Advisor, Japan Venture Capital Association. |
| Masayasu Ishida | Director, A.T. Kearney K.K. |
| Seiji Izumisawa | Chairman of the Board, Mitsubishi Heavy Industries, Ltd. |
| Takashi Ichikawa | Senior General Manager, Space Systems Division, Defense & Space Systems Group, Mitsubishi Electric Corporation |
| Shin Okuno | Vice President, Japan Aerospace Exploration Agency(JAXA) |
| Naoto Kadowaki | Principal Researcher, National Institutes of Information and Communications Technology |
| Masanobu Komoda | Chairman of the Board, Mitsui Fudosan Co., Ltd. |
| Kenji Goto | President, COO, Japan Space Systems |
| Motomitsu Shimizu | Managing Director Aerospace Business Division Aerospace and National Security Business Unit, NEC Corporation |
| Mengu Cho, Ph.D | Professor, Faculty of Engineering Department of Space Systems, Engineering Kyushu Institute of Technology |
| Saku Tsuneta, Ph.D. | Professor, Department of Innovative Mechanical and Electronic Engineering Chiba Institute of Technology |
| Shinji Tokumasu, Ph.D. | Director Astronomy Research Center, Chiba Institute of Technology |
| Shinji Tokumasu, Ph.D. | Vice President, National Institute of Advanced Industrial Science and Technology |
| Tsugio Mitsuoka | Director and Chairman of the Board, IHI |
| Naoko Yamazaki | Astronaut, Representative Director, Space Port Japan Association |
| Dr. Hiroo Yugami | Executive Vice President for the Science Park, Disaster Reconstruction and Regeneration, and Nano Terasu Co-creation, Tohoku University |
| Toshiya Watanabe | Vice President, Institute of Science Tokyo |

We have startup CEOs and researchers who are experts in the space business supporting our activities.



Hidetaka Aoki
Space Business Evangelist
Partner, Global Brain Corporation
Director, Space Port Japan Association



Yoshifumi Inatani
Representative Director,
Space Liner Association



Fuminori Kataoka
Project General Manager,
Lunar Exploration Mobility Works
Project,
TOYOTA MOTOR CORPORATION
Advanced R&D and Engineering
Company



Tomoya Nakamura
Representative Director and CEO,
Axelspace Corporation



Takayoshi Fukuyo
CEO and Representative Director,
ArkEdge Space Inc.



Yuichi Yamaura
Visiting Professor, University of
Tsukuba
Former Director, Japan
Aerospace Exploration Agency
(JAXA)



**Masatoshi
Nagasaki**
President and Co-Founder,
Space BD Inc.



Satoshi Kurosu
Executive Mentor,
Space Business Development
Office,
Yokogawa Electric
Corporation



Souichiro Kozuka
Professor,
Faculty of Law,
Gakushuin University



Naohiko Kotake
Professor,
Graduate School of System
Design and Management,
Keio University



Seiko Shirasaka
Professor,
Graduate School of System
Design and Management,
Keio University



Kojiro Hatada
President and CEO,
Innovative Space Carrier Inc.



Naomi Kurahara
Co-Founder and CEO,
Infostellar Inc.



Toshinori Kuwahara
Associate Professor,
Department of Aerospace
Engineering,
Graduate School of Engineering,
Tohoku University



Hiroshi Koyama
Chief Technical Officer,
Defense & Space Systems
Sector,
Mitsubishi Electric Corporation



**Yasutoshi
Hyakusoku**
COO and Founder,
Tenchijin, Inc.



Akira Fukabori
Representative Director and
CEO,
avatarin Inc.



Ayako Matsumoto
Manager, Space Business
Development - Corporate
Strategy
ANA HOLDINGS INC.



Teruo Yamashita
Board Director, Managing Executive Officer,
Unit President,
Space Business Unit,
SKY Perfect JSAT Corporation



Michael Fletcher
President and CEO,
MJF Consulting LLC



Koichi Wakata
Astronaut
Chief Technology Officer,
Axiom Space

Special member **A**



Corporations

Companies with 301 or more employees

Special member **B**



Academia, startups, public organizations, etc.

Non-profit organizations,^{*2} universities, school corporations, public interest corporations, diplomatic missions in Japan, local governments, etc.

Special member **C**



Individuals

Use of X-NIHONBASHI facilities^{*3}

- Use of co-working spaces, bar lounge, etc.
- Occupancy use of co-working spaces, bar lounge, etc. (events, etc.)
- Gallery exhibitions
- Use of conference spaces

- Use of co-working spaces, bar lounge, etc.
- Gallery exhibitions
- Use of conference spaces

Registration fee

50,000 yen

20,000 yen

2,000 yen

Annual Membership fee

250,000 yen

60,000 yen

5,000 yen

Number of Bitkey accounts

10^{*4}

5^{*5}

1^{*6}

*1. The number of full-time employees.

*2. Excluding Incorporated Administrative Agencies, National Research and Development Agencies, and Administrative Agencies (local governments).

*3. X-NIHONBASHI facilities are available from 8:00 to 19:00.

Additional fees will be charged separately for full, partial, and occupancy use of the facilities. Please refer to the separate document for details.

*4. Up to 10 additional keys can be issued for a fee.

*5. Up to 5 additional keys can be issued for a fee.

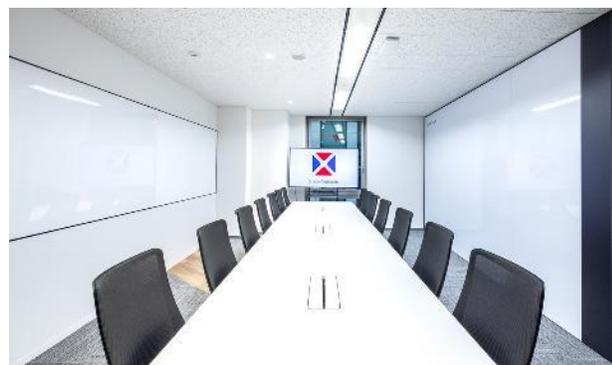
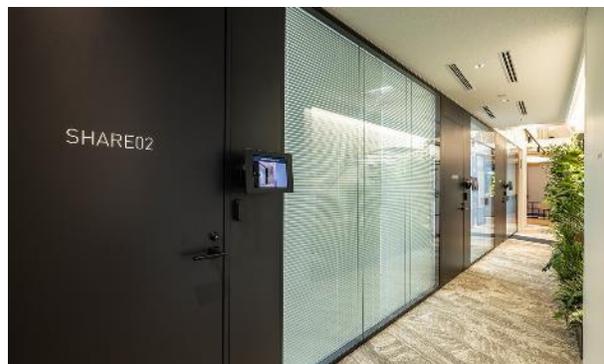
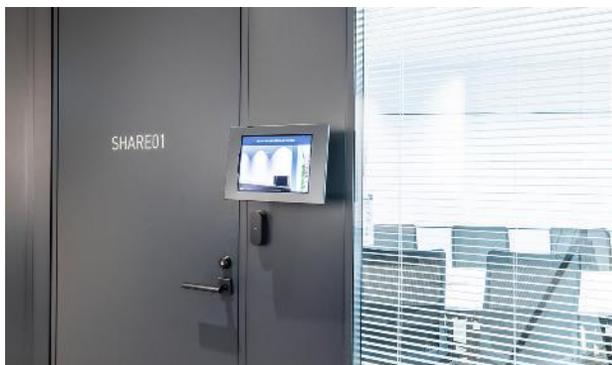
*6. X-NT fixed-lease tenants (≠ Nihonbashi members) have no limit on the number of accounts that can be issued.

| | | Special member A/B | Of which, Nihonbashi members*1 | Special member C |
|-------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Co-working spaces: TOWER/BASE | Use*2 | Available | Available | Available |
| | Occupancy*3 | Up to 4 times a year at each location Reservation possible 3 months in advance | Up to 12 times a year at each location Reservation possible 6 months in advance | Not available |
| Bar lounge: BASE | Use*2 | Available | Available | Available |
| | Occupancy*3 | Up to 4 times a year Reservation possible 1 month in advance | Up to 12 times a year Reservation possible 2 months in advance | Not available |
| Use of conference spaces | | Free of charge up to 30 hours/month After that, 250 yen/10 min | Free of charge up to 50 hours/month After that, 250 yen/10 min | Free of charge up to 30 hours/month After that, 250 yen/10 min |
| Use of Meeting Space 002 (TOWER, reservation not possible, no doors) | | Available | Available | Available |
| Gallery exhibitions (BASE) | | Available up to twice a year in 2-week periods | Available up to 5 times a year in 2-week periods | Not available |
| Shared rooms: 4 rooms*4 | | Separate contract with Mitsui Fudosan required (Membership registration required) 31,000 yen (monthly, consumption tax included) | Same as on the left | Not available |

X-NIHONBASHI facilities are available for use from 8:00 to 19:00, except for the shared rooms. Additional fees will be charged separately for full, partial, and occupancy use of the facilities. Please refer to the separate document for details.

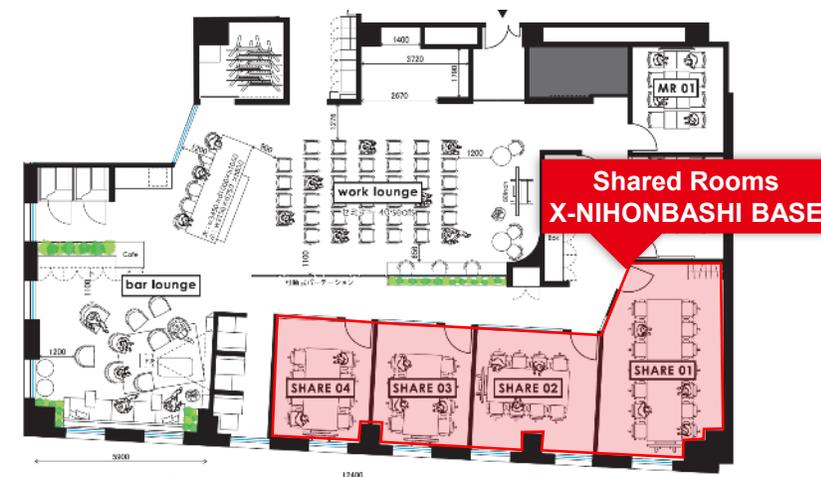
- *1. Companies with space-related business divisions based in the Nihonbashi area are eligible.
- *2. May not be available during events, etc.
- *3. There is a pre-screening process for using the co-working spaces for events. We also ask that you refrain from using the spaces for commercial purposes.
- *4. Please refer to the next page for information on the shared rooms.

Shared rooms are available at X-NIHONBASHI BASE for unlimited use by the hour, and can be used for meetings, etc.



Note:

- To use this service, a separate contract with Mitsui Fudosan is required in addition to becoming a cross U member.
- Additional fees will be charged for the use of shared rooms.
- The use time is unlimited. (A reservation must be made via the dedicated website to use them.)
- Registration as a corporation is also available upon request.



| | | |
|----------|----------------------|-----------|
| SHARE 01 | 30.00 m ² | 14 people |
| SHARE 02 | 19.50 m ² | 8 people |
| SHARE 03 | 15.57 m ² | 8 people |
| SHARE 04 | 15.38 m ² | 8 people |

- Open hours: 24 hours a day, including Saturdays, Sundays, and national holidays (except when the facility is closed)
- Rental equipment: 1 monitor
1 table
8 chairs
1 whiteboard
- Amenities: Power supply Wi-Fi

(As of April 2023)

Note: Please be aware that the equipment and amenities are subject to change without notice.

