MUFG Bank, Ltd.

MUFG Bank Signs MOU with Four Companies for Collaboration
Toward Realization of Mega-constellation Initiative

Accelerating efforts to realize a range of satellite-based services and contribute to strengthening space infrastructure



From left: Shumpei Tsuda, General Manager, Corporate Finance Department, Division 2, Development Bank of Japan Inc., Yuichiro Moto, Managing Executive Officer, MUFG Bank, Masahiko Arai, Executive Officer (Associate), Group President, Defense & Space Systems, Mitsubishi Electric, Minako Tsumenaga, Senior Vice President, Head of Alliance Division, Research and Development Marketing Headquarters, NTT, Kengo Nagase, Senior Executive Vice President, Representative Member of the Board , NTT DOCOMO BUSINESS

Tokyo, November 9, 2026 --- MUFG Bank, Ltd. (“MUFG Bank”) announced today that the company entered into a memorandum of understanding (MOU) on November 6 with Mitsubishi

Electric Corporation , NTT, Inc., NTT DOCOMO BUSINESS, Inc., and Development Bank of Japan Inc. to explore comprehensive collaboration on the development and operation of a mega-constellation—an integrated system in which numerous satellites operate in coordination to provide services covering broad areas of the Earth—and on the provision of services utilizing the constellation. Under the MOU, the five companies will examine the technical and business feasibility of commercializing a diverse range of services enabled by mega-constellations, including communications, Earth observation, satellite-based positioning, navigation, and timing (PNT), and space data centers[1].

In recent years, space development initiatives by both the public and private sectors have accelerated worldwide, driven by technological advances such as the miniaturization and enhanced capabilities of satellites, as well as increased launch frequency. In particular, satellite constellations, in which multiple satellites operate in coordination, are increasingly being utilized as social infrastructure in a wide range of fields, including communications, Earth observation, positioning, disaster prevention and mitigation, and national security. Against this backdrop, further efforts are needed to expand the use of space.
In response to these market circumstances, the five companies will combine their respective technologies, customer bases, financial capabilities, and business development expertise to pursue the realization of a sustainable and highly reliable mega-constellation business based on openness and interoperability. Additionally, they will work together to identify the required technological foundations and challenges, while examining and coordinating a concrete framework for collaboration.

Through this collaboration, Mitsubishi Electric, NTT, NTT DOCOMO BUSINESS, MUFG Bank, and Development Bank of Japan will accelerate studies aimed at realizing new services utilizing mega-constellations for customers in Japan and overseas. These studies will cover the development of communications and Earth observation infrastructure—including means of communication during disasters and in areas with limited connectivity—as well as the provision of positioning information and more efficient utilization of satellite data through the development of space data centers.
Through these initiatives, the five companies aim to strengthen space infrastructure and contribute to addressing a wide range of social issues.

*1 Satellites equipped with data processing, storage and communication functions. To address the challenge of growing data volumes resulting from recent advances in Earth observation satellite capabilities, space data centers process data in space and transmit only the results to Earth, enabling efficient data utilization.

Roles of Each Company in Exploring Commercialization

Company	Role
Mitsubishi Electric	Conducts technical studies on the overall system design and integration of the mega-constellation, drawing on its expertise in satellite and ground system development.
NTT	Explores the feasibility of a communications network integrating space and the ground, as well as future commercialization, by leveraging technologies and expertise cultivated through research and development, including IOWN®, among other activities.
NTT DOCOMO BUSINESS	Explores ways to develop concrete use cases and services based on customer needs, drawing on expertise cultivated through the development and operation of communications network and the provision of services to customers.
MUFG Bank	Supports the development of businesses, the establishment of manufacturing supply chains, and the expansion of sales channels, by leveraging its financial expertise and extensive customer base and network spanning a wide range of industries and companies of all sizes in Japan and overseas.
Development Bank of Japan	Explores commercialization from a neutral, long-term perspective by leveraging its financial expertise and examines opportunities for collaboration with a broad range of stakeholders across industry, government, academia, and the financial sector.

Masahiko Arai, Executive Officer, Group President, Defense & Space Systems, Mitsubishi Electric Corporation “We aim to make the diverse capabilities of satellites—including communications, Earth observation, PNT, and information processing—available as social infrastructure whenever needed, and to deliver services that support both people’s everyday lives and national security. The signing of this MOU marks an important first step by five companies with complementary strengths toward achieving that goal.
Drawing on the technologies and expertise we have cultivated in the development of satellite and ground systems, Mitsubishi Electric will turn new possibilities for the use of space into services that benefit society.”

Minako Tsumenaga, Senior Vice President, Head of Alliance Division, Research and Development Marketing Headquarters, NTT, Inc., said: “NTT aims to extend the communication and digital infrastructure we have cultivated on the ground into space, realizing a new social infrastructure that seamlessly integrates space and Earth. Taking this MOU as a catalyst, we will pool the technologies, business foundations, and expertise of our partners to create space infrastructure and new services originating from Japan. By leveraging our strengths in optical communication technologies, including IOWN®, as well as terrestrial networks and digital infrastructure, NTT will work to realize a communication and data distribution platform that seamlessly links satellites and the ground. Through these efforts, we are committed to creating new value that supports people’s lives, industries, and overall safety and security.”

Kengo Nagase, Senior Executive Vice President, Representative Member of the Board, NTT DOCOMO BUSINESS, Inc., said:

“Turning the vast amounts of data obtained in space into value for industry and society requires coordination between the communications networks that deliver the data and the ICT infrastructure that processes and analyzes it. Drawing on expertise developed through IOWN® and our AI-Centric ICT Platform® vision for a next-generation ICT platform optimized for the AI era, NTT DOCOMO BUSINESS will work with the other participating companies to explore commercial opportunities in areas including satellite communications and space-based data centers. We aim to create communications and data utilization infrastructure connecting space and Earth, supporting enterprises’ use of AI and the development of new businesses.”

Tetsuji Ito, Managing Executive Officer, Development Bank of Japan Inc., said: “To date, we have supported the development of new industries by providing financing and investment to space-related companies in Japan and overseas in fields including aircraft, satellites, space data utilization, in-orbit services, and space exploration. We have also worked to create connections between the technologies of space-related companies and existing industries. Under this MOU, in addition to drawing on our expertise as a financial institution, we will assess the potential for commercialization from a neutral standpoint and with a long-term perspective. By fostering collaboration among a broad range of stakeholders, we will contribute to the realization of next-generation social infrastructure and the creation of new industries.”

Yuichiro Moto, Managing Executive Officer, Group Head, Corporate Banking Group, MUFG Bank, Ltd., said: “MUFG Bank regards the space industry as a vital component of social infrastructure with the potential to address a wide range of societal challenges. We have been working with stakeholders from industry, government, academia, and the financial sector to help

build a new industrial ecosystem.
Drawing on our experience in leveraging satellite data, our expertise as a financial institution, and our extensive customer base across a wide range of industries in Japan and overseas, we will contribute to developing the space industry's value chain and addressing diverse societal challenges."

*"*IOWN*" is a trademark of NTT, Inc.*

*"*AI-Centric ICT Platform*" is trademarks of NTT DOCOMO BUSINESS, Inc.*