



inspace

Disclosure of matters related to business plans and growth potential

inspace, inc.
June 2024

Y F I B V F O G S
T D W S O N E V X
X T A V T O D F N W I P
N F W I P

H R V I Z I F N M L Y
C D B H U P T E S L X
H F A V T Z I F N F H S Y
N F M L Y

Table of contents

A detailed illustration of a lunar lander on the moon's surface. The lander is a four-legged vehicle with a central cabin and a large solar panel extended on the right side. The moon's surface is dark and rocky, with a few small craters. In the background, the Earth is visible as a bright blue and white sphere against the blackness of space.

1 | About ispace (Overview)

2 | Market Environment and Competitive Environment

3 | Business Overview

4 | Characteristics and Strengths

5 | Growth Strategy

6 | Financial Highlights

7 | Risk Information

1 | About ispace (Overview)



Aiming to provide even stronger and more seamless global services by building organizational structures in Japan, U.S., and Europe

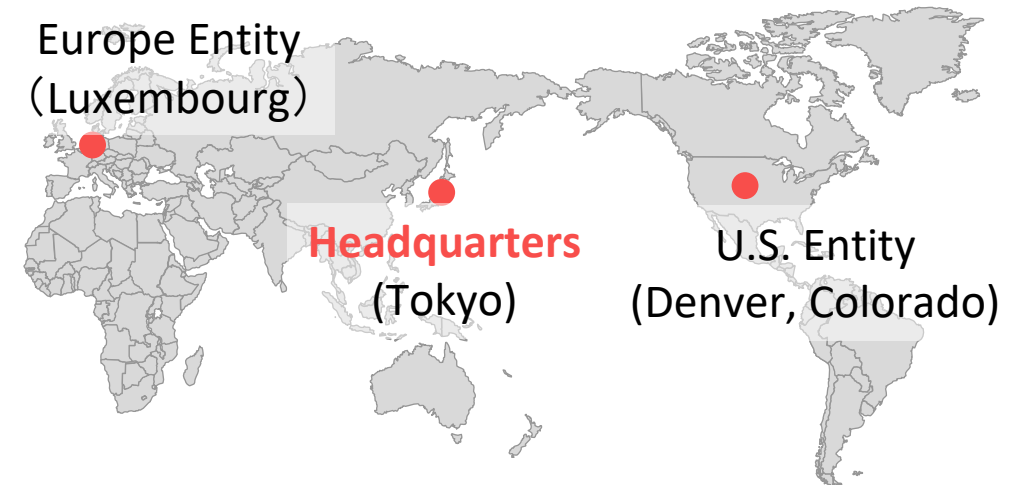
Company Name	ispace, inc.
Representative	Founder / CEO Takeshi Hakamada
Place	Sumitomo Fudosan Hamacho Building 3F, 3-42-3, Nihonbashi Hamacho, Chuo-ku, Tokyo, Japan
Business Details	Lunar Surface Development Business
Number of Employees	282 (as of March 31, 2024)
Capital Stock	JPY 7,775,500,000 (as of March 31, 2024)
Group Company	ispace technologies U.S., inc. (100% Subsidiary) ispace Europe S.A. (100% Subsidiary) ispace Japan, inc. (100% Subsidiary)



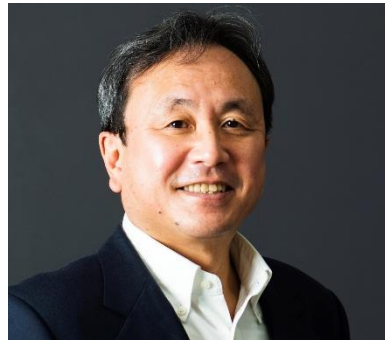
Founded: **September 2010**



Number of Employee : **282**



Management team consisting of professionals in each area of expertise



(Picture from top left)

Founder/CEO Takeshi Hakamada

Starting in 2010, while working for a management consulting firm, he worked part-time to lead the Japanese team, HAKUTO, one of the finalists for the Google Lunar XPRIZE competition, and changed the team's management to ispace

Director/CFO Jumpei Nozaki

Worked for over ten years at a securities firm, focusing mainly on the automotive and oil sectors, where he advised clients on fundraising, IPOs, and M&A. Through the course of working alongside individuals in top management, he sensed a major change in the times, which led him to join ispace

CTO Ryo Ujiie

He started his professional career at JAXA in 2009 After graduating from MIT in 2016, he initiated several Multi-disciplinary System Design Optimization research projects at JAXA. In 2017, he became a member of the HTV-X (a JAXA unmanned cargo transfer spacecraft) project team and was primarily involved in GNC tasks and NASA interface management

CRO Atsushi Saiki

Following a 37-year career at Mitsubishi Corporation, where he spent 19 years overseas (Saudi Arabia, Norway, UK twice, Canada and Singapore), mainly engaged in the steel pipe and energy industries

CPO Kenichi Imamura

Served as Executive Officer and General Manager of the Human Resources Department for Z Holdings, Inc. In addition, he held multiple senior positions for Recruit, Inc., in Japan, the United States and the Netherlands

ispace Europe CEO Julien-Alexandre Lamamy

He holds a master's degree from Université Centrale de Lyon and master's and PhD degrees in space systems engineering from the Massachusetts Institute of Technology. He has more than 15 years of practical experience in space engineering

ispace Technologies U.S. CEO Ronald J. Garan Jr.

Selected as a U.S. astronaut and joined NASA. He served on the ISS as a member of the Expedition 27th and 28th crews. Along with his Air Force and astronaut career, he has founded and managed several for-profit and non-profit companies

External directors and auditors consisting of professionals in their respective areas of expertise



External Director: Tohru Akaura, General Partner & Co-Founder, Incubate Fund KK
External Director: Koichi Kawana, President and Representative Director, Lublyst Inc.
External Director: Kojiro Hatada, President and CEO, Innovative Space Carrier Inc.
External Director: Takashi Makino, Advisor, IHI Corporation
External Director: Kazuko Nakada, Representative Director, actuali inc.

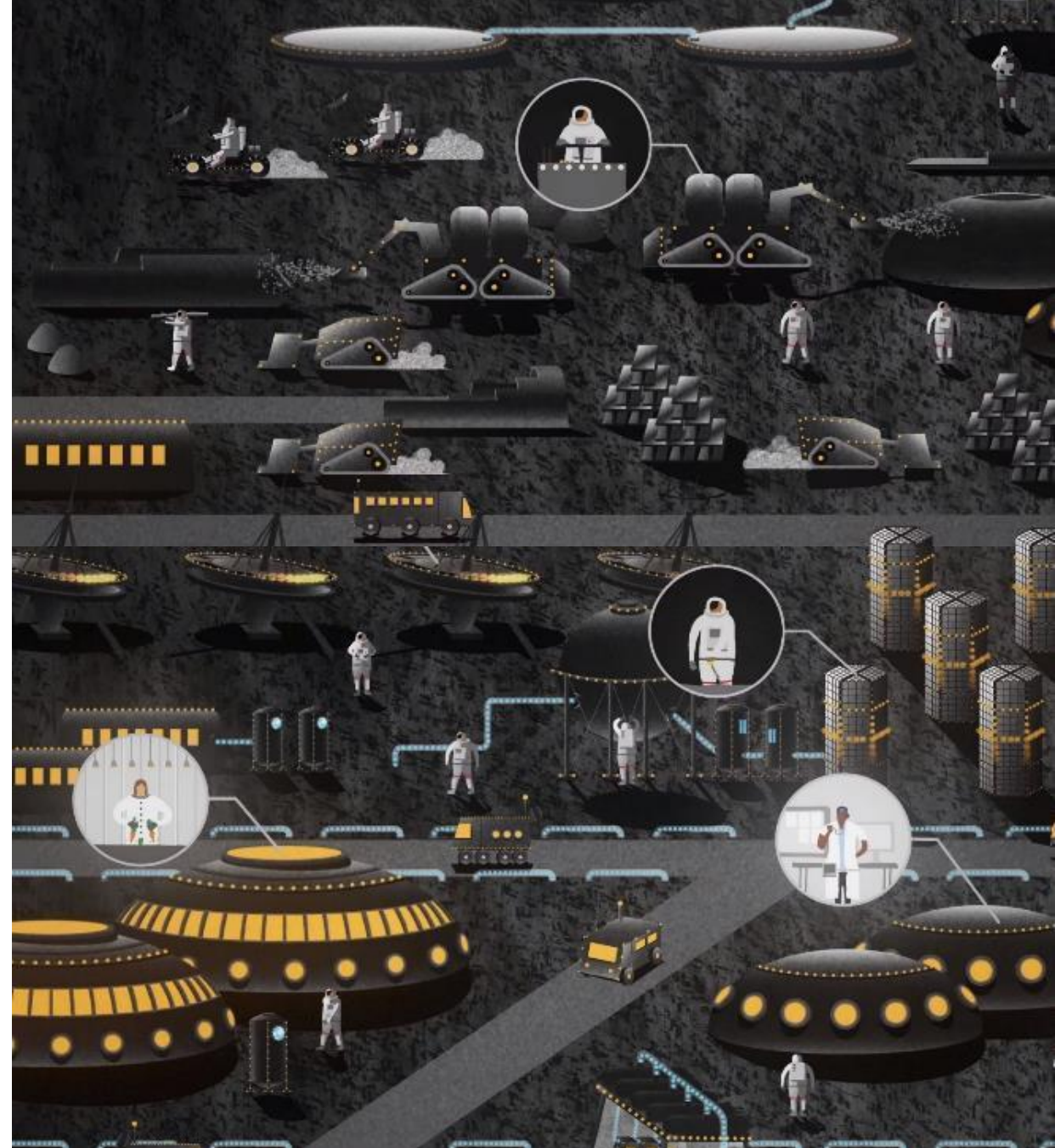
Standing Audit & Supervisory Board Member: Yuji Inoue
External Audit & Supervisory Member: Yoshihide Todoroki, CPA, TODOROKI Accounting Firm
External Audit & Supervisory Member: Agasa Naito, Partner, Tanabe & Partners

Our vision

EXPAND OUR PLANET. EXPAND OUR FUTURE.

Creation of a world where the Earth and the Moon are one ecosystem, establishing a new economy on the Moon

- “Moon Valley 2040” is an outlook on the world representing ispace’s vision EXPAND OUR PLANET. EXPAND OUR FUTURE
- We envision 1,000 people living on and another 10,000 people visiting the Moon annually by 2040
- Focusing on lunar water resources, we believe infrastructure on the Moon surface will be established with the support of various industries such as construction, manufacturing, energy and telecommunication
- Expanding our living sphere into space, we aim for the integration of the Earth and Moon into one ecosystem as a long-term goal

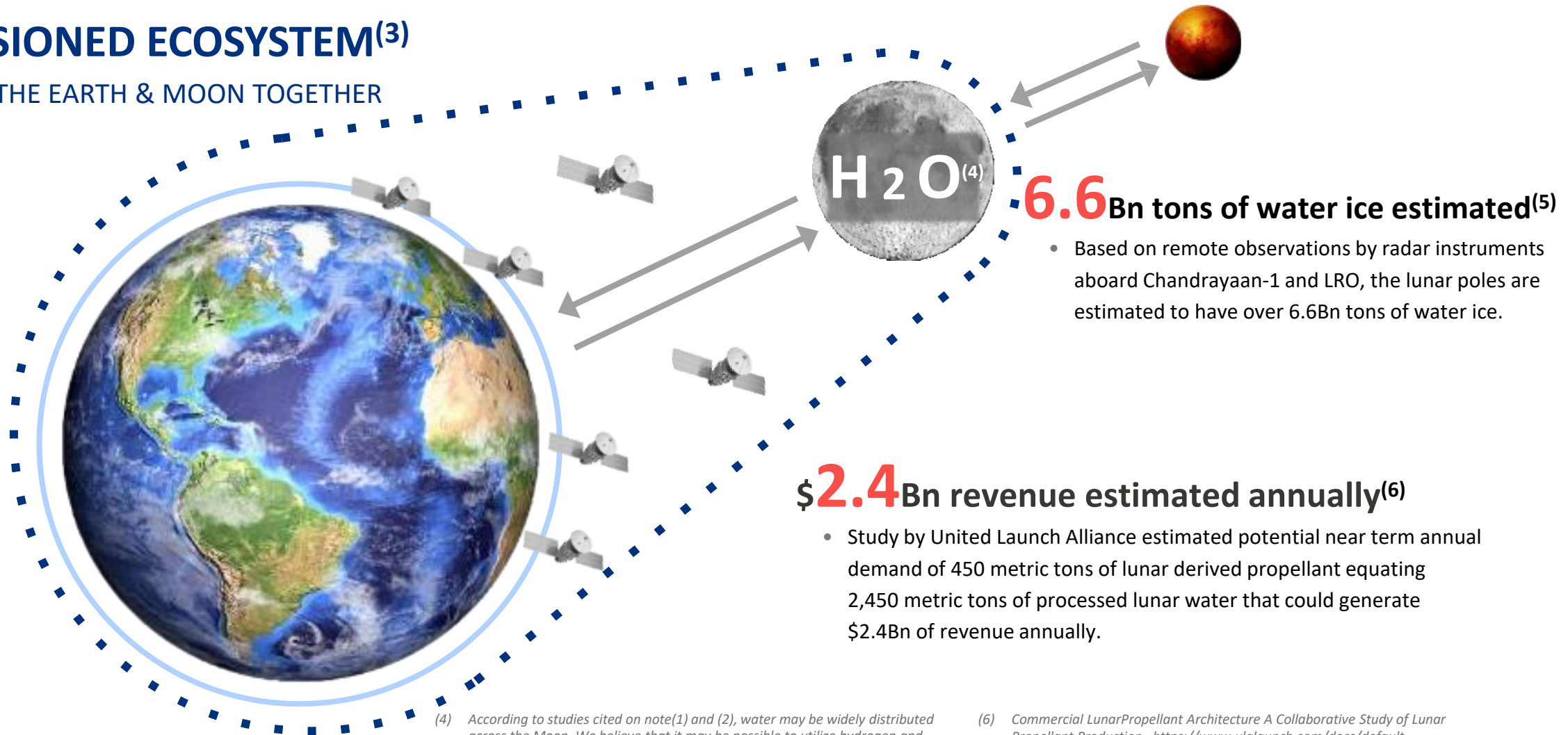


Utilization of water (H₂O) on the moon

The potential of the Moon as a “fuel supply base” utilizing water (H₂O) that exists⁽¹⁾ in the form of ice with an estimated mass of as much as 6.6Bn tons⁽²⁾ on the Moon

ENVISIONED ECOSYSTEM⁽³⁾

BRINGS THE EARTH & MOON TOGETHER



6.6Bn tons of water ice estimated⁽⁵⁾

- Based on remote observations by radar instruments aboard Chandrayaan-1 and LRO, the lunar poles are estimated to have over 6.6Bn tons of water ice.

\$2.4Bn revenue estimated annually⁽⁶⁾

- Study by United Launch Alliance estimated potential near term annual demand of 450 metric tons of lunar derived propellant equating 2,450 metric tons of processed lunar water that could generate \$2.4Bn of revenue annually.

(1) <https://science.nasa.gov/moon/moon-water-and-ices/>
(2) https://nssdc.gsfc.nasa.gov/planetary/ice/ice_moon.html
(3) The image shown on this slide is for illustrative purposes only

(4) According to studies cited on note(1) and (2), water may be widely distributed across the Moon. We believe that it may be possible to utilize hydrogen and oxygen split through electrolysis of water extracted from regolith as a potential source of fuel for future deep-space exploration
(5) <https://www.planetary.org/articles/water-on-the-moon-guide>

(6) Commercial Lunar Propellant Architecture A Collaborative Study of Lunar Propellant Production https://www.ulalaunch.com/docs/default-source/commercial-space/commercial-lunar-propellant-architecture.pdf?sfvrsn=649113d4_4

Achievements

In 2022, ispace became the first commercial company to successfully launch a lunar lander

December 11, 2022

@ Cape Canaveral on SpaceX Falcon 9



Our Mission Schedule⁽¹⁾

2022	ispace	Mission 1
2023		
2024	ispace	Mission 2
2025		
2026	ispace	Mission 3 Mission 4
2027	ispace	Mission 5 Mission 6

(1) As of June 28, 2024. The missions and schedules, as shown above, are current but subject to change

Mission 1 Success Milestones

**Achieved 8 out of 10 Success Milestones, despite not being able to achieve lunar landing.
Acquired valuable data until the end of landing sequence**

Success 1 ✓
Completion of Launch Preparations
Completed Nov 28, 2022

Success 2 ✓
Completion of Launch and
Deployment
Completed Dec 11, 2022

Success 3 ✓
Establishment of a
Steady Operation State
(Initial Critical Operation Status)
Completed Dec 16, 2022

Success 4 ✓
Completion of first orbital
control maneuver
Completed Dec 15, 2022

Success 5 ✓
Completion of
stable deep-space flight
operations for one month
Completed Jan 11, 2023

Success 6 ✓
Completion of all deep space
orbital control maneuvers
before LOI
Completed Mar 18, 2023

Success 7 ✓
Reaching the lunar
gravitational field and
lunar orbit
Completed Mar 21, 2023

Success 8 ✓
Completion of all orbit
control maneuvers in lunar
orbit
Completed Apr 14, 2023

Success 9
Completion of lunar landing
Not completed

Success 10
Establishment of a
steady system state
after lunar landing
Not completed

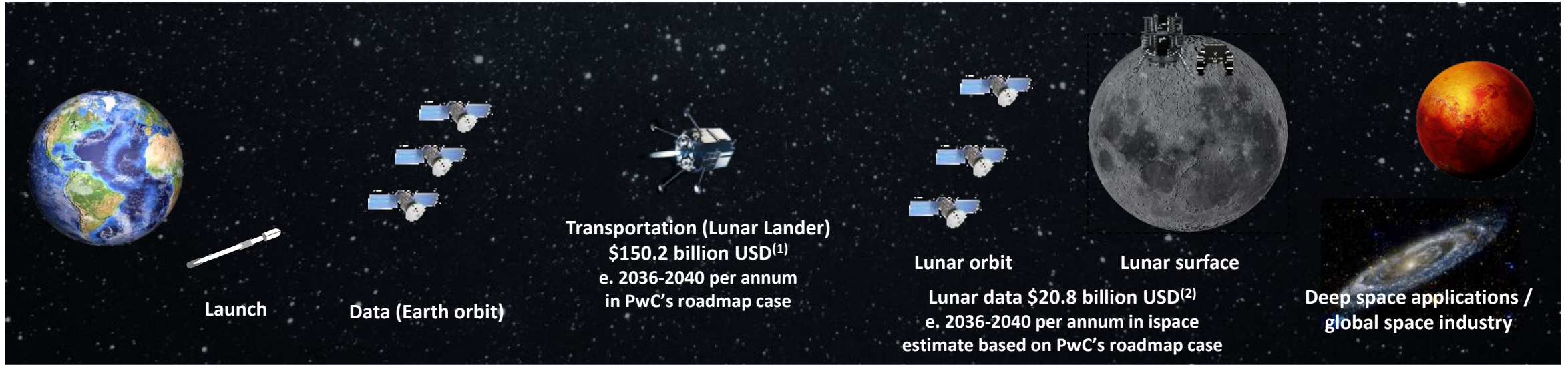
※ The image shown on this slide is for illustrative purposes only

2 | Market Environment and Competitive Environment



Competitive environment in the space industry

Space industry is divided into several segments, with many companies already in disarray, especially in the launch and earth orbit data area. In contrast, there are still relatively few competitors in the moon-related area, and we have secured a competitive advantage in the small lander segment



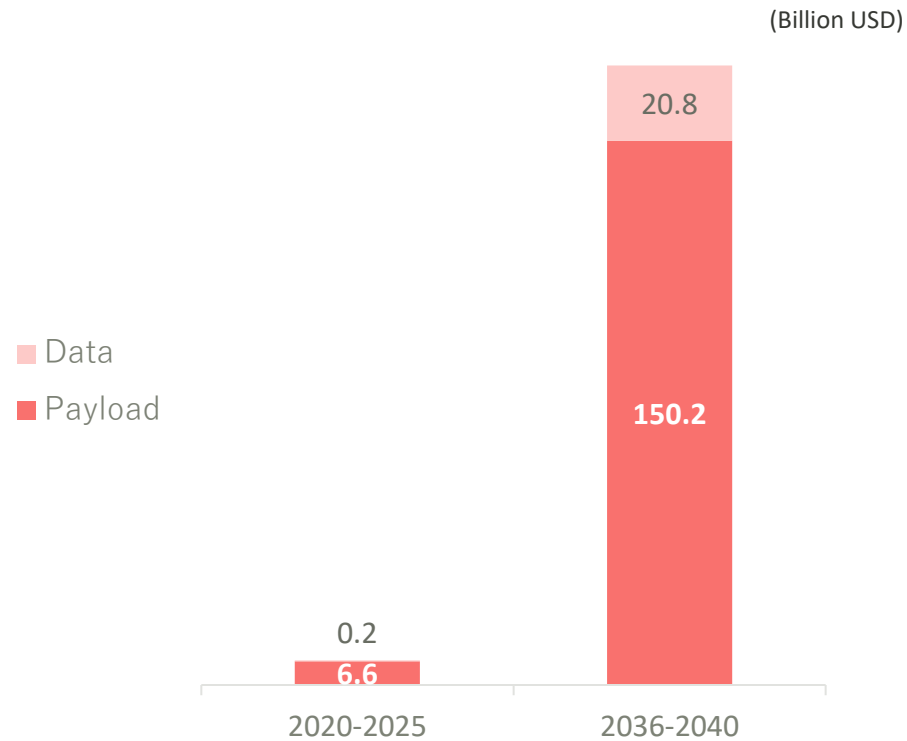
Examples of players in each segment	U.S. Company S	U.S. Company B	U.S. Company B	Small (~500kg)	ispace	ispace	ispace	Competitive advantages Accumulation of <ul style="list-style-type: none"> know-how for the integration between landers and a wide variety of small-sized payload data from multiple missions, creating cutting-edge high value-added data 	
	Japan Company M	U.S. Company U	U.S. Company M	ispace	U.S. Company I	ispace	U.S. Company I		
	U.S. Company R	France Company A	U.S. Company S	Mid-large (500+~kg)	U.S. Company A	U.S. Company F	U.S. Company X		U.S. Company I
	U.S. Company R	U.S. Company V	U.S. Company P	U.S. Company L	U.S. Company S	U.S. Company B	U.S. Company M		U.S. Company L
		Finland Company I	U.S. Company S			U.S. Company I	Japan Company D		

(1) Estimated by PwC based on the assumption that 1,000 astronauts reside on the Moon by 2040, which is consistent with ispace's "Moon Valley 2040" (3) optimistic bottom-up case) by a multiple (equal to the market size of payload (PwC's roadmap case) / market size of payload (PwC's optimistic bottom-up case)
 (2) Market size of data (roadmap case) is not based on PwC research but based on ispace estimates calculated by multiplying the market size of data (PwC's(4) The image shown on this slide is for illustrative purposes only

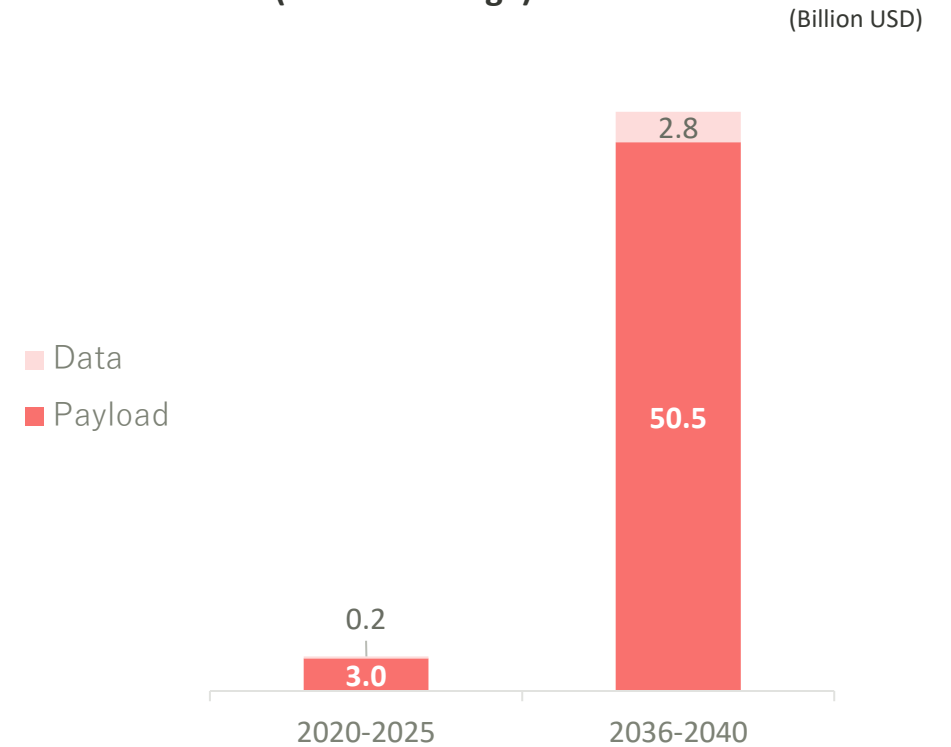
Estimated market size of lunar payload related market

The overall lunar payload related market is expected to grow to \$171 billion USD (annual average) between 2036 and 2040. Among these, the small lander segment⁽¹⁾, to which we belong, is expected to grow to \$53.3 billion USD (annual average) over the same period

Lunar payload related market (annual average)⁽²⁾⁽³⁾



The small segment market to which we belong (annual average)⁽²⁾⁽³⁾



Source: Data prepared by PwC Consulting (September 2021)

(1) In the lunar transportation market, this refers to the segment with a payload size of up to 500 kg

(2) Market size forecast by PwC based on the assumption that an economy with 1,000 people living on the moon in 2040 and 10,000 people coming and going annually is established. The market size forecast

(3) Data Market was estimated by us using the market size forecast by PwC and is not based on the PwC data. (We estimated the data market size in the roadmap analysis based on the ratio of each period between the roadmap analysis and the bottom-up analysis in "transportation" as described in the PwC report and the "data" market size based on the bottom-up analysis as described in the PwC report)

The lunar market is expected to expand due to the remarkable increase in the number of lunar landing related projects in both the public and private sectors, including the successful landing of JAXA's SLIM

Government - Space Agency

● JAXA(Japan) SLIM(Smart Lander for Investigating Moon)⁽¹⁾

January 20,2024 Soft landing

SLIM, developed by JAXA etc., was the first Japanese spacecraft to establish communications after landing on the Moon. SLIM used "Vision-based Navigation" to measure and correct its own position to achieve a pinpoint landing. SLIM succeeded three times in crossing the "lunar night," which is a low temperature of minus 170 degrees Celsius, and also succeeded in transmitting images of the lunar surface



● ISRO(India) Chandrayaan-3⁽²⁾

August 23, 2024 Soft landing

It was the first successful lunar landing for India and the fourth country in the world to land near the South Pole of the Moon. The lander and rover apparently failed to establish communications after dawn at the landing site



Private sectors

● Intuitive Machines(U.S.) IM-1⁽³⁾

February 22 ,2024 Soft landing

Part of the Artemis Program, this project is part of the Commercial Lunar Surface Service (CLPS), which transports NASA and other payloads to the surface of the Moon. It was the world's first successful lunar landing by a private company. Although communications were established, an instrument malfunction resulted in a rollover landing 1.5 km ahead of schedule



● Astrobotic Technology(U.S.) Peregrine Mission One⁽⁴⁾

Despite a successful launch, after separation, the propulsion system experienced an anomaly, and the landing on the lunar surface was abandoned before reaching the lunar orbit. Ultimately, the craft entered the atmosphere at high speed and the lander was destroyed

● Firefly Aerospace(U.S.) Blue Ghost Mission1⁽⁵⁾

Launch of Blue Ghost, the company's first attempt at a lunar landing with a CLPS (Commercial Lunar Lunar Payload Service) payload, is scheduled for 2024

(1) https://www.jaxa.jp/press/2024/01/20240125-1_j.html (2) <https://www.isro.gov.in/Chandrayaan3.html> (3) <https://www.intuitivemachines.com/gallery> (4) <https://www.astrobotic.com/final-update-for-peregrine-mission-one/> (5) <https://fireflyspace.com/blue-ghost/>

The size of budgets of space agencies has been increasing every year and is expected to continue to grow in the future. Among them, the budgets for outsourcing services to the private sector and subsidies are expected to increase, as well as those for lunar exploration and resource utilization

Europe



FY2024 Budget: €7.8Bn⁽¹⁾

- Budget size to increase by 10% compared to FY2023
- Two satellites to be launched in 2024, to be operated by Copernicus, an Earth observation program



FY2024 Budget: £7.4MM⁽²⁾

- UK SPACE AGENCY to contribute £7.4MM to eight global missions with India, Japan, Canada and the United States to explore the Moon, Mars, Venus and throughout the universe

Japan



FY2023 Budget: ¥155.4Bn⁽³⁾

Space Strategy Fund

Total Amount: ¥1.0Tn⁽⁴⁾

- Strengthen JAXA's strategic and flexible funding function as a nodal point between industry, academia, and government

Japanese Government

Basic Plan of Space Policy

- The keyword "lunar surface appears 48 times in the new policy, which explicitly calls for the promotion of industry through the procurement of services from the private sector

SBIR program

FY2023 Budget: ¥106Bn⁽⁵⁾

- A system to promote research and development by startups, etc., to smoothly implement the results in society, and thereby promote the creation of innovation

United States



FY2024 Budget: \$24.9Bn⁽⁶⁾

- NASA's budget designates funding amounts for programs and projects in the areas of human spaceflight, space science, aeronautics, technology development, and education
- Since the 1970's, it has remained at just under 1% of total U.S. government spending

Artemis program

Total Amount: \$93Bn⁽⁷⁾

- Plan to establish a garrison on the Moon, lay the groundwork for private companies to build a lunar economic zone, and eventually send humans to Mars

CLPS program

Total Amount: \$2.6Bn⁽⁸⁾

- NASA selects private companies to transport instruments, rovers, and other payloads to the Moon for profit

(1) "ESA budget 2024" (https://www.esa.int/ESA_Multimedia/Images/2024/01/ESA_budget_2024)

(2) <https://www.gov.uk/government/news/new-funding-ensures-uk-role-in-global-exploration-to-the-moon-mars-and-venus>

(3) https://www.jaxa.jp/about/transition/index_j.html

(4) <https://www8.cao.go.jp/space/comittee/dai108/siryou3.pdf>

(5) The total amount of the SBIR support program approved by the Cabinet in June 2023 will be partially allocated to the space sector. However, there is a possibility that this may change in the future and may differ from our assumption. (There is also a possibility that

no funds will be allocated to the space sector. (https://www8.cao.go.jp/cstp/openinnovation/sbirseido/r5_housin.pdf)

(6) The Planetary Society の "Previous NASA budget data" (<https://www.planetary.org/space-policy/nasa-budget>)

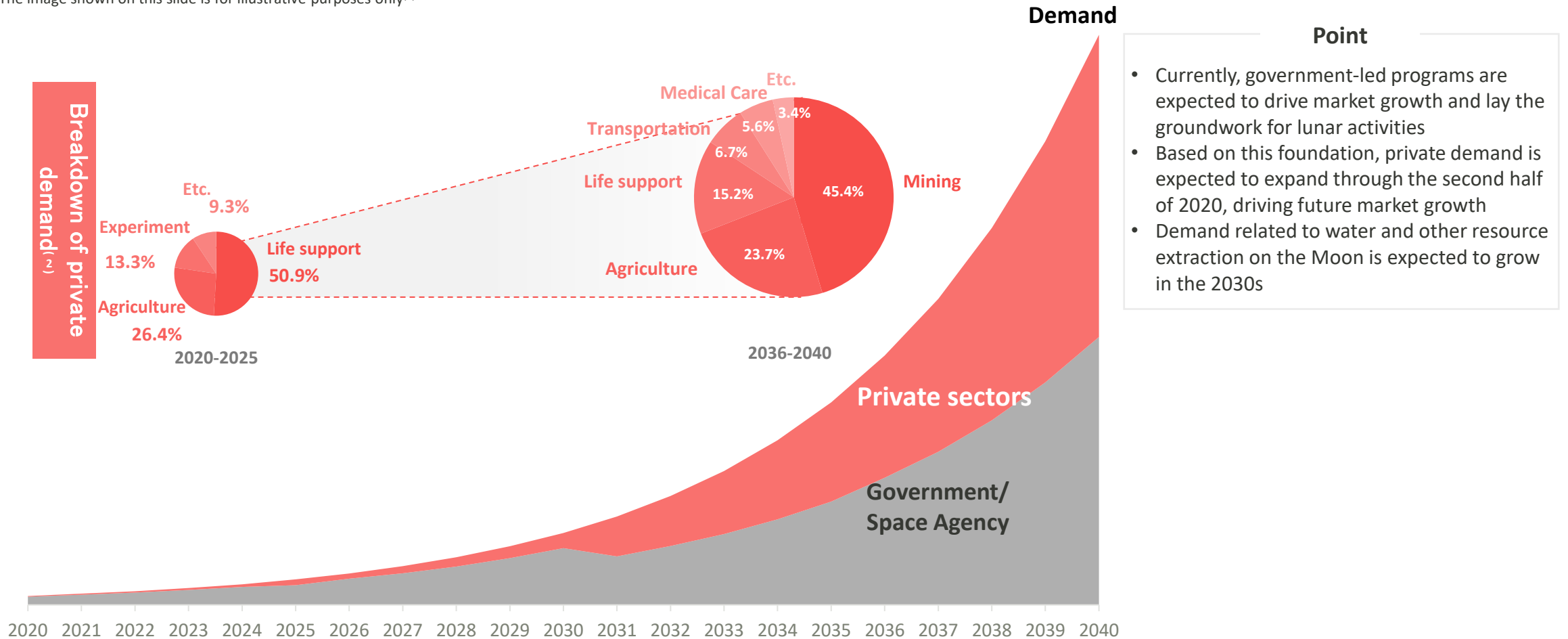
(7) <https://www.space.com/nasa-artemis-moon-program-93-billion-2025>

(8) <https://www.nasa.gov/reference/commercial-lunar-payload-services/#:~:text=CLPS%20contracts%20are%20indefinite%20delivery,of%20%24.6%20billion%20through%202028.>

Expansion of private demand

Besides the traditional government-led space development, expanding private demand will drive future market growth

The image shown on this slide is for illustrative purposes only⁽¹⁾

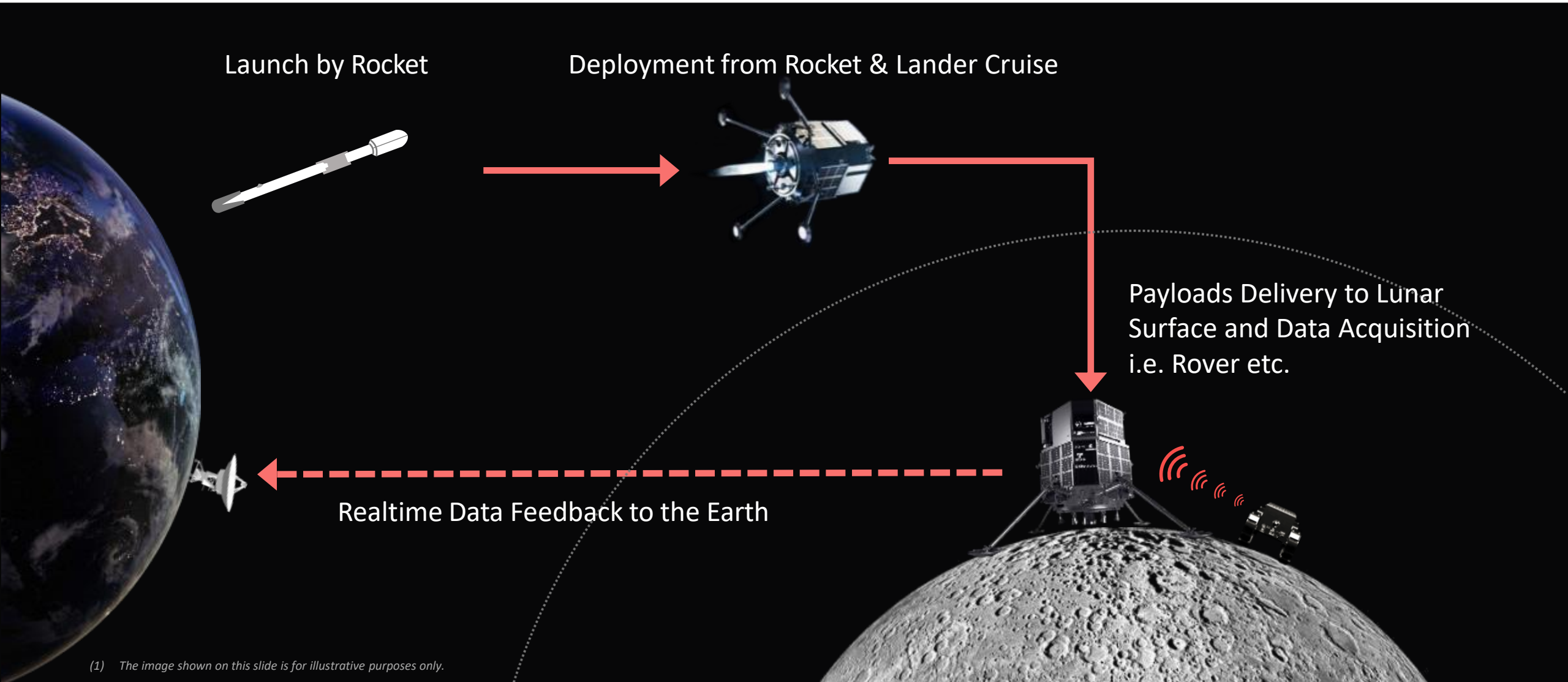


(1) The image shown on this slide is for illustrative purposes only. (2) Differences in pie chart size indicate market size



3 | Business Overview

The lander developed by ispace is launched into outer space on an external vendor's rocket. After the lander navigates on its own to the lunar surface, the plan is for the lander and rover to explore and acquire data from lunar surface



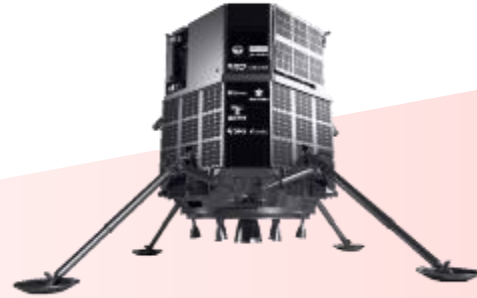
(1) The image shown on this slide is for illustrative purposes only.

Developing lunar rover in Luxembourg and lunar lander in Japan and U.S.

Micro Rover



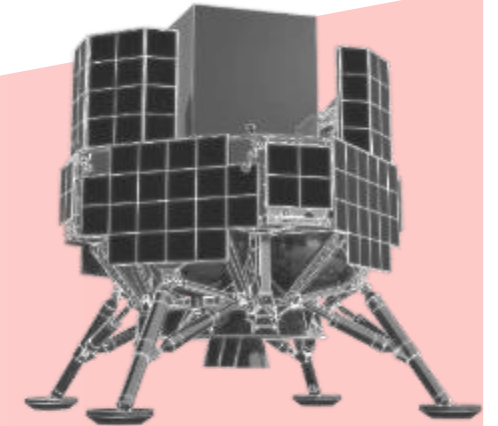
RESILIENCE Lander



APEX 1.0 Lander



Series 3 Lander
(Tentative name)⁽¹⁾



Size

Height approx. 26 cm, Width approx. 31.5 cm

Weight

Approx. 5kg

Payload Capacity

Max. 1kg

It will be self-propelled on the surface of the Moon for exploration and data collection. The frame is made of CFRP (carbon fiber reinforced plastic), which is lightweight but durable enough to withstand vibrations

Size

Height approx. 2.3m, Width approx. 2.6m(Landing legs extended)

Weight

Approx. 1,000kg (Wet)
Approx. 340kg (Dry)

Payload Capacity

Max. 30kg

Lander designed to carry up to 30kg payload for use in Missions 1 and 2; useful data obtained from M1 will be used in the development of the lander used in M2

Size

Height approx. 3.1m, Width approx. 4.5m(Landing legs extended)

Weight

Approx. 5,390kg (Wet)
Approx. 1,730kg (Dry)

Payload Capacity

Max. 300kg

Improved durability, reliability, and manufacturability of the main structure of the lander to ensure consistent environmental performance over a wide range of payload carrying areas

Size

Height approx. 3.6m, Width approx. 3.3m(Landing legs extended)

Weight

Approx. 1,000kg (Dry)

Payload Capacity

Max. several hundreds kg

Development of the Series 3 Lander (tentative name) for launch in 2027⁽²⁾ as Mission 6 has begun in earnest at the Japanese subsidiary. The expected development milestones for Mission 6 are PDR⁽³⁾ in 2024 and CDR⁽⁴⁾ in 2026

(1)The design of the Series 3 Lander has not yet been finalized, so this is a tentative name and image. (2)Mission and schedule as currently envisioned and is subject to change

(3)PDR (Preliminary Design Review): Review to confirm design results against specification values and feasibility of design verification plan

(4)CDR (Critical Design Review): Review that confirms whether the detailed design and verification plan for manufacturing and testing are appropriate, utilizing the evaluation of prototypes, evaluation of thermal and structural characteristics, and electromechanical design that have been conducted to date

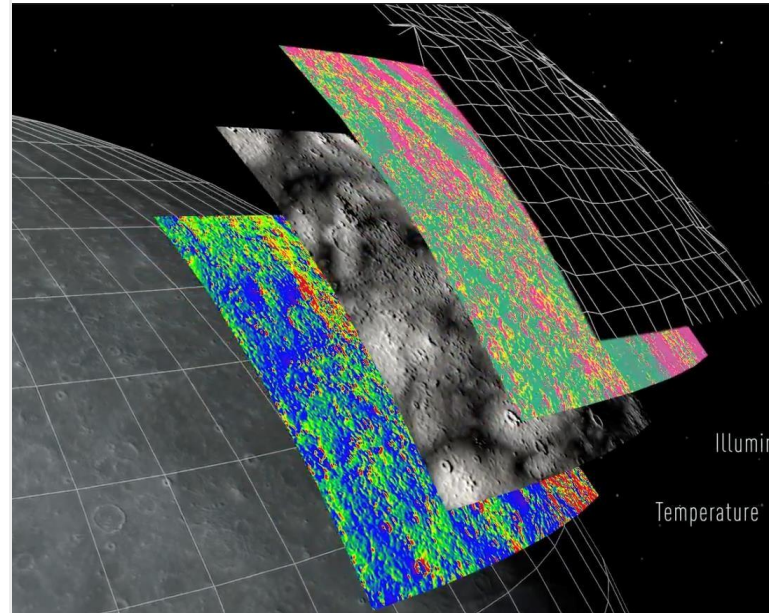
Payload services and Partnership services are our current business pillars. We plan to establish Data services in the future

Payload services



Transport customers' payloads to the Moon. Customers will acquire significant data from the payloads by conducting experiments as needed

Data services



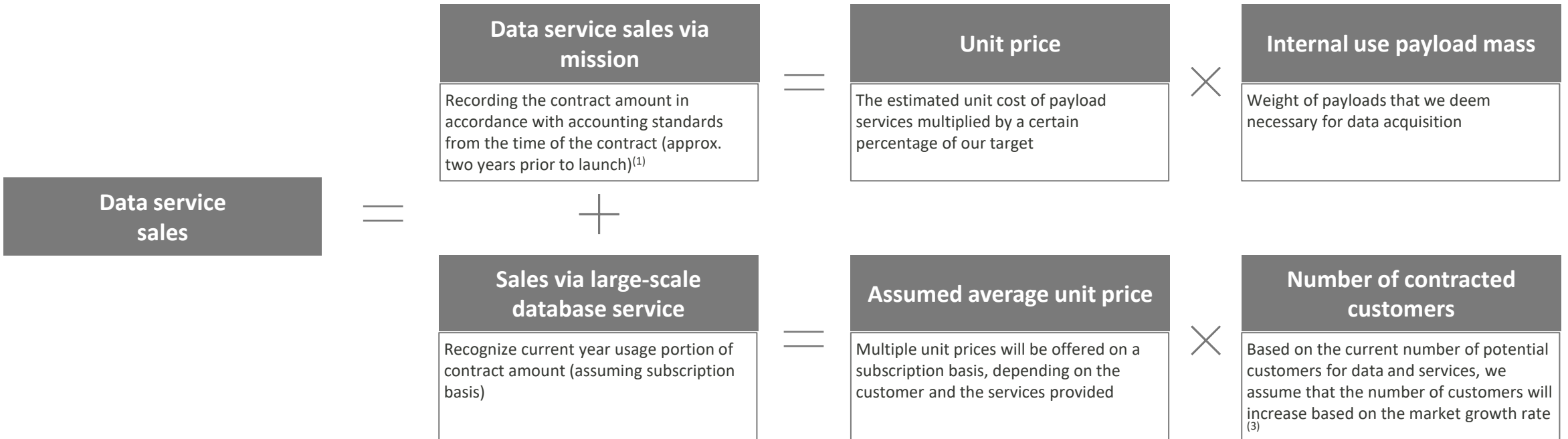
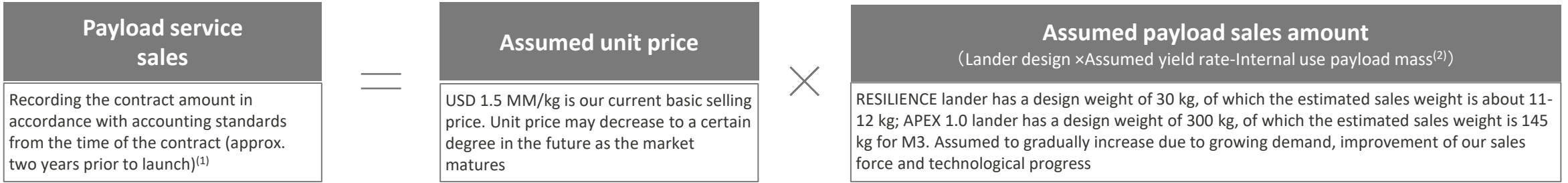
Customers are expected to acquire significant data from payloads transported by ispace. Access to the database accumulated through high frequency missions will be provided to customers in the future

Partnership services



Supporting customers' marketing by posting their logo on the lander and rover of ispace. We also expect that customers will collaborate with ispace on technical and business matters

Revenue components of payload services and data services

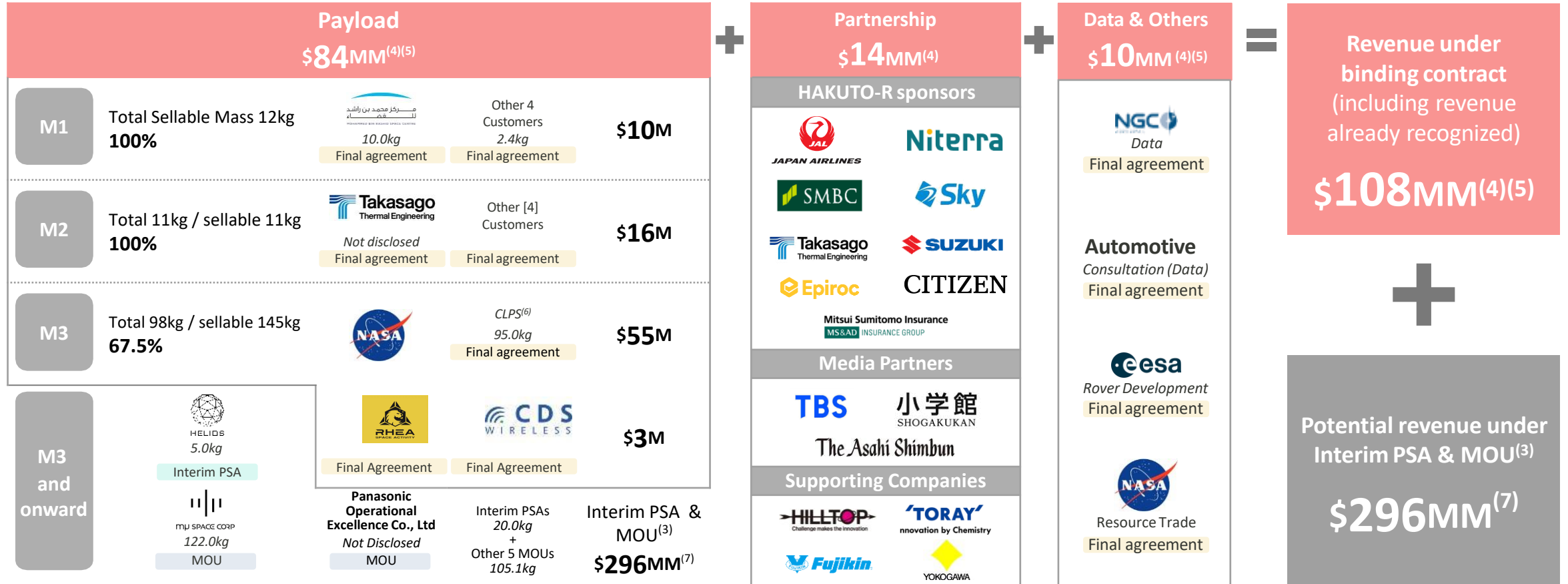


(1) Until M3, revenue is recognized on a cost recovery basis (an amount equal to the cost incurred each month is recognized as revenue, and the difference between the total contract fee and the revenue recognized during the relevant period is recognized upon completion of the mission). From M4 onwards, the percentage-of-completion method (revenue is recognized based on the ratio of the cost incurred to the total cost of the mission). (2) In M1 and M2, several kilograms of PR cameras, etc. are expected (3) See p. 13.

Solid sales traction & diversified service

Approx. \$108MM of revenue under binding contracts and approx. \$296MM of non-binding agreements demonstrate our diversified global customer pipeline

Customer Pipeline Breakdown⁽¹⁾⁽²⁾⁽³⁾



(1) Including MOUs and interim PSAs, we have entered into contracts with customers in 11 countries. Based on USD/JPY = 149.98 and EUR/USD = 1.0838 as of February 29, 2024. Contract amounts in each contract are rounded to the nearest integer

(2) As of June 28 2024

(3) Mission schedule and details are subject to change and may not proceed as planned. The MOUs and interim PSAs indicated above are non-binding, and there is no assurance that we will be able to enter into binding agreements based on these MOUs and interim PSAs. Also, even if the binding agreements are entered, the masses and

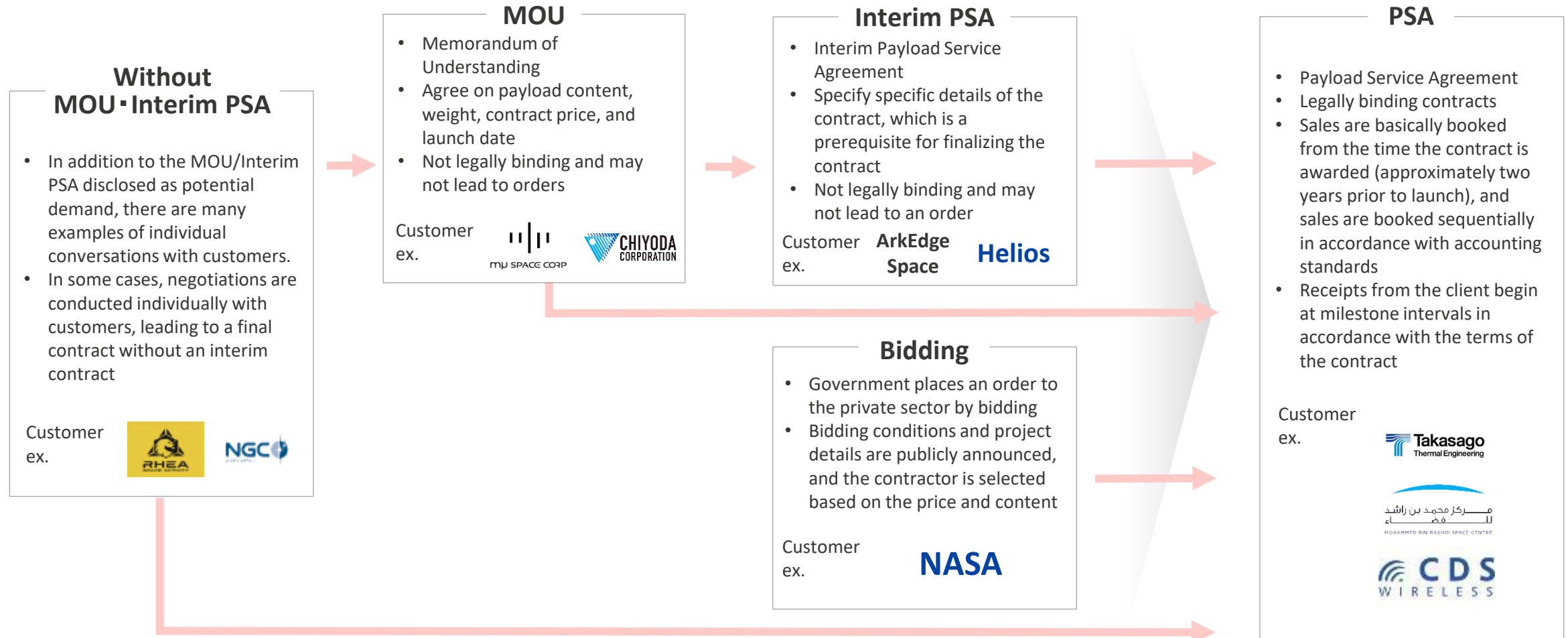
(4) amounts under such agreements could differ from the amounts indicated in this material \$36.5MM had already been recognized as of December 2023. Unrecognized revenue was converted at the exchange rate shown in note (1). Recognized revenue was converted into USD based on the exchange rate as of the time of recognition

(5) A significant portion of the revenue stated above is (or, in the case of non-binding agreements, is expected to be) due only upon our completion of milestones that we might fail to complete, including a limited portion under milestones after mission launch

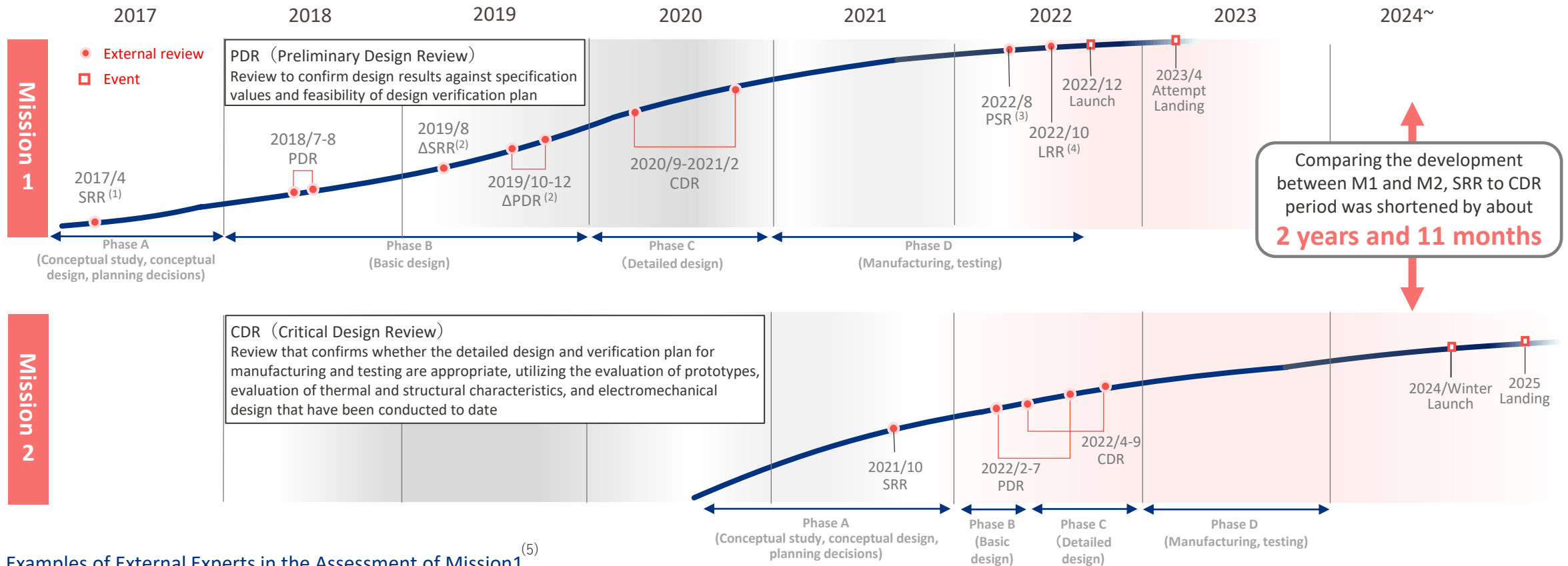
(6) ispace U.S. was selected as a member of Draper's team and is a subcontractor to Draper Total contracted value of MOUs and Interim PSAs is aggregated by each contract value stated in the document. If pricing or payload mass is stated by a range, we apply the lower number for calculating the contract amount. Also, if there is no price information in contracts, we apply our assumed standard price of service to calculate the contracted value for the sake of calculation assumed

(7)

Promote sales activities and update contractual relationships in phases, depending on the time to mission and customer readiness. Many government demands are contracted through a bidding process



In order to increase the probability of mission success, technical review is conducted at each milestone. PDR and CDR, which are set just before full-scale capital investment, are the most important milestones. Efficiency and quality will get better the more mission we experience

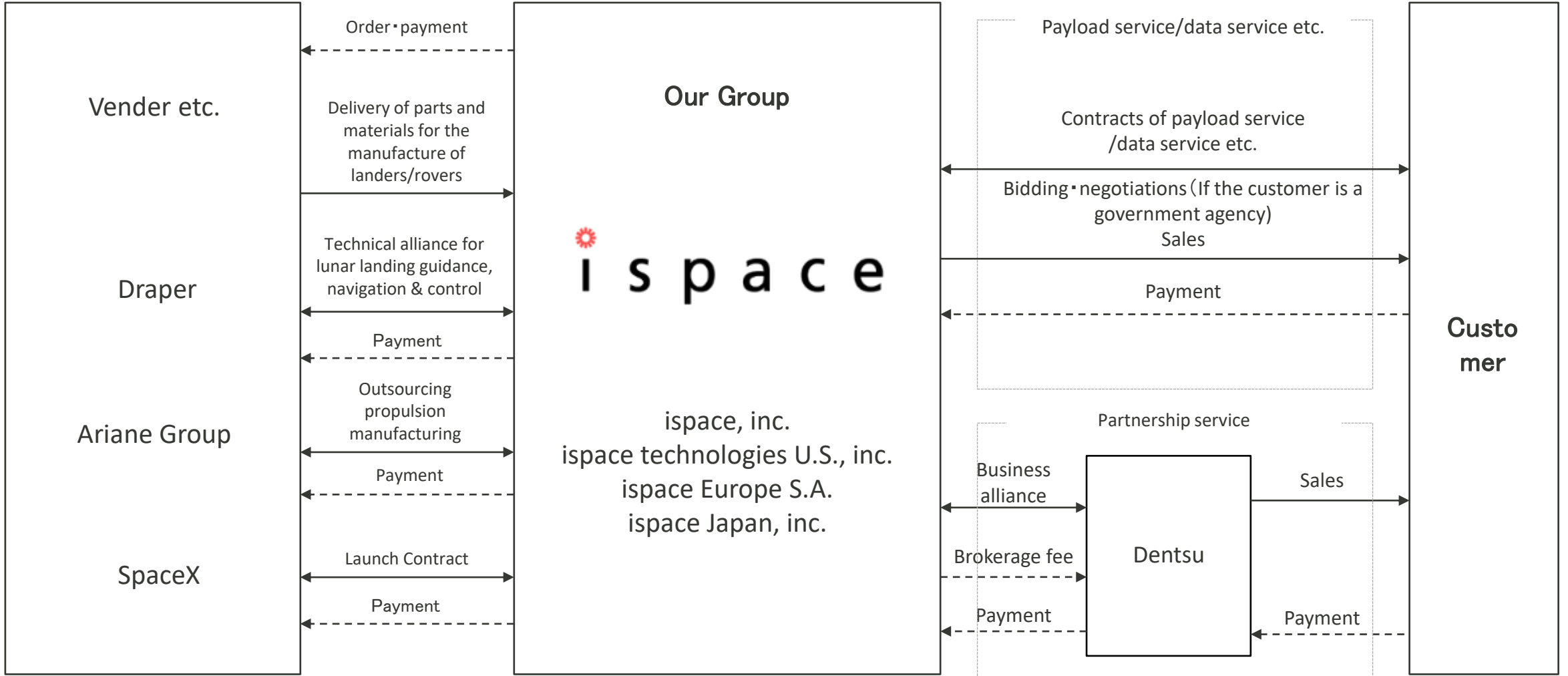


Examples of External Experts in the Assessment of Mission 1⁽⁵⁾

SRR		PDR		CDR	
	Tokyo Univ. Prof. Funase		ISAS Prof. Inatani		Tokyo Univ. Prof. Nakasuka
	ISAS Prof. Inatani	Other domestic and international 30 specialists			ISAS Prof. Takashima
					KIT Prof. Cho

(1) System Requirement Review: Review meeting to approve the start of system design after confirming consistency between business requirements and system requirements (2) Conducted again due to the decision to change the Lander specifications. (3) Pre-shipment Review: Review to confirm test results and approve transportation to launch site (4) Launch Readiness Review: Review to confirm completion of integration work on the launch vehicle and approve launch and transition to initial operations (5) Affiliation at the time of review

Business chart



4 | Characteristics and Strengths



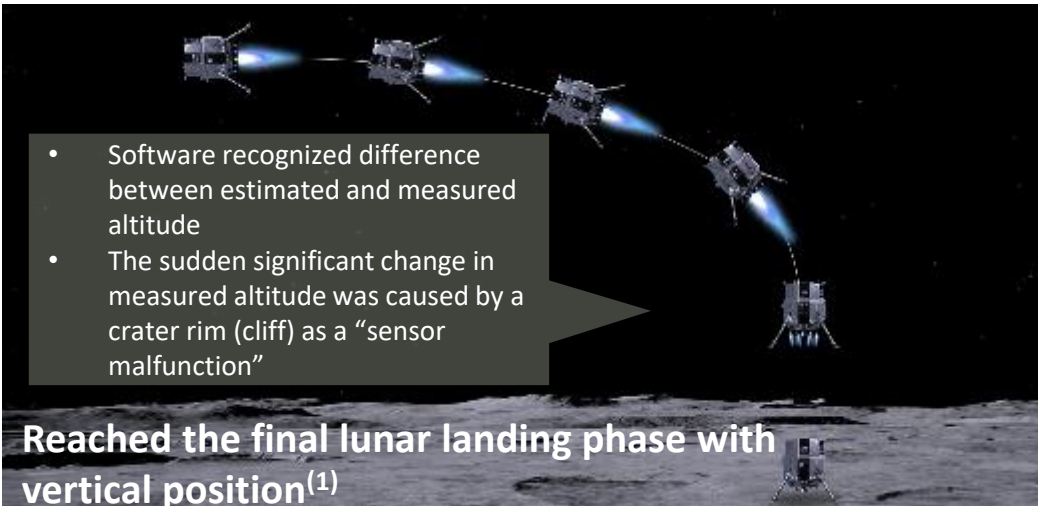
M1 lander reached the final lunar landing phase with vertical position without any hardware issues and acquired various useful data

Mission 1

Technological Achievements and Lessons Learned from M1

1. Required hardware functions worked appropriately and no technical problem was found in the hardware of the lander
2. The software issue related to the landing phase has been identified and improvements are already being implemented
3. Various data were acquired through M1 which have the potential to result in improvements in mission maturity in the future

Ex: Landing phase data, Operational data of lander systems, Image data



(1) The image shown on this slide is for illustrative purposes only

(2) Payload revenue recognized regarding Mission 1 based on the USD/JPY at the time the payment was recognized

Demonstration of Sustainable Business Model

1. Service Provision:

- Flight data obtained up to Success 8 is being provided to customers based on individual contracts.
- Recorded approx. \$7.8MM⁽²⁾ of revenue from 5 payload customers

2. Continuous Demand:

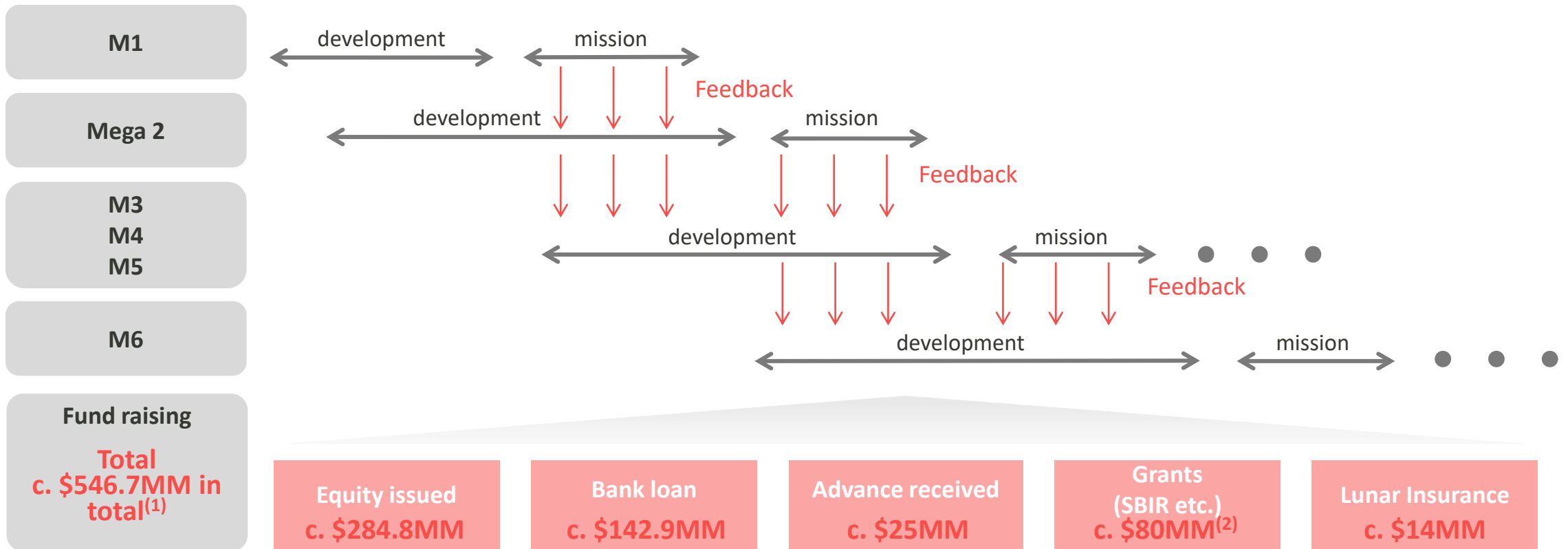
- Continuously receiving indications of demand from both new and existing customers

3. Risk Mitigation:

- Contracts with non-cancellation and non-repayment policy allow us to secure mission revenue even in the event of mission failure
- The world's first lunar insurance provided approx. \$25MM⁽¹⁾ payment under our insurance policy in the nine months ended Dec.31, 2023
- As a result of incompleteness of our milestones 9 and 10 for Mission 1, only ¥98MM of revenue was not recorded out of total approx. ¥1,121MM of total revenue from contracts relating to Mission1

Our business model involves multiple missions, developed in parallel; feedback from the preceding mission is transferred to the subsequent mission in a timely and appropriate manner to enhance the maturity of the technology. It is essential to build a strong financial foundation to support multiple missions at once

Business Model of ispace: Multiple missions are developed in parallel which budgets are secured from various funding measures



(1) Using a FX rate based on the past 1-month average of TTM rate in the time when each finance has occurred

(2) The grant will not be provided in a lump sum but will be disbursed in installments

based on the development cost for Series 3 Lander. We are currently discussing the accounting treatment of the grant with the auditing firm. At this moment we assume this grant will not be recognized as sales revenue and this is subject to

change depending on the discussion with auditing firm

Development of parallel missions (Mission 2)

M2 is designed to rapidly reflect lessons learned from M1 to improve mission maturity and complete a verification of lunar landing technologies

Mission 2

Mission Description

- Scheduled for launch no earlier than **winter 2024⁽¹⁾**
- Many key aspects of **hardware validated through Mission 1** will be further upgraded and utilized
- **Micro rover** developed by ispace Europe will explore the lunar surface to contribute to development of data service
- **The first commercial transaction for lunar regolith** was entered into between NASA and us with the support of Epiroc and Adelaide University

Customers

Total Contract amount:

Approx. \$ **16** MM

(11kg Payloads)



Water-splitting experiment



"Space Century Charter" plate

Euglena

Lunar algae-cultivation equipment

National Central University (Taiwan)

Deep Space Radiation Probe

RESILIENCE Lander

Size

- Approx. 2.3m tall by 2.6m wide (standing, including its legs)

Mass

- Approx. 1,000kg (Wet: fully fueled)
- Approx. 340kg (Dry: unfueled)

Design Payload Capacity

- Up to 30kg

Micro Rover

Design

- Lightweight to withstand vibrations during transit to the lunar surface

Mass

- Approx. 5kg

Design Payload Capacity

- Up to 1kg



(1) As of June 28, 2024. The mission and schedule, as shown above, are current but subject to change

Development of parallel missions (Mission 3)

The development of M3 APEX 1.0 lander is making steady progress, aiming to provide a transportation service to NASA CLPS Task Order CP-12 as a member of Draper's team

Mission3

Mission Description

- Scheduled for launch in **2026⁽¹⁾**
- Selected for **NASA CLPS Task Order CP-12** as a member of Draper's team
- Ability to **carry up to 300kg** to the lunar surface – more than 10x the capability of the RESILIENCE lander
- Delivery near the south pole on **far side of the Moon**
- Delivery and operation of **two relay communication satellites** into lunar orbit

Customers

Total Contract amount:

Approx. \$ **58** MM⁽²⁾

(98kg Payloads)

NASA



Sensors and experiment

Jervis Autonomy Module (JAM)

Ultra Wide Band (UWB)

APEX 1.0 Lander

Size

- Approx. 3.1m tall by 4.5m wide (standing, including its legs)

Mass

- Approx. 5,390kg (Wet: fully fueled)
- Approx. 1,730kg (Dry: unfueled)

Design Payload Capacity

- Up to 300kg

Satellites

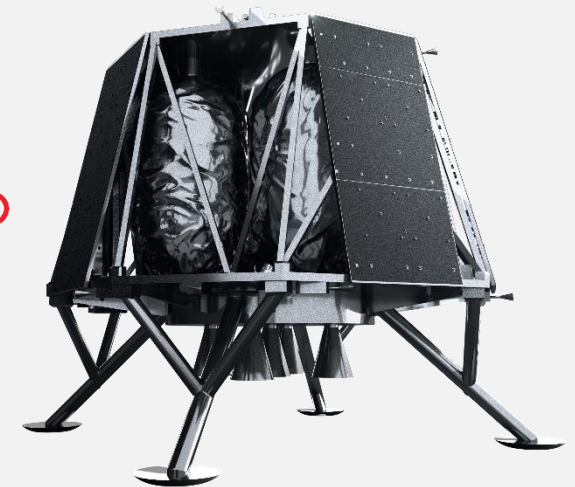
- Two relay communication satellites
- Manufactured by Blue Canyon Technologies



Micro Rover

- TBD

APEX 1.0



(1) As of June 28, 2024. The mission and schedule, as shown above, are current but subject to change

(2) As of June 28, 2024

Development of parallel missions (Mission 6)

The development of Series 3 lander⁽¹⁾ has started in Japan by utilizing c. \$80MM in grants⁽²⁾ awarded to us through SBIR⁽³⁾⁽⁴⁾, a Japanese government program

Mission 6

Mission Description

- Scheduled for launch in **2027⁽⁵⁾**
- Part of mission costs supported by the grant of c. \$80MM⁽²⁾ which was the largest budget size⁽⁶⁾ of the SBIR program⁽³⁾⁽⁴⁾

SBIR Grants of

Small Business Innovation Research⁽¹⁾



c. **\$80**MM

Customers

TBD⁽⁷⁾

Series 3 Lander

Size

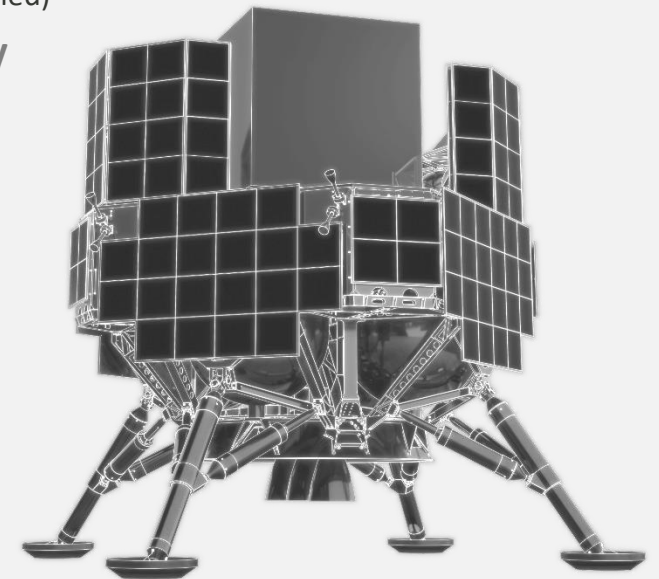
- Approx. 3.6m tall by 3.3m wide (standing, including its legs)

Mass

- Approx. 1,000kg (Dry: unfueled)

Design Payload Capacity

- Up to hundreds of kg



(1) Tentative name. This shows an image as the design of Series 3 Lander has not been finalized yet

(2) Based on USD/JPY = 149.98 as of February 29, 2024

(3) We were selected to receive the SBIR (Small Business Innovation Research) grant by the Ministry of Economy, Trade and Industry. Under the terms of the grant, we will be expected to design, manufacture and assemble a lunar lander with the capability of transporting a minimum payload of 100 kg to the Moon's surface, and then launch and operate the lander by 2027

(4) The grant will not be provided in a lump sum but will be disbursed in installments based on the development cost for Series 3 Lander. We are

currently discussing the accounting treatment of the grant with the auditing firm. At this moment we assume this grant will not be recognized as sales revenue and this is subject to change depending on the discussion with auditing firm

(5) As of June 28, 2024. The mission and schedule, as shown above, are current but subject to change

(6) As of June 28, 2024

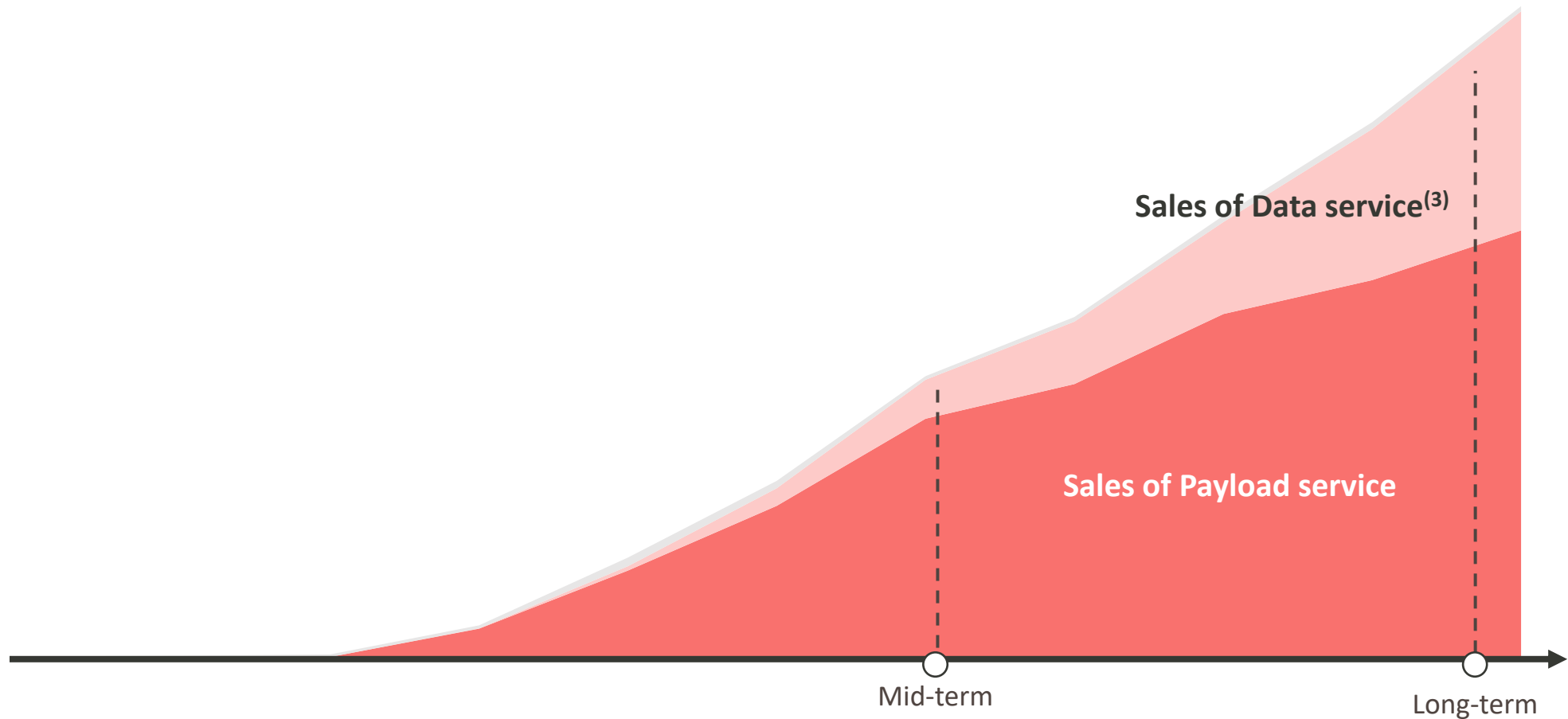
(7) We have dialogue with potential customers based on MOUs and IPSAs shown on page.24, but there is no specific PSA for Mission 6 as of June 28, 2024

5 | Growth Strategy












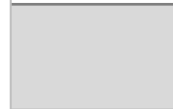

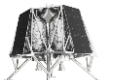










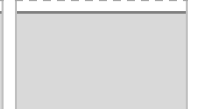

Achieve high growth by increasing sales of payload services, followed by the establishment of data services that leverage data accumulated from multiple missions

The image shown on this slide is for illustrative purposes only⁽¹⁾⁽²⁾



(1) The image shown on this slide is for illustrative purposes only and does not imply or guarantee actual figures. Actual figures may differ significantly from the above figures if the lunar market does not expand as projected by the aforementioned third party, if the factors considered in setting the business targets do not meet our current assumptions, or if other events beyond our control occur (2) Total sales include other sales other than payload services and data services. (3) Growth in data services is based on the assumption that a certain amount of data acquisition services will be provided for each mission and that the company will be able to secure the necessary human resources to provide the services as expected. The number of clients is also assumed to grow at the same rate as the company's assumed market growth rate for the number of potential data service clients at the present time

Our Missions at a Glance: after executing two R&D missions, we plan to launch consecutive commercial missions

	Purpose	Significance / Achievement	Lander design	Planned mission payload capacity	Contracted/ illustrative customer payload mass	Mission revenue expected to be recognized ⁽¹⁾⁽²⁾ over...				
						CY2023	CY2024	CY2025	CY2026	CY2027
						FY2023	FY2024	FY2025	FY2026	FY2027
M1	R&D missions	<ul style="list-style-type: none"> Reached the final lunar landing phase Acquired various useful data 	 Series 1 Lander	30kg	12kg (contracted)					
M2		<ul style="list-style-type: none"> The first commercial transaction program of lunar resources in the world with NASA 	 RESILIENCE Lander	30kg	11kg (contracted)					
M3	Fully commercial missions	<ul style="list-style-type: none"> Our first fully commercial mission CLPS Task Order CP-12 	 APEX 1.0 Lander	300kg	95kg contracted (CP-12) 50kg					
M4		<ul style="list-style-type: none"> Maximize profit by utilizing efficient production of lander APEX 1.0 	 APEX 1.0 Lander	500kg	137kg ⁽⁵⁾					
M5		<ul style="list-style-type: none"> Maximize profit by utilizing efficient production of lander APEX 1.0 	 APEX 1.0 Lander		137kg ⁽⁵⁾					
M6		<ul style="list-style-type: none"> Utilize Series 3 lander made in Japan Expect to use c. \$80MM SBIR grant 	 Series 3 Lander		151kg ⁽⁵⁾					

(1) As of June 28, 2024. The missions and schedules, as shown above, are current but subject to change

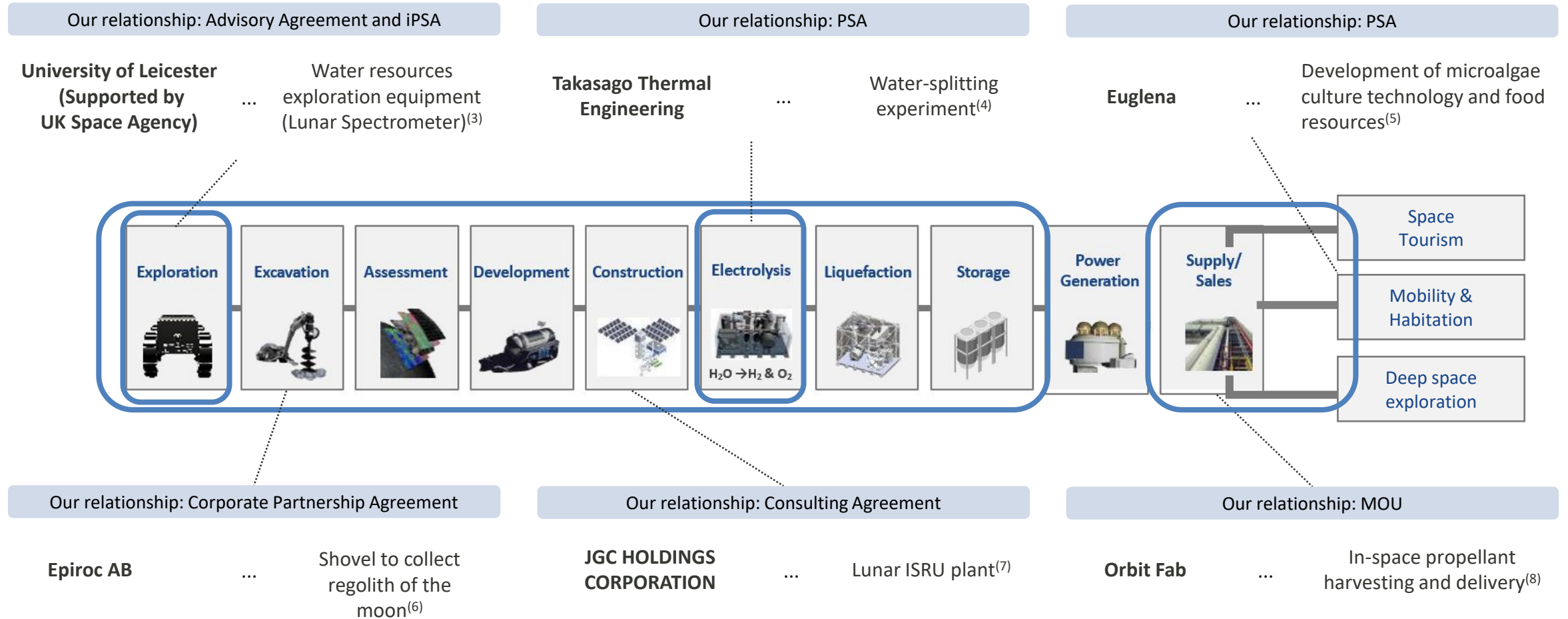
(2) The letter "L" stands for "Launch"

(3) Illustrative customer payload mass for M3 and subsequent missions is presented for illustrative purposes based on various assumptions. The amounts shown assume that we would not be able to use the entire planned mission payload capacity as

sellable capacity, and that we would use a portion of the sellable payload capacity for internal payloads. See p. 65 for more details

(4) We have not secured binding contracts for subsequent missions

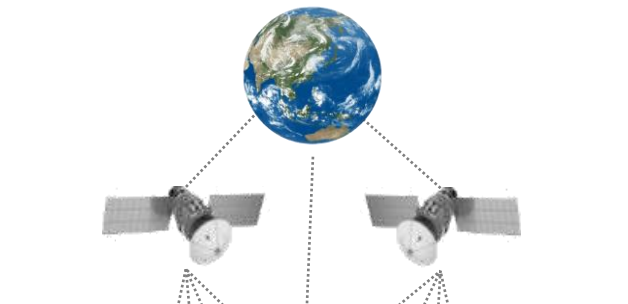

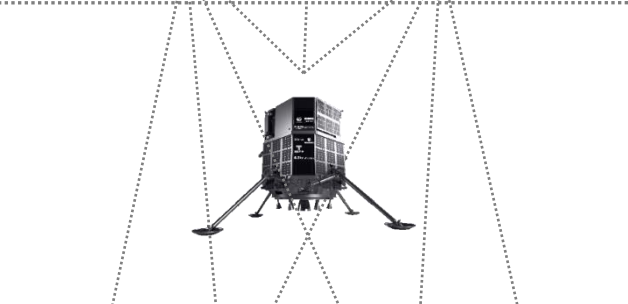

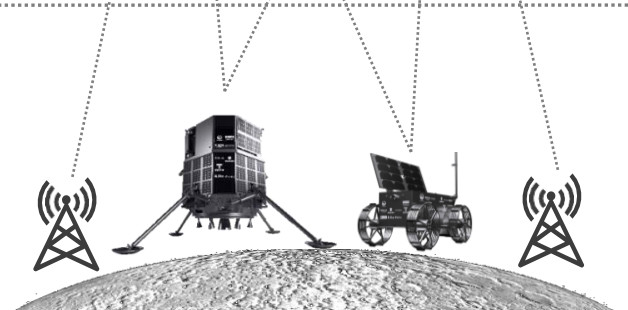

Various industry players in the hydrogen value chain⁽¹⁾ are entering the cislunar ecosystem⁽²⁾ which is expected to further expand



(1) These are just images and the above companies have not yet shown a specific commitment to create a hydrogen value chain
 (2) Cislunar refers to the space between the Earth and the Moon, and our vision is to create an energy economic where the Earth and the Moon become one ecosystem by 2040.
 (3) <https://www.gov.uk/government/news/new-funding-ensures-uk-role-in-global-exploration-to-the-moon-mars-and-venus>
 (4) <https://ispace-inc.com/news-en/?p=2609>

(5) <https://www.euglena.jp/en/news/20200422-1/>
 (6) <https://ispace-inc.com/news-en/?p=4954>
 (7) <https://www.jgc.com/en/news/2023/20231206.html>
 (8) <https://ispace-inc.com/news-en/?p=5037>

Capturing customers' wide demands of data from each level and also developing future cislunar market by working in coordination with global partners

	Activities	Examples
<div style="background-color: #f08080; color: white; padding: 5px; writing-mode: vertical-rl; transform: rotate(180deg);">Communication Navigation</div> 	<ul style="list-style-type: none"> Deploy satellites (Internal payload) from the lander and create communication network between the earth and the moon 	 <ul style="list-style-type: none"> Potential/Future plans NASA CLPS CP-12 NASA Luna Net ESA Moonlight
<div style="background-color: #0056b3; color: white; padding: 5px; writing-mode: vertical-rl; transform: rotate(180deg);">Global Data</div> 	<ul style="list-style-type: none"> Deploy satellites (Internal payload) from the lander and capture data with remote sensing Capture data from landers themselves 	 <ul style="list-style-type: none"> 2 MoUs⁽¹⁾ Skyroot Aerospace Private Limited and Hex20 Pty Ltd mu Space and Advance Technology
<div style="background-color: #808080; color: white; padding: 5px; writing-mode: vertical-rl; transform: rotate(180deg);">Local Data</div> 	<ul style="list-style-type: none"> Deploy rover (Internal payload) and capture surface data such as images, temperatures and radiation level 	 <ul style="list-style-type: none"> 3 sales contracts⁽¹⁾ NGC (M1) RSA (M3) TOYOTA (Consultation)

(1) The image shown on this slide is for illustrative purposes only

(2) As of June 28, 2024

Plans upfront investment in peripheral related areas to maximize demand for data services in addition to payload services

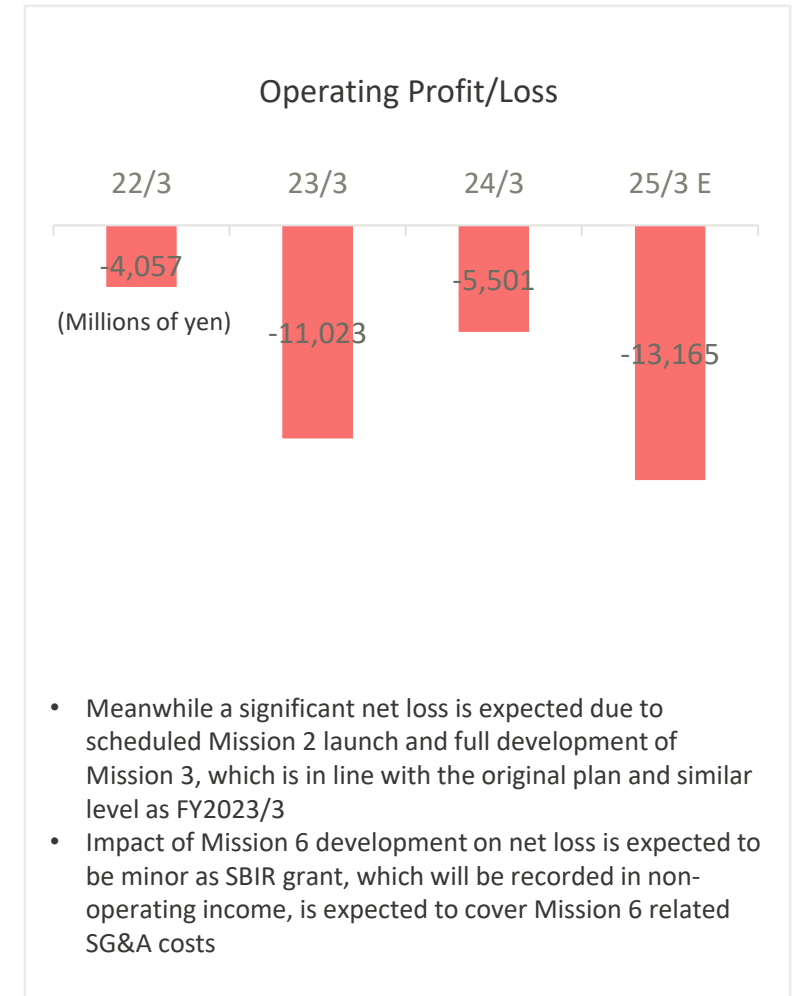
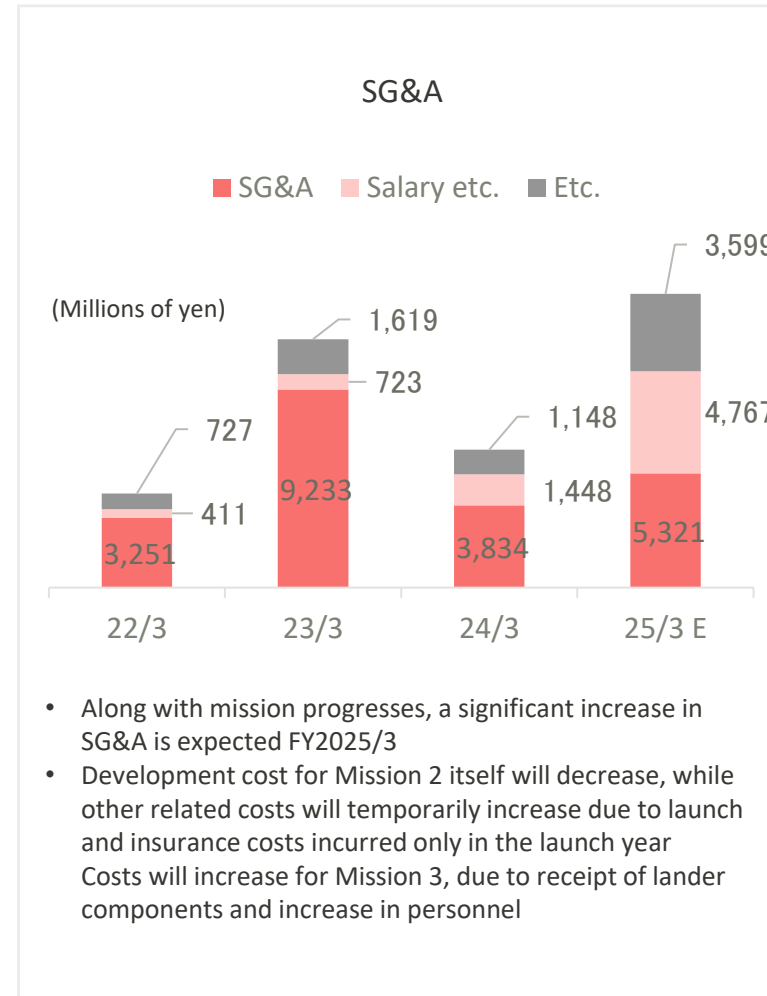
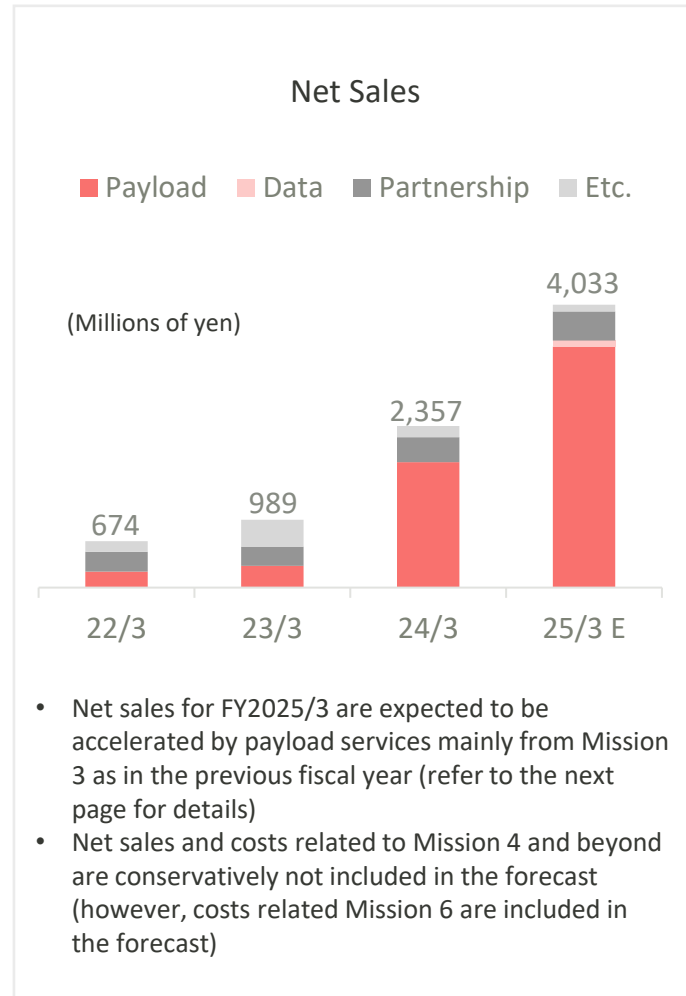
	FY25/3-FY27/3 (FY25/3)	FY25/3-FY27/3
Data Service	Approx. ¥5.6Bn (¥0.8Bn)	<p>Large-scale raw data collection from lunar surface (local) and lunar orbit (global)</p> <ul style="list-style-type: none"> ● Data collection through the development and manufacture of a variety of sensors ● Deployment of satellites into lunar orbit ● Analysis of acquired data and construction of data platform ● Development of customer-friendly UI
Market development	Approx. ¥5.5Bn (-)	<p>Water resource identification and energy generation data collection</p> <ul style="list-style-type: none"> ● Exploration rover development (for cryogenic applications and water measurement sensors) ● Demonstration of technology for liquid oxygen and liquid hydrogen production
Payload Service	Approx. ¥5.5Bn (-)	<p>Expansion of data acquisition opportunities through realization of high frequency missions</p> <ul style="list-style-type: none"> ● Improve lander to transport payloads to meet a wide range of customer needs ● Establishment of supply chain and in-house production of some components ● Capital investment to develop multiple landers in parallel ● Ground station development ● Development of cryogenic resistance of landers, augmentation of communications and power, etc.

(1) The actual future results may differ from the content, timing, and other details of research and development



6 | Financial Highlights

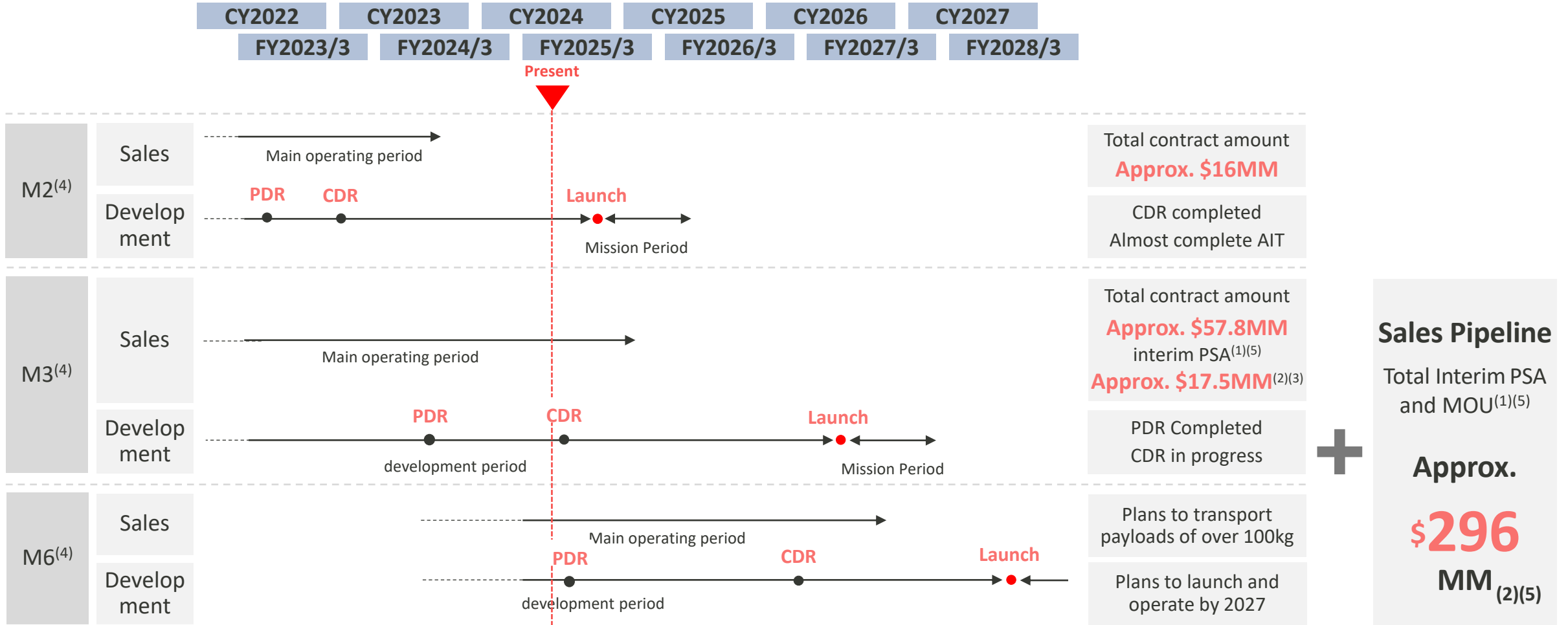
Total net sales are expected to increase in FY2025/3 along with increased Mission 3 revenue recognition. Meanwhile a significant net loss is expected due to scheduled Mission 2 launch and full development of Mission 3, which is in line with the original plan and similar level as FY2023/3



(1) Currently using the cost recovery method for sales recognition for Mission 1 to Mission 3, respectively, and expects sales to increase in tandem with the increase in cost accruals since the cost accruals as cost are recognized in sales. If sales in excess of cost accruals are not booked at the time of mission completion, they will be accounted for in a lump-sum transaction

Our KPI

CDR for Mission 3 Lander development is expected to be completed by summer of this fiscal year. For the sales for Mission 3 and beyond, continue to finalize interim PSA⁽¹⁾ into final agreements and obtaining new PSA from approx. \$290MM sales pipeline



(1) Interim Payload Service Agreement (Mid-Contract on Payload) : Documents that serve as a prerequisite when negotiating to enter into a PSA which is a final agreement. It is not legally binding and there is no guarantee that a legally binding contract can be entered into pursuant to these interim PSAs. Also, even if a legally binding agreement is entered into, the masses and amounts under such agreement may differ from the amounts stated in this document

(2) As of June 28, 2024

(3) Including the possible amount for M4 or after

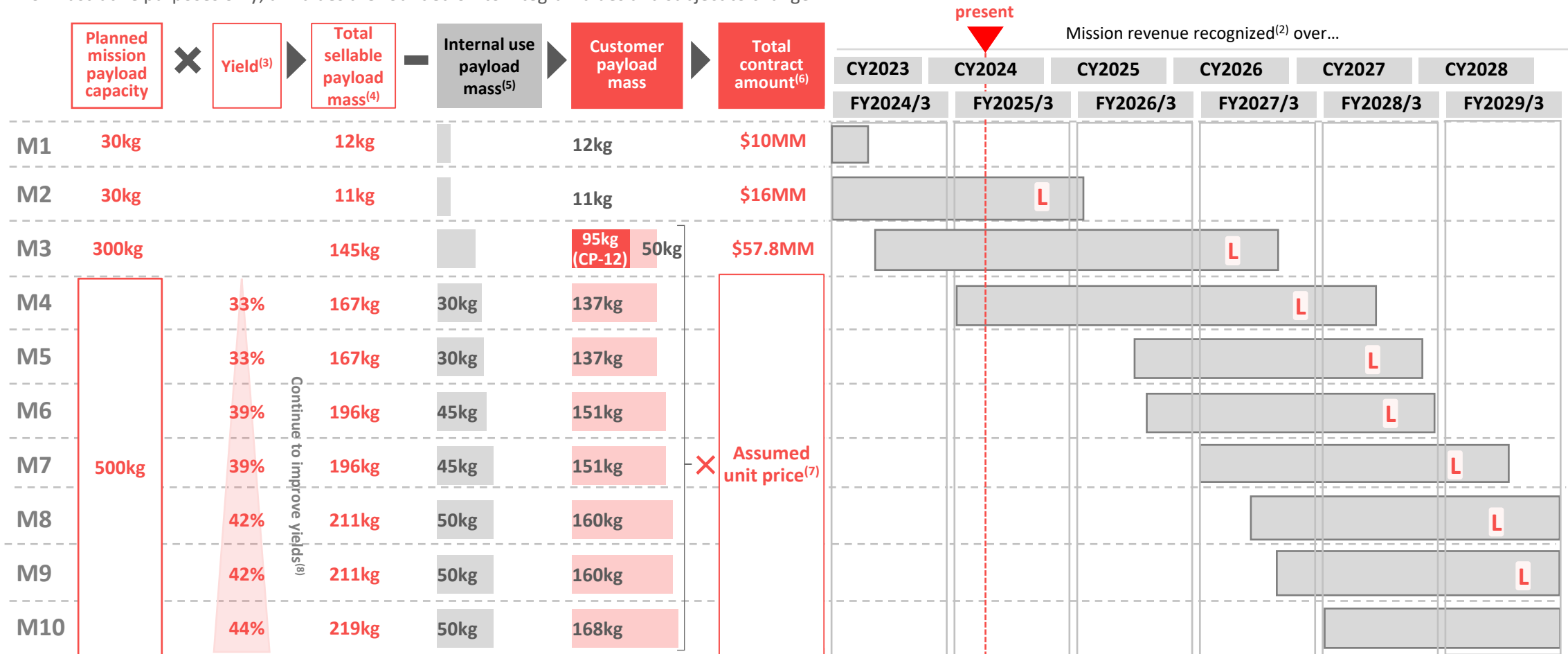
(4) The schedule for M2 and after is merely an anticipated schedule at the moment.

(5) Above MOUs Interim PSAs are not legally binding, and there is no guarantee that legally binding contracts can be concluded based on Interim PSA. In addition, even if a legally binding agreement is executed, the masses and amounts under such agreements may differ from the amounts stated in this document

Illustrative Business Model

Illustrative Business Model of Payload Service

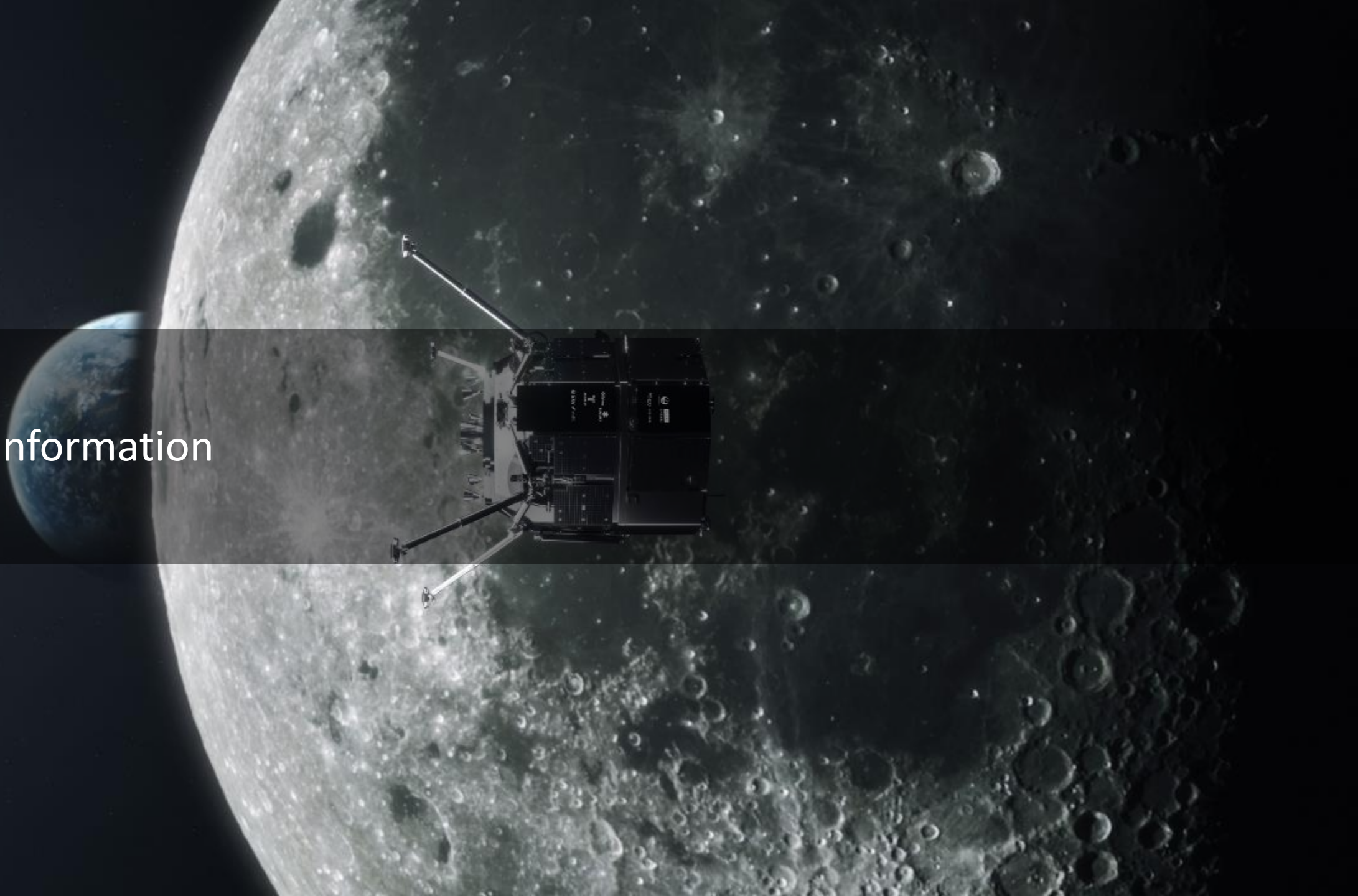
For illustrative purposes only; all values are rounded off to integral values and subject to change



(1) Presented as an illustrative simulation of the potential business model for our future payload service as of the date hereof. Actual results may differ materially from future results as the timing and details of future missions remain subject to change
 (2) Based on planned launch schedule as of June 28, 2024. This schedule is subject to change and may not proceed as planned
 (3) Presents the ratio of total sellable payload mass to design payload capacity after applying an assumed percentage of unsold mass to account for the following factors: (1) uncertainties relating to development, such as issues relating to carrying particular client payloads on our lander (e.g., adjustments of interface) and (2) sales success rate (accounting for uncertainties in demand and sales capability)
 (4) Sum of internal use payload mass and customer payload mass

(5) Payload amount for ispace's usage based on the Company's assumptions as of June 28, 2024
 (6) For M1, M2 and M3, the amount is the actual value based on each PSA as of June 28, 2024
 (7) Assumed payload unit price as of June 28, 2024 is approx. \$1.5MM/kg, and the Company assumes that the price will decrease over time
 (8) Yield is expected to improve due to growth in market demand, technical improvements made through experience, and expansion of sales team, in each case according to the Company's assumptions
 (9) As a result of not achieving completion of Success 9-10 in Mission 1, the amount of sales that could not be recorded as sales was determined to be approximately 98 million yen (as disclosed in Offering Circular on March 26, 2024)

7 | Risk Information



Business Risks and Policies

We recognize the following risks specific to our business as particularly important as of the date of submission of this document and will continue to address them. For other risks, please refer to "Business and Other Risks" in the Annual Securities Report. The Company is in the business of lunar development, and landing on the moon is a requirement for business execution, but the company has yet to land on the moon. The space industry, to which our company belongs, is still in its infancy and there is no established market, so future market expansion is uncertain. In addition, the development of a lunar module requires many years and a large amount of research expenses, and there is no guarantee that all development and lunar landing missions will be successful

Item	Risk summary	Probability	Impact	Risk measure
Market	Although the space industry to which we belong is a market that is expected to grow in the future, there is no guarantee that the market for payload services and data services, in which we expect to generate business revenue, will be established and grow as we expect, since these services are currently in their infancy, even on a global scale	Medium	Large	We will collect data on the existence, reserves, and distribution of water resources on the lunar surface, and by transporting water electrolysis equipment to the lunar surface and conducting demonstration tests of liquid oxygen and liquid hydrogen, we will demonstrate the existence and utilization of lunar water resources and stimulate demand for lunar development
Mission incompleteness	Lunar development projects are inherently technically risky, and to date we have not landed on the Moon, and cases of lunar landings by private companies or Japanese space agencies are still rare. In addition, landing a lander on an extraterrestrial body is a challenging operation, and if unexpected problems occur, there is a possibility that the mission will not be accomplished	High	Medium	We will reduce risk by collaborating with companies with technological capabilities, such as Draper Laboratory, which successfully landed on the moon during the Apollo missions. In addition, we will take measures to mitigate risk if the mission is not accomplished by paying for a portion of the payload services in advance and not refunding after the contract is concluded, and by concluding a property insurance contract
Development Delay	Since our lunar development project requires advanced technology and precision, and we must exercise extreme caution and take all possible measures to ensure the success of the mission, various factors, including the results of future assembly processes and tests, and the relationship of delivery dates due to re-procurement of goods based on the results of such tests, may unavoidably cause delays	High	Medium	Project management office dedicated to progress management has been established for strict control. If an event occurs that affects the schedule, adjustments are made by coordinating manufacturing procedures or accelerating partial work so as not to affect the overall schedule

Business Risks and Policies

We recognize the following risks specific to our business as particularly important as of the date of submission of this document and will continue to address them. For other risks, please refer to "Business and Other Risks" in the Annual Securities Report. The Company is in the business of lunar development, and landing on the moon is a requirement for business execution, but the company has yet to land on the moon. The space industry, to which our company belongs, is still in its infancy and there is no established market, so future market expansion is uncertain. In addition, the development of a lunar module requires many years and a large amount of research expenses, and there is no guarantee that all development and lunar landing missions will be successful

Item	Risk summary	Probability	Impact	Risk measure
Government related customers	In general, orders from government agencies tend to be affected by national budgets, and there is a possibility that orders from government agencies themselves will be reduced, or that the content of the orders will be changed or cancelled. In addition, there are cases in which the company is not always able to apply for orders from government agencies due to requirements such as a certain level of in-house production in the country concerned	High	Large	We will reduce risk by operating globally in both the public and private sectors and reducing our dependence on sales. As for government agencies, we have already concluded contracts with Canada and the UAE, Japan, U.S., and Europe, where our headquarter subsidiary belongs. In addition to maintaining relationships with these government agencies, we will actively promote sales to government agencies in other countries
Dependence on important external partners and customers	If we lose an existing significant external partner relationship, we may not be able to secure an alternative third-party partner that offers comparable technical or price levels. In addition, there is no guarantee that customers with 10kg payload contracts for M1 and M2, respectively, will continue to place similar orders with us in the future, and we may not be able to secure sufficient demand from other customers	High	Large	We will strive to build relationships of trust with important partners with a view to long-term business collaboration and maintain such relationships through regular meetings and other opportunities. In terms of customers, we will reduce risk by constantly developing new customers on a global basis
Exchange rates	Local currency items in the financial statements generated by consolidated subsidiaries in Luxembourg and the U.S. are converted into yen for the purpose of preparing the consolidated financial statements, and thus the consolidated financial statement figures may be affected by fluctuations in exchange rates. The company has several foreign currency denominated transactions with overseas suppliers and does not enter into any specific forward exchange contracts or other hedging transactions	High	Middle	We will reduce the impact of foreign exchange rate fluctuations by using sales deposits received from customers in dollars to pay for costs incurred in dollars. Additionally, we will consider foreign exchange hedging transactions such as forward exchange contracts in the future to reduce foreign exchange risks

Business Risks and Policies

We recognize the following risks specific to our business as particularly important as of the date of submission of this document and will continue to address them. For other risks, please refer to "Business and Other Risks" in the Annual Securities Report. The Company is in the business of lunar development, and landing on the moon is a requirement for business execution, but the company has yet to land on the moon. The space industry, to which our company belongs, is still in its infancy and there is no established market, so future market expansion is uncertain. In addition, the development of a lunar module requires many years and a large amount of research expenses, and there is no guarantee that all development and lunar landing missions will be successful

Item	Risk summary	Probability	Impact	Risk measure
MOU/i-PSA	MOUs and i-PSAs, which are entered into before final contracts with customers, are forms of contracts that represent potential customer demand and may not be translated into actual sales. In particular, it may take time to conclude contracts with non-governmental customers, and sales may be affected by schedule adjustments that may occur due to delays in technological development by ourselves customers	High	Medium	We will reduce the time required to finalize the contract by streamlining the process up to the final contract and enhancing communication with the client. We will maintain the terms and conditions as much as possible on which negotiations with customers are based, such as mission schedules, and reduce differences in terms and conditions from the point of signing the MOU/i-PSA
Projects in which we are participating or will participate	We are in discussions for various collaborations and alliances, including our U.S. subsidiary's participation in a proposed CLPS task order by NASA as a subcontractor for the design, development, and operation of a lander and payload transportation to the Moon. Announcements and press coverage of such projects, collaborations, and alliances may attract significant public and industry attention, which could adversely affect the trading price of our stock, our business, and future projects	High	Large	Whenever there is an announcement or media coverage of the results of the selection of a project in which we are participating in a proposal, we will provide a clear explanation of the impact on our business through timely and appropriate transparent disclosure from our company
Sales activities	Sales activities related to payload, our main business, are time-consuming and costly, and the sales cycle to finalize a contract may be longer than in other businesses. We must expend considerable effort to assess customer needs and explain our technologies, and the complex evaluation process by government agencies can delay the finalization of contracts	High	Medium	We will strive to foster understanding and enhance communication with potential customers to explain the value of the payload services we offer in a way that is easy for them to understand. We will streamline the process of final contract signing and minimize the costs and processes involved in customer decision-making

Business Risks and Policies

We recognize the following risks specific to our business as particularly important as of the date of submission of this document and will continue to address them. For other risks, please refer to "Business and Other Risks" in the Annual Securities Report. The Company is in the business of lunar development, and landing on the moon is a requirement for business execution, but the company has yet to land on the moon. The space industry, to which our company belongs, is still in its infancy and there is no established market, so future market expansion is uncertain. In addition, the development of a lunar module requires many years and a large amount of research expenses, and there is no guarantee that all development and lunar landing missions will be successful

Item	Risk summary	Probability	Impact	Risk measure
Lunar insurance	The lander or rover may be damaged or totally destroyed during launch or in outer space. In the event of an accident, our current insurance coverage may not fully compensate for the loss, which could have a material impact on our finances and operations. If insurance coverage or terms are not adequate or insurance is not available, our investment income could be affected	High	Medium	We will select and purchase insurance policies appropriate to our mission and strive to ensure adequate coverage for potential risks. We will periodically review the scope and terms of our insurance policies to adjust them to market fluctuations and our own needs
Significant Events Regarding Going Concern Assumption	Engaged in the development of space-related equipment that requires significant up-front R&D investment and a long development period, it is in a situation of continuous operating losses and negative operating cash flow, and currently does not generate sufficient revenues to compensate for all development investments. These circumstances have created a situation that raises significant doubts about the company's ability to continue as a going concern	High	Large	Continuously implementing measures to eliminate such material events and is considering the possibility of flexible financing to enhance its equity capital to eliminate its excess liabilities as appropriate. We concluded that there is no material uncertainty regarding the premise of a going concern
Continuous growth	We recognize the need to further enhance our internal control system in order to cope with future business operations and expansion. We intend to enhance and strengthen our internal control system to ensure the appropriateness of our operations and the reliability of our financial reporting, as well as to ensure compliance with laws and regulations based on sound ethical standards	High	Medium	We will expand our sales, development, and administrative departments to enhance our customer service and commercial strategies. We will continue to review our management processes and systems for improvement to secure and develop appropriate human resources. We will strive to develop internal management systems and improve internal controls in line with the scale of our business

Business Risks and Policies

We recognize the following risks specific to our business as particularly important as of the date of submission of this document and will continue to address them. For other risks, please refer to "Business and Other Risks" in the Annual Securities Report. The Company is in the business of lunar development, and landing on the moon is a requirement for business execution, but the company has yet to land on the moon. The space industry, to which our company belongs, is still in its infancy and there is no established market, so future market expansion is uncertain. In addition, the development of a lunar module requires many years and a large amount of research expenses, and there is no guarantee that all development and lunar landing missions will be successful

Item	Risk summary	Probability	Impact	Risk measure
Financial Covenants	<p>Several borrowings are subject to financial covenants (A and B below). If we violate the financial covenants in the future, there is no guarantee that the banks will agree not to exercise their rights to forfeit the benefit of time related to the financial covenants, and if the banks exercises their right to forfeit the benefit of time, our business and earnings could be affected.</p> <p>As of March 31, 2024, the Company’s net assets amounted to 9,745 million yen, and its cash and deposits amounted to 14,315 million yen as of the same date.</p> <p>A. To maintain positive net assets on the consolidated balance sheet as of the end of each fiscal year (or the end of each quarter for certain loan agreements).</p> <p>B. Maintain total cash and cash equivalents on the consolidated balance sheets as of the last day of each fiscal year (or the last day of each quarter in the case of certain loan agreements) at at least 3 billion yen.</p>	Middle	Large	<p>For the fiscal year ending March 31, 2024 and beyond, in addition to sales from Mission 3 clients with whom we have already concluded contracts, we will seek to improve our financial structure through the recognition of sales and receipt of advance payments from future clients after Mission 3, as well as by raising capital through recapitalization. In addition, we will strive to build a relationship of trust with the bank through regular meetings, etc., and maintain the relationship so that we can obtain an agreement not to exercise the right to forfeit the benefit of time in the unlikely event that the above measures are insufficient to improve the situation</p>

Business Risks and Policies

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Item	Risk summary	Probability	Impact	Risk measure
Fundraising	Our business will continue to require significant R&D and capital investment funds. In order to comply with the financial covenants attached to several of our current loans, and to prepare for the case where future sales from customers after Mission 3 are slower than originally planned, we believe it is important to maintain a stable financial base, and therefore, in the near future, after the lock-up period, we may raise capital through recapitalization. In addition, in order to realize a large-scale database for data services, a large amount of R&D and capital investment funds will be required in various fields, which may necessitate continuous external fundraising. However, if we are unable to raise the funds we anticipate in the future, or if we are unable to raise funds necessarily on desirable terms, we may experience a cash flow shortfall or be unable to make the investments necessary to support and grow our business	High	Large	By continuing with a business model developing multiple missions simultaneously (p. 41), we will continue to maintain the flexibility of fundraising and the reduction of financial risk through insurance. Funding includes equity financing, bank loans, and advance payments from customers, etc. We will diversify our means of equity financing by going public and actively negotiate with banks in anticipation of increased opportunities for bank loans due to the increased credibility of the company. We will work to acquire more customers through ongoing public relations and sales activities, thereby obtaining more advances from customers. In addition, we will strive for timely and appropriate investor relations to ensure that equity financing is carried out under desirable conditions
Accounting treatment for revenue recognition	The cost recovery basis is applied to revenue recognition in M1, M2 and M3 as well, but from M4 onward, we are considering implementing revenue recognition by estimating the degree of progress in satisfying performance obligations based on the percentage of total cost incurred. However, if the accounting treatment we assume is not applied, the timing of revenue recognition will be different from our expectation, although the total amount of revenue to be recognized will not change, which may affect profit and loss for the period	Middle	Large	We will reduce risks by deepening cooperation with our audit firm through periodic meetings to avoid changes in accounting procedures at unexpected times, such as in the middle of a fiscal year

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