SASAL, INC

Cross Border Joint Venture Ecosystem

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Cross-Border Joint Venture Ecosystem

This document intentionally includes background context and underlying thinking to avoid any misalignment or misunderstandings among the participating stake holders. Going forward, we expect to further refine and enhance the content based on feedback from each party, with the aim of shaping it into a structure that maximizes tangible value for all sides involved.

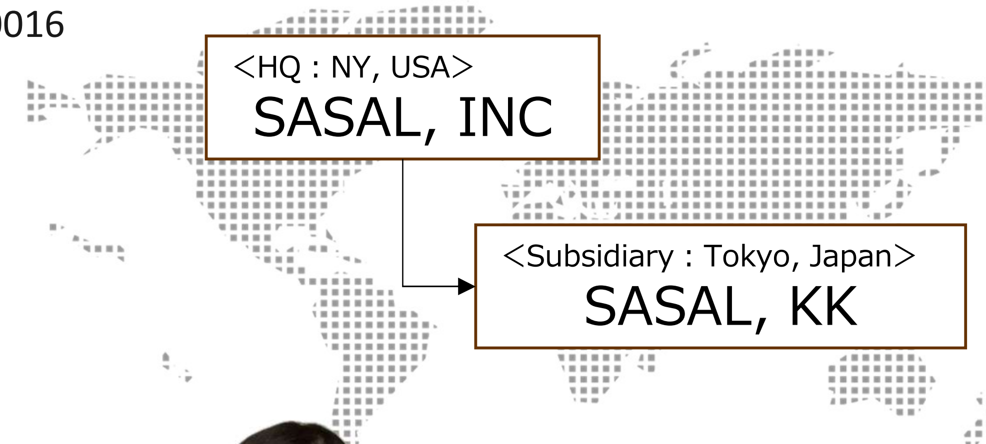
Agenda

XXX

SASAL, INC
Overview

SASAL aims to become the infrastructure supporting cross-border business by maximizing value for its existing client companies while expanding its network.

Business	Cross-Border Joint Venture Ecosystem
Monetize	Cross Border Business Support via Platform & Acquire customers through referrals
Headquarter	136 Madison Avenue, New York, NY 10016
Foundation	Oct. 2022
Mission	Increase the Enterprise Value.
Vision	Professionally contribute to clients.
Value	Contribute to the social in the world.
Capital	$100,000 USD
Share Holder	Yurino Sakamoto (Founder: 100%)
Team	7companies
Employee	Founder-led (no full-time employees)
Platform Users	97 companies



2022 - SASAL, INC
2021 – 2023 Accenture Japan
2020 - Seattle Consulting

Yurino Sakmaoto
Born in 1996 (Japan → London)

SASAL, INC

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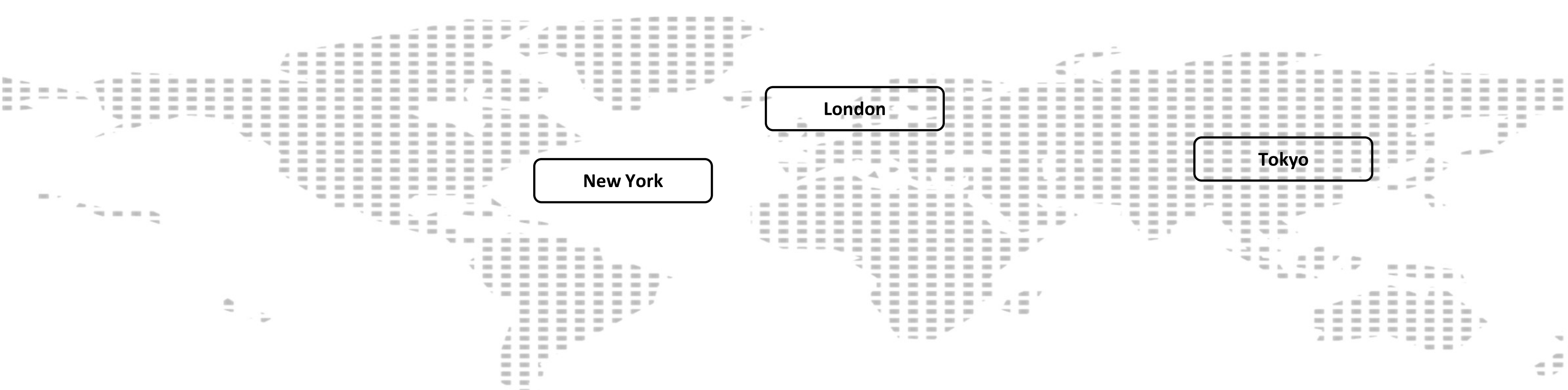
Cross-Border Joint Venture Ecosystem

SASAL aims to deliver value as an execution-focused infrastructure for companies engaged in cross-border business.



SASAL, INC

Cross-Border Joint Venture Ecosystem

30 sec Introduction Video

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Below is a 30-second video that introduces SASAL and its business.

https://youtu.be/zJ7ZwLR3x-w

Cross-Border Joint Venture Ecosystem

Platform for Ecosystem

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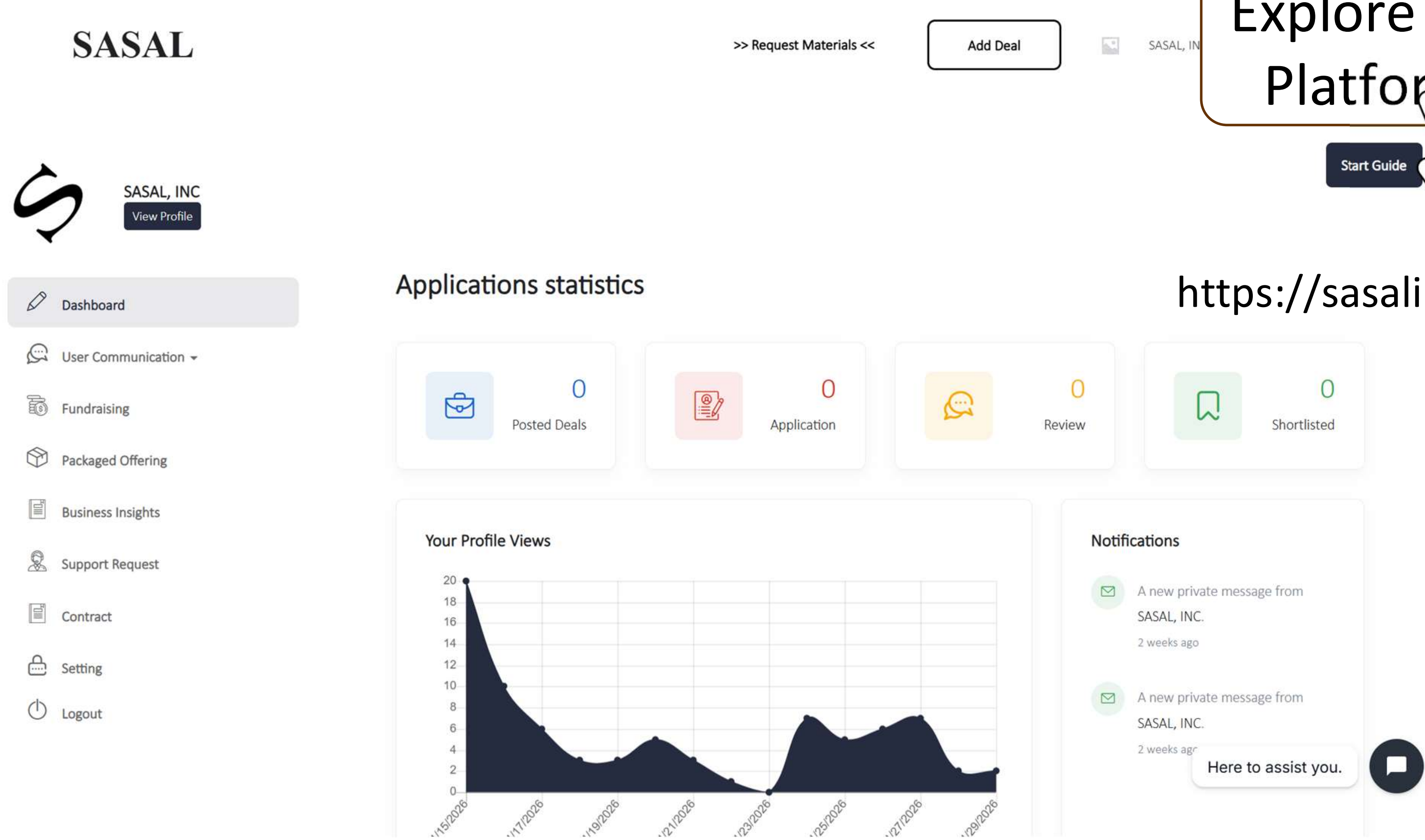
Our platform is already live. Registration and use are free, so we invite you to explore the platform and experience it firsthand.



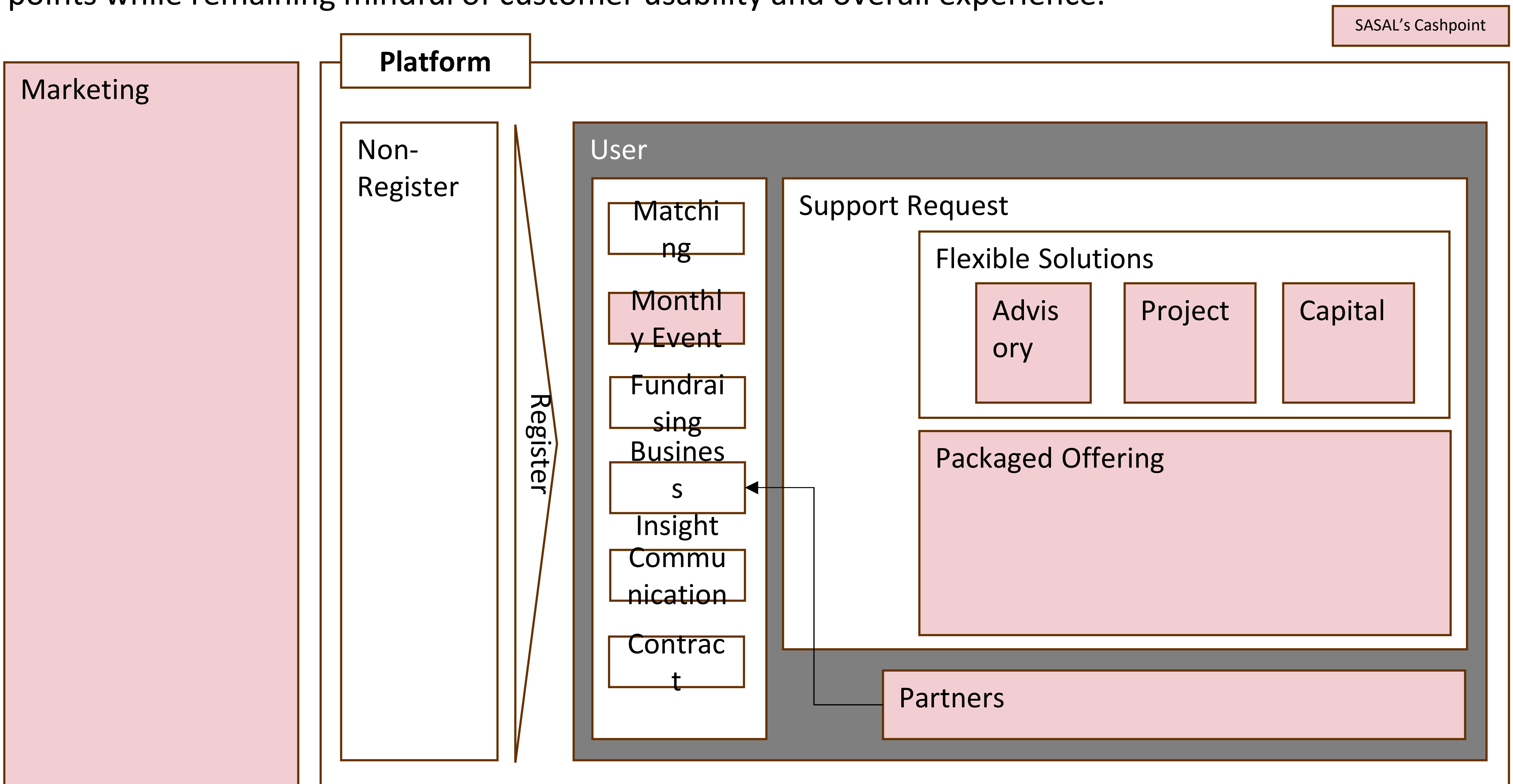
Explore the Platform

https://sasalinc.com/

SASAL, INC

Cross-Border Joint Venture Ecosystem
Monetization Point

SASAL is committed to maximizing value by operating and nurturing its ecosystem through a platform-based approach. The below reflects our current monetization points; however, we see additional opportunities for monetization. As the business expands, we plan to introduce further monetization points while remaining mindful of customer usability and overall experience.



Why Cross-Border Joint Venture Ecosystem
Market Reality

Cross-border economic activity continues to expand globally, driven by services, knowledge flows, and international collaboration rather than goods alone.

- Global trade in goods and services has reached approximately USD 35 trillion as of 2025 and continues to expand, with growth increasingly driven by advanced economies including North America and Europe.(Source: IMF, WTO, UNCTAD)
- Annual global cross-border M&A activity exceeds USD 3.0–3.5 trillion, with roughly one-third of all transactions involving cross-border elements, particularly among developed markets.(Source: OECD, U.S. Bureau of Economic Analysis, BCG)
- Service-based and knowledge-intensive cross-border activities are growing faster than traditional goods trade, reflecting structural shifts in advanced economies.(Source: WTO, OECD)

Why Cross-Border Joint Venture Ecosystem
Structural Challenge

Despite strong market growth, a significant share of cross-border business initiatives fail due to persistent execution and integration challenges.

- Despite market expansion, approximately 40–50% of international expansion initiatives fail to achieve sustainable profitability within five years in developed economies.(Source: McKinsey Global Institute, INSEAD)
- Core failure drivers remain largely unchanged:
  - Breakdown in local partnerships
  - Cultural and decision-making misalignment
  - Gaps between strategy design and on-the-ground execution

Why Cross-Border Joint Venture Ecosystem

Role of AI (and Its Limits)

AI has dramatically improved efficiency in research, translation, and coordination across borders, accelerating early-stage decision-making. However, AI cannot replace trust-based relationships, contextual judgment, and negotiation that are essential in cross-border execution.

- AI has significantly improved efficiency in:
  - Research, translation, and information processing
  - Initial market analysis and operational productivity(Source: McKinsey, MIT Sloan, OECD)
- However, AI cannot replace:
  - Trust-based relationships with local partners
  - Implicit knowledge, contextual judgment, and negotiation
  - The ability to resolve regulatory, cultural, and executional edge cases(Source: Harvard Business Review, McKinsey, European Commission policy papers)

Why Cross-Border Joint Venture Ecosystem

Why Local Partners Remain Essential

Trusted local partners remain critical for navigating regulation, culture, and market credibility in international expansion.

- Empirical studies across Europe and North America show that successful cross-border expansion almost always involves strong local partners who provide:
  - Market intuition and non-public insights
  - Regulatory and institutional navigation
  - Credibility and trust already embedded in the local market

  (Source: McKinsey, World Economic Forum, OECD)

Why Cross-Border Joint Venture Ecosystem

Future Direction

The future of cross-border business lies in platform-driven ecosystems that scale human relationships rather than attempting to replace them.

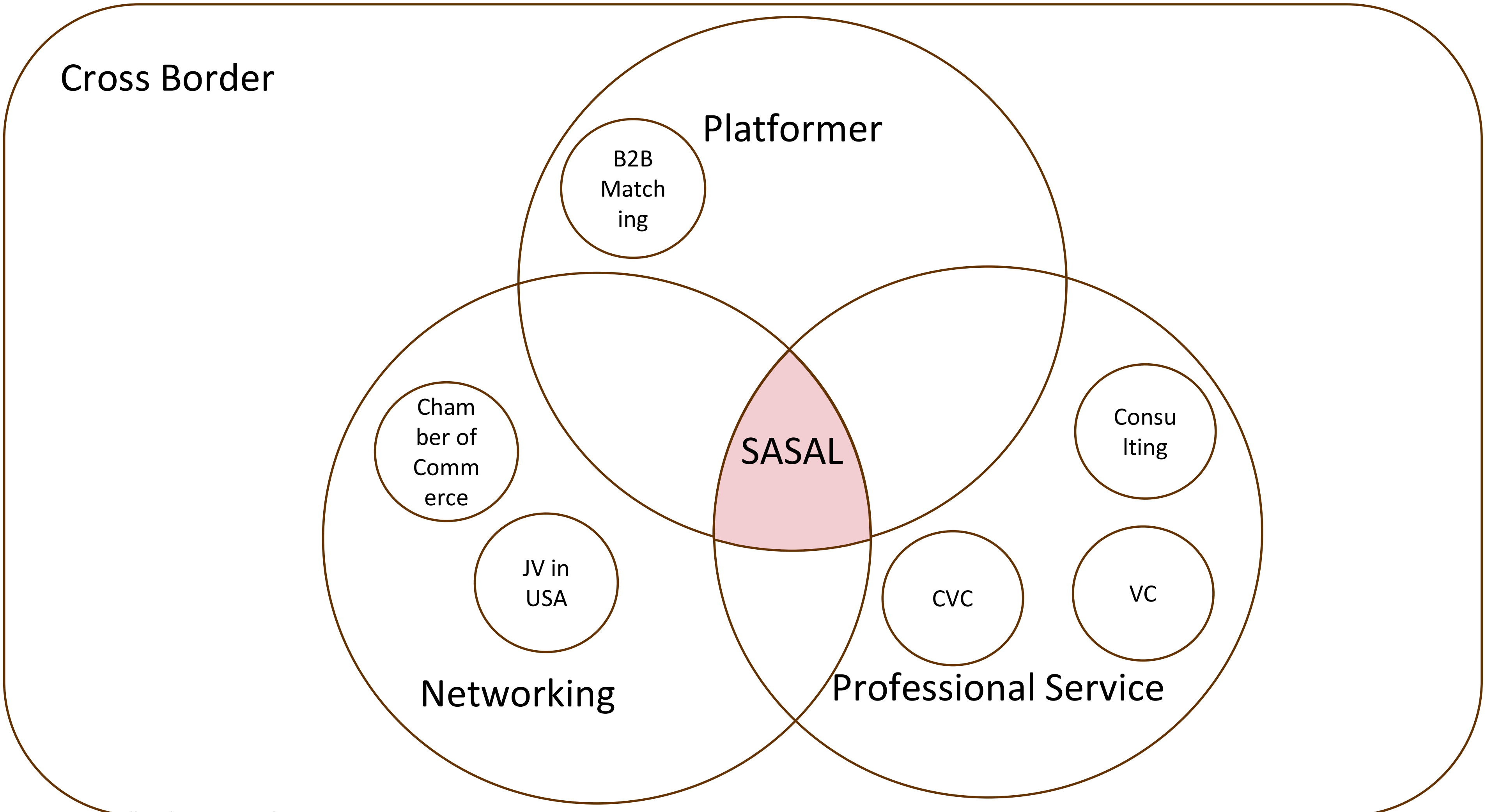
- Cross-border business is increasingly evolving into an infrastructure-like domain, where:
  - Human relationships form the core value
  - Platforms act as multipliers to scale trust, knowledge, and execution

  The winning model is neither AI-only nor human-only, but:
  Human Relationships × Platform × Ecosystem

SASAL operates at the intersection of human trust and scalable platforms, enabling cross-border execution beyond what AI tools or traditional consulting models alone can deliver.

Market
Competitor 1/2

While we have identified companies that provide individual functions similar to parts of SASAL's business model, we have not found any company currently operating an identical business. Therefore, the next page presents a comparison with professional service firms.



Market
Competitor 2/2

Compared to traditional consulting firms and venture capital models, SASAL adopts a more scalable business model by delivering support through a platform-based approach. SASAL believes it can advance its business through collaborative partnerships with consulting firms and venture capital firms.

	SASAL, INC	Consulting	VC	CVC
Expertise	Cross-Border Joint Venture Ecosystem	Large Company Strategy	Startup Strategy	Own Business
Support	Bottom up	Top down	Top down	-
Cost	Reasonable	Expensive	Expensive	-
Business Model	Platformer	Specialist	Capital	Business Synergy
Direction	Support Customer Direction	Long Term Contract	Exit	Business Synergy

SASAL Organization
Value Chain (2026 -)

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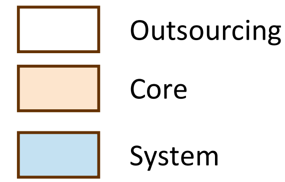
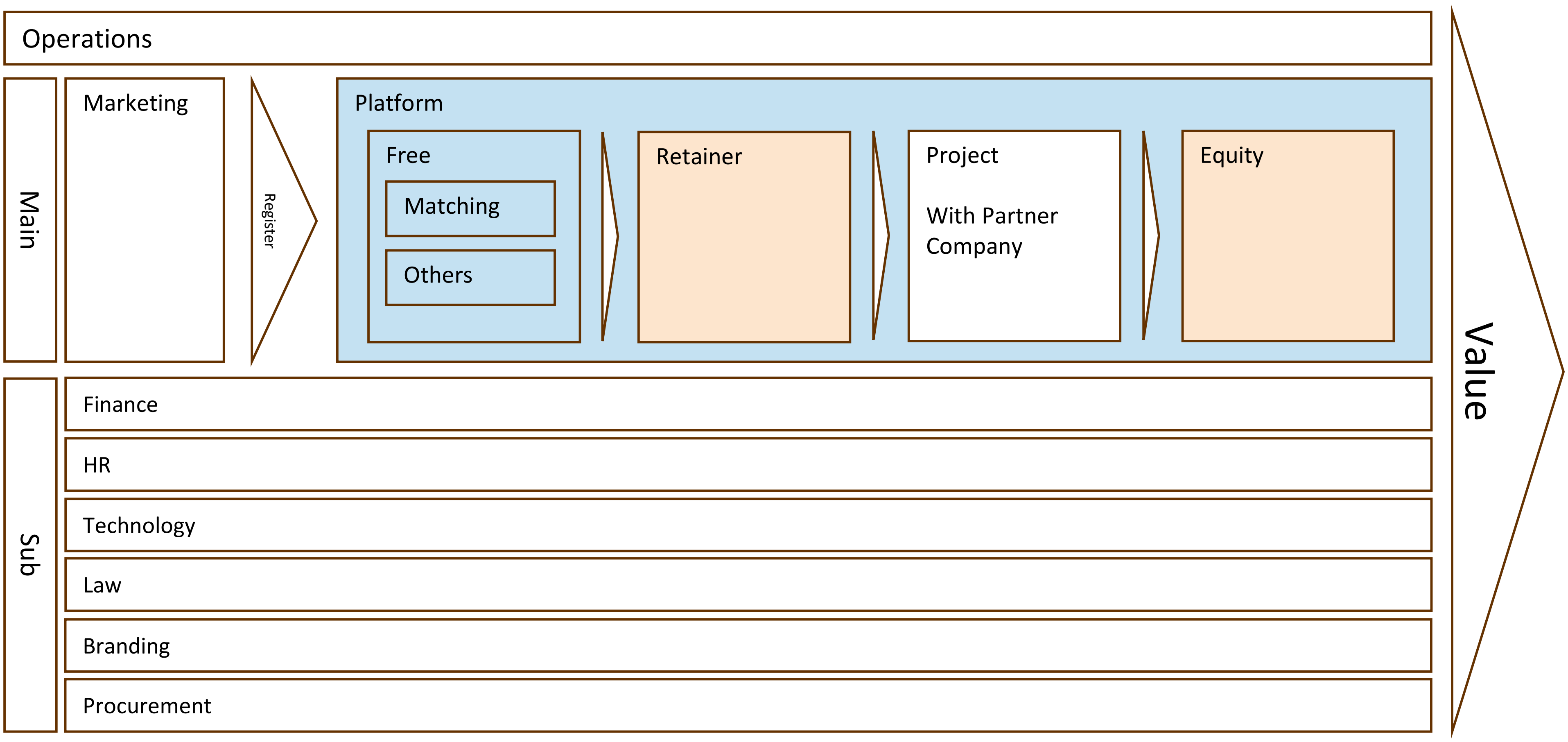
The following outlines our internal value chain. The names of the partner companies involved have been intentionally omitted.





SASAL Organization
CEO Message

Long-term relationships through providing value to each client.

"From Strategy to Co-Creation: Shaping the Future Beyond Borders“

SASAL was founded in 2022 as a strategic consulting firm. We began by supporting businesses with precise strategies and execution to tackle complex challenges.

However, the dynamics of the global market demand more than strategies—they require a new approach. In 2025, we evolved into the Cross Border Joint Venture Ecosystem, creating a framework that enables companies to co-create value that cannot be achieved alone by integrating diverse cultures, markets, and strengths.

Today, SASAL provides an environment where businesses can achieve sustainable growth across borders through our Cross Border Joint Venture Ecosystem. Building trust, fostering long-term partnerships, and delivering tangible results to every client—this is our mission.

The future expands through co-creation. Together with SASAL, let’s unlock new possibilities beyond borders.

Yurino. Sakamoto

SASAL Organization Team

Below is an overview of SASAL's team structure and its background. SASAL currently operates its business in collaboration with a total of seven companies.

Currently, SASAL is operating its business in collaboration with four directly contracted client companies and three partner companies(direct contracts: two accounting firms, one labor management firm, and one sales partner, partner companies: a system development firm, a UAE market-entry partner, and real estate firms operating in London and Japan).

In the past, we employed full-time staff and individual contractors; however, through this experience, we concluded that collaborating with specialized firms best suited to each function and role provides greater expertise, flexibility, and scalability.

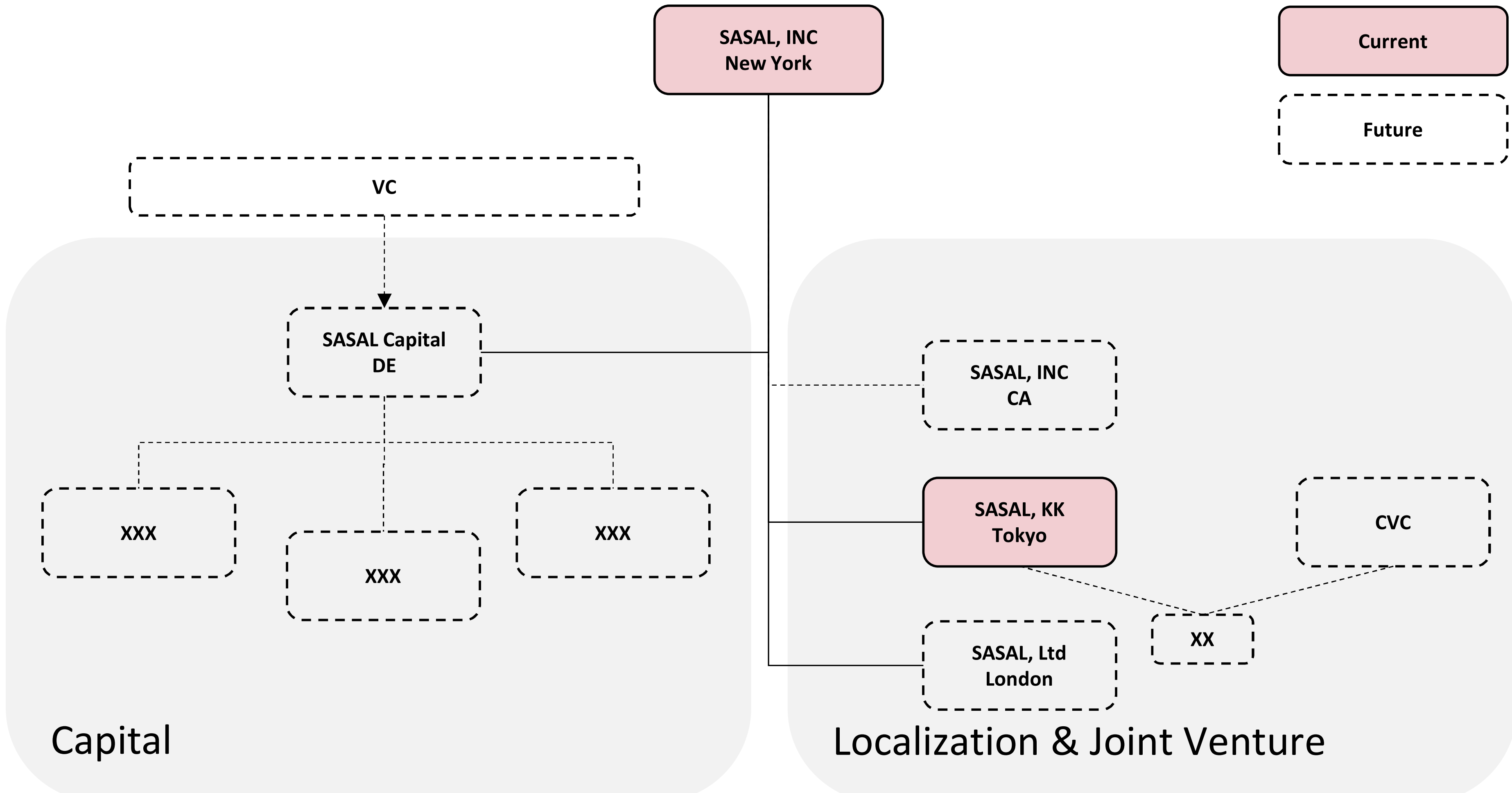
At present, SASAL retains responsibility for decision-making and overall structural design, while delivering support to each client company through an ecosystem-based model in partnership with external firms. Looking ahead, should the number or complexity of internal decision-making axes increase, we will selectively hire individuals as needed; however, our core policy remains to prioritize organizational design that maximizes value at the platform level.

Ask

SASAL seeks to build partnerships through co-creation based on clear business synergies, aiming to establish relationships that generate tangible value for both parties.

Ask
Resources

This diagram represents a reference for the future organizational structure currently envisioned by SASAL. We plan to continue refining and evolving this structure based on feedback from all stakeholders involved.



Ask

Next Step

The following outlines the next steps. We very much look forward to speaking with you.

Step 1 Initial contact from interested companies

representative@sasalinc.com

We would appreciate it if you could reach out to us with this pitch deck attached for your reference.

Step 2 Alignment discussions to understand strategic priorities
Step 3 Agreement on collaboration structure and move to execution
Step 4 To amplify mutual business synergies and build an even stronger relationship.

If you have questions, please get in touch with us.
https://sasalinc.com/qa

Thank you for reading this document.