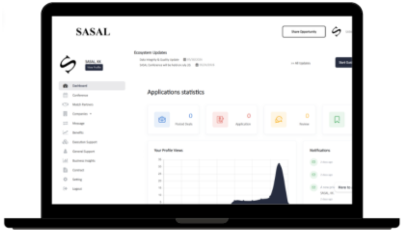
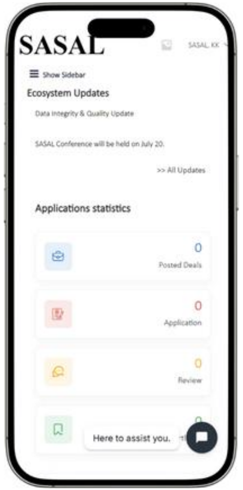




SASAL

Cross-Border Joint Venture Ecosystem

Process to Expand

This material is intended for startups and SMEs operating as business (operating) companies. For investment firms and enterprise companies, we have prepared a separate version. Please contact a SASAL representative for more information.

Target
Secondary Target
Out of Scope

< Company Size >

Startup

SMEs

Enterprise

×

< Company Type >

Operating Company

Investment Company

- SASAL Provides

End-to-End Support for Cross-Border Business Expansion

SASAL provides a one-stop, ecosystem-driven support solution for companies aiming to expand their businesses across borders, accelerating their growth and global scaling.

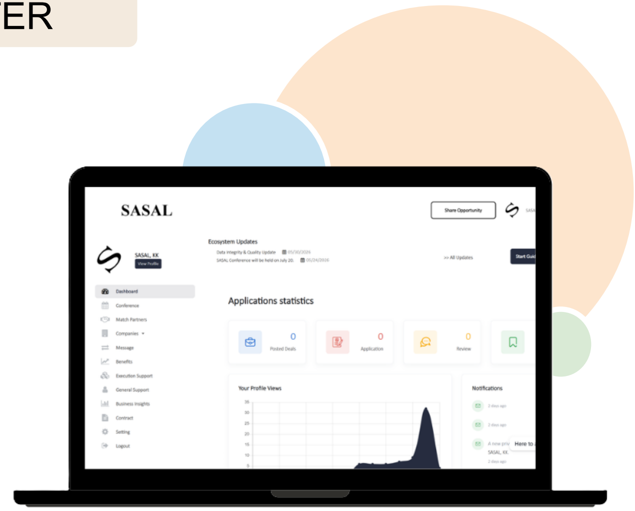
BEFORE

Cross-border business expansion

- Market Entry & Setup
  - Company Establishment
  - Visa & Immigration
  - Commercial Property Leasing
  - International Mobility Efficiency
- Legal, Compliance & Risk
  - Intellectual Property
  - Company Compliance
  - Contract Review
  - Inter-company Trouble
- Finance & Corporate Structure
  - Accounting
  - Fundraising Preparation
  - IPO Preparation & Structuring
  - Mergers & Acquisitions
- Optimization
  - Business Process Operation
  - AI Automation
- Talent & Organization
  - Internal Training & Enablement
  - Mentoring for Startups
- Business Development & Growth
  - Business Strategy Planning
  - Market Research
  - Cold Sales
  - Digital Marketing
  - Company Branding
  - Technology Product Inquiry

Each process must be managed internally, while also requiring the identification and coordination of external partner companies.

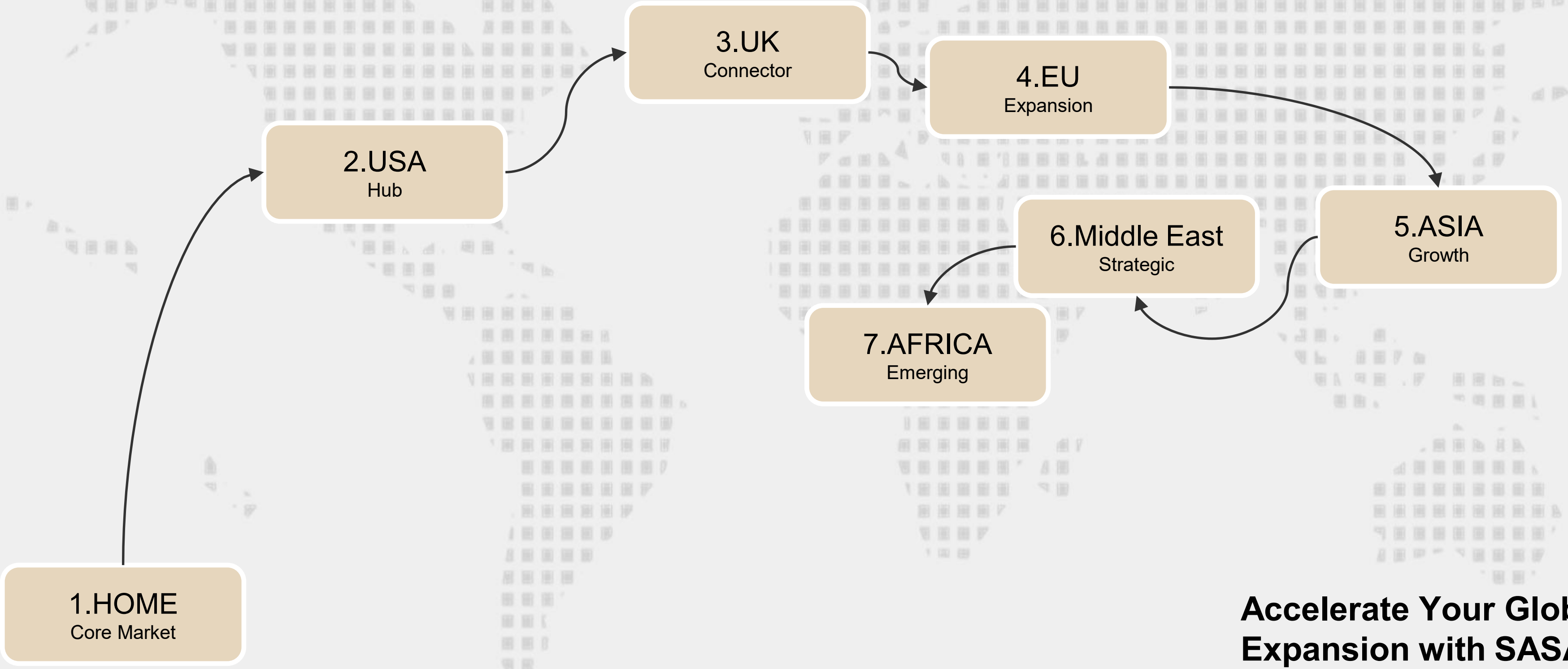
AFTER



Solve cross-border complexity through a single unified platform.

A Typical Global Expansion Path

Companies typically expand across global hubs and key regions, progressively building presence and partnerships to unlock further growth opportunities.



Accelerate Your Global Expansion with SASAL

Process to Expand

SASAL’s support is available starting at no cost. We encourage you to take advantage of it based on your company’s stage.

1. Complementary Support

Through the SASAL platform, you can gain access to curated services that support cross-border B2B expansion, at no cost.

2. General Support

If necessary

SASAL operates a platform that connects companies with high-fit partners and ensures continuous execution through structured coordination.

3. Execution Support

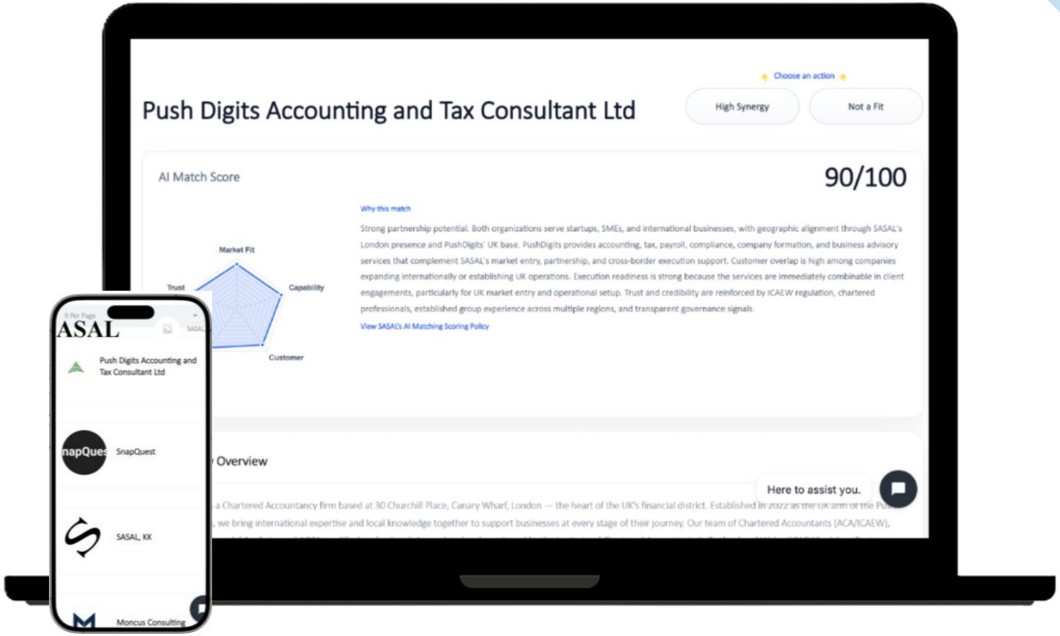
Execution phase requests can be submitted directly through the platform. Once a request is made, you will enter into a direct contract with the selected partner and proceed with the engagement

$0 USD / month

Complementary Support

Through the SASAL platform, you can gain access to curated services that support cross-border B2B expansion, at no cost.

- AI-Powered B2B Matching
- Exclusive Member Benefits
- Business Insights
- Private Messaging Between Users
- Access to SASAL Conferences

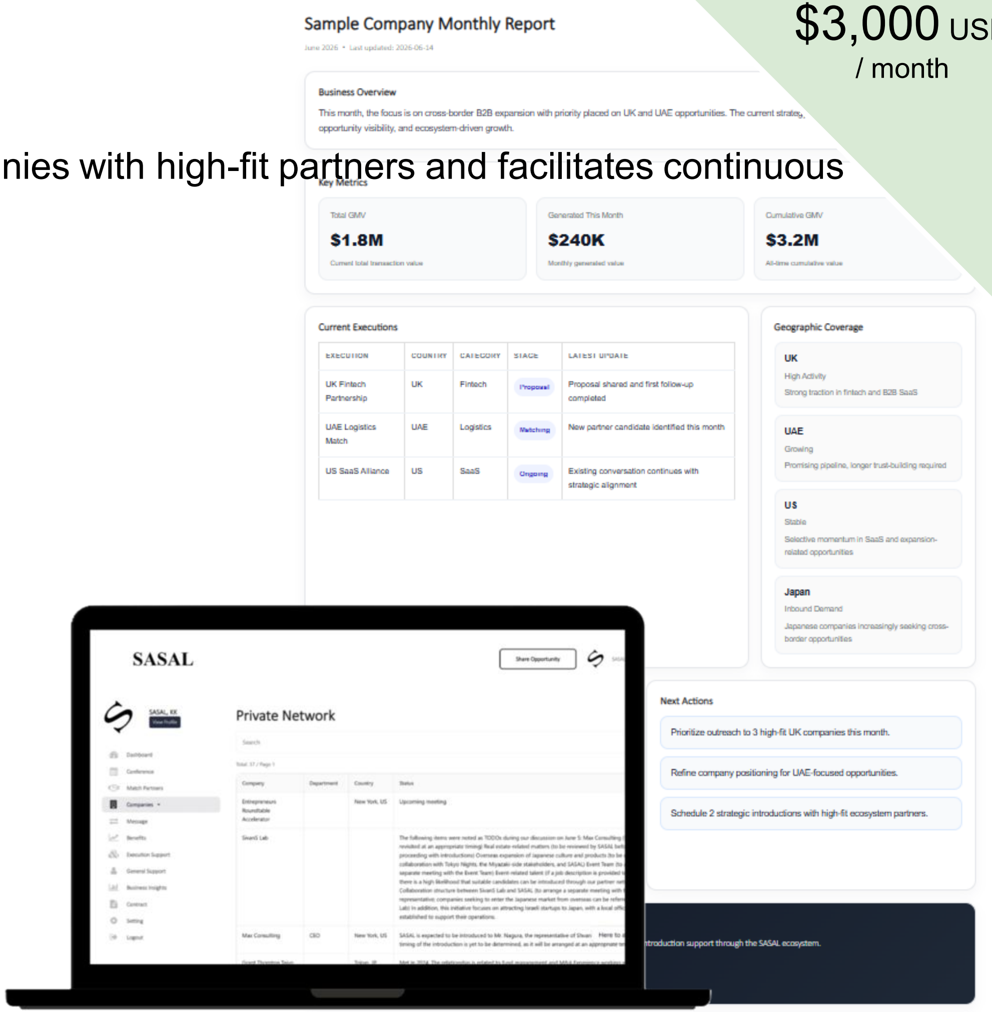


Conference participation may require a separate fee. All other services are completely free of charge.
As these services are offered on a complimentary basis, we kindly ask all users to adhere to the platform's policies.

General Support

SASAL operates a platform that connects companies with high-fit partners and facilitates continuous execution through structured coordination.

$3,000 USD
/ month



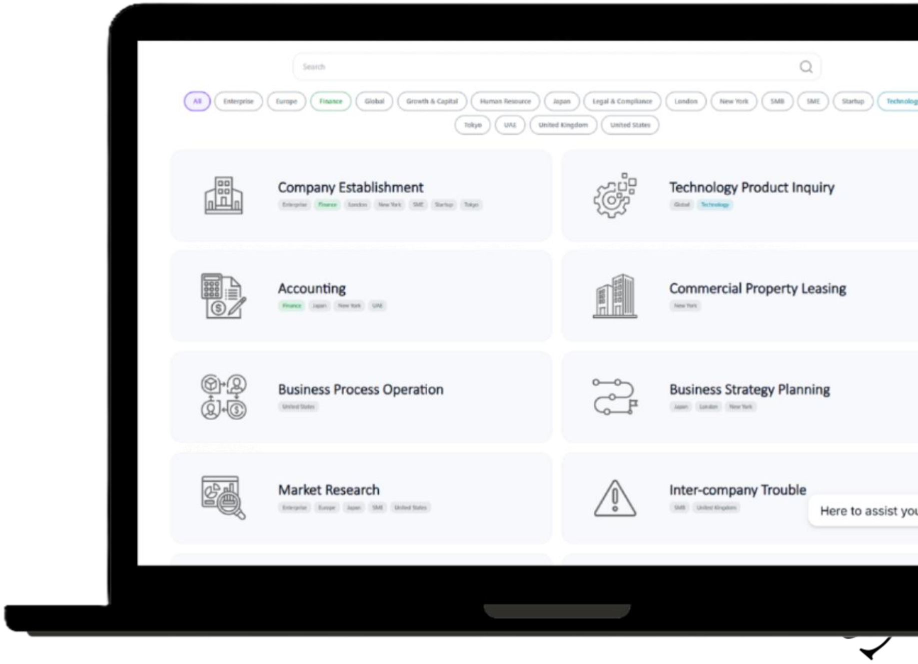
- Monthly Alignment Sessions
- Performance Tracking & Reporting
- Curated Introductions to High-Fit Partners
- Access to an Exclusive Private Network

contract
/ project

Execution Support

Execution phase requests can be submitted directly through the platform. Once a request is made, you will enter into a direct contract with the selected ecosystem partners and proceed with the engagement. If the introduced partner is not a suitable fit, alternative partners can be proposed.

NTT DATA
SMBC
VISA
NTT Communications
CASIO
MEXT MINISTRY OF EDUCATION, CULTURE, SPORTS, SCIENCE AND TECHNOLOGY-JAPAN
Asahi



“Customers” include not only outcomes delivered through partners, but also SASAL’s direct execution achievements prior to the platform launch. Currently, SASAL is focused on its role as an ecosystem operator and does not provide direct execution support.

B2B networking for customer acquisition

The following is a case of how a startup has leveraged SASAL.

Size	Support
Startup	**Complementary Support**
SMEs	General Support
Enterprise	Execution Support

While having worked at several large corporations across multiple countries, the individual developed an interest in entrepreneurship and established a company based on a business model that requires external funding. As the newly established entity has not yet generated revenue, they continue their corporate role while utilizing their available time to engage with the SASAL platform and its monthly events, expanding their network and building connections with business leaders.

New York Market Entry

The following is a use case of how an SME leveraged SASAL for its expansion into the New York market, utilizing both General Support and Execution.

Size	Support
Startup	Complementary Support
SMEs	**General Support**
Enterprise	**Execution Support**

In entering the New York market, the client required comprehensive support. SASAL provided General Support while outsourcing Execution to a local partner, successfully completing the company's incorporation. The client continues to leverage General Support while actively driving business expansion. Taking into account the client's organizational readiness and situation, we provide approximately two company introductions per month.

United States Market Research

Bridging internal gaps by connecting with the right local expertise.

Size	Support
Startup	Complementary Support
SMEs	General Support
Enterprise	Execution Support

Although the client had already established a local subsidiary, internal communication challenges led them to engage us as a third party to conduct a local market assessment. Based on the findings, they proceeded to conduct interviews with the local subsidiary to better understand the actual market conditions.

Europe Market Research

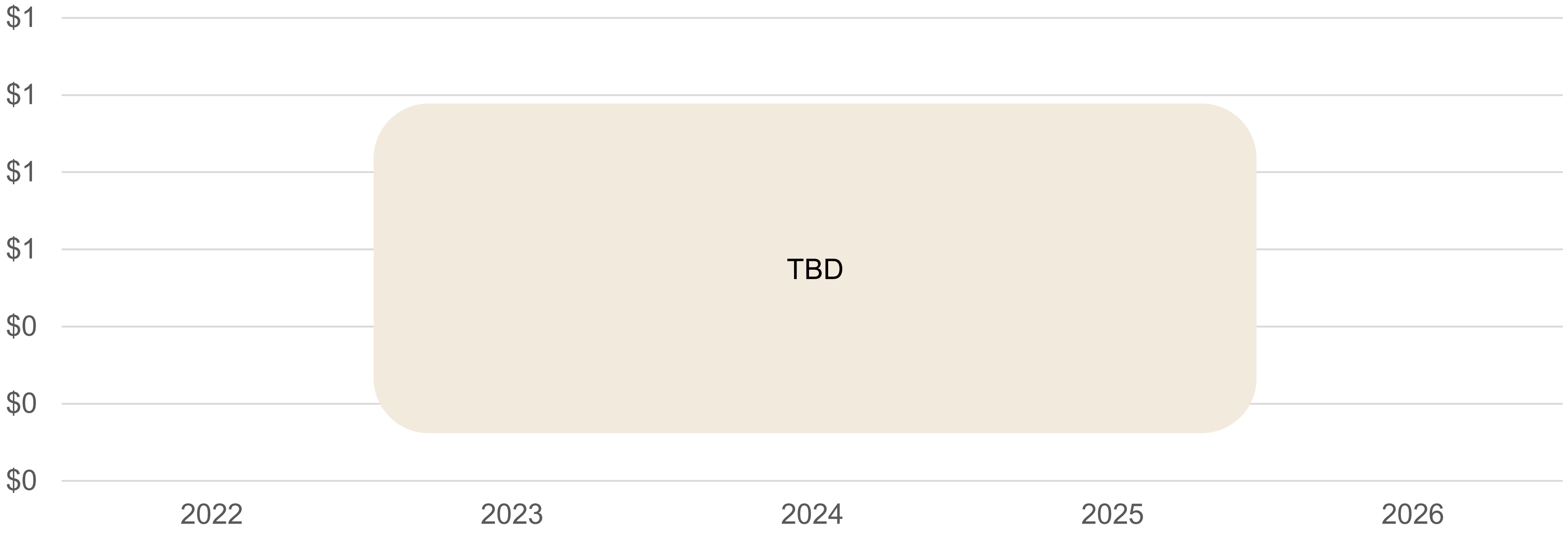
Expanding into Europe through the right partners and execution support.

Size	Support
Startup	Complementary Support
SMEs	General Support
Enterprise	Execution Support

To determine the most suitable market for expansion based on the client's existing business, we conducted a collaboration opportunity analysis across multiple European countries. Additionally, we were engaged to provide follow-on support, including administrative assistance such as arranging business travel.

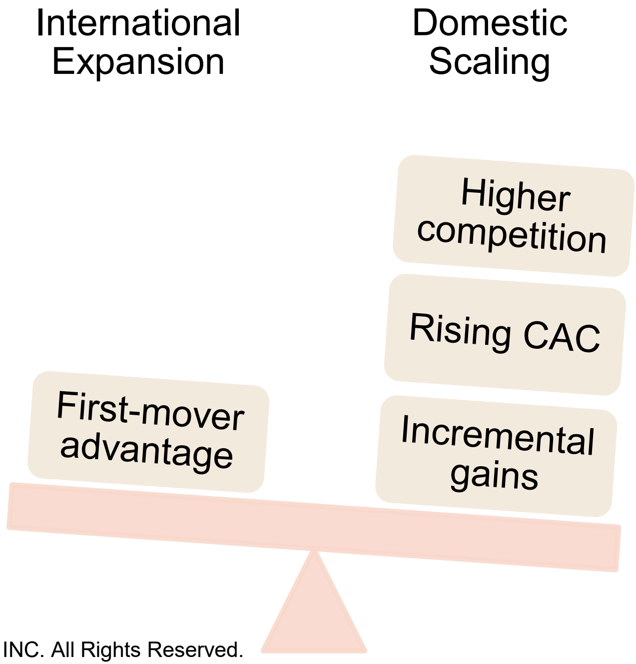
Total Ecosystem Transaction Value

As a cross-border ecosystem, SASAL uses the total transaction value within the platform as a key metric.
The growth of this metric reflects the expansion of value creation across all participating companies.
We look forward to growing this ecosystem together with you and delivering greater value over time.



International Expansion is a Capital Allocation Decision

In global expansion, the key constraint is not cost, but the time needed to adapt to local market practices. Given limited visibility into competitors' actions, it is strategic to enter the market gradually, building presence early so that rapid scaling can be executed when the right opportunity emerges.



Early market entry has a significant impact on market structure, brand positioning, and customer acquisition.

In international markets, where competitive positions are fragmented by country, first-mover advantages are more likely to emerge.

Therefore, companies should compare the time and cost required to gain ranking and share in domestic markets with the opportunities available in international markets, and make strategic decisions accordingly.

SASAL, INC

Business	Cross-Border Joint Venture Ecosystem
Company Name	SASAL, INC
CEO	Yurino Sakamoto
Address	136 Madison Avenue, New York, NY 10016
Established	Oct. 2022
Capital Stock	100,000 USD
Fiscal Closing Date	Sep 30. annually

E-mail	representative@sasalinc.com
Intellectual Property	“SASAL” – United States Patent and Trademark Office (USPTO), Registration No. 7968614
Portfolio	SASAL KK (Japan)
Bank	JP Morgan Chase Bank
Donation	United Nations Foundation
Organization	• New York Chamber of Commerce • Manhattan Chamber of Commerce

Oct

2022

Establish a company in Japan as a strategic Consulting Company

Jul

2023

Establish a company in New York as a Cross Border Joint Venture Ecosystem.

Apr

2026

To expand our presence in the European market, we are entering the London market.

The World SASAL Envisions

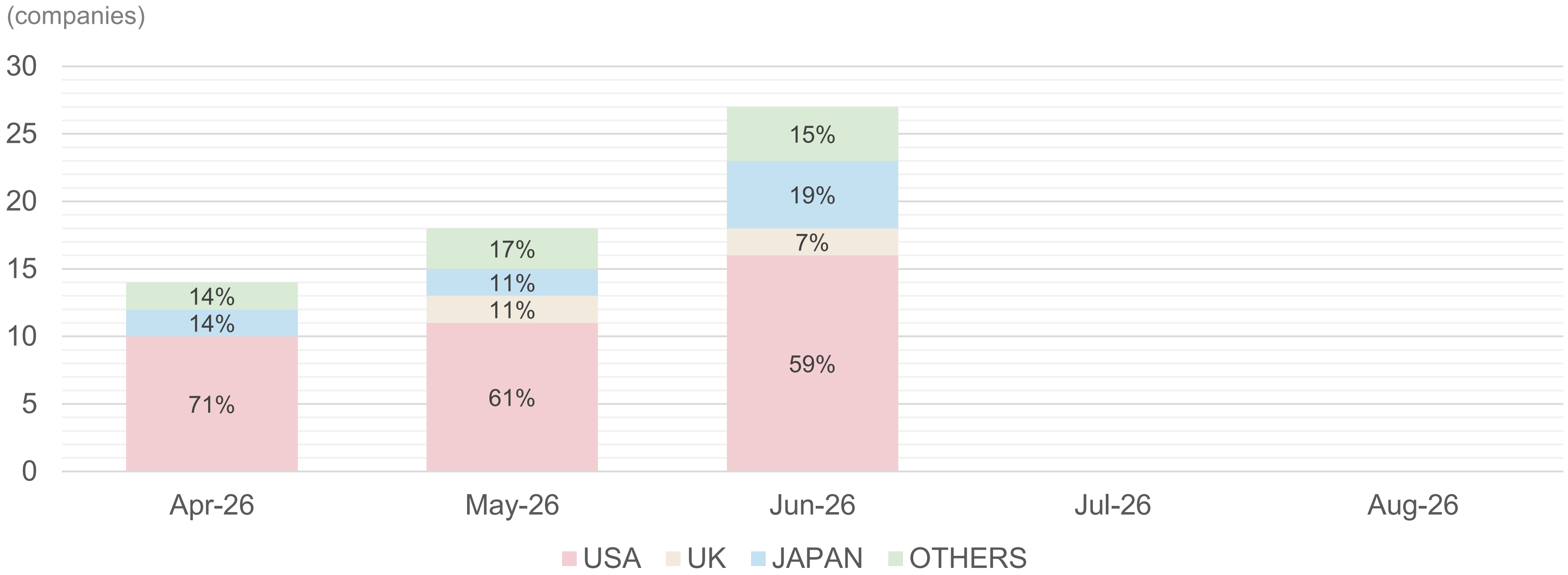
The World SASAL Envisions

Building a world where companies create value together across borders

The world SASAL aims to build is one where companies naturally create value together across borders, beyond the constraints of countries and corporate boundaries. Traditionally, businesses have operated under the premise of individual growth. However, as industries become more advanced and increasingly globalized, it is becoming progressively more difficult for any single company to create meaningful value on its own. Each company possesses unique strengths. Some have market access, others bring technology, while others contribute capital or networks. The fact that these strengths remain fragmented across borders is what limits the value that could otherwise be realized. SASAL is working to transform this structure. Rather than simply connecting companies, we design and integrate strategy and execution into a unified process. By combining diverse companies, geographies, and resources, we enable the creation of businesses that cannot be achieved independently. We aim to make cross-border business creation not a special challenge, but a rational and repeatable option. By structuring previously uncertain decision-making, transforming accidental partnerships into intentional ones, and evolving short-term relationships into long-term value creation, we are redefining how companies collaborate globally. The future is not one where companies succeed independently, but where value is maximized through co-creation. SASAL is building the infrastructure for that future, continuously redefining how collaboration across borders can be realized.

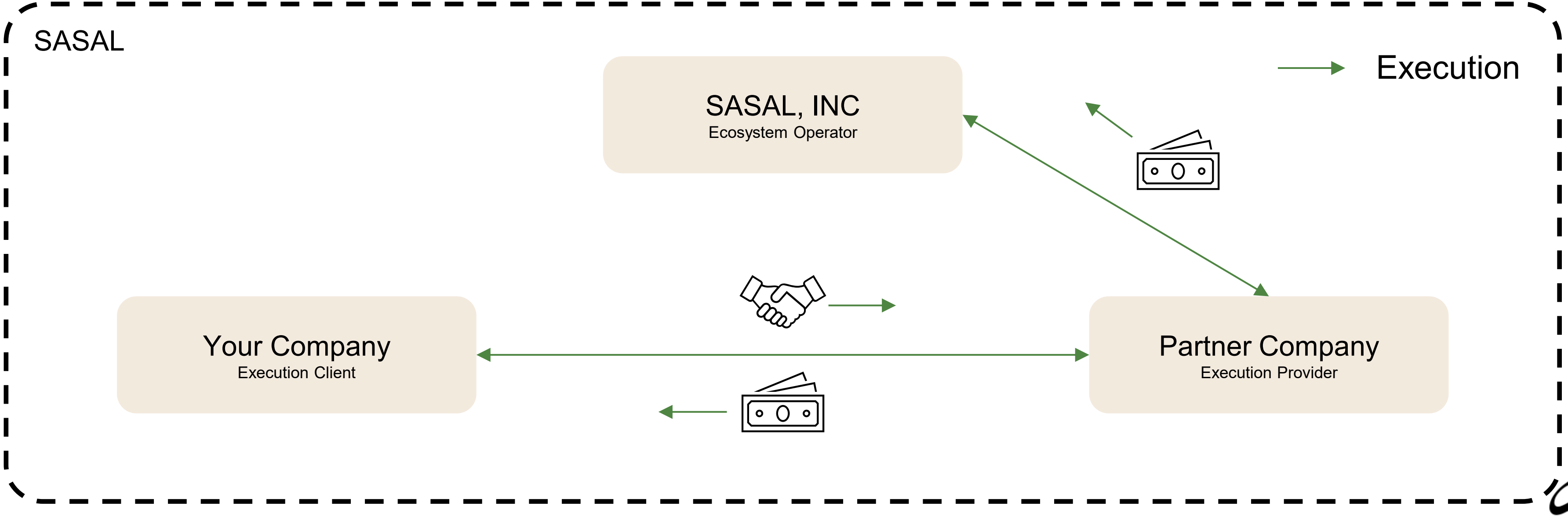
Build internally or move faster with the right ecosystem.

Leveraging the SASAL ecosystem provides immediate access to high-level local expertise and enables rapid execution. With a flexible engagement model, you can terminate at your own discretion when no longer needed.



Disclosure of Referral Fees

SASAL may receive referral fees from partner companies responsible for execution. Due to the nature of certain business models, including those involving licensed professionals, disclosure obligations may arise. Accordingly, SASAL requests all partner companies, regardless of industry, to clearly itemize any referral fees in their invoices. Please note that any introduction provided does not obligate you to enter into a contract. You are free to decide, at your sole discretion, whether to proceed with any engagement.



Frequently Asked Questions

Q. Do I need to make a contract to General Support?
No, it is not mandatory. You can use the SASAL platform and matching features without subscribing. However, if you require direct support from SASAL, including customized engagement, a General Support contract is required.

Q. Am I required to sign a contract after being introduced to a company?
No, there is no obligation. If there is no fit, you are free to decline. You may also request additional introductions to other companies.

Q. How does SASAL generate revenue?
SASAL may receive referral fees from partner companies. However, introductions do not obligate you to enter into any agreement.

Q. Is the platform free to use?
Yes. Registration and the use of matching features on the platform are available at no cost.

Q. How many companies can I connect with?
It depends on each company's effort and engagement. However, as all participants are part of the SASAL ecosystem, connections are typically more targeted and effective compared to cold outreach.

Q. Do you focus on specific sectors or industries?
No, SASAL does not limit its focus to specific sectors. However, geographic coverage is primarily centered on: New York, London, and Tokyo.

Thank you.

Join SASAL