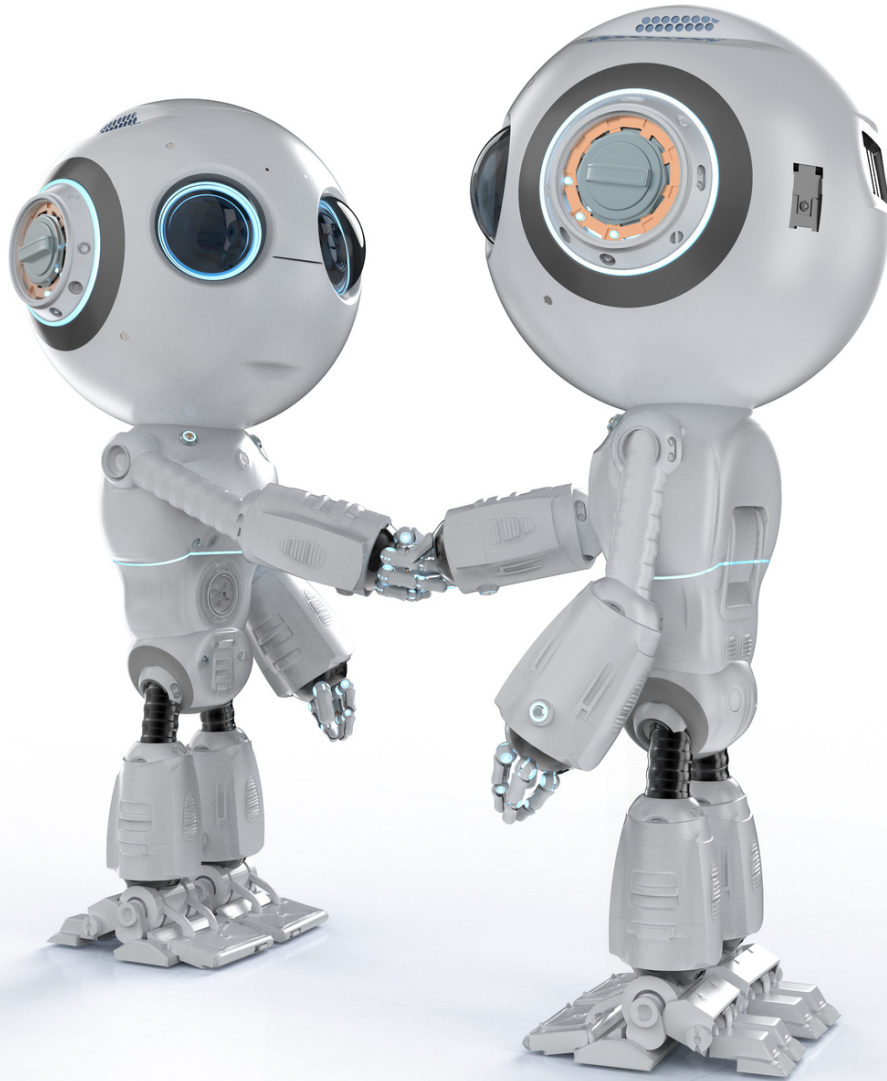Second quarter of fiscal year ending March 2022 (FY2022)

Financial Report

BlueMeme Inc.
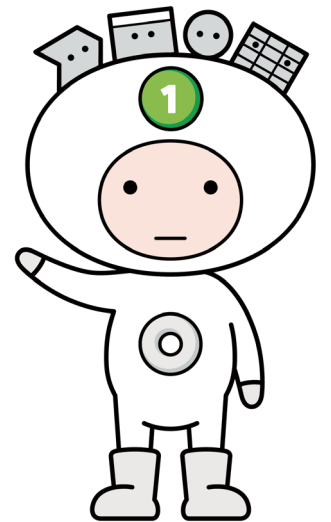
18th November 2021

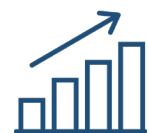# Contents

*Figures in this document have been rounded down to the nearest whole number, and percentages have been rounded to the first decimal place

Results for 2Q of FY2022 (Apr.2021-Mar.2022)

bluememe
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Results for 2Q of FY2022

Net Sales **463** **million yen**

Progress rate
46.1%

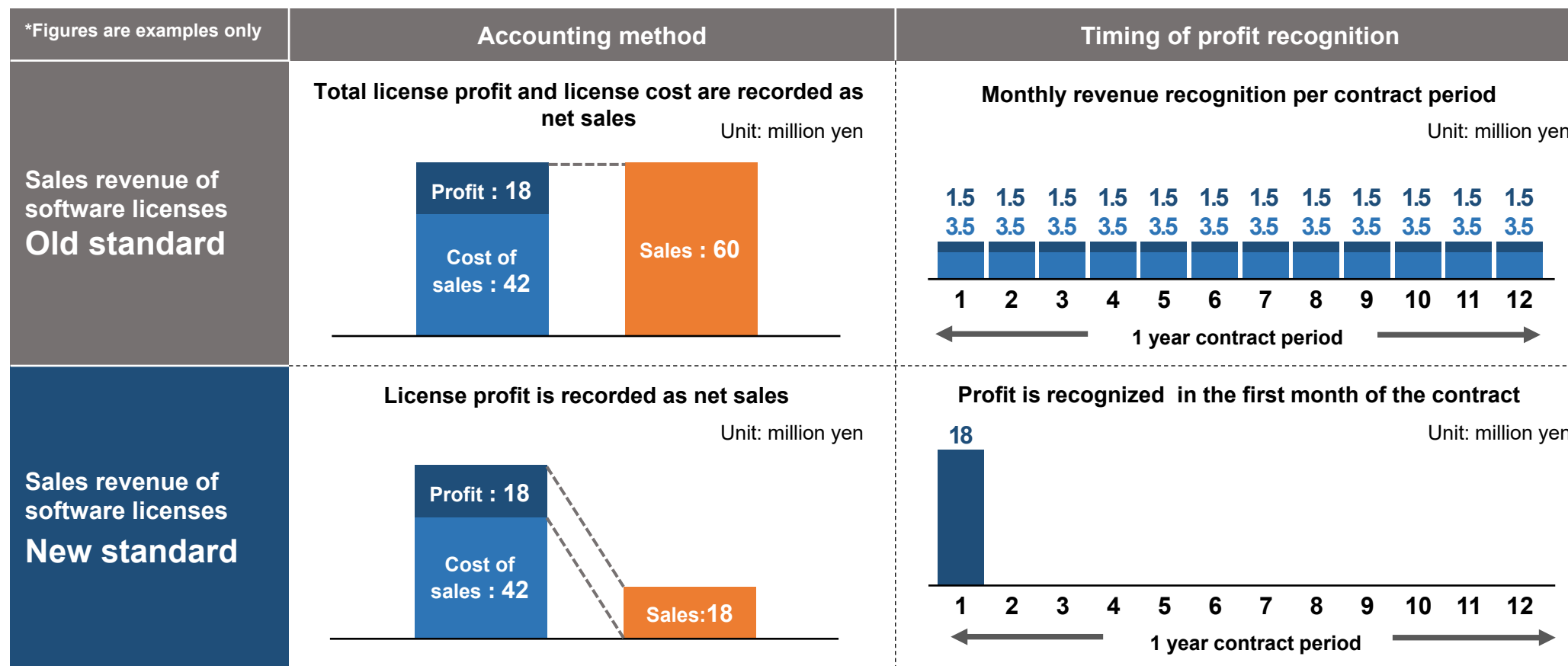**Operating Profit** **96** **million yen**

Progress rate
72.4%

- **Remote work has increased as a result of the pandemic.**
- **Remote work has expanded, especially temporarily in Fukuoka and Okinawa offices.**
- **Development efficiency has improved with remote work.**

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Application of the New Revenue Recognition Accounting Standard : Overview

A new revenue recognition accounting standard has become effective for FY2022. This will change the method and timing of revenue recognition for software license sales. The impact on "Professional Services" is very small.

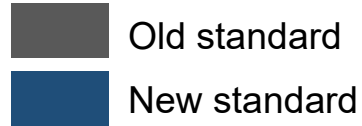| *Figures are examples only	Accounting method	Timing of profit recognition
Sales revenue of software licenses Old standard	**Total license profit and license cost are recorded as net sales** — Unit: million yen — Profit : 18, Cost of sales : 42, Sales : 60	**Monthly revenue recognition per contract period** — Unit: million yen — 1.5 / 3.5 for months 1–12, 1 year contract period
Sales revenue of software licenses New standard	**License profit is recorded as net sales** — Unit: million yen — Profit : 18, Cost of sales : 42, Sales:18	**Profit is recognized in the first month of the contract** — Unit: million yen — 18 in month 1, 1 year contract period

*The cumulative effect of the new standard retrospectively prior to the beginning of the year is added to retained earnings at the beginning of the year.

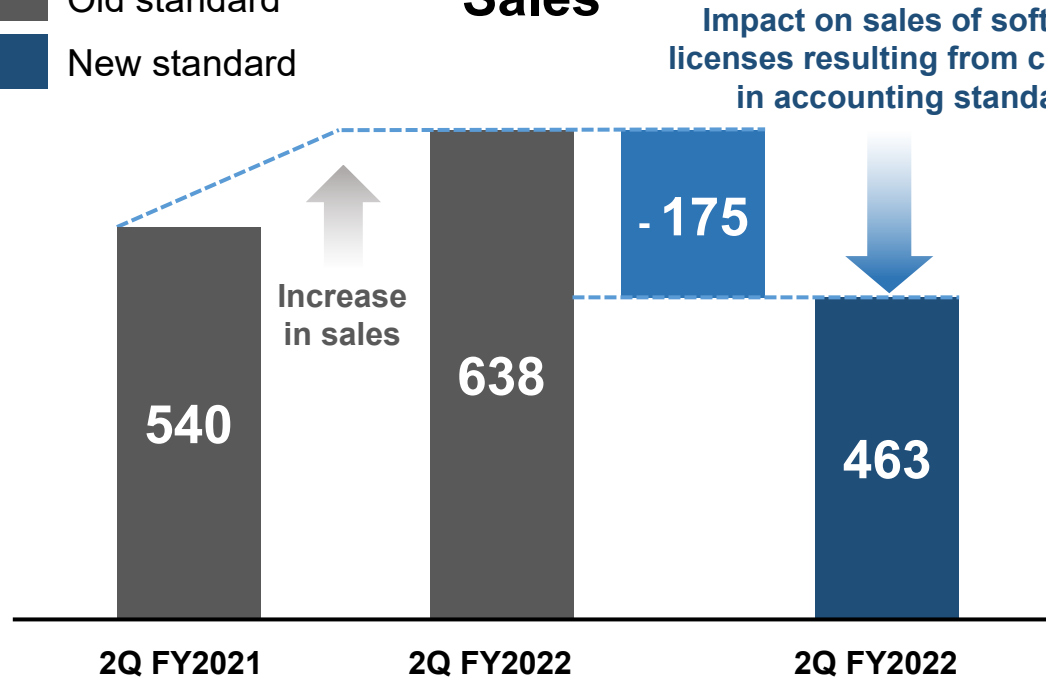**bluememe**
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Impact of the Application of the New Revenue Recognition Accounting Standard

The impact of the adoption of the new standard on 2Q is as follows.
Increased profits due to increased sales.

Unit: million yen

Old standard
New standard

Sales

Operating Profit

Impact on sales of software licenses resulting from changes in accounting standard

-175

Increase in sales

540

638

463

2Q FY2021   2Q FY2022   2Q FY2022

8

Impact on profit of software licenses resulting from changes in accounting standard

Increase in profit due to higher sales

48

88

96

2Q FY2021   2Q FY2022   2Q FY2022
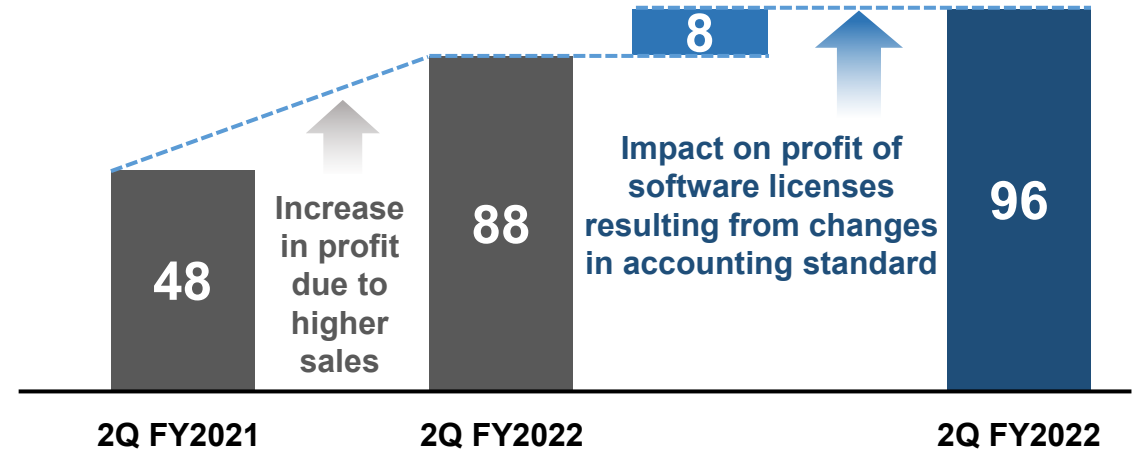
*Figures calculated in accordance with previous standard are for reference only as they have not been reviewed by an auditor.

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Results for the First Half of FY2022 (New Standard)

Despite a slight slowdown in sales progress, results are in line with the expectation.

New Standard / Unit: million yen

	FY2022				
	1Q	**2Q**	**First Half (Cumulative)**	**Full Year Forecast**	**Progress Rate**
Net Sales	426	463	889	1,931	46.1%
Operating Profit	74	96	171	236	72.4%
Ordinary Profit	62	94	156	223	70.1%
Net Profit	42	64	107	148	72.5%

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[Reference] Results for the First Half of FY2022 (Old Standard)

Increase in sales and profits in all categories calculated on the basis of the old standard.

Old Standard / Unit: million yen

	FY2021			FY2022			
	1Q	2Q	First Half (Cumulative)	1Q	2Q	First Half (Cumulative)	Changes
Net Sales	485	540	1,025	614	638	1,253	22.2%
Operating Profit	0	48	48	81	88	169	246.9%
Ordinary Profit	0	47	47	69	85	154	226.9%
Net Profit	- 0	36	35	51	54	105	193.0%

*Figures calculated in accordance with the previous standard are for reference only as they have not been reviewed by an auditor.
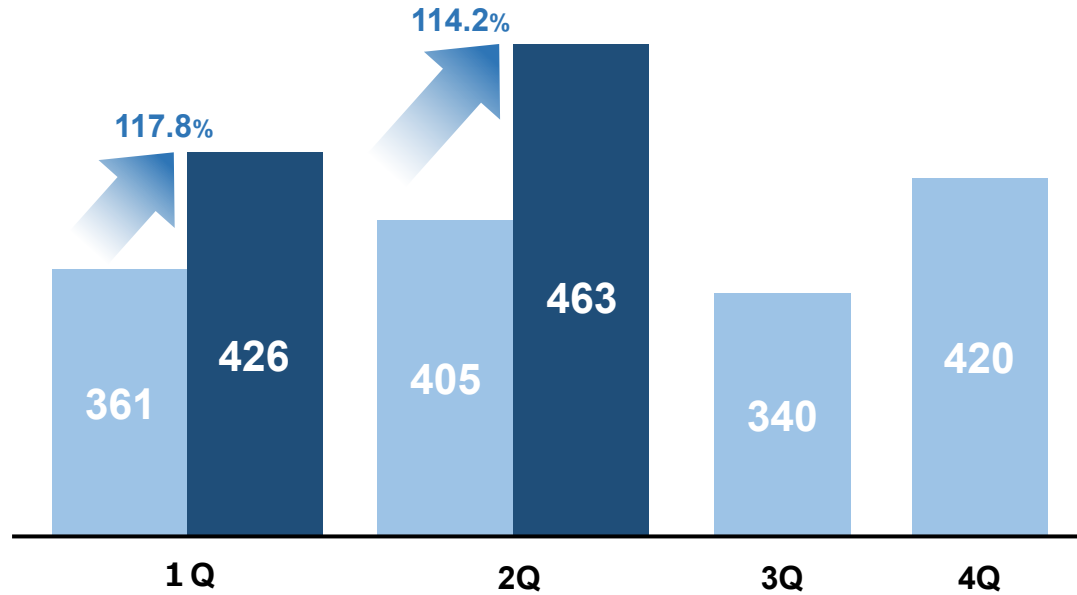
bluememe
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Quarterly Results (New Standard)

Sales have been stable and continue to grow compared to the same period previous year.
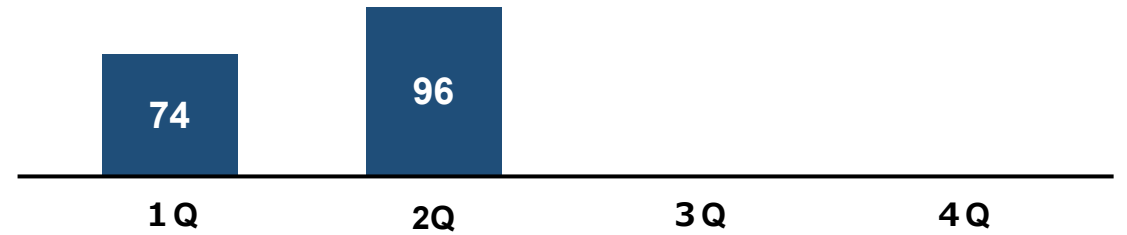
Unit: million yen

FY2021
FY2022

Sales

Operating Profit

Operating profit for FY2021 is not disclosed due to difficulties in calculation.

117.8%

114.2%

	1 Q	2Q	3Q	4Q
FY2021	361	405	340	420
FY2022	426	463		

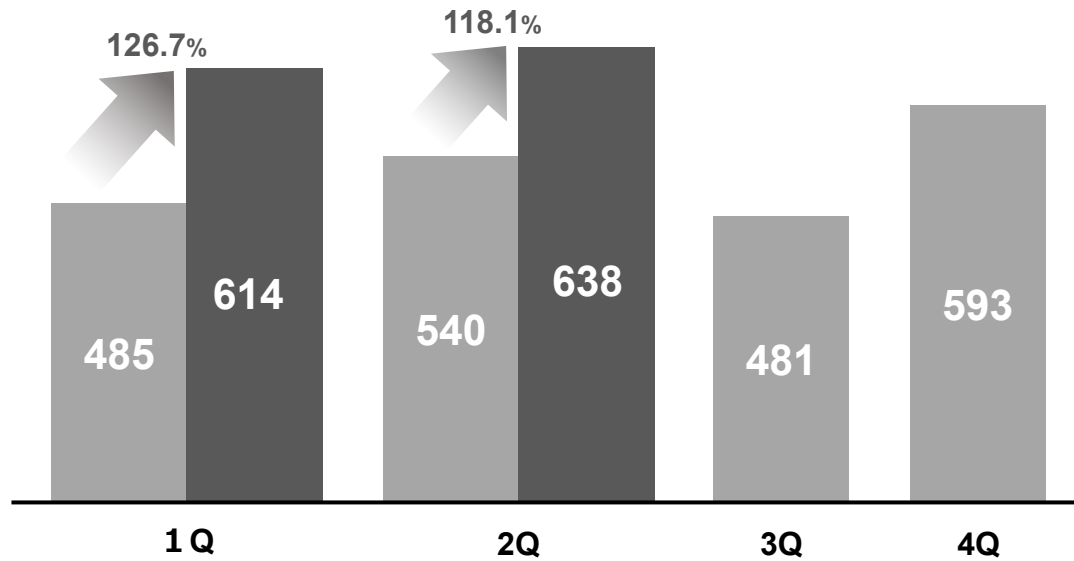|	1 Q	2Q	3 Q	4 Q
Operating Profit	74	96		

*Figures calculated in accordance with the new standard for FY2021 are indicative, as they have not been reviewed by an auditor.

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[Reference] Quarterly Results (Old Standard)

Unit: million yen
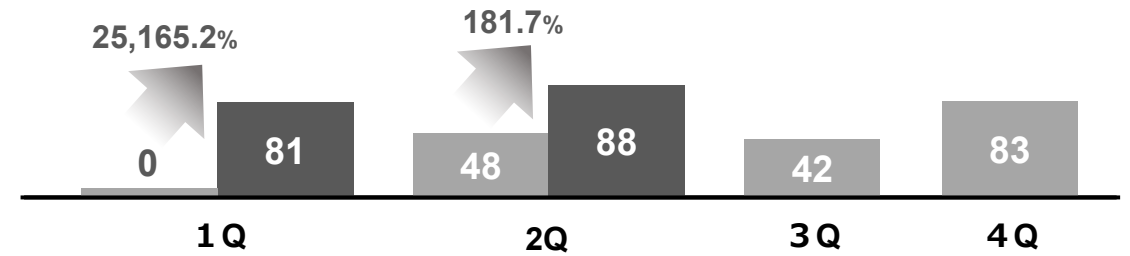
FY2021
FY2022

Sales

Operating Profit

126.7%
118.1%

485 | 614
540 | 638
481
593

25,165.2%
181.7%

0 | 81
48 | 88
42
83

1 Q   2 Q   3 Q   4 Q

1 Q   2 Q   3 Q   4 Q

*Figures calculated in accordance with the previous standard are for reference only as they have not been reviewed by an auditor.

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[Reference] Quarterly Sales by Business Segment (New Standard)

The following table shows the quarterly sales for each business segment.

Unit: million yen

- Software license sales
- Professional services

FY2021 — 1Q, 2Q, 3Q, 4Q

	Software license sales	Professional services
1Q	52 / 14.5%	309 / 85.5%
2Q	55 / 13.8%	349 / 86.2%
3Q	74 / 21.8%	266 / 78.2%
4Q	57 / 13.8%	362 / 86.2%

FY 2022 — 1Q, 2Q, 3Q, 4Q

	Software license sales	Professional services
1Q	48 / 11.3%	378 / 88.7%
2Q	70 / 15.2%	392 / 84.8%

*Figures calculated in accordance with the new standard for FY2021 are indicative, as they have not been reviewed by an auditor.
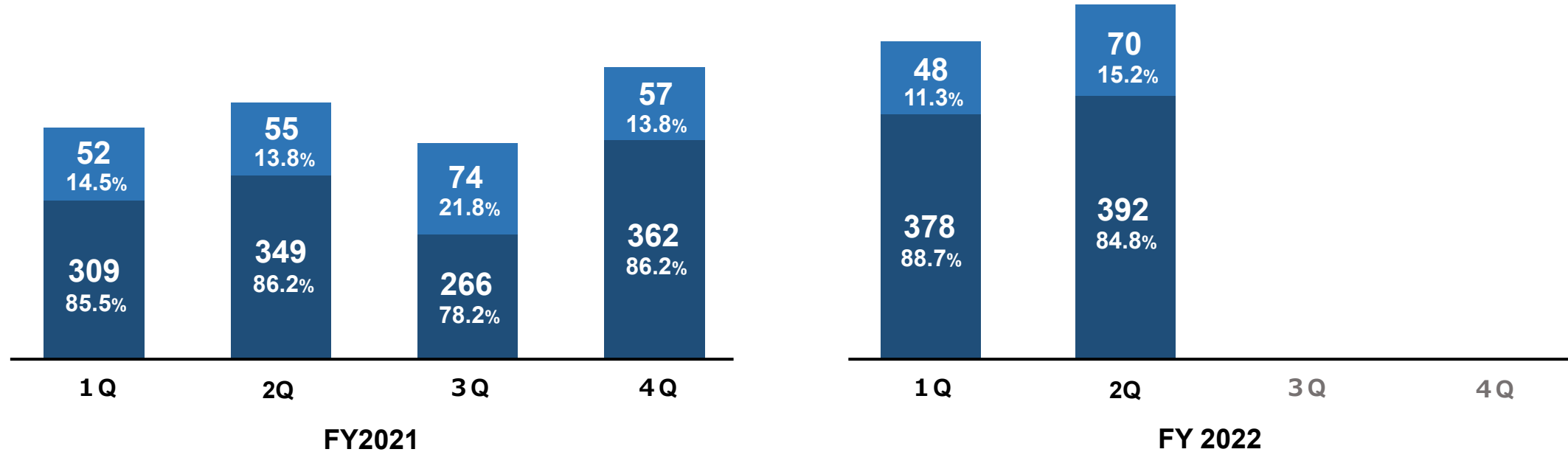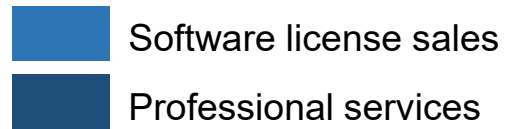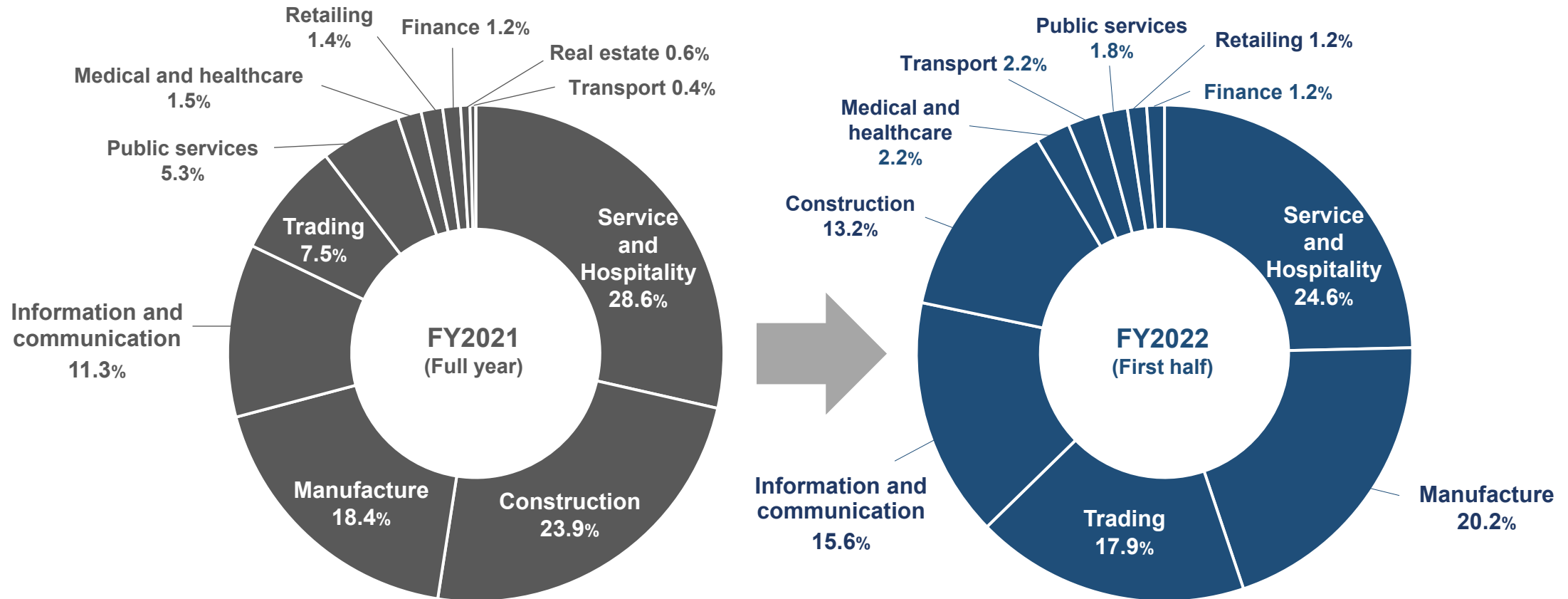
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Percentage of Received Orders by Customers Industry

Our five main customer sectors are services, construction, manufacturing, information and communications, and trading.


FY2021 (Full year)

- Service and Hospitality 28.6%
- Construction 23.9%
- Manufacture 18.4%
- Information and communication 11.3%
- Trading 7.5%
- Public services 5.3%
- Medical and healthcare 1.5%
- Retailing 1.4%
- Finance 1.2%
- Real estate 0.6%
- Transport 0.4%

FY2022 (First half)

- Service and Hospitality 24.6%
- Manufacture 20.2%
- Trading 17.9%
- Information and communication 15.6%
- Construction 13.2%
- Medical and healthcare 2.2%
- Transport 2.2%
- Public services 1.8%
- Retailing 1.2%
- Finance 1.2%

*Excludes customers of training services as they account for a small proportion of the total.

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Number and Classification of Employees in Our Group

The sales and administration departments have been strengthened to support the professional service, which consists of engineers belonging to our engineering department and our partners.
The number of employees in the administration department has been increased in anticipation of post-listing disclosure.

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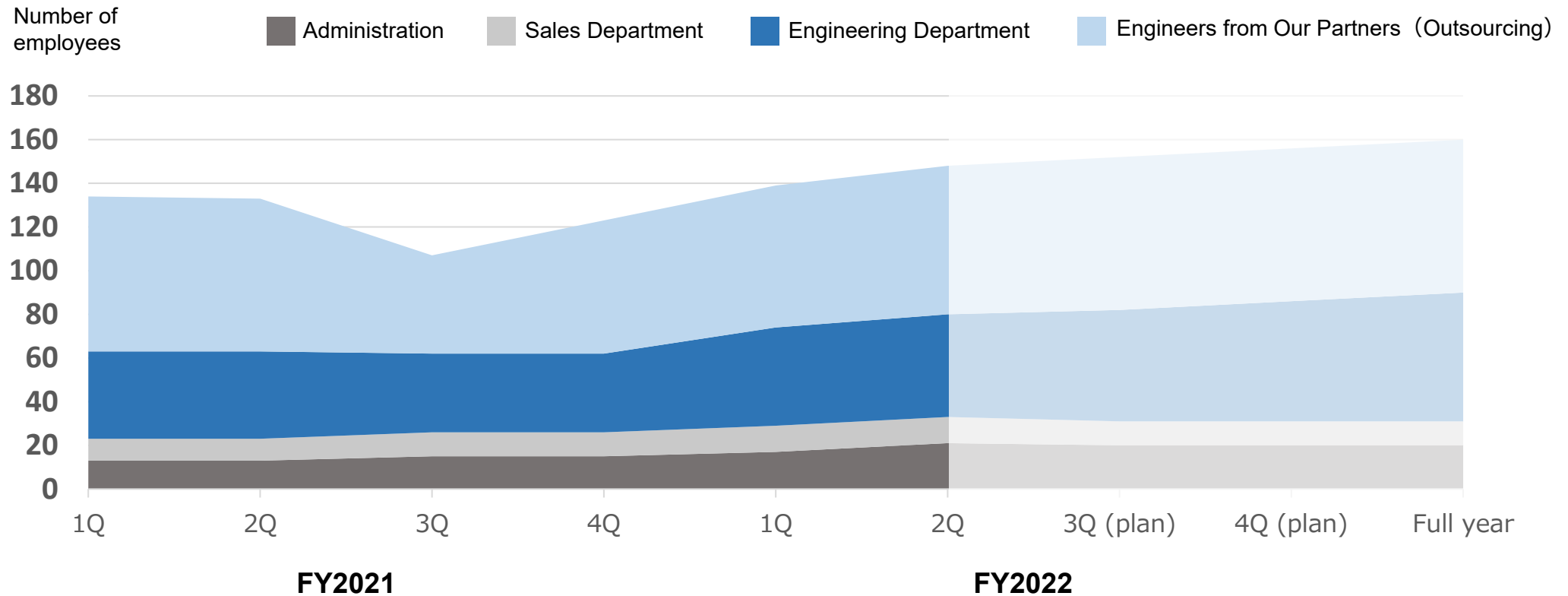
Major Event in 2Q of FY2022

Conclusion of a Basic Agreement with Ricksoft

We signed a basic agreement with Ricksoft Co., Ltd. (Mothers: 4429) to jointly develop agile management tools for low-code development platforms.

*Excerpt from the press release disclosed on 13 October 2021.

Forecast and Key Initiatives for the Full Year

Forecast for FY2022 (New Standard)

The business is expected to grow steadily. Additional recruitment is planned for the second half of the year.
There is no change to the full year forecast at present.

New Standard / Unit: million yen

	FY2022							
	1Q	**2Q**	**3Q**	**4Q**	**First Half (Cumulative)**	**Full Year forecast**	**Progress Rate**
Net Sales	426	463			889	1,931	46.1%
Operating Profit	74	96			171	236	72.4%
Ordinary Profit	62	94			156	223	70.1%
Net Profit	42	64			107	148	72.5%

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[Reference] Forecast for FY2022 (Old Standard)

The figures in accordance with the old standard are as follows.

Old Standard / Unit: million yen

	FY2021					FY2022				First Half (Cumulative)	Full Year Forecast	Progress Rate
	1Q	2Q	3Q	4Q	Full Year	1Q	2Q	3Q	4Q			
Net Sales	485	540	481	593	2,101	614	638			1,253	2,648	47.3%
Operating Profit	0	48	43	83	175	81	88			169	240	70.4%
Ordinary Profit	0	47	42	84	174	69	85			154	227	68.0%
Net Profit	- 0	36	26	68	130	51	54			105	150	69.9%

*Figures calculated in accordance with the previous standard are for reference only as they have not been reviewed by an auditor.

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FY2022: Market Conditions and Our Initiatives for the Year

Market Conditions

**The acceleration of DX has stimulated investment in IT
The need for replacement of outdated systems is on the rise**

Demand for IT investment continues to be strong, driven by the continuation of DX in Japanese companies and the expansion of remote working due to the pandemic.

There is a growing demand, particularly among large companies, to modernize their outdated systems to accommodate the diversification of work styles and the use of digital technologies in business. The demand for system development using low code is stable.

Initiatives throughout the Year

Improved methodology and employee training required to meet customer needs for system replacement

Continuous improvements in "AGILE-DX", our unique methodology for renewing outdated systems that have become obstacles for in-house system development in Japanese companies.

The recruitment and training of low-code engineers will be carried out in the second half of the year to meet the growing need for entrusted development due to the shortage of IT engineers in the system development market.

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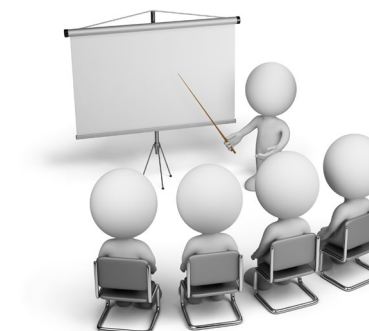
FY2022: Preventive Measures against COVID-19

Impact on Work Environment

Delays in decision-making for some customers in the first half of the year
Possible impact on potential customers in the second half of the year

In the first half of the year, there were some delays in customer decision-making since our sales and professional services were mainly carried out remotely. However, there were no other significant effects.

In the second half of the year, some customers may continue to experience delays in decision making and the government's response to the pandemic may impact on IT investment of new potential customers.
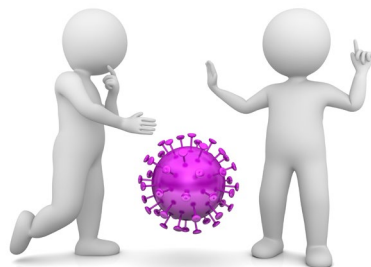
Initiatives throughout the Year

Sales activities have been carried out mainly online targeting 70% of employees work from home

With the decrease in the number of Covid-19 cases in Japan, face-to-face meetings have been increasing, but online meetings are expected to continue. Therefore, we are planning to improve our online sales process from a long-term perspective.
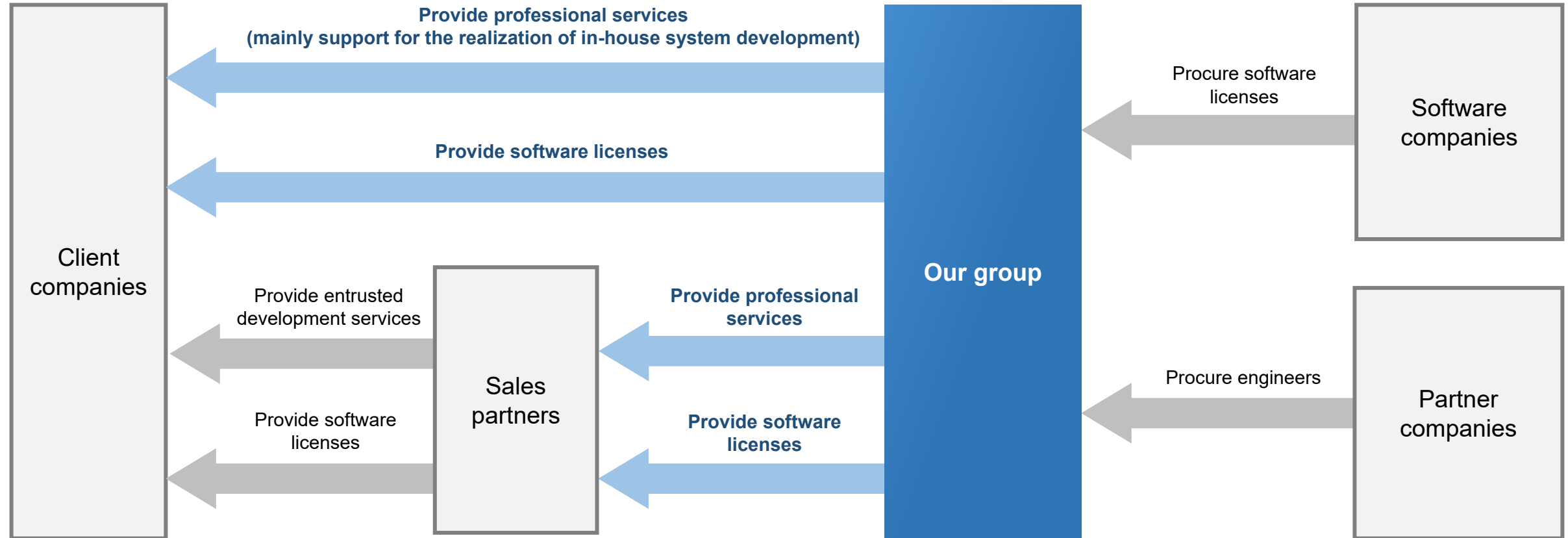
We will continue to implement corona measures in the office and promote remote work so that 70% of employees work from home.

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Business Model

Business Model

We provide **Professional Services**, mainly support services to promote in-house system development, and
Software Licenses for system development.

**Provide professional services
(mainly support for the realization of in-house system development)**

Provide software licenses

Procure software licenses

Software companies

Client companies

Provide entrusted development services

Provide professional services

Sales partners

Provide software licenses

Provide software licenses

Our group

Procure engineers

Partner companies

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Business Overview

Our group provide services to help Japanese companies achieve in-house system development using our unique methodology based on "low-code" and "agile"

System development dependent on a large number of subcontractors through outsourcing
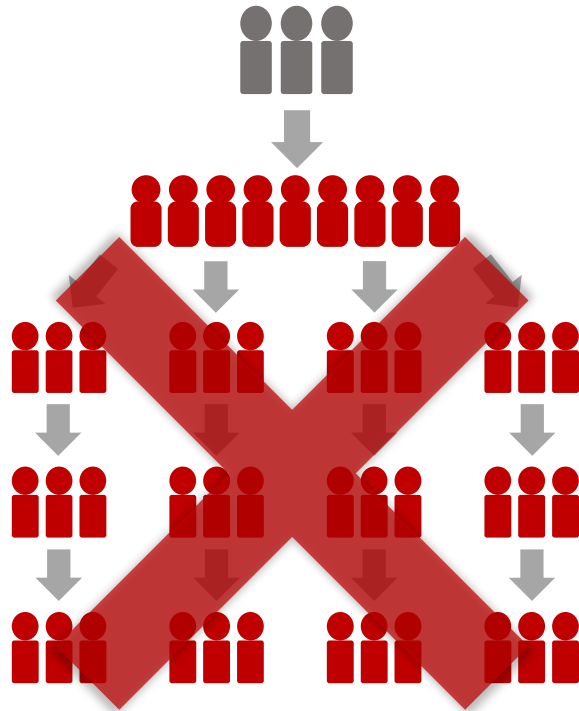
System development in small groups using automated programming tools

Agile
Methodology

+

Low-code
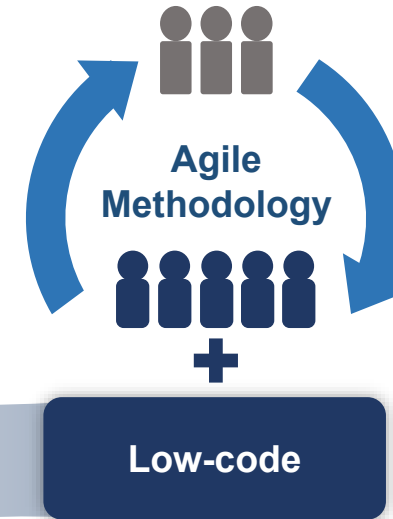
Stable system development with high customer satisfaction in a short time

23

What does "In-House System Development" mean?

Conventionally, system development in Japan has been mostly outsourced, mainly to system integrators
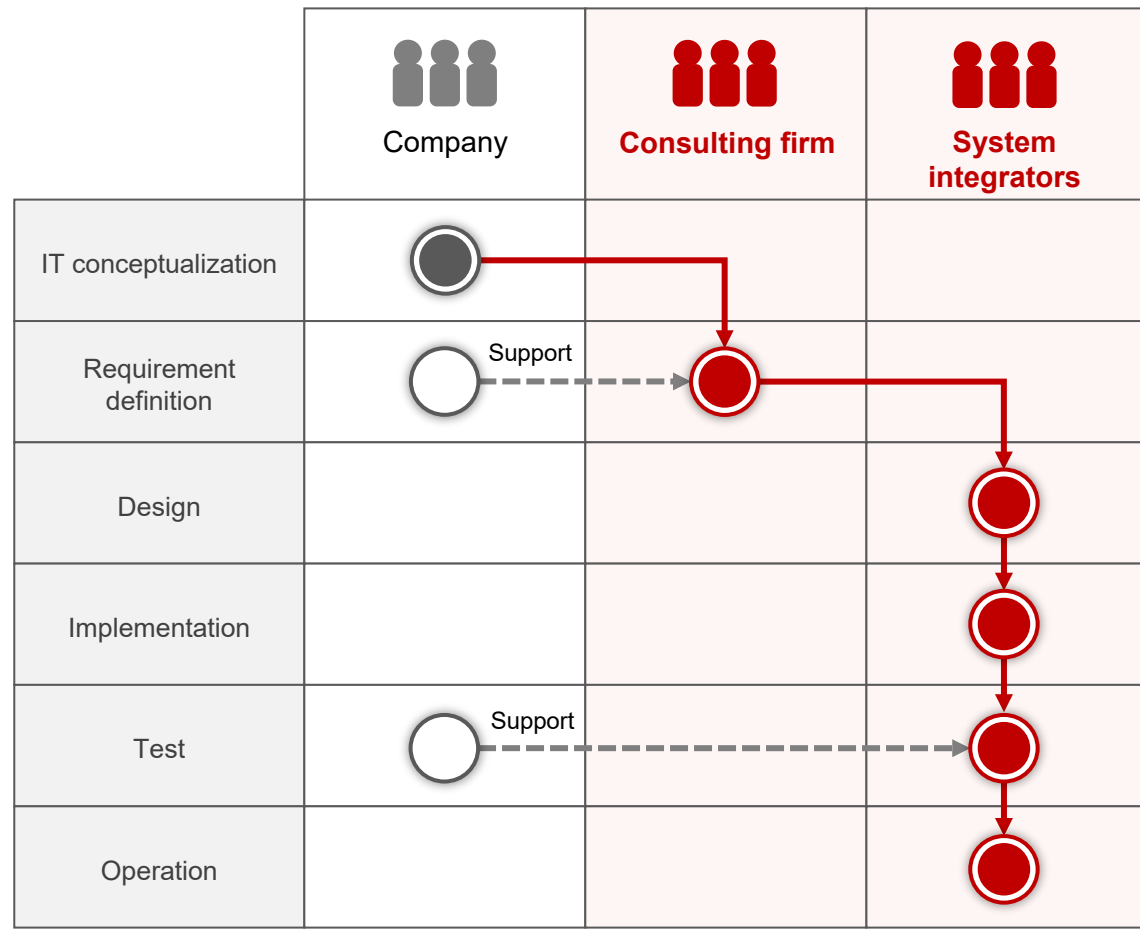
In-house system development allows companies to take the initiative in developing their systems

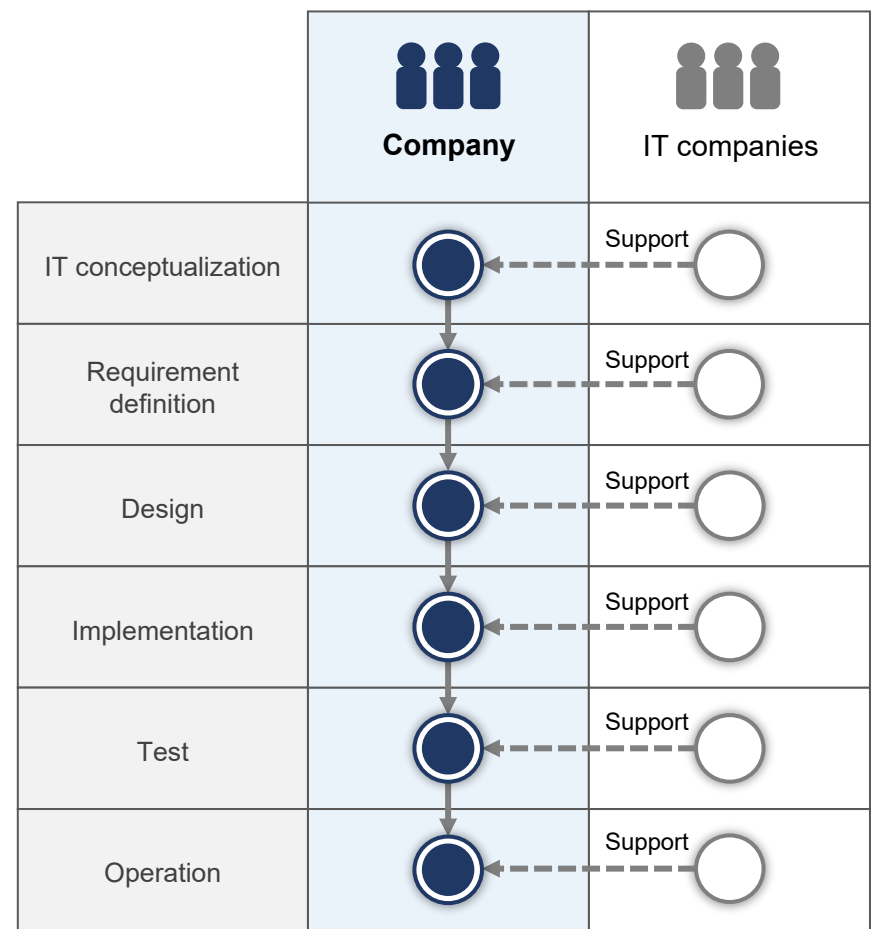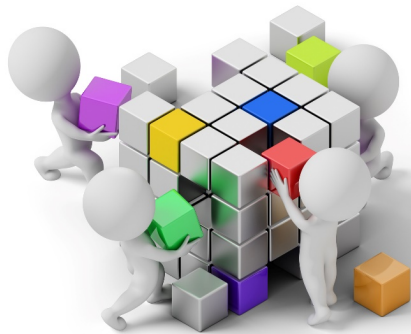# Advantages of "In-House System Development"

In-House System Development can flexibly respond to diverse needs

It enables companies to make quick decisions and provide services to meet the needs of customers, which are becoming more complex and diverse due to the rapidly changing social environment, and to achieve a continuous increase in corporate value.

Accelerating the monetization of a company's business by using the latest technologies

Instead of relying on IT companies to create new business with new technologies, companies can actively use the latest technologies on their own, and can accelerate the monetization of their business by accumulating a variety of know-how in system development that previously only IT companies possessed.

Solving the shortage of IT professionals with special skills

By having frontline employees who understand the business processes directly involved in the system development, companies can automate and improve the efficiency of their operations without hiring new highly skilled IT professionals.

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IT Professionals in Japan mostly work as system integrators

Compared to other countries, very few companies in Japan have their own IT departments and the shortage of IT professionals is chronic.

■ IT sector
■ Non-IT sectors

Comparison of industry sectors in which IT engineers are employed by country

Country	IT sector	Non-IT sectors
Japan	72.3%	27.7%
USA	35.5%	64.5%
UK	46.1%	53.9%
Germany	38.6%	61.4%
France	46.6%	53.4%

0.0%   20.0%   40.0%   60.0%   80.0%   100.0%

Source: Table compiled with reference to data from the Cabinet Office website（https://www5.cao.go.jp/j-j/wp/wp-je20/h07_hz040210.html）

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What is the "Low-code" that can solve the shortage of IT Professionals?

Scratch

Consultants

Engineers

Programmers

Testers

| Understand the business requirements | Create the requirement documents | **Understand the requirement documents** | **Create the specifications** | **Create systems by manually writing programs following the specifications** | Test |

Low-code

| Understand the business requirements | Create the requirement documents | **Create systems by automating most of the programming following the requirement documents** | Test |

Consultants

Low-code engineers

Testers

Up to 90% reduction in man-hours by automating the work of engineers and programmers

The training period required for a low-code engineer is approximately 3-6 months

*Scratch engineers require 36-60 months of training.

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Why do we need a new development process?

<u>The application of low-code to conventional development method does not effectively reduce the man-hours required for system development</u>

Man-hours

Requirement definition | Design | Implementation | Test

Costs associated with changes to the requirements definition

<u>Scratch development with traditional method</u>

Low-code development with traditional method

<u>Low-code development with AGILE-DX</u>

Time
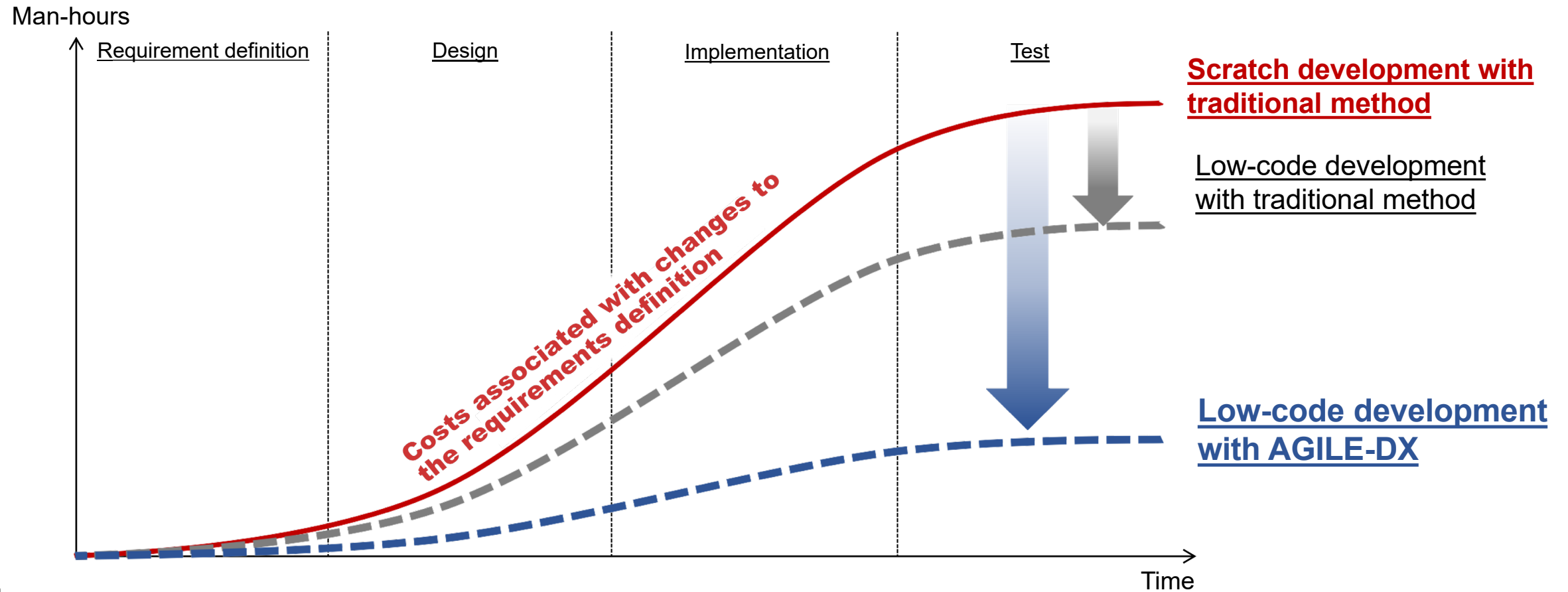
Low-code requires different system requirements from scratch

The speed of low-code is much faster than scratch

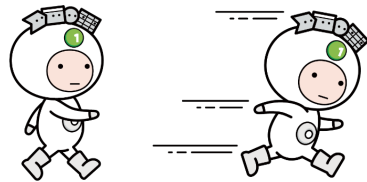**Image for scratch development**

Image for low-code development

Detailed information is more important
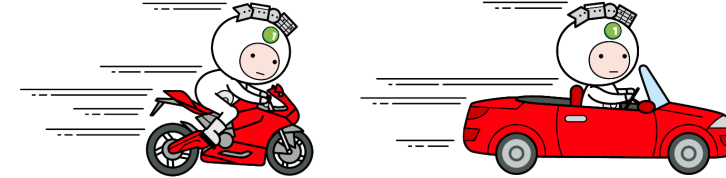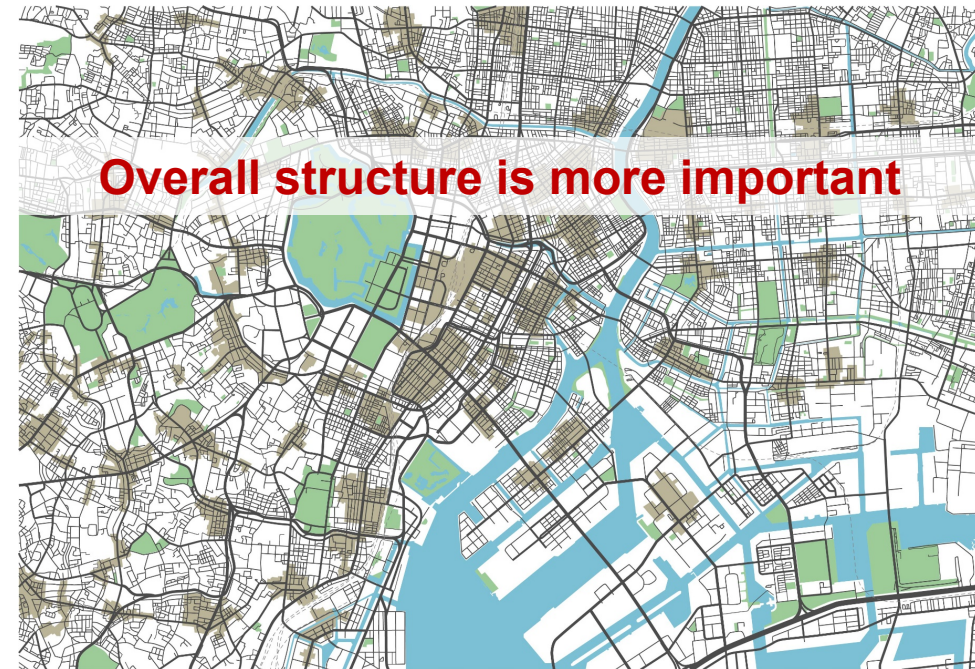
Overall structure is more important

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The concept of "AGILE-DX", a unique development process for in-house system development

1

Analyse the business structure and prepare design documents
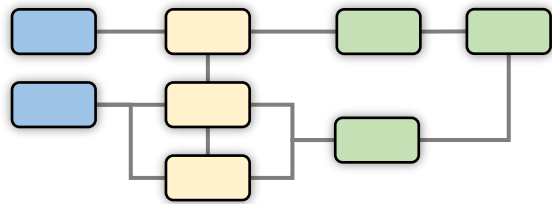
Clarify the overall business structure, not the detailed rules and procedures

2

Quickly create many for possible use
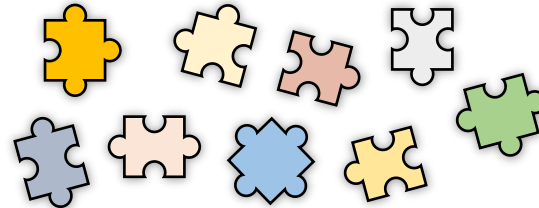
Ignore duplications
Active use of the latest technologies

3

Create systems using low - code while combining various functions
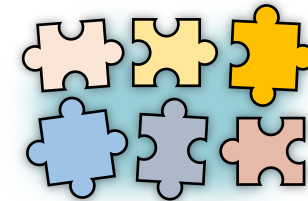
Combine functions using low-code and quickly create the necessary elements

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AGILE-DX: Agile and 3 technologies that can significantly reduce development man-hours

3 technologies used in the unique system development process "AGILE-DX"

Analysis of business structure

Analyse the entire activity of the company in SVO format and create a diagram of the company structure to clarify the "business framework".

API-first development

"Prioritise the design and implementation" of the database and logic without detailed business requirements.
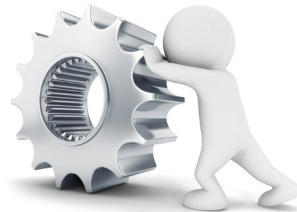
Low-code development

Using "low-code" significantly reduce the overall programmer's workload "as close to zero".

Harmonize 3 technologies with agile

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"AGILE-DX" in detail

A unique development process that combines 3 steps with agile, focusing on flexibility and speed

Analysis by business architects

API-first development in agile

Agile development using low-code

| Analyse the company's structure and activities | Create many APIs that may be needed | Select the APIs that could be used | Combine APIs to design systems | Create the missing functions on low-code |

Agile

Agile

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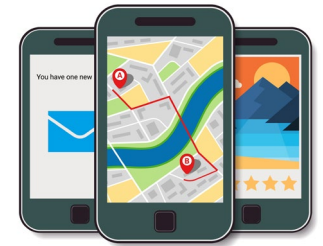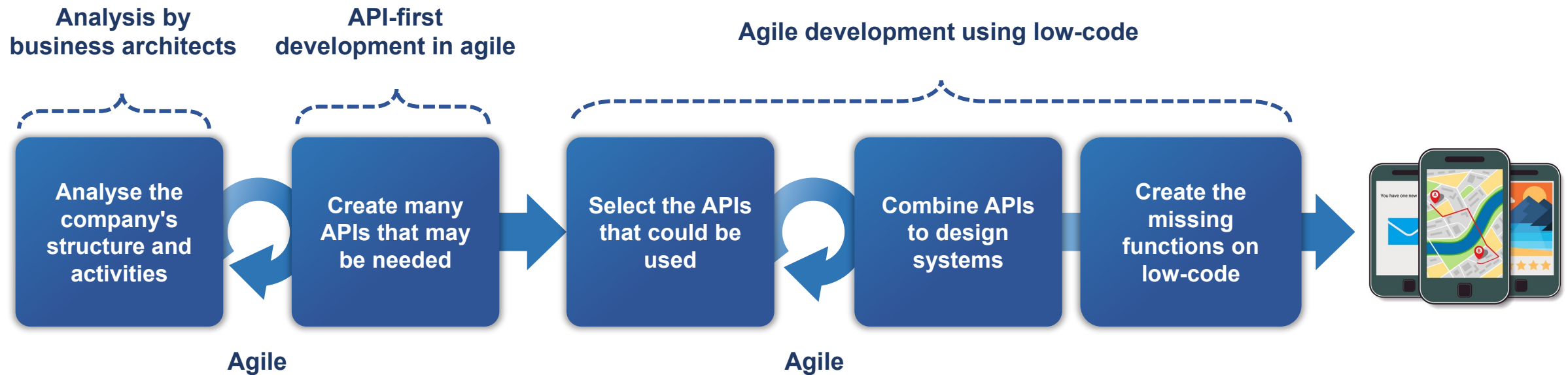
Support Service for "In-House Development" by "AGILE-DX"

We provide variety of services to support in-house production, depending on the needs of the customer.

In-house, independent system development

Column 1

Clients

Entrusted development services, where the entire development process is carried out by us

Training for management	Requirement analysis	Design and implementation	Maintenance and operations

AGILE-DX

Our group

Column 2

Clients

Entrusted development and Consulting

In-house IT engineers

Training for management	Requirement analysis	Design and implementation	Maintenance and operations

Development tools

AGILE-DX

Our group

Column 3

Clients

In-house IT engineers

Consulting

Training for management	Requirements analysis	Design and implementation	Maintenance and operations

Development tools

AGILE-DX

Our group

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Growth Strategy

Era of Automation with Low-Code after 2020

In recent years, business systems have been shrinking in size and becoming increasingly sophisticated in their functions. The spread of low-code technology is expected to usher in an era of "low-code and agile".

1960-
The era of large systems

1990-
The era of the web

2000-
The era of cloud migration

2020 -
The era of low-code and agile

Scratch Development

Engineers

Programmers

Internal Business Applications

Engineers

Programmers

Internal Business Applications

Engineers

Programmers

Web Applications

Engineers

Programmers

Internal Business Applications

Engineers

Agile

Programmers

Web Apps

Engineers

Agile

Programmers

Smartphone apps

Engineers

Agile

Low-code

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In the future, AI will take over a large part of system development

The future
The era of digital labour

2020 -
The era of low-code and agile

Engineers

Agile

Low-code

Users

Agile

Digital labor(AI)

Low-code
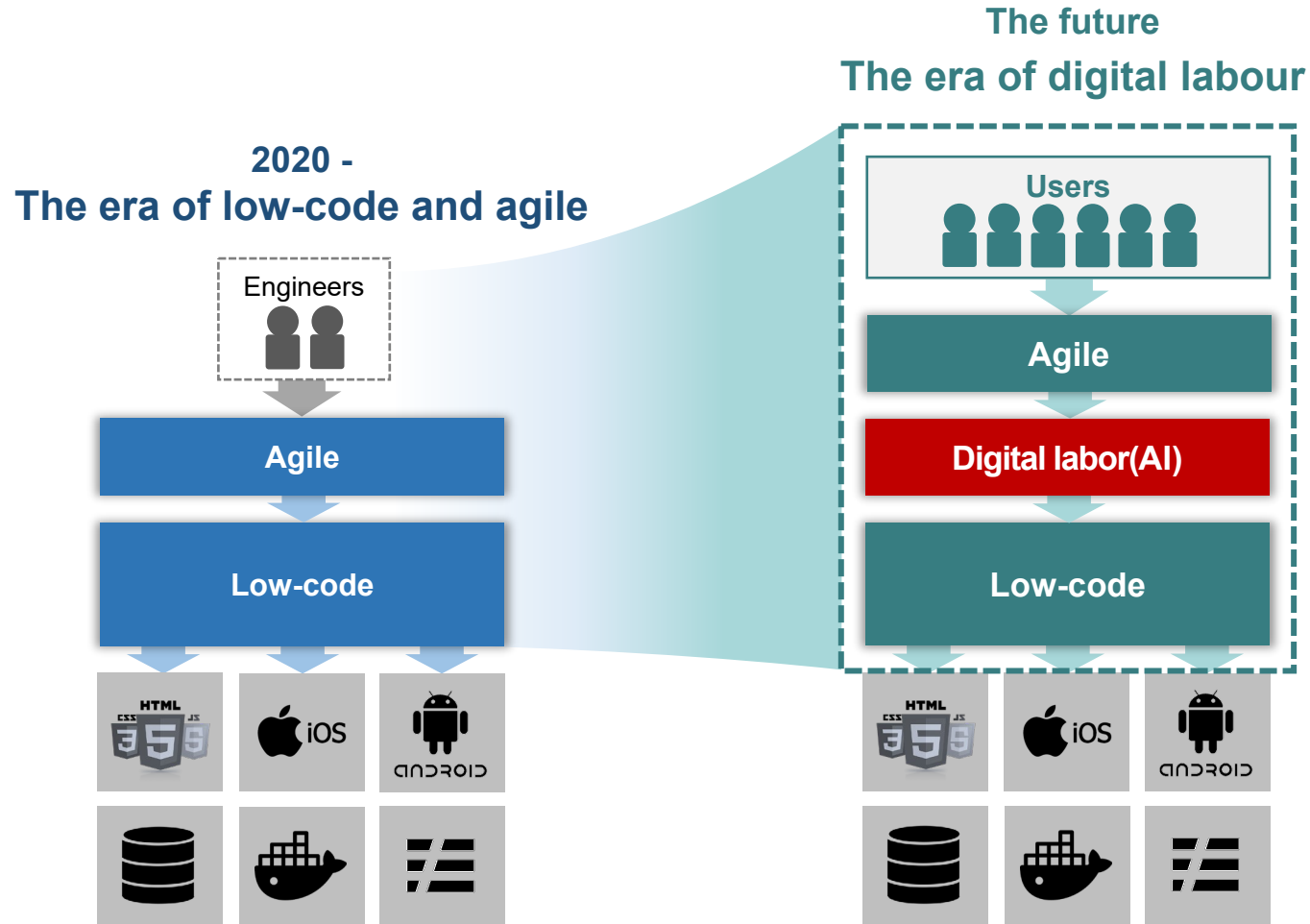
What is the era of digital labor?

In the future, users will be able to use AI to easily develop their own business applications.

The importance of business analysis will increase as digital labor (AI) takes over the development processes.

bluememe
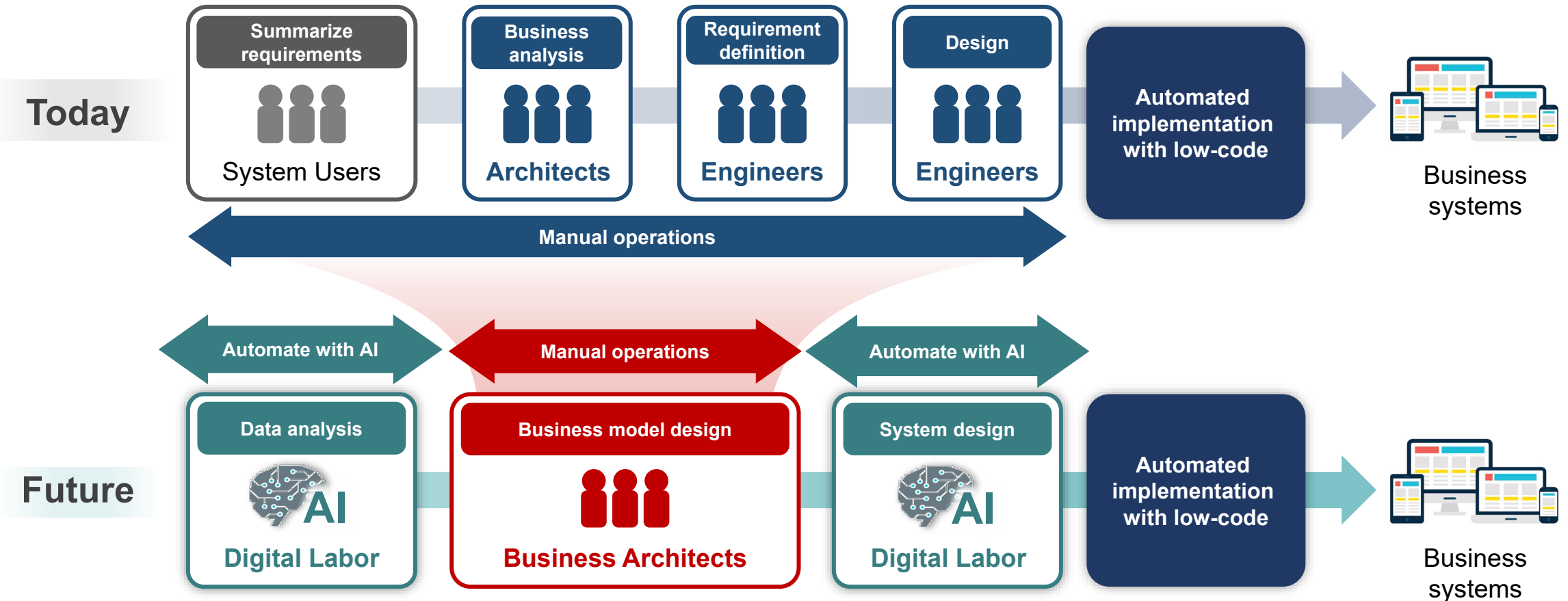MODEL & DESIGN YOUR BUSINESS

System Development by Digital Labor and Business Architects

Today

Summarize requirements	Business analysis	Requirement definition	Design
System Users	Architects	Engineers	Engineers

Automated implementation with low-code → Business systems

Manual operations

Future

Automate with AI ← → Manual operations ← → Automate with AI

Data analysis	Business model design	System design
Digital Labor	Business Architects	Digital Labor

Automated implementation with low-code → Business systems

System development has moved from a technology-centric era to a "business model-centric" era with AI

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Our Business Model in response to Customers' In-House Development Situation

Realization of in-house system development →

Digital business ↓

The services we offer		Customers who have not started in-house development	Customers who have started in-house development	Customers in the process of in-house development	Customers who have achieved in-house development
Consulting services for upstream processes	IT Consulting Services	◎	◎	◎	◎
	Providing Business Architects	◎	◎	○	Internalized
Entrusted development	Providing Application Engineers	◎	○	Internalized	Internalized
	Providing Technical Staff	○	Internalized	Internalized	Internalized
Training services	Providing Technical Training	◎	◎	◎	◎
Software or/and Cloud Services	Providing of Low-code tools	◎	◎	◎	◎
	Providing Digital Labor Services to support in-house production *Planned for FY2022 and onwards	—	—	○	◎

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Growth Strategies and Sales Revenue in line with the Progress of In-House Development
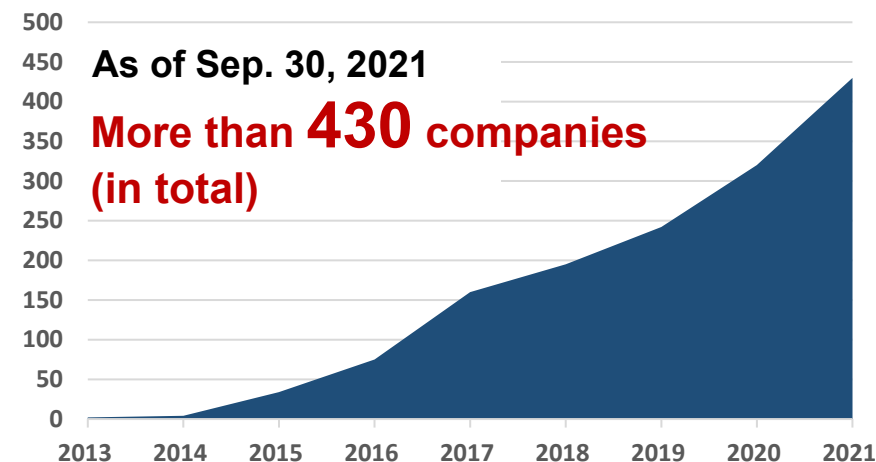
We plan to provide services to promote in-house development and to adapt our services to the progress of in-house development in Japanese companies.

Net Sales

STAGE 4

The era of Digital Labor

STAGE 3

Business transformation

STAGE 2

Acceleration of in-house development

STAGE 1

Widespread use of low-code

The adoption of low-code will accelerate in large-scale system development in Japan

Recruitment and training of IT personnel in Japanese companies will become more common and in-house development will accelerate

Digital business will become a key element of a company's competitiveness and in-house development will become widespread

With the development of AI and automation technology, system development will be carried out by digital labor

Digital Labor Service

Planned for FY2022 and onwards.

Consulting Services

Training and Software Sales

Entrusted Development

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Supplementally Information

Company Overview

Company Name		株式会社ＢｌｕｅＭｅｍｅ（BlueMeme Inc.）
Location		10F Nishiki-cho TRAD SQUARE, 3-20 Kanda Nishiki-cho, Chiyoda-ku, Tokyo
Offices		Yokohama, Fukuoka, Okinawa
Capital		959 million yen (as of Sep. 30, 2021)
CEO		Masanori Matsuoka
Subsidiary company		株式会社OPENMODELS（OpenModels Inc.）

As of Sep. 30, 2021

More than 430 companies (in total)

500
450
400
350
300
250
200
150
100
50
0

2013 2014 2015 2016 2017 2018 2019 2020 2021

Our main software products

OutSystems

A low-code development tool that can automatically generate accurate source code from software design information

MarkLogic

A database for large-scale data processing that can import and manage various types of data, such as XML, JSON, binary files, etc., without any prior design.

Workato

A cloud-based API integration platform that enables data integration between hundreds of existing cloud services and IT systems using only a web browser, without the need for advanced programming.
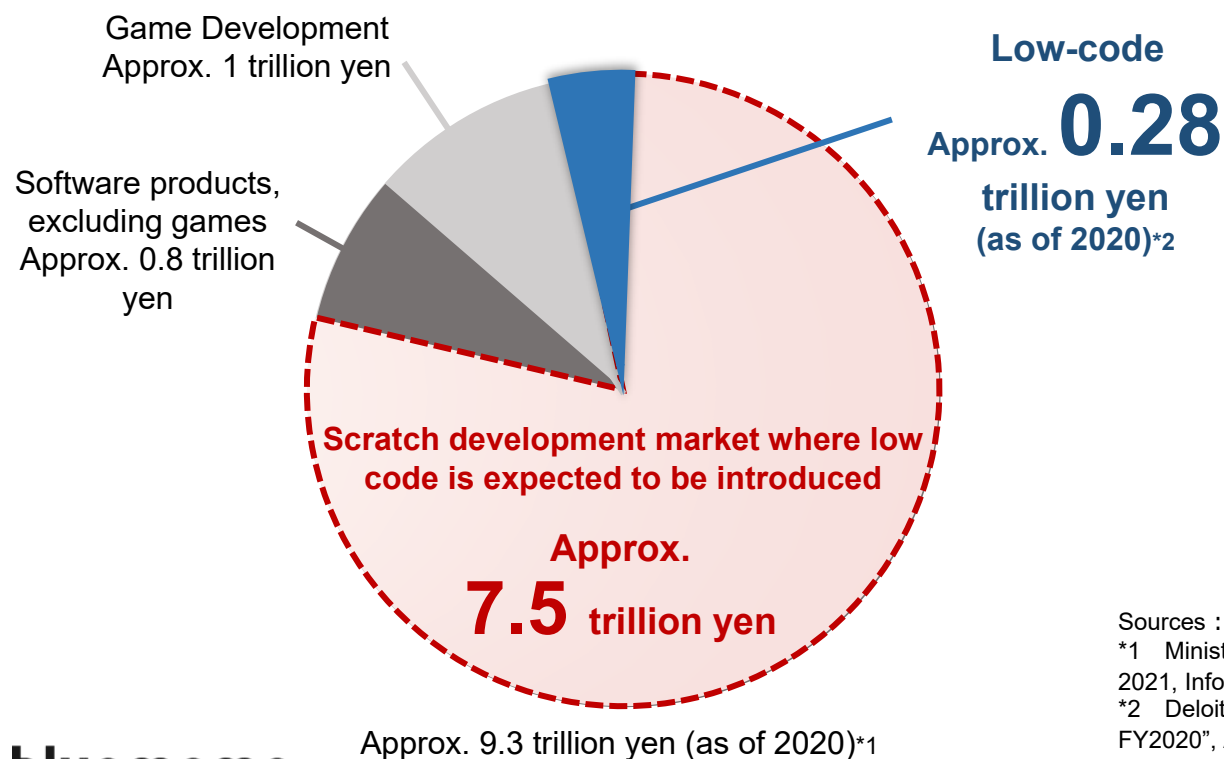
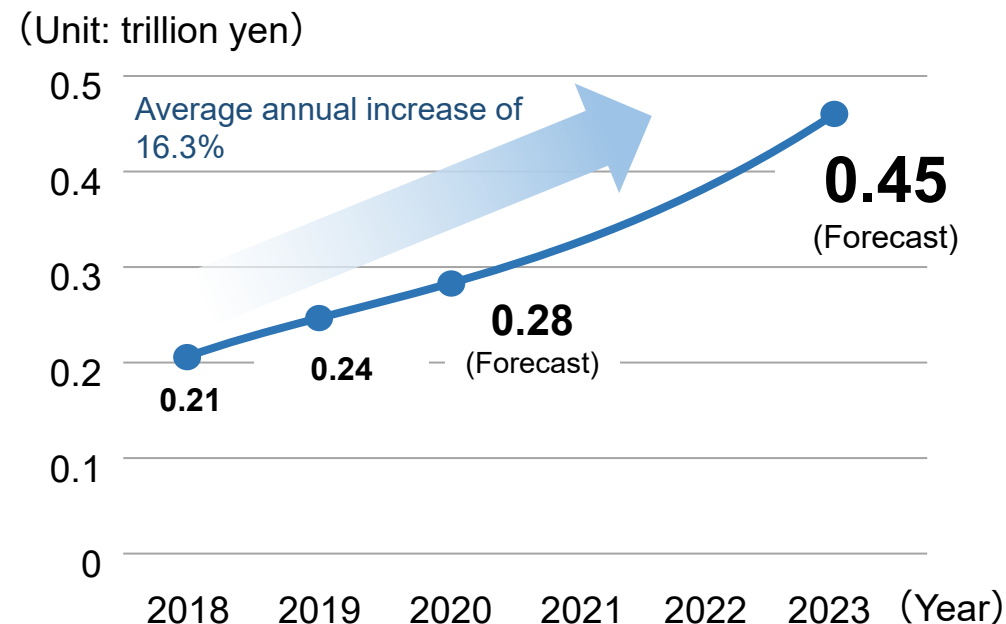**bluememe**
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Potential High Growth of Low-code Market

The entrusted development market is expanding due to the spread of DX in the Japanese market. The low-code market has also begun to expand, but its share of the outsourced system development market is still low and there is significant room for growth. We expect the low-code market to continue to expand, and our business growth potential to remain high.

Entrusted Development Market

Game Development
Approx. 1 trillion yen

Software products, excluding games
Approx. 0.8 trillion yen

Low-code

Approx. **0.28** trillion yen
(as of 2020)*2

Scratch development market where low code is expected to be introduced

Approx.

7.5 trillion yen

Approx. 9.3 trillion yen (as of 2020)*1

Growth Potential of Low-code Market*2

（Unit: trillion yen）

Average annual increase of 16.3%

0.5
0.4
0.3
0.2
0.1
0

0.45
(Forecast)

0.28
(Forecast)

0.24

0.21

2018 2019 2020 2021 2022 2023 （Year）

Sources :
*1   Ministry of Economy, Trade and Industry : "Monthly Report on the Current Survey of Selected Service Industries"（Feb 2021, Information Service Industry).
*2   Deloitte Tohmatsu MIC Research Institute Co., Ltd.: "Low-Code Platform Solutions for DX: Market Status and Outlook for FY2020", April 23, 2020.

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BlueMeme possesses a wide range of experience using low-code and agile

We make extensive use of our low-code for the business systems that are difficult to apply to the workflows provided by existing software packages, and which were previously only possible by scratch development.

Manufacture
Production Process Forecasting and Management System
Production and Procurement Management System
Deliverables Management System
Sales Management System
Contract Management System
Order Management System
Mobile Apps for Internal Business System
Business Support System for Partners
Internal Business System
Business Support System for Agents
Support System for Internal Approval Processes
Budget Management System
Notes Replacement (groupware)
Legacy System Migration
Product Information Management System
Master Data Management System
Sales Management System for Agents
Cloud Migration of Excel / Access
Asset Management System
Incident Management System
Master Data Management System

Trading
Booking Management System
Sales Management System
Internal Workflow System

Transport
Warehouse Management System

Information and communications
Master Data Extraction System for Purchasing Data Analysis
Demonstration Experiment on Medical Data Management
Internal Business System
Internal Management System
Service Monitoring System
Purchasing System
Order and Supply System for Agents
Monitoring System
Shipment Management System
VR Content Management System
Cost Management System
Access Control System
Training Attendance Management System
Tenant Management System
Task Management Portal System
Crowdsourcing Platform
Cloud-based Sales Management System
Sales Management System for Agents
Contract Management System (internet etc.)
IC card Stock Control System
Internal Business System
Personnel Evaluation System
Sales Management System
Internal Approval System
Order Management System
Fleet Management System

Service / Hospitality
Temporary Work Management System
Temporary Staff Management System
Sales Management System
Mobile Apps for Customer
Customer and Employee Management System
Crowdsourcing Platform
Validation of New IoT Service
Service Matching System
Security Services System
HR Management System
Internal Business System
Tour Information Search System
Service Management System
Mission Critical System Development

Construction
Building Construction Management System
Notes Replacement (groupware)
Budget Control Daily Report System
Cost Settlement System
Internal Approval Management System
Internal Business System
Car Park Management System
Accident Prevention Support System

Finance & Insurance
Portal Site for agencies
Notes Replacement (groupware)
Sales Support System

Real Estate
Internal Business System
Web portal for Agents
Contract Management System
Production Management System
Billing System
Procurement Management System
Project Management System
Knowledge Data Management System
Mission Critical System
Internal Groupware System
Brokerage and Property Management System

F&B / Wholesale / Retail
Sales Management System for E-commerce Websites
Simple BI Tools using Data from Various DBs
Employee Management System
Order Management System
Internal Business System
Reconstruction of the Mission Critical System
HR Information Integration Platform
Project Management System
Business Support System for Stores
Sales Management System for Agents
Notes Replacement
Customer Management System

Infrastructures
Monitoring Systems
Internal Business System
Sales Management System

Professional services (accountancy firm)
Business Matchmaking System
Management Portal System

Education
Visitor Survey Application

Agriculture / forestry / fisheries
Sales Management System

Pharmaceutical manufacturing
Internal Business System

Information / advertising
Sales Management System

Government / Local authorities
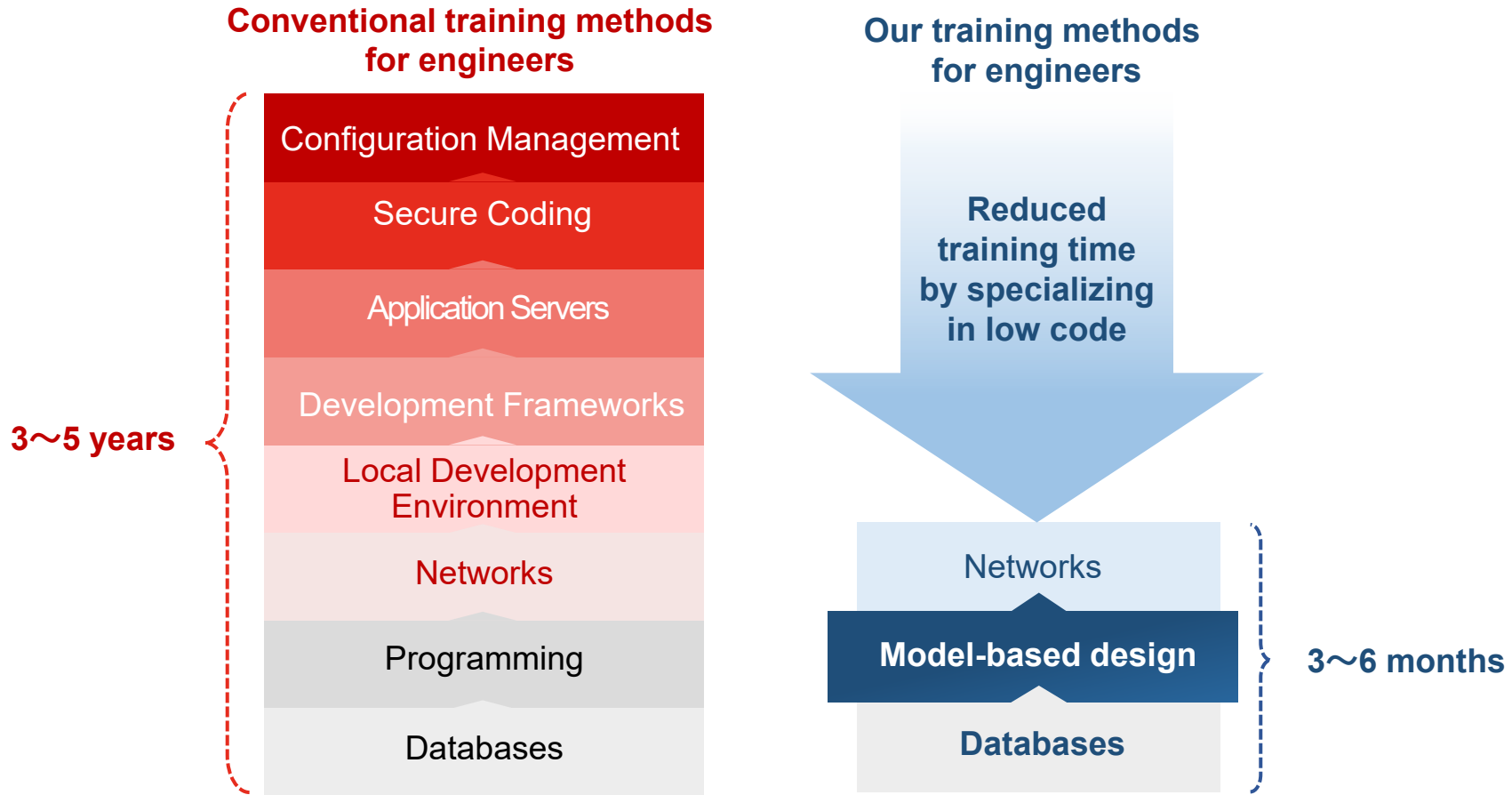System Replacement

Video, audio and text production
Warehouse Management System

Healthcare / Welfare
Medical Information Platform

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Our Unique Education System

We have shortened the training period for our engineers from 3 to 5 years to 3 to 6 months. This allows us to quickly train not only our own engineers, but also those of our clients, helping Japanese companies to establish in-house production.

Conventional training methods for engineers

Our training methods for engineers

Configuration Management

Secure Coding

Application Servers

Development Frameworks

Local Development Environment

Networks

Programming

Databases

3〜5 years

Reduced training time by specializing in low code

Networks

Model-based design

Databases

3〜6 months

Points to Note

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This document contains forward-looking statements. These statements are based on information available as of the date of publication of this document and are not guarantees of our future performance or achievements. They are also subject to a variety of risks and uncertainties.

As a result, our actual results and financial position may differ materially from any future results or forecasts of results expressed or implied by them. The factors that may lead to such situations include, but are not limited to, changes in domestic and international economic conditions and trends in the industries in which we operate.

We undertake no obligation to change or revise any of our forward-looking statements in light of new information or future events that may occur after the date hereof.

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Thank you for your time and attention.