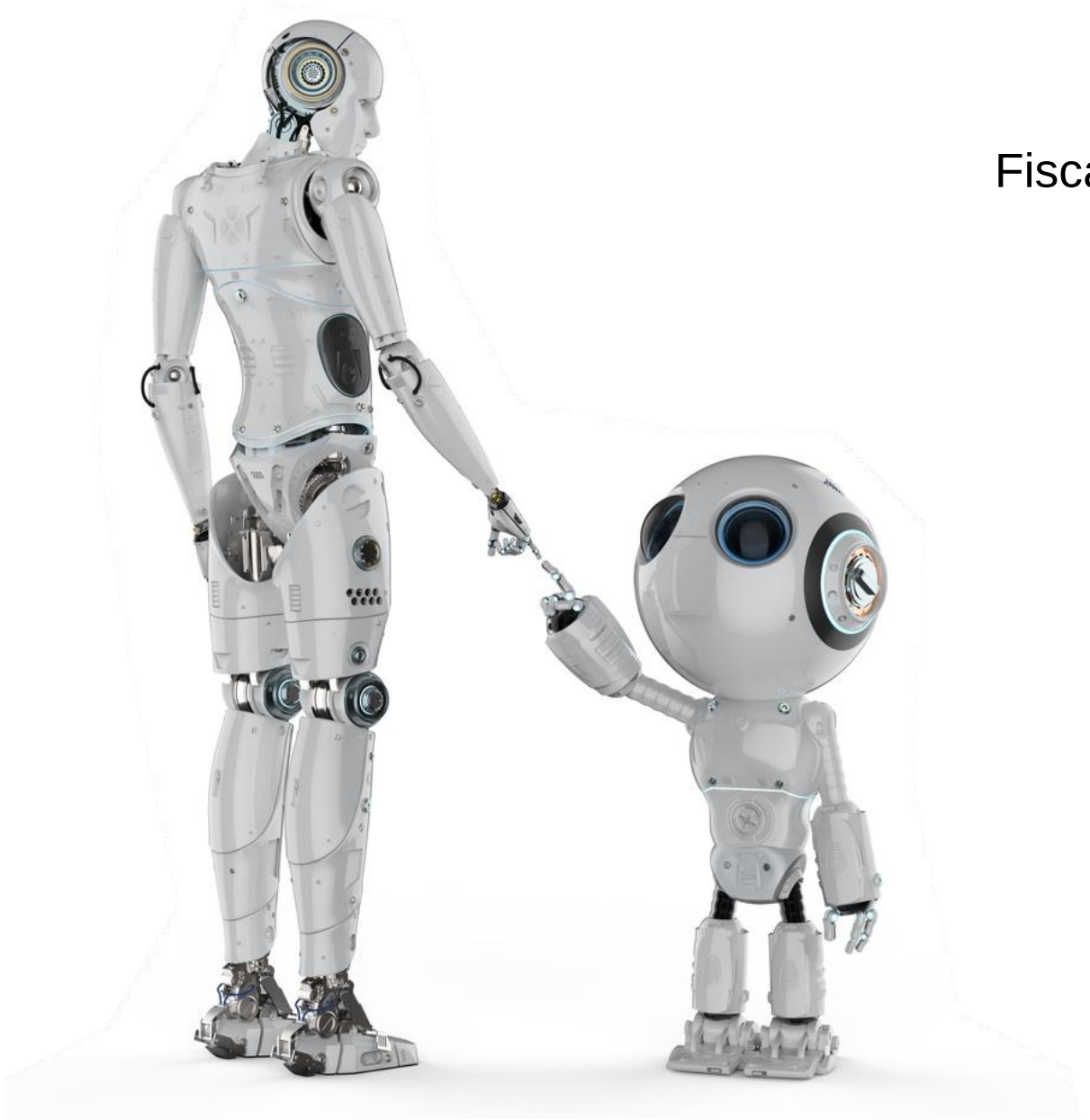


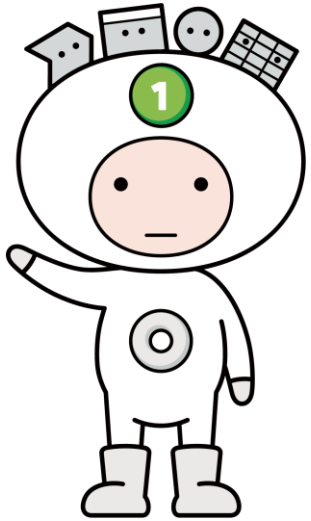
Fiscal year ended March 2022 (FY2021)
Earnings Results

BlueMeme Inc.

19 May 2022

bluememe
MODEL & DESIGN YOUR BUSINESS

Contents



*Monetary amounts in this document are rounded down to the nearest whole number and percentages are rounded off to two decimal places.

FY2021 Full-Year Results

Summary of Full-Year Results for FY2021

Unit: JPY million, except profit per share

	FY2020 (Old Standard)	FY2021 (New Standard)	Initial Forecast for FY2021 (New Standard)	Achievement Ratio
Sales	2,101	1,929	1,931	99.9%
Operating Profit	175	363	236	153.3%
Ordinary Profit	174	348	223	155.8%
Net Profit	130	253	148	171.1%
Profit per share	62.49 yen	78.48 yen	-	-

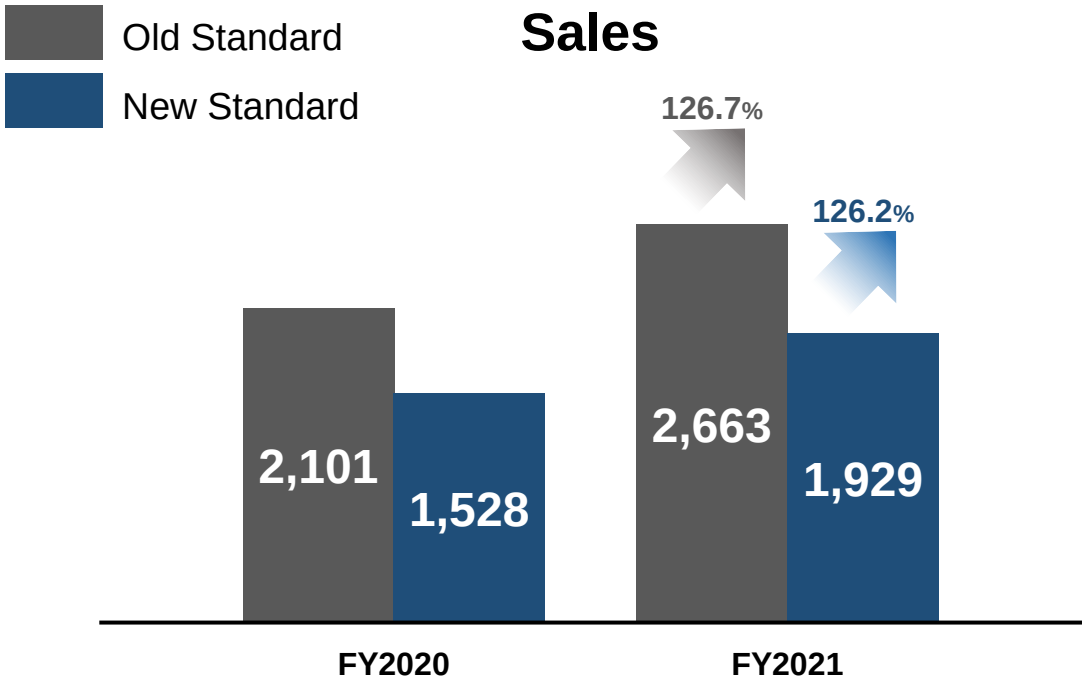
*Amounts are rounded down to the nearest JPY million. **YoY comparisons for FY2021 are not shown due to different accounting standards. Figures and comparisons based on each standards are given in the following sections.**

- **Sales largely met the initial plan.**
- **Operating profit was significantly higher than the initial plan and doubled YOY due to reduced outsourcing as a result of an increase in in-house engineers and improved development efficiency based on continuous remote working.**

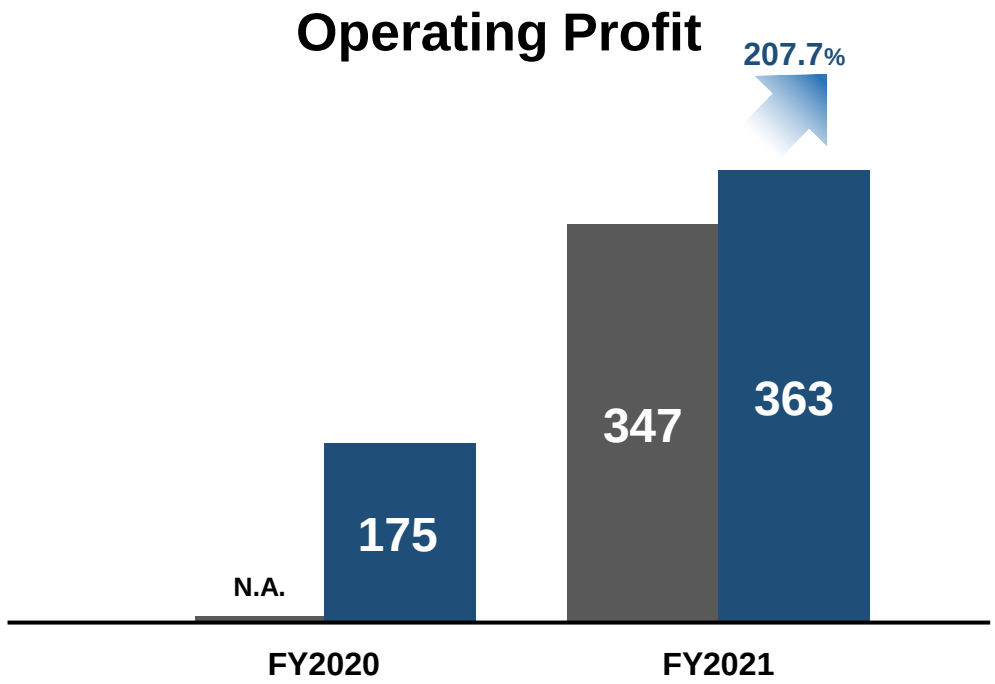
FY2021 Full-Year Sales and Operating Profit

Steady year-on-year growth in both old and new accounting standards, including sales.

Unit: JPY million



*Figures for FY2020 under the new standard are for reference only as they have not been reviewed by an auditor.

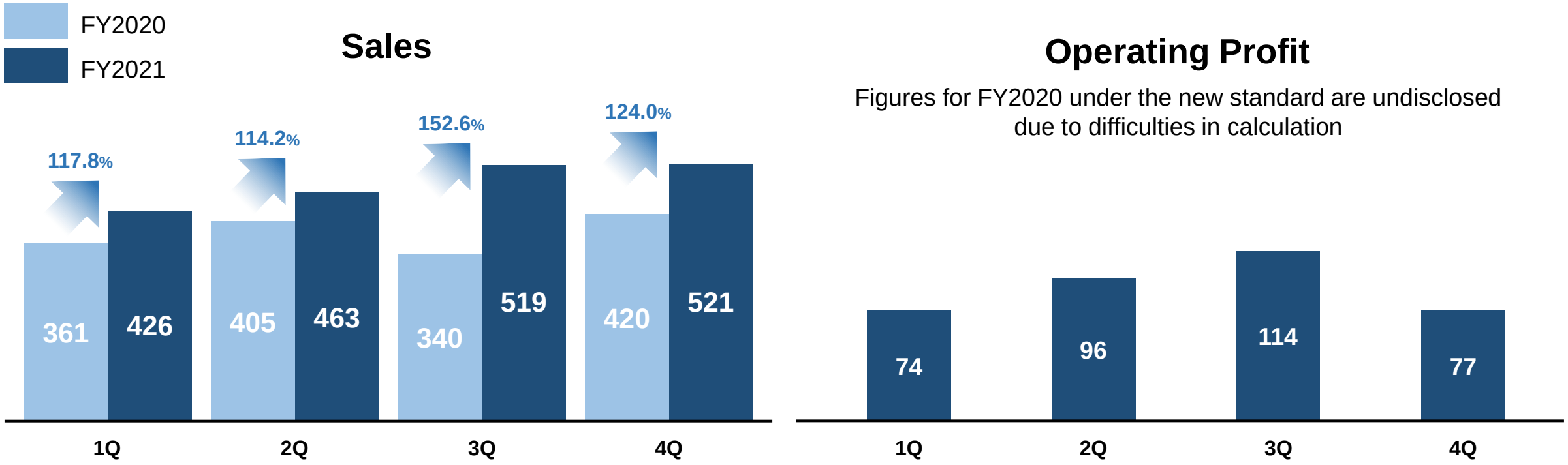


*Figures for FY2020 under the new standards are undisclosed due to difficulties in calculation.
*Figures for FY2021 under the old standard are for reference only as they have not been reviewed by an auditor.

Quarterly Business Performance under the New Standard

Sales increased year-on-year in each quarter and for the full year under both the old and new accounting standards.
Operating profit rose due to a high number of software license renewals in the second and third quarters.

Unit: JPY million

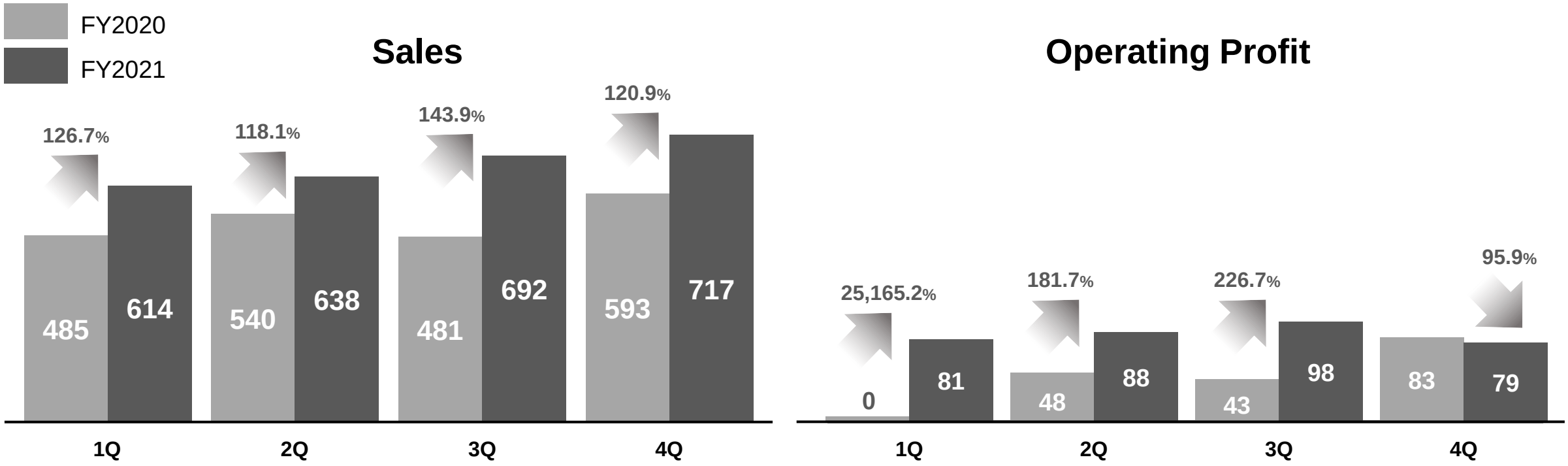


*Figures for FY2020 under the new standard are for reference only as they have not been reviewed by an auditor.

【Reference】Quarterly Business Performance under the Old Standards

Both sales and operating profit increased steadily year-on-year under the old standard.

Unit: JPY million

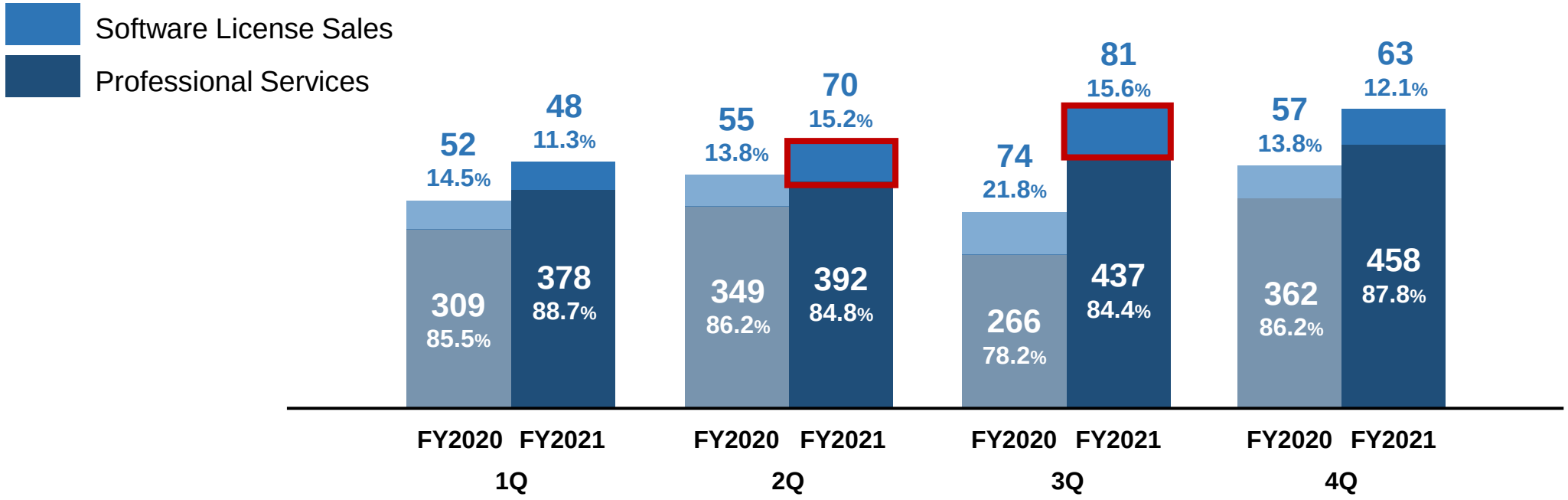


*Figures under the old standard are for reference only as they have not been reviewed by an auditor.

【Reference】Quarterly Sales by Service and License under New Standard

In relation to the application of the new revenue recognition standard, ‘Software license sales’ saw a relative increase in sales and operating profit in Q2 and Q3 due to license renewals by existing customers.
Sales of ‘Professional Services’ increased gradually over the second half of the year due to increased engineering resources.

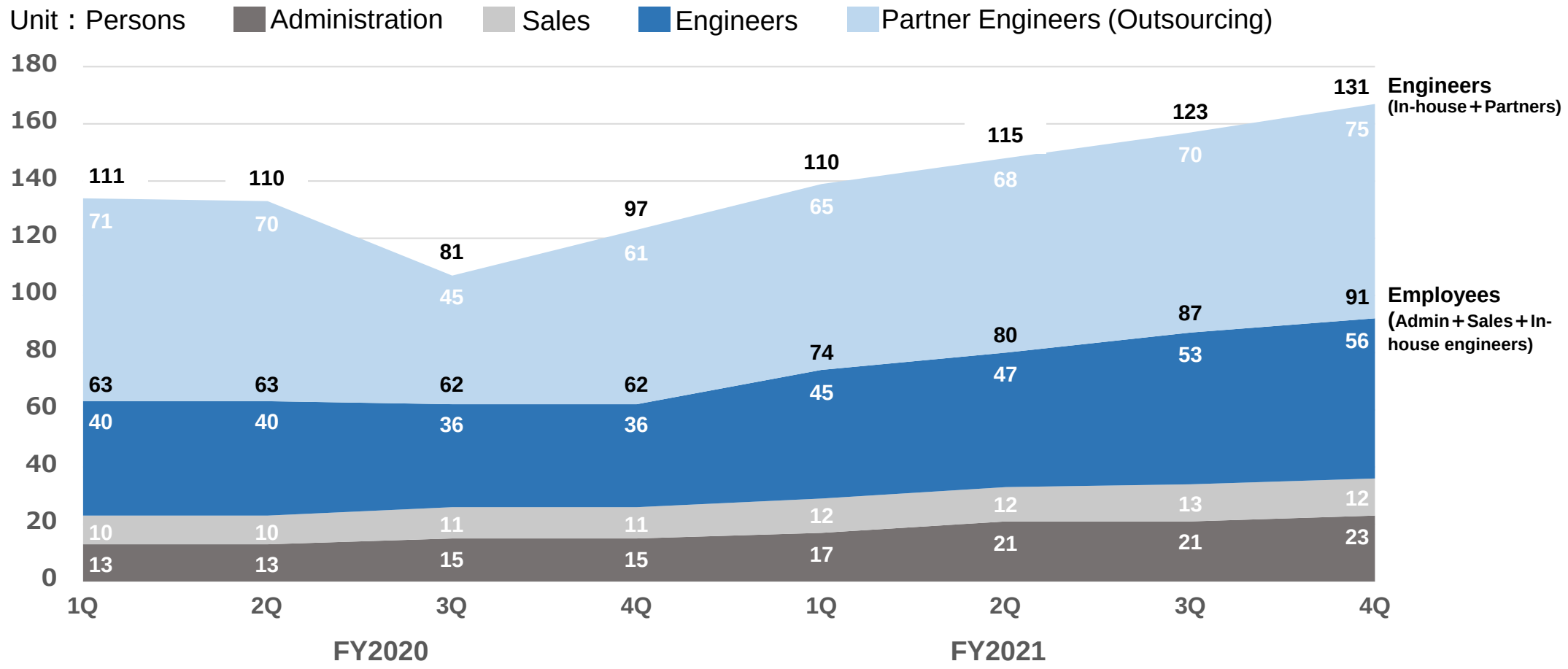
Unit: JPY million



*Figures for FY2020 under the new standard are for reference only as they have not been reviewed by an auditor.

Number and Classification of Personnel

The number of employees increased by approximately 50% year-on-year. The number of engineers, including service partners, increased by approximately 35% year-on-year and the proportion of in-house engineers increased. In order to meet the high demand, we plan to continue to expand our workforce, particularly our engineers.



Forecasts for FY2022

Forecasts for FY2022

Unit: JPY million, except profit per share (New Standard)

	FY2021	FY2022*1	YOY
Sales	1,929	2,317	20.2%
Operating Profit	363	390	7.7%
Ordinary Profit	348	387	11.5%
Net Profit	253	259	2.7%
Profit per share	78.48 yen	74.47 yen*2	- 5.1%

*Amounts are rounded down to the nearest JPY million.

*1 The forecast of business performance, including the capital and business alliance with MKI, will be announced as soon as it is available for disclosure, based on the status of discussions between the two companies.

*2 It reflects the number of shares issued upon exercise of the stop option on 25 April 2022, which was stated as a subsequent event in the financial statements disclosed on 13 May 2022. (3,418,946 shares at end-March 2022, 3,494,946 shares at end-April 2022 [estimated]).

- Planned sales growth of over 20% YOY.
- Operating profit is expected to increase by approximately 7% YOY due to expected prior investment for future growth, including the training of business architects and low-code engineers, and investment in R&D as well as related activities for digital labor services
- The impact of the capital and business alliance agreement with MKI is not reflected.

Major Events

Capital and Business Alliance with MKI in the Low-code Business (1/2)

On 8 April 2022, the company signed a capital and business alliance agreement with Mitsui Knowledge Industry Co. Ltd. with the aim of becoming a leading global company in the low-code business, promoting DX and IT human resources development through next-generation agile development. MKI acquired 733,000 shares (7,330 voting rights, 21.72% of the total voting rights) from the existing shareholders of BlueMeme, making it our largest shareholder.

- MKI will utilize BlueMeme's 'AGILE-DX', an agile development method for low-code, to expand the provision of modernization business to the Mitsui & Co. group and other companies in Japan.
- In DX across the Mitsui & Co. group, for which MKI will provide support, BlueMeme's expertise in low-code development will be utilized to achieve system development in a short period of time and with a small number with a small team.
- BlueMeme will train and provide business architects who integrate business and IT as DX business personnel to realize business transformation through DX.
- BlueMeme will train and provide low-code engineers who can develop systems in a short period of time and with a small team.

*MKI: established 1991, Capital 4,113-million-yen, Shareholder MITSUI & CO., LTD..（100%）

Capital and Business Alliance with MKI in the Low-code Business (2/2)

Mitsui Knowledge Industry Co., Ltd. (MKI)
President & CEO

Kengo Asano

We are delighted that this capital and business alliance will strengthen the technological capabilities of both companies and further expand our business domain. As a core subsidiary within Mitsui & Co., Ltd.'s IT business, we have supported the systems of many customers as well as the Mitsui & Co., LTD group. In the near future, it will be even more important for Japanese companies to make more effective use of digital technologies in order to increase their competitiveness in the global environment, we, as system integrators, are expected to quickly and flexibly provide IT systems that contribute to the competitiveness of our customers. Through this capital and business alliance with BlueMeme, we are confident that we will be able to provide even more sophisticated support for DX to our customers by combining BlueMeme's low-code development knowledge "AGILE-DX" together with our expertise in implementing mission-critical applications and promoting the use of cloud computing. We will deepen the cooperation between BlueMeme and MKI and contribute to the DX promotion of Japanese companies.

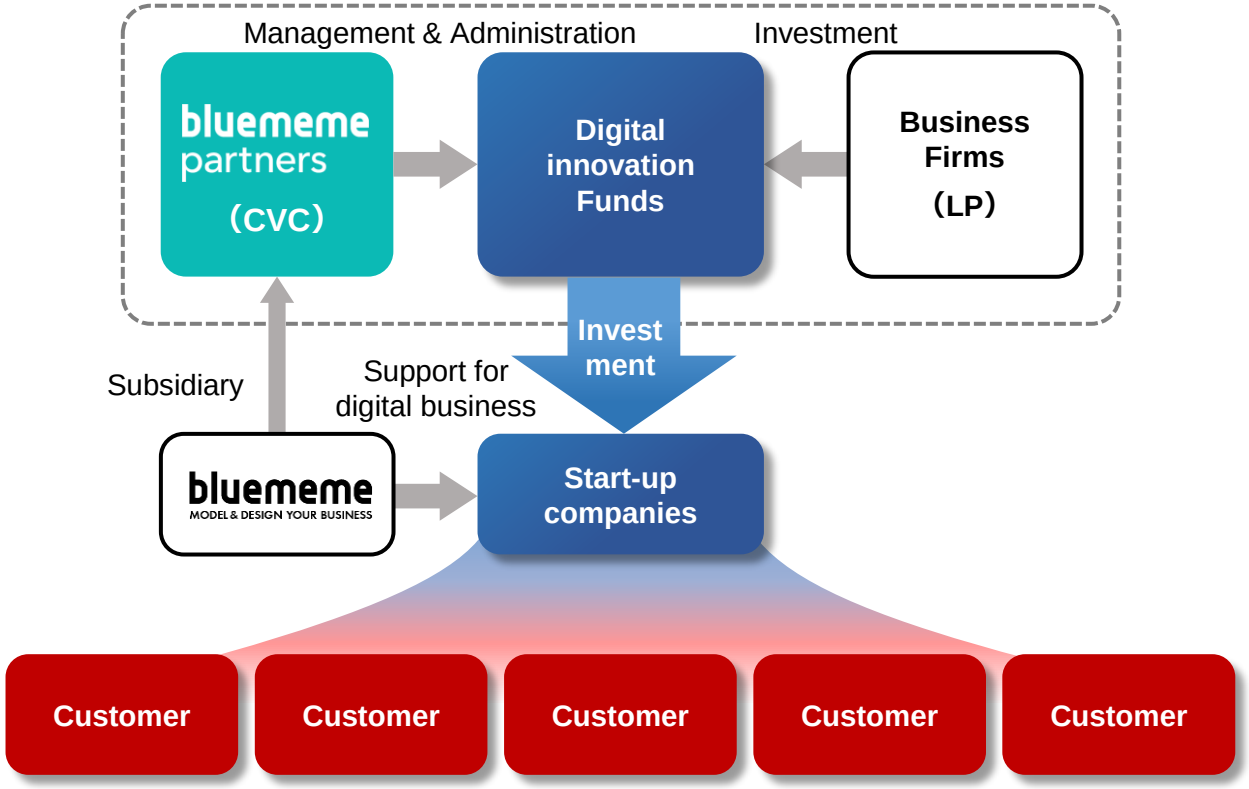
BlueMeme Inc.
CEO

Masanori Matsuoka

The IT professionals in Japan who work outside the IT industry account for about 28%, less than half the figure of about 65% in the USA. The rapid expansion of digital business, centered on the internet, has increased the importance of using information as a management resource and utilizing the latest technology, and has revealed the need to train and secure IT personnel who are specialized in their own business without relying on external IT companies. In addition, forced digitization associated with Covid-19 has increased the importance of digital transformation for IT-centred business innovation, and 'in-house system development', in which system development is carried out by the company's own IT personnel, is gaining more attention. Through this capital and business alliance, We aim to further develop "AGILE-DX", which combines low-code technologies and agile methods, and to produce 'new DX professionals' who will carry out in-house system development for the Mitsui & Co. group and many other customers.

Establishment of Investment Business Subsidiary “BlueMeme Partners”

By providing start-ups with BlueMeme's expertise in system development and capital, we aim to accelerate the digital business of Japanese companies.

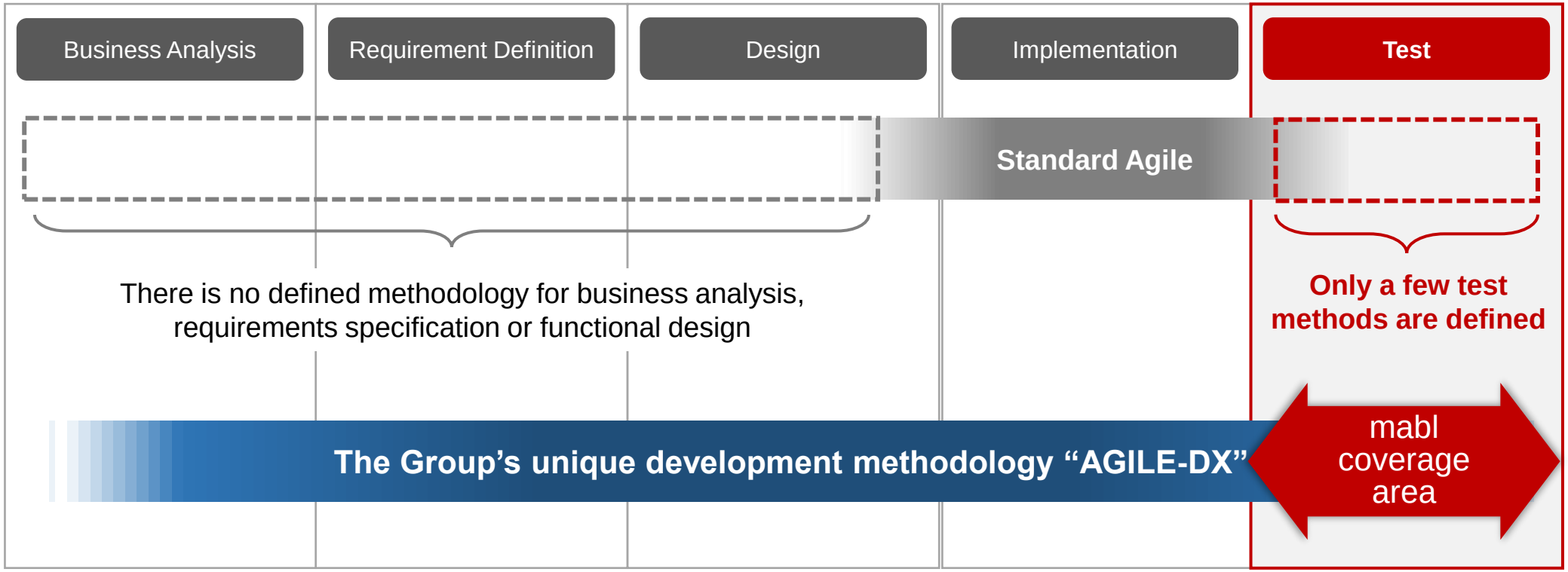


We drive DX and contribute to our customers’ global competitiveness.

Name	BlueMeme Partners Inc.
Location	3-20 Kanda Nishiki-cho, Chiyoda-ku, Tokyo
Capital	150 million yen (including capital reserve)
Shareholder	BlueMeme Inc. 100%
Date of establishment	April 1, 2022
CEO	Hiroyuki Horii (BlueMeme's executive officer)
Director	Masanori Matsuoka

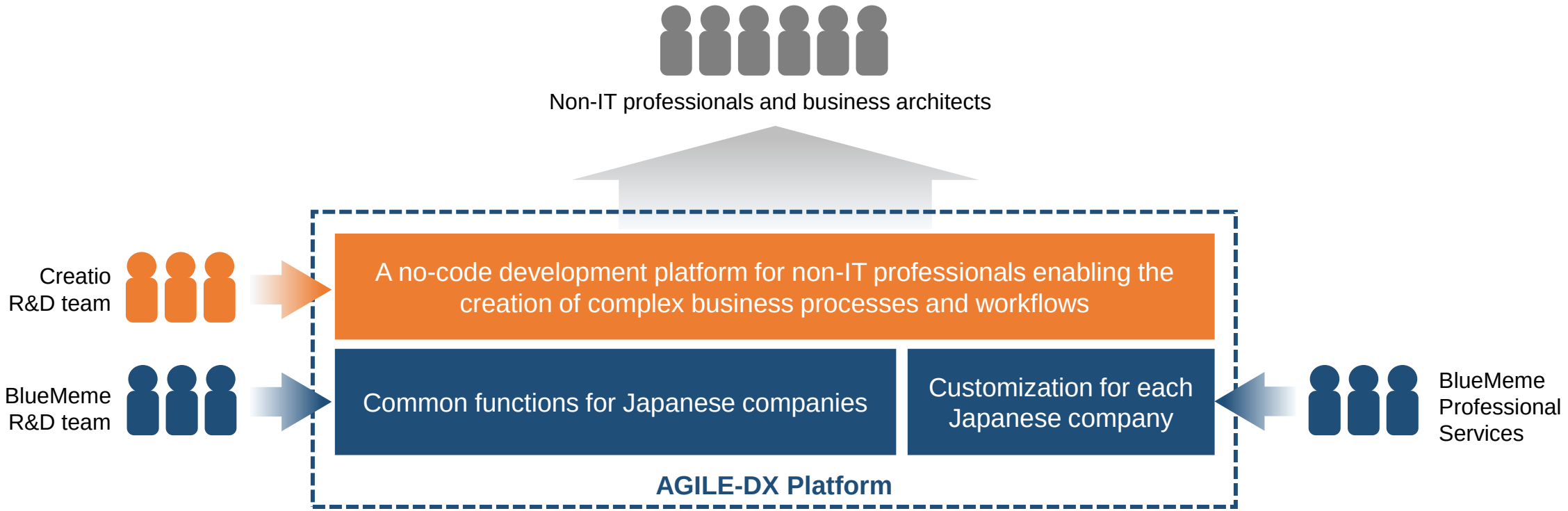
Partnership with US-based “mabl”, a test automation platform provider

The use of agile methods and low-code technologies has led to an increase in the number of minor software tests and a significant increase in the manpower required to create test cases and execute tests. In order to reduce manual effort in the testing process, we have partnered with mabl, a US company that provides AI-based automated test case modification and automated testing capabilities in a cloud environment. We aim to develop next-generation testing processes.



Partnership with “Creatio” for joint development a no-code platform for Japanese companies

As Japanese companies promote in-house development, no-code development platforms are gaining more attention as they can be used by non-IT professionals. However, they are not suitable for creating complex business applications.
We formed the exclusive regional partnership with Creatio, a US company that provides a no-code platform for developing complex business processes. To achieve complex, large-scale no-code development, we will jointly develop the “AGILE-DX Platform”, which follows our development methodology.



Areas covered by the AGILE-DX Platform

The AGILE-DX platform aims to be a no-code platform that enables non-IT personnel to develop large-scale applications with complex business processes.

Classification	Low-code	**AGILE-DX Platform**	No-code	Scratch
Target Persons	Engineers	**Business users or business architects**	Business users	Engineers
Required IT Skills	Basic Application design	**Business operations and data modelling**	Data modelling	Advanced Application development
Scale of Operation and Flexibility	Wide / large scale	**Relatively wide / Large scale**	Narrow / small scale	Wide
Learning Period	3 - 6 months	**3 - 6 months**	Days to weeks	3 - 5 years
Implementation Costs	Approx. 30% of scratch development	**Approx. 30% of scratch development**	Low	High
Duration of Development	3 - 12 months	**Few weeks – 6 moths**	Days to weeks	1 - 5 years

Business Overview

Where does the name BlueMeme come from?

BlueMeme's Philosophy

Create new values, change the norm, evolve the culture

Our company name, BlueMeme, consists of two words: "blue", which derives from the root word 'shining', and "meme", which means a transmitter of information that forms culture. This reflects our strong philosophy of creating new values and shaping new culture, without being bound by conventional norms.

Blue

Shining

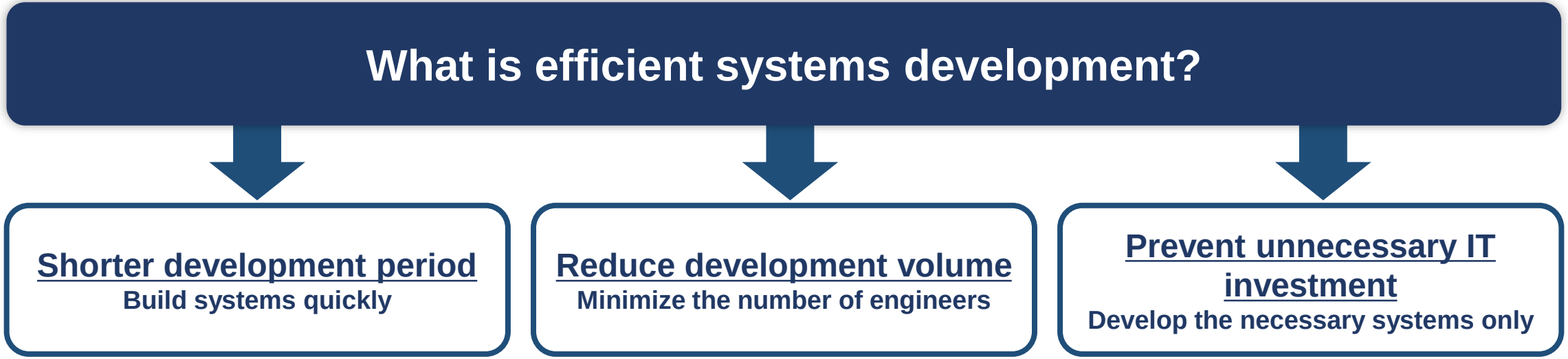
Meme

Transmitter of information that forms culture

What does BlueMeme do?

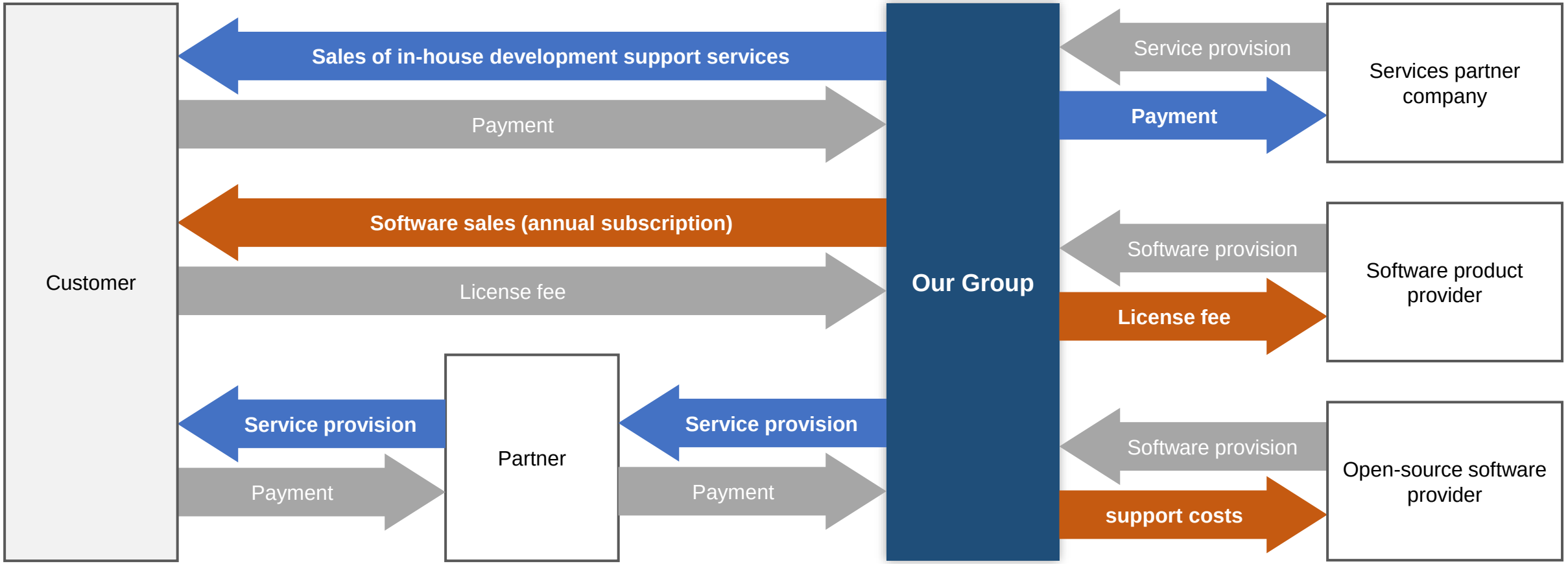
Business Overview

DX business that provides support services to Japanese companies for in-house system development using **its unique ‘development methodology’ and ‘cutting-edge automation technology’** to realize the world's most efficient system development

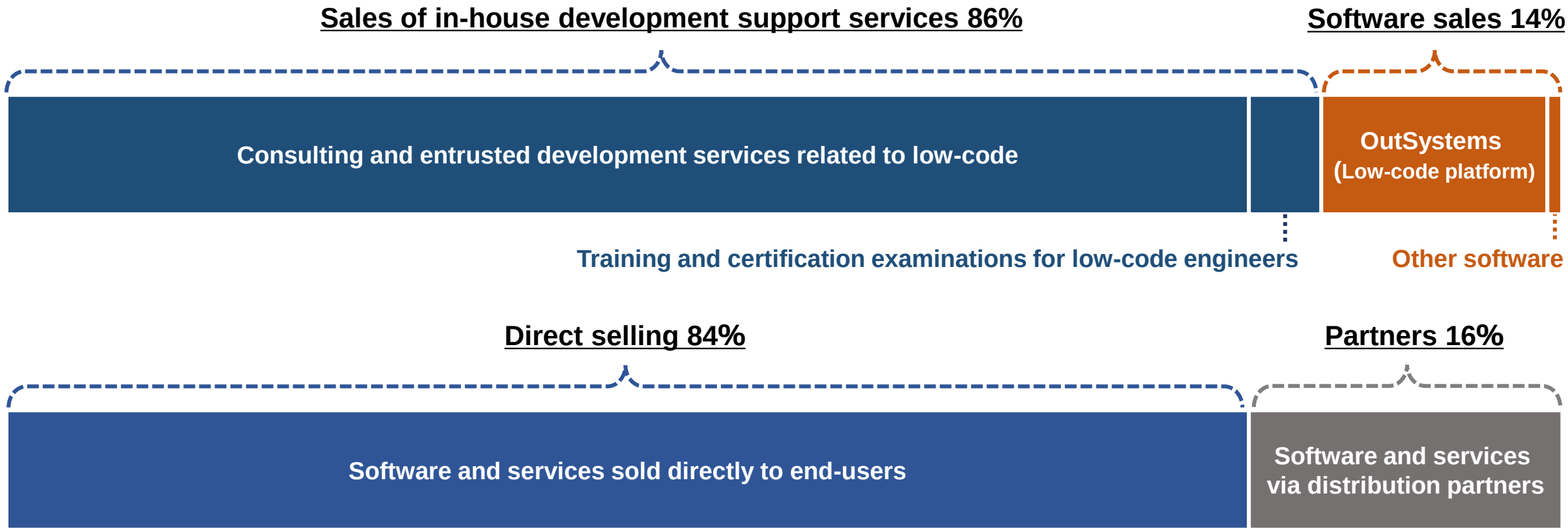


Business Structure

BlueMeme provides software and services to enable customers to realize **'in-house system development'**



Proportion of Services and Software Sales



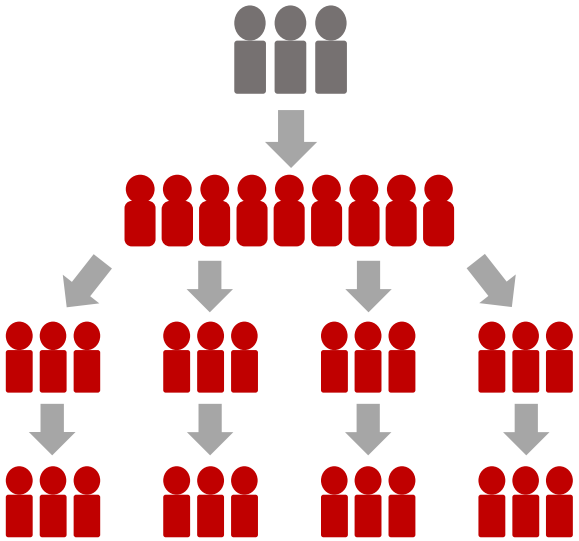
*At the end of FY2021

What are the differences between BlueMeme and system integrators ?

BlueMeme minimizes the number of engineers and period

Systems Integrators

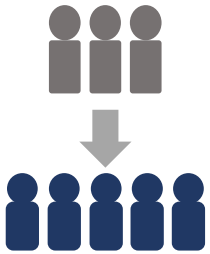
‘Manual-centric’ system development by many engineers



Duration: approx. 12 - 36 months

BlueMeme

‘Automated’ system development by fewer engineers

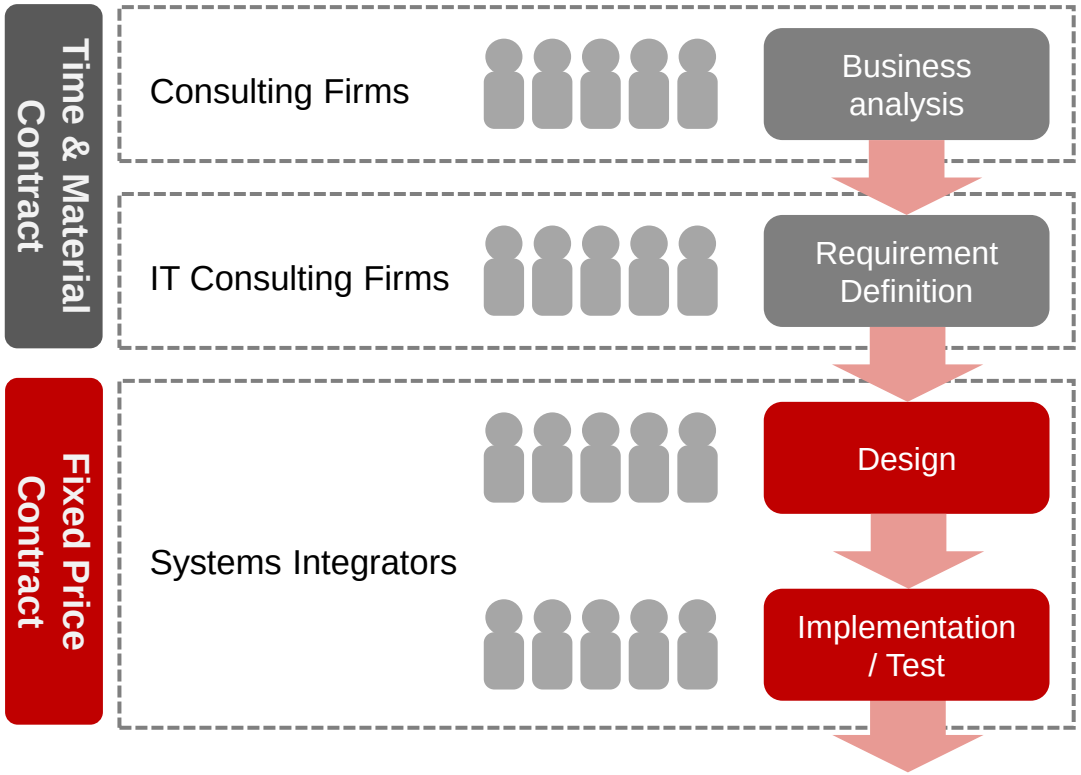


Duration: approx. 0.5 - 12 months

Reduce development duration and the number of engineers by approximately 50-70% and increase development efficiency by 2 to 3 times

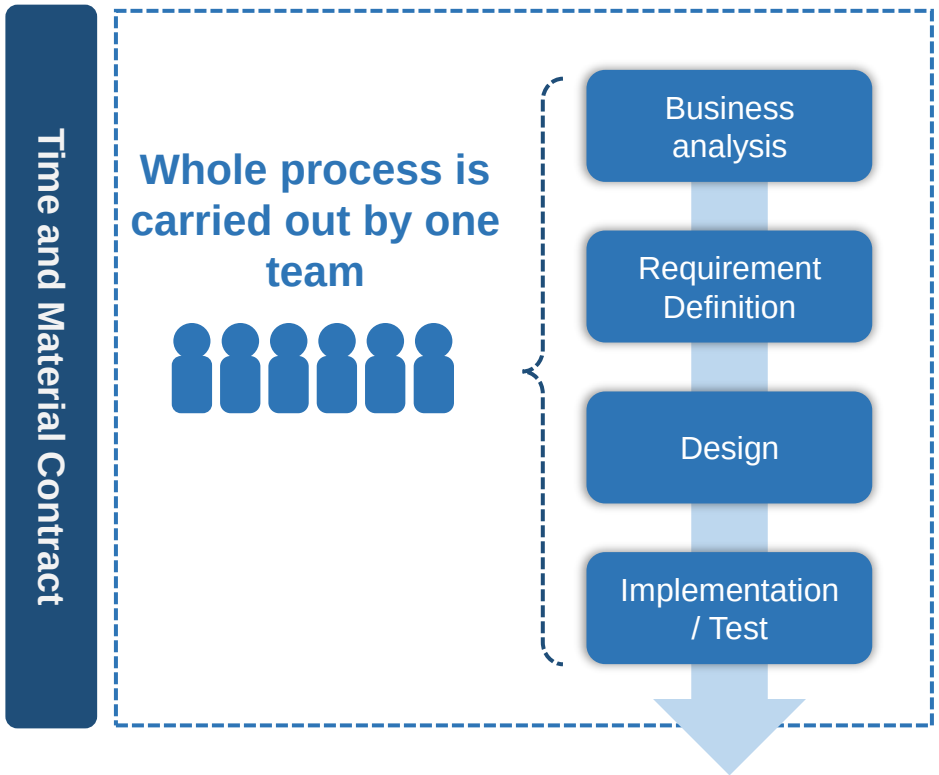
Differences between System Developers and BlueMeme

Standard System Development



Black-boxed systems that can only be modified by the company that created them

System Development by BlueMeme

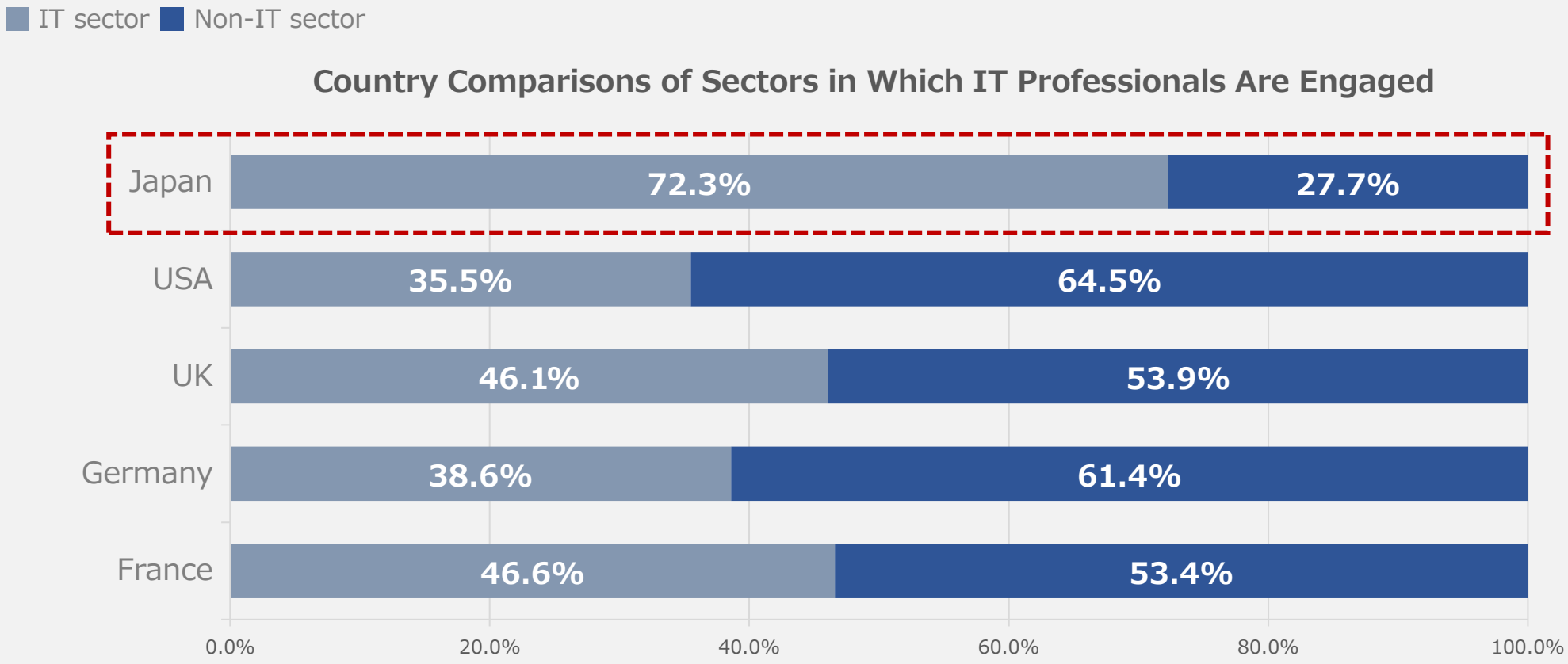


Clearly structured system that can be modified by the customer (developed in-house)

Why do Japanese companies need to bring systems development in-house?

Barriers to the Expansion of In-House Systems Development

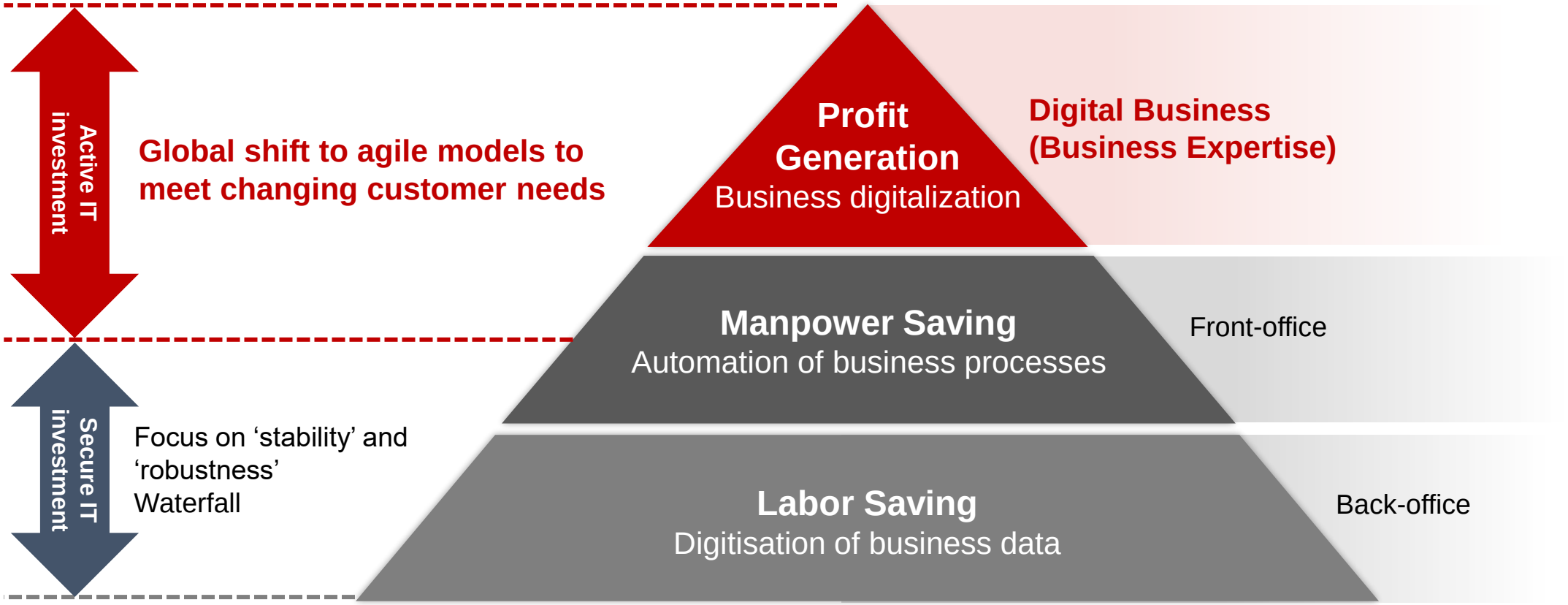
Compared to foreign companies, Japanese companies have very few in-house IT professionals and there is a chronic shortage of IT professionals



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）

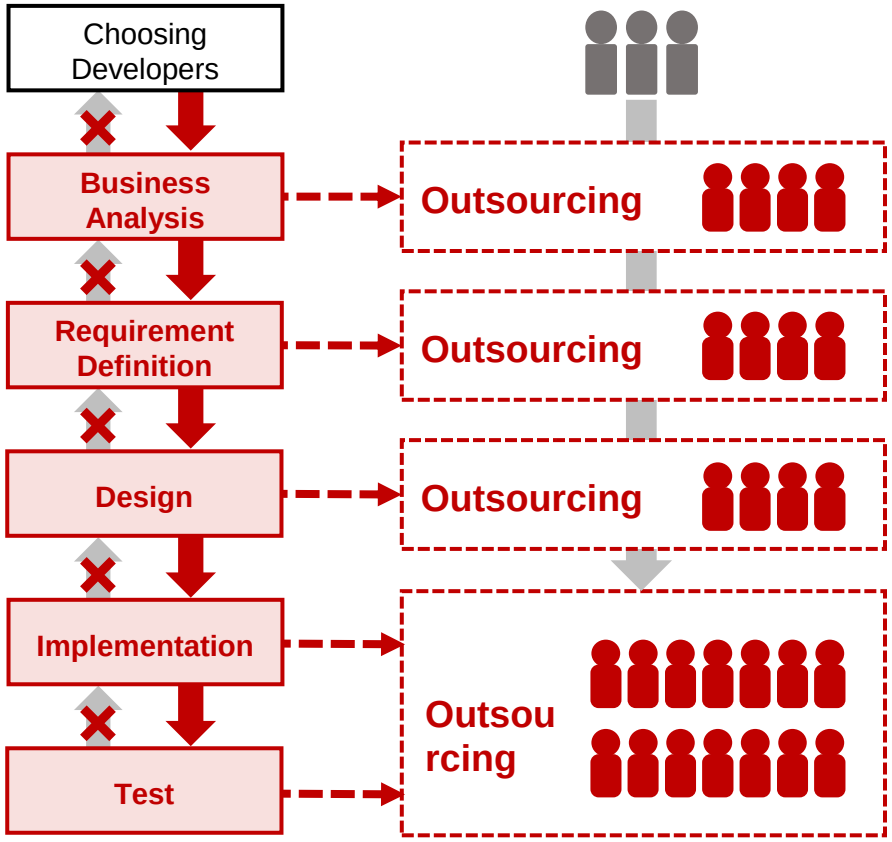
Competition is moving into the digital business domain based on agile

Although the main focus of systems development has traditionally been on reducing manpower and improving operational efficiency, the focus today is increasingly on **“profit generation”** with the rise of digital business.

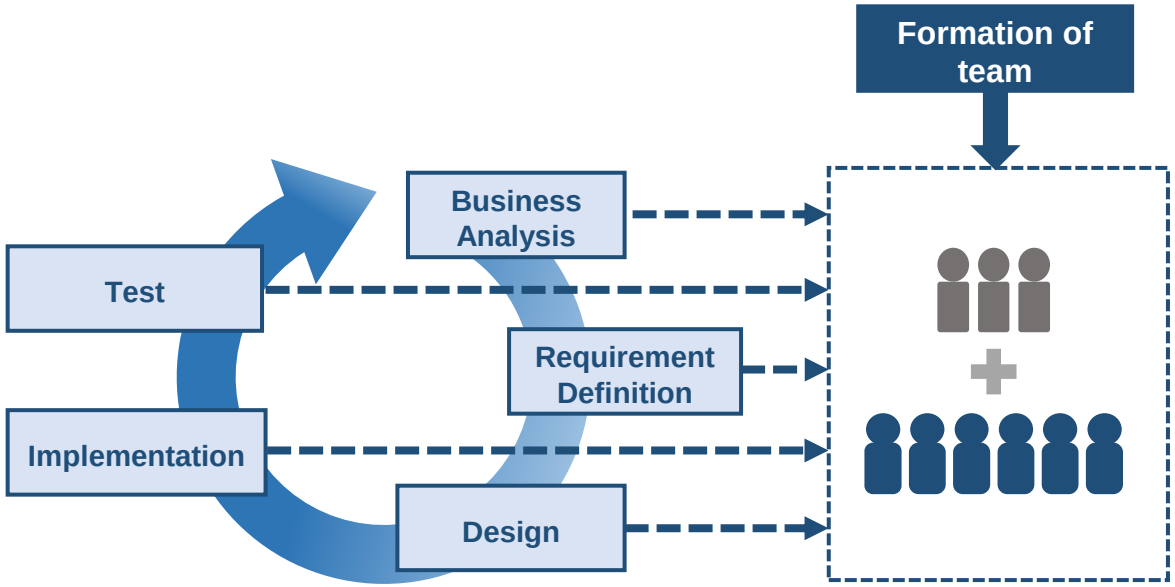


“In-house Development” is Essential for the Realization of Agile Development.

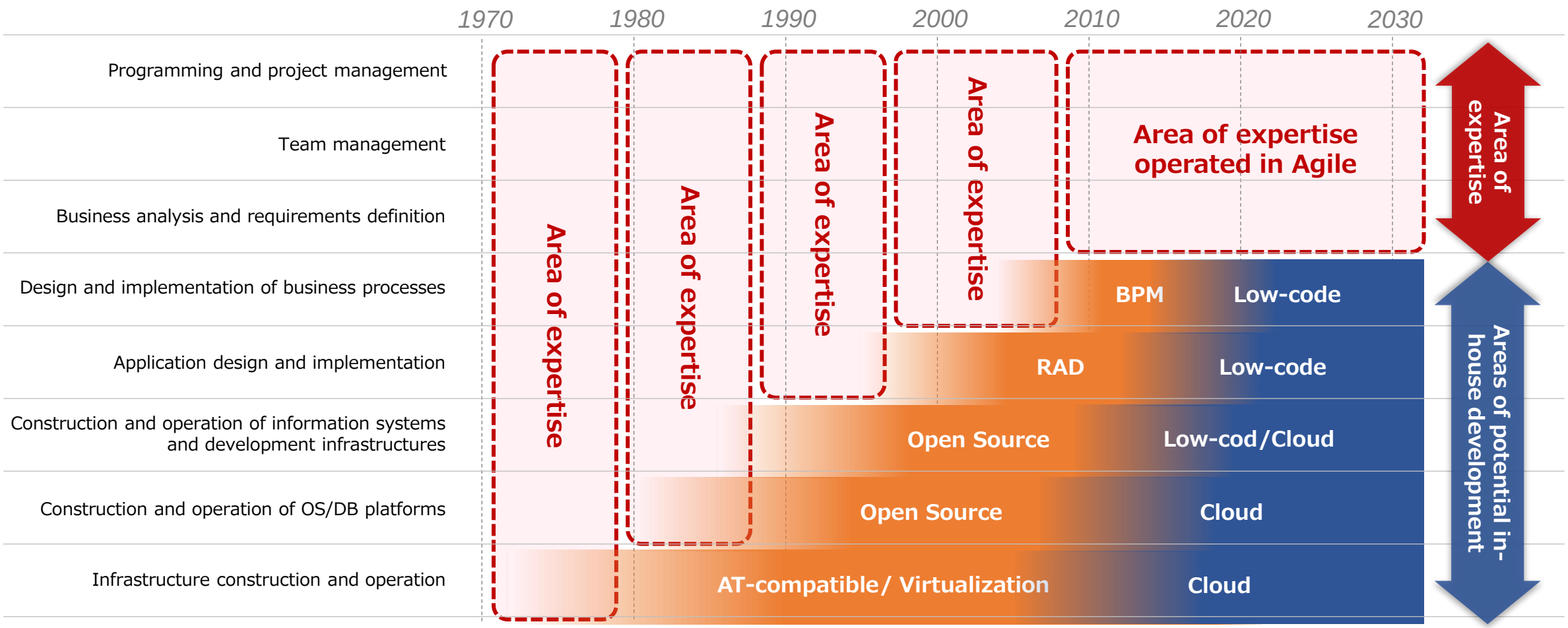
Each process is outsourced to a separate company
Agile cannot be utilized in partial offshore development



Entire process is carried out by one team, enabling the use of agile



Shrinkage of Specialization and Expansion of ‘In-house Areas’ due to Cloud and Low-code



Why is the use of low-code becoming a global phenomenon?

Paradigm shift in systems development caused by low code

Risk in the past

Key factor was whether the system would work properly

In the past, the system itself was seen as the value, and attention was paid to the system development itself.

Risk related to low-code

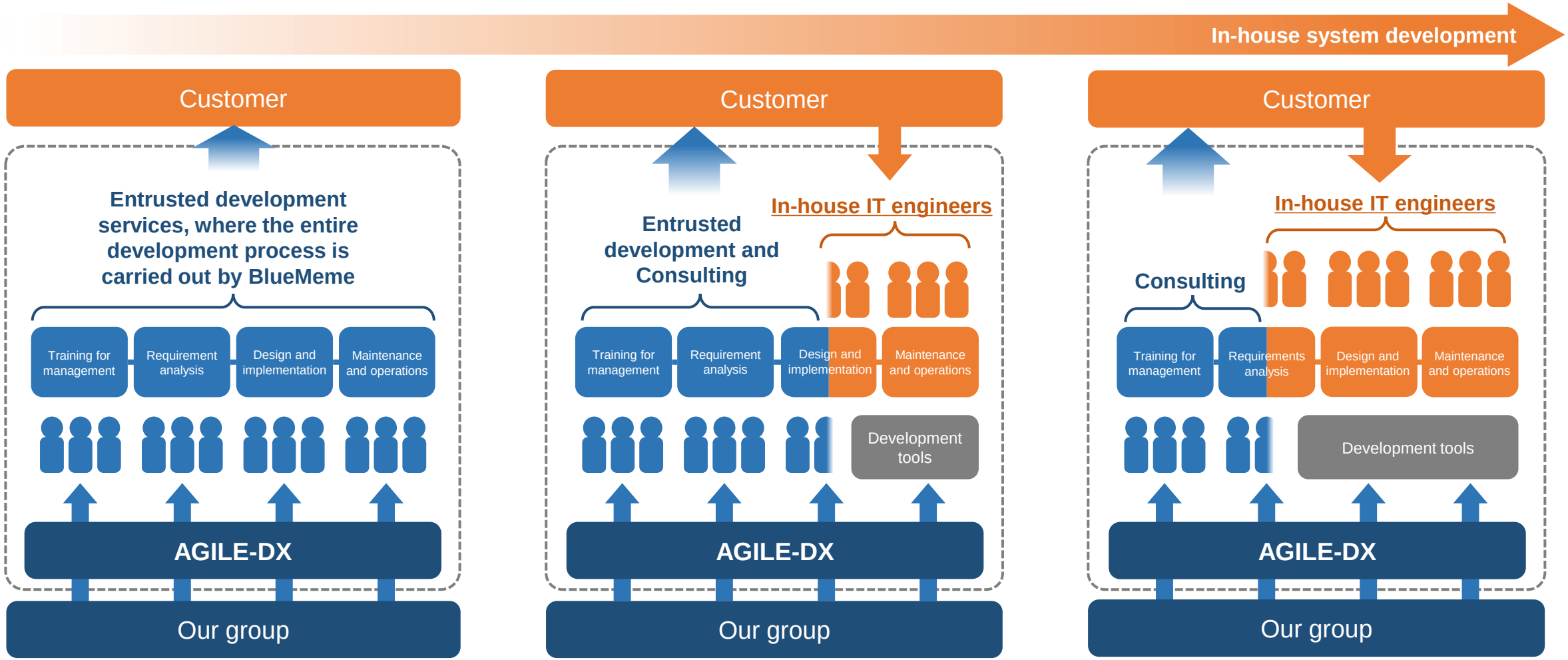
The operation of the system is guaranteed The question is whether business processes can be realized

Many low-code development platforms guarantee that the system will work, eliminating the risks associated with the creation of the system itself

How does BlueMeme support in-house development?

Support Service for “In-House Development” by “AGILE-DX”

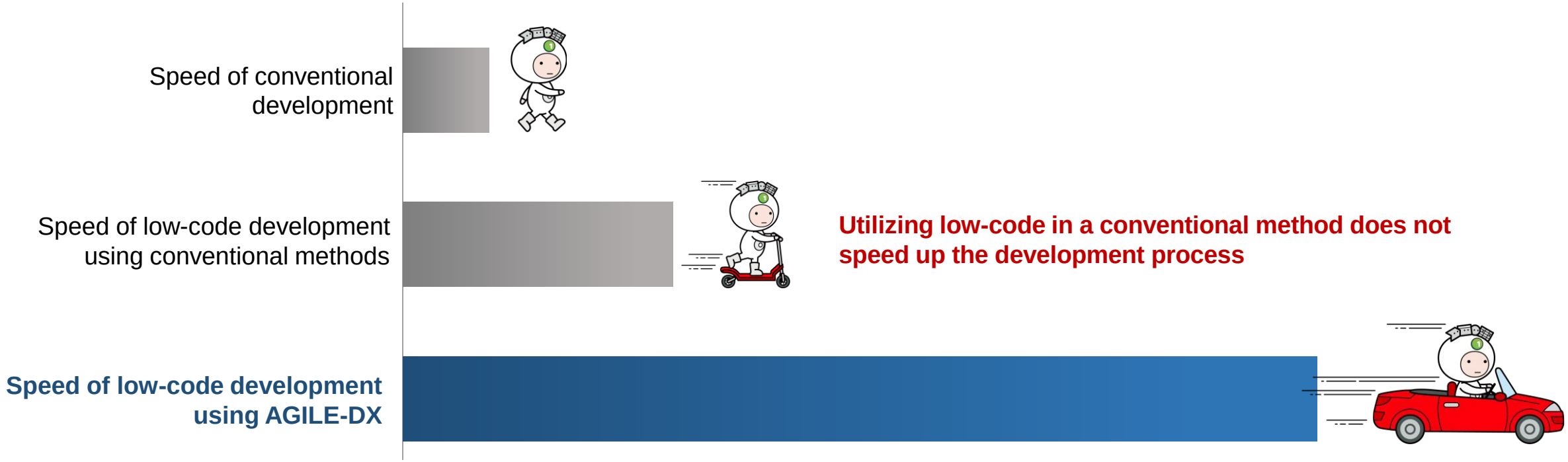
We provide variety of services to support in-house production, depending on the needs of the customer.



What are the features of AGILE-DX?

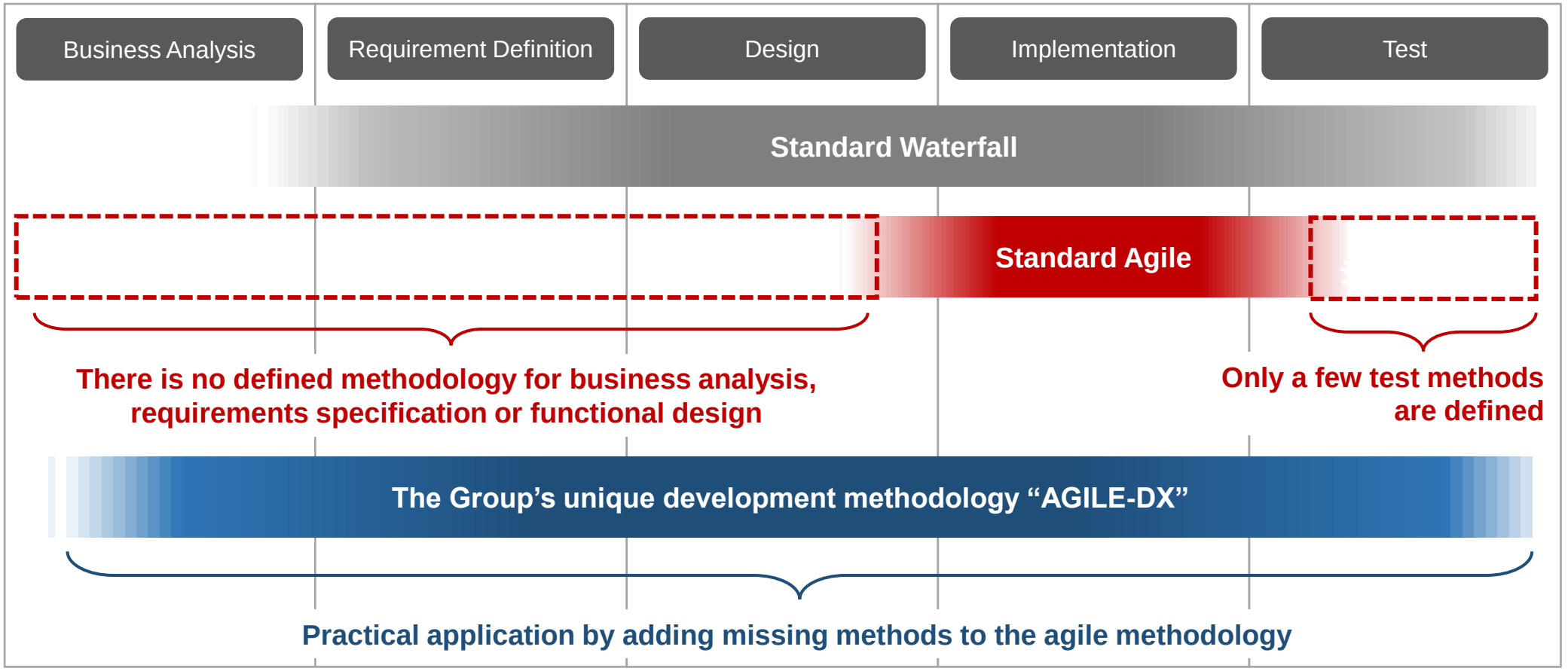
Development Methods Maximizing the Speed of Low-code Development

A development methodology that takes full advantage of the speed of low-code development to shorten “development time”, reduce development man-hours, and reduce unnecessary IT investment



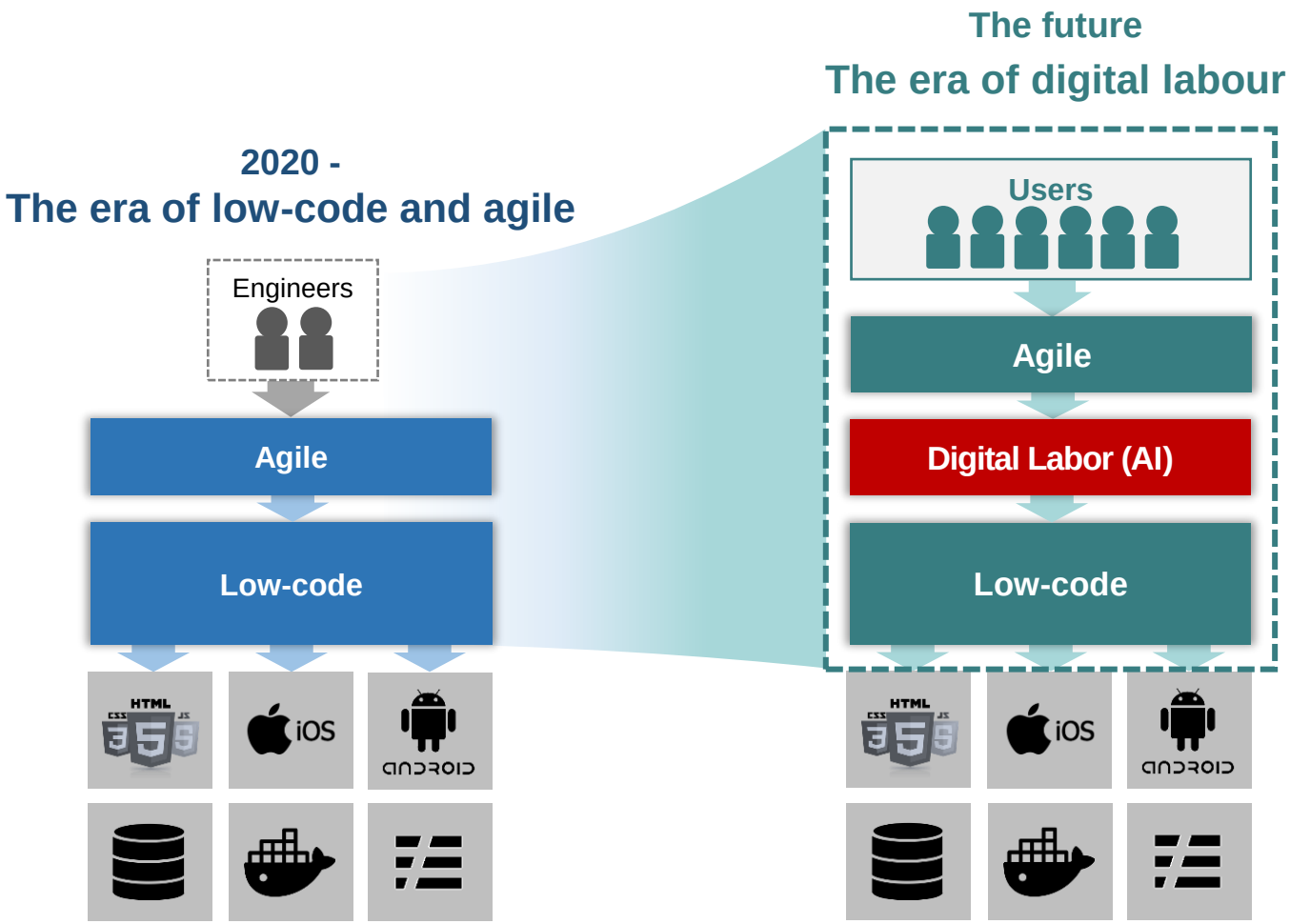
Solving the problem of agile development not being widely used in Japan

Solving the problems of agile methods by standardizing the methods of business analysis and requirements specifications



Will BlueMeme lose its service business when customers move to in-house development?

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

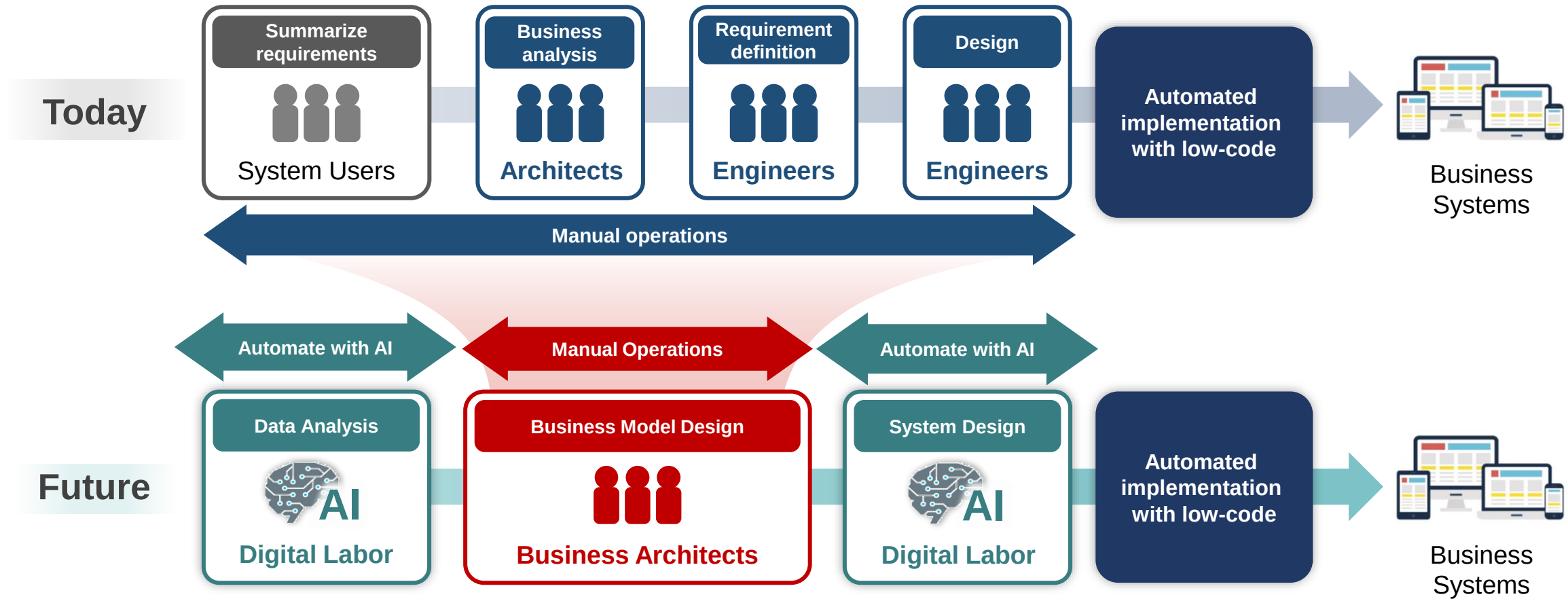


What is the era of digital labor?

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.

System Development by Digital Labor and Business Architects



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

Business Model Corresponding to the Customer's Level of In-house Development

Realization of in-house system development

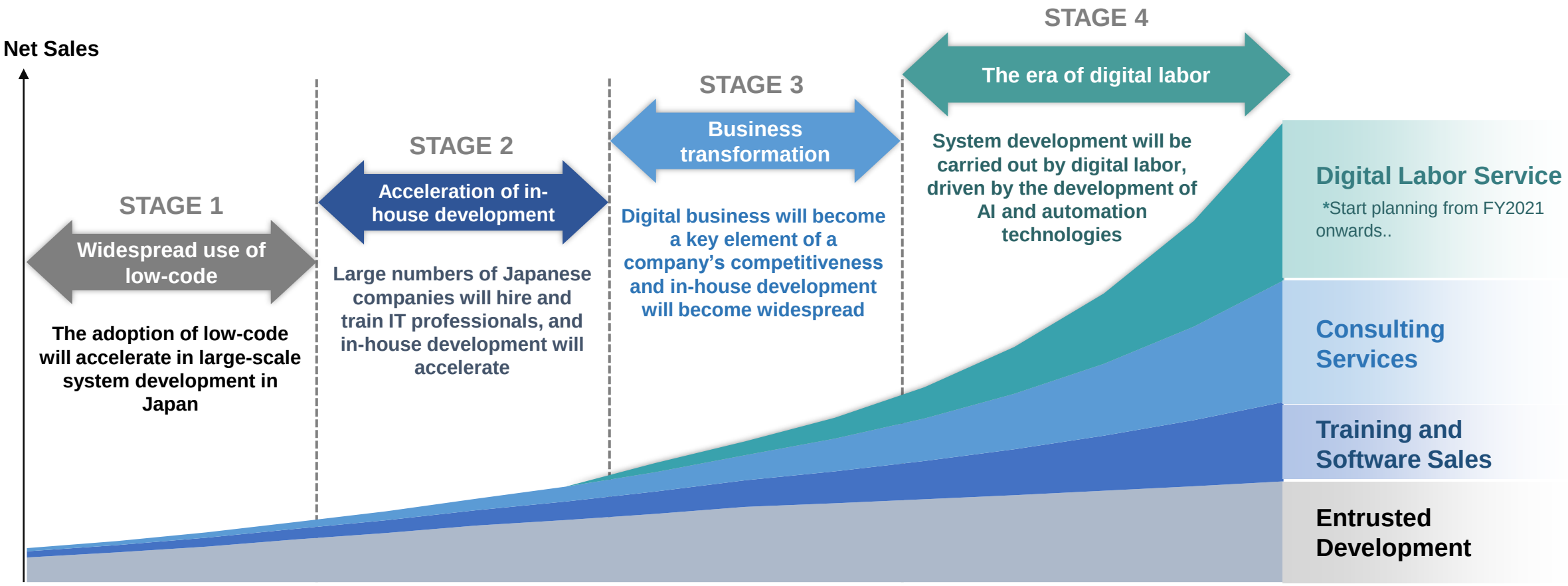
Digital Business

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	Provision of IT Consulting Services	◎	◎	◎	◎
	Provision of Business Architects	◎	◎	○	Internalized
Entrusted development	Provision of Application Engineers	◎	○	Internalized	Internalized
	Provision of Technical Staff	○	Internalized	Internalized	Internalized
Training services	Provision of Technical Training	◎	◎	◎	◎
Software or/and Cloud Services	Provision of Low-code tools	◎	◎	◎	◎
	Provision of Digital Labor Services to support in-house production *Start planning from FY2021 onwards	—	—	○	◎

bluememe
MODEL & DESIGN YOUR BUSINESS

Growth Strategies and Sales Revenue in line with the Progress of In-House Development

We offer services to facilitate the in-house development of Japanese companies and plan to provide services in line with their progress



Appendix

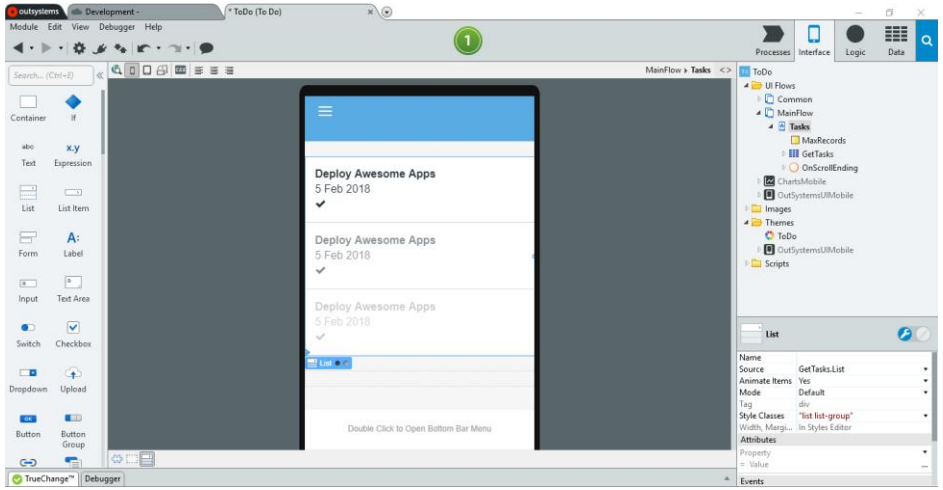
What are the differences between low-code and no-code?

Difference between Low-code and No-code

Classification	**Low-code**	**No-code**	Scratch
Target group	Consultants / Engineers	Business User	Engineers / Programmers
Required IT knowledge	Basic programming knowledge	Knowledge of operating a cell phone or PC	Advanced development knowledge
Scale of operations and flexibility	Large / Flexible	Small / Limited	Flexible
Duration of study	3 - 6 months	Days to weeks	3 - 5 years
Implementation costs	Approx. 30% of scratch development	Low	High
Duration of development	3 - 12 months	Days to weeks	1 - 5 year(s)

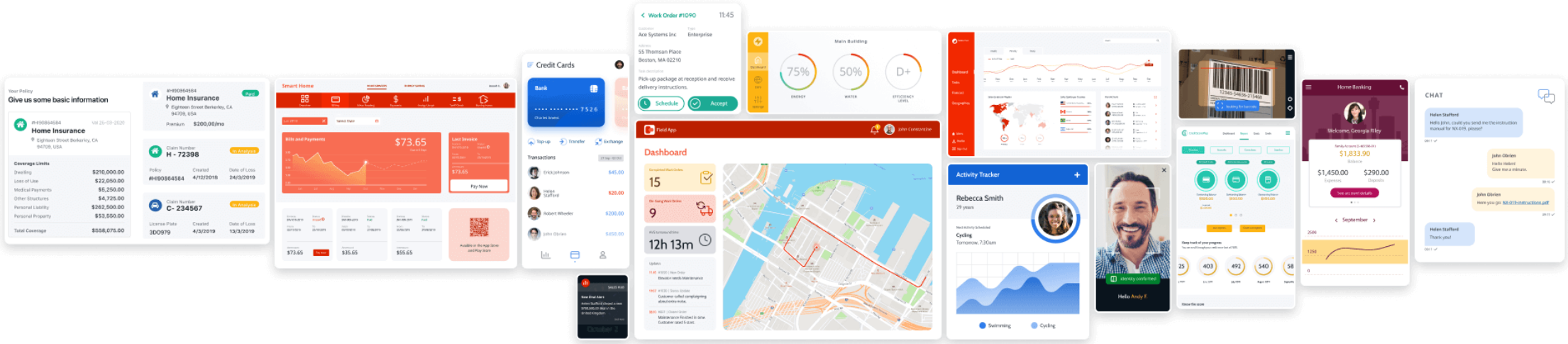
What are the advantages of OutSystems?

Sophisticated Usability for Developers



OutSystems functions are implemented according to the philosophy of **"only implement functions that can be handled intuitively"**, which makes them very easy to understand and to learn.

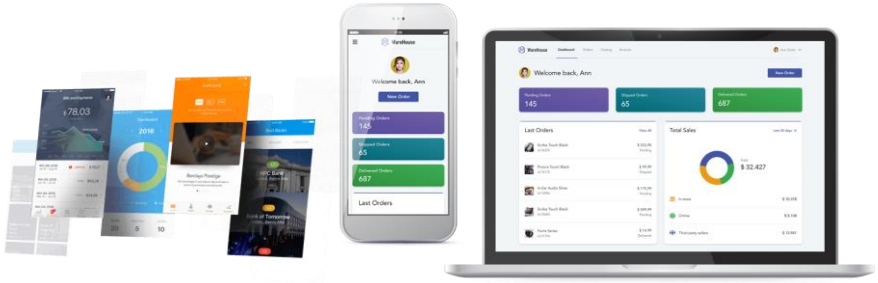
It also incorporates **beautiful user interface design patterns**, allowing engineers with little UI design experience to develop sophisticated applications.



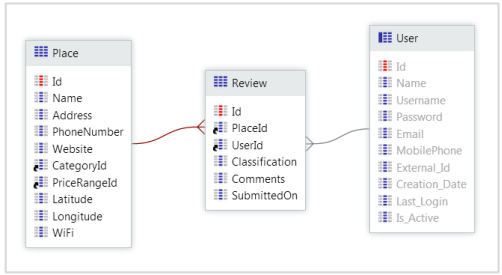
Flexible Model Design and Diverse Range of Applications

OutSystems does not offer as many **advanced templates or as many different functional components** as other low or no-code products. Therefore, when developing an application, it is necessary to define a data model from scratch and write logic similar to a programming language, such as IF and FOR statements, in a flowchart.

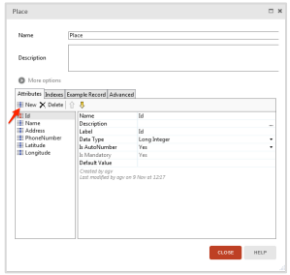
This slows down the development of applications with limited use compared to other products, but allows **modelling of low-level processing similar to a programming language**, and allows the flexibility to design a wide variety of applications.



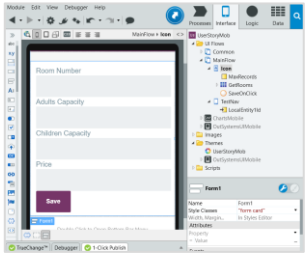
Data model



Data model

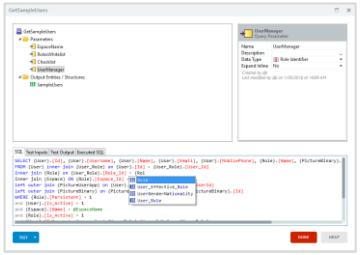


Interface

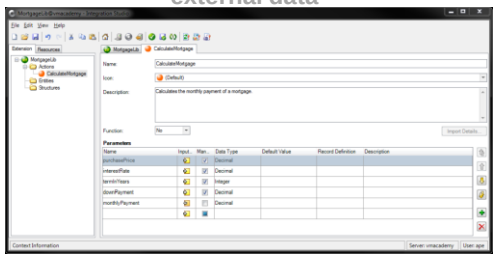


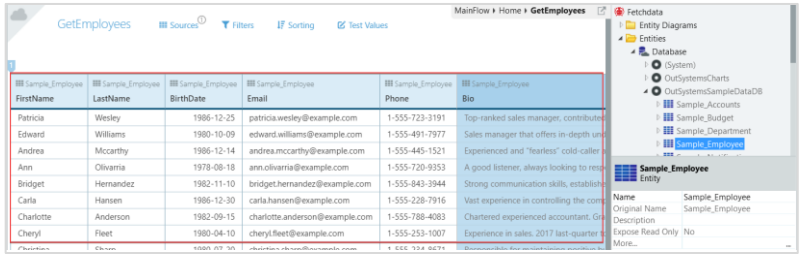
Server logic

SQL

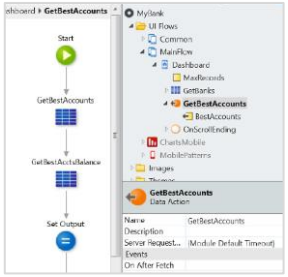


Linking with external data

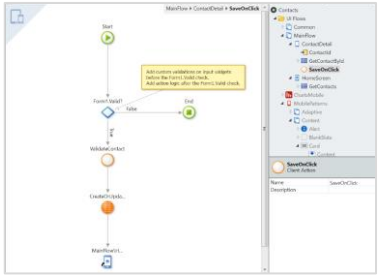




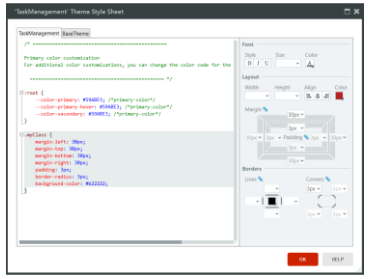
Data query



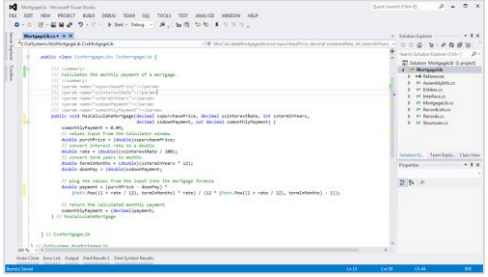
Data logic



Client Logic



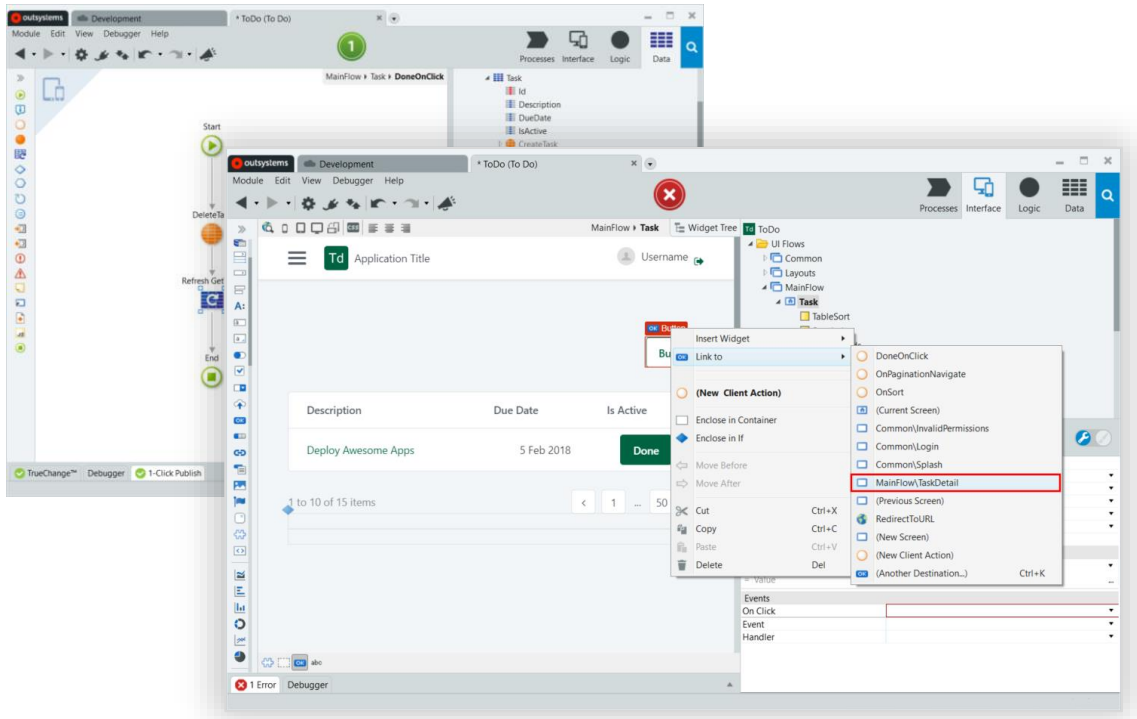
Style sheet



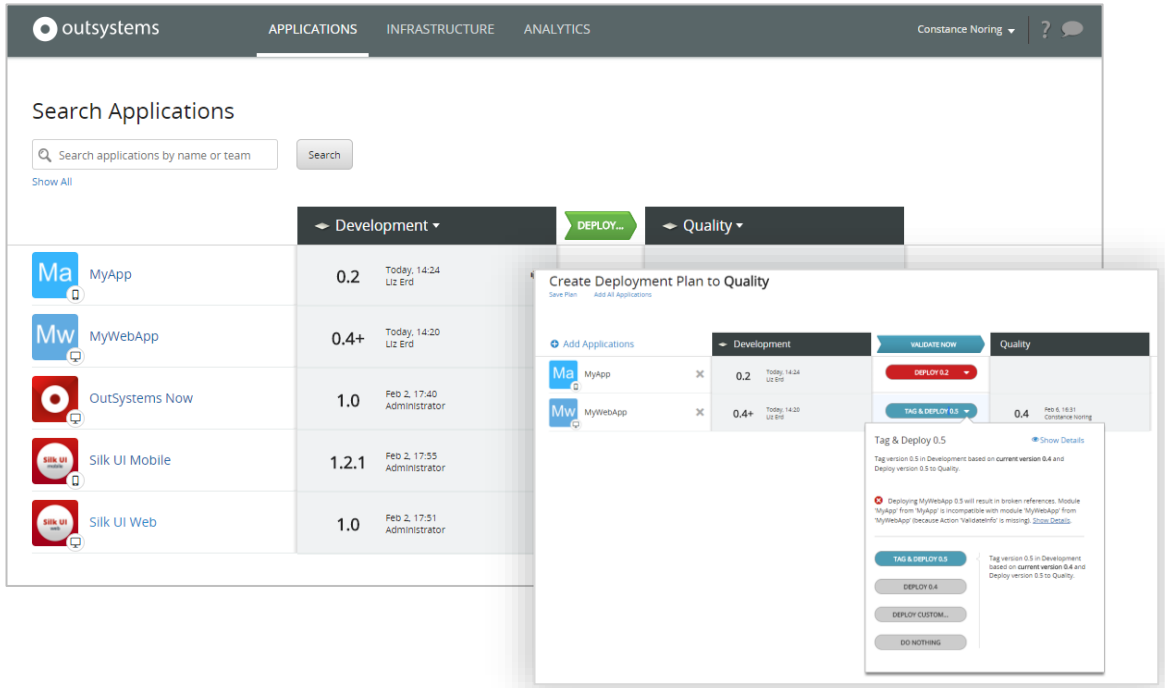
Server Logic with C#

Automatically Generated High Quality Applications and Their Safety

The application design information is analyzed in real time, so that **if there is incomplete logic or missing essential parameters, the errors and solutions are displayed on the spot.** Warnings are also displayed if there are any performance issues or unnecessary designs, preventing the application from deteriorating.



When an application is distributed from the development environment to the production environment, **the dependencies between modules are analyzed from the application design information and solutions are provided** to prevent application errors due to version differences or inadequate dependencies.

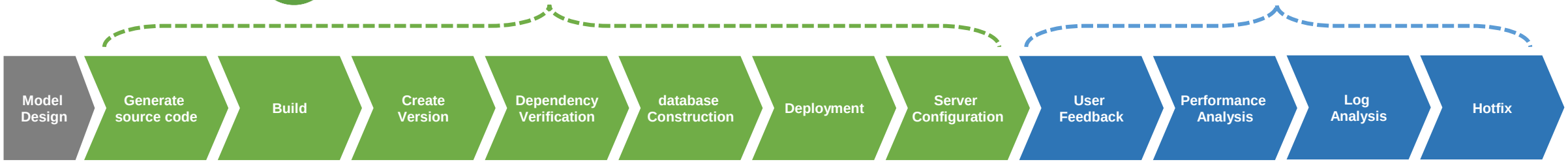


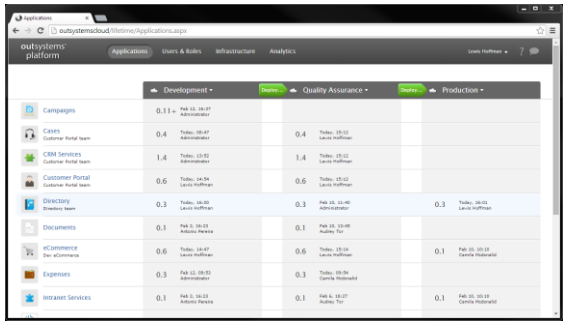
A Single Source for Deployment and Management Functions

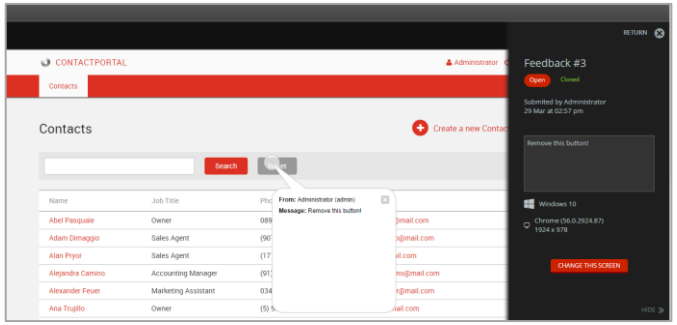
Unlike other low-code tools, OutSystems allows engineers to develop applications that run on standard architectures **without using special runtime engines or frameworks**. Therefore, after the source code is generated, many steps are usually required to deploy the application to the server, comparable to scratch development, but OutSystems automates all that work. OutSystems also provides as standard operational management functions such as application **performance analysis**, **log analysis** and a **feedback function** to manage user requests for improvements.

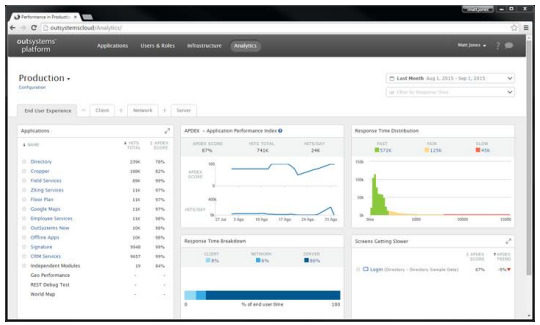
1 Automate everything from source code generation to server configuration with a single click

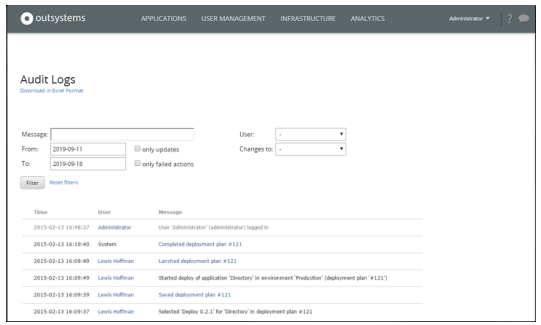
Provides operational functions











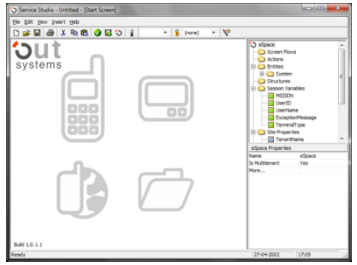
What is the relationship between BlueMeme and OutSystems?

First Introduction of OutSystems in Japan in 2012

Agile and low-code business
460+ companies
2,700+ projects

2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

Foundation Of OutSystems



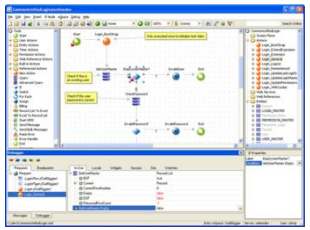
Version 1.0

2009
Launch of agile and low-code business

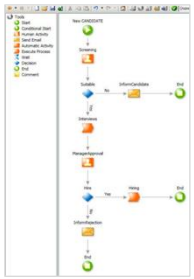
Launch of OutSystems in Japan

Start of OutSystems training

Foundation of OutSystems Japan

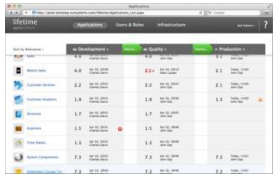


Version 4.0
Visual Debugger



Version 5.0
Process

Version 6.0
New Service Studio

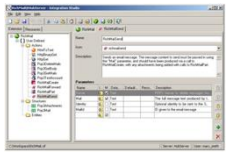


Version 7.0
Lifetime

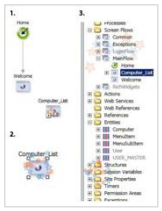
Version 9.0
OutSystems Now

Version 10
Native Mobile

Version 11
Service Component

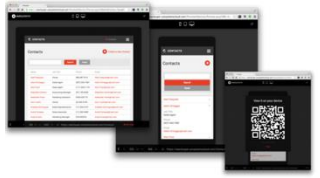


Version 3.1
Integration Studio



Version 5.1
Scaffolding & AWS

Version 2.1
1-Click Publish

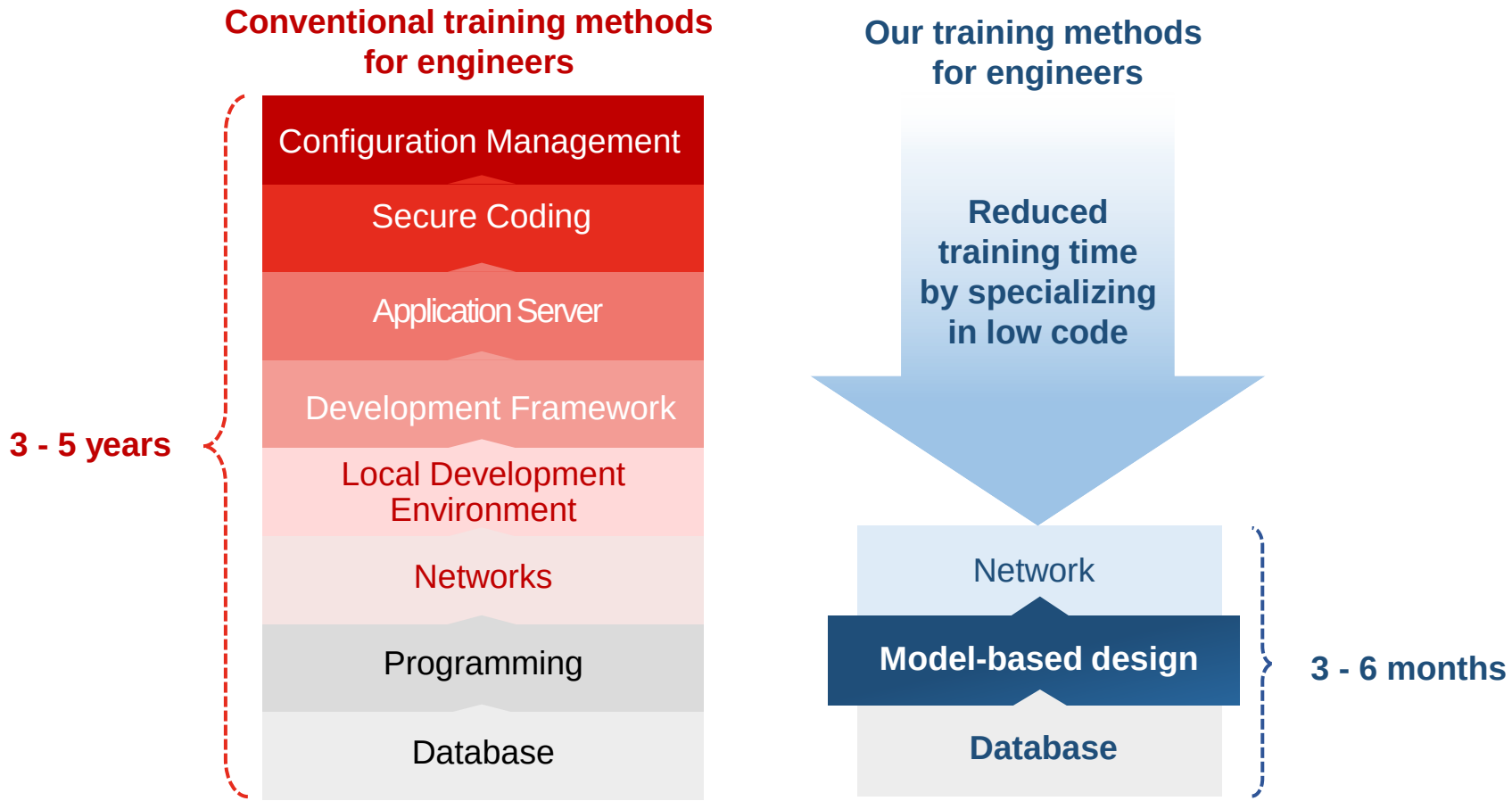


Version 8.0
Responsive Web

Other companies are struggling to find new engineers, what about BlueMeme?

Our Unique Training System

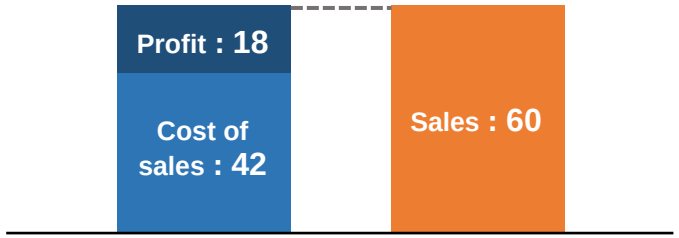
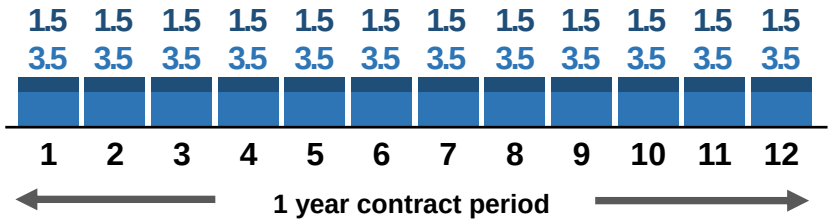
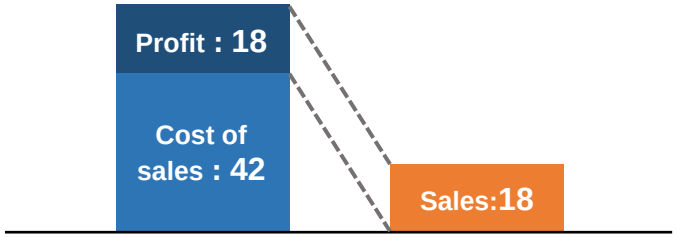
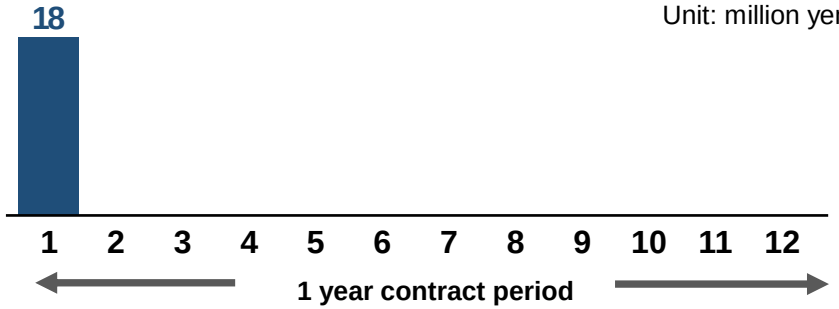
We have shortened the training period for our engineers from 3 to 5 years to 3 to 6 months. This allows us to quickly train not only our own engineers, but also those of our customers, helping Japanese companies to establish in-housedevelopment.



What is the impact of the change in accounting standards?

Application of the New Revenue Recognition Accounting Standard : Overview

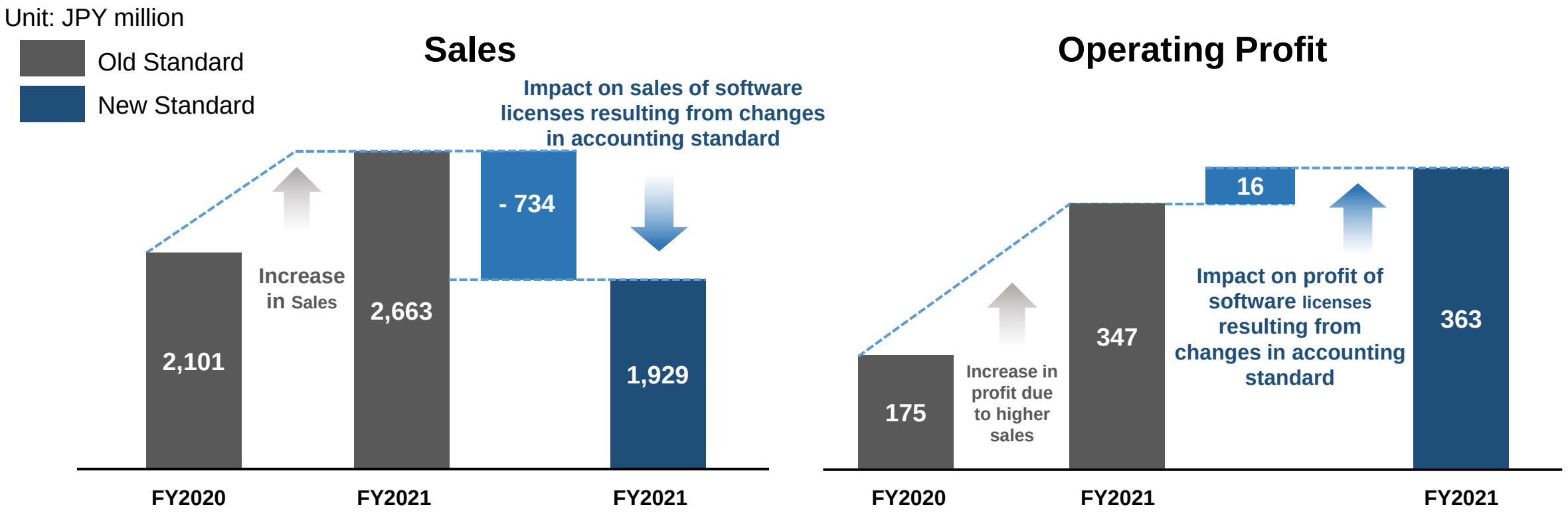
A new revenue recognition accounting standard has become effective for FY2021. This will change the method and timing of revenue recognition for software license sales. The impact on “Professional Services” is very small.

*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 	**Monthly revenue recognition per contract period** Unit: million yen 
Sales revenue of software licenses **New standard**	**License profit is recorded as net sales** Unit: million yen 	**Profit is recognized in the first month of the contract** Unit: million yen 

*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.

Impact of the Application of the New Revenue Recognition Accounting Standard

The impact of the adoption of the new standard is as follows.

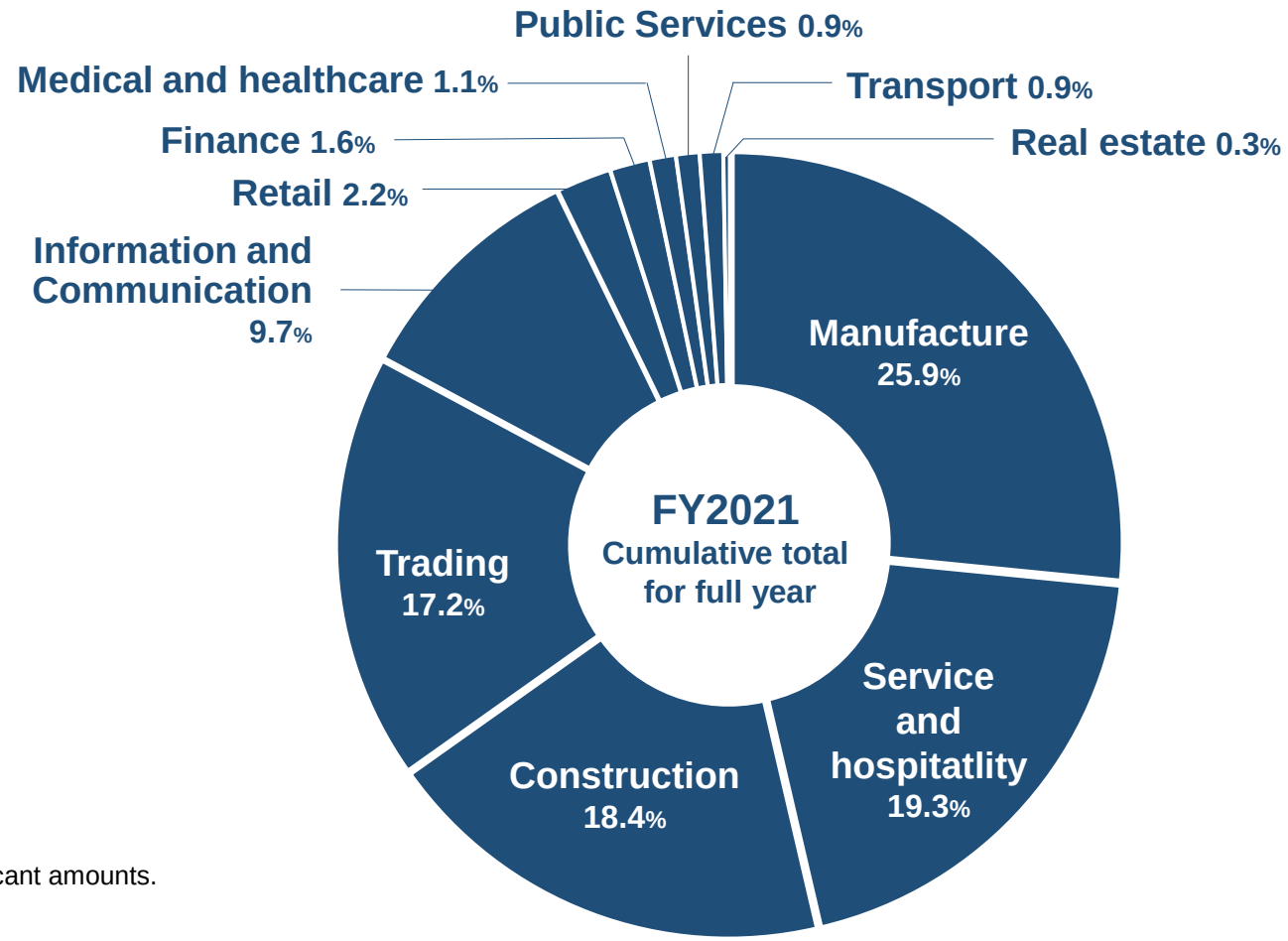


*Figures under the old standard are for reference only as they have not been reviewed by an auditor.

Who are BlueMeme's customers?

Orders received by industry

The software and services provided by our Group are used in a wide range of industries, particularly in the manufacturing, service, construction, trading and information and communication sectors.



* Excludes training services with insignificant amounts.

Notice

Notice

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.

The information contained herein concerning matters and organizations other than our own is based on publicly available information and has not been verified for accuracy or appropriateness and is not guaranteed by us.

Thank you for your time and attention.