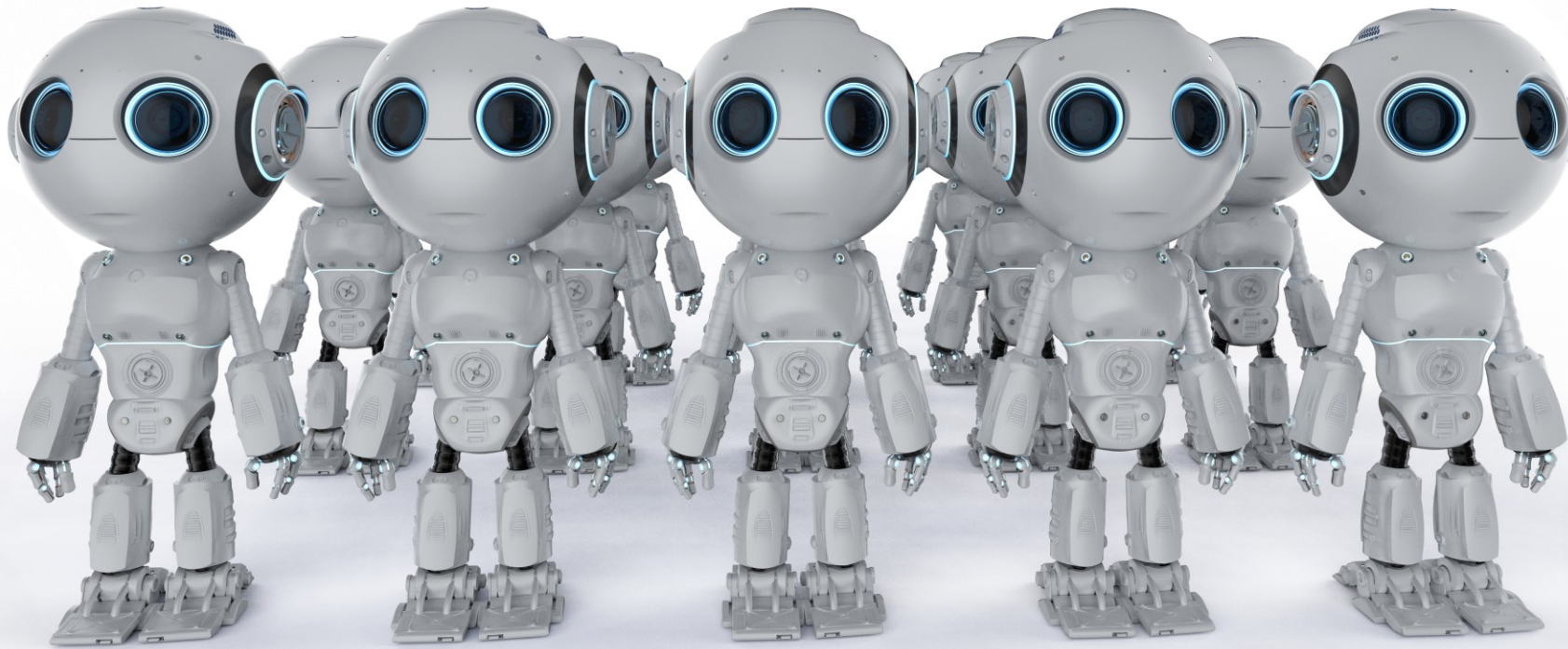


First quarter of the fiscal year ending March 2023 (FY2022) Earnings Results

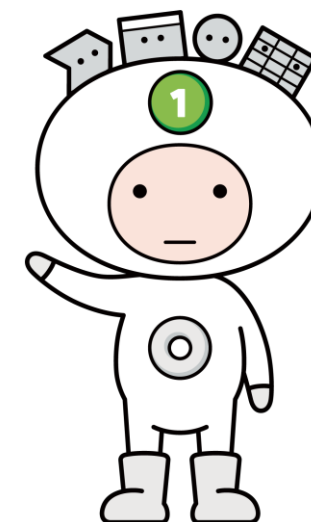
BlueMeme Inc.
12 August 2022



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



FY2022 Q1 Results

Summary of Q1 Results for FY2022

Unit: millions of yen

| | FY2021 1Q | FY2022 1Q | Increase/decrease |
|-------------------------|--------------|--------------|-------------------|
| Net sales | 426 | 502 | 76 |
| Operating Profit | 74 | 45 | (28) |
| Ordinary Profit | 62 | 45 | (16) |
| Net Profit | 42 | 30 | (12) |

- Net sales steadily grew by 17.8% year-on-year.
- Front loaded recruitment of engineers to accelerate growth in following years suffered profit.

*Amounts are rounded down to the nearest million.

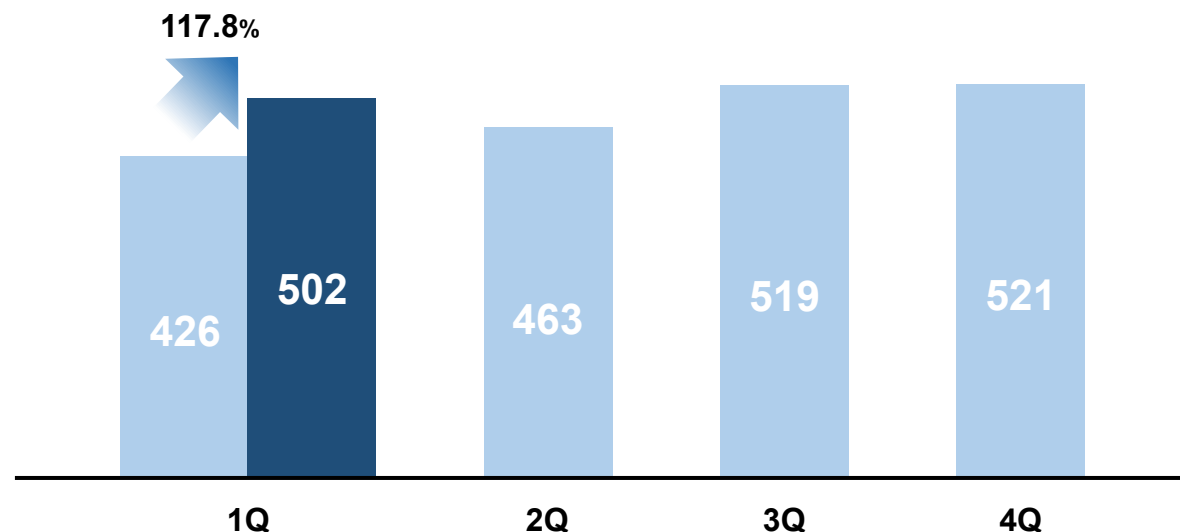
Quarterly Results

- Sales recorded steady growth year-on-year due to the acquisition of new customers without significant loss of existing customers from Q4 last year.
- The decrease in operating profit was due to higher labor and other costs due to the recruitment and training of in-house engineers and procurement of service partner engineers ahead of plan given the current demand for professional services.

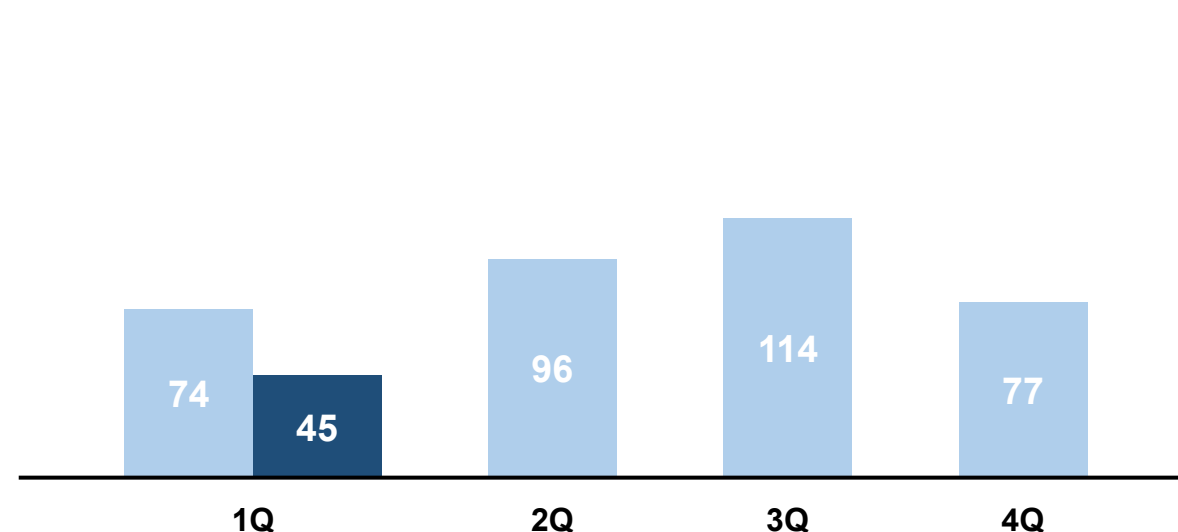
Unit: millions of yen



Net Sales



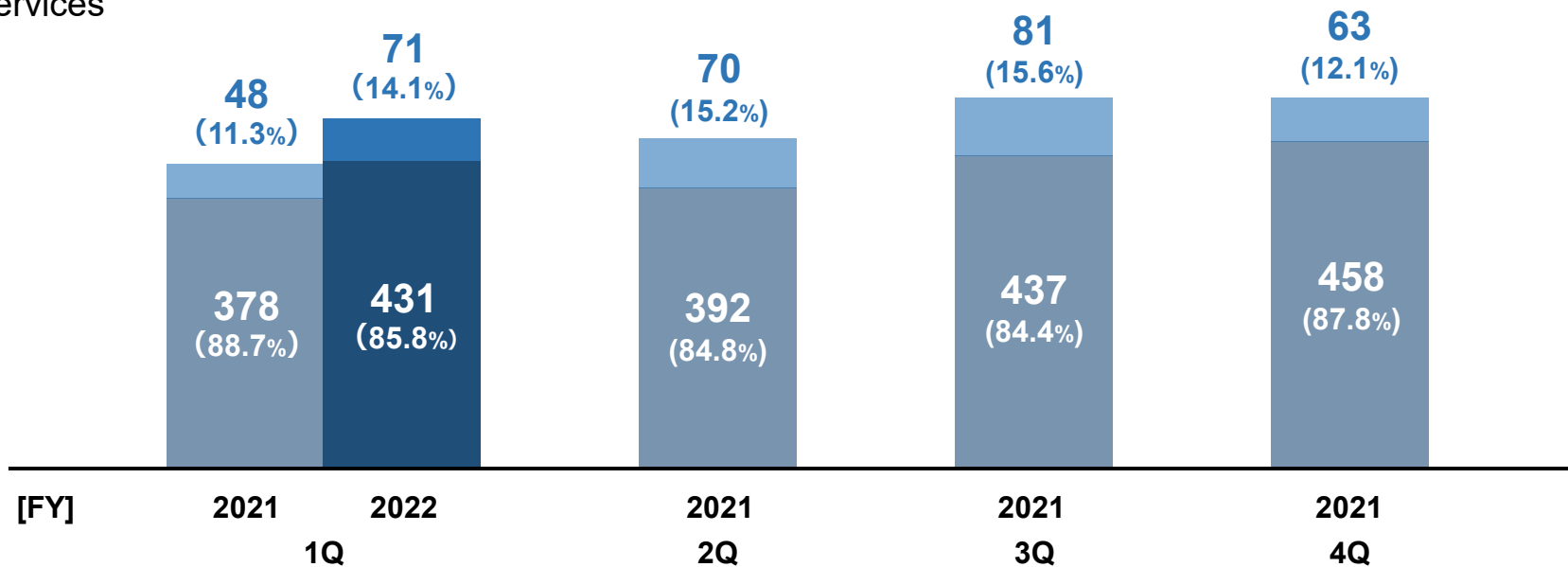
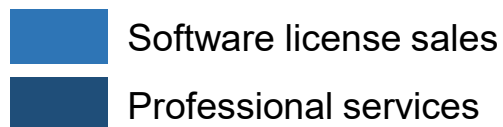
Operating Profit



Quarterly Sales by Service

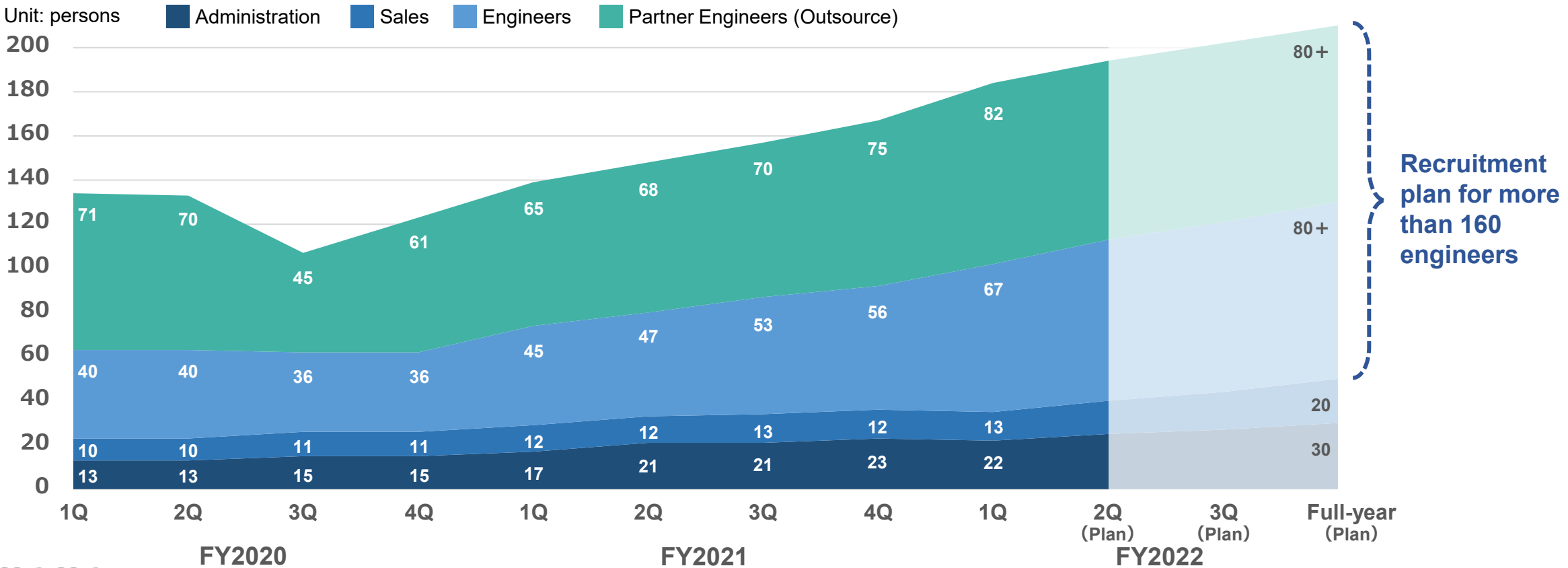
- Software license sales grew by 48% year-on-year. Contract renewals of existing customers have been steady and new customers for OutSystems®, the company's main product line, steadily increased.
- Professional services grew by 14% year-on-year. This was due to the continuation of many existing customer projects from the previous year, as well as the initial service provision to new customers in line with the implementation of OutSystems®.

Unit: millions of yen



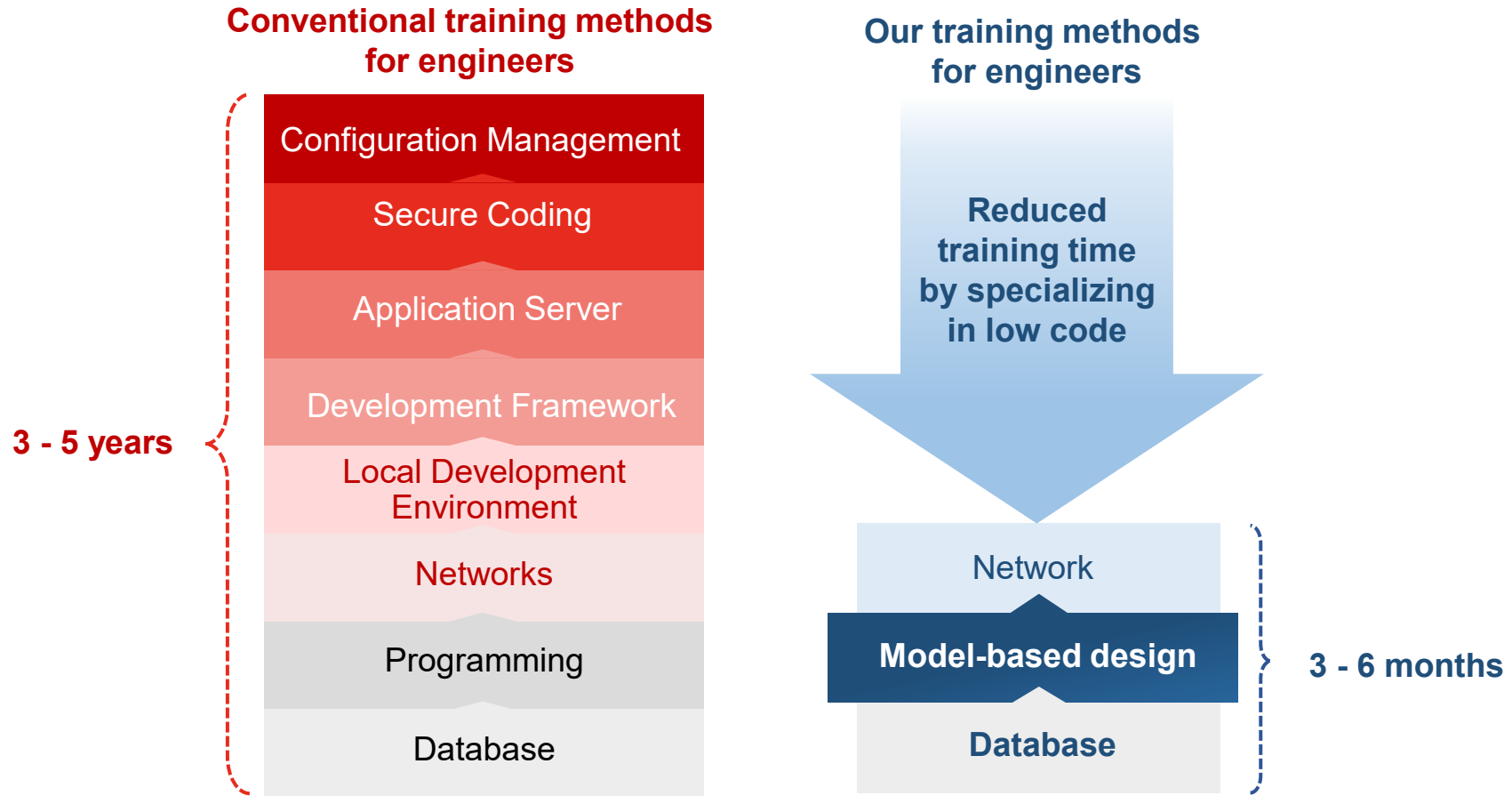
Numbers of Group employees

The number of in-house engineers increased by approximately 20% compared to the end of the previous year as active recruitment continued, particularly of new graduates and mid-career non-IT personnel. Training is underway for full-scale operations from the second half of the year onwards. More service partner engineers than planned were secured to meet the growing demand for service supply and to partially assist the work of in-house engineers in areas such as R&D and training.



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-house development.



Major Events

Cooperative Measures with MKI (1) : Structural Reinforcement

As measures related to the capital and business alliance with MKI, the company has appointed Special Mission Officer and welcomed an external director from MKI with the aim of strengthening management teams. In addition, four new working groups was established by the two companies to promote cooperation.

New board members

| | |
|-------------------------|---------------------------|
| CEO | Masanori Matsuoka |
| Director | Mariko Tsujiguchi |
| Director | Wei Zhu |
| Director | Ryo Ichikawa |
| Director | Takashi Okubo |
| Outside Director | Kinei Kawane |
| Outside Director | Kentaro Matsushima |



Executive Officers

Special Mission Officer with Mitsui & Co Group

Project Quality Control
Investment and Business Development
Talent Management

Hitomi Uchida
Kozue Hori
Hiroyuki Horii
Yukie Wada

Four working groups

1) Education Development Group

2) Deal Acquisition Development Group

3) Sales Strategy Group

4) Finance & Accounting Group

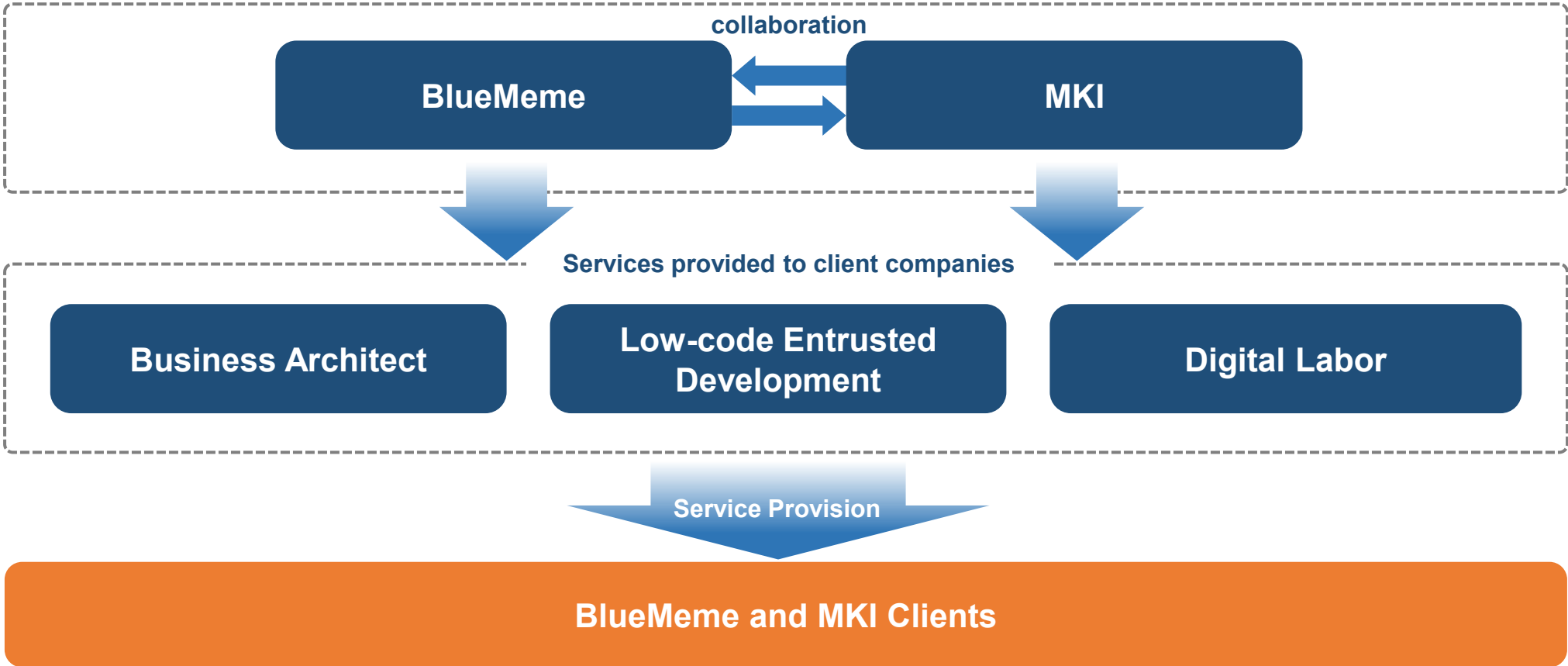
Cooperative Measures with MKI (2) : Five Strategy

5 strategies to facilitate collaboration between BlueMeme and MKI.

- **Joint Promotion of Digital Labor Services**
- **Mitsui Group's DX promotion and joint sales to MKI customers**
- **Acceleration of BlueMeme's low-code engineer training**
- **Training and securing human resources through the MKI and its network**
- **Acceleration of Business Architect training**

Business Ecosystem

By utilizing and combining the strengths of the two companies, high quality services can be provided to many companies. Aim to form an ecosystem based on the synergies.



Forecast for FY2022

Full-year Forecasts

Unit: millions of yen

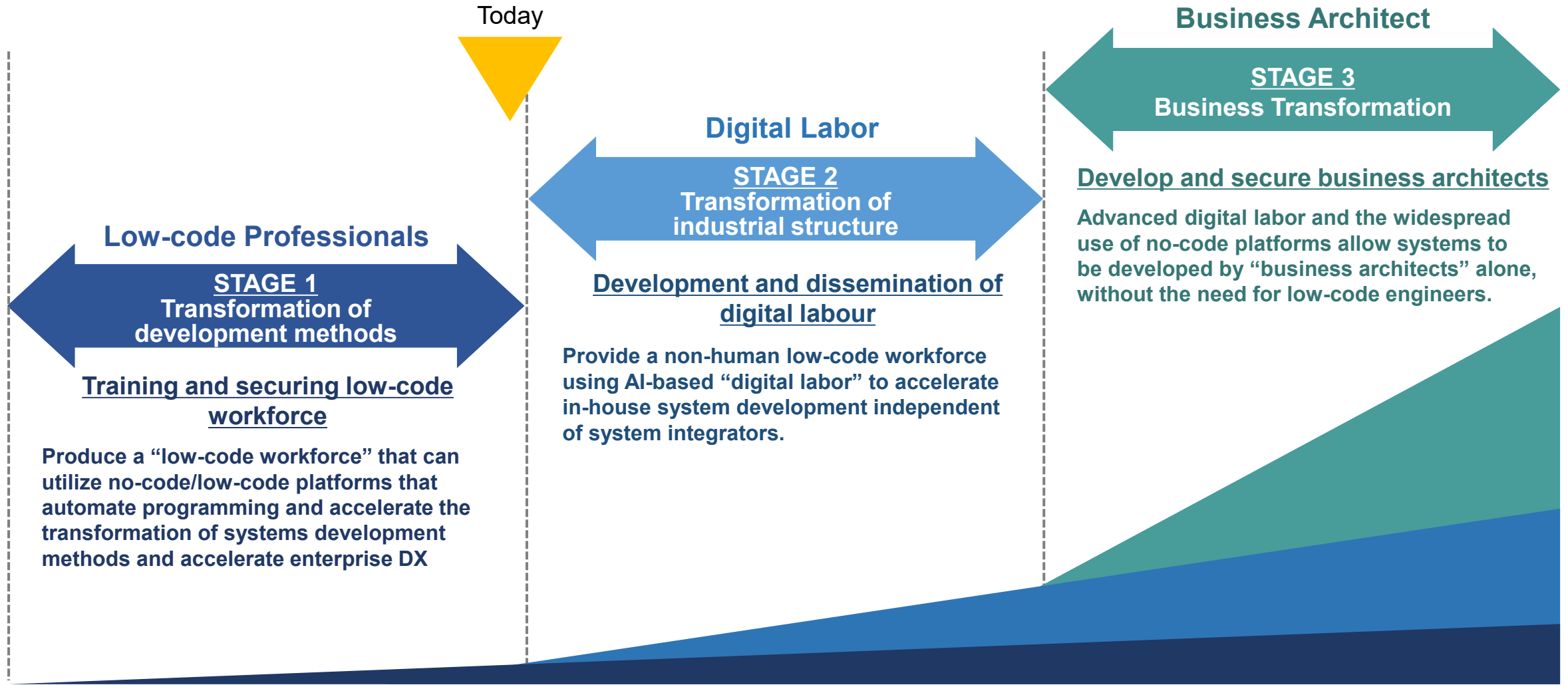
| | FY2021 | FY2022 | YoY |
|-------------------------|--------------|--------------|--------------|
| Net Sales | 1,929 | 2,317 | 20.2% |
| Operating Profit | 363 | 390 | 7.7% |
| Ordinary Profit | 348 | 387 | 11.5% |
| Net Profit | 253 | 259 | 2.7% |

- Sales are expected to continue to grow by more than 20% year-on-year.
- Operating profit is expected to increase by approximately 7% year-on-year due to expected upfront investment for future growth.
- The impact of the collaborative measures with MKI on this year's forecast is marginal.

*Amounts are rounded down to the nearest million

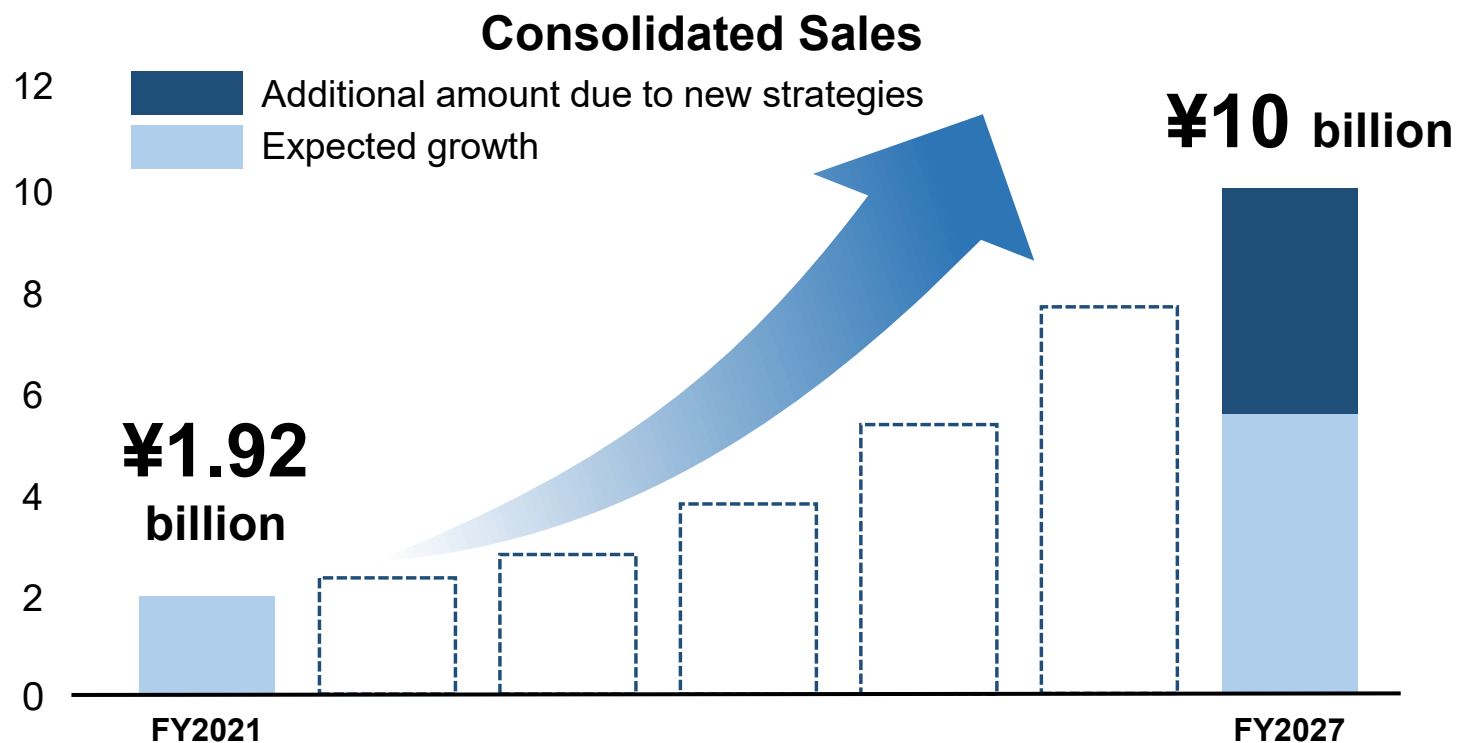
Mid-term Vision

Growth Drivers and Sales Trend



Growth Strategy for FY2027

In addition to expanding our customer base through collaboration with MKI, we will create added value in our new growth business areas, such as “Business Architecture” and “Digital Labor Services” and strengthen the organization in preparation for business scale expansion.



Schemes.

- Expansion of customer base
- Promotion of “Digital Labor Services”
- Transition to upstream operations (in the area of “Business Architecture”)

Initial Up-front Costs.

- Labor and recruitment costs
- R&D costs
- Costs associated with organizational reinforcement

*Assumed growth of 16-21% per annum (assuming a market growth rate of 16% plus our market advantage of approximately 5%).

*The ratio between sales and the add-on due to the implementation of the scheme in FY2027 is estimated to be around 5:5 to 6:4.

*Medium-term management plans are being prepared with the aim of disclosure during the first half of FY2023.

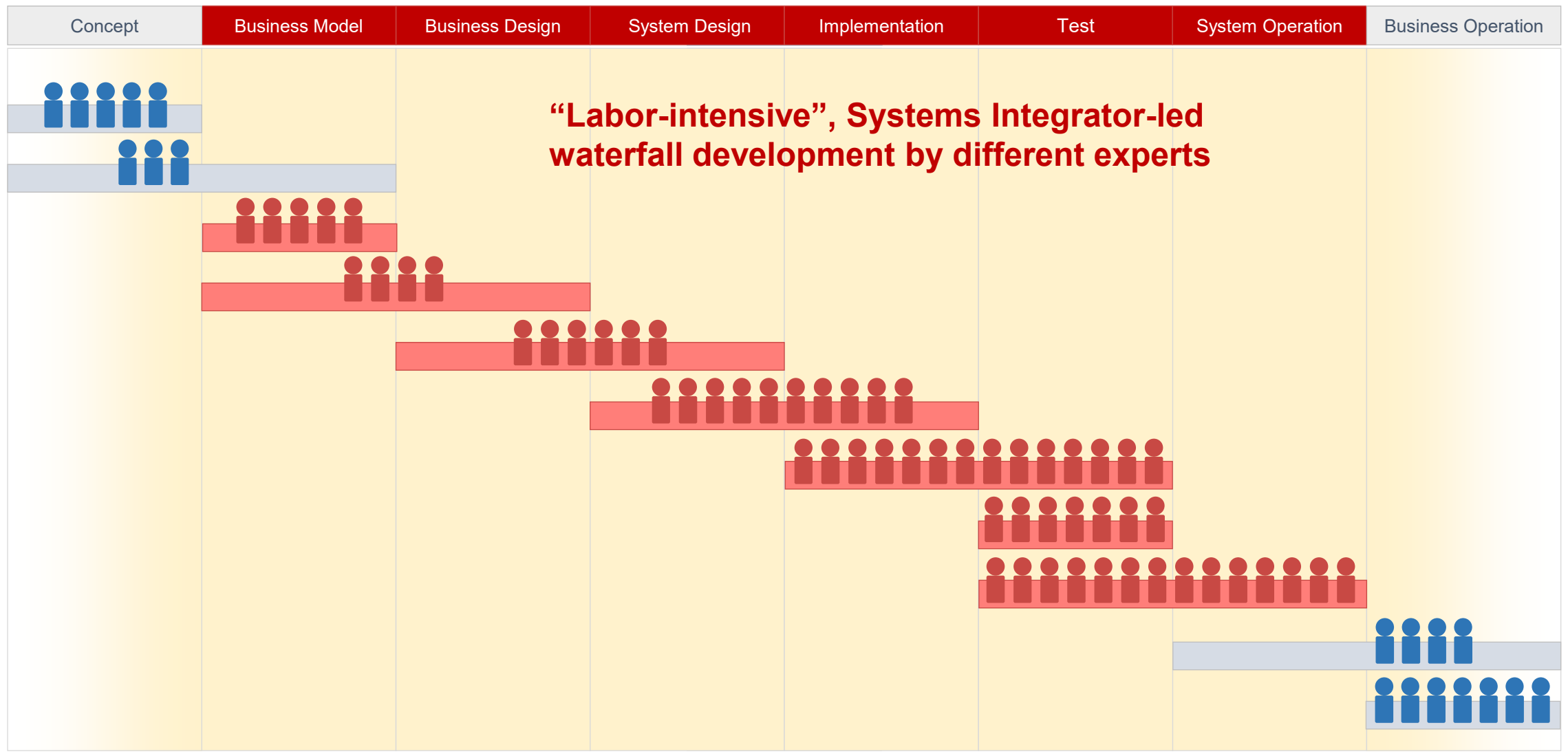
Business Concepts

BlueMeme Mission

To contribute to the “international competitiveness” of Japanese companies by creating new value using information technology

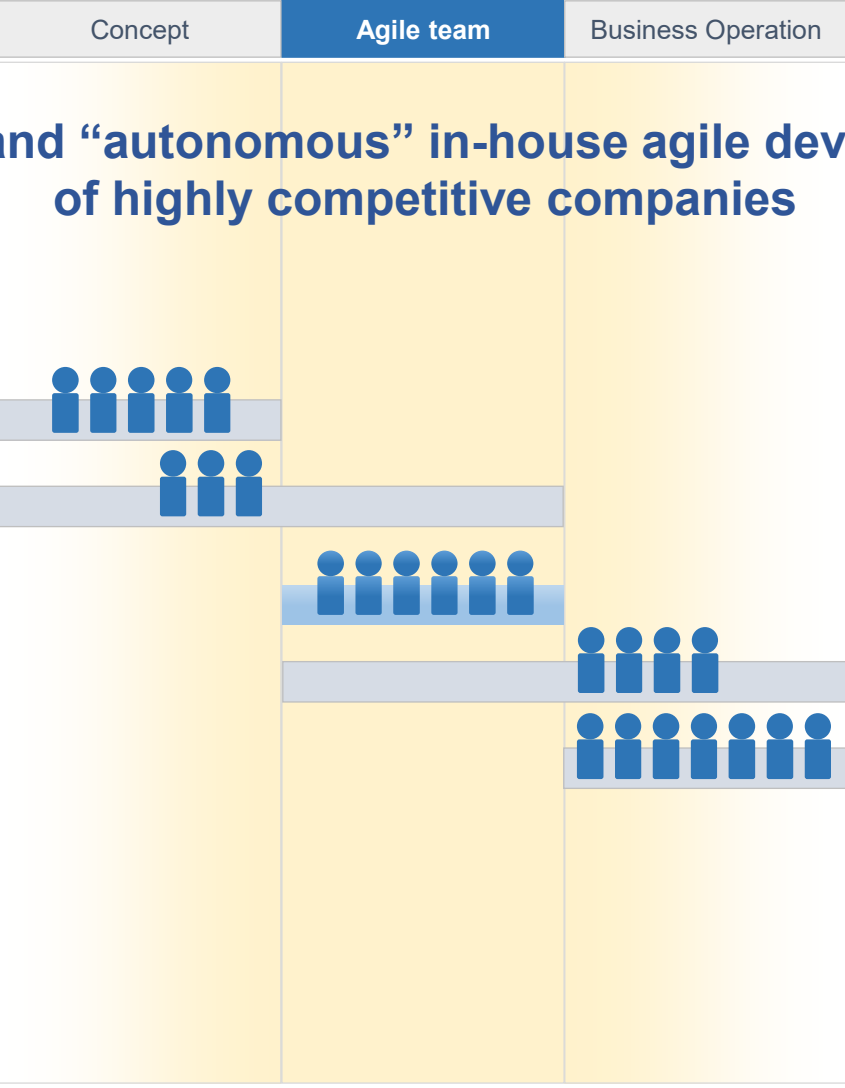


Japan's System Development: labor-intensive with "slow decision-making" and "low productivity"



“Knowledge-intensive” and strengthening the global competitiveness of Japanese companies

“Small” and “autonomous” in-house agile development of highly competitive companies

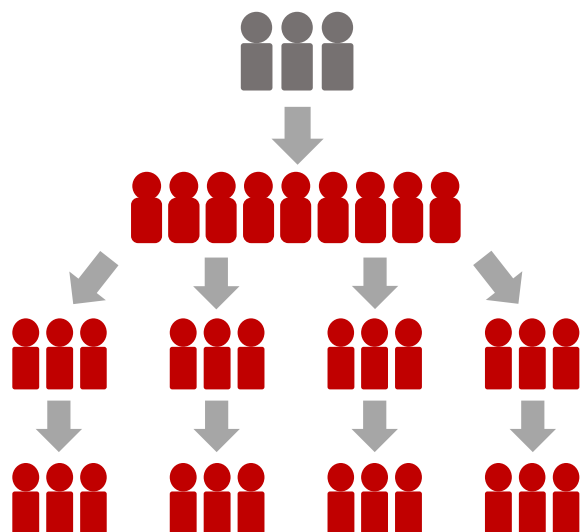


Business Overview and Values

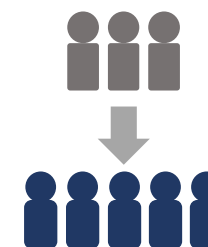
Instead of building systems on behalf of clients, BlueMeme teaches “how to build systems” and provides “the latest tools for building systems”

DX business to realize “in-house system development” through “knowledge-intensive system development”.

Conventional manpower-centered “labor-intensive” system development



BlueMeme enables “Knowledge-intensive” system development

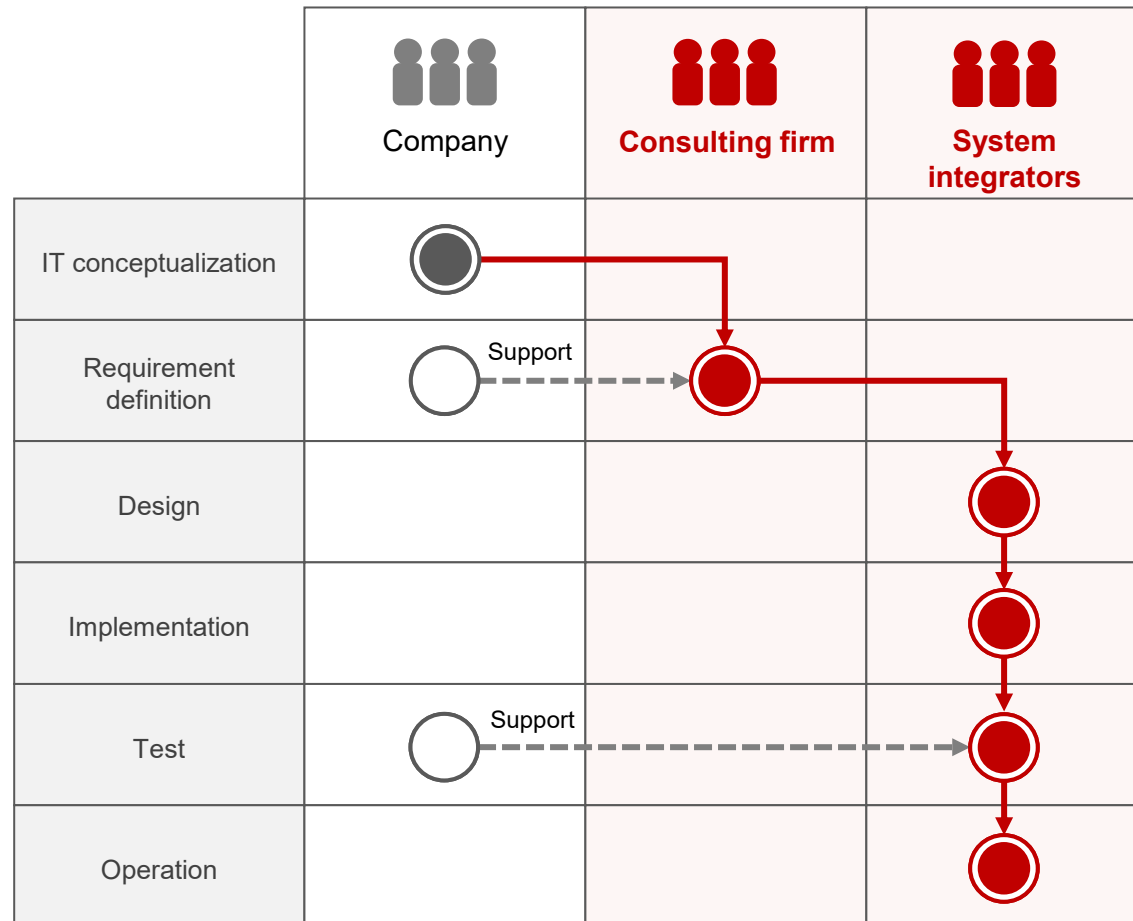


Reduce system development time by up to 70% using low-code and other automation technologies

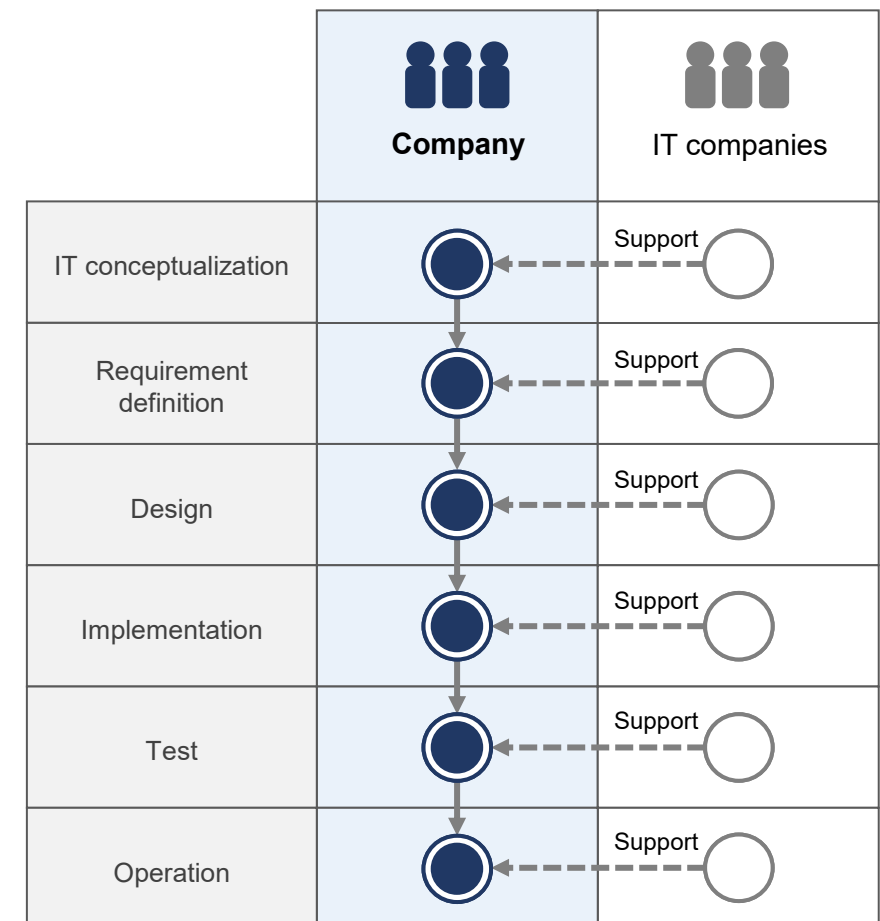
“Knowledge-intensive system development” Business Model for “In-house System Development”

What does “In-House System Development” mean?

Conventionally, system development in Japan has been mostly outsourced, mainly to system integrators

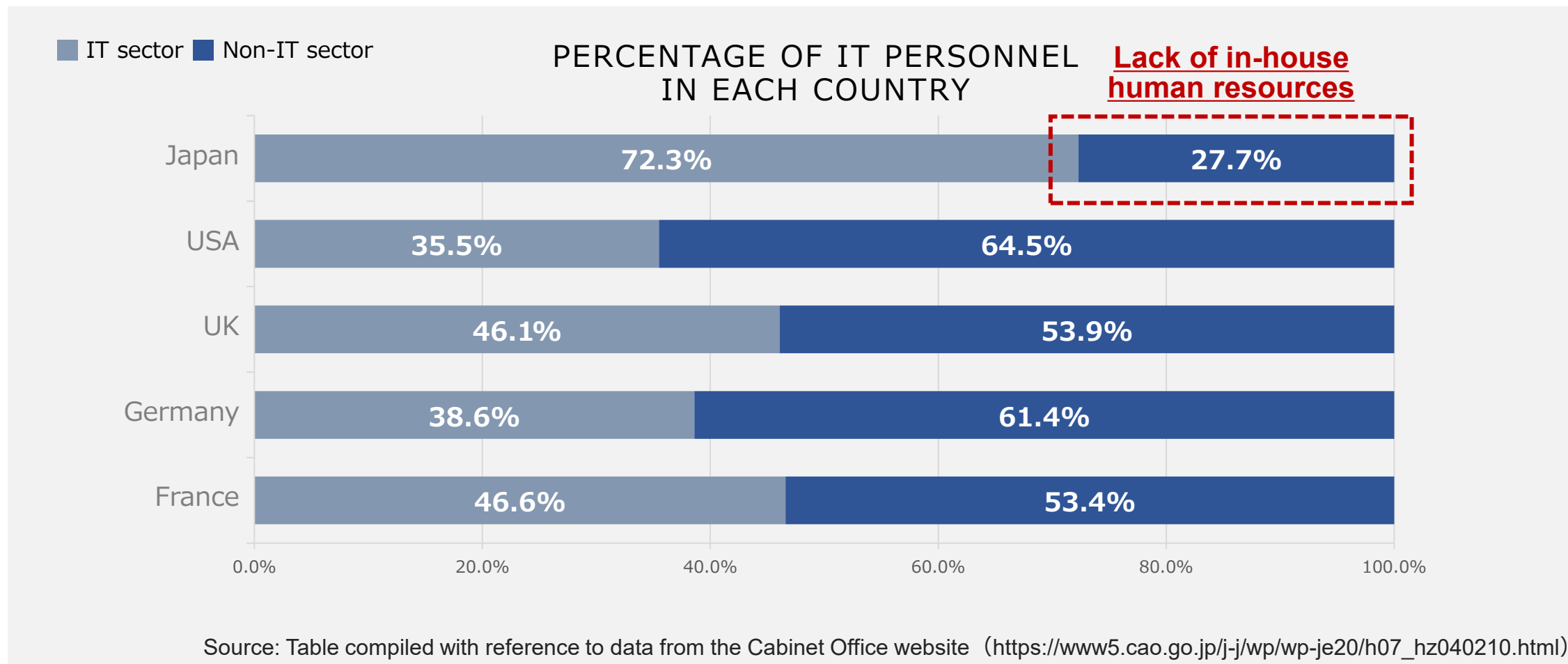


In-house system development allows companies to take the initiative in developing their systems

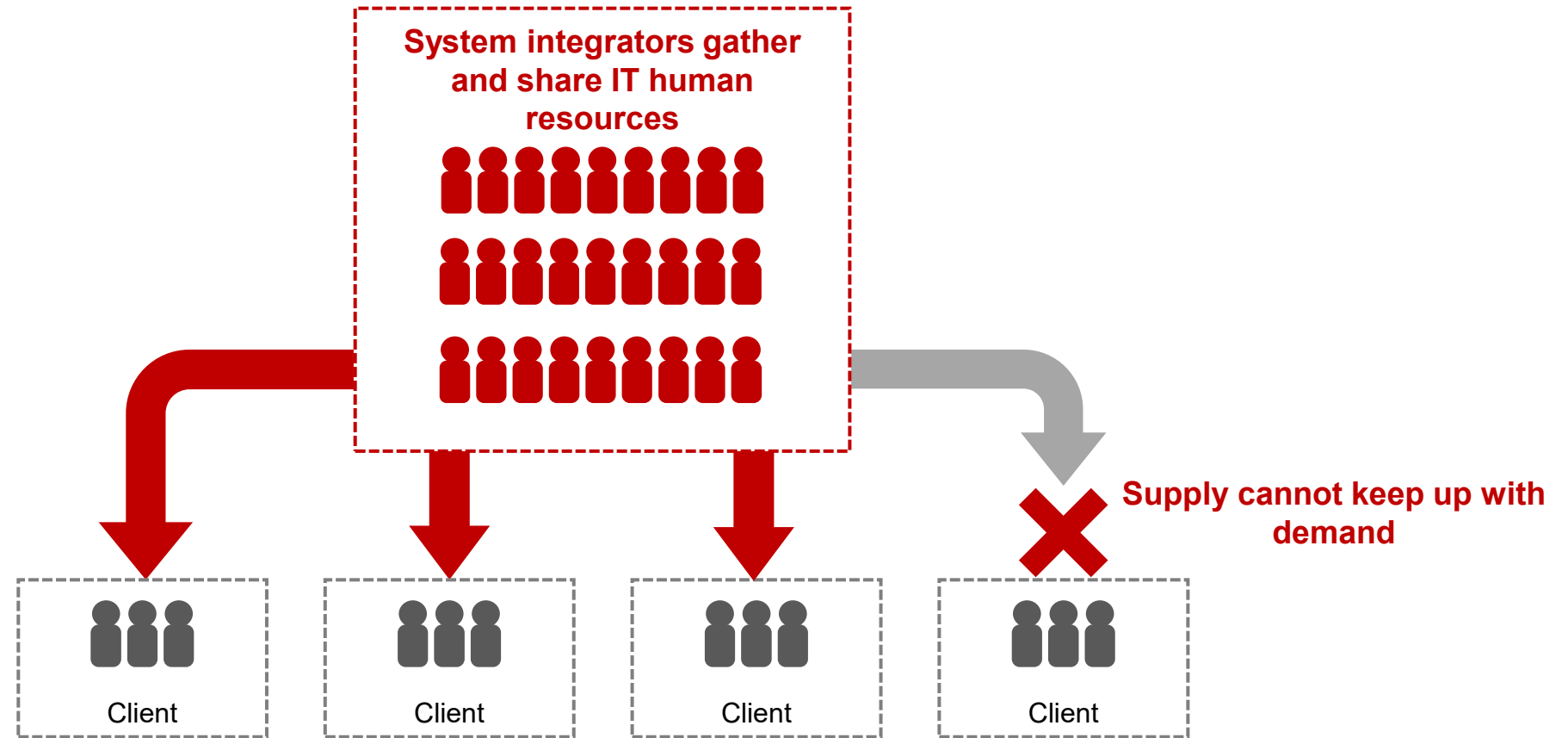


Japan's IT workforce concentrated among system integrators

Japanese companies have by far the lowest number of IT personnel and are chronically under-resourced.

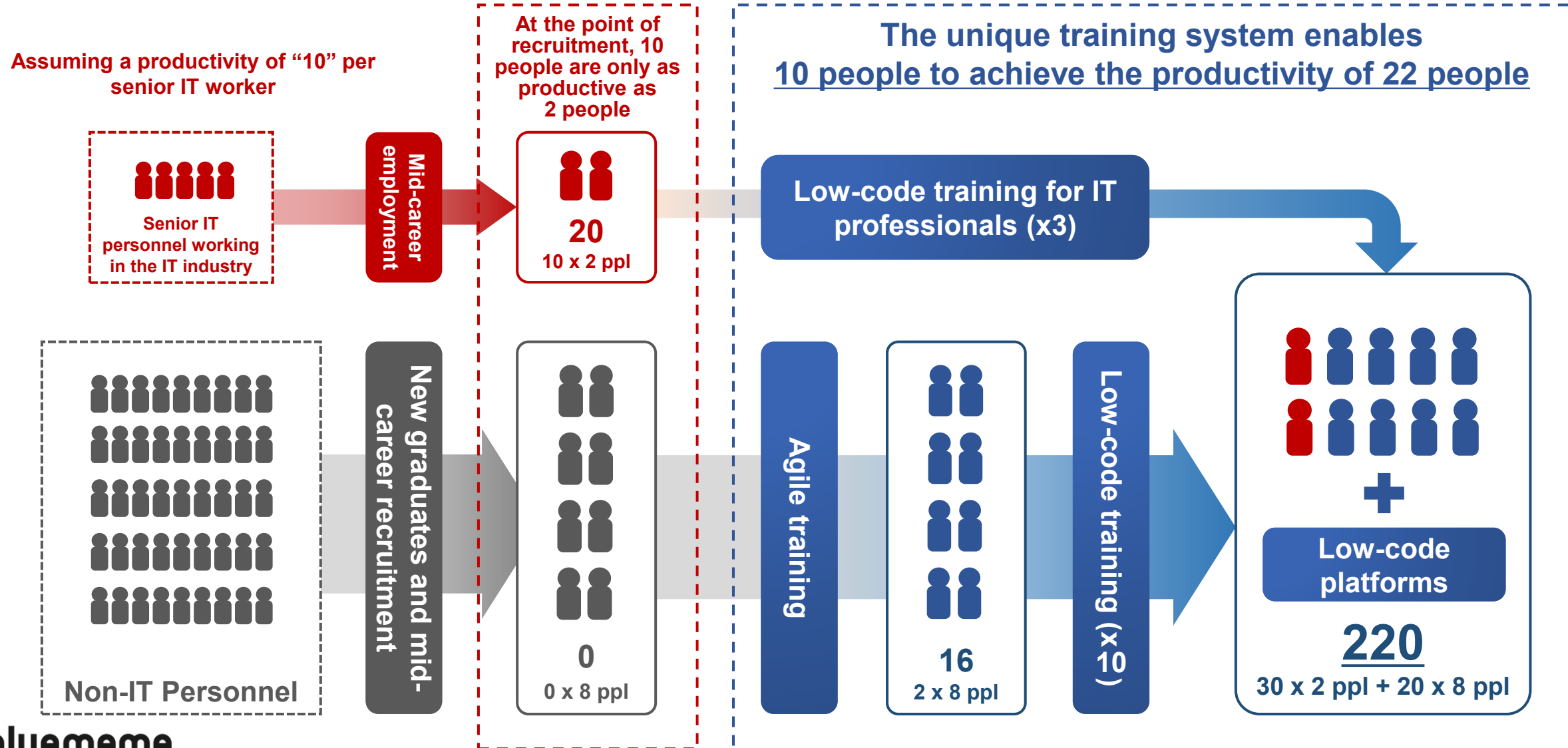


Japan's IT professionals are shared among "system integrators"

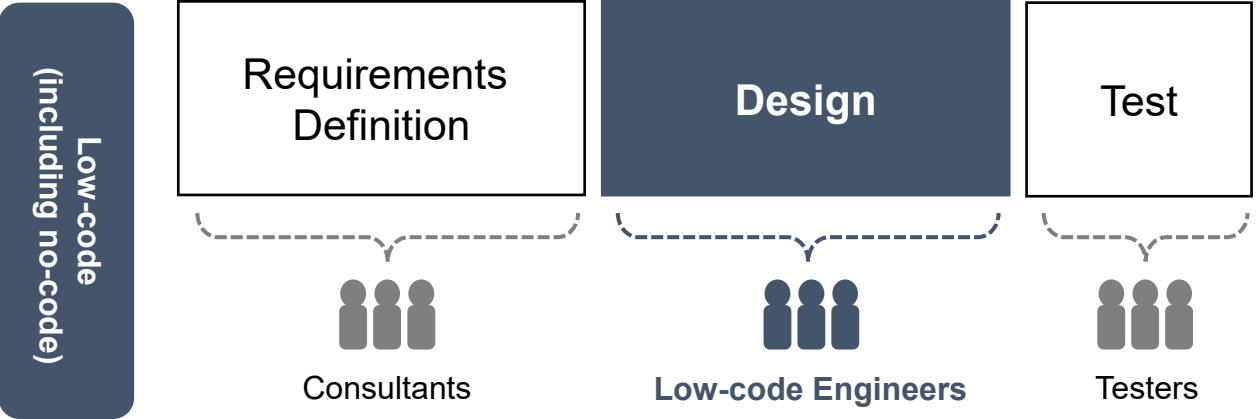
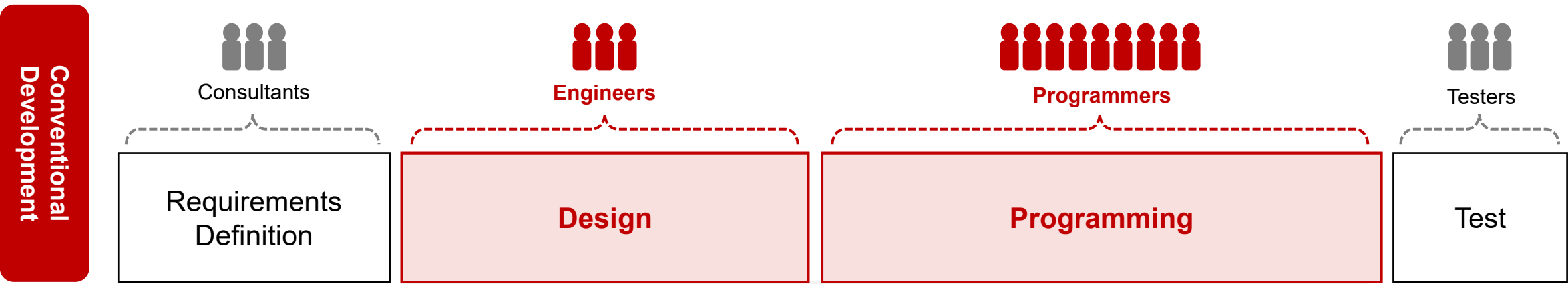


Chronic shortage of engineers
due to the DX drive in line with the spread of digital business

BlueMeme's approach to solving the IT workforce shortage

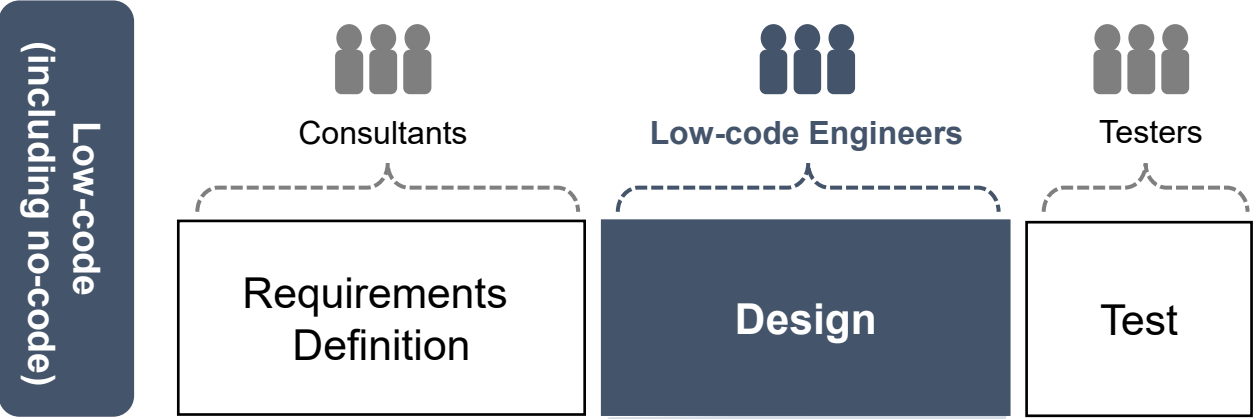


Use of 'no-code and low-code technology' that can automate the work of programmers

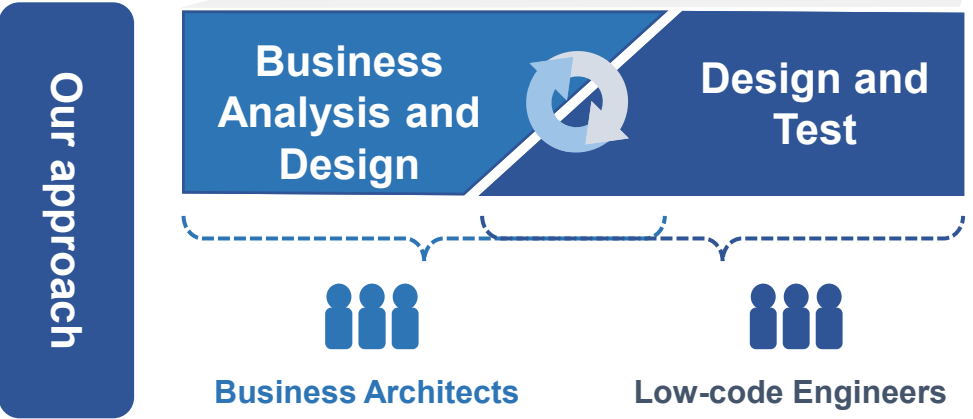


No-code and low-code technologies automate the work of programmers

Transformation of system development using agile methods in all processes



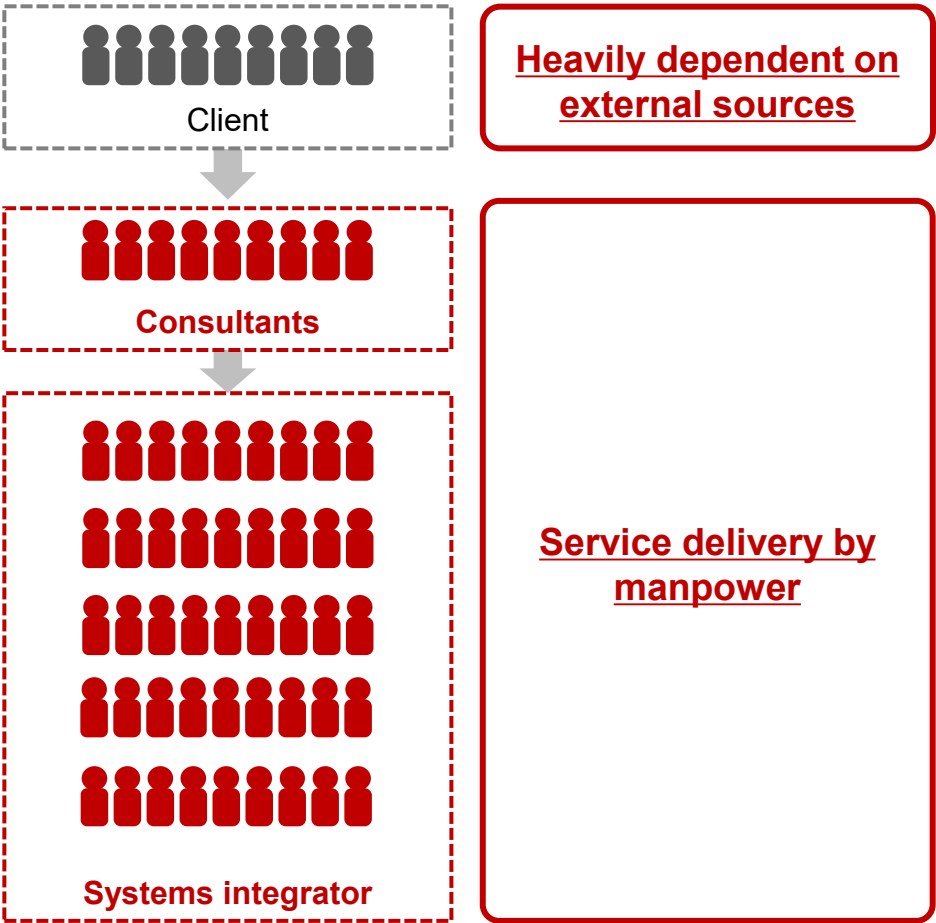
No-code and low-code technology automates the work of programmers



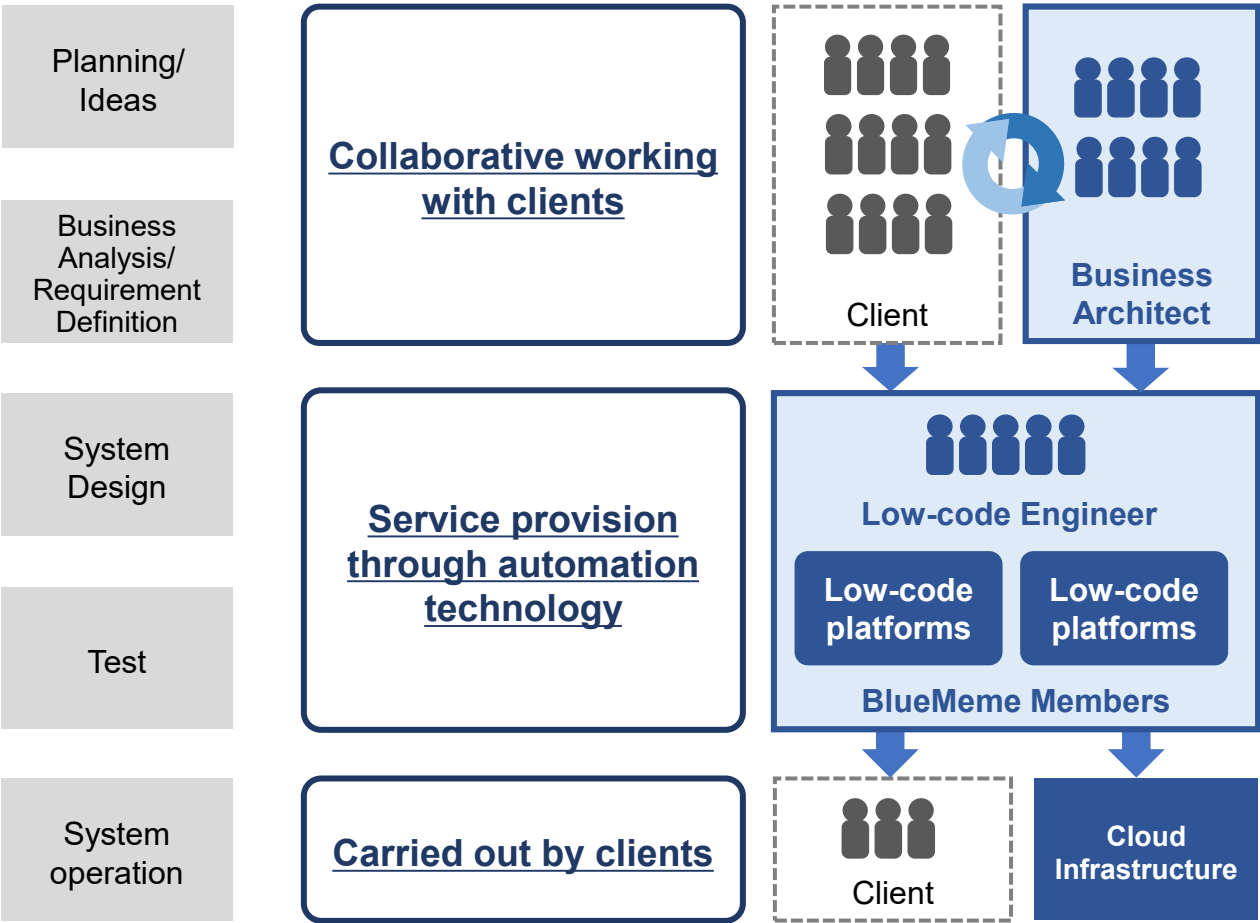
Combining no-code and low-code technology with our unique Agile methodology enables "one-stop execution" of all processes

Features of BlueMeme's Business Model

Manpower-centric business model with traditional system integrators

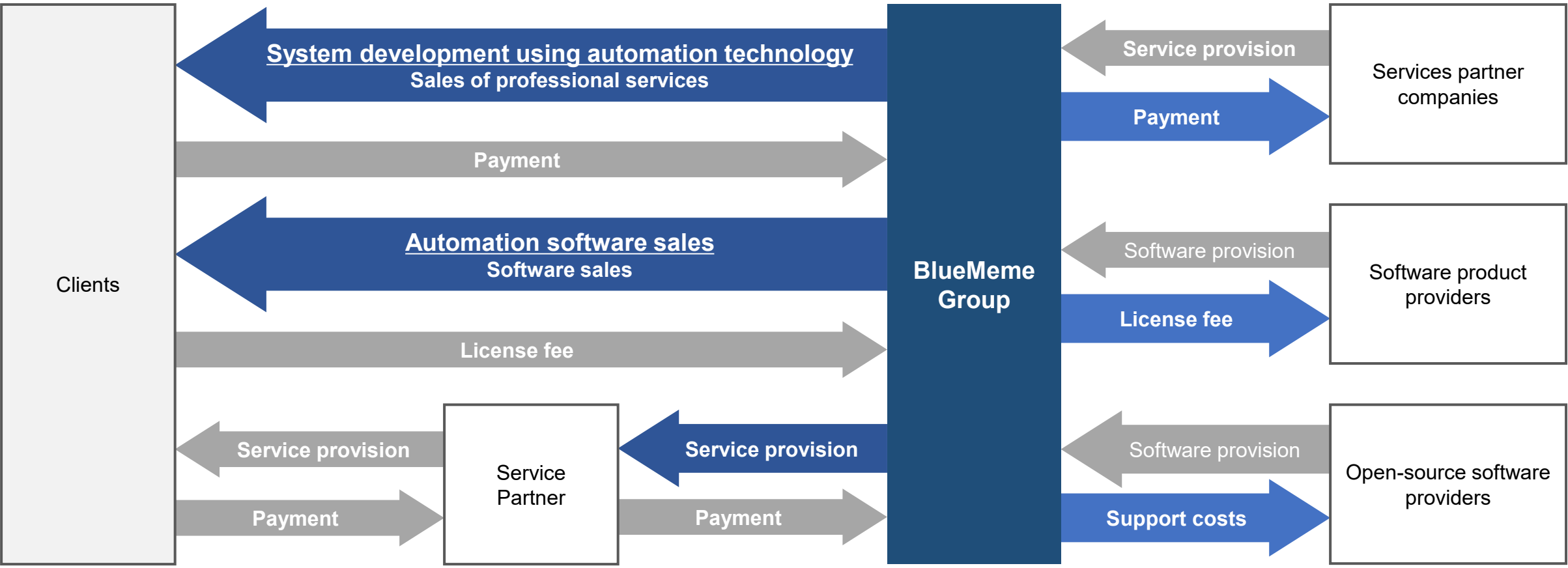


Automated technology-centered business model by BlueMeme

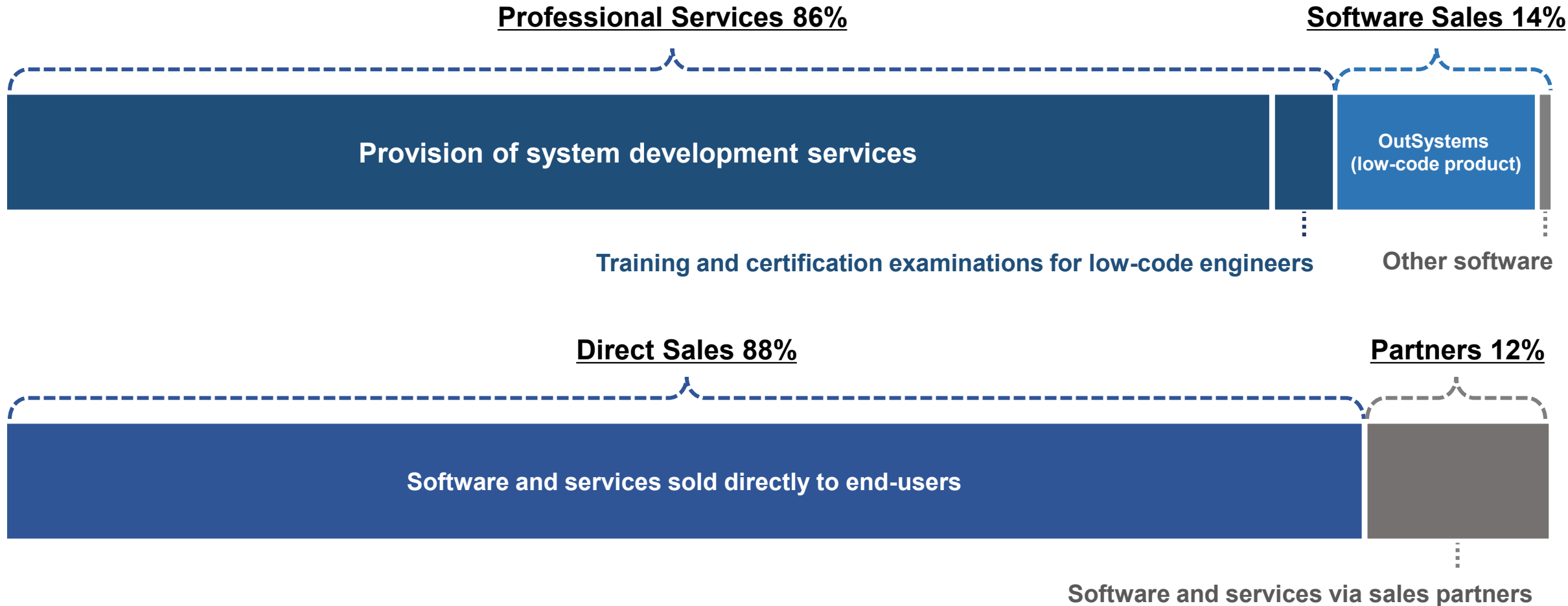


Business Structure

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



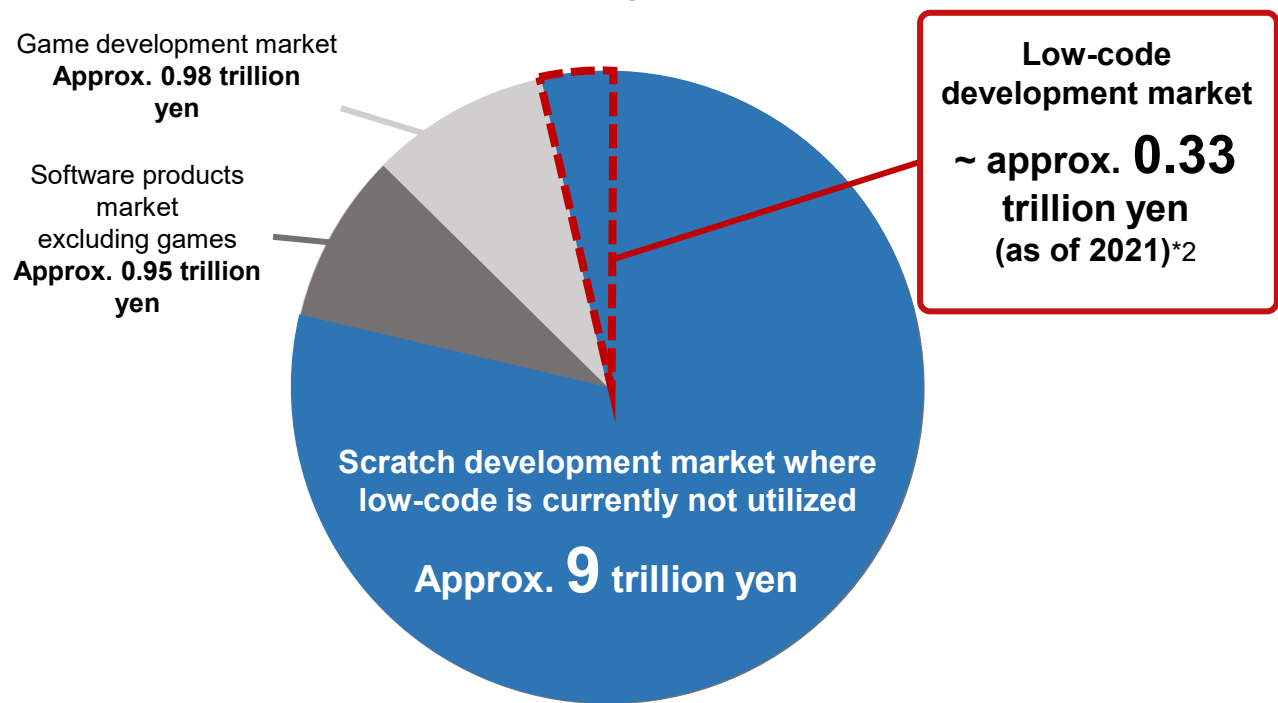
Proportion of sales of services and software provided (1QFY2022)



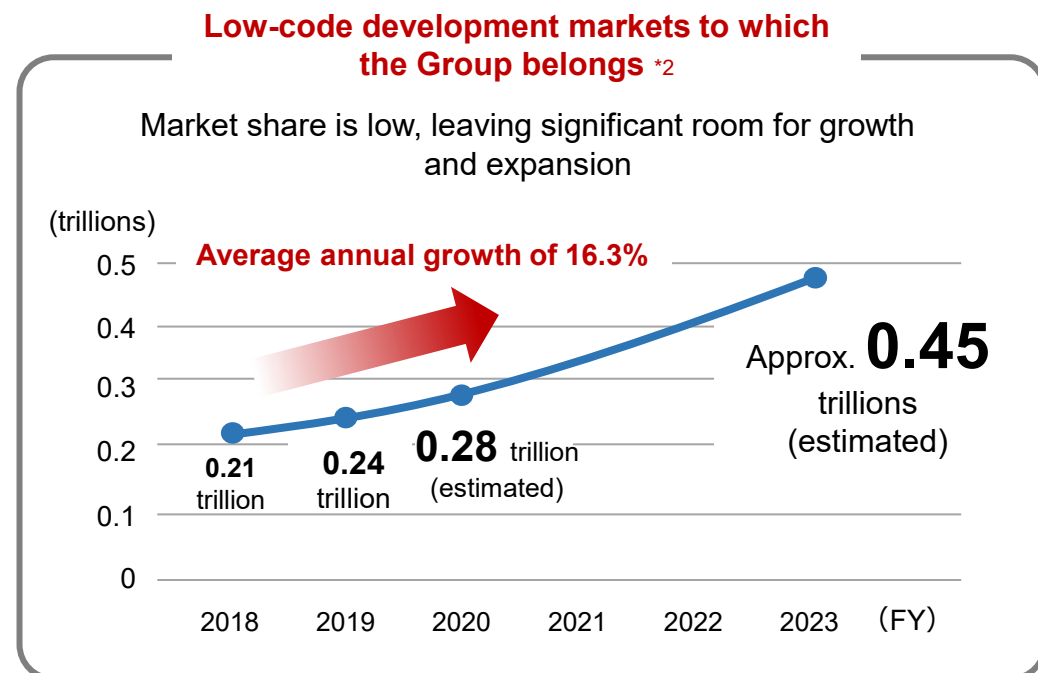
Market Condition

Growth Potential: Growing Market for Low-code Development

The DX trend and the entrusted development market are further expanding. The low-code development market continues to grow in response to the diversification and speed of development demand, and the growth potential of low-code development is significant in terms of its share of the total entrusted development market. Therefore, the growth potential of the Group's business also continues to be high.



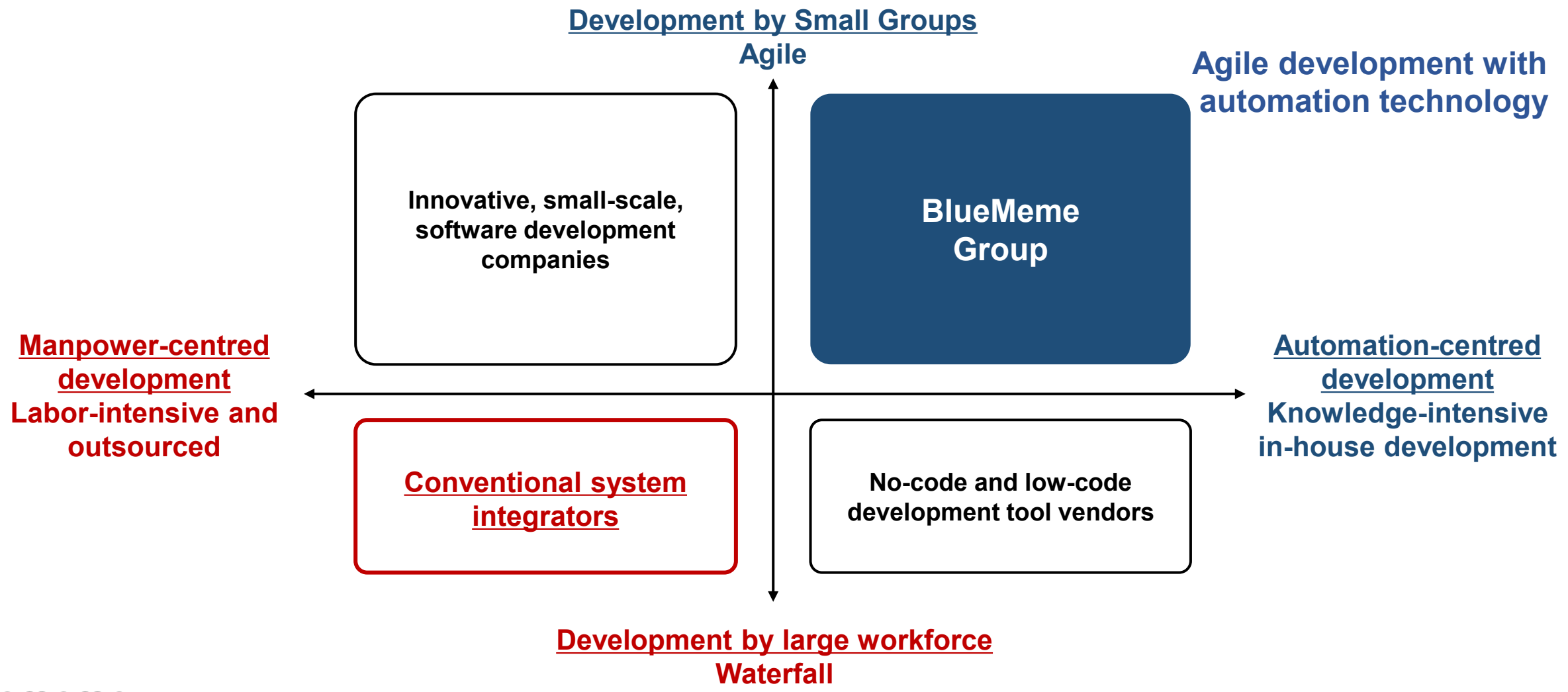
Entrusted systems development market
Approx. 11 trillion (as of 2021)) *1



Source.
*1 Prepared by the Company based on Ministry of Economy, Trade and Industry: Statistical Survey of Selected Service Industries (May 2022, Fixed Report, Information Services Industry).
*2 Prepared by the Company based on highlights from 'Status and Outlook of the Low-Code Platform Solution Market for DX Realization, FY2020 Edition', published by Deloitte Tohmatsu MIC Research Institute on 27 April 2020. Figures for 2021 are our calculations based on a forecasted average annual growth rate relative to the 2020 figures.

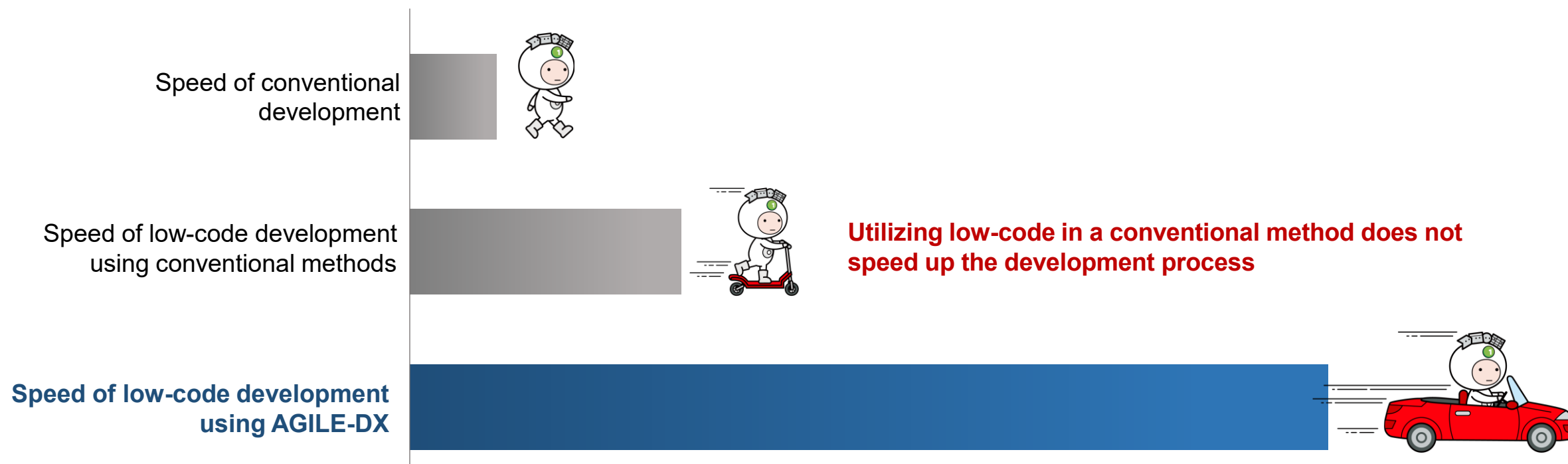
Sources of Competitiveness

BlueMeme's Unique Market Position



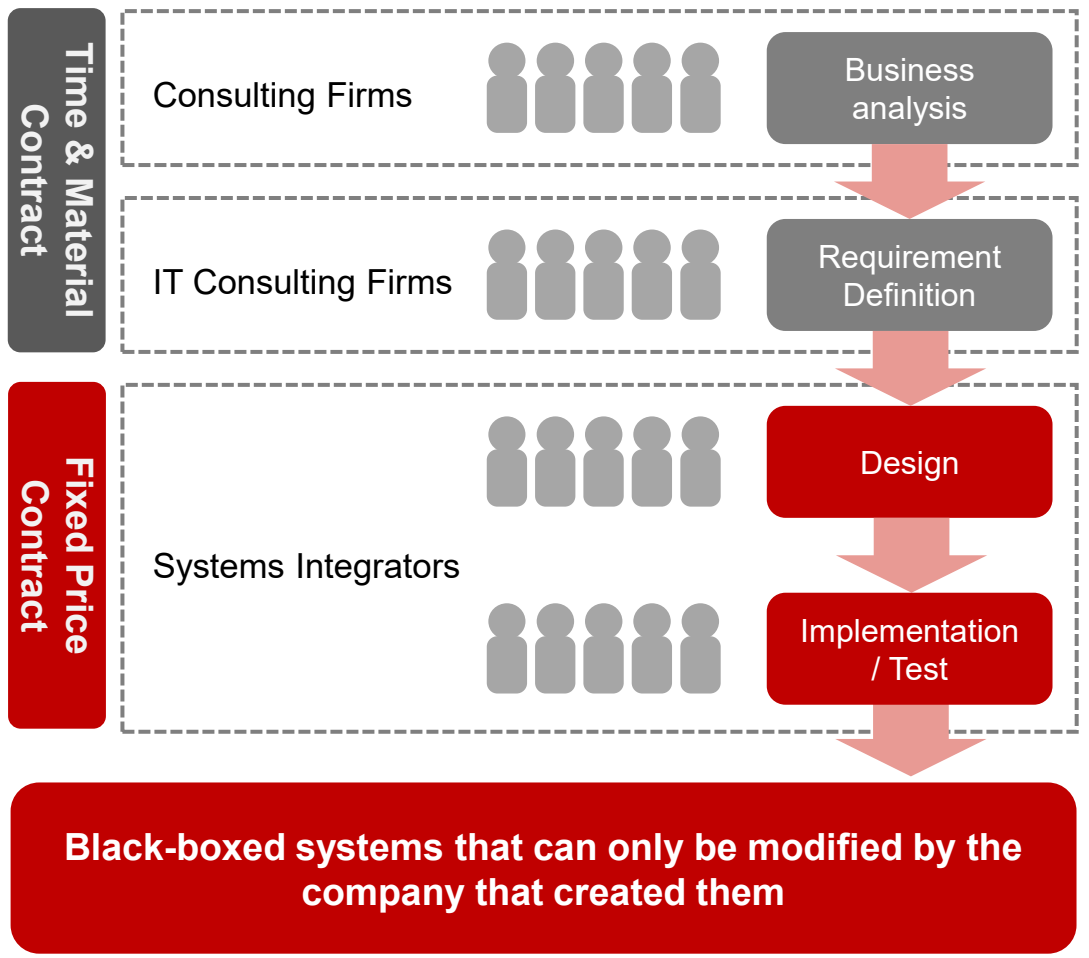
Development Methods Maximizing the Speed of Low-code Development

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”.

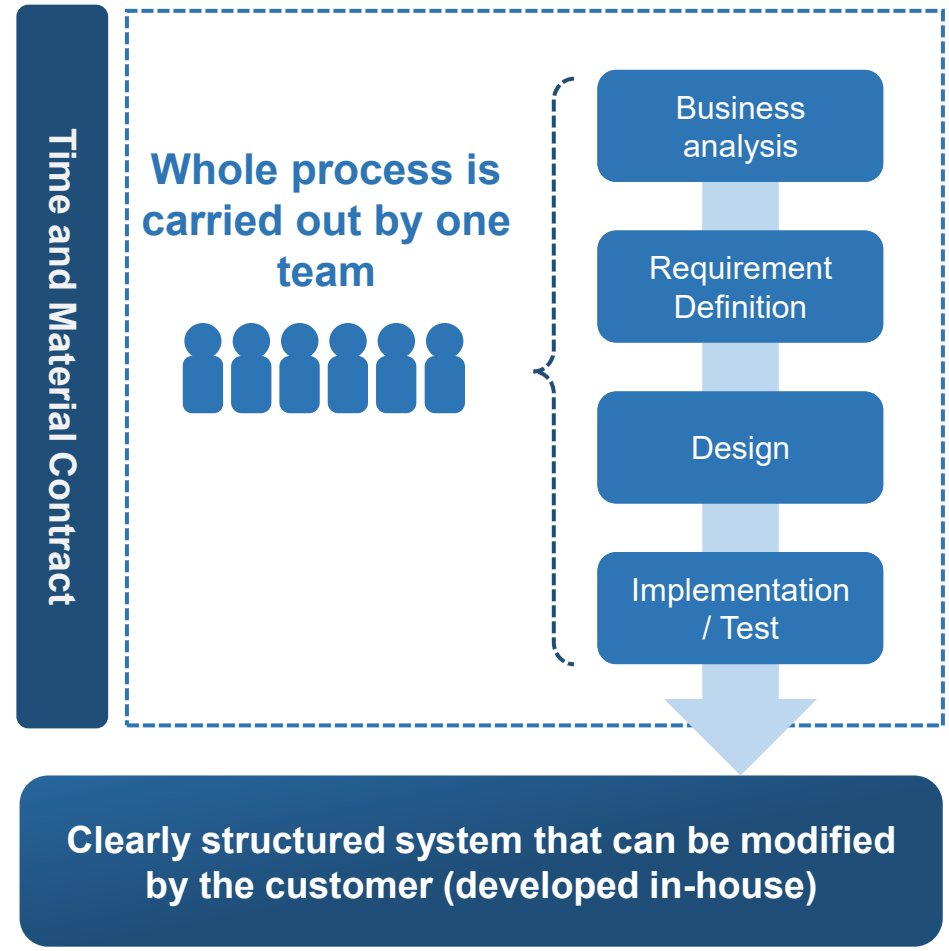


Differences between System Integrators and BlueMeme

System development by system integrators



System development by BlueMeme



BlueMeme's Low-code and Agile Expertise

BlueMeme's services are widely used in areas such as mission-critical enterprise systems, which were previously only supported by scratch development.

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

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

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

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

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

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

Professional services (accountancy firm)

Business Matchmaking System
Management Portal System

Healthcare / Welfare

Medical Information Platform

Pharmaceutical manufacturing

Internal Business System

Government / Local authorities

System Replacement

Finance & Insurance

Portal Site for agencies

Notes Replacement (groupware)
Sales Support System

Trading

Booking Management System
Sales Management System
Internal Workflow System
Notes Replacement
Customer Management System

Infrastructures

Monitoring Systems
Internal Business System
Sales Management System

Transport

Warehouse Management System

Education

Visitor Survey Application
Online Lecture Systems

Information / Advertising

Sales Management System

Agriculture / Forestry / Fisheries

Sales Management System

Reasons why system integrators do not actively utilize low-code

The creation of the system itself is their business model



Their business model needs to be transformed to one based on the automation of system development

They have invested heavily in their own approach and development tools



Decisions need to be made on whether to make their own low-code products or use other products

Skepticism towards automation tools



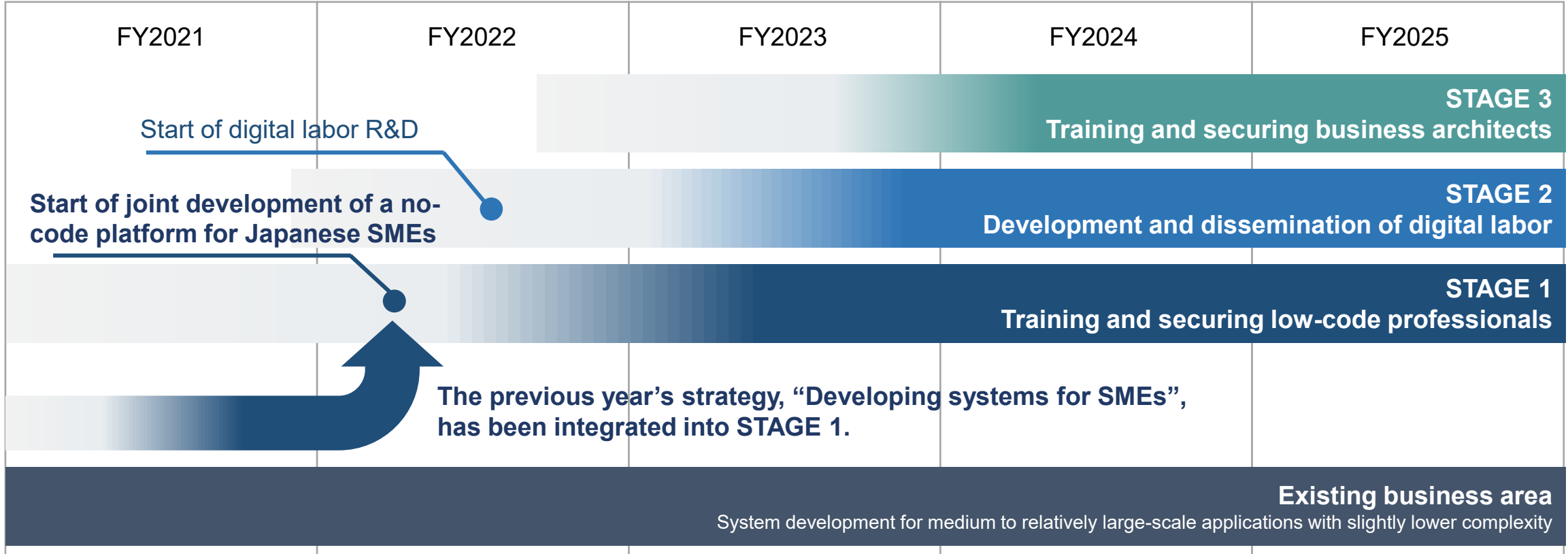
The added value of engineers is required when introducing automated tools



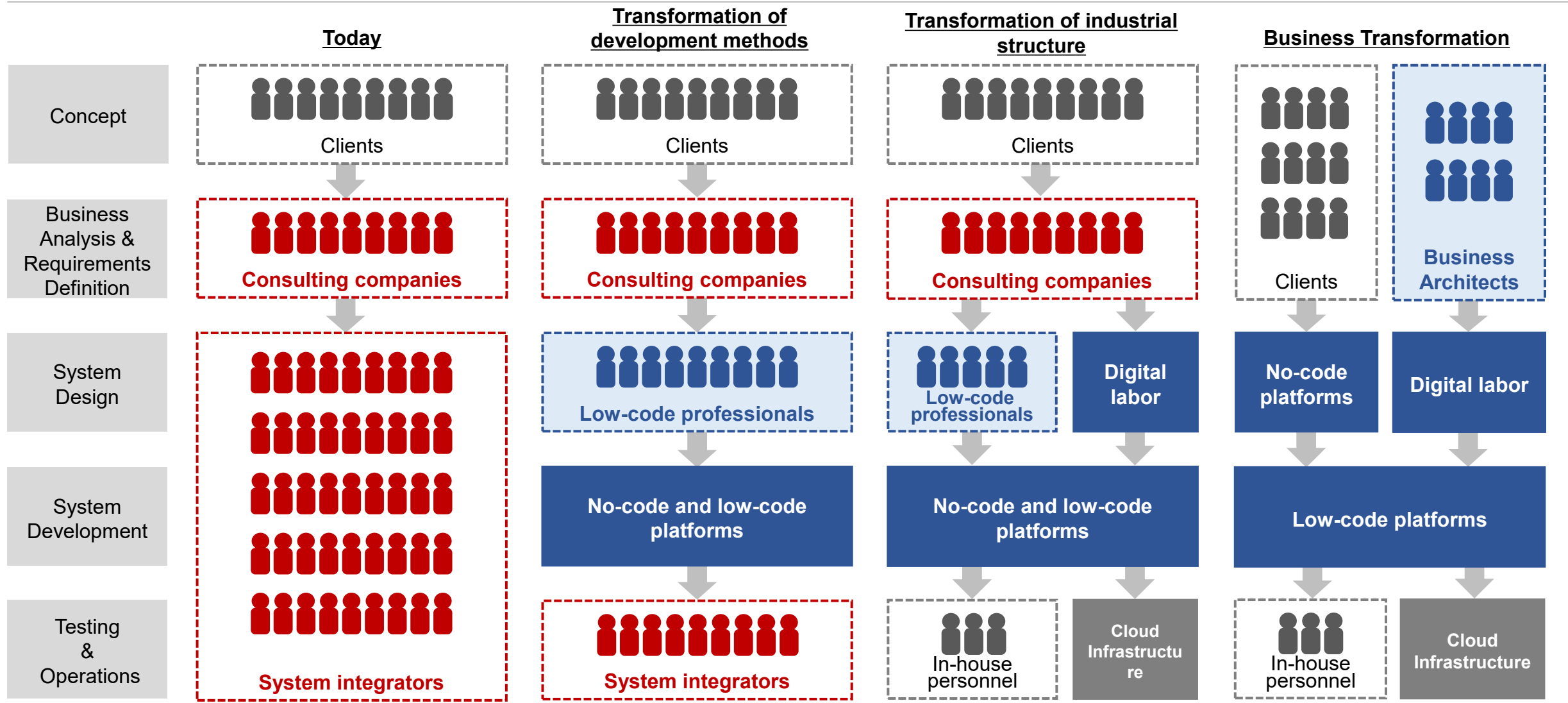
Business Plan

The Group's Growth Strategy

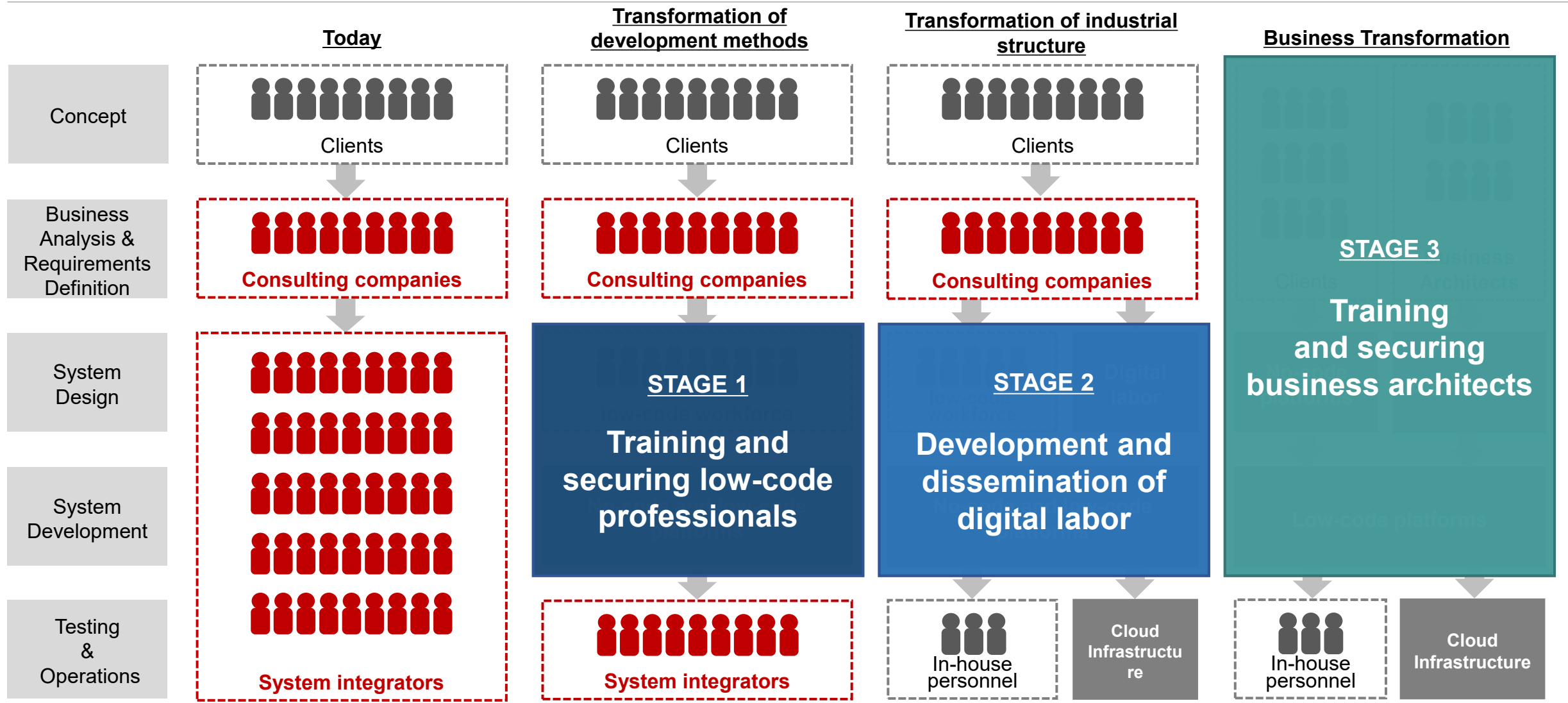
The accelerating DX trend has led to a significant shift in domestic customer needs towards **“in-house system development”**. The growth strategy has adapted to market trends.



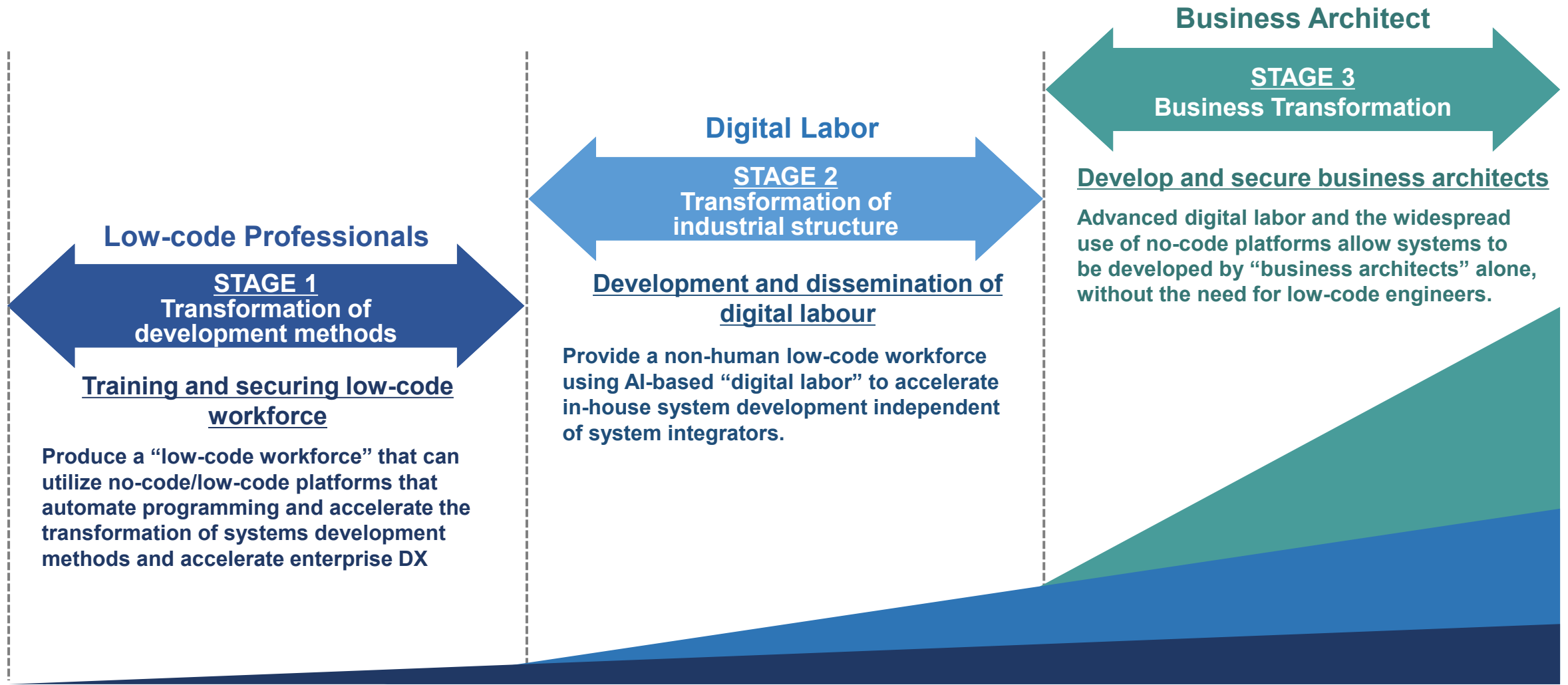
BlueMeme's 3 Transformations



3 Stages of Transformation & 3 Growth Drivers



Growth Drivers and Sales Trend



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

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) |

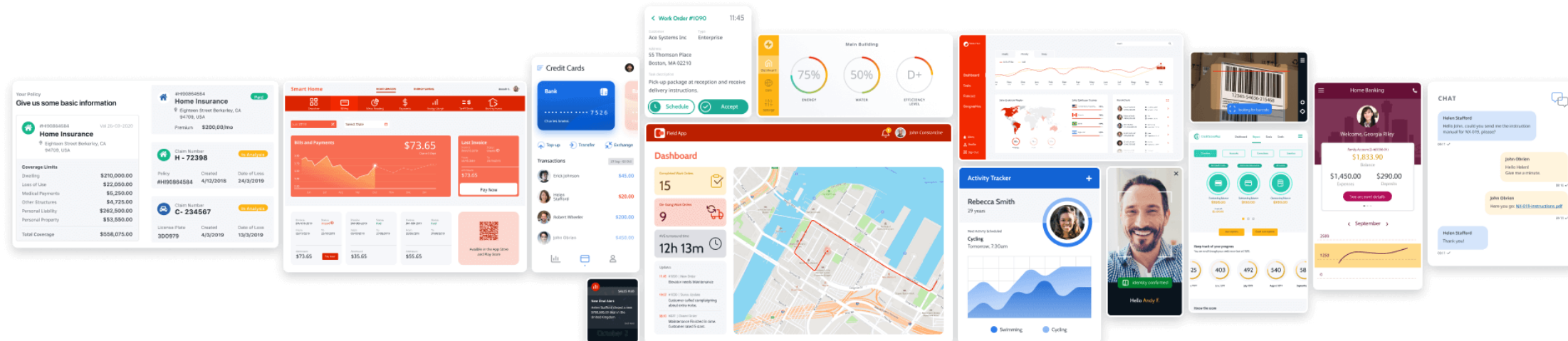
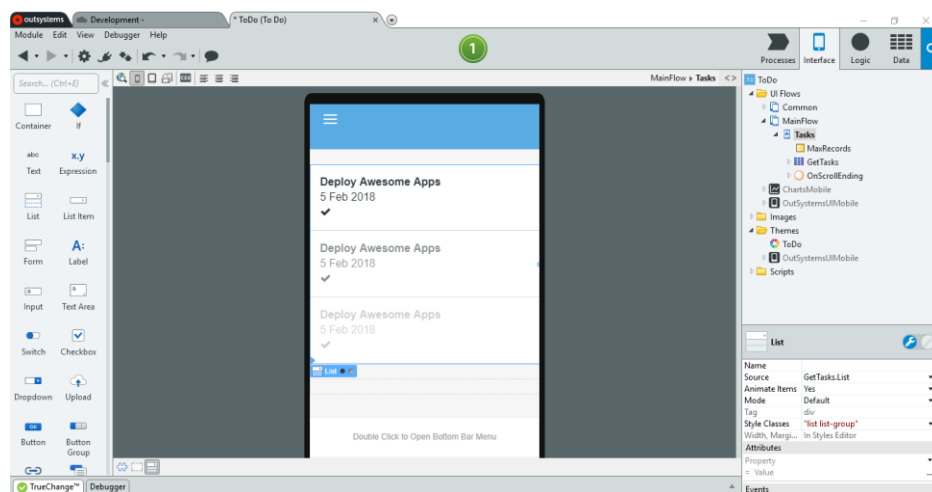
What are the advantages of OutSystems?



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.

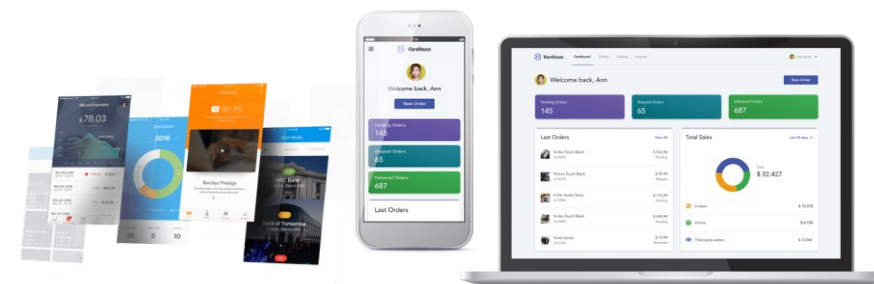
It also incorporates **beautiful user interface design patterns**, allowing engineers with little UI design experience to develop sophisticated applications.



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: Shows a hierarchical data model with entities like Place, Review, and User, and their attributes.

Data query: Shows a table of employee data with columns for First Name, Last Name, Birth Date, Email, Phone, and Bio.

Interface: Shows a user interface design for a 'Place' entity with fields for Name, Description, Adults Capacity, and Children Capacity.

Data logic: Shows a flowchart for 'GetBestAccounts' with steps like 'Get Accounts', 'Sort', and 'See Output'.

Server logic: Shows a flowchart for 'BuyTicket' with steps like 'Create Ticket', 'Get Code', 'Assign', and 'Operate Ticket'.

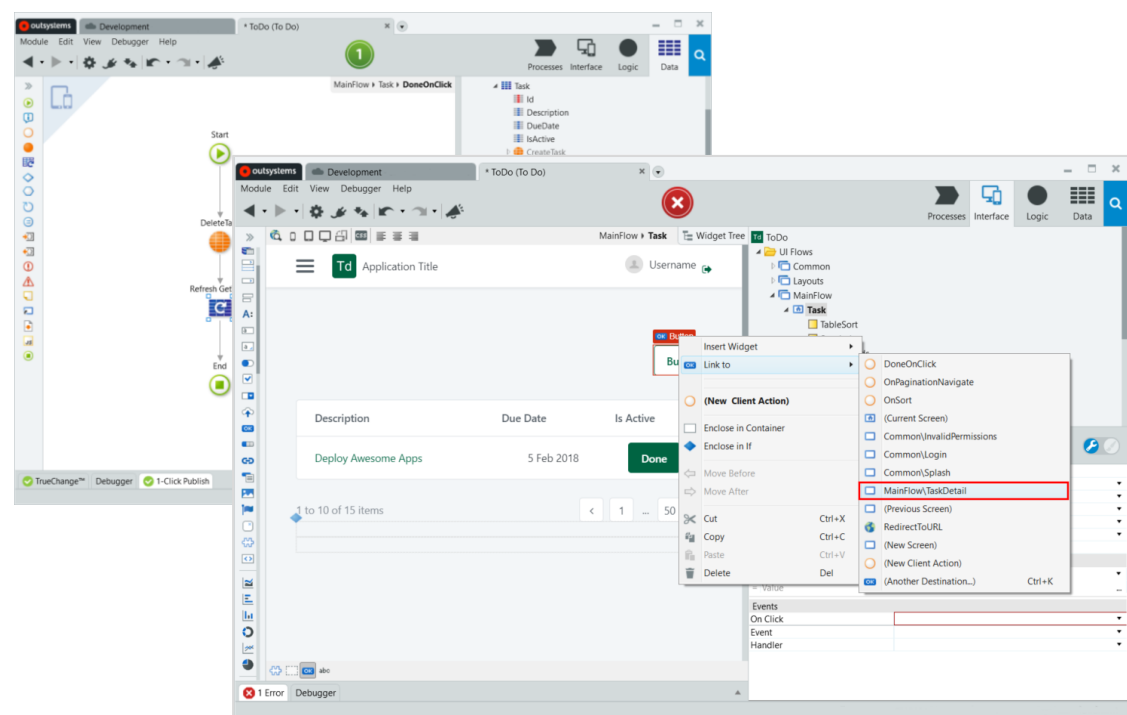
Client Logic: Shows a flowchart for 'Form Valid' with steps like 'Form Valid', 'Validate Input', and 'Create Entry'.

SQL: Shows a SQL query for 'GetEmployees' with a complex WHERE clause.

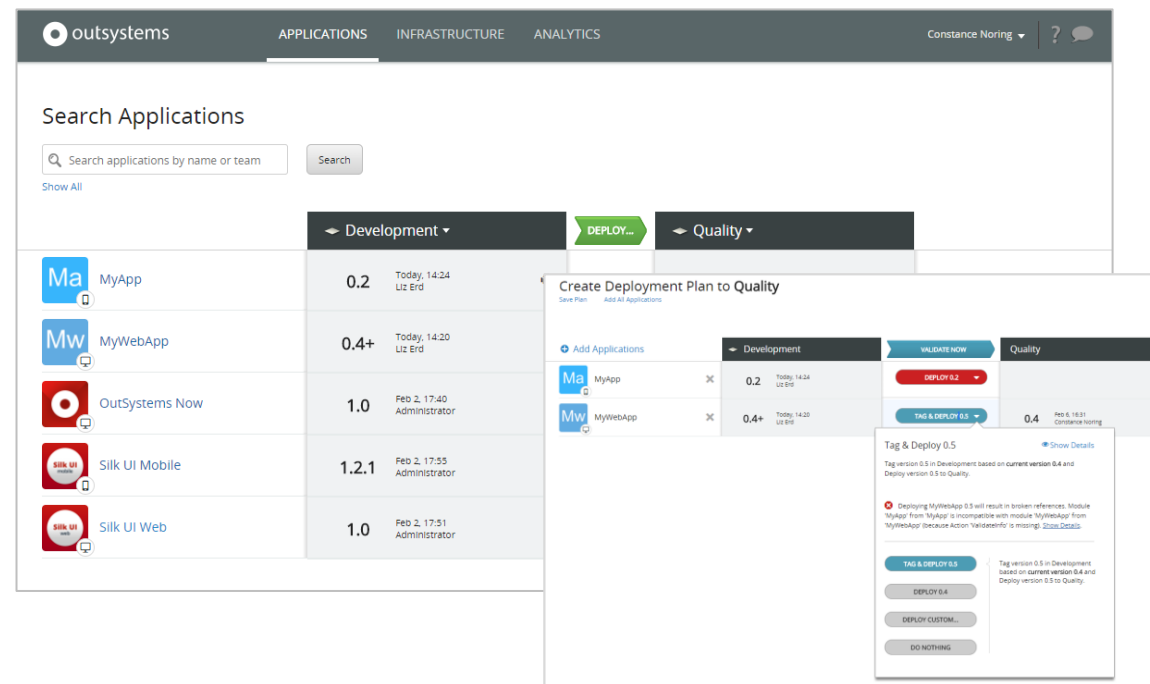
Linking with external data: Shows a configuration for 'CalculatorPage' with parameters like 'InterestRate', 'InitialValue', and 'NumberOfPeriods'.

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.



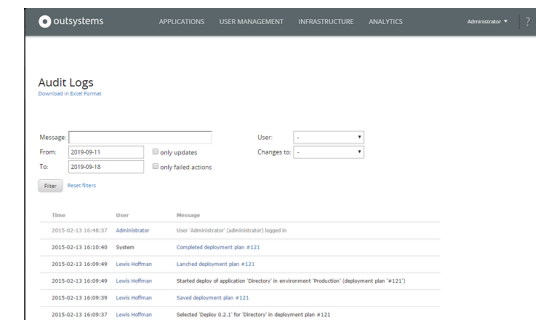
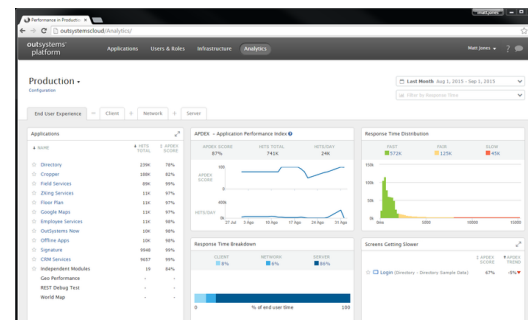
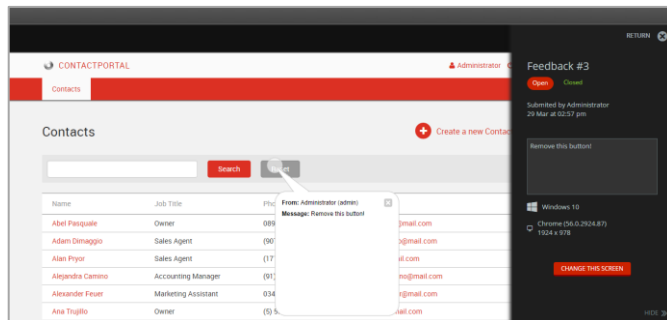
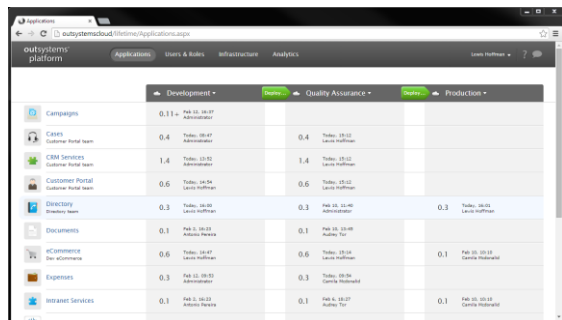
A Single Source for Deployment and Management Functions

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

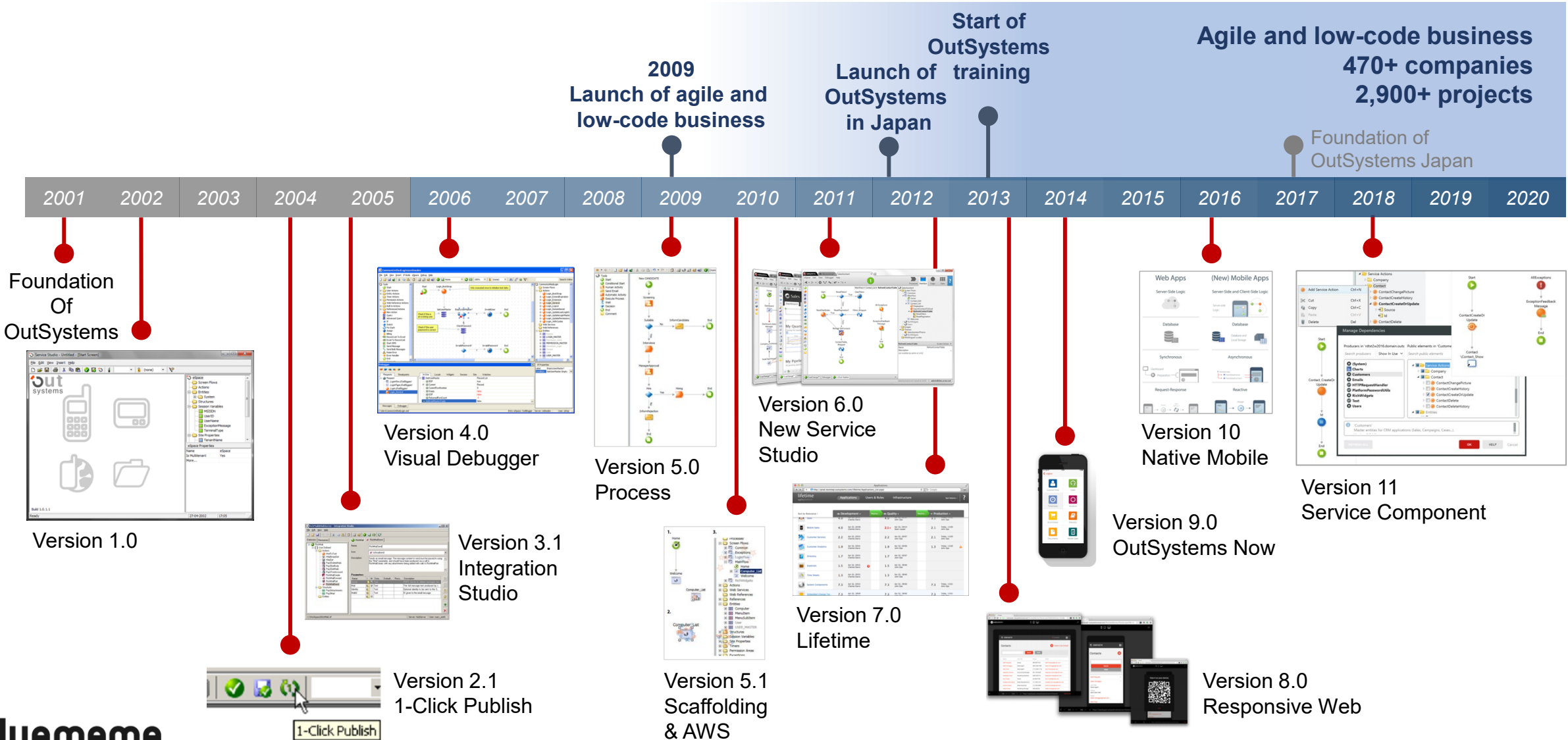
Provides operational functions



What is the relationship between BlueMeme and OutSystems?



First Introduction of OutSystems in Japan in 2012

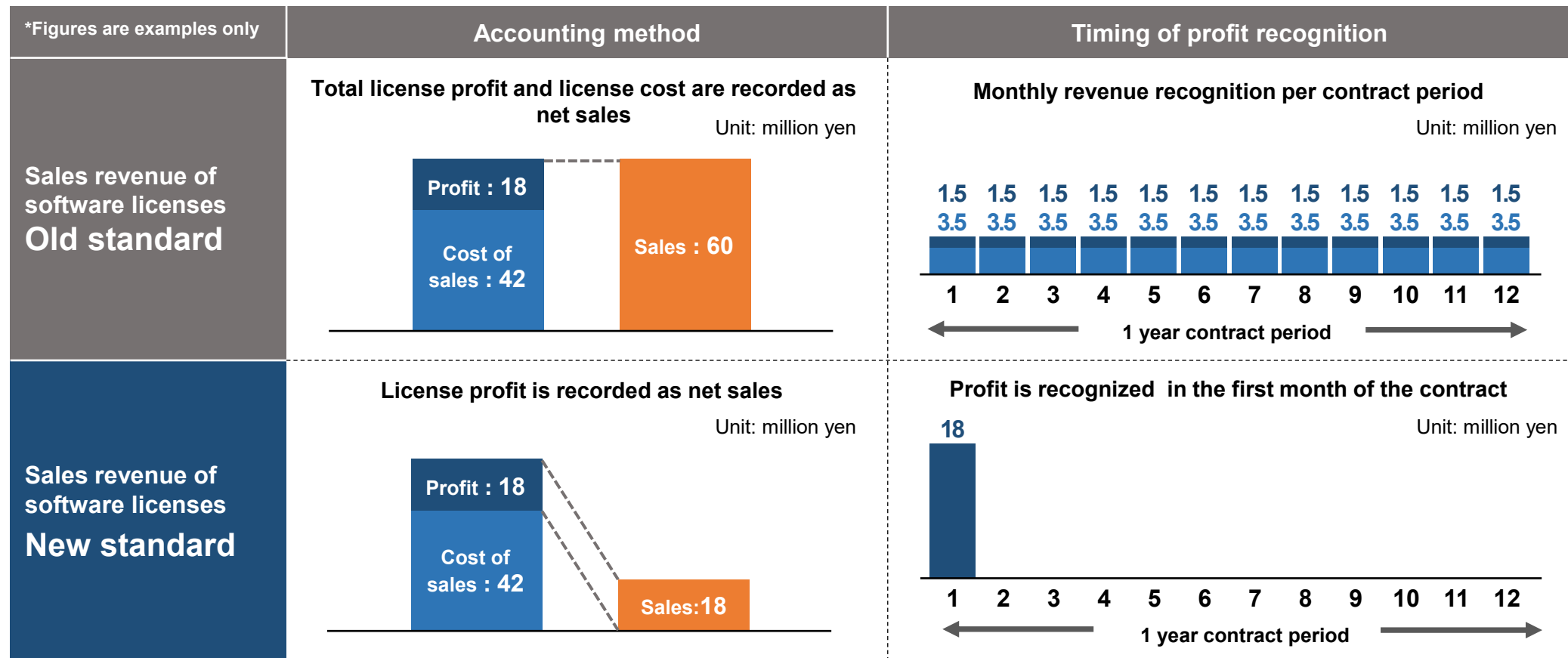


Changes in accounting standards from FY2021



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.



*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.

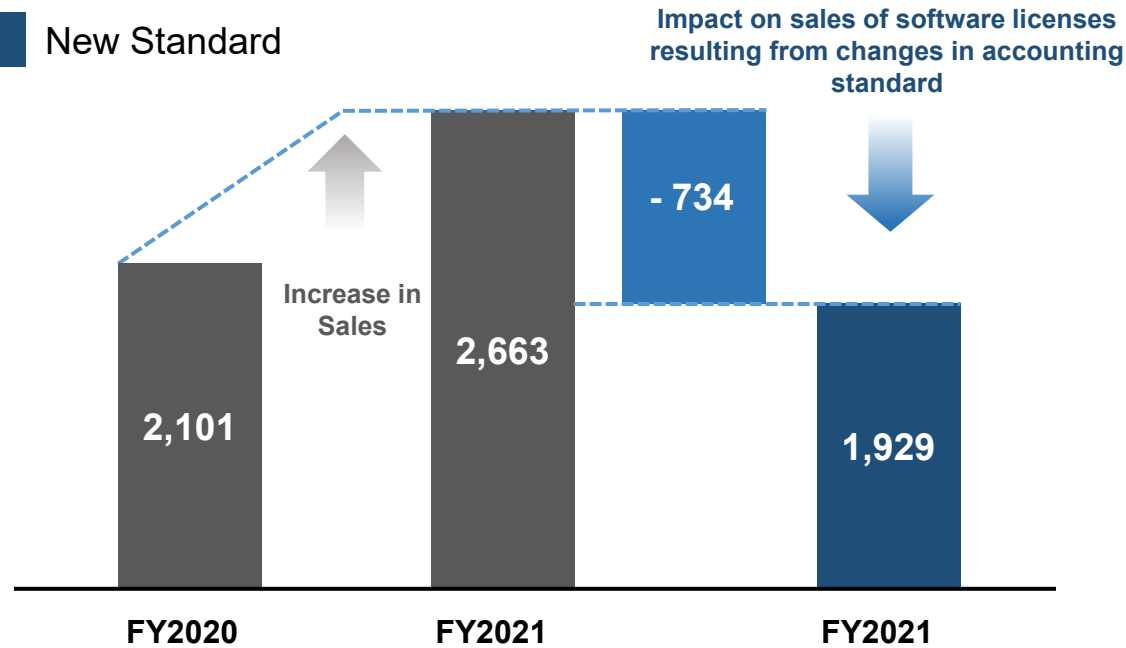
Impact of the Application of the New Revenue Recognition Accounting Standard

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

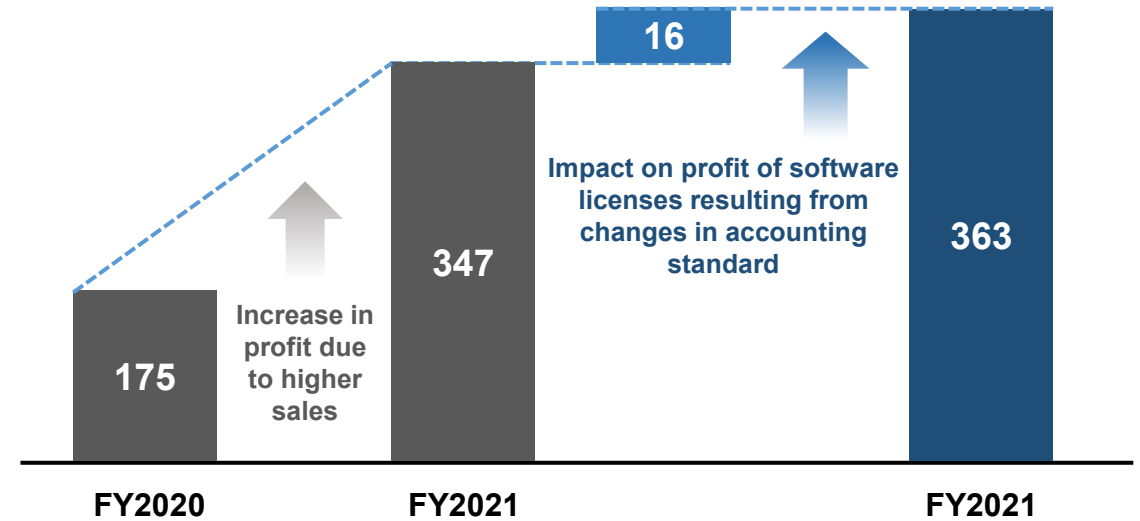
Unit: JPY million yen

Old Standard
New Standard

Net Sales



Operating Profit



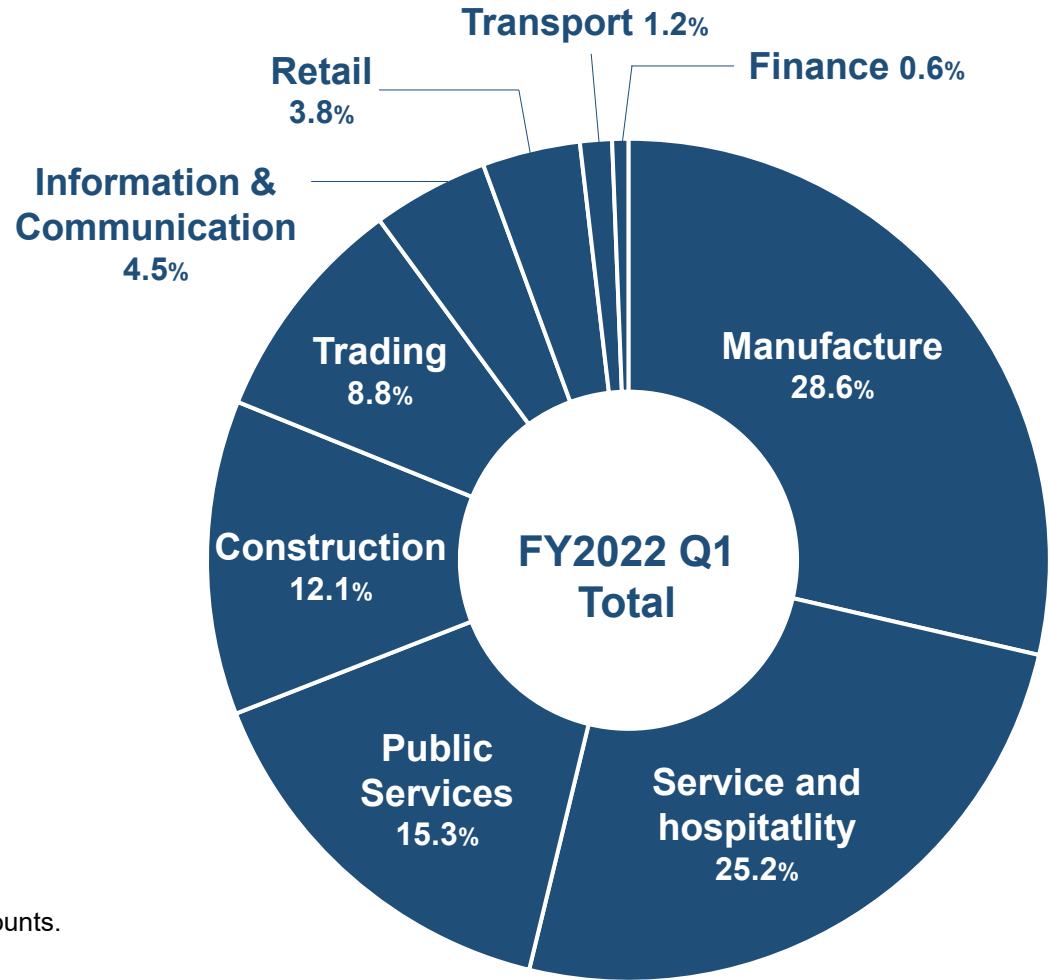
*Figures under the old standard are for reference only as they have not been reviewed by an auditor.

Who are BlueMeme's Clients?



Orders by industry

Orders from diverse sectors, mainly manufacturing and service.



* 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.

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Thank you for your time and attention.