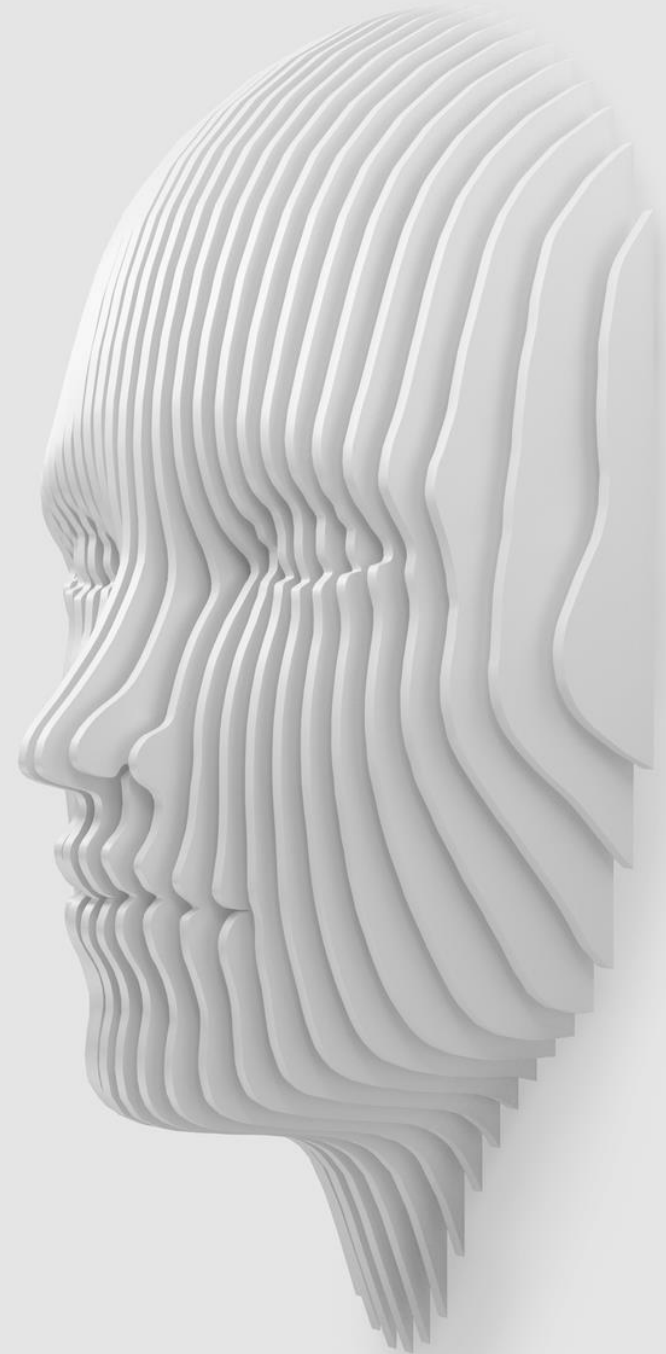


Second quarter of the fiscal year ending
March 2023 (FY2022)

Earnings Results

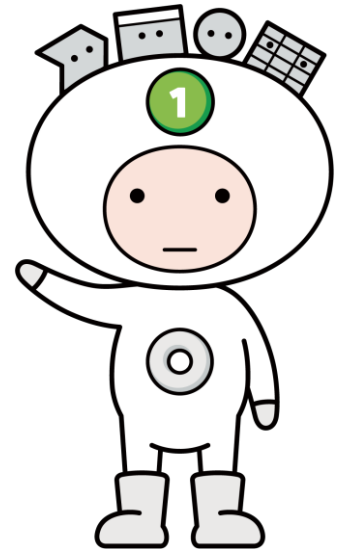
BlueMeme, Inc.
11 November 2022



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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 Q2 Results

Summary of Q2 Results

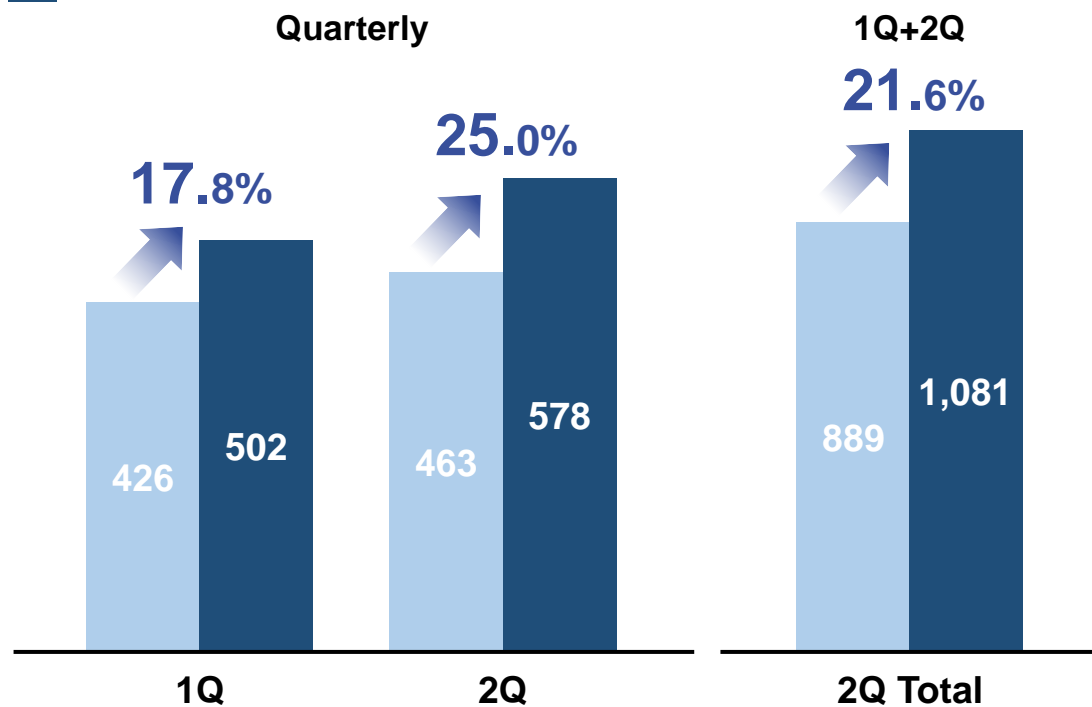
- Net sales in 2Q increased at a higher rate than in 1Q, **up 25.0% YoY, and 21.6% YoY cumulatively.**
- Net income in 2Q **reversed the 3.9% YoY increase and cumulative 2Q net income shrank to -9.1% YoY.**

Millions of yen

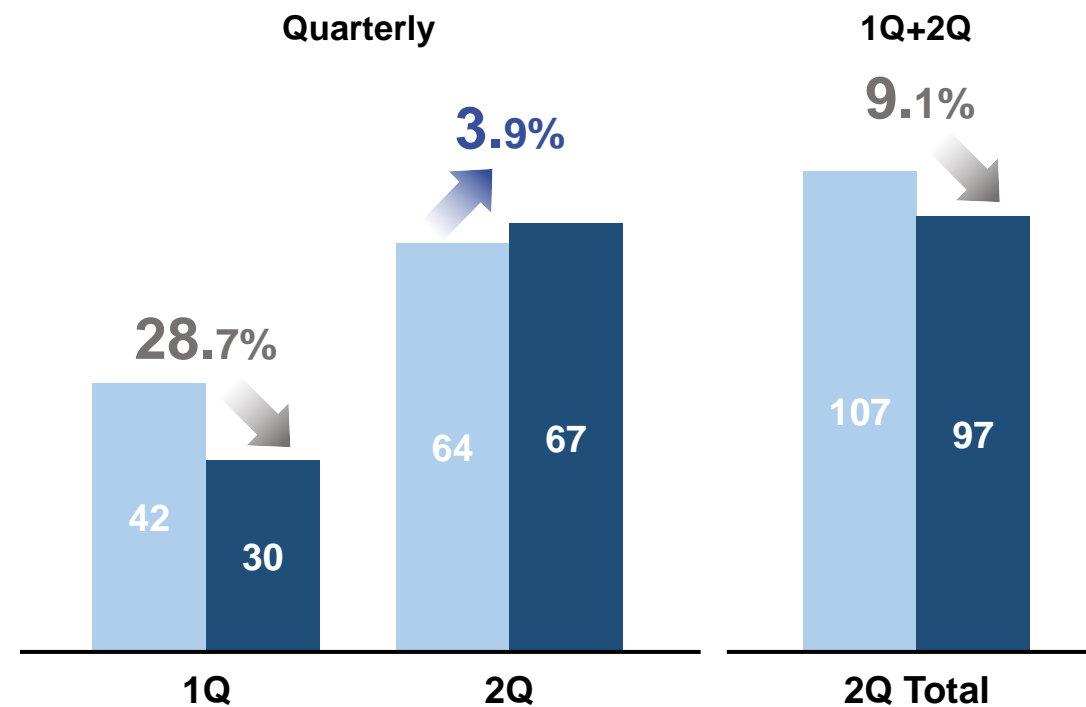
FY2021

FY2022

Net sales



Net income

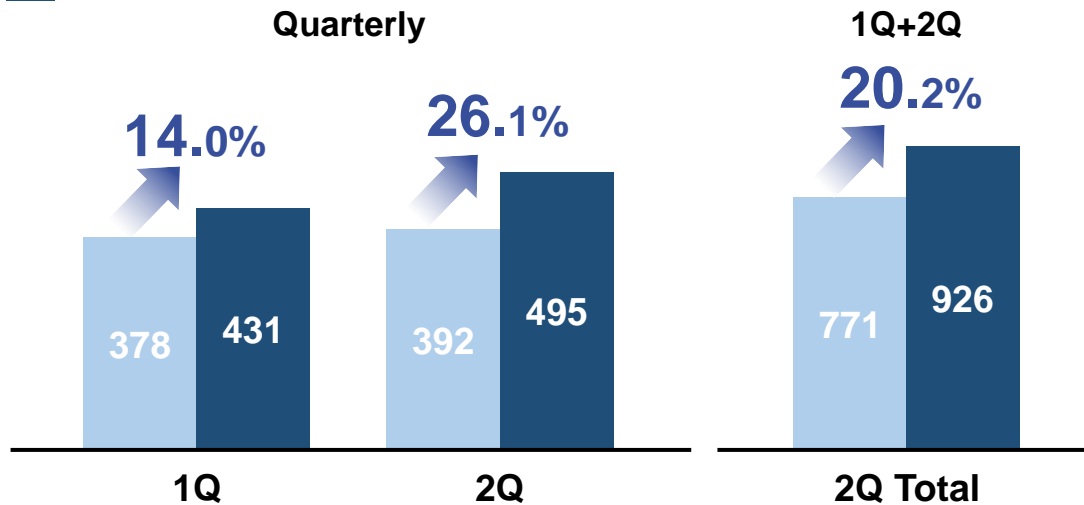


Quarterly Sales by Service

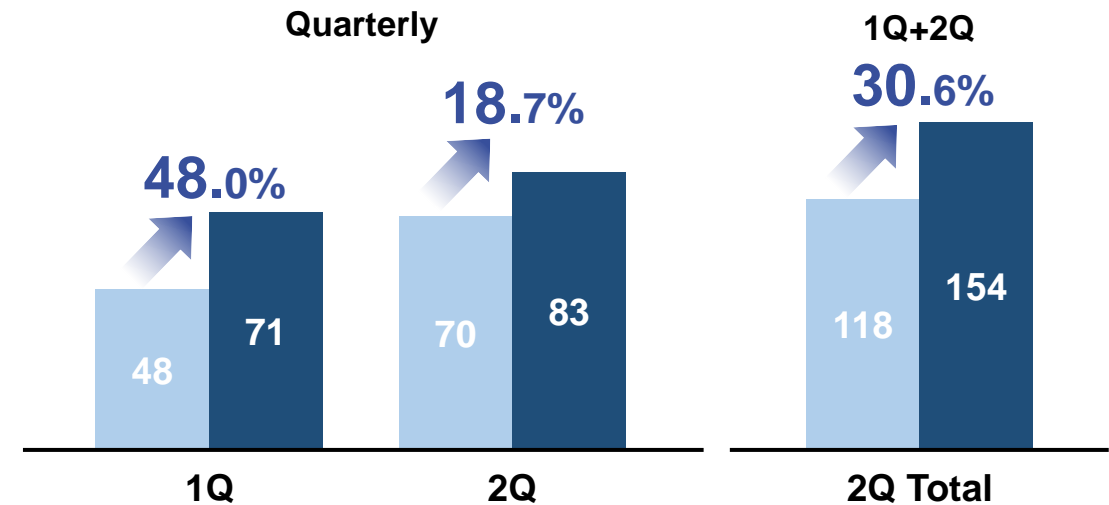
- Following 1Q, both Professional Services Sales and Software License Sales increased in 2Q.
- Professional Services Sales **increased by 26.1% YoY**, partly due to an increase in existing customer projects. **Total sales increased by 20.2% YoY.**
- Software License Sales **increased by 18.7% YoY**, due to a steady buildup of existing customers. **Total sales also increased by 30.6% YoY.**

Millions of yen
 ■ FY2021
 ■ FY2022

Professional Services Sales

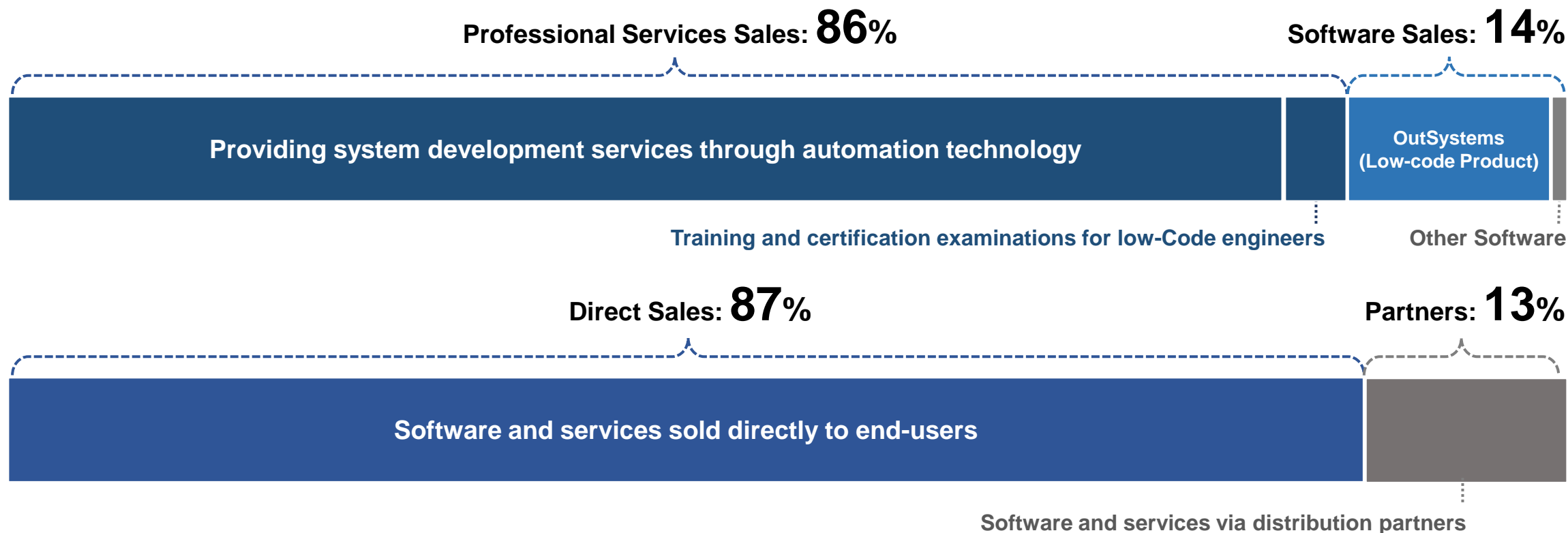


Software License Sales



Services and Software Sales Composition and Breakdown (FY2022 Cumulative)

- **Professional Services Sales** continue to account for **86%** of sales.
- **Direct Sales** ratio remains **high at 87%**.



Operating Income Analysis

- Increased expenses related to upfront investments for accelerated future growth. **Net income fell by 9.1% YoY.**
- The decline in operating profit was due to **higher recruitment and training-related costs as a result of accelerated recruitment and staff training, as well as higher R&D costs related to development in preparation for the launch of new services, such as Digital Labor, and joint research with Kyoto University.** Expenses were recorded ahead of the original plan, which will lead to increased earnings in the future.

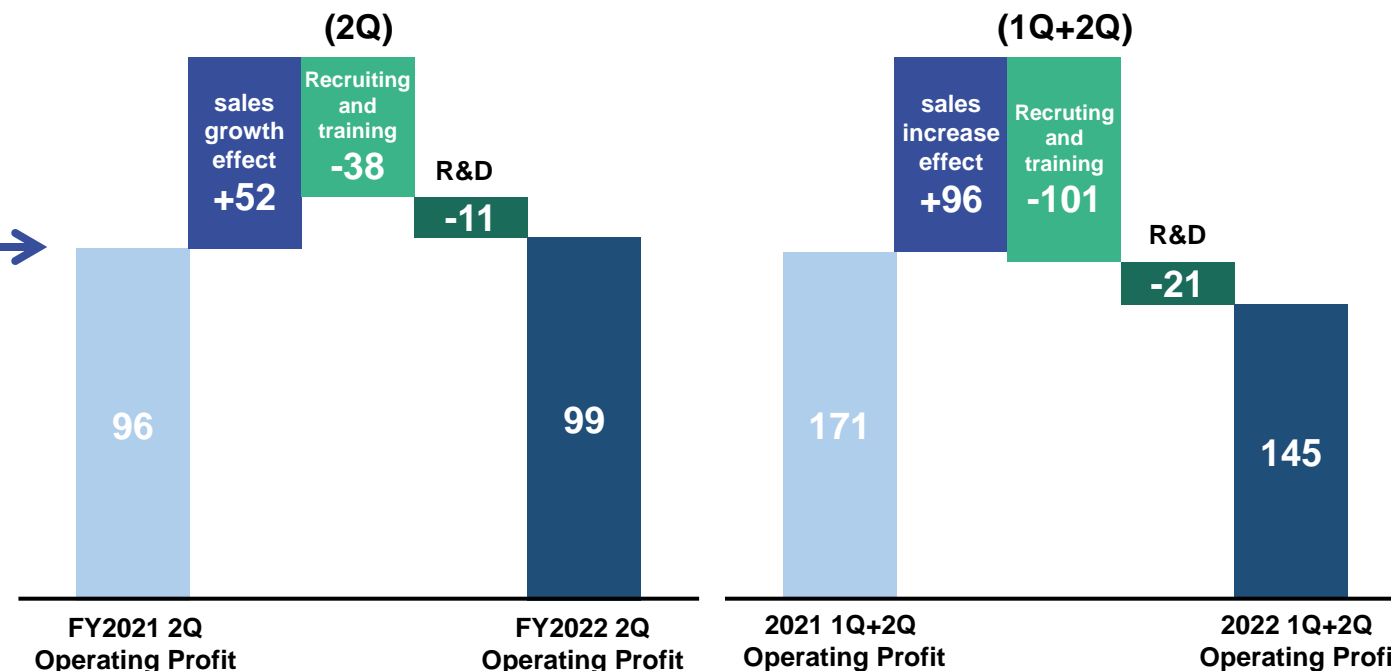
Operating Profit YoY Comparison

Millions of yen

	FY2021 1Q+2Q	FY2022 1Q+2Q	Change	Year-on-year change
Net Sales	889	1,081	191	+21.6%
Operating Profit	171	145	-25	-15.1%
Recurring Profit	156	145	-11	-7.4%
Net income	107	97	-9	-9.1%

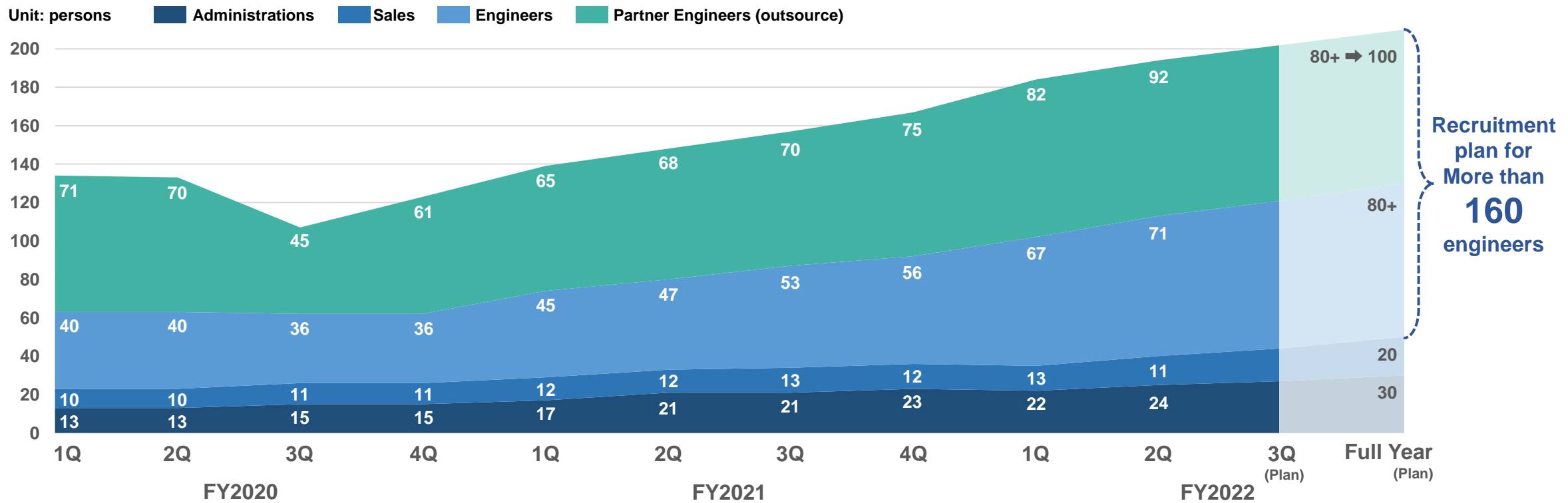
(Note: Amounts are rounded down to the nearest million yen.)

Key factor analysis on operating profit



Numbers of Group Employees

- Headcount increased as a result of active recruitment, particularly of engineers.
- The number of employee engineers increased by approximately 26% from the end of the previous fiscal year as the company continued to actively recruit new graduates and mid-career workers with no IT experience.
- Service partner engineers have been secured more than planned, taking into account training in preparation for increased orders.



Forecast for FY2022

Full Year Forecasts

- Net Sales are targeted at 20% YoY. Leads from joint sales activities with Mitsui Knowledge Industry Co., Ltd. have been increasing.
- In the first half of the year, R&D, recruitment and training costs related to upfront investment were higher than expected at the beginning of the year. The profit forecast will be determined in the second half of the year.

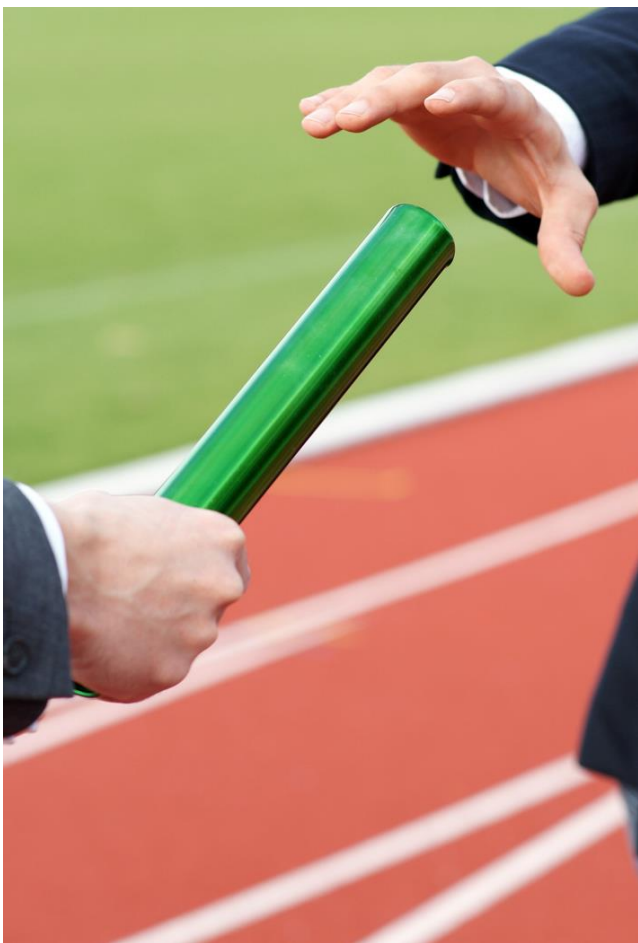
Millions of yen

	FY2021 (actual)	FY2022 (forecast)	YoY
Net Sales	1,929	2,317	20.2%
Operating Profit	363	390	7.4%
Ordinary Profit	348	387	11.5%
Net Profit	253	259	2.7%

Note: Amounts are rounded down to the nearest million yen.

BlueMeme Partners

BlueMeme Partners



Carrying on BlueMeme's footsteps to the next generation start-ups

BlueMeme Partners supports the next generation of start-up companies by sharing the growth story that BlueMeme has been through. The group's mission is to increase the competitiveness of Japanese companies.

BlueMeme has experienced growth stages from the seed and early phases up to IPO. There have been many challenges along the way, and BlueMeme knows what it takes to overcome them.

BlueMeme Partners is committed to the growth of companies through support that fully utilizes its own experience.

BlueMeme Partners carries out the group's mission to increase the competitiveness of Japanese companies through its venture capital role.

BlueMeme Group's Greatest Strength

Ability to solve complex and highly specialized social issues with technical approaches





Focusing on the problem of inefficient system development in Japanese companies, we developed low-code and agile as technical solutions, which have become BlueMeme Group's current core business.

Good technology does not always translate into business, and BlueMeme Group's greatest strength is its ability to understand and identify technologies that can solve the most complex and specialized challenges.

BlueMeme Group has a history of meeting OutSystems with a focus on low-code technology.

When OutSystems was first introduced to Japan by BlueMeme in 2012, the scales of OutSystems's business was not as large as it is today. However, OutSystems has grown its business globally and is now considered a unicorn with an enterprise value of over 1 trillion yen as of 2022.

Such experience in the investment business is a major strength of BlueMeme Partners.

<p>issue</p>	<p>Resolve chronic human resource shortages in systems development, such as modernization of large-scale legacy systems</p>	<p>Management of unstructured data such as music, videos, office documents, etc.</p>	<p>Reduction of man-hours spent testing web applications, which have become more complex with the advent of multi-device environments</p>	<p>Development of large and complex business applications by non-IT technicians</p>
<p>Applicable Technology</p>				
<p>Product Overview</p>	<p>Low-code development tools</p>	<p>NoSQL Database</p>	<p>Test Automation Tools</p>	<p>No-Code Development Tools</p>

BlueMeme Partners Features

Cultivating the next generation of start-ups with Agile thinking

- **Agile is a team-building methodology to build the best team**
- **BlueMeme's extensive experience in agile thinking helps start-ups build teams**



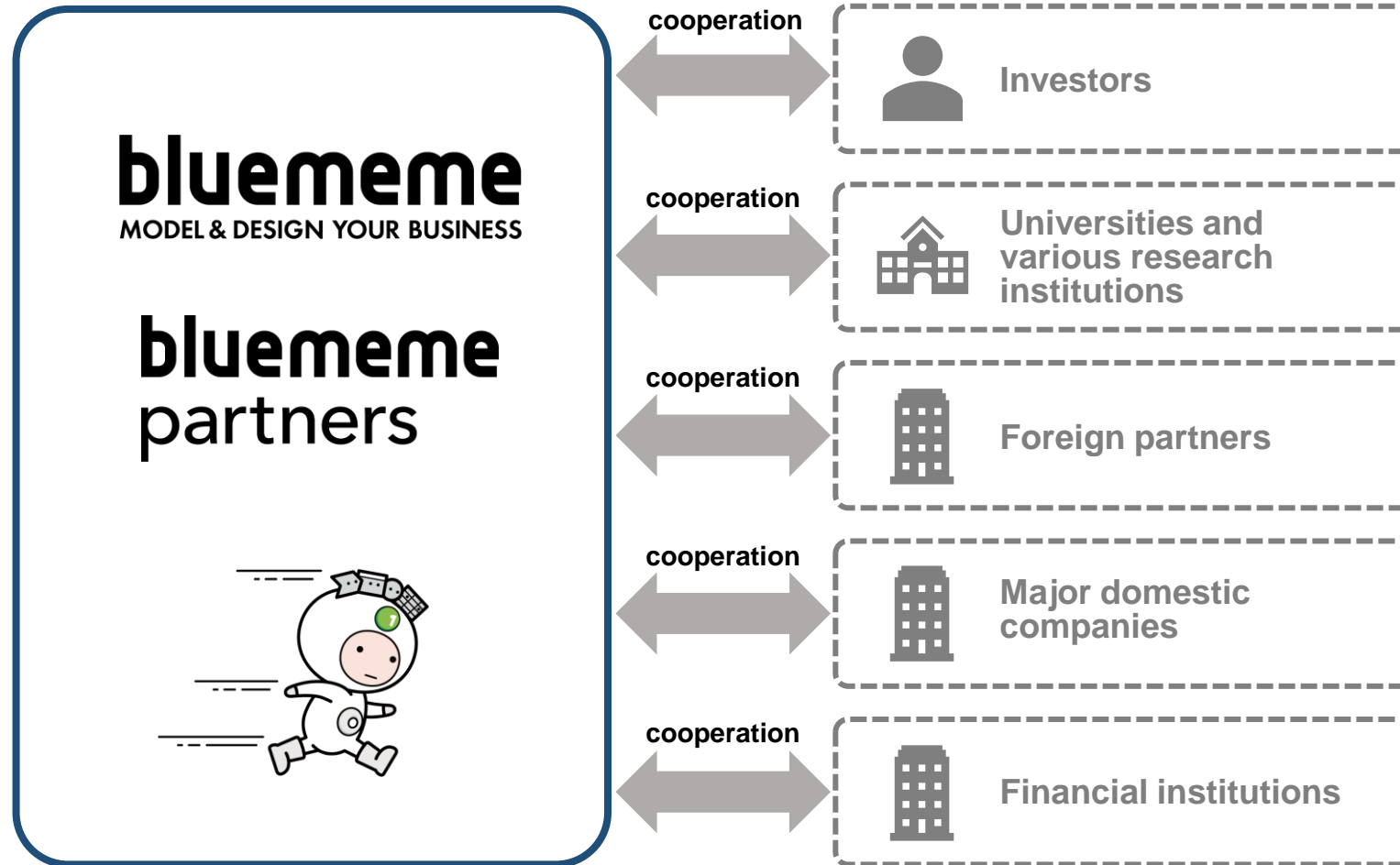
Building the best team leads to business development and increased business performance

Fund Overview

Applications will be accepted starting in October 2022.

Overview		
Fund size 500 million to 1 billion yen (up to 2 billion yen)	Application period October 2022 ~ March 2023	Number of LPs About 5 to 10 companies
Minimum Investment Amount 1 million yen per unit 30 or more units	Operation period 7 to 10 years	Investment amount per case 5 million yen ~ Approx. 50 million yen

Affiliated Partners



Major Topics

Changes in Major Shareholders

- Mitsui Knowledge Industry Co., Ltd. (MKI) became the largest shareholder. Strengthening ties with the Mitsui & Co..

Top shareholders' holdings as of September 30, 2022

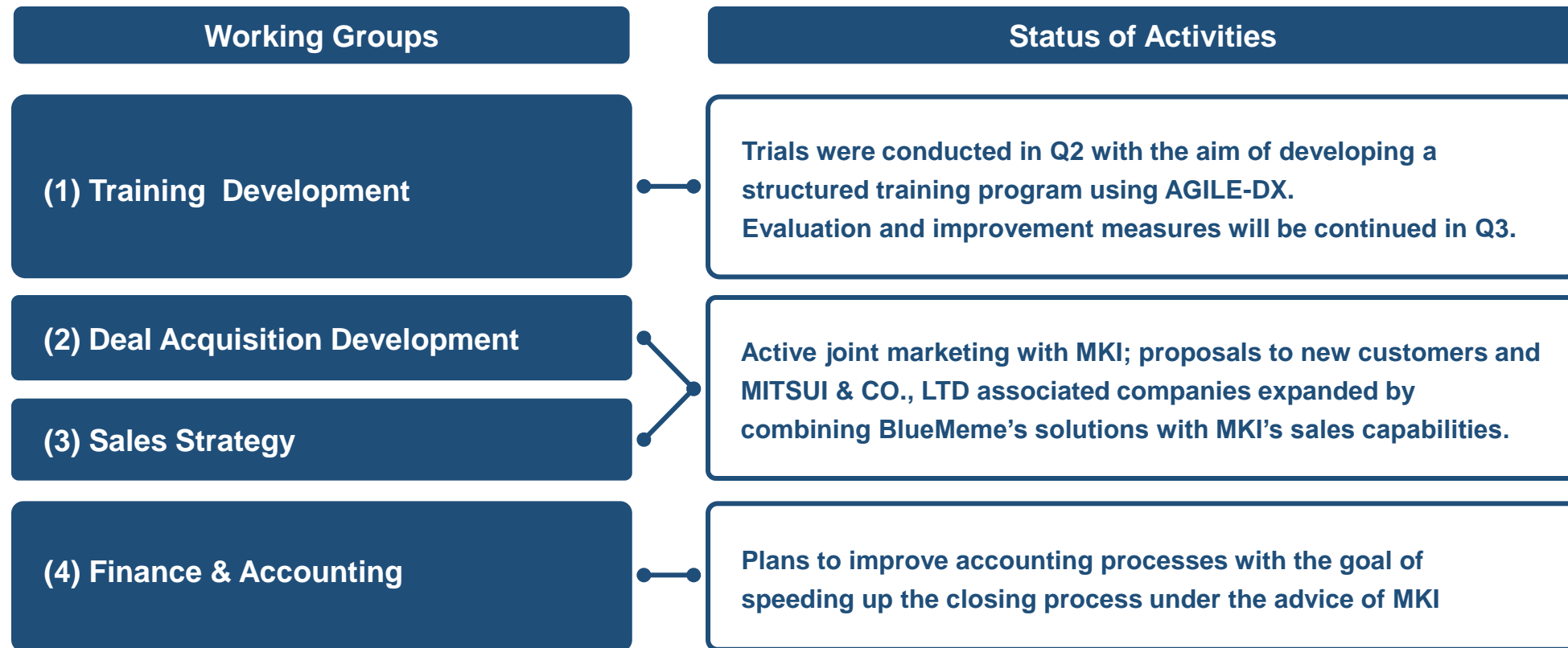
Shareholder Name	Number of shares	Shareholding ratio
Mitsui Knowledge Industry Co., Ltd.	733,000	20.89%
BM Trust Corp.	365,000	10.40%
Masanori Matsuoka	310,000	8.83%
au Kabucom Securities Co., Ltd.	169,400	4.82%
Mariko Tsujiguchi	155,500	4.43%
Mobile Create Co.,Ltd.	148,808	4.24%
BBH/SUMITOMO MITSUI TRUST BANK, LIMITED(LONDON BRANCH)	133,900	3.81%
Wei Zhu	106,000	3.02%
Technological Development of Information-processing	89,284	2.54%
Ryo Ichikawa	86,800	2.47%

Top shareholders' holdings as of March 31, 2022 and September 30, 2022

Shareholder Name	Number of shares	Shareholding ratio	Number of Shares (as of September 30)	Shareholding Ratio (as of September 30)
INTEC IT No.2 Investment Enterprise Limited Partnership	630,000	18.42%	0	0%
BM Trust Corp.	365,000	10.67%	365,000	10.40%
Masanori Matsuoka	301,500	8.81%	310,000	8.83%
MIC Innovation IV Limited Liability Fund	201,918	5.90%	0	0%
Mariko Tsujiguchi	155,500	4.54%	155,500	4.43%
BBH/SUMITOMO MITSUI TRUST BANK, LIMITED(LONDON BRANCH)	152,000	4.44%	133,900	3.81%
Mobile Create Co.,Ltd.	148,808	4.35%	148,808	4.24%
Wei Zhu	106,000	3.10%	106,000	3.02%
Technological Development of Information-processing	89,284	2.61%	89,284	2.54%
Ryo Ichikawa	86,800	2.53%	86,800	2.47%

Status of Cooperation with MKI

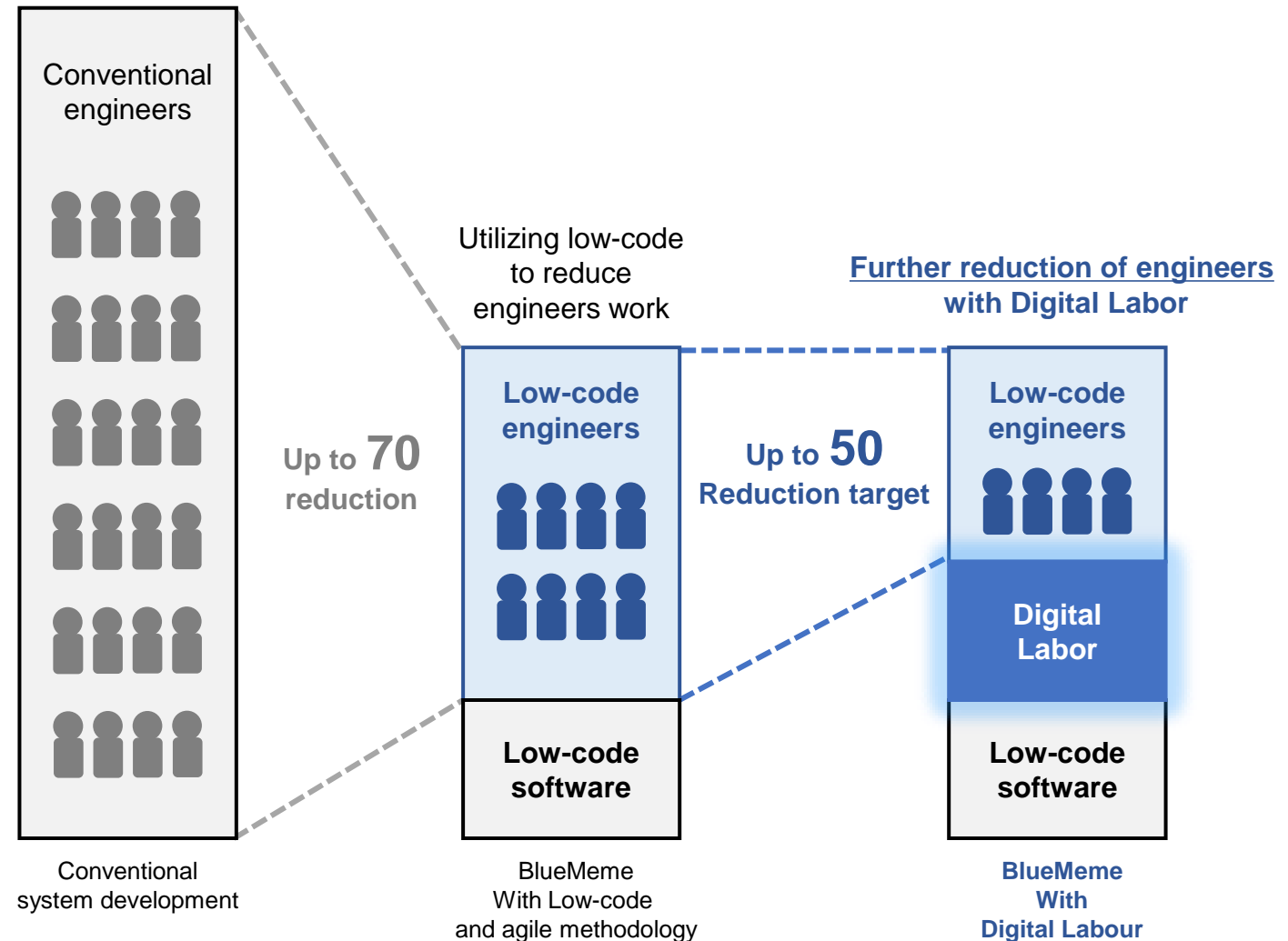
- Practice-based activities are underway in four working groups.
- Joint sales and proposals have expanded opportunities for new customers and MITSUI & CO., LTD associated companies.



Digital Labor to Digitize Engineers and Accelerate the Expansion of Low-code Businesses



- ‘Digital labor’ is **AI-enabled virtual workers**, replacing tasks previously carried out by people with AI-containing software to extend the area of automation
- In addition to automatic generation of business models and automatic design using low-code, test case design, test data generation and test script creation will be automated to reduce the man-hours involved in implementing test automation tools. Further efficiency and productivity gains in system development using low code.



Business Overview

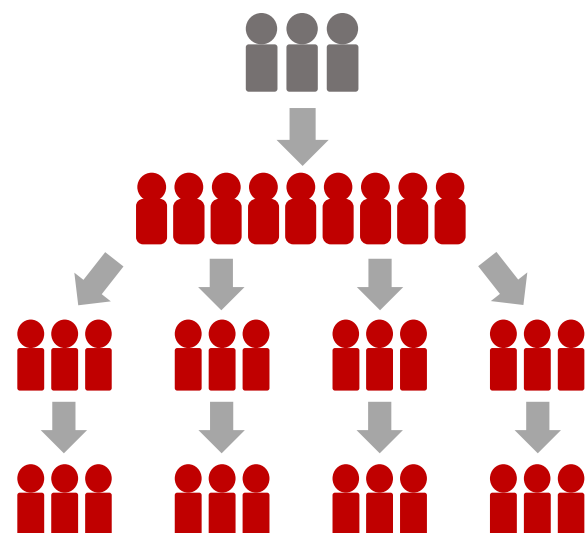
What is BlueMeme's Business?



BlueMeme Business Overview

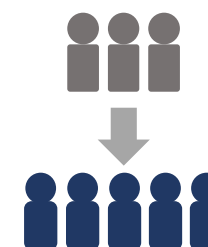
**DX business, focusing on the provision of products,
consulting and training of IT personnel for the automated system development**

“Manual-centered” System Development



Duration: 12 to 36 months

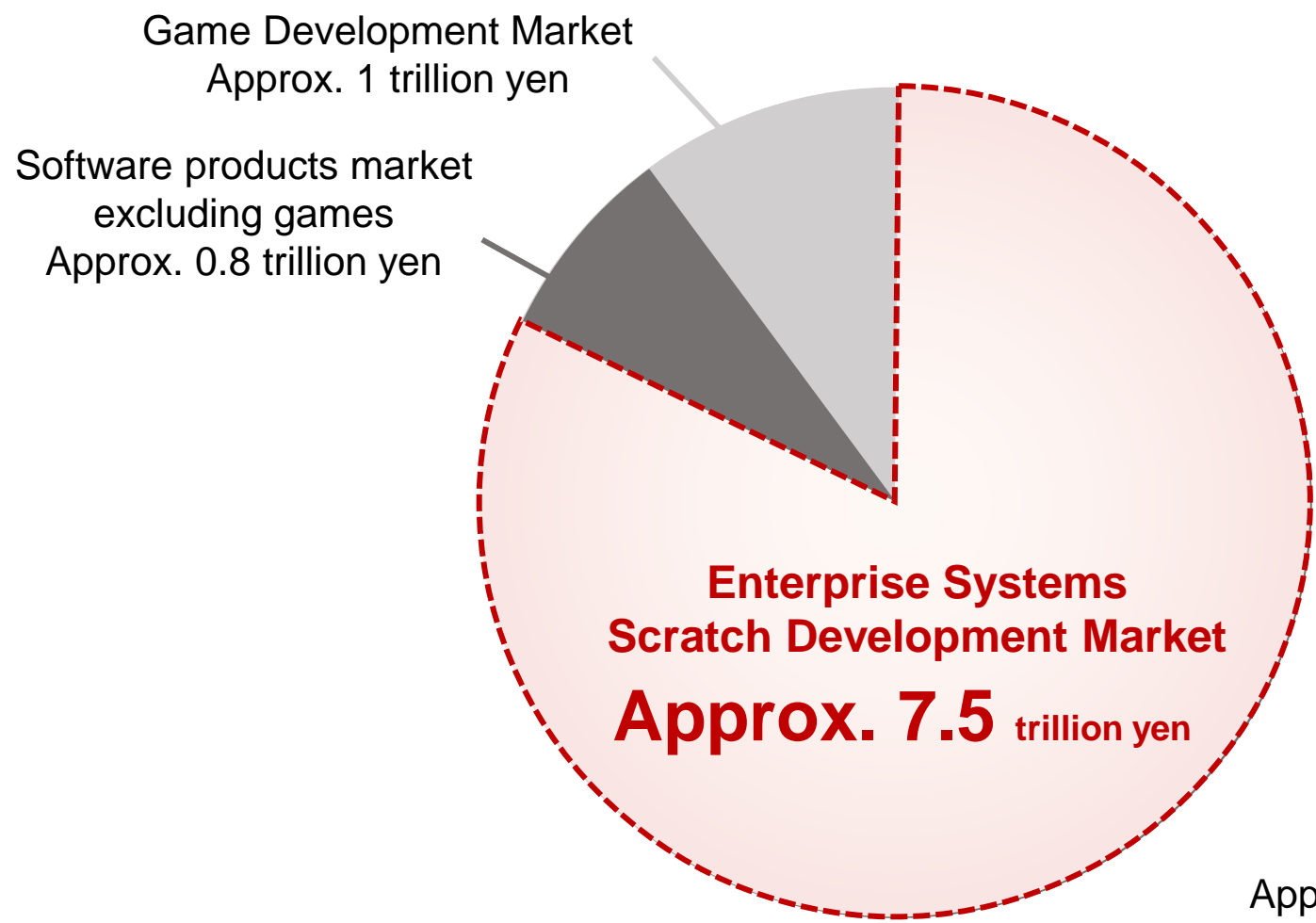
“Automated” System Development



Duration of 0.5 to 12 months

**Reduce system development time and
engineers by about 50-70% and increase
development efficiency by 2-3 times**

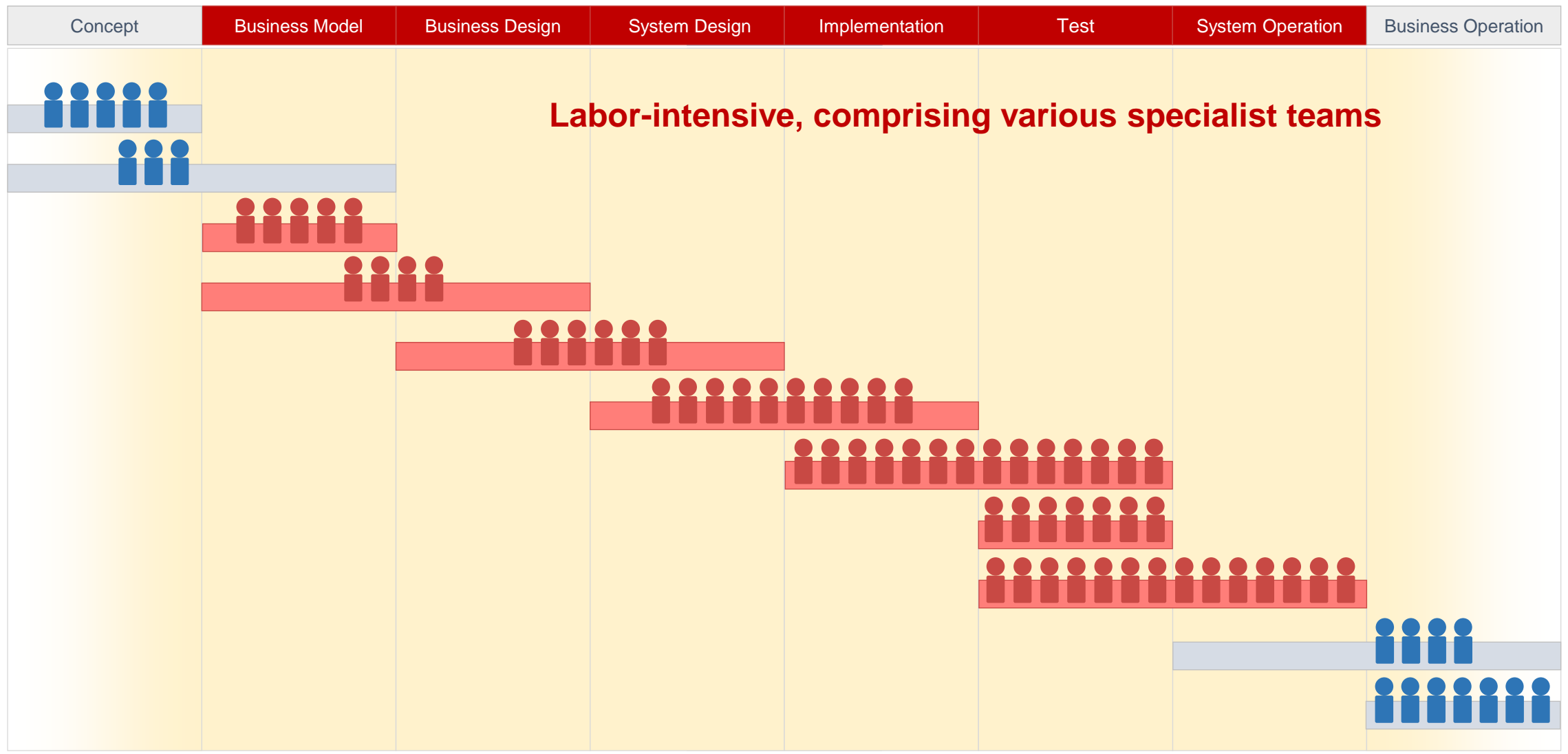
Market size and Issues of the IT industry in Japan



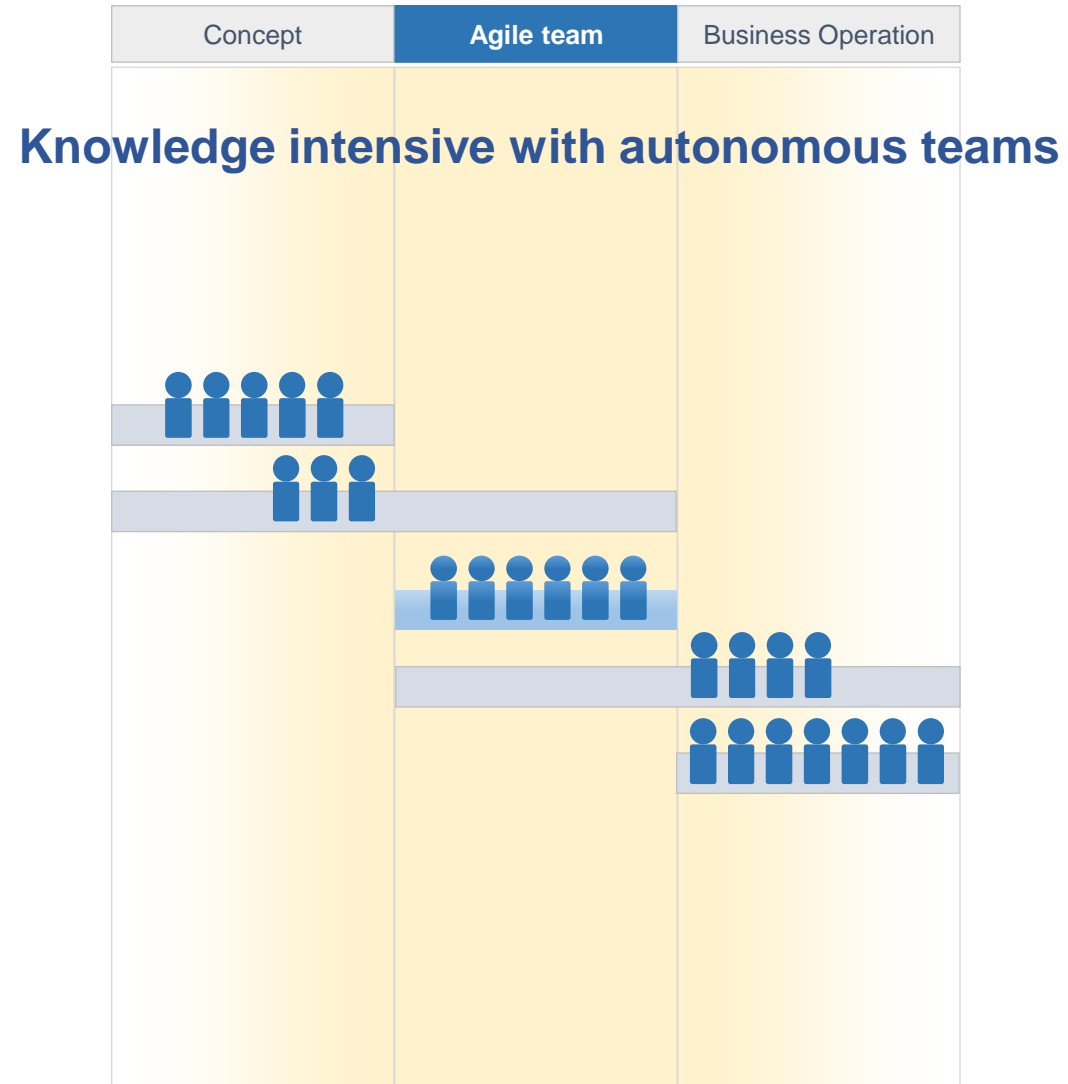
The majority of this 7.5 trillion-yen market is “manual labor-intensive” system development, resulting in a chronic shortage of human resources

Approx. 9.3 trillion yen (as of 2020)

Japan's "Labor-intensive" System Development



Transformation to “Knowledge-intensive”, where a small team developing large-scale systems

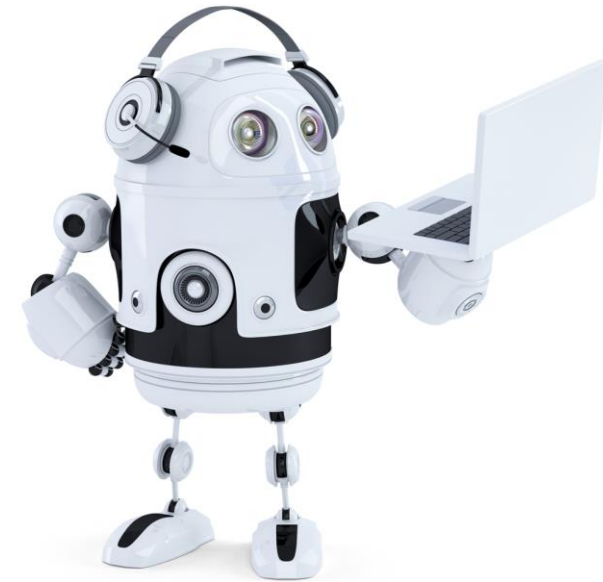


BlueMeme's Approach to Achieving Outstanding "Knowledge-intensive"

To take advantage of various new technologies
turn developers **"low-code and multi-skilled"**



"Virtualizing" developers with **"Digital Labor"**
for the multi-low-code era



What is multi-skilled in low-code?
Can systems be developed by a small team?



Conventional Application Development using Cloud and Open Sources

It requires multiple engineers with different skills

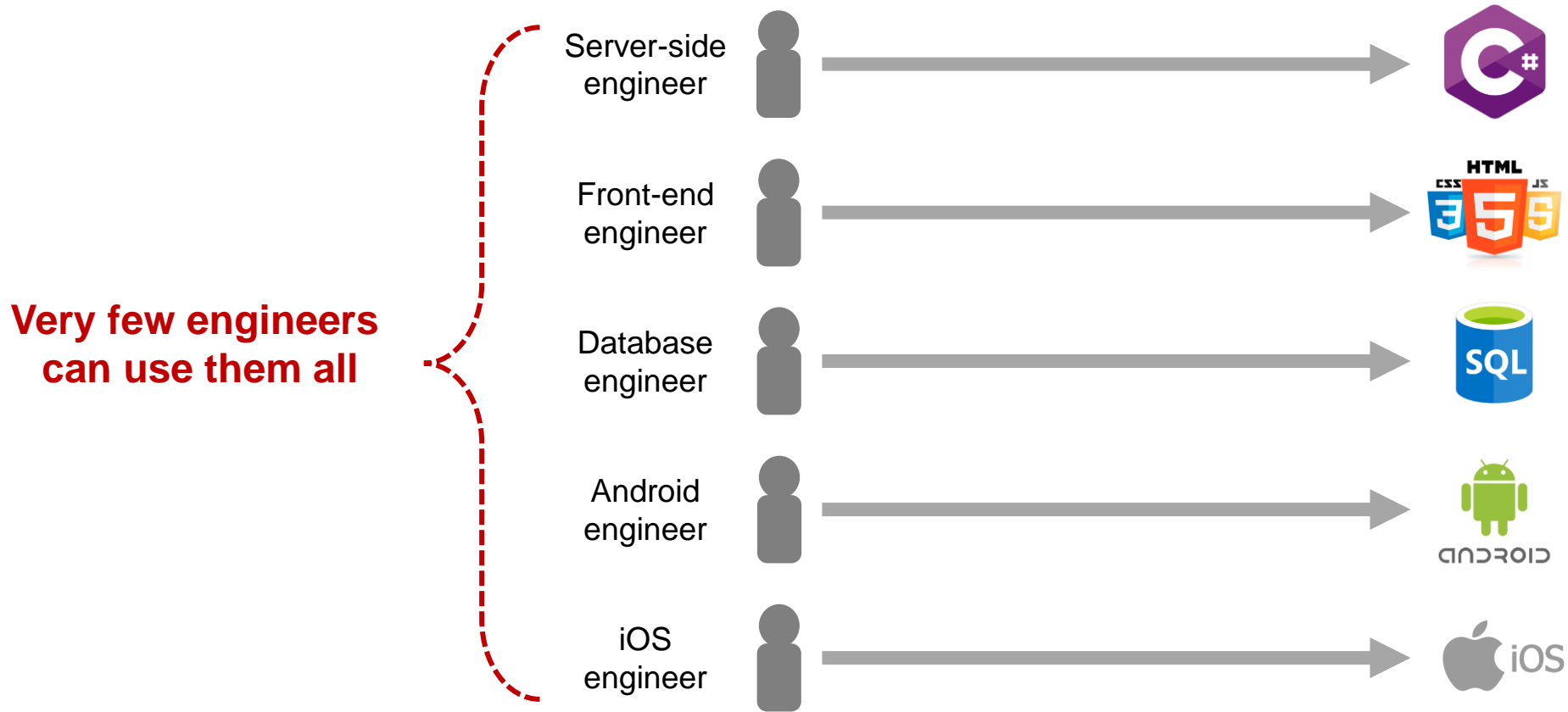
Database, server side, front-end, mobile, security, etc.



Mainly multi-platform application development.

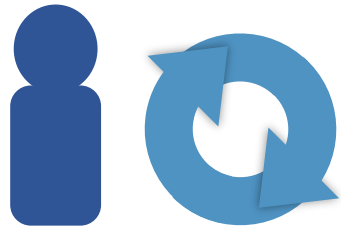


Engineers with Various Skills for Scratch Development



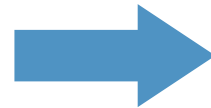
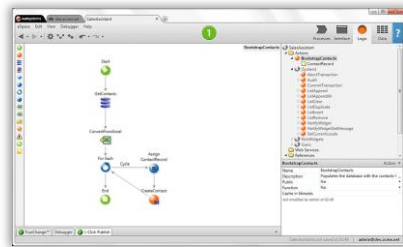
Low-code Simultaneously Realizes “Man-hour Reduction” and “Multi-skilled Engineers”

Low code engineer

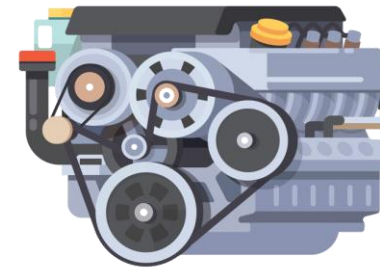


A variety of applications can be developed quickly by a small number of people by learning low-code specific application modelling languages.

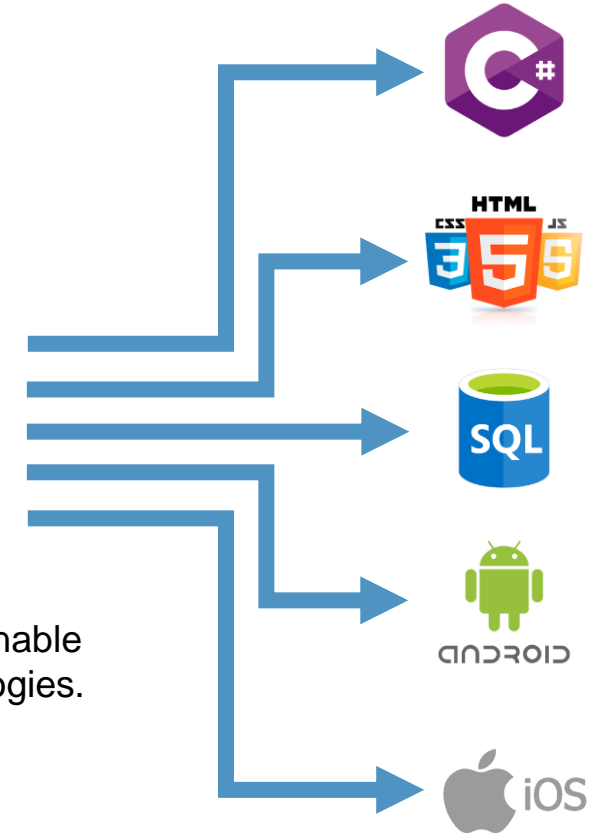
Low code dedicated language



Source code automatic creation



Further advances in low-code enable adaptation to the latest technologies.

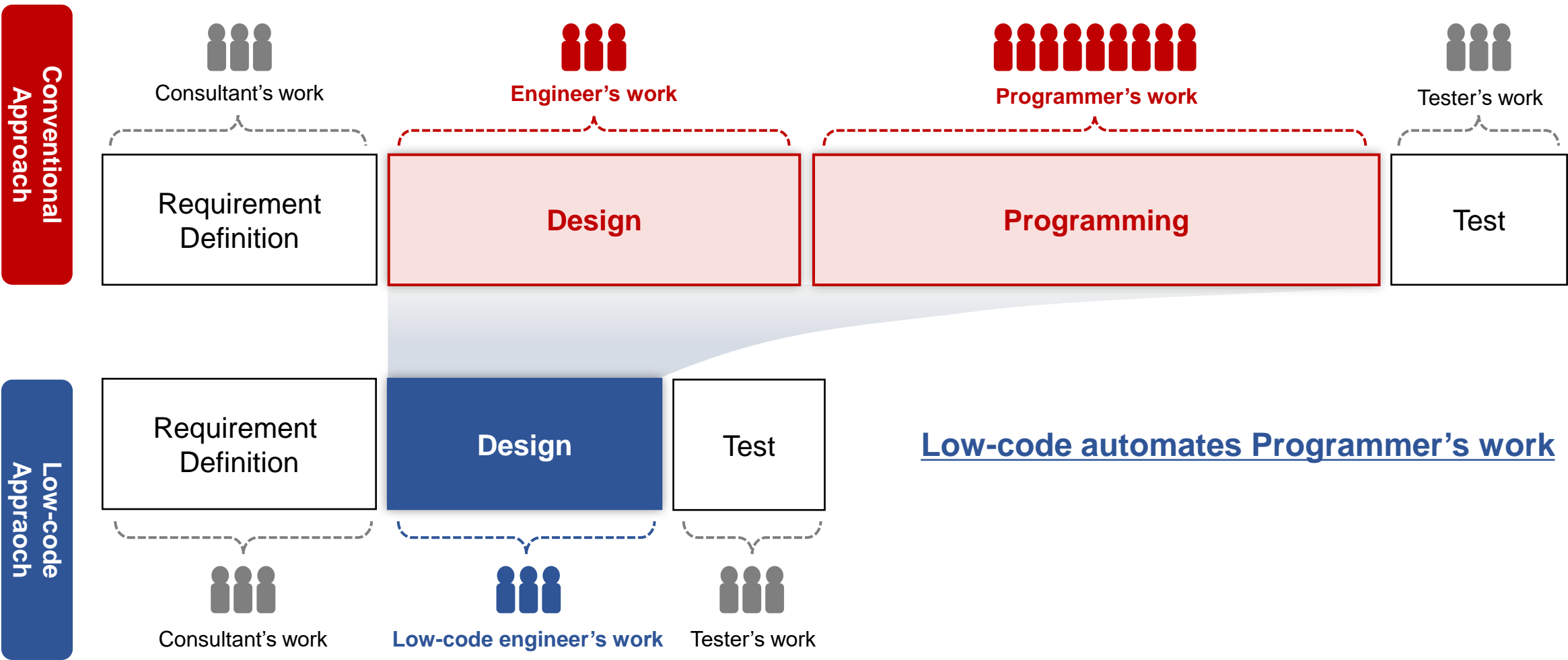


Low-code Enables “Multi-skilled” Workforce to Use the Latest Technologies

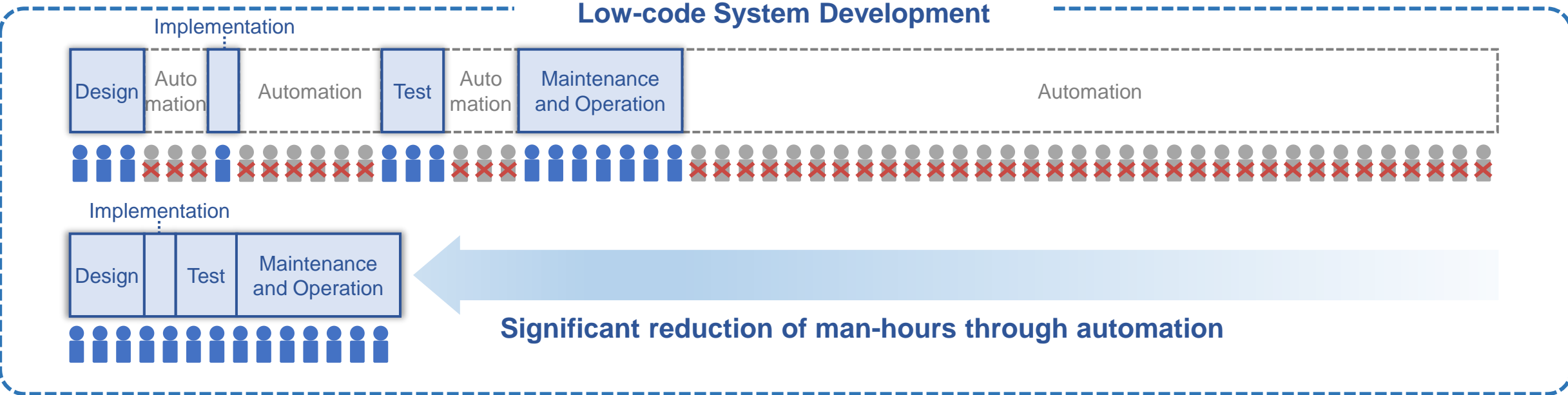
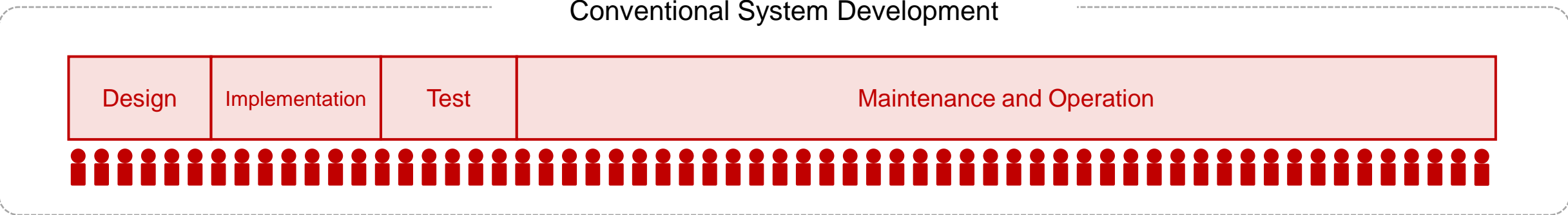
Single low-code engineer can **“utilize various the latest technologies”**



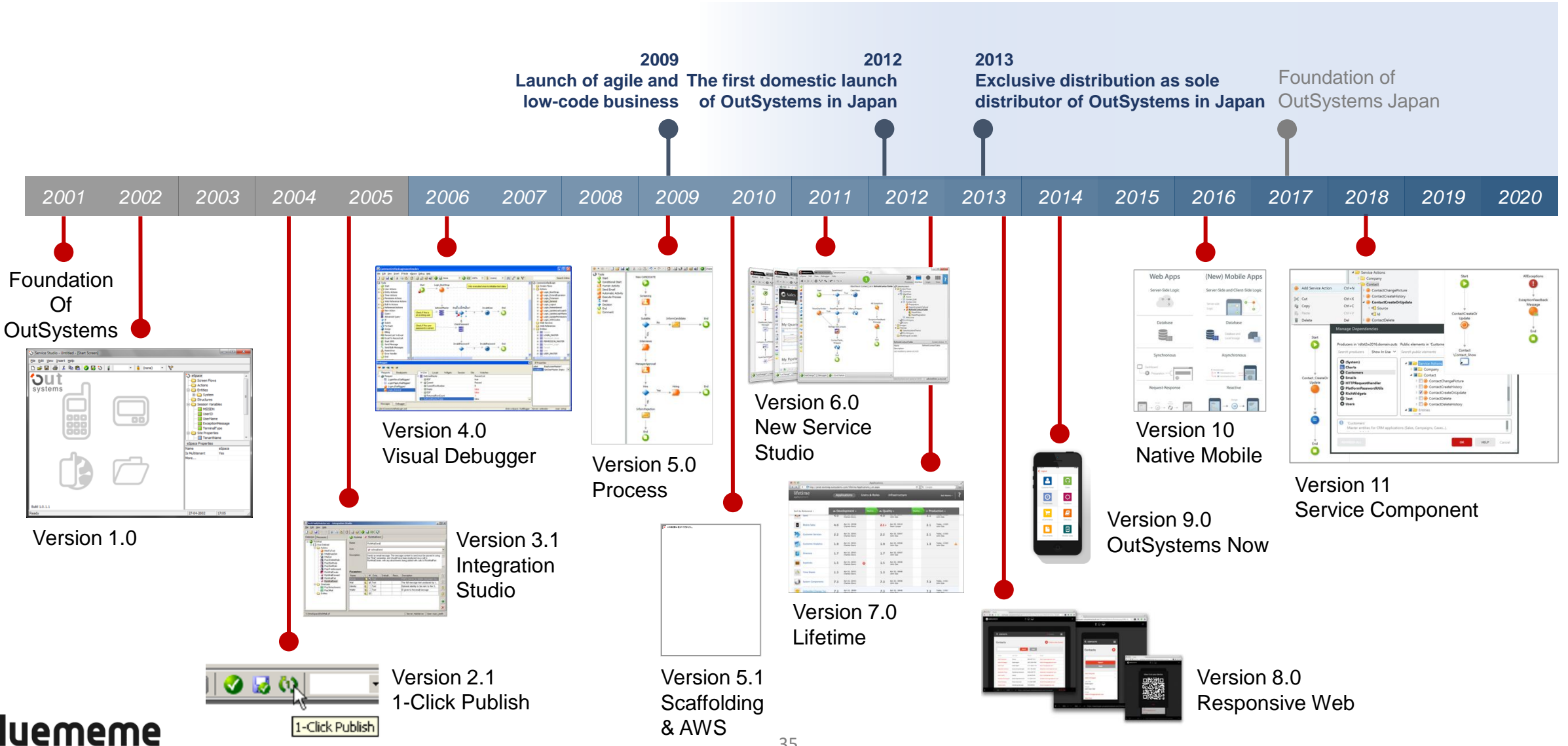
“Low-code Technology” Automates the Work of Programmers



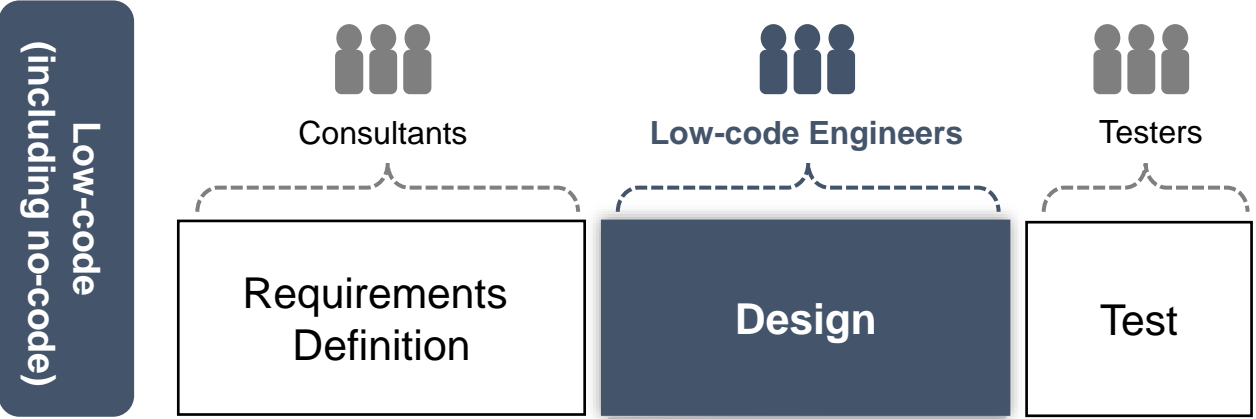
Some Low-code Tools Automate “Maintenance and Operation”



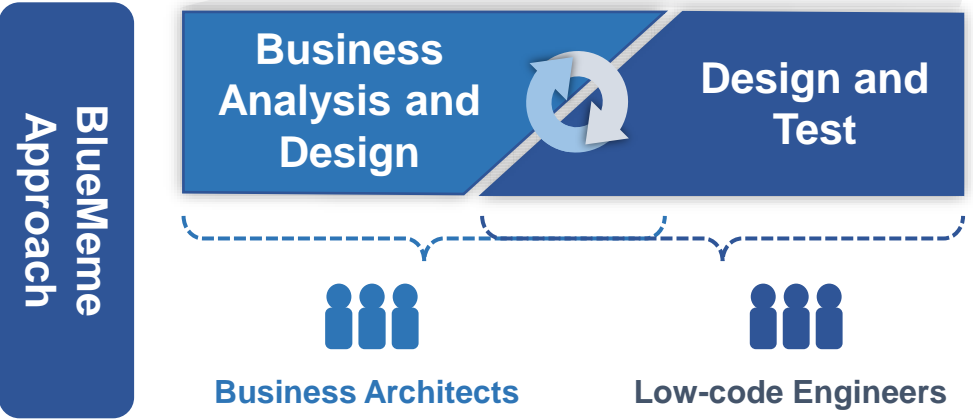
BlueMeme launched OutSystems in 2012 and leads the “Japanese low-code market”



Transformation of System Development with Agile in All Processes



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

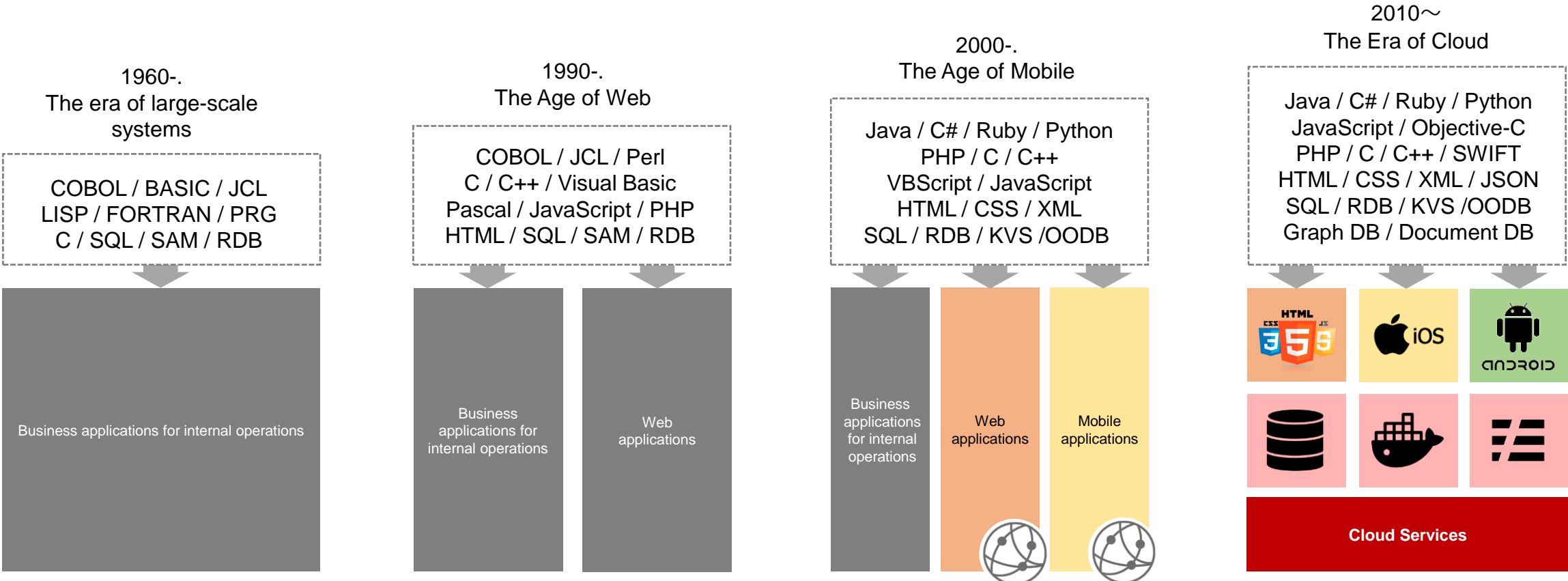


Combining no-code and low-code technology with BlueMeme's unique agile methodology enables "one-stop execution of all processes"

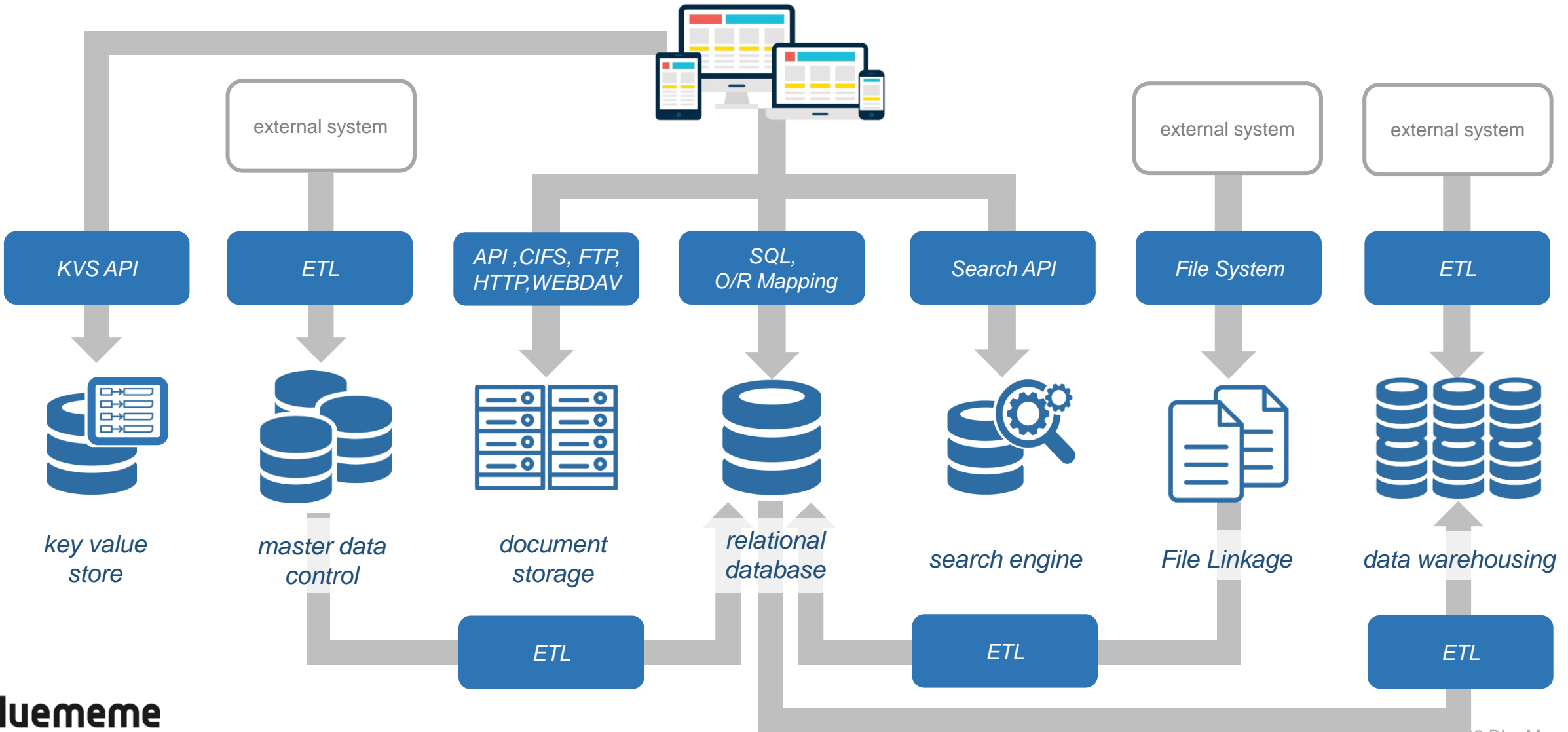
What does next generation systems development look like?



Increased Skills Arising with Changes in Development Methods



Extensive Knowledge Required on Databases Alone



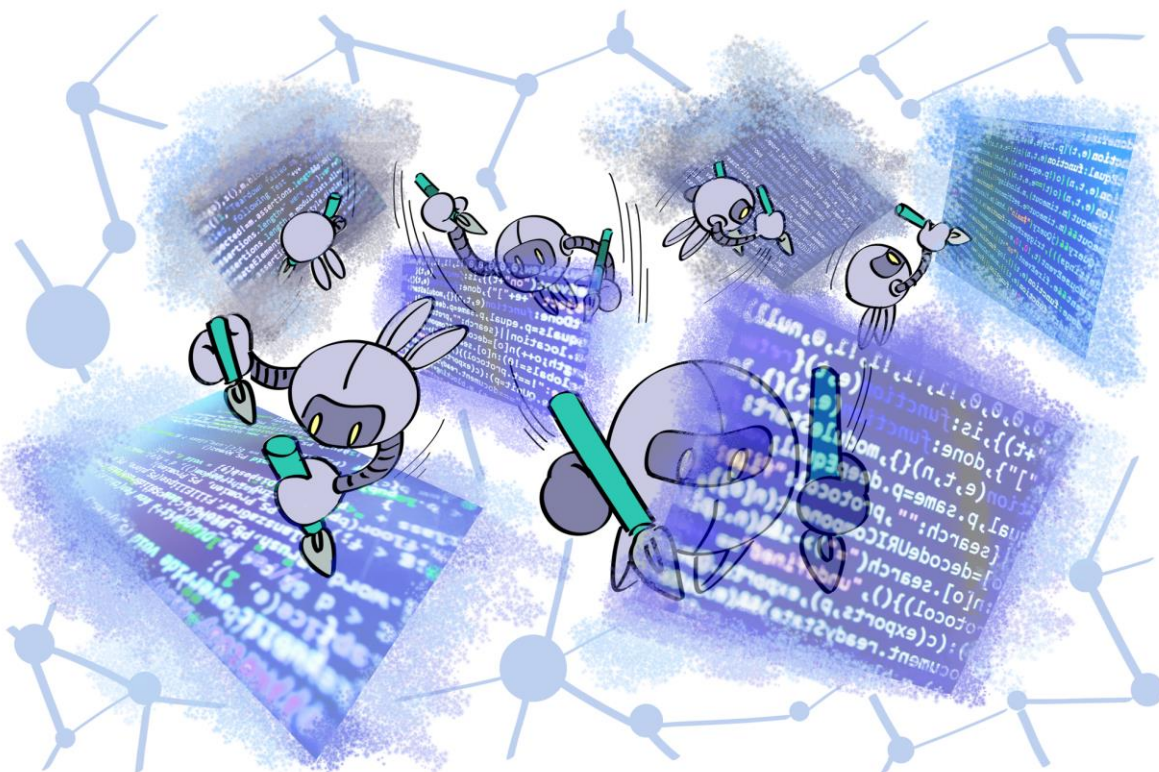
“Human Resource Shortages” Caused by Increasingly Complex Requirements

Increasingly complex and sophisticated demands require
more “skills and engineers”



“Digital Labor” to address the shortage of IT professionals

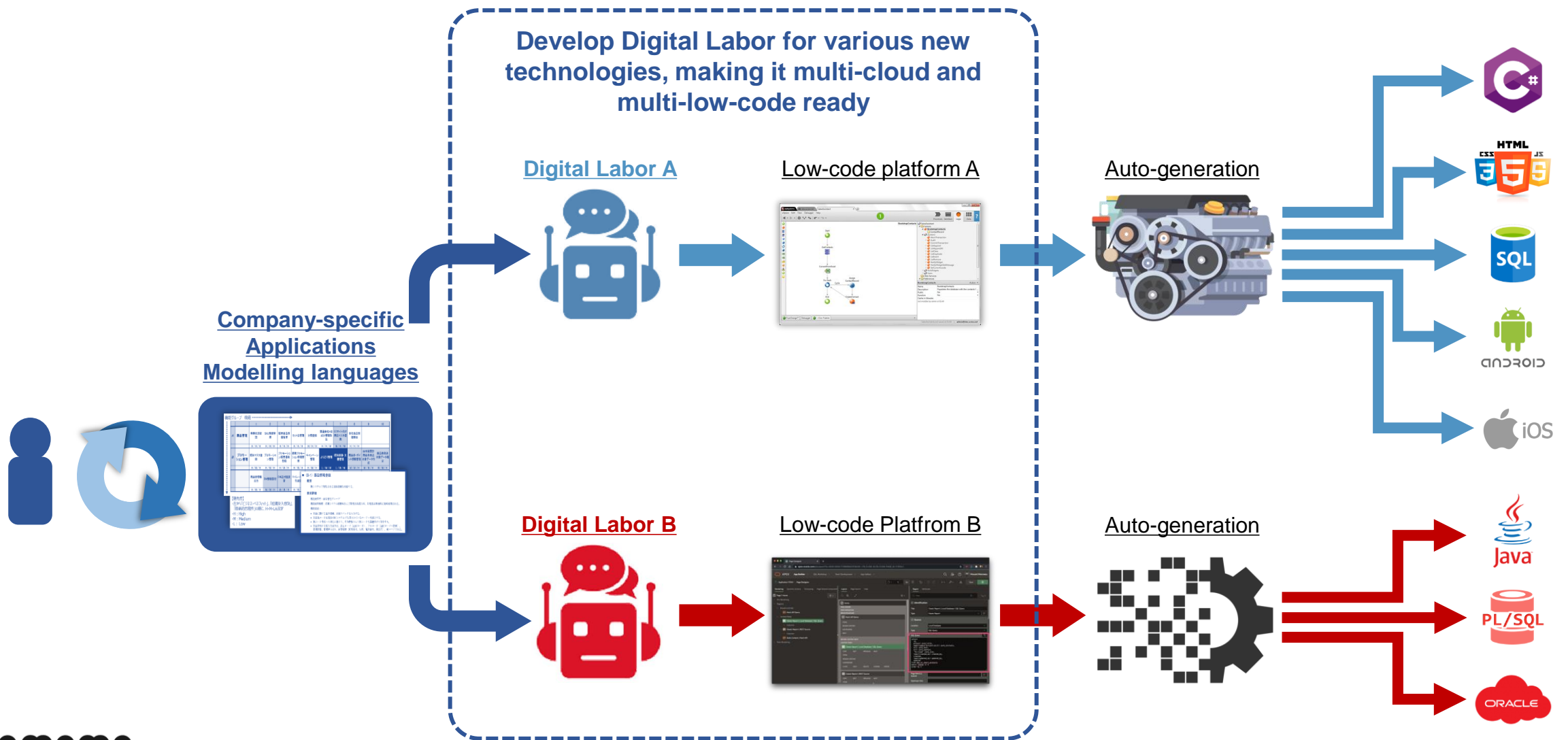
The development of an infinitely replicable “**Digital Labor as an in-house engineer**” allows the value to be placed on “**mastering a variety of technologies**” rather than on unifying development tools and languages



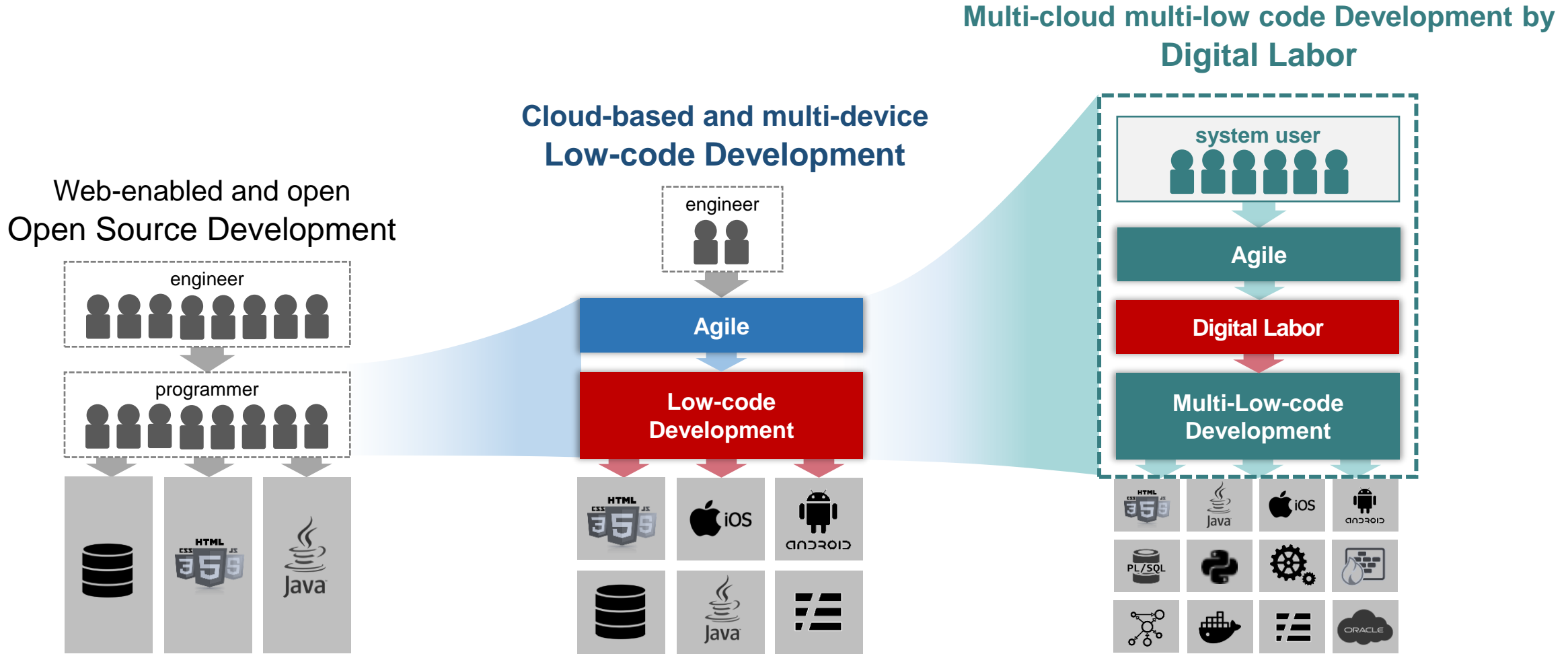
What is Digital Labor?

Software that can automate tasks that were thought to be only possible by humans

Solving the “Future IT Workforce Shortage” with Digital Labor

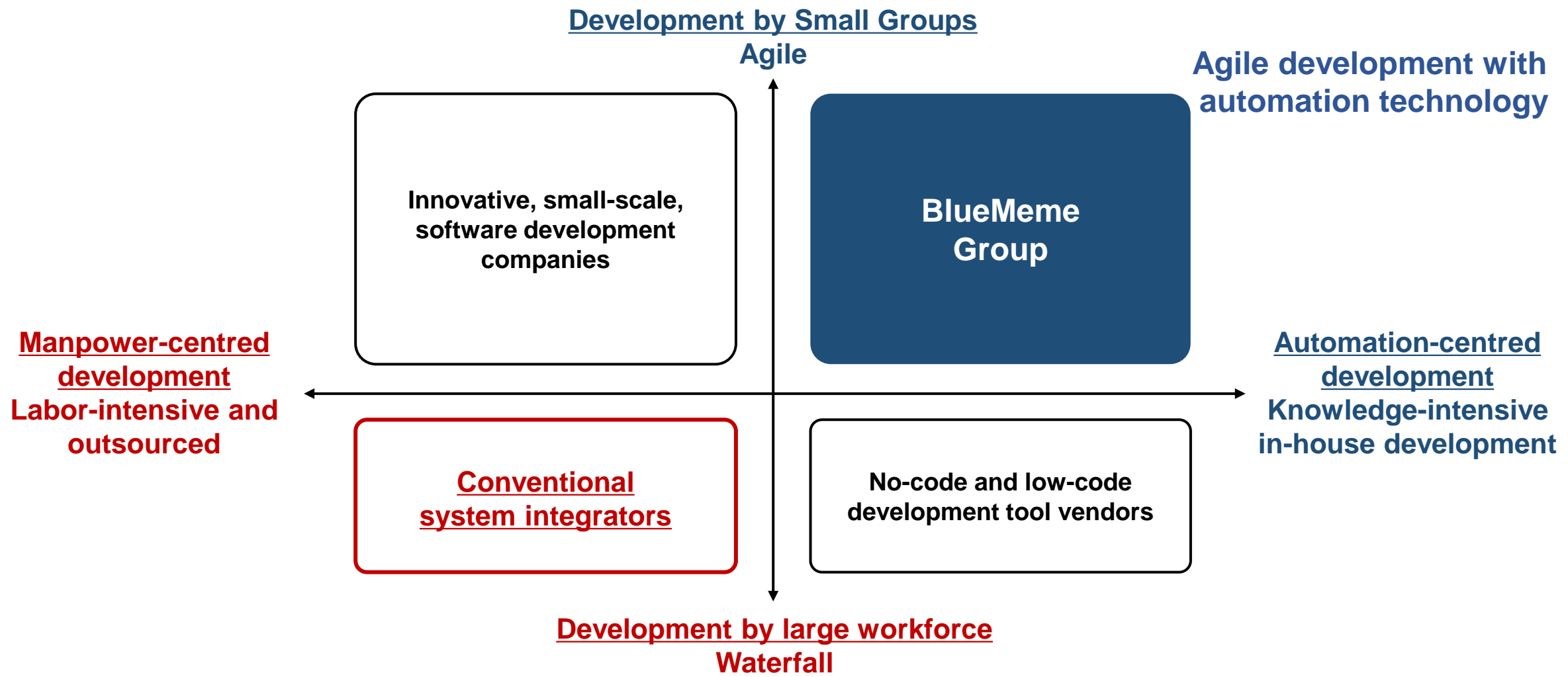


System Development in the Multi-Cloud Era

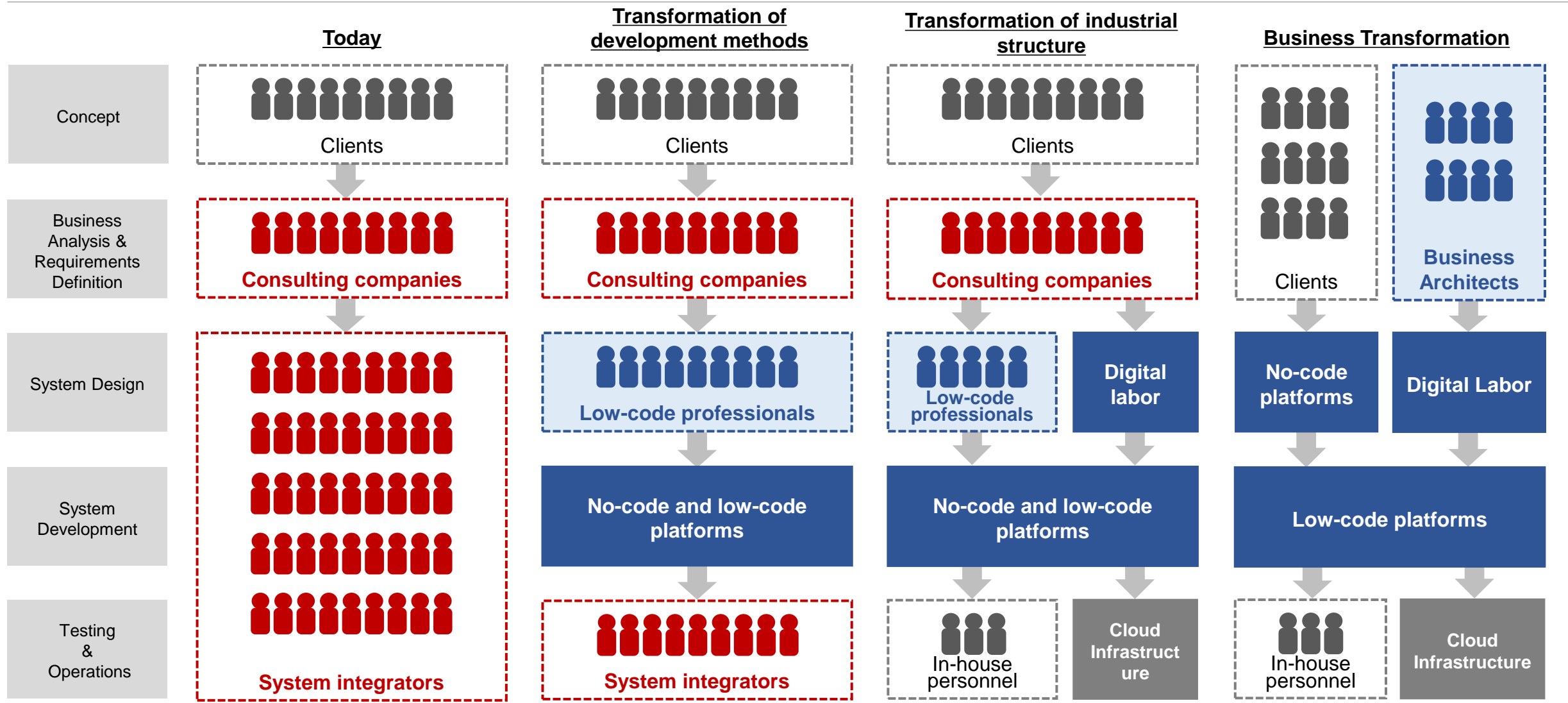


Business Strategy and Growth Drivers

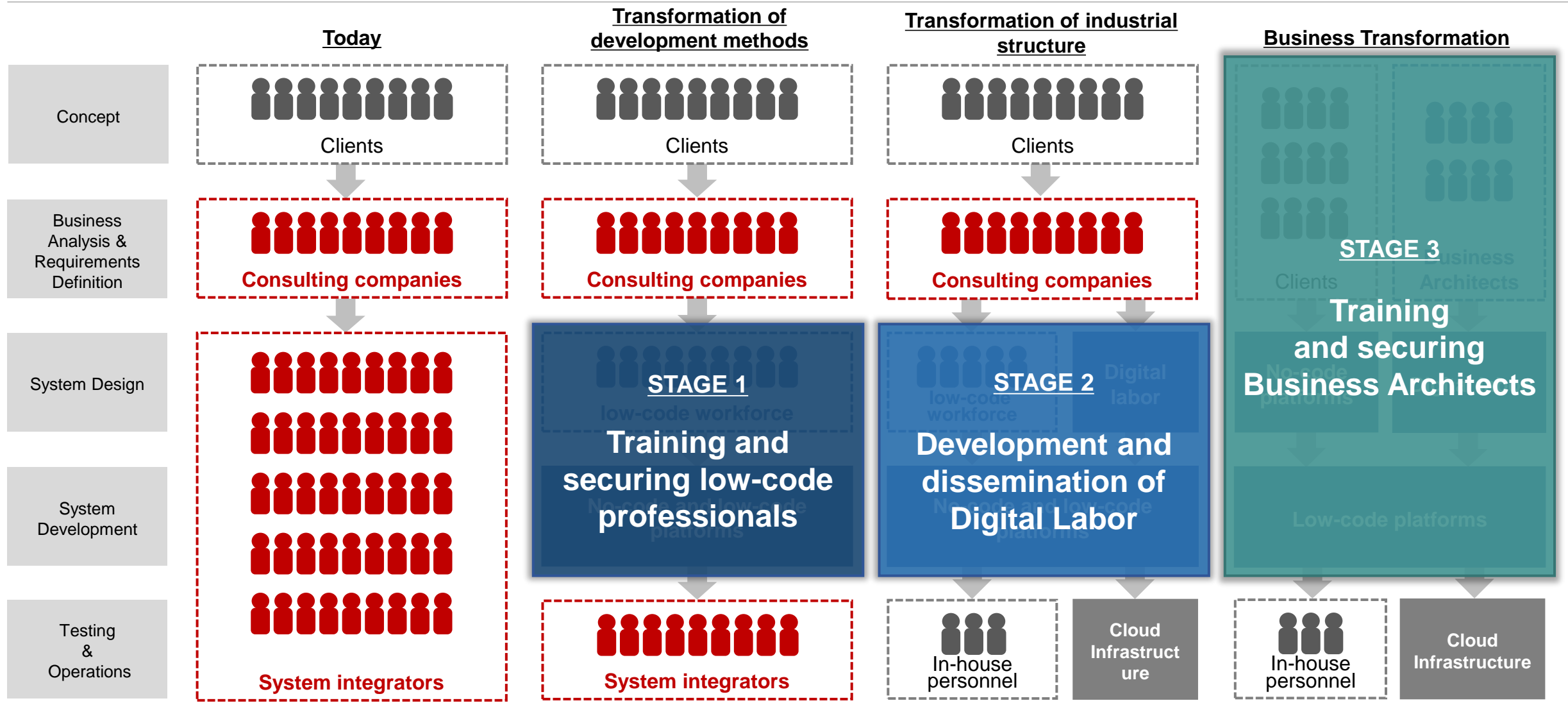
BlueMeme's Unique Position



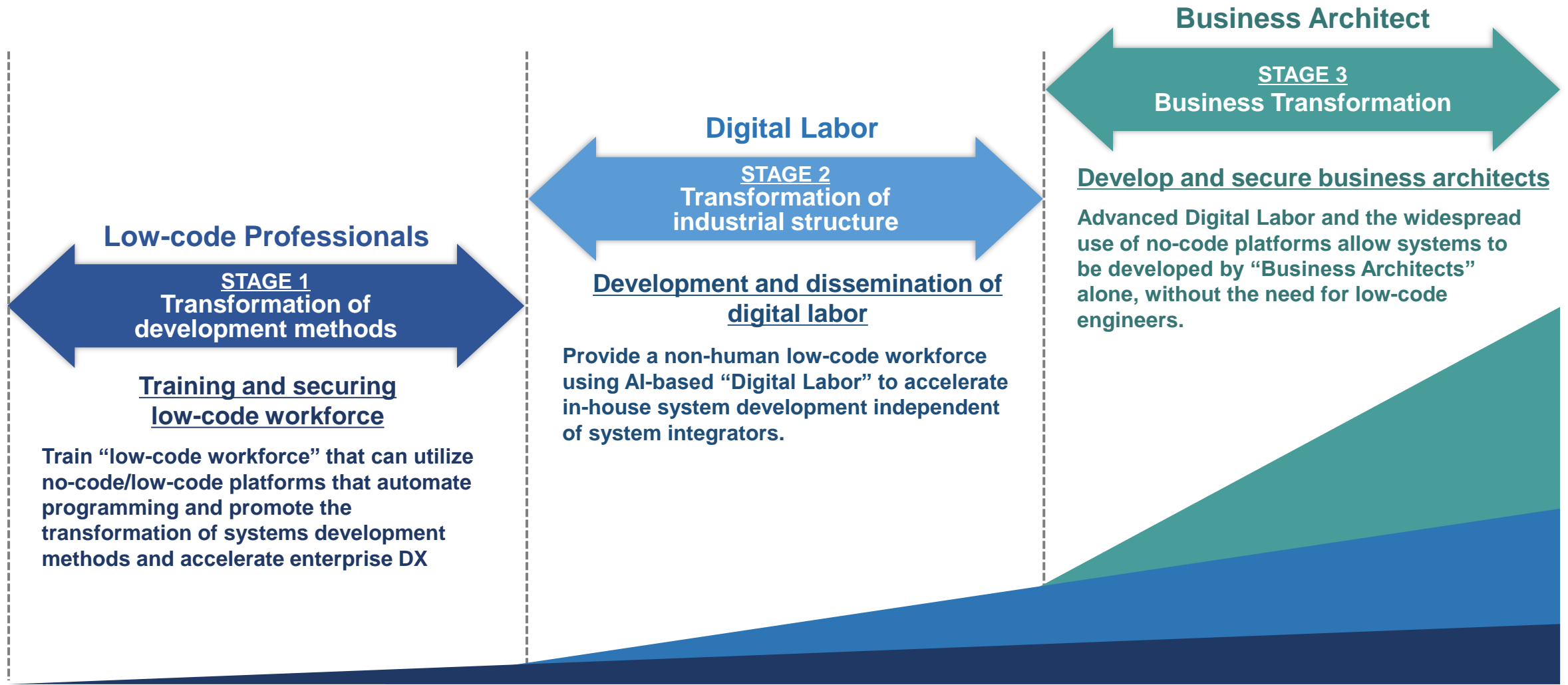
BlueMeme's 3 Transformations



3 Stages of Transformation & 3 Growth Drivers



Growth Drivers and Sales Gains



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.