

bluememe
MODEL & DESIGN YOUR BUSINESS

First quarter of the fiscal year ending March 31, 2026

August 13, 2025

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About BlueMeme

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BlueMeme's Corporate Philosophy

Transforming culture by changing the conventional wisdom and creating new value

Our corporate name BlueMeme consists of the words “Blue,” a color whose original meaning was to shine brightly, and “Meme,” which refers to the genes that transmit the information on which culture is based. This name expresses our strong resolve to aim to create new value by creating a new culture without being bound by conventional wisdom.

<u>Blue</u>	<u>Meme</u>
Shining bright	Conveying culture

BlueMeme's Mission

Mission

To grow corporate value by leveraging
the latest technologies

**Maintaining the international competitive strength
of Japanese firms through business transformation
powered by next-generation system development**

About BlueMeme

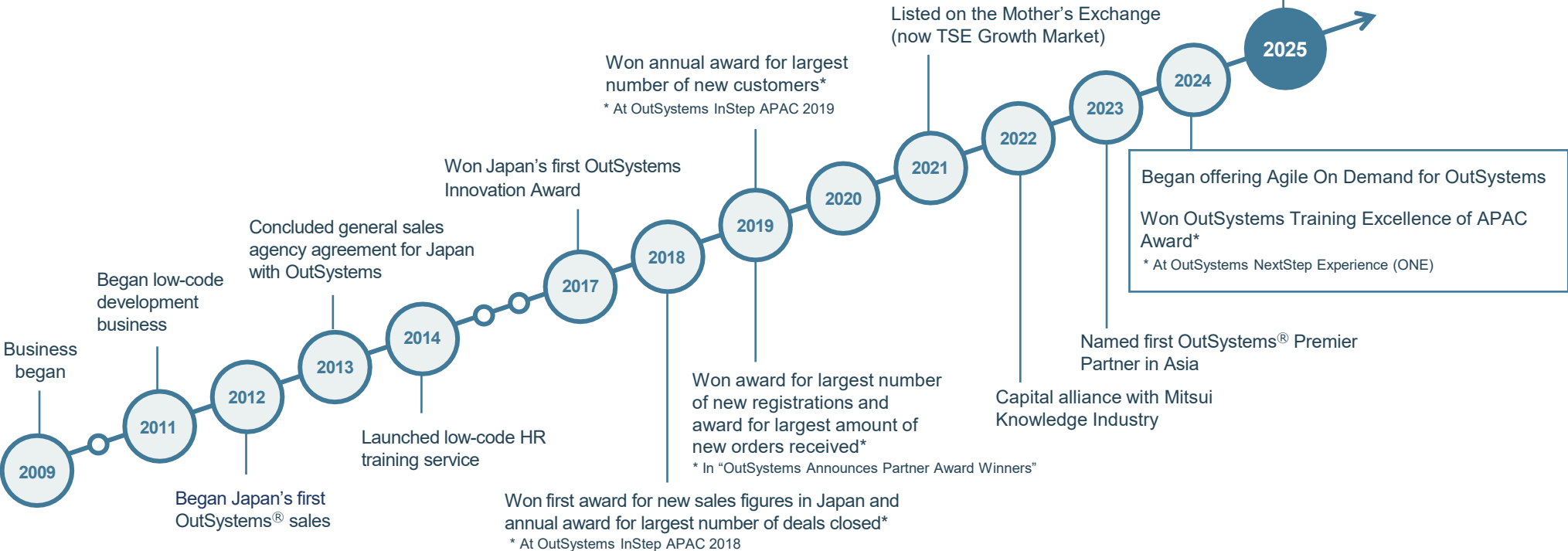
Name	BlueMeme Co., Ltd.
Headquarters	10F, Nishikicho Trad Square, 3-20 Kanda Nishikicho, Chiyoda-ku, Tokyo
Employees	172 (June 2025)
Main business	Digital transformation through low-code agile development methods
Representative	Kuniharu Miyawaki, President & CEO

Made Microcourt Co., Ltd., a subsidiary

Established Alter Design Consulting Co., Ltd.

Won APAC: Closed Deals Award*

* At OutSystems Partner of the Year Awards 2024



About BlueMeme

BlueMeme Inc.

An IT firm that realizes next-generation system development using automation technologies centered on low-code development



**Masanori
Matsuoka**

Chairperson of
the Board

Experienced in engineering and consulting with an online securities firm, an international ERP vendor, and an international systems vendor. Launched BlueMeme in 2009. Starting with consulting on business systems, actively promoted low-code business system development. Appointed to current post in June 2025.



**Kuniharu
Miyawaki**

President & CEO

Experienced in consulting with a major thinktank and management of a financial institution specializing in home lending. Joined BlueMeme in 2022, where he served as an executive officer and general manager of the Technology Group and the Service Design Division before assuming his current post in June 2025.



**Wei
Zhu**

Director

Joined BlueMeme in 2010 following a career in software development with embedded and international software vendors. Leads BlueMeme's R&D and technology overall as its architect. Assumed his current post in February 2018 after serving as executive officer/general manager of the Professional Services Division, and director/general manager of the Professional Services Division.

Locations

Tokyo: Kanda-Nishikicho, Chiyoda-ku
Fukuoka: Hakata Ekimae, Hakata-ku, Fukuoka
Kumamoto: Kasuga, Nishi-ku, Kumamoto
Okinawa: Minatogawa, Urasoe

Group companies

OpenModels Inc.
BlueMeme Partners Inc.
Microcourt Co., Ltd.
Alter Design Consulting Co., Ltd.

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FY 2026/3 Q1 Results

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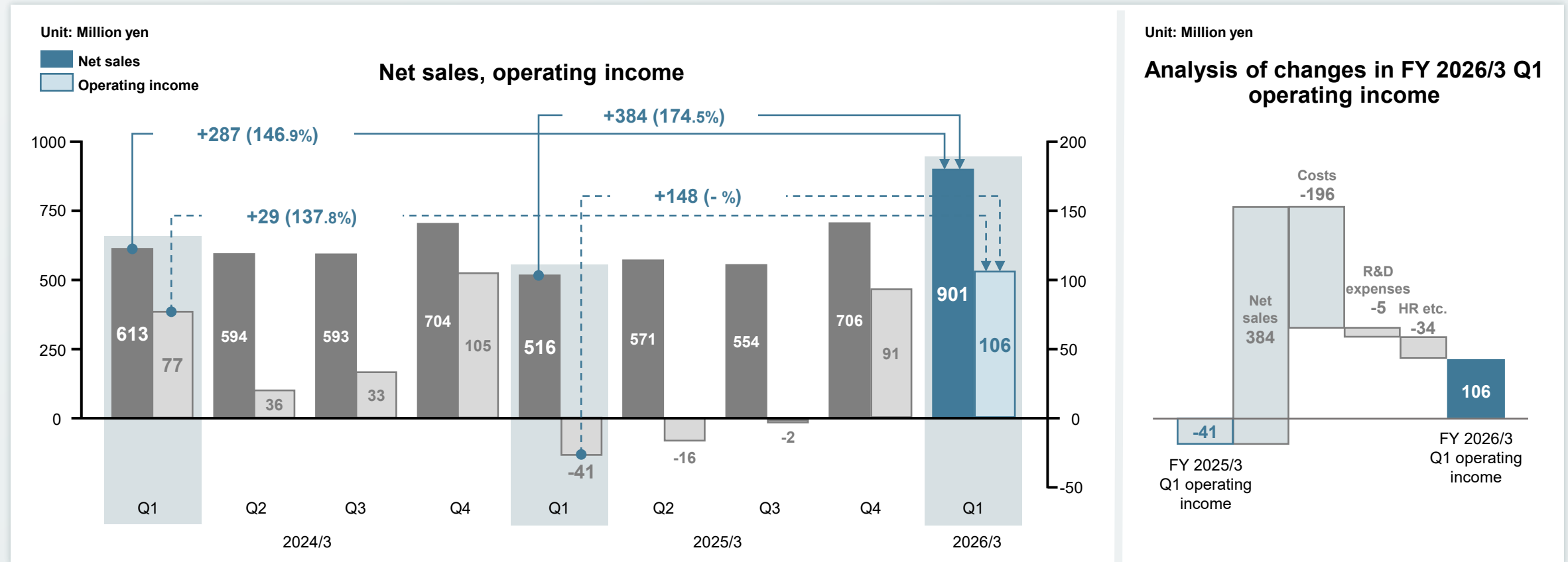
FY 2026/3 Q1 Results Highlights

- Net sales increased steadily as revisions to sales strategies bore fruit in development services, which had struggled in the previous period.
- Income advanced steadily toward full-year forecasts, driven by orders received for large-scale license agreements, in addition to the factor above.
- While full-year forecasts remain unchanged, plans call for making upward revisions and other changes as necessary in consideration of the status of business discussions now underway.

	FY 2025/3 Q1	FY 2026/3 Q1	Change	YoY	FY 2026/3 planned	Progress
Net sales	0.51 billion yen	0.9 billion yen	+0.38 billion yen	174.5%	3.3 billion yen	27.3%
Pro forma EBITDA	0.01 billion yen	0.17 billion yen	+ 0.15 billion yen	1170.9%	0.5 billion yen	34.8%
Operating income	-0.04 billion yen	0.1 billion yen	+0.14 billion yen	-	0.15 billion yen	71.0%
Ordinary income	-0.04 billion yen	0.1 billion yen	+0.15 billion yen	-	0.15 billion yen	68.6%
Net income attributable to owners of parent	-0.04 billion yen	0.06 billion yen	+0.11 billion yen	-	0.1 billion yen	69.7%

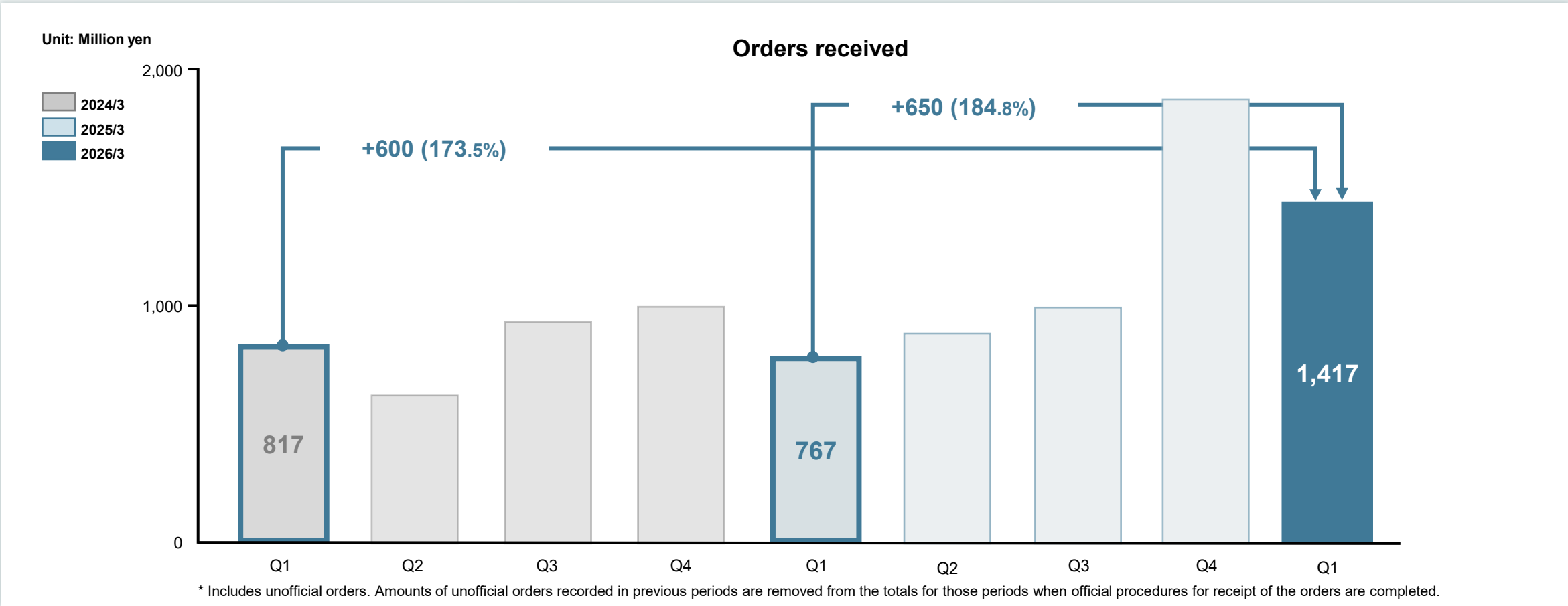
Performance Trends, Analysis of Changes in Operating Income

- Net sales and income both reached record Q1 highs.
- As described below, orders received are also building up steadily, and results continue their growth trend.
- HR investment in areas such as hiring and training and strategic investment in digital labor R&D, marketing activities, and other areas proceeded as planned.



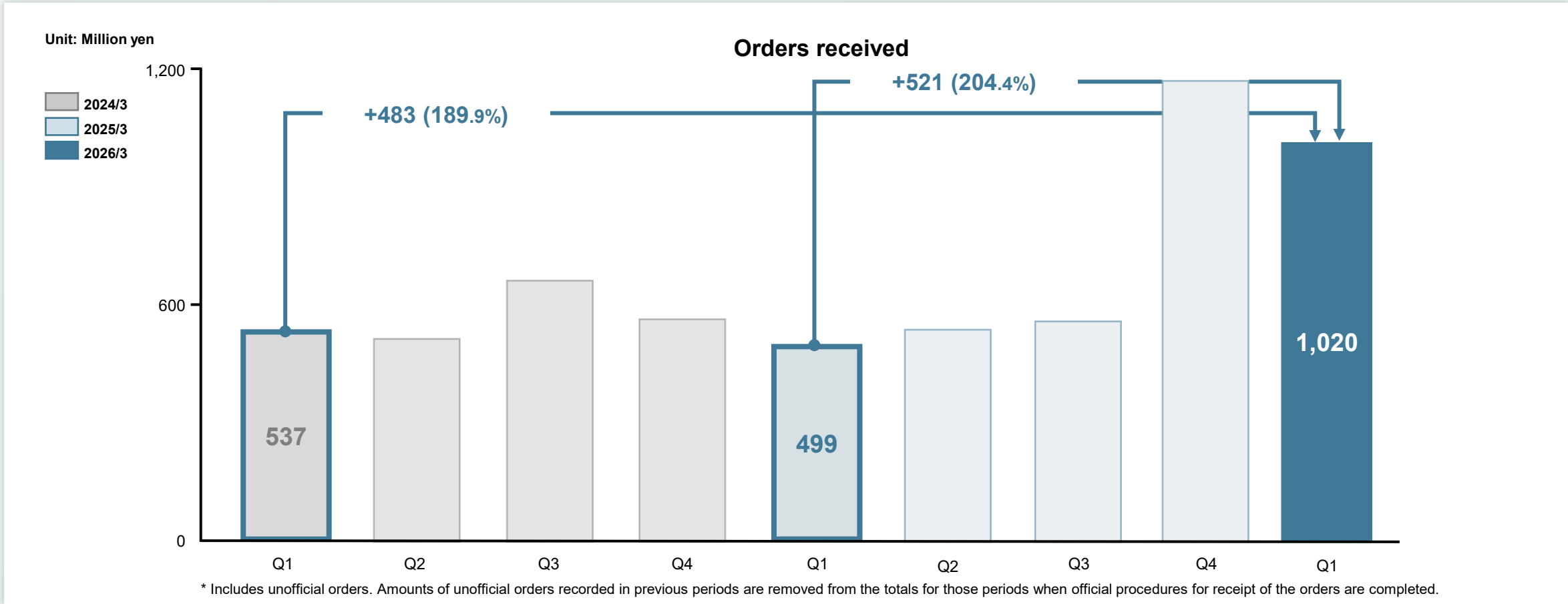
Trend in Orders Received

- Orders received are up 184.8% YoY* due to the steady buildup of orders for development services and large-scale licenses.
- Strong demand for low-code development for modernization of legacy systems at major firms contributed to continued growth in large-scale orders from the last period.



Trend in Orders Received

- Steady buildup of orders in Q1 centered on development services, in addition to the large-scale orders received in the previous period, drove orders up 204.4% YoY*.
- The growth trend in orders continued in Q1, and there was no major decrease in orders received through the end of the fiscal year so that the balance of orders received was adequate for Q1.



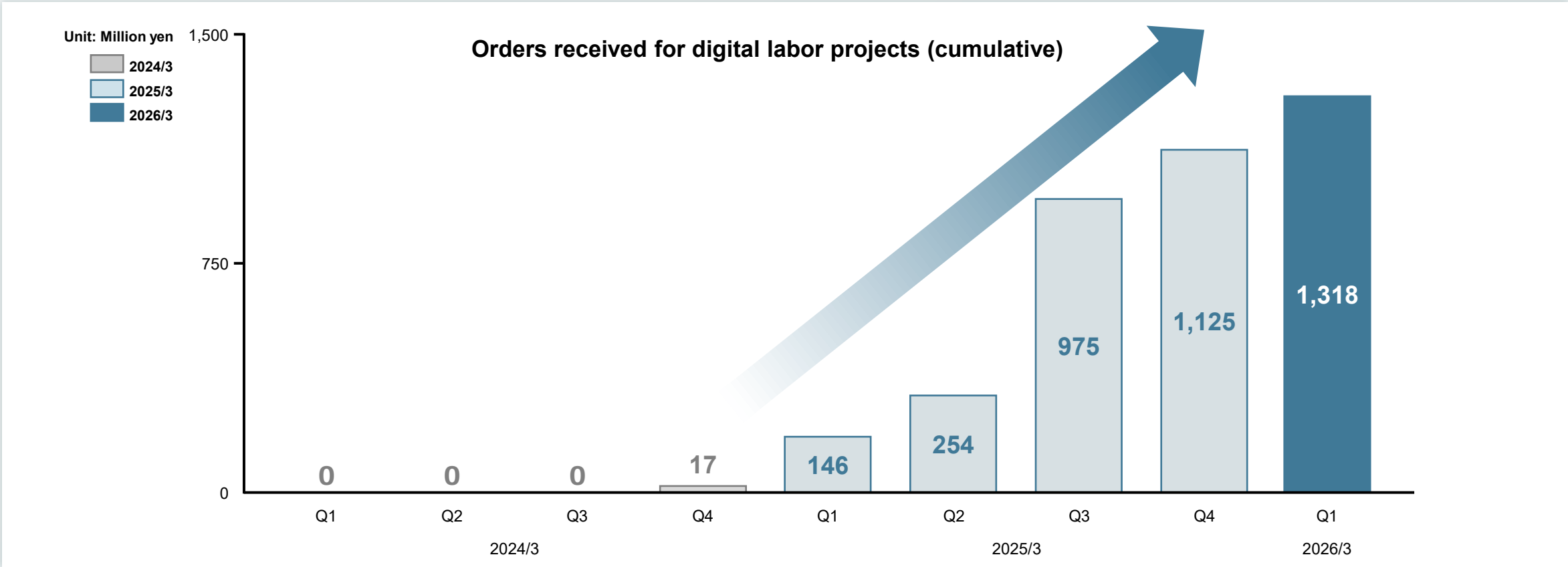
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Strategies for Business Expansion

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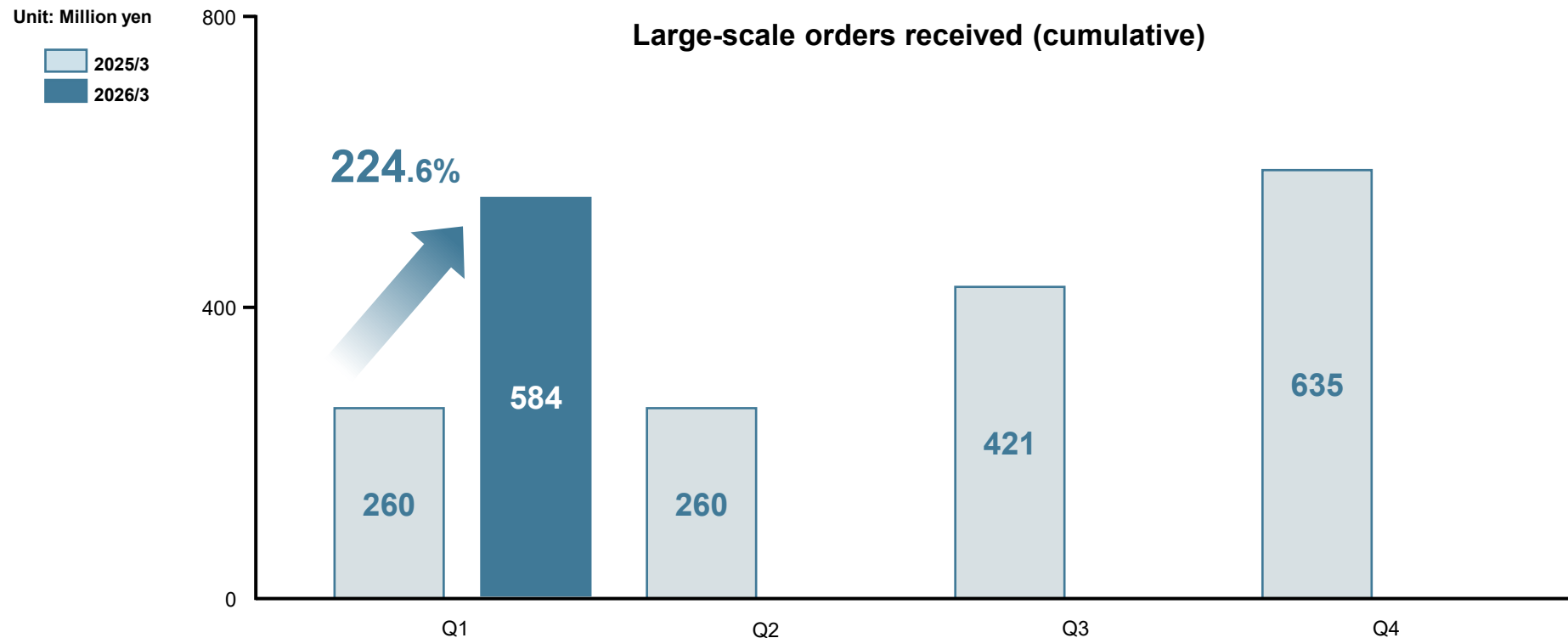
Status of Application of Digital Labor to Practical Projects

- The R&D team estimates from application to practical projects until now that labor savings of 30% to 40% are feasible mainly in development processes. We will aim to realize labor-saving effects in digital labor application development to drive further application growth.
- We expect profitability to continue this period from last as we establish a business model based on digital labor, in addition to the main digital labor functions.



Large-Scale Orders Received

- Sales enhancements to meet demand for modernization of legacy systems, targeting major firms, has borne fruit in sharp growth of 224.6% YoY*.
- Even now, digital labor development for large-scale projects and progress on its application to practical projects has generated partial results in labor and scheduled savings and quality improvements. We have realized a cycle of growth in large-scale orders received coupled with progress of digital labor.



* Includes unofficial orders. Amounts of unofficial orders recorded in previous periods are removed from the totals for those periods when official procedures for receipt of the orders are completed.

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FY 2026/3 Full-Year Forecasts

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Full-Year Forecasts

- Both net sales and profit are off to a smooth start.
- Based on the status of business discussions now underway, we plan to revise forecasts upward once it becomes highly likely that full-year forecasts will be greatly exceeded.
- In light of the changing market environment, including revisions to the growth market listing criteria, we plan to announce a new medium-term management plan with digital labor as the core of the growth strategy during FY 2026 H2.

Unit: Million yen

	FY 2025/3 Q1 results	FY 2024/3 Q1 results	YoY	FY 2026/3 full-year forecasts (announced May 2025)	Progress	FY 2026/3 full-year forecasts (unchanged)
Net sales	901	516	74.5%	3,300	27.3%	3,300
Operating income	106	-41	-	150	71.0%	150
Ordinary income	102	-47	-	150	68.6%	150
Net income attributable to owners of parent	69	-49	-	100	69.7%	100

Note: Amounts rounded down to nearest million

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Initiatives

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Joint Research with Kyushu University: Development of New Technology to Analyze Complex Networks from Groups

- In a joint research project with Kyushu University, which has promoted industry-academy cooperation since 2023, a group led by Prof. Andre Fujita of the University's Medical Institute of Bioregulation has developed a new technology to analyze complex networks from relationships among groups.*¹
- This achievement was reported on in an international academic journal*² on August 2 as an advanced technology with the potential to contributed to complex structural understanding of the real world by enabling the analysis of big data in conjunction with quantum computing.

Examples of major applications expected to be realized using this technology

- **Social media analysis:** More precise recommendations and optimized dispersal of information by visualizing relationships among groups of users.
- **Infectious disease modeling:** Helping to improve forecasting systems by analyzing not only interpersonal contact but also trends in the spread of disease in units of groups.
- **Team composition analysis:** Clarifying the relations among sections and project teams in an organization for reference in organizational reforms and HR assignments.
- **Chemical and biological fields:** Applicable to an analysis of complex natural structures, such as metabolic pathways and neural networks.

Linking this technology with quantum computing

- By treating complex networks as relations among groups, this technology quantitatively extracts distinguishing features through spectral analysis.
- The computational burden of spectral analysis grows with larger networks that involve massive matrix operations.
- **Quantum computing can execute such linear algebraic processing at high speed and in parallel to accelerate large-scale, high-dimensional data analyses.**
- There is potential for analyses using quantum AI in fields that generate large volumes of data in real time, such as social media, IoT, and infectious disease modeling.

*1 "Statistical methods for hypergraphs: a parameter estimator, a model selection, and a comparative test," DOI : <https://www.doi.org/10.1093/comnet/cnaf019>

*2 *Journal of Complex Networks* (Oxford University Press), website: <https://academic.oup.com/comnet>

Named Breakout Partner of the Year in the Workato Partner Awards

- We won the Breakout Partner of the Year Award in the Workato Japan Partner Awards 2025. This was the second consecutive year we won the award, after winning the JAPAN SI Breakout Partner of the Year Award last year.
- This award was presented in recognition of the way we use Workato's multifunctional platform to propose solutions to clients' needs and reform operations through swift and appropriate implementation.



Reasons for award

- **Rapid project promotion capability**
Swift planning and execution abilities to generate results in a short timeframe.
- **Ability to make proposals that make the most of Workato's strengths**
Delivering high-value solutions by accurately ascertaining client needs and putting Workato's diverse features to optimal use.
- **Reliable implementation capability for practical use**
Building high-quality systems that reflect requirements in the field and support stable operation.

Investment in Medivery, Inc., which is Reforming How Medicine is Delivered

- BlueMeme subsidiary BlueMeme Partners has invested in Medivery, Inc., which is involved in the home healthcare and online pharmacy businesses.
- Through this investment, we will leverage our years of low-code technologies and expertise to support medical digital transformation (DX) promotion and more efficient system development.
- Both companies will enhance their cooperation further to deliver solutions to medical fields.

Medivery's businesses

- **Pharmacy especially for home healthcare**
Cooperates with community medical resources to realize services, such as visiting care and 24-hour dispensing pharmacy services. Building a reliable business foundation based on a community-centered model.
- **Online examination benefits**
Provides employers with bundled Bizcare online medical examinations and prescription delivery services. These convenient services enable employees to receive medications at their workplaces soon after an examination.
- **HomeLink smart home service**
This medication management and delivery service linked to IoT devices provides full medical support in the home in cooperation with a partner that has a high share of the smart home market.

Social significance and future potential

- **Realizing sustainable healthcare**
Promotes more efficient healthcare provision systems, improved patient convenience, and optimized medical costs in response to social issues, such as low birth rates, aging populations, and a shortage of medical human resources.
- **Promoting online medicine guidance**
2022 legal amendments permit online initial guidance and prescription services. Their use is expected to grow further with promotion of full online medicine guidance using video chat features and delivery services.
- **Improving services while lessening workloads**
Provides quality service while lessening pharmacists' workloads through medicine follow-up via LINE and SMS. Future enhancements to collaboration will contribute to solutions to issues in the healthcare field.

Share buyback

- As of July 31, 2025, we completed the acquisition of 146 million yen in treasury shares (124,900 shares) for approx. 98% of the maximum of 150 million yen to be acquired. As such, the share buybacks currently announced are complete.
- Going forward, we will continue to consider the expansion of shareholder returns as we remain conscious of balancing them with investments in growth.

	Details of Board resolution	Buyback results (as of July 31, 2025)
Timing of purchase	August 21, 2024, to August 20, 2025	August 21, 2024, to July 31, 2025
Total shares to be acquired	150,000 (maximum) Percentage of total shares issued and outstanding (not including treasury shares) ➡ approx. 4.2%	124,900 (approx. 83% of the maximum)
Total purchase amount	150,000,000 yen	146,728,100 yen (approx. 98% of the maximum)