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MODEL & DESIGN YOUR BUSINESS

Second quarter of the fiscal year ending March 31, 2026

November 13, 2025

Contents

1 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.

Blue   **Meme**

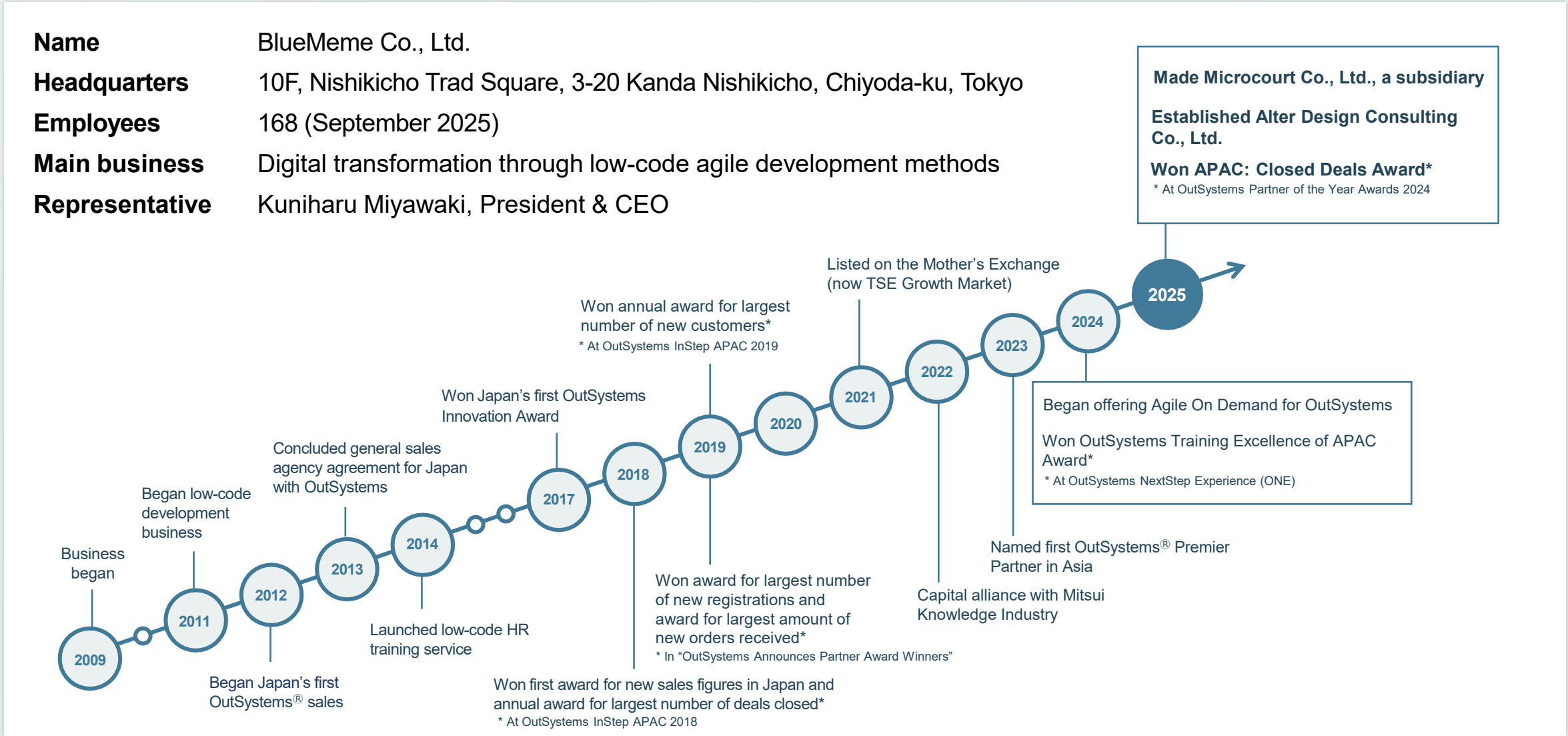Shining bright   Conveying culture

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

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Name	BlueMeme Co., Ltd.
Headquarters	10F, Nishikicho Trad Square, 3-20 Kanda Nishikicho, Chiyoda-ku, Tokyo
Employees	168 (September 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

2009 Business began

2011 Began low-code development business

2012 Began Japan's first OutSystems® sales

2013 Concluded general sales agency agreement for Japan with OutSystems

2014 Launched low-code HR training service

2017 Won Japan's first OutSystems Innovation Award

2018 Won first award for new sales figures in Japan and annual award for largest number of deals closed*
* At OutSystems InStep APAC 2018

2019 Won annual award for largest number of new customers*
* At OutSystems InStep APAC 2019

2020 Won award for largest number of new registrations and award for largest amount of new orders received*
* In "OutSystems Announces Partner Award Winners"

2021 Listed on the Mother's Exchange (now TSE Growth Market)

2022 Capital alliance with Mitsui Knowledge Industry

2023 Named first OutSystems® Premier Partner in Asia

2024 Began offering Agile On Demand for OutSystems

Won OutSystems Training Excellence of APAC Award*
* At OutSystems NextStep Experience (ONE)

2025

About BlueMeme

BlueMeme Inc.

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

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.

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.

2

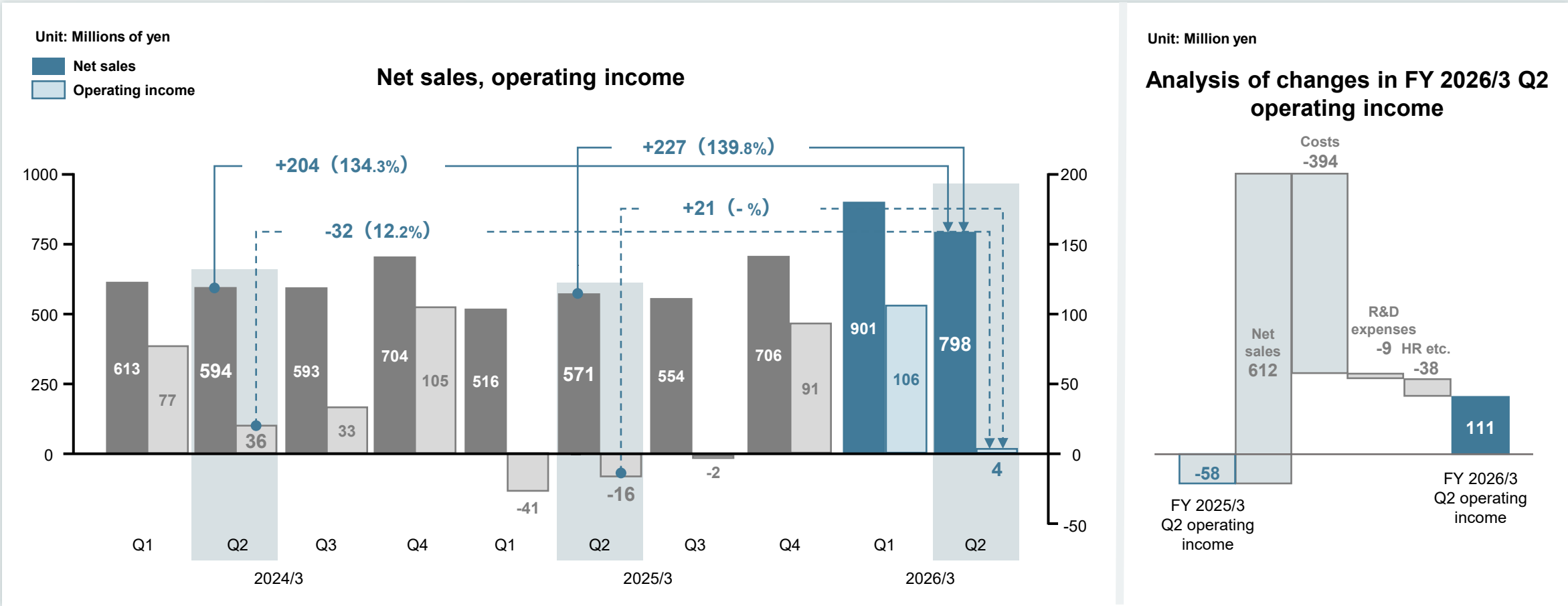## FY 2026/3 Q2 Results

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FY 2026/3 Q2 Results Highlights

- Net sales continued to increase with the buildup of orders received for development services and steady progress on filling orders.
- Income advanced steadily toward full-year forecasts, although it was down from Q1 because of seasonal factors.
- While full-year forecasts remain unchanged, we will continue to consider revisions in consideration of the status of business discussions now underway.

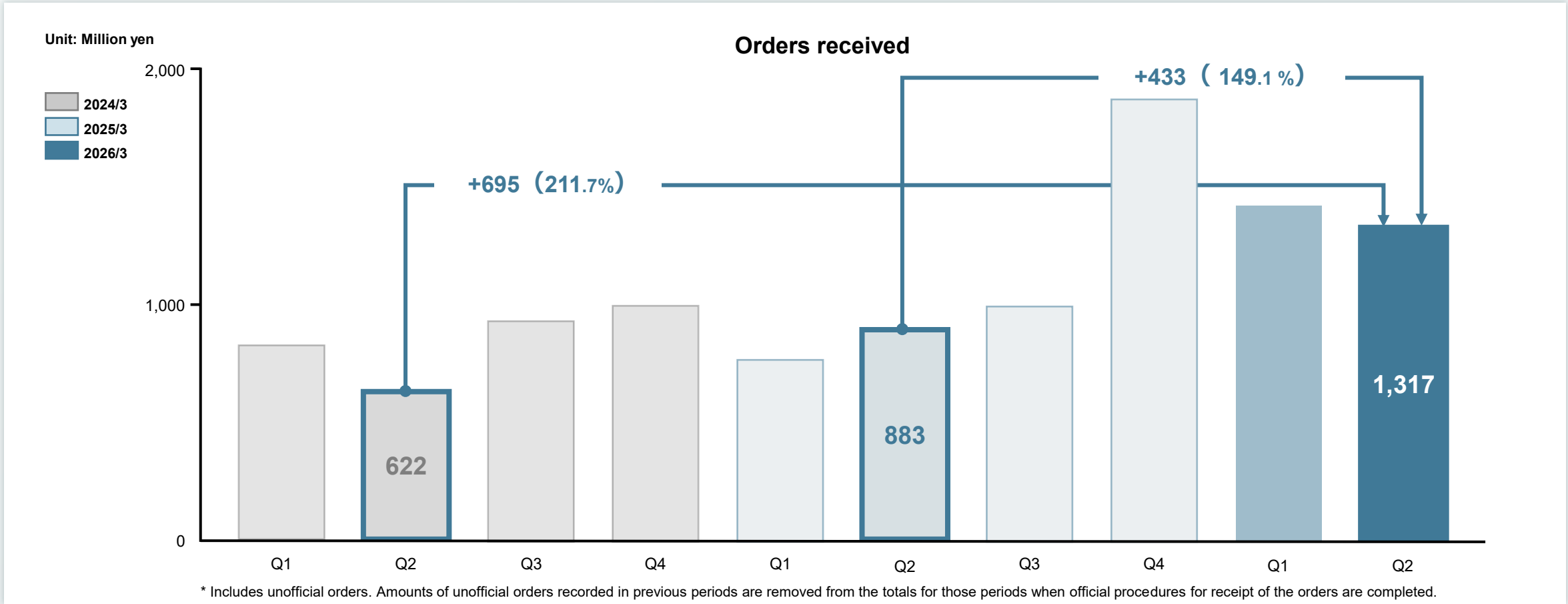|	FY 2025/3 Q2	FY 2026/3 Q2	Change	YoY	FY 2026/3 planned	Progress
Net sales	1.08 billion yen	1.7 billion yen	+0.61 billion yen	156.2%	3.3 billion yen	51.5%
Pro forma EBITDA	0.01 billion yen	0.23 billion yen	+0.21 billion yen	1,273.5%	0.5 billion yen	45.8%
Operating income	-0.05 billion yen	0.11 billion yen	+0.16 billion yen	-	0.15 billion yen	74.0%
Ordinary income	-0.07 billion yen	0.10 billion yen	+0.18 billion yen	-	0.15 billion yen	73.2%
Net income attributable to owners of parent	-0.07 billion yen	0.06 billion yen	+0.13 billion yen	-	0.1 billion yen	66.9%

Performance Trends, Analysis of Changes in Operating Income

- **Net sales reached a record Q2 high. It was up 134.3% from FY 2024/3, when there were no effects from the revision of financial results.**
- **In addition to seasonal factors, income decreased because of a temporary increase in the percentage of orders to subcontracting partners associated with the steady filling of orders received.**
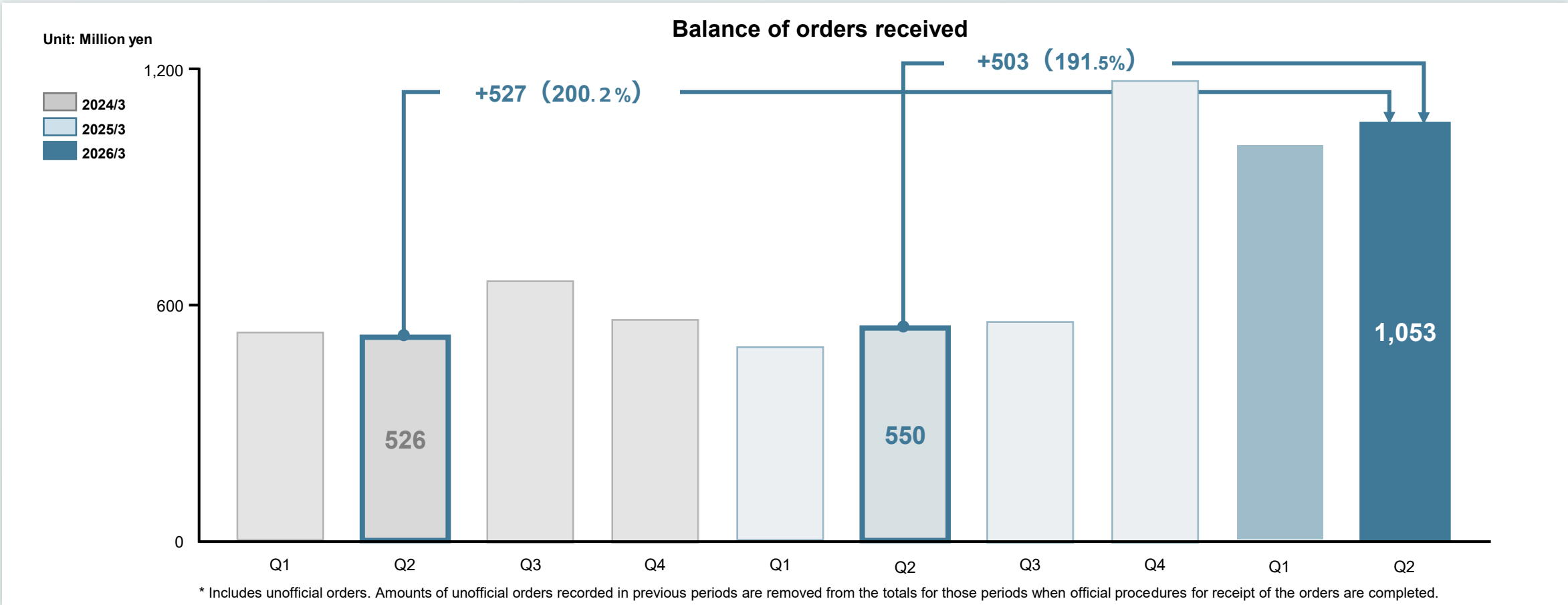

Unit: Millions of yen

Net sales (dark bars)
Operating income (light bars)

Net sales, operating income

+204（134.3%）
-32（12.2%）
+227（139.8%）
+21（-%）

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Net sales	613	594	593	704	516	571	554	706	901	798
Operating income	77	36	33	105	-41	-16	-2	91	106	4
		2024/3				2025/3				2026/3

Unit: Million yen

Analysis of changes in FY 2026/3 Q2 operating income

Costs -394
Net sales 612
R&D expenses -9
HR etc. -38
FY 2025/3 Q2 operating income -58
FY 2026/3 Q2 operating income 111

Trend in Orders Received

- **Orders received are up 149.1% YoY* because of the steady buildup of orders for development services and licenses.**
- **Although the orders received generally decrease in Q2, this year's level remains high for the quarter, showing no major decrease from Q1.**

Unit: Million yen

Orders received

Legend:
- 2024/3
- 2025/3
- 2026/3

+433 （149.1%）

+695 （211.7%）

622

883

1,317

Q1　Q2　Q3　Q4　Q1　Q2　Q3　Q4　Q1　Q2

* 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.

Trend in Balance of Orders Received

- **The steady buildup of orders in Q1 centered on development services, in addition to the large-scale orders received in the previous period, which drove orders up 191.5% YoY*.**

- **While orders received are being filled steadily, the buildup of orders exceeded the number filled so that the balance of orders received was up from Q1.**

Balance of orders received

Unit: Million yen

Legend:
- 2024/3
- 2025/3
- 2026/3

+527 （200.2%）

+503 （191.5%）

526

550

1,053

Q1　Q2　Q3　Q4　Q1　Q2　Q3　Q4　Q1　Q2

* 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.

3

Strategies for Business Expansion

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Status of Application of Digital Labor to Practical Projects

- Development proceeded steadily as the orders received for applicable projects grew.

- BlueMeme Digital Agent Services,* a group of development services for business systems utilizing digital labor, was released in November 2025.

Unit: Million yen

Legend:
- 2024/3
- 2025/3
- 2026/3

Orders received for digital labor projects (cumulative)

Quarter	Value
Q1	0
Q2	0
Q3	0
Q4	17
Q1	146
Q2	254
Q3	975
Q4	1,125
Q1	1,318
Q2	1,865

* BlueMeme Digital Agent Services is the name of a service based on "digital labor" on which the Company has promoted R&D through now.

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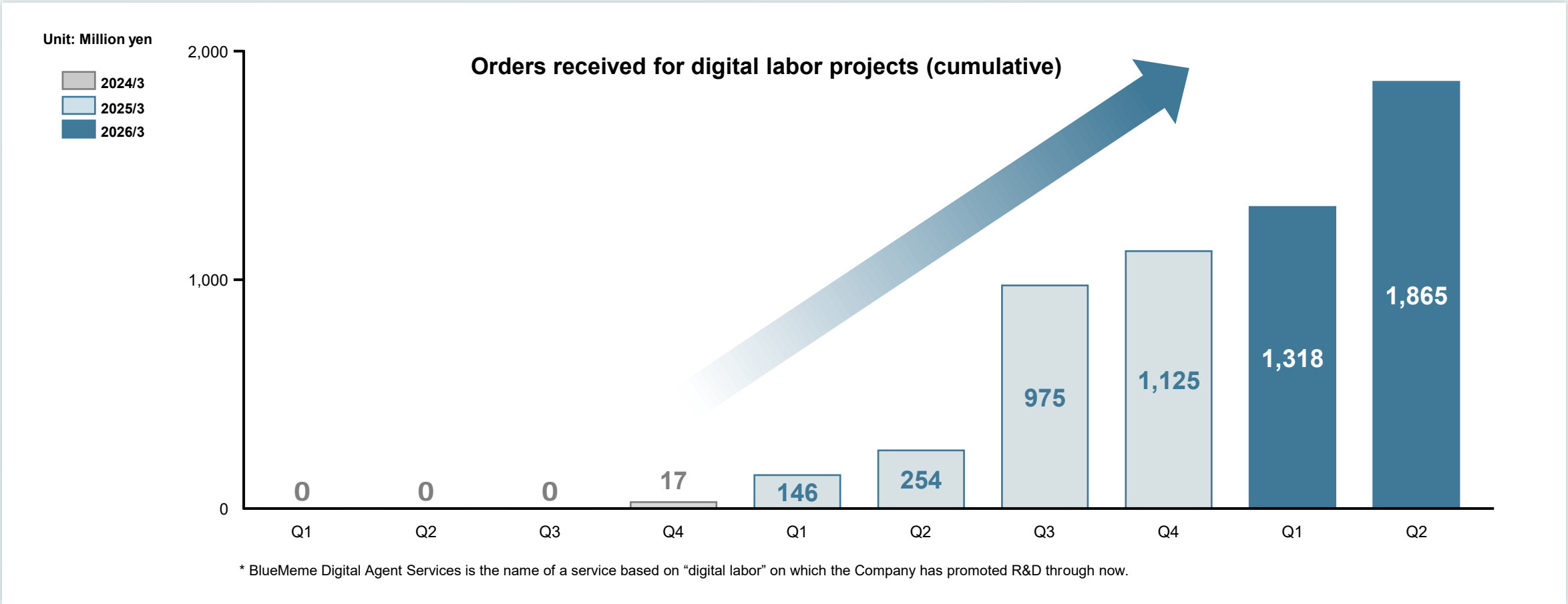
New Service Released: Accelerating the Improvement Process by Up to Four Times Using Digital Labor

- Labor-saving, short-term improvement cycle: Developing systems able to adapt swiftly to changes in business. Aims for a system improvement cycle up to four times faster than before.

- Minimizing deviations between requirements and outcomes: Reduces post-completion risks by making it possible to check prototypes on-site. Realizes high quality while keeping down additional investment and reworking.

- Using AI in upstream processes: Application to upstream processes planned for next fiscal year to enable further acceleration and advancement of improvement processes in the future.

Provision of BlueMeme Digital Agent Services, a new development automation solution developed in house, began in November 2025 *

List of BlueMeme Digital Agent Services

Pre-migration Services	Uses BlueMeme Digital Agent to prototype some features based on current system information. Makes it possible to experience sample apps in a short timeframe and check development workload and imagine the completed system.
BlueMeme Digital Agent Development Services	Uses digital labor to realize a rapid improvement cycle while saving labor. These services build and improve systems able to adapt immediately to on-site needs.
BlueMeme Digital Agent Maintenance Services	Supports continual operation of the improvement cycle by adapting immediately to minor revisions, additional features, etc.

* Press release: https://www.bluememe.jp/press-release2025-10-29/
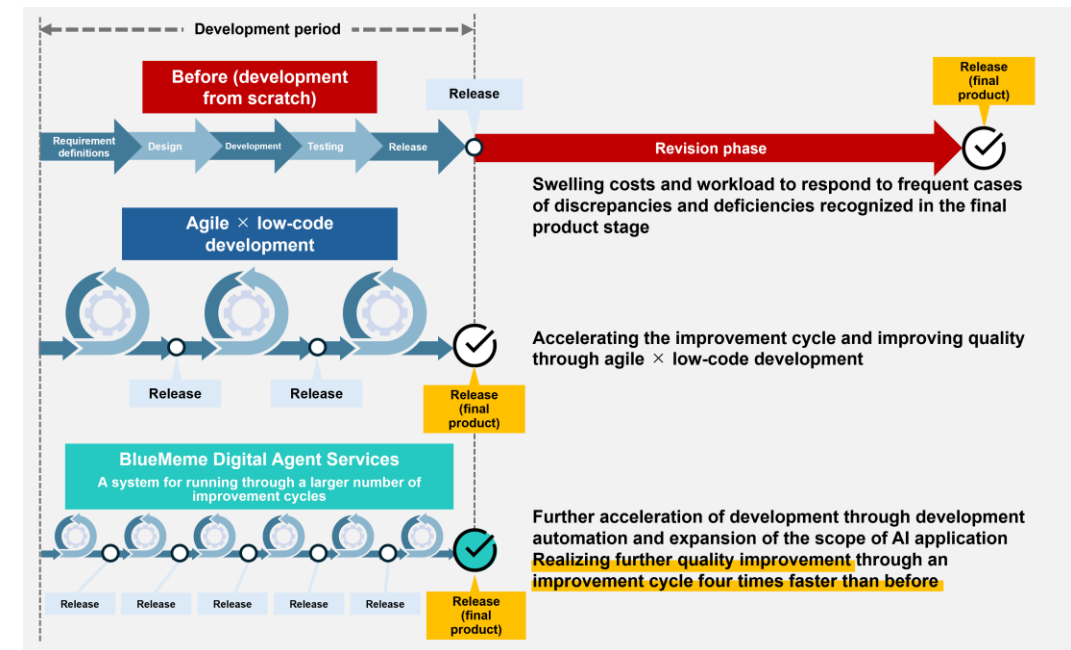
4

FY 2026/3 Full-Year Forecasts

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Full-Year Forecasts

- **Both net sales and profit are advancing steadily toward the full-year forecasts.**
- **We continue to consider performance revisions in consideration of the status of business discussions now underway.**
- **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 BlueMeme Digital Agent Services as the core of the growth strategy during FY 2026 H2.**

Unit: Million yen

	FY 2025/3 Q2 results	FY 2024/3 Q2 results	YoY	FY 2026/3 full-year forecasts (announced May 2025)	Progress	FY 2026/3 full-year forecasts (unchanged)
Net sales	1,088	1,700	39.8%	3,300	51.5%	3,300
Operating income	-58	111	-	150	74.0%	150
Ordinary income	-70	109	-	150	73.2%	150
Net income attributable to owners of parent	-70	66	-	100	66.9%	100

Note: Amounts rounded down to nearest million

5

Initiatives

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Strategic Alliance to Accelerate Business Growth: Discussions Begin with T.D.I. Co., Ltd.

- **As announced on September 22, discussions have begun toward IT development and consultation of a business alliance agreement.**
- **This alliance is intended to accelerate business growth by expanding cooperation in the low-code business and enhancing AI technology development capabilities to promote medium- to long-term earnings growth and enhance competitive strengths.**

Overview of business alliance partner

Name	T.D.I. Co., Ltd.
Head office	32F, Shinjuku Island Tower, 5-1 Nishishinjuku 6-chome, Shinjuku-ku, Tokyo
Businesses	Software development, IT infrastructure services, system operation services, data-center services, embedded system development, semiconductor evaluation, analysis, and solution services
Capital	1,351 million yen (as of March 31, 2025)
Date established	August 14, 2015

Note: The impact of this alliance on Group consolidated business performance currently is under evaluation. As discussions on the alliance proceed, any matters worthy of disclosure will be announced promptly.

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Chosen an OutSystems Loyal Community Member Award Winner

- **Director/CTO Zhu Mi was chosen an OutSystems Loyal Community Member award winner at the OutSystems ONE Conference 2025 held in Lisbon, Portugal, September 30 to October 1, 2025.**

- **Zhu Mi has served as an OutSystems professional since we were the first in Japan to adopt OutSystems in 2012. This award recognizes his years of influence in the community and his specialized knowledge and leadership.**
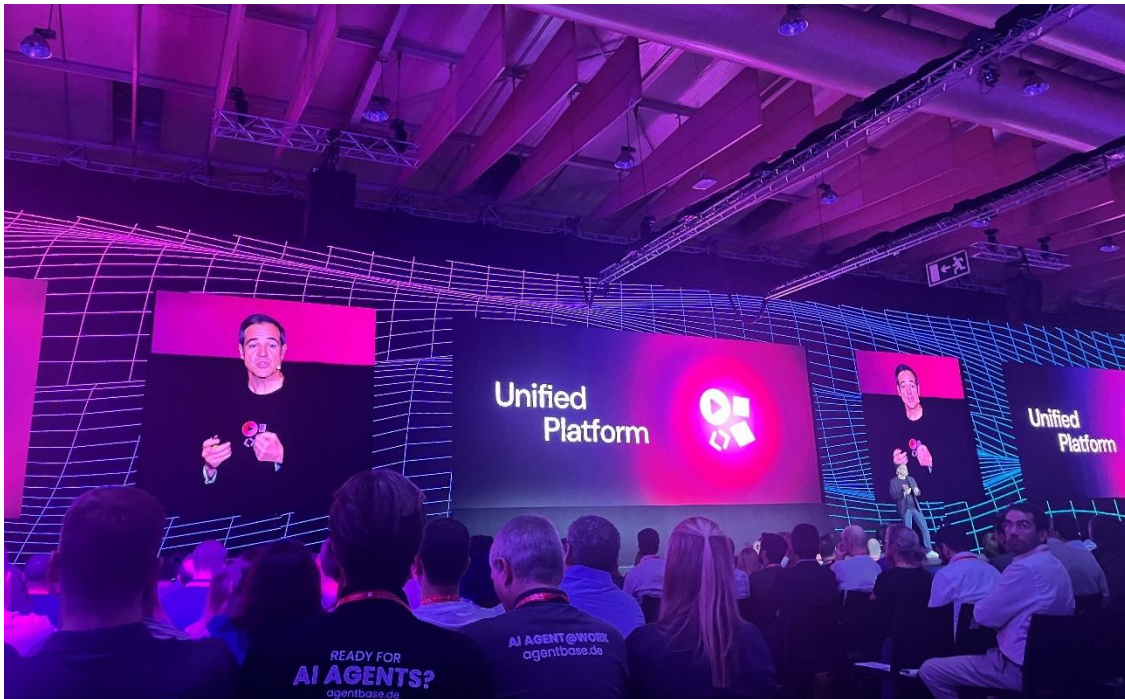
OutSystems ONE Conference 2025

BlueMeme continues to earn a strong reputation and trust as an OutSystems partner.

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Reported in international academic journal: Joint research by BlueMeme and Kyushu University on advanced network analysis

- **Joint R&D through industry-academy cooperation with Kyushu University has developed the "vertex-wise graph's spectral density decomposition,[1]" an innovative method of visualizing 'invisible differences' in complex networks.**

- **The findings, reported in the international academic journal *Journal of Complex Networks,*[2] are regarded highly in the field.**

- **This project is expected to be used widely in such fields as pharmaceuticals and cybersecurity and has future potential for large-scale analysis and new-business creation in conjunction with quantum AI.**

Examples of some main anticipated applications

- **Technological evaluation:**
  Higher-precision decision-making and problem-solving through visualization of minute structural differences in complex networks.

- **Pharmaceuticals applications:**
  Contributing to efficient screening of candidate molecules for new drugs and identification of similar compounds.

- **Cross-industry applications:**
  Use in the detection of abnormalities and optimization in complex systems across diverse industries, such as cybersecurity and logistics.

Linking this technology with quantum computing

- **Faster, higher-precision analysis:**
  Enabling faster, higher-precision analysis of large-scale networks through linkage with quantum computing.

- **Big Data:**
  Use in real-time analysis of millions of genetic networks and urban data.

- **Applicable to multiple fields:**
  Expected to support new value creation and decision-making in diverse fields, such as medicine, finance, and logistics.