

bluememe
MODEL & DESIGN YOUR BUSINESS

Third quarter of the fiscal year ending March 31, 2026

February 13, 2026

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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.

Blue

Shining bright

Meme

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**

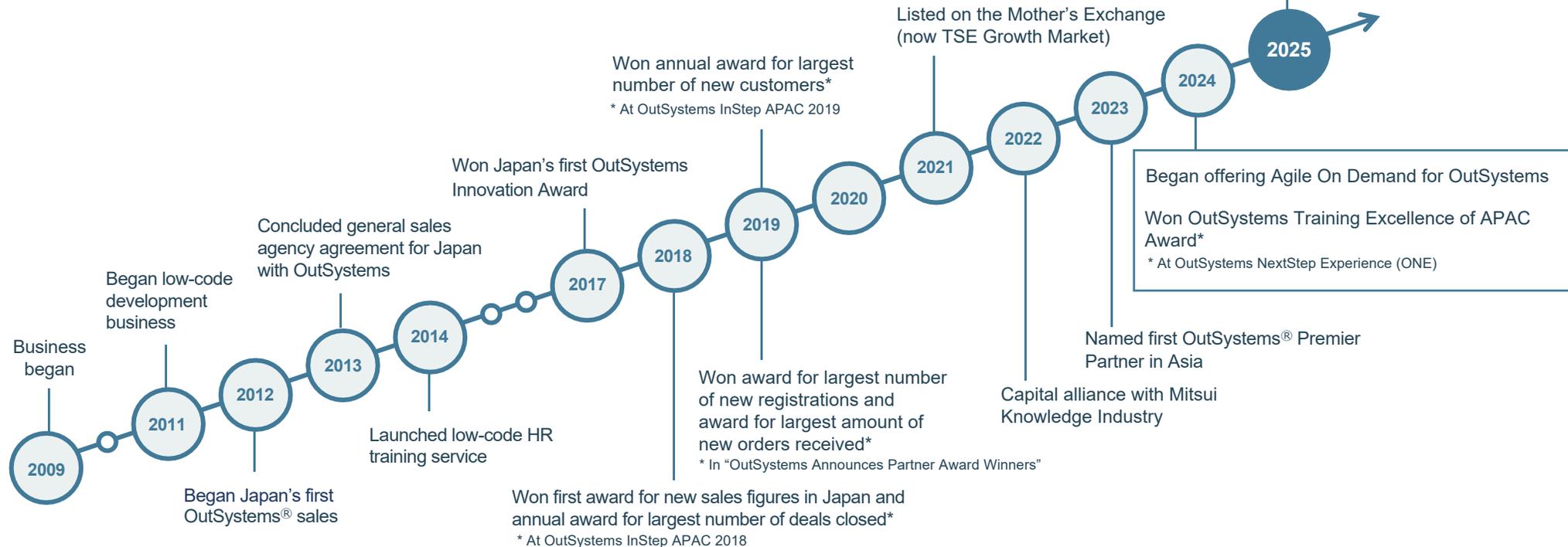
About BlueMeme

Name	BlueMeme Co., Ltd.
Headquarters	10F, Nishikicho Trad Square, 3-20 Kanda Nishikicho, Chiyoda-ku, Tokyo
Employees	178 (December 2025)
Main business	Digital transformation through low-code agile development methods
Representative	Masanori Matsuoka, Chairperson of the Board / 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 /
President & CEO

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 February 2026.

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.



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.

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FY 2026/3 Q3 Results

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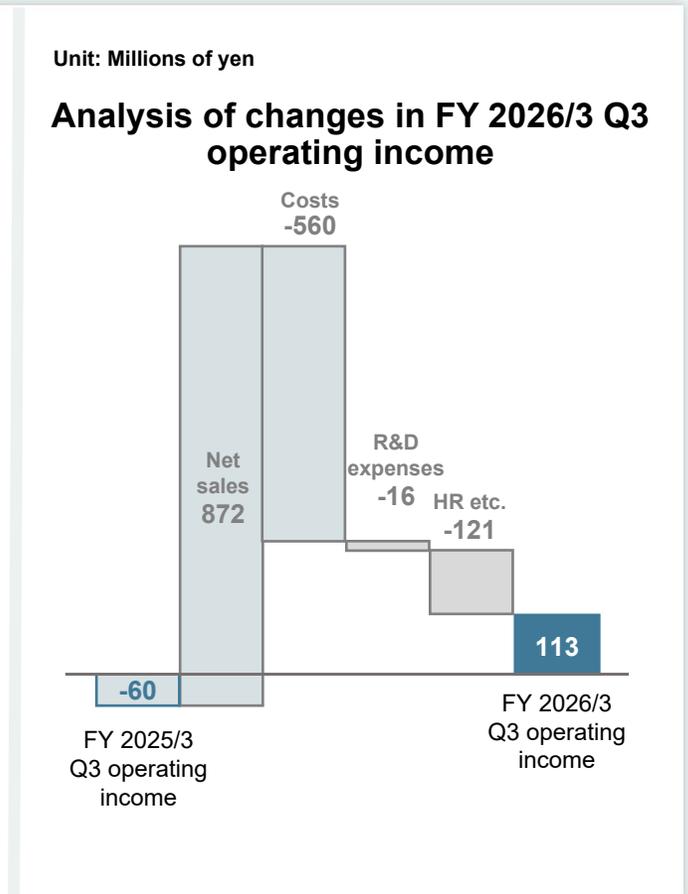
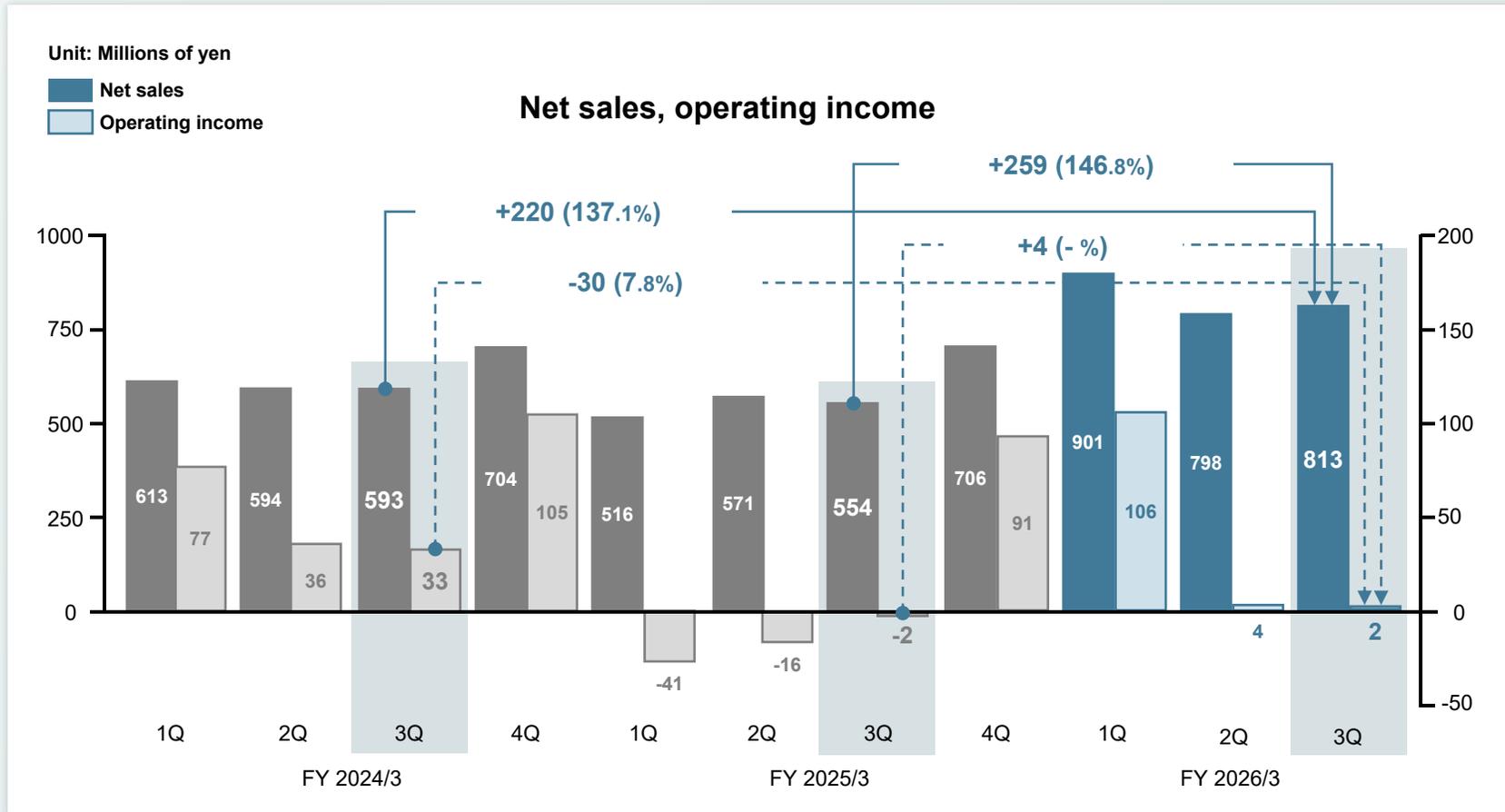
FY 2026/3 Q3 Results Highlights

- Both net sales and profit are advancing steadily toward the full-year forecasts.
- The percentage of development services outsourced shows an improving trend, and hiring-related costs increased temporarily as a result of active hiring of engineers in preparation for further constraints in the future.
- Full-year forecasts remain unchanged in light of the rates of progress on net sales and profit.

	FY 2025/3 Q3	FY 2026/3 Q3	Change	YoY	FY 2026/3 planned	Progress
Net sales	1.64 billion yen	2.51 billion yen	+0.87 billion yen	153.0%	3.3 billion yen	76.2%
Pro forma EBITDA	0.08 billion yen	0.30 billion yen	+0.22 billion yen	369.7%	0.5 billion yen	60.7%
Operating income	-0.06 billion yen	0.11 billion yen	+0.17 billion yen	-	0.15 billion yen	75.8%
Ordinary income	-0.06 billion yen	0.11 billion yen	+0.18 billion yen	-	0.15 billion yen	77.0%
Net income attributable to owners of parent	-0.07 billion yen	0.07 billion yen	+0.14 billion yen	-	0.1 billion yen	74.4%

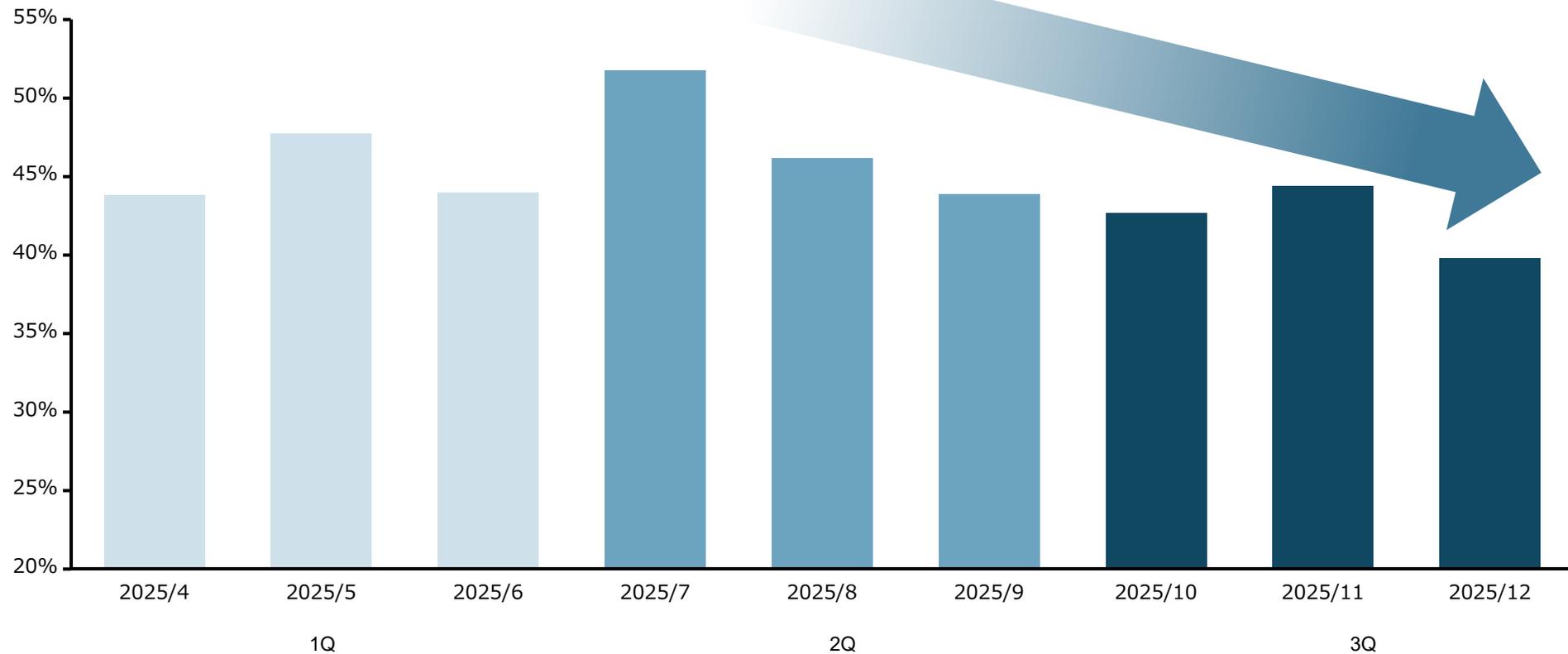
Performance Trends, Analysis of Changes in Operating Income

- Net sales reached a record Q3 high.
- The level of outsourcing costs remained considerable despite progress on controlling them during the quarter. Income was flat from 2Q due to this factor in addition to the impact of increased hiring costs with enhanced hiring activities.



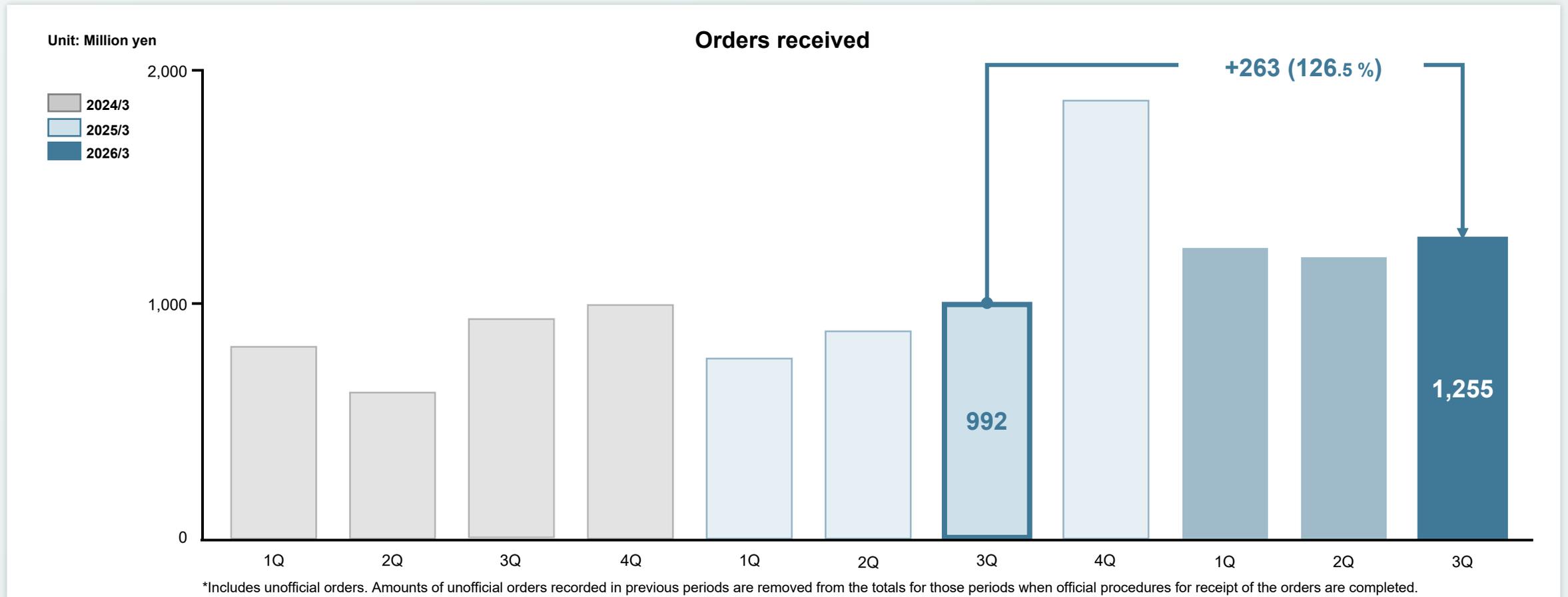
Trend in the outsourcing percentage of service sales

- The percentage of service sales outsourced increased temporarily from 1Q through 2Q, due to the steady filling of orders received.
- Progress was made on controlling outsourcing costs in 3Q, and this led to a decreasing trend in the percentage of service sales outsourced. We will strive to improve profitability through continued cost controls in 4Q and later.



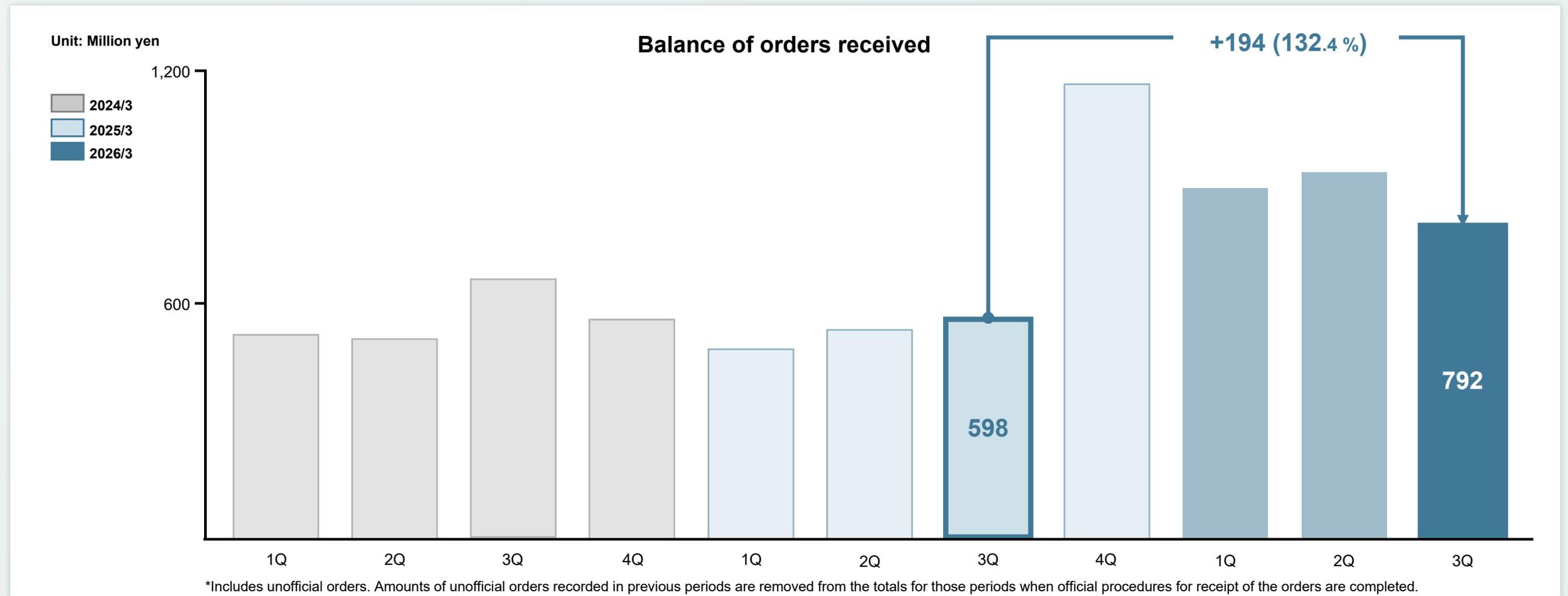
Trend in Orders Received

- Orders received accumulated in 3Q, centered on licenses.
- Orders received were largely flat from 2Q and up 126.5%* YoY.



Trend in Balance of Orders Received

- Orders received in the previous and current quarters are being filled steadily.
- The balance of orders received was up 132.4%* YoY.



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Strategies for Business Expansion

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The launch of operation of a BlueMeme Digital Agent Services project reduced the development workload by 40%

- **Updating of the medical foundation was completed, and full operation was achieved in a short time frame:** This project, which normally would take half a year, was completed in three months using Digital Agent Services.
- **Reduced the development workload by around 40% and verified overwhelming efficiency improvements in system development:** Automation prevents errors from manual work, to balance speed and quality at high levels.
- **Securing development speed by reflecting management decisions immediately:** The time required for functional additions and revisions has been reduced from several months to as short as one day, enhancing abilities to adapt to market needs immediately.

BlueMeme Digital Agent Services, which integrate the latest automation technologies with agile methods, were applied to a real-world project, completing the system upgrade for the Bizcare medical and healthcare platform provided by Medivery, Inc.*

Timing	Business value implemented	Development urgency
November 04, 2025	System upgrade Completion of primary release	Upgraded in three months
Mid-November	Advancement of user search function	Eight days from request
Mid-December	Compliance (immediate adaptation to legal amendments)	As short as one day (next day)
Late December	Enhancement of settlement and security foundations	Continuous weekly updates
January 2026	Medical DX promotion function (display linked to My Number etc.)	Unceasing business growth

* Press release: <https://www.bluememe.jp/news/pressrelease/2026-01-29/>

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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.
- Full-year forecasts remain unchanged in light of the rates of progress toward full-year forecasts.

Unit: Millions of yen

	FY 2025/3 Q3 results	FY 2026/3 Q3 results	YoY	FY 2026/3 full-year forecasts (announced May 2025)	Progress	FY 2026/3 full-year forecasts (unchanged)
Net sales	1,642	2,513	53.0%	3,300	76.2%	3,300
Operating income	-60	113	-	150	75.8%	150
Ordinary income	-63	115	-	150	77.0%	150
Net income attributable to owners of parent	-75	74	-	100	74.4%	100

Note: Amounts rounded down to nearest million

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Initiatives

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Reported in international academic journal: Joint development by BlueMeme and Kyushu University of genome analyses technology using quantum AI

- **QTFPred quantum machine learning model developed*1 and reported in international academic journal*2.** The results of joint research with Kyushu University have been chosen for publication by a major academic journal in the field of bioinformatics.
- **Solving data scarcity with QTFPred to greatly improve analytical precision:** Realizes high-precision forecasting using small volumes of experimental data, which was a challenge for traditional AI.
- **Promoting social implementation of advanced technologies for application to the drug development and medical fields:** Accelerating R&D toward practical use in areas such as health risk forecasting and molecular targeted therapy.

Examples of some main anticipated applications

- **Improving analytical precision on rare diseases and the latest research**
Resolves gaps in analysis by enabling precision forecasting even in areas where data are scarce.
- **More efficient drug development processes and shorter lead times:**
Reduces the considerable targeted factor costs in new drug development by accelerating identification.
- **Health risk forecasting for individualized care**
Contributes to optimal treatment choices and swift elucidation of disease risks based on personal genetic information.

Linking this technology with quantum computing

- **The advantage of quantum computing**
Advance implementation of next-generation technologies completed by simulating current environments using quantum computing.
- **Technological roadmap toward practical operation:**
System for drawing out maximum performance immediately in future adoption of quantum computers.
- **Building computing foundations above and beyond traditional AI:**
Linkage with actual equipment aims for rapid analysis of large volumes of data that could not be processed using existing AI.

*1 "QTFPred: Robust High-Performance Quantum Machine Learning Modeling that Predicts Main and Cooperative TF Bindings with Base Resolution," DOI: <https://doi.org/10.1093/bib/bbaf604>

*2 Briefings in Bioinformatics (Oxford University Press), website: <https://academic.oup.com/bib>