You should read the following discussion and analysis in conjunction with our consolidated financial information and the related notes thereto included in the Accountants' Report in Appendix I to this document. Our consolidated financial information has been prepared in accordance with IFRS Accounting Standards.

The following discussion and analysis contain forward-looking statements that involve risks and uncertainties. These statements are based on our assumptions and analysis in light of our experience and perception of historical trends, current conditions, and expected future developments, as well as other factors that we believe are appropriate under the circumstances. However, our actual results could differ materially from those anticipated in these forward-looking statements due to various factors, including those set forth under "Risk Factors" and elsewhere in this document. For further details, see "Forward-Looking Statements."

For the purposes of this section, unless the context otherwise requires, references to 2023, 2024 and 2025 refer to our financial years ended December 31 of such years.

OVERVIEW

We are the leading flexible employment platform in China, offering solutions for enterprises across a variety of industries, such as restaurant, retail, beverage and cafe, and hotel industries. While effectively addressing challenges associated with significant fluctuations in labor demands, an inherent feature of their business operations, our platform allows flexible worker to enjoy fast matching, reliable rewards, as well as convenient handling of routines that used to be of tedious and labor-intensive nature. According to CIC, in terms of revenue in 2025, we are the largest flexible employment platform in China. For the year ended December 31, 2025, we have served approximately 440 thousand flexible workers, recording over 16.7 million attendance, bringing nearly RMB5,000 incremental annual income for these flexible workers on average, among whom those with five or more attendances accounted for 73.4% of the total.

For the year ended December 31, 2025, we have offered one-stop flexible employment solutions through our LYGO Platform *(靈工打卡)* to 319 enterprise customers, including five out of top ten companies in the catering industry (including restaurants, beverage and cafe) in China, five out of top ten companies in the retail industry in China, and four out of top five hotel groups in terms of revenue around the world, according to CIC. For the year ended December 31, 2025, we maintained a Key Account Customer retention rate of 100.0% and a Key Account Customer net dollar retention rate of 180.5%.

BASIS OF PREPARATION AND PRESENTATION

Our historical financial information during the Track Record Period has been prepared in accordance with IFRS Accounting Standards, which comprise all standards and interpretations approved by the International Accounting Standards Board ("**IASB**"). For details of the basis of preparation, see Note 2.1 to the Accountants' Report included in Appendix I to this document. Further details of the material accounting policies information adopted are set out in Note 2.3 to the Accountants' Report included in Appendix I to this document.

The preparation of our historical financial information during the Track Record Period in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying our accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to our historical financial information during the Track Record Period are disclosed in Note 3 to the Accountants' Report included in Appendix I to this document.

MAJOR FACTORS AFFECTING OUR RESULTS OF OPERATIONS

Our business and results of operations have been, and are expected to continue to be, affected by a number of factors, many of which are outside of our control, including overall macroeconomic growth and development, market demand for flexible employment, competitive landscape of China's flexible employment industry, government policies and regulations affecting China's flexible employment industry.

Specific Factors Affecting Our Results of Operations

Our business and results of operations are also affected by specific factors, including the following major factors.

Our Ability to Attract and Retain Enterprise Customers and Further Expand Our Market Penetration

Our revenue growth and profitability are significantly affected by our ability to attract and retain enterprise customers and further expand our market penetration. Market demand for flexible employment services directly affects the transaction volume conducted on our platform. In particular, the continued increase in penetration of China's gig economy, the ongoing expansion of the flexible employment market, and the growing demand from enterprises for flexible employment solutions have contributed to the growth of the industry and will continue to drive demand for our services.

In addition, a substantial portion of our revenue is derived from service fees charged to enterprise customers. Accordingly, our revenue scale is primarily determined by the number of enterprise customers we serve and the scale of flexible employment facilitated and managed on our platform. Any changes in enterprises' demand for flexible employment, our ability to acquire and retain enterprise customers, or the scale of our service offerings may materially affect our results of operations. Our ability to grow revenue also depends on whether we can continue to optimize and upgrade our technology to assist enterprise customers in relation to flexible worker scheduling capabilities, as well as our technology capabilities, can effectively fulfill enterprise customers' flexible employment needs. Furthermore, our ability to continuously attract and retain a large pool of individual users for sourcing is critical to maintaining service quality and meeting enterprise customers' demands. We also rely on our ability to provide attractive benefits, supporting services, and overall user experience to flexible workers in order to enhance flexible worker engagement and attract additional participants to our platform. Any changes in enterprises' demand for flexible employment, our ability to acquire and retain enterprise customers and flexible workers, or the scale of our service offerings may materially affect our results of operations.

Furthermore, our profitability are also affected by our ability to continue to enhance the value-added components of our flexible employment solutions and services by improving service quality, optimizing matching and management capabilities and expanding integrated service offerings, which we believe will strengthen customer stickiness, enhance our competitiveness and improve our gross profit margin.

Our Ability to Enhance Cost Control and Operational Efficiency

Our ability to effectively control operating costs (including cost of sales and operating expenses) also significantly affects our ability to maintain competitiveness and improve profitability. In 2023, 2024 and 2025, our cost of sales amounted to RMB376.2 million, RMB1,078.1 million and RMB2,264.6 million, representing 81.2%, 89.8% and 93.0% of total revenue, respectively. In the same years, our operating expenses including selling and distribution expenses, administrative expenses, and research and development expenses, amounted to RMB117.7 million, RMB133.0 million, and RMB278.4 million, representing 25.4%, 11.1% and 11.4% of total revenue, respectively. Our principal cost of sales primarily include flexible workers related costs, employee compensation expenses, and server operation and maintenance and utility costs, among others. In a highly competitive market environment, traffic acquisition costs through third-party channels may increase significantly, which may adversely affect our sales and marketing costs and profitability levels. In addition, personnel costs for technology and operational employees, as well as expenses related to third-party cloud infrastructure services, including cloud server costs, are relatively fixed costs in nature and continue to affect our profitability and gross margins. As a result, our ability to further enhance operational efficiency, optimize cost structure, and strengthen overall cost control capabilities is critical to sustaining profitability and supporting our long-term growth.

Our Ability to Enhance Brand Recognition and Marketing Effectiveness and Expand Customer Base

Our future growth depends in part on our ability to strengthen our market reputation, increase customer acquisition efficiency and expand our customer base across industries and geographic regions. We had offered one-stop flexible employment solutions to 319 enterprise customers for the year ended December 31, 2025, primarily concentrated in the service industries, such as restaurant, retail, beverage and cafe, and hotel industries, with retail and restaurant customers representing a significant portion of our customer base. Our customers' headquarters are primarily located in major cities, such as Beijing, Shanghai, Guangzhou and Shenzhen, while their store networks are broadly distributed across cities nationwide. In addition, our Key Account Customers currently contribute a significant portion of our revenues, with our five largest customers accounting for 67.5% of our total revenue for the year ended December 31, 2025. As a result, our ability to continuously acquire, retain and expand relationships with both existing and new customers is critical to sustaining our growth.

We acquire customers through multiple channels, including word-of-mouth referrals, industry seminars, sharing sessions and participation in industry conferences and summits. We believe referrals from existing customers and offline events targeting potential enterprise customers in first- and second-tier cities have contributed to relatively strong customer conversion rates and enhanced our brand visibility among large enterprise customers. However, there can be no assurance that these marketing and customer acquisition efforts will continue to be effective or cost-efficient. If we fail to further improve our customer acquisition efficiency, maintain our reputation in the market or effectively promote our brand, our ability to attract high-quality customers and expand our market share may be adversely affected.

In addition, our growth strategy includes further penetrating existing Key Account Customers, expanding into new customer segments, including among mid-sized and smaller enterprise customers. Maintaining and expanding our customer base may require substantial investments in sales and marketing, local operational support and service capabilities, and there can be no assurance that such efforts will achieve the expected results. If we fail to effectively execute our customer expansion strategy, respond to evolving customer needs or compete successfully for new customers, our business growth, financial condition and results of operations could be materially and adversely affected.

Our Ability to Drive Technology-Driven Innovation and Upgrade

Our ability to continuously innovate and upgrade our technology capabilities, including our ability to effectively integrate and deploy AI technologies, may materially affect our competitiveness and results of operations.

Our industry is characterized by rapid technological evolution and changing customer demands. To maintain and strengthen our market position, we continuously invest in enhancing our system architecture, service capabilities and data-driven operational capabilities. For example, rather than developing separate systems for different industries, such as retail-specific or restaurant-specific versions, we have designed our platform with a flexible underlying architecture that can adapt to diverse industry scenarios through configurable mechanisms, enabling us to address similar operational needs across different customers through a unified system framework. If we fail to continue improving our system functionality, scalability and user experience in a timely and cost-effective manner, our services may become less attractive to existing and potential customers, which could adversely affect customer retention, acquisition and our operating results.

In addition, our ability to collect, process and utilize employment lifecycle data is critical to our long-term competitiveness. We accumulate data across the full lifecycle of flexible workers and leverage such data to enhance operational decision-making capabilities, including improving task fulfillment matching efficiency, predicting flexible worker performance and optimizing recruitment and retention outcomes. Over time, customer-specific preferences and employment behavior patterns may become embedded within our data ecosystem, further strengthening the effectiveness of our services and customer reliance on our platform. However, if we fail to effectively develop and utilize these data capabilities, maintain data quality, or comply with applicable data security and privacy requirements, our ability to deliver differentiated services and maintain customer loyalty may be materially impaired.

Furthermore, we intend to continue investing significantly in AI technologies, which we believe will fundamentally transform human resources and flexible employment. We expect AI applications to enhance automation, operational efficiency matching accuracy and decision-making capabilities across our platform. However, AI-related technologies remain rapidly evolving and highly competitive, and substantial investments in AI may not generate anticipated returns within expected timeframes, or at all. In addition, the successful integration of AI technologies may require significant expenditures in technology infrastructure, research and development and talent acquisition. If our AI initiatives fail to achieve expected technological, commercial or operational outcomes, or if competitors develop superior technologies or solutions, our business, financial condition and results of operations could be materially and adversely affected.

MATERIAL ACCOUNTING POLICIES AND ESTIMATES

Some of our accounting policies require us to apply estimates and assumptions as well as complex judgments relating to accounting items. The estimates and assumptions we use and the judgments we make in applying our accounting policies have a significant impact on our financial position and results of operations. Our management continually evaluates such estimates, assumptions and judgments based on past experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances. There has not been any material deviation between our management's estimates or assumptions and actual results, and we have not made any material changes to these estimates or assumptions during the Track Record Period. We do not expect any material changes in these estimates and assumptions in the foreseeable future.

Set forth below are discussions of the accounting policies that we believe are of critical importance to us or involve the most significant estimates, assumptions and judgments used in the preparation of our financial statements. Other significant accounting policies, estimates, assumptions and judgments, which are important for understanding our financial condition and results of operations, are set forth in detail in Notes 2.3 and 3 of the Accountants' Report in Appendix I to this document.

Revenue Recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of services is transferred to the customers at an amount that reflects the consideration to which we expect to be entitled in exchange for those services.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to which the Group will be entitled in exchange for transferring the services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

(a) Provision of one-stop flexible employment solutions services

We enter into agreements with enterprise customers to offer one-stop flexible employment solutions services. In determining the fees for the services provided, we take into account various factors including (i) the expected timing of flexible works involved and the underlying costs of the workforce, including expected incentives payable to the service providers; and (ii) the extent of the usage of the Group's online platform.

The one-stop flexible employment solutions services are treated as one performance obligation since these services are highly interdependent and interrelated as the customers are not able to benefit from the subsequent service without the implementation. We recognise the revenue from one-stop flexible employment solutions during the period from the initiation to the completion of the service based on the time incurred and contractual agreed hourly rate.

(b) Online recruitment matching services and other services

Revenue from online recruitment matching services and other services are mainly generated from the provision of online recruitment matching services through our online platform. The revenue generated from the these services is recognised at the point in time upon the acceptance of such services by customers.

In determining whether we act as a principal or an agent in our one-stop flexible employment solutions services, our management has made significant judgements regarding the control of services provided by third-party flexible workers.

We have concluded that we act as a principal because:

(i) We are primarily responsible for the fulfilment of the customers' contracts by ensuring the stability and quality of the flexible workers' performance;

(ii) We are subject to the contractual rights and obligations under the contacts entered into with the flexible workers;

(iii) We have the right to determine the remuneration paid for the services provided by the flexible workers.

Consequently, our revenue is recognised on a gross basis. Had we determined we acted as an agent, revenue would have been recognised on a net basis (commission only), which would have significantly reduced reported revenue but increased gross profit margins.

DESCRIPTION OF MAJOR COMPONENTS OF OUR RESULTS OF OPERATIONS

The following table sets forth a summary of our consolidated statements of profit or loss in absolute amount and as a percentage of our revenue for the years indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*
Revenue	**463,368**	**100.0**	**1,201,001**	**100.0**	**2,435,161**	**100.0**
Cost of sales	(376,206)	(81.2)	(1,078,119)	(89.8)	(2,264,554)	(93.0)
Gross profit	**87,162**	**18.8**	**122,882**	**10.2**	**170,607**	**7.0**
Other income and gains	5,359	1.2	5,039	0.4	11,016	0.5
Selling and distribution expenses	(53,197)	(11.5)	(64,029)	(5.3)	(96,197)	(4.0)
Administrative expenses	(13,537)	(2.9)	(16,319)	(1.4)	(120,627)	(5.0)
Research and development expenses	(50,995)	(11.0)	(52,664)	(4.4)	(61,603)	(2.5)
Share of (loss)/profit of an associate	(246)	(0.1)	90	0.0	220	0.0
(Impairment loss)/ reversal of impairment loss on trade receivables, net	(157)	(0.0)	(400)	(0.0)	203	0.0
Other expenses	(804)	(0.2)	(437)	(0.0)	(1,284)	(0.1)
Finance costs	(579)	(0.1)	(2,764)	(0.2)	(6,006)	(0.2)
Fair value losses of financial liabilities at fair value through profit or loss	(83,237)	(18.0)	(12,274)	(1.0)	(165,345)	(6.8)
LOSS BEFORE TAX	**(110,231)**	**(23.8)**	**(20,876)**	**(1.7)**	**(269,016)**	**(11.0)**
Income tax	—	—	—	—	—	—
LOSS AND TOTAL COMPREHENSIVE LOSS FOR THE YEAR	**(110,231)**	**(23.8)**	**(20,876)**	**(1.7)**	**(269,016)**	**(11.0)**

Non-IFRS Measures

We use adjusted loss, a non-IFRS financial measure, in evaluating our operating results and for financial and operational decision-making purposes. We believe that adjusted loss (non-IFRS measures) helps identify underlying trends in our business, provides useful information about our results of operations, and enhances the overall understanding of our past performance and future prospects.

Adjusted loss (non-IFRS measures) should not be considered in isolation or construed as an alternative to loss for the year or any other measure of performance or as an indicator of our operating performance. Adjusted loss (non-IFRS measures) presented here may not be comparable to similarly titled measures presented by other companies. Other companies may calculate similarly titled measures differently, limiting their usefulness as comparative measures to our data. We encourage [REDACTED] and others to review our financial information in its entirety and not rely on a single financial measure.

Adjusted loss (non-IFRS measures) represents loss for the year excluding share-based payment expenses, which is a non-cash item, and fair value losses of financial liabilities at fair value through profit or loss, which mainly represent changes in the fair value of equity shares with redemption rights issued by us to pre-[REDACTED] investors and relate to changes in our valuation. We do not expect to record any further fair value losses of financial liabilities at fair value through profit or loss upon the [REDACTED] as such issuance of equity shares with redemption rights will be re-designated and reclassified from liabilities to equity as a result of the termination of the redemption rights upon the [REDACTED].

The table below sets forth a reconciliation of our loss for the year to adjusted loss (non-IFRS measures) for the years indicated.

	Year Ended December 31,		
	2023	2024	2025
	RMB'000	*RMB'000*	*RMB'000*
Loss for the year	**(110,231)**	**(20,876)**	**(269,016)**
Add:			
Fair value losses of financial liabilities at fair value through profit or loss	83,237	12,274	165,345
Share-based payment expenses	685	536	100,309
Adjusted loss (non-IFRS measure)	**(26,309)**	**(8,066)**	**(3,362)**

Revenue

During the Track Record Period, we generated revenue primarily from (i) our one-stop flexible employment solutions that enable enterprise customers to efficiently source, recruit, and manage flexible workers in response to fluctuating staffing and human resources management demands; (ii) our online recruitment matching services provided through our proprietary *Qing Tuan She (青團社)* platform to enterprise customers and individual task seekers; and (iii) others**.**

Revenue by Business Lines

The following table sets forth the breakdown of our revenue by business lines in absolute amounts and as a percentage of our total revenue for the years indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB	*%*	*RMB*	*%*	*RMB*	*%*
Revenue:						
One-stop flexible employment solutions	350,715	75.7	1,082,268	90.1	2,299,973	94.5
Online recruitment matching services	98,877	21.3	115,981	9.7	129,545	5.3
Others[(1)]	13,776	3.0	2,752	0.2	5,643	0.2
Total	**463,368**	**100.0**	**1,201,001**	**100.0**	**2,435,161**	**100.0**

Note:

(1) Others mainly represent ancillary business initiatives launched from time to time in response to customer demand, such as cloud-based ground promotion services.

During the Track Record Period, our revenue growth was primarily driven by the following businesses:

- ***One-stop flexible employment solutions***. We offer LYGO Platform *(靈工打卡)*, our one-stop flexible employment solutions covering the full lifecycle of flexible employment to our enterprise customers. We assist enterprise customers in recruiting and engaging flexible workers, including recruitment, scheduling, attendance management, and compensation settlement, among others. For flexible workers, we provide a digital interface (such as, WeChat mini-program) through which they can clock in and out, view assignments, and manage their schedules. In addition, we handle compensation settlement with flexible workers (including withholding and payment of individual income taxes for them) for enterprise customers on monthly basis, depending on customer requirements.

We generate revenue on a gross basis from charging enterprise customers service fees for our one-stop flexible employment solutions, in which case we act as the principal in providing such solutions to enterprise customers, and flexible workers earnings and benefits are charged to cost of sales.

We entered into agreements with enterprise customers to offer one-stop flexible employment solutions accordingly through our LYGO Platform (*靈工打卡*). In determining fees, we take into account various factors including (i) the expected timing of flexible works involved and the underlying costs of the workforce, including expected incentives payable to relevant flexible workers; and (ii) the extent of the usage of our LYGO Platform (*靈工打卡*).

- ***Online recruitment matching services***. We generate revenue from charging enterprise customers service fees for access to candidate leads in the form of task applications (報名單). Enterprise customers typically make advance payments on the platform with revenue later recognized based on the amount of task applications (報名單) received by customers.

  We provide online recruitment matching services through our proprietary platform named *Qing Tuan She (青團社)*, through which we facilitate connections between enterprise customers and task seekers by allowing enterprises to post task openings on the platform and attracting task seekers to register and apply. Enterprise customers purchase access to candidate leads in the form of task applications (報名單) through our platform, and utilize such information to review and contact applicants for their recruitment needs.

Revenue from One-stop Flexible Employment Solutions by Downstream Sectors

The following table sets forth the breakdown of our revenue from one-stop flexible employment solutions by downstream sectors in absolute amounts and as a percentage of our total revenue from one-stop flexible employment solutions for the years indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Revenue from one-stop flexible employment solutions:						
Restaurants	18,612	5.3	251,035	23.2	1,020,544	44.4
Retail	171,751	49.0	506,497	46.8	776,031	33.7
Beverage and cafe	101,034	28.8	182,017	16.8	230,295	10.0
Hotels	11,468	3.3	56,640	5.2	163,449	7.1
Others(1)	47,850	13.6	86,079	8.0	109,654	4.8
Total	**350,715**	**100.0**	**1,082,268**	**100.0**	**2,299,973**	**100.0**

(1) Others primarily include human resources, apparel retail, fast consumption and other sectors.

Cost of Sales

Our cost of sales primarily consists of (i) flexible workers related costs, which mainly include flexible worker compensation, insurances and incentives; (ii) employee benefit expenses, which mainly consist of salaries, bonuses, and welfare (including share-based compensation) paid to employees involved in our principal business operations; and (iii) others, including utility and cloud costs, among others.

The following table sets forth the breakdown of our cost of sales by nature in absolute amounts and as a percentage of our total cost of sales for the years indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Cost of Sales:						
Flexible workers related costs	333,220	88.6	1,033,646	95.9	2,195,293	96.9
Employee benefit expenses	18,046	4.8	23,874	2.2	31,771	1.4
Others	24,940	6.6	20,599	1.9	37,490	1.7
Total	**376,206**	**100.0**	**1,078,119**	**100.0**	**2,264,554**	**100.0**

Gross Profit and Gross Profit Margin

We recorded gross profit of RMB87.2 million, RMB122.9 million and RMB170.6 million in 2023, 2024 and 2025, respectively, representing gross profit margin of 18.8%, 10.2% and 7.0% respectively, during the same years.

The following table sets forth the breakdown of our gross profit and gross profit margin by major components of revenue for the years indicated.

	Year Ended December 31,					
	2023		2024		2025	
	Gross Profit	**Gross Profit Margin**	**Gross Profit**	**Gross Profit Margin**	**Gross Profit**	**Gross Profit Margin**
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Gross Profit and Gross Profit Margin:						
One-stop flexible employment solutions	2,860	0.8	23,413	2.2	54,854	2.4
Online recruitment matching services	79,618	80.5	97,723	84.3	112,745	87.0
Others[(1)]	4,684	34.0	1,746	63.4	3,008	53.3
Total	**87,162**	**18.8**	**122,882**	**10.2**	**170,607**	**7.0**

Note:

(1) Others mainly represent ancillary business initiatives launched from time to time, such as cloud-based ground promotion services.

Other Income and Gains

Our other income and gains primarily consist of (i) government grants, (ii) interest income, (iii) fair value gains on financial assets at fair value through profit or loss, and (iv) others, including refunds of individual income tax collection service fees. Our gains represent fair value gains on financial assets at fair value through profit or loss.

The following table sets forth the breakdown of our other income and gains in absolute amounts and as a percentage of our total other income and gains for the years indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Other income						
Government grants	3,294	61.5	3,541	70.3	9,640	87.5
Interest income	109	2.0	315	6.2	450	4.1
Others	372	6.9	273	5.4	105	0.9
Gains:						
Fair value gains on financial assets at fair value through profit or loss	1,584	29.6	910	18.1	821	7.5
Total	**5,359**	**100.0**	**5,039**	**100.0**	**11,016**	**100.0**

Selling and Distribution Expenses

Our selling and distribution expenses primarily consist of (i) marketing and promotion fees, mainly including traffic acquisition and channel promotion fees paid to third-party platforms, (ii) employee benefit expenses, mainly including salaries, bonuses, welfare and share-based compensation paid to our sales personnel, and (iii) others, including travel expenses, IT maintenance fees, rental and utility costs, among others.

The following table sets forth the breakdown of our selling and distribution expenses in absolute amounts and as a percentage of our total selling and distribution expenses for the years indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Selling and Distribution Expenses:						
Marketing and promotion fees	42,596	80.1	54,262	84.7	85,176	88.6
Employee benefit expenses	9,242	17.4	8,837	13.8	9,356	9.7
Share-based compensation	106	0.2	40	0.1	22	0.0
Others	1,253	2.3	890	1.4	1,643	1.7
Total	**53,197**	**100.0**	**64,029**	**100.0**	**96,197**	**100.0**

Administrative Expenses

Our administrative expenses primarily consist of (i) employee benefit expenses, mainly including salaries, bonuses, welfare and share-based compensation paid to our administrative personnel, (ii) office and travel expenses, (iii) professional service fees, mainly including legal and audit fees, and (iv) others, including recruitment fees, utilities, rental and property management fees, and other surcharges.

The following table sets forth the breakdown of our administrative expenses in absolute amounts and as a percentage of our total administrative expenses for the years indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Administrative Expenses:						
Employee benefit expenses	8,218	60.7	9,840	60.3	11,659	9.7
Share-based compensation	339	2.5	114	0.7	99,276	82.3
Office and travel expenses	1,145	8.5	1,343	8.2	2,433	2.0
Professional service fees	432	3.2	802	4.9	1,141	0.9
Others	3,403	25.1	4,220	25.9	6,118	5.1
Total	**13,537**	**100.0**	**16,319**	**100.0**	**120,627**	**100.0**

Research and Development Expenses

Our research and development expenses primarily consist of (i) employee benefit expenses, mainly including salaries, bonuses and welfare paid to our R&D personnel, (ii) IT and cloud service fees, and (iii) others, including conference and travel expenses incurred by our R&D personnel, rental and property management fees and utility costs, among others.

The following table sets forth the breakdown of our research and development expenses by absolute amounts and as a percentage of our total research and development expenses for the years indicated.

	Year Ended December 31,					
	2023		2024		2025	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Research and Development Expenses:						
Employee benefit expenses	45,385	89.0	46,738	88.8	54,303	88.1
Share-based compensation	183	0.4	316	0.6	572	0.9
IT and cloud service fees	3,324	6.5	2,743	5.2	2,991	4.9
Others	2,103	4.1	2,867	5.4	3,737	6.1
Total	**50,995**	**100.0**	**52,664**	**100.0**	**61,603**	**100.0**

Share of (Loss)/Profit of an associate

Our share of (loss)/profit of an associate represent the profits and losses from long-term investments in an associate. During the Track Record Period, we recorded share of losses of an associate of RMB0.2 million in 2023 and share of profits of an associate of RMB90 thousand and RMB0.2 million in 2024 and 2025, respectively.

(Impairment Loss)/Reversal of Impairment Loss on the Trade Receivables, Net

(Impairment loss)/reversal of impairment loss on trade receivables, net represents expected credit losses for trade receivables, amounting to RMB0.2 million and RMB0.4 million in 2023 and 2024, respectively. We recorded a reversal of impairment losses of RMB0.2 million in 2025.

Finance Costs

Our finance costs mainly represent (i) interest expense on bank and other borrowings, and (ii) interest on lease liabilities. Our finance costs amounted to RMB0.6 million, RMB2.8 million and RMB6.0 million for the years ended December 31, 2023, 2024 and 2025, respectively.

Fair value losses of financial liabilities at fair value through profit or loss

Our fair value loss on financial liabilities represents changes in the carrying amount of our equity share with redemption rights issued to pre-[REDACTED] investors. These changes are non-cash in nature. The investments from these pre-[REDACTED] investors were classified as financial liabilities and designated at fair value through profit or loss. See "— Financial Assets at Fair Value Through Profit or Loss."

We recorded losses from fair value changes of financial liabilities through profit or loss of RMB83.2 million, RMB12.3 million and RMB165.3 million in 2023, 2024 and 2025, respectively, primarily attributable to changes in the valuation of our Company.

TAXATION

We are subject to the relevant PRC income tax rules and regulations. Generally, our operation in the PRC are subject to enterprise income tax on their taxable income in the PRC at a rate of 25%, except where a special preferential rate applies. During the Track Record Period, certain of our subsidiaries in the PRC were accredited as "High and New Technology Enterprises" and therefore entitled to a preferential income tax rate of 15% for a valid period of three years. Other subsidiaries in the PRC were subject to the PRC corporate income tax at the rate of 25% for the years ended December 31, 2023, 2024 and 2025.

YEAR-TO-YEAR COMPARISON OF RESULTS OF OPERATION

Year Ended December 31, 2025 Compared with Year Ended December 31, 2024

Revenue

Our revenue increased by 102.8% from RMB1,201.0 million in 2024 to RMB2,435.2 million in 2025, primarily attributable to the expansion of our one-stop flexible employment solutions business, driven by the increased scale of service offerings for existing enterprise customers and acquisition of new enterprise customers, and to a lesser extent to our online recruitment matching services business.

Revenue from one-stop flexible employment solutions. Our revenue from one-stop flexible employment solutions increased by 112.5% from RMB1,082.3 million in 2024 to RMB2,300.0 million in 2025, driven by both the increased amount of services purchased by existing enterprise customers and orders from new customers. This increase primarily resulted from a variety of factors, including the continued growth in market demand for flexible employment services in recent years, especially among enterprises in the labor-intensive industries with fluctuating staffing needs, such as restaurant, retail, beverage and cafe, and hotel industries. In addition, continued technology-driven industry upgrades and our ongoing enhancement of core service offerings and technology capacity as well as strengthened marketing and promotion efforts have led to growing customer recognition of our one-stop flexible employment solutions as effectively meeting their demands. From 2024 to 2025, the number of enterprise customers using our one-stop flexible employment solutions through our LYGO Platform (*靈工打卡*) increased from 142 to 319, among which our Key Account Customers increased from 12 in 2024 to 32 in 2025, and revenues from Key Account Customers increased from RMB1,026.0 million in 2024 to RMB2,220.7 million in 2025. Our Key Account Customers net dollar retention rate remained at a high level of 180.5% in 2025, evidencing strong revenue growth from our existing Key Account Customers. In addition, the aggregate number of attendance of flexible workers increased by 114.7% from approximately 7.8 million in 2024 to approximately 16.7 million in 2025, as client demand in sectors, such as catering and retail, and our service execution capabilities continued to grow.

Revenue from online recruitment matching services. Our revenue from online recruitment matching services increased by 11.7% from RMB116.0 million in 2024 to RMB129.5 million in 2025, primarily driven by orders from new customers acquired as we continued to invest in traffic acquisition and channel promotions to attract new customers. In particular, the total number of registered enterprise customers increased from nearly 1.7 million as of December 31, 2024 to nearly 2.0 million as of December 31, 2025, and the number of task applications (報名單) received by enterprise customers increased by 15.9% from approximately 34.5 million in 2024 to approximately 40.6 million in 2025.

Cost of Sales

Our cost of sales increased by 110.0% from RMB1,078.1 million in 2024 to RMB2,264.6 million in 2025, primarily due to (i) an increase of RMB1,161.6 million in flexible workers related costs, which was in line with the expansion of our flexible employment services and business growth, (ii) an increase of RMB16.9 million in others, which was mainly as a result of our operational expansion, and (iii) an increase of RMB7.9 million in employee benefit expenses, which was mainly due to higher headcounts as a result of the expansion of our core business departments (including our customer success and platform operation departments).

Gross Profit and Gross Profit Margin

Our gross profit increased by 38.8% from RMB122.9 million in 2024 to RMB170.6 million in 2025, primarily as a result of revenue growth from our one-stop flexible employment solutions business, and our gross profit margin decreased from 10.2% in 2024 to 7.0% in 2025, primarily driven by the significant increase in revenue contribution of one-stop flexible employment solutions, which has a lower gross profit margin. While our overall gross profit margin decreased, the gross profit margin of each of our two business lines improved during the period. Our gross profit margin of one-stop flexible employment solutions increased from 2.2% in 2024 to 2.4% in 2025, and our gross profit margin of online recruitment matching services increased from 84.3% in 2024 to 87.0% in 2025, respectively.

Other Income and Gains

Our other income and gains increased by 118.6% from RMB5.0 million in 2024 to RMB11.0 million in 2025, primarily due to an increase of RMB6.1 million in government grants as we received additional grants from local governments.

Selling and Distribution Expenses

Our selling and distribution expenses increased by 50.2% from RMB64.0 million in 2024 to RMB96.2 million in 2025, primarily due to an increase of RMB30.9 million in marketing and promotion fees, primarily due to higher investment in traffic acquisition and channel promotion.

Administrative Expenses

Our administrative expenses increased by 639.2% from RMB16.3 million in 2024 to RMB120.6 million in 2025, primarily driven by an increase of RMB99.2 million in share-based compensation paid to our administrative personnel in 2025, and to a lesser extent by an increase of RMB1.8 million in employee benefit expenses.

Research and Development Expenses

Our research and development expenses increased by 17.0% from RMB52.7 million in 2024 to RMB61.6 million in 2025, primarily attributable to an increase of RMB7.6 million in employee benefit expenses as a result of the expansion of our R&D team and the corresponding increase in remuneration for core technical personnel, as we accelerated iteration of core products and strengthened the development of new technologies, including our investment in AI related research and development.

(Impairment loss)/reversal of impairment loss on trade receivables, net

We recorded impairment loss on trade receivables, net of RMB0.4 million in 2024 and a reversal of impairment loss on trade receivables, net of RMB0.2 million in 2025, primarily attributable to lower expected credit loss rate.

Finance Costs

Our finance costs increased from RMB2.8 million in 2024 to RMB6.0 million in 2025, primarily due to the increase of RMB3.2 million in our interest expenses on bank and other borrowings as a result of higher level of bank and other borrowings resulting from our growing operational funding needs. See, "— Indebtedness."

Fair value losses of financial liabilities at fair value through profit or loss

We recorded fair value losses of financial liabilities through fair value through profit or loss of RMB12.3 million and RMB165.3 million in 2024 and 2025, respectively, primarily due to the increase in the fair value of our equity shares as a result of changes in the valuation of our Company. See Note 23 to the Accountants' Report in Appendix I to this document for details.

Loss for the Year

As a result of the foregoing, our loss for the year increased from RMB20.9 million in 2024 to RMB269.0 million in 2025.

Year Ended December 31, 2024 Compared with Year Ended December 31, 2023

Revenue

Our revenue increased by 159.2% from RMB463.4 million in 2023 to RMB1,201.0 million in 2024, primarily driven by revenue growth from our one-stop flexible employment solutions business, and to a lesser extent by our online recruitment matching services business.

Revenue from one-stop flexible employment solutions. Our revenue from one-stop flexible employment solutions increased by 208.6% from RMB350.7 million in 2023 to RMB1,082.3 million in 2024, primarily driven by revenue generated from increased amount of services purchased by existing enterprise customers and acquisition of new enterprise customers. From 2023 to 2024, the number of enterprise customers using our one-stop flexible employment solutions increased from 100 in 2023 to 142 in 2024, among which our Key Account Customers increased from 8 in 2023 to 12 in 2024, and revenues generated from our Key Account Customers increased from RMB301.4 million in 2023 to RMB1,026.0 million in 2024. Our Key Account Customers net dollar retention rate remained at a high level of 310.5% in 2024, demonstrating our ability to drive significant revenue expansion from existing Key Account Customers. In addition, the aggregate number of attendance of flexible workers managed by us for enterprise customers increased by 246.5% from approximately 2.2 million in 2023 to approximately 7.8 million in 2024.

Revenue from online recruitment matching services. Our revenue from online recruitment matching services increased by 17.3% from RMB98.9 million in 2023 to RMB116.0 million in 2024, primarily driven by acquisition of new enterprise customers due to our continued traffic acquisition and channel promotion efforts. In particular, the total number of registered enterprise customers increased from nearly 1.4 million as of December 31, 2023 to nearly 1.7 million as of December 31, 2024, and the number of task applications (報名單) received by enterprise customers increased by 24.8% from approximately 24.3 million in 2023 to approximately 34.5 million in 2024.

Cost of Sales

Our cost of sales increased by 186.6% from RMB376.2 million in 2023 to RMB1,078.1 million in 2024, primarily driven by (i) an increase of RMB700.4 million in flexible workers related costs, which was in line with the expansion of our flexible employment services and business growth, and

(ii) an increase of RMB5.8 million in wages and salaries paid to employees in our core business departments, which was mainly due to expansion of our customer success and platform operation teams as well as higher salaries.

Gross Profit and Gross Profit Margin

Our gross profit increased by 41.0% from RMB87.2 million in 2023 to RMB122.9 million in 2024 as a result of our revenue growth, and our gross profit margin decreased from 18.8% in 2023 to 10.2% in 2024, primarily due to the increased revenue contribution from our one-stop flexible employment solutions business with relatively lower gross profit margin. Each of our two business lines recorded an improvement in gross profit margin on a standalone basis. Our gross profit margin of one-stop flexible employment solutions increased from 0.8% in 2023 to 2.2% in 2024, and our gross profit margin of online recruitment matching services increased from 80.5% in 2023 to 84.3% in 2024, respectively.

Other Income and Gains

Our other income and gains decreased by 6.0% from RMB5.4 million in 2023 to RMB5.0 million in 2024, primarily due to a decrease of RMB0.7 million in fair value gains on financial investments at fair value through profit or loss, partially offset by increases in government grants and interest income.

Selling and Distribution Expenses

Our selling and distribution expenses increased by 20.4% from RMB53.2 million in 2023 to RMB64.0 million in 2024, primarily due to an increase of RMB11.7 million in marketing and promotion costs, which was primarily attributable to our increased investment in traffic acquisition and channel promotion.

Administrative Expenses

Our administrative expenses increased by 20.6% from RMB13.5 million in 2023 to RMB16.3 million in 2024, primarily due to (i) an increase of RMB1.6 million in employee benefit expenses as a result of higher administrative overheads to support the continued expansion of our business scale and growing operations, and (ii) an increase of RMB0.8 million in others.

Research and Development Expenses

Our research and development expenses remained relatively stable at RMB51.0 million and RMB52.7 million in 2023 and 2024, respectively.

(Impairment loss)/reversal of impairment loss on trade receivables, net

Our impairment loss on trade receivables, net increased from RMB0.2 million in 2023 to RMB0.4 million in 2024, primarily attributable to the increased trade receivables in line with our business growth.

Finance Costs

Our finance costs increased from RMB0.6 million in 2023 to RMB2.8 million in 2024, primarily due to an increase of RMB2.2 million in interest on bank and other borrowings as a result of a higher level of bank and other borrowings to meet the increased funding requirements in response to our continued business expansion. See, "— Indebtedness."

Fair value losses of financial liabilities at fair value through profit or loss

We recorded fair value losses of financial liabilities through fair value through profit or loss of RMB83.2 million and RMB12.3 million in 2023 and 2024, respectively, primarily due to changes in the fair value of our equity shares as a result of changes in the valuation of our Company. See Note 23 to the Accountants' Report in Appendix I to this document for details.

Loss for the Year

As a result of the foregoing, our loss for the year decreased from RMB110.2 million in 2023 to RMB20.9 million in 2024.

DISCUSSION OF CERTAIN KEY ITEMS OF CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

The following table sets forth selected information from our consolidated statements of financial position as of the dates indicated, which have been extracted from the Accountants' Report in Appendix I to this document.

	As of December 31,		
	2023	2024	2025
	(RMB in thousands)		
Total non-current assets	3,331	5,741	4,374
Total current assets	148,286	233,893	460,568
Total assets	**151,617**	**239,634**	**464,942**
Total non-current liabilities	—	810	—
Total current liabilities	681,300	788,847	1,183,672
Total liabilities	**681,300**	**789,657**	**1,183,672**
Net current liabilities	**(533,014)**	**(554,954)**	**(723,104)**
Net liabilities	**(529,683)**	**(550,023)**	**(718,730)**
Total deficits	**(529,683)**	**(550,023)**	**(718,730)**

Current Assets and Current Liabilities

The following table sets forth our current assets and current liabilities as of the dates indicated.

	As of December 31,			As of May 31,
	2023	2024	2025	2026
				(Unaudited)
	(RMB in thousands)			
Current assets:				
Trade receivables	55,098	152,570	330,142	433,768
Prepayments, other receivables and other assets	5,888	7,907	12,178	21,017
Amounts due from related parties	2,574	3,592	3,715	9,236
Financial assets at fair value through profit or loss	57,083	52,560	20,079	19,761
Restricted cash	—	—	5,000	—
Cash and cash equivalents	27,643	17,264	89,454	109,960
Total current assets	**148,286**	**233,893**	**460,568**	**593,742**

	As of December 31,			As of May 31,
	2023	2024	2025	2026
				(Unaudited)
	(RMB in thousands)			
Current liabilities:				
Trade payables	25,865	57,005	132,490	168,742
Other payables and accruals	16,810	25,001	44,821	51,088
Contract liabilities	9,795	9,266	10,971	11,049
Amounts due to related parties	—	88	1,244	4,009
Lease liabilities	956	1,571	810	—
Financial liabilities at fair value through profit or loss	577,335	589,609	754,954	1,005,829
Interest-bearing bank and other borrowings	50,539	106,307	238,382	320,452
Total current liabilities	**681,300**	**788,847**	**1,183,672**	**1,561,169**
Net current liabilities	**(533,014)**	**(554,954)**	**(723,104)**	**(967,427)**

We recorded net current liabilities of RMB533.0 million, RMB555.0 million, RMB723.1 million and RMB967.4 million as of December 31, 2023, 2024, 2025 and May 31, 2026, respectively, primarily due to the significant amounts of financial liabilities at fair value through profit or loss in connection with equity shares with redemption rights issued to investors, which are recorded as current liabilities. Our equity shares with redemption rights issued to investors will be re-designated from liabilities to equity as a result of the termination of redemption rights upon the [REDACTED], after which we do not expect to recognize any further financial liabilities and will return to a net current assets position from a net current liabilities position.

Our net current liabilities increased from RMB723.1 million as of December 31, 2025 to RMB967.4 million as of May 31, 2026. The increase was mainly due to (i) an increase in financial liabilities at fair value through profit or loss of RMB250.9 million as a result of the change in the valuation of our Company, (ii) an increase in interest-bearing bank and other borrowings of RMB82.1 million as a result of adjustments for operational funding needs, (iii) an increase in trade payables of RMB36.3 million in line with our business growth, and (iv) an increase in other payables and accruals of RMB6.3 million, partially offset by (i) an increase in trade receivables of RMB103.6 million in line with our business growth, and (ii) an increase in cash and cash equivalents of RMB20.5 million.

Our net current liabilities increased from RMB555.0 million as of December 31, 2024 to RMB723.1 million as of December 31, 2025, primarily due to (i) an increase of RMB19.8 million in other payables and accruals, (ii) an increase of RMB132.1 million in interest-bearing bank and other borrowings as a result of adjustments for operational funding needs, and (iii) an increase of RMB165.3 million in financial liabilities at fair value through profit or loss primarily due to the increase in the fair value of our equity shares as a result of changes in the valuation of our Company, and (iv) a decrease of RMB32.5 million in financial assets at fair value through profit or loss, partially offset by (i) an increase of RMB177.6 million in trade receivables in line with our business growth and (ii) an increase of RMB72.2 million in cash and cash equivalents.

Our net current liabilities increased from RMB533.0 million as of December 31, 2023 to RMB555.0 million as of December 31, 2024, primarily due to (i) an increase of RMB55.8 million in interest-bearing bank and other borrowings, (ii) an increase of RMB8.2 million in other payables and accruals, and (iii) a decrease of RMB10.4 million in cash and cash equivalents, and (iv) an increase of RMB12.3 million in financial liabilities at fair value through profit or loss primarily due to the increase in the fair value of our equity shares as a result of changes in the valuation of our Company, partially offset by an increase of RMB97.5 million in trade receivables in line with our business growth.

Trade Receivables

Our trade receivables primarily represent outstanding amounts of service fees due from our enterprise customers. The credit terms granted by us are generally up to one month.

Our trade receivables increased from RMB55.1 million as of December 31, 2023 to RMB152.6 million as of December 31, 2024, and further increased to RMB330.1 million as of December 31, 2025. The increases in our trade receivables were generally in line with our robust revenue growth. As of December 31, 2023, 2024 and 2025, we recorded provision for impairment of trade receivables of RMB0.7 million, RMB1.1 million and RMB0.8 million, respectively.

The following table sets forth the details of our trade receivables as of the dates indicated.

	As of December 31,		
	2023	**2024**	**2025**
	(RMB in thousands)		
Trade receivables:			
Trade receivables	55,819	153,683	330,962
Impairment	(721)	(1,113)	(820)
Total	**55,098**	**152,570**	**330,142**

The following table sets forth the aging analysis of our trade receivables, net of impairment, as of the dates indicated.

	As of December 31,		
	2023	**2024**	**2025**
	(RMB in thousands)		
Trade receivables:			
Within 1 year	54,919	152,448	329,782
1 to 2 years	169	82	339
2 to 3 years	10	40	21
Total	**55,098**	**152,570**	**330,142**

The following table sets forth our trade receivable turnover days for the years indicated.

	For the Year Ended December 31,		
	2023	**2024**	**2025**
Trade receivable turnover days(1)	30.4	31.8	36.3

Note:

(1) Trade receivables turnover days for the year equal the average of the beginning and ending balances of trade receivables divided by revenue for that year and multiplied by 365 days.

Our trade receivable turnover days remained relatively stable at 30.4 days, 31.8 days, and 36.3 days in 2023, 2024 and 2025, respectively, primarily because we generally granted customers the credit terms of approximately one month, and payments from customers were generally settled within approximately one month.

As of May 31, 2026, RMB326.4 million, or 98.4%, of our trade receivables as of December 31, 2025 had been settled.

Prepayments, Other Receivables and Other Assets

Our prepayments, other receivables and other assets primarily consist of advances to third-party platform providers for advertising placement and traffic acquisition, performance security deposits, rental deposits and staff advance fund receivables.

The following table sets forth our prepayments, other receivables and other assets as of the dates indicated.

	As of December 31,		
	2023	**2024**	**2025**
	(RMB in thousands)		
Prepayments, other receivables and other assets:			
Prepayments	4,790	5,927	7,273
Value-added tax recoverable	159	606	2,673
Deposits and other receivables	939	1,374	2,232
Impairment allowance	—	—	—
Total	**5,888**	**7,907**	**12,178**

Our prepayments, other receivables and other assets increased from RMB5.9 million as of December 31, 2023 to RMB7.9 million as of December 31, 2024, mainly due to an increase of RMB1.1 million in prepayments to suppliers, primarily due to the increased purchase of advertising and traffic acquisition services in response to our business growth.

Our prepayments, other receivables and other assets further increased from RMB7.9 million as of December 31, 2024 to RMB12.2 million as of December 31, 2025, primarily due to (i) an increase of RMB2.1 million in value-added tax recoverable as a result of our business growth, (ii) an increase of RMB1.3 million in prepayments, and (iii) an increase of RMB0.9 million in deposits and other receivables.

Amounts Due from Related Parties

The following table sets forth a breakdown of our amounts due from as of the dates indicated:

	As of December 31,		
	2023	2024	2025
	(RMB in thousands)		
Trade related:			
Amounts due from related parties			
Hangzhou Qingtuan She Internet Co., Ltd.	45	50	50
Cathay Insurance Co., Ltd.	—	1,719	295
Alipay Payment Technology Co., Ltd.	10	10	—
Alipay (Hangzhou) Digital Service Technology Co., Ltd.	698	704	782
Total	**753**	**2,483**	**1,127**
Non-trade related:			
Amounts due from related parties			
Lin Xiaolei	1,821	1,109	2,588
Total	**2,574**	**3,592**	**3,715**

Our amounts due from related parties primarily represent amounts to be paid by related parties (i) of trade nature, for the cloud-based ground promotion services we provided; (ii) of non-trade nature, that are loans, representing the loans we made to an individual related party, which had been fully settled as of the Latest Practicable Date. See, "History, Development and Corporate Structure — Capitalization of Our Company" and Note 29 of the Accountants' Report in Appendix I to this document; and (iii) that are prepayments, primarily representing prepayments paid to related parties for payment processing services and commercial insurance services provided to us. The balances of trade nature are unsecured and non-interest bearing. The balances of non-trade nature are unsecured and interest-bearing at 3.06% annum and repayable on demand. Our Directors confirm that our transactions with related parties during the Track Record Period were conducted on an arm's-length basis, and they did not distort our results of operations or make our historical results not reflective of our future performance.

Our amounts due from related parties increased by 38.5% from RMB2.6 million as of December 31, 2023 to RMB3.6 million as of December 31, 2024, primarily because we purchased commercial insurance services from Cathay Insurance Co., Ltd and made prepayments to it. Our amounts due from related parties increased by 2.8% from RMB3.6 million as of December 31, 2024 to RMB3.7 million as of December 31, 2025, primarily attributable to loans made to Mr. Lin Xiaolei, which had been fully settled as of the Latest Practicable Date, partially offset by a decrease in amounts due from related parties of trade nature.

Financial Assets at Fair Value through Profit or Loss

Our financial assets at fair value through profit or loss consists of (i) wealth management products issued by commercial banks in Chinese mainland at variable interest with a maturity period of less than one year; and (ii) investment other unlisted investments, which are stated at fair value.

The following table sets forth the breakdown of our financial assets at fair value through profit or loss as of the dates indicated.

	As of December 31,		
	2023	2024	2025
	(*RMB in thousands*)		
Current:			
Wealth management products	57,083	52,560	20,079
Non-current:			
Other unlisted investments, at fair value	—	1,000	1,000
Total	**57,083**	**53,560**	**21,079**

Our financial assets at fair value through profit or loss decreased from RMB57.1 million as of December 31, 2023 to RMB53.6 million as of December 31, 2024, and further decreased to RMB21.1 million as of December 31, 2025, primarily due to the decrease in wealth management products from RMB57.1 million as of December 31, 2023 to RMB52.6 million as of December 31, 2024 and further to RMB20.1 million as of December 31, 2025, as we adjusted our investment amounts in wealth management products.

With regard to the purchase of wealth management products, we manage and evaluate our financial investments on a fair value basis in line with our business needs and investment strategy. We use idle cash and bank balances to invest in highly liquid, low-risk capital management products to enhance returns while controlling risks. Our finance department is responsible for proposing, analyzing and monitoring such investments under established internal policies and guidelines. Our management team has experience in overseeing financial and treasury management activities. Material investments in wealth management products, as well as significant changes to our investment portfolio, require approval from the officer overseeing financial matters and the authorization from the Board.

Prior to making an investment, we will evaluate the sufficiency of our remaining working capital for our business needs, operating activities, research and development need, and capital expenditures to assess and determine the amount available for investment following the proposed transaction. We adopt a prudent approach in selecting financial assets. Our investment strategy related to financial assets focuses on prudently minimizing financial risks by aligning investment maturities with anticipated operating cash needs, while aiming to deliver stable and reasonable returns to benefit our shareholders. We make investment decisions related to financial assets on a case-by-case basis after thoroughly considering a number of factors, including but not limited to the macro-economic environment, general market conditions, risk control and credit of invested subjects, our own working capital conditions, and the expected profit or potential loss of the investment. To control our risk exposure, we have in the past sought and may continue in the future to seek other low-risk wealth management products. After the [REDACTED], we intend to continue our investment in wealth management products strictly in compliance with internal policies and guidelines, Articles of Association, and the requirements under Chapter 14 of the Listing Rules.

Cash and Cash Equivalents

We had cash and cash equivalents of RMB27.6 million, RMB17.3 million and RMB89.5 million as of December 31, 2023, 2024 and 2025, respectively. See "— Liquidity and Capital Resources — Cash Flow Analysis."

Right-of-use Assets

Our right-of-use assets represent our leased properties. The carrying amount of our right-of-use assets increased from RMB1.6 million as of December 31, 2023 to RMB2.9 million as of December 31, 2024, primarily due to additional lease agreements entered into in 2024. The carrying amount of our right-of-use assets decreased from RMB2.9 million as of December 31, 2024 to RMB1.3 million as of December 31, 2025, primarily due to depreciation of existing leases.

Trade Payables

Our trade payables primarily include (i) remuneration payable to flexible workers, mainly representing unsettled amounts payable to flexible workers and amounts pending withdrawal by flexible workers through our platform; and (ii) amounts due to our suppliers for channel promotion services and cloud server services. Our trade payables increased from RMB25.9 million as of December 31, 2023 to RMB57.0 million as of December 31, 2024, and further increased to RMB132.5 million as of December 31, 2025, which was in line with our business growth.

We are generally granted a credit period of 30 days by our suppliers on purchases of services.

The following table sets forth the breakdown of our trade payables by nature as of the dates indicated.

	As of December 31,		
	2023	2024	2025
	(RMB in thousands)		
Trade Payable:			
Remuneration of flexible workers	24,767	55,891	130,265
Other trade payables	1,098	1,114	2,225
Total	**25,865**	**57,005**	**132,490**

The following table sets forth the aging analysis of our trade payables as of the dates indicated.

	As of December 31,		
	2023	2024	2025
	(RMB in thousands)		
Trade Payables:			
Within 1 year	25,865	56,996	132,481
1 to 2 years	—	9	9
Total	**25,865**	**57,005**	**132,490**

As of May 31, 2026, RMB132.5 million, or 92.3%, of our trade payables as of December 31, 2025 had been settled.

Other Payables and Accruals

Our other payables and accruals primarily consist of (i) salary payables to our employees, (ii) other tax payables, mainly including VAT payables and (iii) other payables, mainly representing security deposits and miscellaneous payables.

The following table sets forth our other payables and accruals as of the dates indicated.

	As of December 31,		
	2023	**2024**	**2025**
	(RMB in thousands)		
Other payables and accruals:			
Salary payables	10,803	12,561	16,227
Other tax payables	4,317	8,245	21,703
Other payables	1,690	4,195	6,891
Total	**16,810**	**25,001**	**44,821**

Our other payables and accruals increased from RMB16.8 million as of December 31, 2023, to RMB25.0 million as of December 31, 2024, primarily driven by an increase of RMB3.9 million in other tax payables in line with our business growth. Our other payables and accruals further increased to RMB44.8 million as of December 31, 2025, primarily driven by an increase of RMB13.5 million in other tax payables as our business continued to expand.

Contract Liabilities

Our contract liabilities mainly arise from the advance payments received from our enterprise customers for our online recruitment matching services yet to be provided through our *Qing Tuan She (青團社)* platform. Our contract liabilities remained relatively stable at RMB9.8 million, RMB9.3 million and RMB11.0 million as of December 31, 2023, 2024 and 2025, respectively.

Amounts Due to Related Parties

The following table sets forth a breakdown of our amounts due to related parties as of the dates indicated:

	As of December 31,		
	2023	**2024**	**2025**
	RMB'000	*RMB'000*	*RMB'000*
Trade related:			
Amounts due to related parties			
Cathay Insurance Co., Ltd.	—	88	1,244

Our amounts due to related parties were nil, RMB88.0 thousand and RMB1.2 million as of December 31, 2023, 2024 and 2025, respectively. Our amounts due to related parties primarily represent amounts payable to Cathay Insurance Co., Ltd. of trade nature for the commercial insurance services provided to us.

Interest-bearing Bank and Other Borrowings

Our interest-bearing bank and other borrowings consist of bank loans with a maturity period of less than one year or on demand, including secured and non-secured, and other borrowings. Our interest-bearing bank and other borrowings were RMB50.5 million, RMB106.3 million and RMB238.4 million as of December 31, 2023, 2024 and 2025, respectively. All of our interest-bearing bank and other borrowings are denominated in RMB and are adjusted according to our operational needs. For details of the effective interest rates and maturity of our bank loans and other borrowings, see Note 22 to the Accountants' Report in Appendix I to this document.

Our Directors confirm that as of the Latest Practicable Date, the agreements under our borrowings did not contain any covenant that would have a material adverse effect on our ability to make additional borrowings or issue debt or equity securities in the future. Our Directors further confirm that we had no defaults in bank and other borrowings, nor did we breach any covenants (that were not waived) during the Track Record Period and up to the Latest Practicable Date. Our Directors further confirm that during the Track Record Period and up to the Latest Practicable Date, we did not experience any material difficulties in obtaining credit facilities, or withdrawal of facilities or requests for early repayment. As of May 31, 2026, being the most recent practicable date for determining our indebtedness, we had unutilized committed credit facilities of RMB319.7 million. Our Directors confirm that there has not been any material change in our indebtedness since the Latest Practicable Date and as of the date of this document.

Lease Liabilities

Our lease liabilities primarily represent the amount to be paid for leased properties for office space. Our lease liabilities increased from RMB1.0 million as of December 31, 2023 to RMB2.4 million as of December 31, 2024, and then decreased to RMB0.8 million as of December 31, 2025. The current portion of our lease liabilities amounted to RMB1.0 million, RMB1.6 million and RMB0.8 million as of December 31, 2023, 2024 and 2025, respectively. The non-current portion of our lease liabilities amounted to nil, RMB0.8 million and nil as of December 31, 2023, 2024 and 2025, respectively. The increase in our lease liabilities from 2023 to 2024 was primarily attributable to the extension of existing leases. The lease term was renewed from one year to two years in 2024, with lease payments made on a semi-annual basis. As a result, a portion of the outstanding lease payments under the two-year lease agreements was recognized as non-current lease liabilities, while the remaining portion was recognized as current lease liabilities. The decrease in our lease liabilities from 2024 to 2025 was primarily as a result of payments made for the existing lease.

TRANSACTIONS WITH RELATED PARTIES

With respect to the related party transactions set forth in Note 29 of the Accountants' Report in Appendix I to this document, our Directors confirm that these transactions were conducted on normal commercial terms or such terms that were no less favourable to our Group than those available to Independent Third Parties and were fair and reasonable and in the interest of our Shareholders as a whole.

LIQUIDITY AND CAPITAL RESOURCES

During the Track Record Period and up to the Latest Practicable Date, we funded our cash requirements principally from cash generated from our business operations, bank and other loans and capital contribution from shareholders. After the [REDACTED], we intend to finance our future capital requirements through cash generated from our business operations, the [REDACTED] from the [REDACTED], and if needed, other future equity or debt financings. We currently do not anticipate any changes to the availability of financing to fund our operations in the near future.

Cash Flow Analysis

The following table sets forth our cash flows for the years indicated.

	For the Year Ended December 31,		
	2023	**2024**	**2025**
	(RMB in thousands)		
Net cash flows used in operating activities	(37,921)	(66,916)	(79,441)
Net cash flows from investing activities	11,848	5,282	27,133
Net cash flows from financing activities	48,058	51,255	124,498
Net increase/(decrease) in cash and cash equivalents	**21,985**	**(10,379)**	**72,190**
Cash and cash equivalents at the beginning of year	5,658	27,643	17,264
Cash and cash equivalents at end of year	**27,643**	**17,264**	**89,454**

Net cash flows used in operating activities

In 2025, net cash used in operating activities were RMB79.4 million, primarily consisting of our loss before tax of RMB269.0 million, adjusted for certain non-cash and non-operating items. Adjustments for certain non-cash and non-operating items primarily include (i) fair value losses of financial liabilities at fair value through profit or loss of RMB165.3 million, (ii) share-based payment expenses of RMB100.3 million, (iii) finance costs of RMB6.0 million, and (iv) depreciation of right-of-use assets of RMB1.6 million. The amount was further adjusted by changes in working capital, which primarily resulted from (i) an increase in other payables and accruals of RMB19.8 million, (ii) an increase in trade payables of RMB75.5 million, and (iii) an increase in contract liabilities of RMB1.7 million, partially offset by (i) an increase in trade receivables of RMB177.4 million, and (ii) an increase in prepayments, other receivables and other assets of RMB4.3 million.

In 2024, net cash used in operating activities were RMB66.9 million, primarily consisting of our loss before tax of RMB20.9 million, adjusted for certain non-cash and non-operating items. Adjustments for certain non-cash and non-operating items primarily include (i) fair value losses of financial liabilities at fair value through profit or loss of RMB12.3 million, (ii) finance costs of RMB2.8 million, and (iii) depreciation of right-of-use assets of RMB1.9 million. The amount was further adjusted by changes in working capital, which primarily resulted from an increase in other payables and accruals of RMB8.2 million, partially offset by (i) an increase in trade receivables of RMB97.9 million, and (ii) an increase in prepayments, other receivables and other assets of RMB2.0 million.

In 2023, net cash used in operating activities were RMB37.9 million, primarily consisting of our loss before tax of RMB110.2 million, adjusted for certain non-cash and non-operating items. Adjustments for certain non-cash and non-operating items primarily include (i) fair value losses of financial liabilities at fair value through profit or loss of RMB83.2 million, (ii) depreciation of right-of-use assets of RMB1.9 million, (iii) share-based payment expenses of RMB0.7 million, and (iv) finance costs of RMB0.6 million. The amount was further adjusted by changes in working capital, which primarily resulted from (i) an increase in trade receivables of RMB34.4 million and (ii) a decrease in other payables and accruals of RMB7.8 million, partially offset by (i) an increase in trade payables of RMB24.1 million, (ii) a decrease in amounts due from related parties of RMB4.4 million and (iii) a decrease in prepayments, other receivables and other assets of RMB1.0 million.

Our net cash outflow position during the Track Record Period was primarily attributable to our rapid business growth, which required additional working capital investment to support its expansion. In view of our net operating cash outflows during the Track Record Period, we plan to improve our net cash flow position and continue to strengthen our working capital management and enhance capital utilization efficiency. For instance, we will continue to optimize our customer credit management mechanism by strengthening customer onboarding review, credit assessment and ongoing monitoring, and adopt differentiated settlement arrangements based on customers' credit profiles and further enhance the management of settlement cycles, overdue collection and late payment mechanisms to accelerate accounts receivable collection. In addition, we will enhance our existing IT systems to monitor customer receivables in real time and improve the efficiency of accounts receivable management. We will also continue to plan our working capital arrangement based on our business development needs and improve the efficiency of capital allocation, while supporting sustainable business growth. Furthermore, we will continue to enhance our financial and internal control systems, strengthen end-to-end management of cash inflows and outflows and improve working capital turnover efficiency to maintain working capital at an appropriate level.

Net cash flows from investing activities

In 2025, net cash flows from investing activities were RMB27.1 million, primarily attributable to maturity of financial assets through profit or loss of RMB486.8 million, partially offset by (i) purchases of financial assets at fair value through profit or loss of RMB453.5 million, (ii) an increase in restricted cash of RMB5.0 million, and (iii) an increase in amounts due from related parties of RMB1.2 million.

In 2024, net cash flows from investing activities were RMB5.3 million, primarily attributable to maturity of financial assets through profit or loss of RMB506.4 million and a decrease in amounts due from related parties of RMB0.8 million, partially offset by purchases of financial assets at fair value through profit or loss of RMB502.0 million.

In 2023, net cash flows from investing activities were RMB11.8 million, primarily attributable to maturity of financial assets through profit or loss of RMB499.3 million, partially offset by (i) purchases of financial assets at fair value through profit or loss of RMB485.6 million, and (ii) an increase in amounts due from related parties of RMB1.8 million.

Net cash flows from financing activities

In 2025, net cash flows from financing activities were RMB124.5 million, primarily attributable to proceeds from bank and other loans of RMB1,765.3 million, partially offset by (i) repayment of bank and other loans of RMB1,633.2 million, (ii) interest paid for interest-bearing bank and other borrowings of RMB5.9 million, and (iii) principal portion of lease payments of RMB1.6 million.

In 2024, net cash flows from financing activities were RMB51.3 million, primarily attributable to proceeds from bank and other loans of RMB311.0 million, partially offset by (i) repayment of bank and other loans of RMB255.2 million, (ii) interest paid for interest-bearing bank and other borrowings of RMB2.7 million, and (iii) principal portion of lease payments of RMB1.7 million.

In 2023, net cash flows from financing activities were RMB48.1 million, primarily attributable to proceeds from bank and other loans of RMB53.5 million, partially offset by (i) repayment of bank and other loans of RMB3.0 million, (ii) principal portion of lease payments of RMB1.9 million, and (iii) interest paid for interest-bearing bank and other borrowings of RMB0.6 million.

Working Capital Sufficiency

Taking into account the financial resources available to us, including anticipated cash flow from our business operations, existing cash on hand (including cash and cash equivalents, the current portion of our financial assets at fair value through profit or loss, and unutilized committed credit facilities), and the estimated [REDACTED] from the [REDACTED], our Directors are of the view that we have sufficient working capital to meet our present needs and for the next twelve months from the date of this document.

INDEBTEDNESS

The following table sets forth the breakdown of our indebtedness as of the dates indicated.

	As of December 31,			As of May 31,
	2023	2024	2025	2026
				(Unaudited)
		(RMB in thousands)		
Current:				
Interest-bearing bank and other borrowings	50,539	106,307	238,382	320,452
Lease liabilities	956	1,571	810	—
Non-current:				
Lease liabilities	—	810	—	—
Total	**51,495**	**108,688**	**239,192**	**320,452**

For further details, see "— Discussion of Certain Key Items of Consolidated Statements of Financial Position."

CONTINGENT LIABILITIES

During the Track Record Period and up to the Latest Practicable Date, we did not have any material contingent liabilities. Our Directors confirm that there has been no material change in our contingent liabilities as of the Latest Practicable Date. Save as otherwise disclosed under sections headed "— Indebtedness" and "— Capital Expenditures and Commitments — Capital Commitments", as of June 18, 2026, being the latest practicable date for determining our indebtedness, we did not have any outstanding mortgages, charges, debentures, other issued debt capital, bank overdrafts, borrowings, liabilities under acceptance or other similar indebtedness, hire purchase commitments, guarantees or other material contingent liabilities.

KEY FINANCIAL RATIOS

The following table sets forth certain of our key financial ratios for the years indicated.

	For the Year Ended/As of December 31,		
	2023	**2024**	**2025**
Revenue growth rate	N/A	159.2%	102.8%
Trade receivables turnover days(2)	30.4	31.8	36.3

Notes:

(1) Trade receivables turnover days for the year equal the average of the beginning and ending balances of trade receivables divided by revenue for that year and multiplied by 365 days.

OFF-BALANCE SHEET COMMITMENTS AND ARRANGEMENTS

As of the Latest Practicable Date, we had not entered into any financial guarantees or other commitments to guarantee the payment obligations of any third parties. We have not entered into any derivative contracts that are indexed to our shares and classified as Shareholder's equity or that are not reflected in our consolidated financial statements. Furthermore, we do not have any retained or contingent interest in assets transferred to an unconsolidated entity that serves as credit, liquidity or market risk support to such entity. We do not have any variable interest in any unconsolidated entity that provides financing, liquidity, market risk or credit support to us or engages in leasing, hedging or product development services with us.

FINANCIAL RISK DISCLOSURE

We are exposed to a variety of financial risks, including interest rate risk, credit risk and liquidity risk. Our overall risk management program focuses on these financial risks and seeks to minimize potential adverse effects on our financial performance. Our Board reviewed and agreed the risk management policies. For a detailed analysis of our financial risks, see Note 32 to the Accountants' Report in Appendix I to this document.

DIVIDEND AND DIVIDEND POLICY

No dividend has been paid or declared by our Company and our subsidiaries during the Track Record Period. As of the Latest Practicable Date, we did not have a formal dividend policy or a fixed dividend distribution ratio. PRC laws require that dividends be paid only out of our distributable profits. Distributable profits are our after-tax profits, less appropriations to statutory and other reserves that we are required to make. Pursuant to our Articles of Association, our Board may declare dividends in the future after taking into account our results of operations, financial conditions, cash requirements and availability, and other factors as it may deem relevant at such time. Any declaration and payment as well as the amount of dividends will be subject to our Articles of Association, applicable PRC laws and approval by our Shareholders.

After the [REDACTED], we may declare and pay dividends mainly by cash or by stock that we consider appropriate. Decisions to declare or to pay any dividends in the future, will depend on, among other things, our Company's profitability, operations and development plans, external financing environment, costs of capital, our Company's cash flows and other factors that our Directors may consider relevant. Our ability to distribute dividends in the future also depends on whether we can receive dividends from our subsidiaries.

DISTRIBUTABLE RESERVES

As of December 31, 2025, we did not have any distributable reserves available for distribution to our shareholders.

[REDACTED]

[REDACTED]

NO MATERIAL ADVERSE CHANGE

Our Directors have confirmed that, up to the date of this document, there has been no material adverse change in our financial or trading position or prospects since December 31, 2025, being the end date of our latest consolidated financial statements, and there has been no event since December 31, 2025 that would materially affect the information shown in the Accountants' Report set out in Appendix I to this document.

DISCLOSURE UNDER RULES 13.13 TO 13.19 OF THE LISTING RULES

Our Directors confirm that, as of the Latest Practicable Date, there was no circumstance that would give rise to a disclosure requirement under Rules 13.13 to 13.19 of the Listing Rules.

UNAUDITED PRO FORMA STATEMENT OF ADJUSTED CONSOLIDATED NET TANGIBLE ASSETS

Please refer to "Appendix II — [REDACTED]" for further details.