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OVERVIEW

We are a leading healthcare AI technology company and the only enterprise that provides commercialized L1- to L3-stage solutions and fully developed L4-stage solutions in China, possessing full-stack research and development capabilities spanning from data infrastructure to algorithms and applications.* We have been deeply engaged in the healthcare industry in Chinese mainland for many years, primarily serving hospitals and hospital groups, and have maintained a leading position in this market for consecutive years. According to the CIC Report, we are the largest healthcare AI solution provider for hospitals in China in terms of revenue in 2025. We are also the largest healthcare AI solution provider for large hospitals in China in terms of revenue in 2025. As of December 31, 2025, we have served over 800 hospitals, including over 400 large hospitals.

We have been empowered by innovative AI as our core engine, leveraging deep professional medical knowledge as our guide and robust data capabilities as our foundation. Our goal is to safeguard public health, enhance patient care quality, improve the precision of clinical diagnosis and treatment decisions, boost hospital operational efficiency, and promote advanced scientific research and medical innovation.

We have successfully connected real-world demand insights with AI and LLM technologies, creating a pyramid of AI solutions that are driven by *Synapse* as the core technology foundation. As of December 31, 2025, our solutions empowered over 900 clients, including hospitals and hospital groups, healthcare companies, and health regulatory departments. In addition, we have landed the world’s first AI-led clinic pilot in Saudi Arabia, contributing our intelligence and strength to propel the healthcare AI industry towards the L4 stage.

Market Opportunities

Healthcare is a cornerstone of the global economy, playing a critical role in safeguarding social welfare and fostering long-term economic growth. According to the CIC Report, global healthcare expenditure is expected to increase from RMB74.8 trillion in 2025 to RMB87.4 trillion by 2030. As one of the largest healthcare markets worldwide, China’s healthcare spending is expected to grow from RMB10.3 trillion to RMB13.2 trillion over the same period, representing a CAGR of 5.1%. By leveraging technologies such as natural language processing, or NLP, and machine learning, healthcare AI solutions are enhancing clinical service quality, management efficiency for medical resources, and clinical research.

Advancements in Healthcare AI Solutions. The development of general LLMs, has equipped AI with advanced natural language understanding, reasoning, and generation capabilities, marking a shift toward conditional autonomy functionalities. By integrating these general LLMs with extensive professional medical knowledge bases, healthcare AI solutions are transitioning from L1- and L2-stage solutions, which offer supportive insights, to L3- and L4-stage autonomous agents capable of independently executing tasks. The global healthcare AI solutions market is projected to grow from RMB44.4 billion in 2025 to RMB92.0 billion by 2030. In China, a critical sub-market, the healthcare AI solutions market is expected to expand from RMB18.0 billion in 2025 to RMB35.9 billion by 2030, representing 40.6% and 39.0% of the global total in 2025 and 2030, respectively. Advancements in foundational models, the accumulation of high-quality medical data, and supportive policy initiatives are driving healthcare AI solutions toward higher levels of automation. By 2030, the L3-stage healthcare AI solutions market is forecasted to reach RMB11.4 billion globally and RMB7.5 billion in China. Meanwhile, L4-stage healthcare AI solutions are expected to enter pilot programs globally in 2025, with the global market projected to reach RMB0.8 billion by 2030.

* For more details on L1 to L4 stage in healthcare AI industry, see “Industry Overview.”

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Drivers and Trends. Technological advancements have laid a solid foundation for healthcare AI industry. Particularly, the increasing availability of high-quality, structured medical data enhances clinical decision making, supports clinical research, and strengthens public health management and cost control for medical insurance. Strong government support, through healthcare policies and new medical reforms, promotes the adoption of smart hospitals which opens up robust demand for healthcare AI solutions.

The healthcare AI industry faces several challenges primarily including data governance and integration complexity, the application of AI to medical scenarios requiring clinical reasoning and localized practices, and several commercialization barriers. For more information, see “Industry Overview — Healthcare AI Solutions for Hospitals — Challenges of the Healthcare AI Industry.”

Our Value Proposition

We provide healthcare AI solutions to equip industry stakeholders such as hospitals, hospital groups and health regulatory departments. By connecting medical needs with innovative technology, we provide advanced, value-oriented, and sustainable healthcare AI solutions to propel medical services to reach a new level of intelligence.

- *Unlocking the Deep Value of Healthcare Data.* We understand the complex challenges inherent in healthcare data, including heterogeneity, fragmentation, lack of standardization, and rigorous security and compliance requirements. Leveraging AI-empowered toolchain and solutions, we are committed to dismantling those barriers and facilitating seamless integration of data with AI applications. Therefore, by transforming dormant data into strategic assets that empower healthcare transformation, we are able to elevate the capabilities of medical professionals, optimize operational efficiency for hospitals, fuel industry innovation, and ultimately improve patient safety and outcomes.
- *Deep Professional Medical Knowledge Base.* Healthcare AI is not merely code stacking, but a professional tool entrusted with lives. We embed deep medical knowledge and strict compliance with clinical guidelines into the product’s core. Our R&D team, composed of medical experts, works closely with frontline industry specialists to ensure that functional modules accurately reflect real-world healthcare scenarios and reasoning. We continually iterate our solutions to guarantee that decision support and information prompts remain evidence-based and reliable.
- *Balancing Interests among Stakeholders.* We are committed to building a new framework for smart healthcare centered on innovative AI solutions. By deeply collaborating with stakeholders within the existing medical systems, our AI solutions balance the interests of all parties. Our AI solutions thus empower doctors to focus on patient care, streamline hospital management, support effective regulation, and reassure the public, which further improves industry collaboration, clinical quality, optimizes resources, and enhances public health.

Our Core Capabilities

Synapse — Our Proprietary Technology Foundation Combining AI Algorithms, Medical Knowledge Engineering and Heterogeneous Data Governance that Drives Our Innovation and Competitiveness

Our core competitiveness stems from *Synapse*, our proprietary technology foundation and our technology “flywheel.” It consists of three propellers: (i) innovative AI algorithms, (ii) medical knowledge engineering, and (iii) heterogeneous data governance. They form a self-reinforcing, continuously evolving technology flywheel, collectively building our deep and hard-to-replicate technological barriers in the healthcare AI industry.

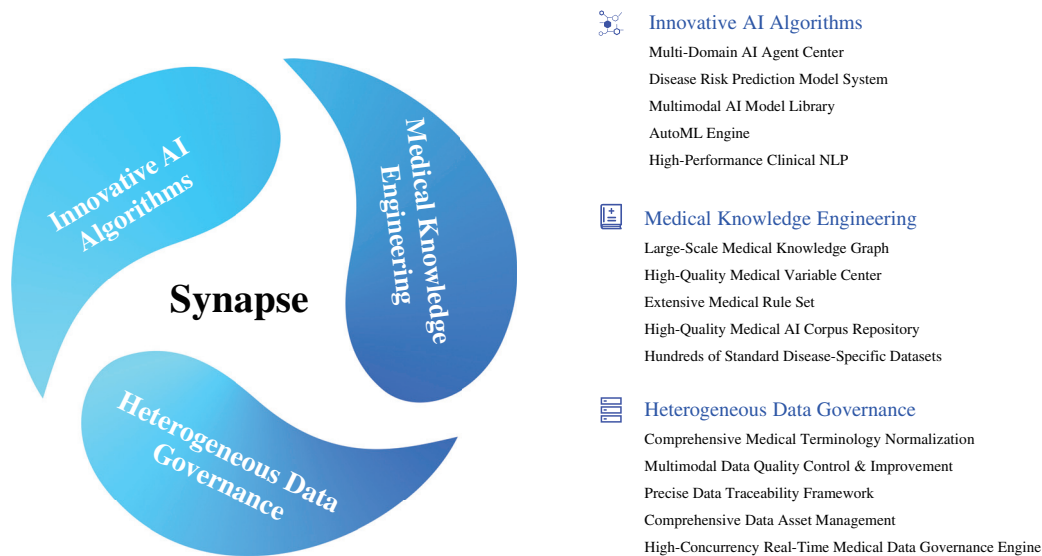
- *Innovative AI Algorithms — the Engine.* Innovative AI algorithms are the core “engine” driving the high-speed operation of our flywheel. Our proprietary full-stack AI platform not only covers the full lifecycle management of large language models, or LLMs, and dedicated

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medical models, including R&D, tuning, deployment, and iteration, but also deeply integrates industry-leading technologies such as retrieval-augmented generation, or RAG, context engineering, and tuning with autonomous decision-making capabilities. Our AI capabilities serve as the driving force that transforms data and knowledge into clinical value.

- *Medical Knowledge Engineering — the Compass.* Medical knowledge engineering equips our powerful AI “engine” with a precise “navigation compass” and reliable safety guardrails. By transforming vast medical guidelines, clinical pathways, and expert consensuses into professional medical knowledge bases and semantic networks that machines can deeply understand, it provides high-quality retrieval sources for technologies such as RAG, and also serves as the rule-based safeguard for AI decision-making. This ensures that AI proceeds along the correct track that is rigorous, compliant, and clinically effective, thereby precisely transforming technological potential into real-world medical value.
- *Heterogeneous Data Governance — the Foundation.* Heterogeneous data governance forms the foundational propeller that enables the continuous and effective operation of our flywheel in practical application scenarios. Our proprietary data governance engine and agents can efficiently break data silos within medical institutions, intelligently govern and integrate massive, multimodal heterogeneous raw data into standardized, computable, and high-value data assets for our clients. This is not only the essential basis for training high-quality healthcare AI models but also the prerequisite for achieving intelligent, cross-system decision-making.

The following graph illustrates our *Synapse* flywheel.



These three propellers thus form a powerful positive feedback loop. Our leading AI algorithms, guided by professional medical knowledge, can efficiently perform deep governance and assist value mining on massive heterogeneous data at client end. Thereby, we can more efficiently facilitate the practical implementation of our healthcare AI solutions in hospitals, thus driving continuous iteration and performance enhancement of AI algorithms in real-world scenarios. Stronger AI algorithms also accelerate the discovery and engineering efficiency of professional medical knowledge. Ultimately, we achieve a flywheel effect where algorithms drive applications, applications extract knowledge and capabilities, and knowledge and capabilities reinforce algorithms. This self-accelerating growth loop ensures that we can provide highly efficient and flexible technological support for medical applications and continuously iterate our solutions at faster speeds and lower marginal costs, solidifying our leading position in the healthcare AI solutions market.

For more information, see “— Our Core Technology Foundation — *Synapse*.”

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Multi-Scenario AI Solution Matrix, Building Full-Domain Healthcare AI

We focus on creating AI solutions that deeply integrate into the core processes of the healthcare industry, comprehensively covering key vertical application scenarios. For example, our solutions span from data infrastructure to algorithms and applications in hospitals, fully addressing key scenarios such as clinical practice, research and operational management, making us the multi-scenario partner for clients’ AI transformation. Relying on powerful AI technology and deep insights in the healthcare industry, we have built an industry-leading multi-scenario AI solution matrix, aiming to provide end-to-end, full-chain intelligent empowerment to industry participants.

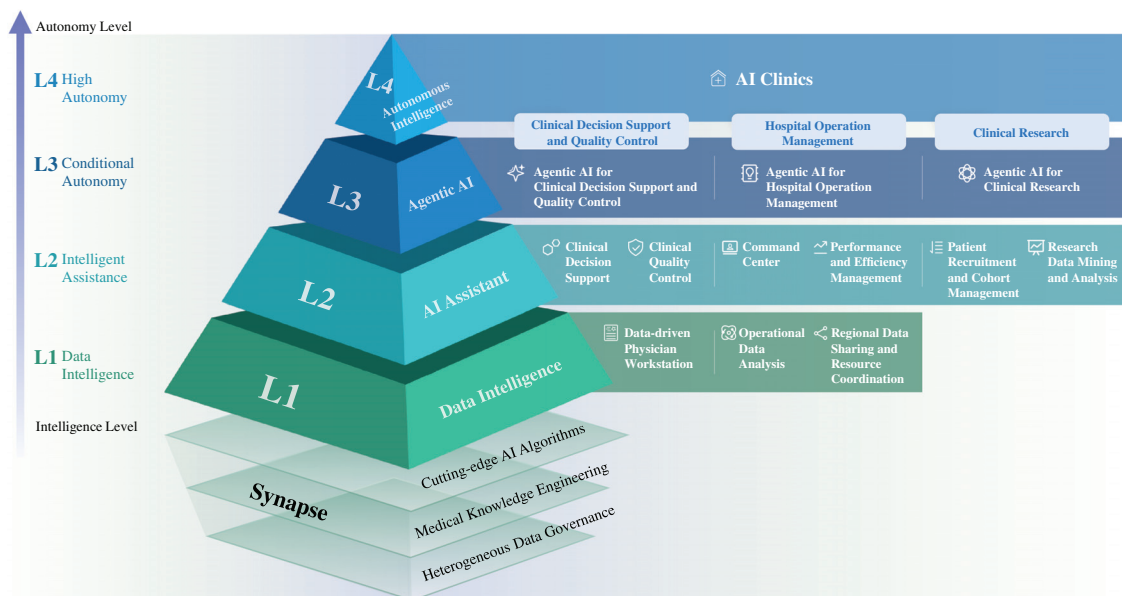
Leading Healthcare AI Applications to the L4 Full-Cycle High Autonomy Stage

In the first half of 2025, as a new benchmark for the global healthcare AI industry, we established the world’s first AI clinic pilot in Saudi Arabia. Through multimodal interaction, our AI clinic efficiently generates standardized reports containing diagnoses, examination recommendations, and medication plans, which are reviewed by human doctors. According to the CIC Report, this pilot project represents the world’s first and only AI clinic solution, marking a significant breakthrough in L4 application in the healthcare AI industry. In the future, we intend to gradually expand the range of diseases covered by AI clinics, promote the establishment of regional healthcare AI standards, and continue to optimize global medical resource allocation.

Our Solution Matrix

During the Track Record Period, we developed a full-stack technology framework covering L1-stage data intelligence to L4-stage autonomous intelligence to address key challenges in the healthcare AI industry, providing our clients with multi-scenario healthcare AI solutions. We have successfully commercialized and deployed L1- to L3-stage solutions, including: (i) L1-stage data intelligence solutions, (ii) L2-stage AI assistant solutions, and (iii) L3-stage agentic AI solutions. Looking ahead, we are collaborating with global ecosystem partners to focus on the research, development, and validation of L4-stage autonomous intelligence solutions, aiming to accelerate their commercialization and large-scale deployment, thereby empowering the transformation of the entire industry.

The following graph illustrates our solution matrix.



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- *Data Intelligence Solutions.* L1-stage solutions offer advanced digital tools for hierarchical data visualization and multi-dimensional analysis. These tools enhance staff efficiency and support better-informed management and clinical decision-making. While these solutions do not provide direct recommendations and all decisions remain with humans, they enable end-to-end data intelligence by integrating data analysis, application, and mining. This provides medical institutions with visualized strategic insights. As the foundation of our healthcare AI applications, these solutions primarily consist of two categories: (i) hospital operation management products, which cover operational data analysis for individual hospitals as well as regional data sharing and resource coordination, and (ii) clinical decision support and quality control products, notably our data-driven physician workstation.
- *AI Assistant Solutions.* L2-stage solutions demonstrate cognitive understanding and reasoning ability. By combining medical knowledge bases with AI technologies, L2-stage solutions can automatically analyze vast volumes of healthcare data. They deliver multidimensional, personalized decision-support suggestions for diagnosis, treatment planning, hospital operations, and research. Final decisions, however, are still given by medical professionals. Our AI assistant solutions represent the evolution from data visualization and manual data analysis to data-driven AI assisted decision-making, achieving extensive applications across key scenarios in the healthcare industry. Through highly applicable AI algorithms and models, we provide medical practitioners and hospital administrators with precise, context-aware decision support that aids clinical diagnosis, optimizes quality-control processes, enhances research efficiency and refines operations, while also ensuring the explainability and traceability of AI recommendations. Our AI assistant solutions primarily consist of three categories: (i) clinical decision support and quality control products, (ii) hospital operation management products, including command centers and performance and efficiency management, and (iii) clinical research products, including patient recruitment and cohort management and research data mining and analysis.
- *Agentic AI Solutions.* Our L3-stage solutions are capable of autonomous planning, decision-making and execution based on environmental data and predefined objectives, operating under continuous supervision with limited human interaction in specified tasks or defined scenarios. Human intervention is still required at critical junctures for validation or to address exceptions. Leveraging innovative agentic AI powered by LLMs, our solutions facilitate a strategic shift from a point-based assistant mode to a comprehensive, proactive, and collaborative intelligent mode. Our agentic AI functions as active participants in medical processes, offering dynamic collaboration, self-learning and knowledge sharing. It identifies potential risks and optimization opportunities in real time and collaboratively formulates optimal decisions. Our agentic AI solutions can be categorized under main scenarios, primarily consisting of three categories: (i) agentic AI for clinical decision support and quality control products, (ii) agentic AI for hospital operation management products, and (iii) agentic AI for clinical research products.

OUR COMPETITIVE STRENGTHS

We believe that we have the following competitive strengths:

Leading Healthcare AI Technology Company

We are a leading healthcare AI technology company, possessing full-stack R&D capabilities spanning from data infrastructure to algorithms and applications. According to the CIC Report, we are the largest healthcare AI solution provider for hospitals in China in terms of revenue in 2025. We are also the largest healthcare AI solution provider for large hospitals in China in terms of revenue in 2025. The healthcare AI solutions that we provide cover fields such as clinical decision support and quality control, hospital operation management and clinical research, among others. As of December 31, 2025, we have served over 800 hospitals, including over 400 large hospitals. In addition, we also established the world’s first “unmanned” AI clinic pilot.

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We have won multiple national, provincial, and industry honors, including the national “Little Giant” title for high-growth, technology-driven small and medium enterprises that excel in niche markets with innovations. We consecutively topped the “Shanghai Hard-Core Tech Companies Top 100” for two years, received two “SAIL Award Top 30” at the 2021 and 2023 World AI Conference, and were selected for the 2024 Forbes “China AI Tech Companies Top 50.” According to a report issued by IDC, a global leading market research consulting institution, we ranked the first in terms of the market share in China’s medical big data solutions industry for 2023 and 2024 consecutively.

We are the only healthcare AI technology company capable of achieving L1- to L4-stage solution coverage, possessing full-stack independent development capabilities spanning from data infrastructure to high-level autonomous intelligent decision-making. This brings us a cross-generational leading position and constitutes our competitive moat.

Strong Independent R&D Capabilities and Core Technology Accumulation

Focusing on medical application scenarios, we have maintained solid technological advantages in data governance, AI applications, and AI agents. Along the way, we have established proprietary AI algorithm systems, complete evidence-based professional medical knowledge systems, and strong medical data governance capabilities, which, collectively, form our core *Synapse* technology foundation, bringing us the leading position in the healthcare AI solutions market.

- *AI Algorithm R&D Capabilities.* Based on medical application scenarios, we continue to conduct AI algorithm R&D, focusing on solving core challenges such as clinical text structuring and information extraction, diagnosis and decision assistance, treatment plan optimization, clinical research assistance, and hospital operational efficiency improvement, ensuring precision and robustness of AI algorithms in real-world clinical environments. We integrate AI algorithms with data, models and knowledge, unifying management and scheduling of AI resources, ultimately enabling the implementation of AI applications in real-world scenarios.
- *Medical Knowledge Engineering Capabilities.* As we have served extensive hospital clients and accumulated our own practical experience, we have summarized and established a complete evidence-based professional medical knowledge library, primarily including medical knowledge graphs, medical rules, medical identifiers, among others. Through integrating AI technology with professional medical knowledge in depth, we have enhanced the understanding and insight into medical application scenarios.
- *Heterogeneous Data Governance Capabilities.* Our proprietary data integration engine can perform structured processing on heterogeneous data based on NLP, machine learning, and other technologies. Our integrated data governance suite delivers end-to-end data capabilities, including seamless data ingestion, cleansing, normalization, labeling, and secure storage, among others. This enables our clients to convert raw data into high-quality and standardized data assets, thereby providing our clients with solid data support for subsequent clinical research, medical decision-making, management optimization, and other application scenarios.

As of December 31, 2025, members of our R&D team have published over 70 research papers, and we have led or participated in 11 national or provincial research projects. As of the Latest Practicable Date, we owned 40 registered patents, including 38 invention patents, submitted 11 pending patent applications, and owned 443 software copyrights in China. We place quality and safety first for our R&D process, having passed multiple International Organization for Standardization, or ISO, quality and safety management system certifications.

Multi-Scenario Solution Matrix and Outstanding Application Results

Leveraging our full-stack in-house R&D capabilities, we offer a comprehensive solution matrix that covers three main scenarios: (i) clinical decision support and quality control, (ii) hospital operation management, and (iii) clinical research, respectively.

- *Clinical Decision Support and Quality Control.* Our solutions performed over 23 million evaluations on average each month in 2025, cumulatively safeguarding disease risk assessments for approximately 37 million patients as of December 31, 2025. As of December 31, 2025, our AI assistant for venous thromboembolism assessment, or VTE assessment, and

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diagnosis achieve a recommendation success rate of approximately 94%⁽¹⁾; one of our clients reduced its VTE inpatient mortality rate by 83%⁽²⁾, comparing its last reported rate before installing our products and that from installation until December 31, 2024. Our solutions cumulatively issued 18 million reminders at the physician end, effectively enhancing the quality of medical records.

- *Hospital Operation Management.* Powered by extensive operational data, our solutions have helped clients significantly enhance their operational efficiency. For example, one client hospital saw a 28% increase in revenue, a 28% improvement in bed turnover, and a 10% reduction in expense per patient hospitalization, in 2023 as compared to 2022. In addition, as of December 31, 2025, 119 of our hospital clients nationwide have successfully passed national evaluations, demonstrating our ability to assist in effective transformation towards hospital intelligence and efficient operational management.
- *Clinical Research.* As of December 31, 2025, our solutions have cumulatively constructed more than 1,600 specialized disease databases and research projects, and enrolled over 74.8 million patients, estimated based on a sample of clients. Our solutions have further assisted in the publication of numerous medical academic papers, accelerating the transformation of clinical research into tangible results. One academic paper achieved an impact factor of 41.362.

Our healthcare AI solutions share the following characteristics:

- *Comprehensiveness.* We offer a comprehensive and diverse solution matrix, enabling full-chain intelligent upgrades from data integration, governance to AI applications, meeting medical institutions’ demands for centralization and integration.
- *Flexibility.* Leveraging full-stack solution matrix, modular design concepts, and rich practical experience, we are able to split and combine standardized functional modules, achieving efficient, rapid delivery of high-performance and high-quality solutions.
- *Customizability.* Leveraging our *Synapse* technology foundation, we are able to independently develop customized functional modules to meet clients’ personalized and specific demands, which further enriches our product functions and perfects the solution matrix.

Our comprehensive, flexible, and customizable solutions enable us to provide clients with integrated services from initial conceptualization to end-to-end delivery and complete deployment, truly creating value for our clients. This full-stack technical support, multi-scenario coverage, one-stop solution delivery, and outstanding application results strengthen our relationships with existing clients and attract new clients, further enhancing our market share and leading position. For a sample of 151 clients, we have cumulatively helped them process more than 250 billion data entries. Based on this, for our approximately 800 hospital clients, we estimate that we have cumulatively helped them process over a trillion data entries.

(1) Assessment and diagnosis recommendation success rate for a single hospital is calculated by the result of dividing (i) the total number of cases where a doctor followed our system’s automatic recommendation, by (ii) total number of cases where a doctor received our system’s automatic recommendation for check-up, from the date of installation. Total assessment and diagnosis recommendation success rate is estimated based on the weighted arithmetic mean of the assessment and diagnosis recommendation success rates of a sample of 15% hospitals that installed our AI assistant for VTE assessment and diagnosis.

(2) Mortality rate of VTE inpatients for a single hospital during a certain period is calculated by dividing (i) the number of inpatients died due to VTE in a certain period by (ii) the number of total inpatients in the same period.

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High-Quality Client Base Ensuring Successful Commercialization

We have established four major sales and service centers across China, with clients covering over 30 provinces, autonomous regions, and municipalities. Leveraging our one-stop service capabilities and continuously expanding application scenarios, we have experienced increasing number of customers during the Track Record Period. In 2023, 2024 and 2025, we generated revenue from 179, 244 and 255 customers, respectively.

We have accumulated a broad and high-quality client base, and we are able to provide customized healthcare AI solutions directly to clients, or to a lesser extent, through intermediaries. We mainly offer our healthcare AI solutions through projects. As of December 31, 2025, our solutions empower over 900 clients, including over 800 hospitals including over 400 large hospitals, hospital groups, healthcare companies, and health regulatory departments.

We believe that as top clients in the industry have stronger purchasing power and continuously extending customized needs, serving and establishing long-term relationships with them would enable us to form profound industry insights, enhance data governance capabilities, quickly capture application demands and develop solutions adapted to new application scenarios. This also allows us to expand our brand awareness and industry influence, establish our market-leading position, paving our way to leading the intelligent transformation of the industry.

Leveraging the rapid development of LLM and AI technologies, healthcare AI can achieve thinking and judgment, discovering patients’ conditions, and prescribing treatment plans, which sufficiently simulates human doctors. Accordingly, we have landed the world’s first “unmanned” AI clinic in Saudi Arabia. This pilot initiative marks our start in expanding L4 application to clients, which will rapidly expand our future client base.

Visionary and Experienced Management Team and Inspiring Shareholders

We have a management team with strategic foresight and rich industry experience. The core founders and senior management are proactive, pragmatic in core technology R&D, product design, market development, and company management. Dr. Zhang Shaodian, our founder and chief executive officer, holds a Ph.D. in biomedical informatics from Columbia University. As a leading medical informatics expert, he has published 31 research papers with over 1,900 citations in biomedical informatics, natural language processing and machine learning. Dr. Zhang has been recognized in Fortune’s “40 Under 40 Business Leader” and Forbes’ “China 100 Young Returned Elites.” Dr. Ma Handong, our co-founder, has published 17 top-tier research papers, secured 10 patents, and contributed to major national research projects. He was selected for the 2021 Hurun U30 China Entrepreneurial Leaders. Mr. Yin Jiaheng, our co-founder and chief technology officer, has led innovations like China’s first LLM-based AI clinical notes generation system. Mr. Yin became one of the 27 national AI certified AI Training Engineer (level one) in 2022. Under their leadership, we continue to innovate and improve our technical infrastructure, achieving true implementation of general LLMs in the healthcare industry.

We attach great importance to the construction of our talent pool, establishing comprehensive training, incentive, and promotion mechanisms, and we have built a young and creative team with diverse professional backgrounds and strong execution capabilities. The core R&D management team members have all passed multiple industry certifications, such as AI trainers (levels one to three), HL7 CDA, HL7 V2.7, among others. Through years of technology development, iteration, and practical experience accumulated through client cases, we have formed a set of proprietary, efficient R&D frameworks. In addition, we have established cooperation with renowned institutions to attract a large number of high-quality professional talents and becoming our strong talent resource.

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We have a strategically valuable group of shareholders, laying a solid foundation for the long-term stable development of our business. We have attracted well-known investment institutions in the market, including Tencent Holdings Limited, IDG Capital, HongShan and Jiyuan Capital. Relying on investors’ keen industry insights, rich management experience, and resources, we can better grasp market opportunities, maintain market leadership, and achieve healthy and rapid development.

OUR GROWTH STRATEGIES

We will continue to pursue the following strategies which will drive further growth:

Bolster R&D and Application of LLMs and Agentic AI; Upgrade and Iterate Our Solutions

We plan to continue strengthening our healthcare AI infrastructure and AI comprehensive capabilities construction. Specifically, we plan to continue to strengthen our R&D efforts on *Synapse*, enhancing its core foundational function in our overall technology architecture. Combining the latest AI technologies and development of the healthcare industry, we will continuously upgrade and improve our AI algorithm capabilities, medical knowledge engineering capabilities, and data governance capabilities.

We also intend to continue to enhance the R&D of LLMs and agentic AI in the healthcare industry, enrich the implementation of L2- and L3-stage solutions in new application scenarios, and further upgrade and iterate our AI solutions. At the same time, we will continue to strengthen the R&D of L4-stage solutions. Leveraging our experience from our “unmanned” AI clinic pilot in Saudi Arabia, we plan to further enhance relevant technologies at L4 stage, ensuring our technological leadership.

We plan to establish deep cooperations with renowned domestic universities and research institutions. Through these cooperations, we intend to further incorporate complex medical terms, clinical guidelines, diagnostic paths, research paradigms, and other professional medical knowledge effectively into algorithm models, data structures, and user interaction designs, maintaining our competitive advantages.

Explore Client Needs; Continuously Enrich and Optimize the Solution Matrix

To ensure leading market share and sustainable revenue growth, we will continue to explore client needs and continuously enrich and optimize our solution matrix. Specifically, we plan to continue to drive repurchases and address new client needs. Leveraging our broad client base that includes hospitals, hospital groups, and health regulatory departments, we plan to continue to expand our long-term relationships with existing clients. We intend to continuously upgrade and iterate existing solutions to attract more repurchases. At the same time, we will continue to explore client needs to develop more applications and solutions leveraging our core data governance platform, professional medical knowledge engineering, and AI algorithm advantages.

In addition, we will continue to enrich our solution matrix. We will continuously integrate LLM and agentic AI into our existing products to provide more standardized modules and customized solutions, which will enable us to provide comprehensive, flexible, and customizable services to our clients. We aim to address personalized needs of our clients. By providing these flexible solutions, we can better implement solutions and provide support to our clients, whether they need one-time purchases or continuous operational support.

We also intend to strengthen our application capabilities in medical application scenarios. We will closely monitor the latest trends and market demands in the healthcare AI industry, thereby adjusting our R&D strategy. We will continue to cooperate with domestic renowned universities and medical research institutions to understand industry frontier demands, thereby expanding the application scenarios of our solutions and enriching our solution matrix.

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Extend Overseas Expansion Strategy; Use Technology to Empower AI Clinic Model

As part of our long-term growth strategy, we plan to leverage our existing advantages to actively reach consumers directly and expand overseas. We plan to extend our overseas expansion strategy to enhance international brand awareness and solution penetration. Many countries are actively seeking upgrades and transformations in the healthcare industry and have listed the healthcare industry as a key investment direction. For example, Saudi Arabia’s “Vision 2030,” UAE’s “Centennial Plan 2071,” and other development strategies all show the urgent demand for medical upgrades in overseas markets, creating rare strategic opportunities for us to bring our healthcare AI technology to the global market. In May 2025, we have officially piloted the world’s first AI clinic in Saudi Arabia. Leveraging the experience accumulated from long-term service to domestic hospitals, we plan to increase marketing and promotion efforts to expand to international markets, improve the penetration rate of our solutions globally, and achieve leadership in markets outside China.

We also intend to reach consumer market and explore the innovative AI clinic model. Our AI clinic efficiently generates standardized reports containing diagnoses, examination recommendations, and medication plans, which are reviewed by human doctors. As of December 31, 2025, our AI clinics can perform AI diagnosis for 33 common diseases. We are gradually expanding the range of diseases covered by AI clinics, continuously using our AI solutions to optimize global medical resource allocation. At this stage, we are further enhancing our AI Clinic solutions for the Middle East market in collaboration with local partners, and we plan to continue expanding this initiative.

Accelerate Commercialization Process; Expand Sales Team and Build Overseas Sales Centers

Leveraging project experiences and solution advantages accumulated domestically, we will increase our investments in healthcare AI solutions to accelerate the commercialization process and expand overseas, thereby enhancing our market shares in both domestic and global markets. We plan to assemble international sales teams through introducing international talents and cultivating employees with international vision, providing localized services to clients.

We also intend to accelerate the localization of healthcare AI solutions overseas. With the continuously improving AI capabilities and the evolving healthcare AI industry, clients will expand their customized demands for healthcare AI solutions. We will continuously strive to shorten our R&D cycles, increase localization for healthcare AI solutions, and accelerate our commercialization process.

In addition, we plan to enhance our brand influence in overseas markets. We will establish cooperations with industry participants worldwide through participating in overseas exhibitions and technology summits, among others, introducing our healthcare AI solutions to the world.

Strengthen Talent Pool with Combined AI and Healthcare Background

To maintain our advantages in LLM and agentic AI technologies and application scenarios in the healthcare industry, we will continue to strengthen our talent pool with AI and medical experts. We will continue to attract and retain top talents domestically and internationally in LLM and multimodal data processing fields. We will also recruit senior professionals with in-depth understanding of the healthcare industry.

We intend to cultivate talents in the healthcare AI field through establishing our internal professional medical knowledge training system and requiring R&D engineers to complete clinical rotation training annually. At the same time, we will also actively cooperate with domestic renowned institutions and key hospital clients to train talents with interdisciplinary experience.

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Refine Our Ecosystem through Strategic Investments, Mergers and Acquisitions

We plan to explore strategic investment and merger and acquisition opportunities to continuously improve our technology, enrich our solution matrix, and accelerate our market coverage and ecosystem construction. On the basis of our existing core technologies, we will focus on strategic partners that are highly synergistic with our existing businesses, possessing complementary technology or market expansion value.

We intend to build a team spanning multiple functional departments such as technology, business, investment, and finance, to systematically carry out related work. We believe this will ensure that every strategic step can be effectively integrated into our existing ecosystem, enhancing technology and solution matrix competitiveness and accelerating the construction of industrial value chains. As of the Latest Practicable Date, we have not identified any specific transaction targets for strategic investments or mergers and acquisitions.

OUR BUSINESS AND COMMERCIALIZATION

We offer L1- to L3-stage solutions, which include (i) L1-stage data intelligence solutions, (ii) L2-stage AI assistant solutions, and (iii) L3-stage agentic AI solutions as of the Latest Practicable Date. These offerings are designed to address client needs across the entire lifecycle in healthcare industry from data processing and governance to AI algorithms and applications.

At the core of our offerings is our *Synapse* technology foundation, which combines innovative AI algorithm R&D, professional medical knowledge engineering, and heterogeneous data governance to build full-stack healthcare AI capabilities. We continuously advance our algorithms tailored to complex healthcare application scenarios. Our AI platform provides unified lifecycle management of models, ranging from LLMs to scenario-specific algorithms, and enables end-to-end processes from R&D and fine-tuning to deployment and iteration. By systematically accumulating validated models, parameters, and application experience, we have established a reusable and traceable healthcare AI application library that adapts to typical use cases across the industry. In parallel, our professional medical knowledge platform standardizes terminology and integrates global clinical guidelines, rules, and multimodal knowledge graphs into AI workflows, ensuring evidence-based reasoning and control. Complementing this, our proprietary data governance engine transforms heterogeneous multimodal medical data into standardized, high-quality assets, supported by automated agents that enhance efficiency and compliance. Together, these capabilities form an integrated “algorithm + knowledge + data” framework, delivering robust, scalable, and industry-specific intelligence that underpins our products and solutions.

Empowered by our data and AI capabilities and tailored in line with our client-centric philosophy, our solutions and products are available in a wide range of formats, and are often adopted in combination to provide comprehensive support to our clients. Our clients primarily include hospitals and hospital groups, as well as other healthcare-related entities. By introducing one product into a hospital, we create an entry point that naturally leads to broader adoption of additional products and solutions. This accelerates the client’s ability to structure and harness high-quality data, enabling a flywheel effect where better insights drive greater efficiency, improved outcomes, and sustained collaboration.

Our extensive product and solution matrix is supported by a strong portfolio of intellectual property, which safeguards the proprietary technologies embedded in our Specialist Technology Products. These technologies span areas such as AI algorithms, clinical data structuring, intelligent decision-making engines, and multi-modal data integration, all of which are critical to enabling advanced healthcare applications.

Our Specialist Technology Products

Our Directors are of the view, industry consultant, CIC, confirms, and that based on the information above, each of our (i) data intelligence solutions, (ii) AI assistant solutions, and (iii) agentic AI solutions, as set out in the table below, falls within an acceptable sector of a Specialist Technology Industry as defined under Chapter 18C of the Listing Rules.

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Specialist Technology Products	Relevant Specialist Technology Industry Sector	Function Analysis	Major Client and Client Demand Driver
L1 – Data Intelligence	Artificial Intelligence, or AI	Our data intelligence offerings provide efficient, data-driven tools that support experts in analyzing, visualizing, and deep mining medical information. It enhances operational management, clinical workflows, and physician workstations by delivering refined, structured insights. These offerings change the traditional experience- and intuition-based decision model into the data-driven decision model. Human experts are the sole decision-makers with the system serving as an enabler for efficiency and data-informed judgment.	Revenue Composition: We adopted a transaction-based business model. Our revenue is primarily derived from sales of our data intelligence and AI assistant offerings, and to a lesser extent, from the sales of our agentic AI offerings. We adopted a transaction-based business model during the Track Record Period.
L2 – AI Assistant		Our AI assistant offerings integrate advanced reasoning capabilities with medical knowledge bases to intelligently analyze vast amounts of healthcare data for our clients. Taking a further step from analyzing and visualizing data, they build on L1-stage data intelligence capabilities, and directly generate personalized decision suggestions across diagnosis, treatment planning, hospital management, and research through different AI models. While not replacing professional judgment, they improve the scientific rigor, accuracy, and efficiency of decision-making, with human experts retaining final authority.	Major Client: Our client base primarily consisting of hospitals and hospital groups, healthcare companies and health regulatory departments. Our clients adopt our AI solutions to enhance the efficiency of their operations, decision-making, and management. By leveraging intelligent data applications, our clients are able to optimize resource allocation, improve clinical and research processes, and achieve higher standards of medical quality and operational performance.
L3 – Agentic AI		Our agentic AI offerings can autonomously plan, decide, and execute tasks within defined clinical or management scenarios under human supervision. They are designed for complex domain-specific workflows, extending the L2-stage AI assistant capabilities, such as preliminary diagnosis, clinical notes generation, report interpretation, or surgical pathway planning, automating portions of the process while ensuring human oversight at critical nodes. This balance allows agentic AI to act as proactive collaborators, carrying out complex tasks while the professionals can have key interventions. Our L1- to L3-stage solutions progressively build on technological complexity and AI engagement, and when combined, form an integral and comprehensive solution suite for medical institutions.	Client Demand Driver: The application of healthcare AI in hospitals has spearheaded the broader development of the industry. In China, supportive policies and advancing technologies are set to drive rapid market growth. Key demand drivers include: (i) the development of smart hospitals, as over 50% of tertiary hospitals are required to build smart management and operations platforms with EMR Level 5, interoperability Level 4, and AI-enabled management tools by 2025; (ii) increasing adoption of AI-assisted diagnosis and treatment, with the NHC targeting 70% of tertiary hospitals to apply AI in imaging, lab testing, and pathology by 2027; (iii) the incorporation of AI capabilities into tertiary hospital performance evaluations, making AI adoption and data quality critical to meeting evaluation and subsidy standards; (iv) the push for value-based management, where AI tools such as intelligent evaluations and prompts help address challenges of high staff turnover, weak assessments, and limited incentives; (v) the accumulation of high-quality medical data, which is essential to improving model performance and enabling more accurate, efficient AI solutions; and (vi) advancements in LLMs and AI agents, which are transforming clinical practice by simulating decision-making, analyzing real-time data, and automating tasks, thereby streamlining workflows and enhancing human-AI collaboration. See “Industry Overview” section for details.

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As of the Latest Practicable Date, we had implemented comprehensive intellectual property protection measures covering the core technical features of each of our major Specialist Technology Products. For details, see “— Intellectual Property.”

Commercialization

We have fully commercialized L1- to L3-stage solutions, having served over 800 hospitals, including over 400 large hospitals. We will continue to enhance L1- to L3-stage solutions. Our commercialization model typically involves project-based customization, allowing us to tailor our services to the specific needs of each client. We are also actively exploring multiple new application scenarios with product and solution matrix in medical areas, while offering AI-powered personalized health and disease consultation, as well as subscription-based service packages.

We have fully developed our L4-stage solution and it is currently at testing stage. We have invested RMB3.8 million in developing our L4-stage solutions, including the AI-led clinic. Our AI-led clinic in Saudi Arabia was established in May 2025. We are conducting multiple testing and verification programs for the clinic within controlled environments, and developing supporting infrastructure and hospital adaptation initiatives. We chose to launch this project in Saudi Arabia because of its comparatively favorable social acceptance of AI-driven autonomous solutions and existing local partnerships, which allow rapid product deployment and testing, thereby positioning us for expansion into other markets. Leveraging strong governmental support for digital healthcare transformation and its broad level of acceptance in Saudi Arabia, we plan to accelerate the rollout of our AI-led clinic in Saudi Arabia and expand its reach to other MENA countries in the short term. In the medium to long term, we intend to explore opportunities in Indonesian and African markets, where significant demand for healthcare services contrasts with a shortage of medical resources. These initiatives will enable us to further expand both the influence and commercial scale of our AI-led clinic solutions. However, the commercialization of our L4-stage solution depends on various factors such as the social acceptance, geopolitical developments, and regulatory environment in the markets where we operate. For risks relating to our commercialization of L4-stage solutions in international market, please see “Risk Factors — Risks Relating to Our General Operations and Industry — If we fail to successfully expand into the international market, our business, financial condition and prospects may be materially and adversely affected.” For more information on risks relating to compliance with local regulatory environments, please see “Risk Factors — Risks Relating to Doing Business in the Jurisdictions Where We Operate — Healthcare AI industry is subject to extensive and evolving regulatory requirements. Non compliance with the requirements or changes in the requirements may materially and adversely affect our business and prospects.”

Key Operating Data

Our key operating data during the years of 2023, 2024 and 2025 are as follows:

	Year Ended December 31,		
	2023	2024	2025
Total Number of New Clients ⁽¹⁾	126	134	114
Client Acquisition Cost ⁽²⁾ (RMB in thousands)	589.3	420.6	535.0

Notes:

- (1) Total number of new customers refers to the number of clients who contribute revenue during the current period but did not contribute revenue in the previous period. During the Track Record Period, our clients primarily included hospitals, hospital groups, healthcare companies, and healthcare regulatory departments that used our services.
- (2) Client acquisition cost refers to the expenses during the relevant period divided by the number of new clients during the same period.

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Our three-year net dollar retention rate was approximately 112.7% in 2025. The three-year net dollar retention rate refers to the total revenue in 2023, 2024 and 2025 associated with our clients that brought revenue in 2022, as a percentage of the total revenue in 2022. We measure our client retention on a tri-annual basis, because our clients typically have recurring procurement cycles of two to three years. With our ability to deliver heterogeneous data governance, professional medical knowledge engineering, and cutting-edge AI algorithms tailored to complex healthcare scenarios, we seek to continue to expand our market share of the healthcare AI industry by fully demonstrating and promoting our differentiated product offerings, and to increase the wallet share of existing clients by offering them additional products that meet their evolving needs.

L1 STAGE — DATA INTELLIGENCE SOLUTIONS

Our data intelligence offerings establish a fully integrated, end-to-end framework that combines data-driven analysis, application, and mining with the core mission of equipping medical institutions with efficient, data-enabled tools for refined operations and clinical support. Our system empowers human experts to work more efficiently and make more informed management and clinical judgments based on transparent data insights.

Empowered by *Synapse* heterogeneous data governance capabilities, our L1-stage solutions cover two key domains: hospital operation management, and clinical decision support and quality control.

- *Operational Side.* Through visualized insights and penetrating analytics, our operational data analysis and regional data sharing and resource coordination solutions significantly enhance resource allocation efficiency, operational performance, and regulatory oversight.
- *Clinical Side.* Our data-driven physician workstation, built on advanced cloud-native architecture, reshapes clinical workflows by integrating holistic patient views and standardized care pathways. This provides medical professionals with an efficient and intelligent working environment, improves the quality of care, and serves as the core entry point and interface for our advanced clinical AI applications.

Beyond delivering immediate operational and clinical benefits, our data intelligence offerings also act as the central hub for data and workflows that power our higher-level AI applications. This makes them the solid foundation of our integrated, scalable AI healthcare architecture.

Hospital Operation Management

Operational Data Analysis

Our operational data analysis system is a big data-driven solution that transforms complex hospital business logic into actionable insights presented on a single, panoramic dashboard. Built on *Synapse* heterogeneous data governance capabilities, the system leverages multi-dimensional visualization, deep-dive analytics, and low-code data exploration tools to support cross-departmental collaboration, operational decision-making, and performance monitoring. It empowers both hospital management and clinical departments to gain real-time visibility into operational dynamics, while also tracing historical performance trends to inform future strategies.

The system uses a distributed architecture powered by an intelligent data governance engine, enabling unified batch and stream data pipelines, real time visualizations, and efficient governance processes. Built on this robust foundation, it delivers three core capabilities that directly meet the operational and management needs of medical institutions:

- *Trusted Data.* Through automated data cleansing, de-duplication, anomaly detection, multi-dimensional quality monitoring, and metric lineage tracing, the products ensure that every operational indicator has a verifiable source, standardized definition, and a complete audit trail. This provides a robust foundation for evidence-based decision-making.

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- *Deep Insights.* By translating complex hospital workflows into intuitive visualizations aligned with managerial thinking, the system allows management to quickly grasp overall operational performance, enables functional departments to monitor detailed processes, and empowers clinical directors to precisely identify departmental bottlenecks. This facilitates the optimization of hospital operation and management strategies based on data-driven insights.
- *Flexible Analytics.* Based on standardized metrics, the system enables users to customize dashboards tailoring to their personalized management needs, and extracts, aggregates, and computes data to deliver persuasive evidence and comparative analysis that support scientific and precise decision-making.

With panoramic analytics covering medical quality and safety monitoring, resource allocation, drug utilization, insurance claims, and other multiple professional sectors, the system enables hospitals to identify inefficiencies and risks quickly. It establishes a closed-loop model of “data insight, decision support and outcome tracking,” reducing the trial-and-error cost of management decisions and ensuring that operational improvement is measurable and evidence-based. In doing so, the system helps hospitals transition from traditional experience-driven management toward data-driven and evidence-based decision-making, thereby systematically improving operational efficiency and service quality. See “— L1 Stage — Data Intelligence Solutions — Case Study: Implementation of a Hospital Operational Data Analysis System.”

Regional Data Sharing and Resource Coordination

The regional data sharing and resource coordination system is a next-generation, data-driven management and collaboration solution for hospital groups within a region. Its primary goal is to break down longstanding barriers of fragmented data and isolated information systems between hospitals by harnessing a big data architecture, high velocity ingestion, large-scale storage, and AI-enhanced data governance. The system integrates clinical records, service resources, and management workflows into a unified intelligent framework. By addressing common challenges such as data usability, inefficient resource allocation, and lack of refined regulatory oversight, the system provides regional health authorities with a comprehensive, real-time, and penetrating operational view and a unified command hub. This empowers decision-makers to achieve more scientific macro-level planning, more efficient resource scheduling, better-coordinated healthcare services, and agile public health emergency response, thereby systematically enhancing the quality and efficiency of regional healthcare delivery.

Centered on three key scenarios, namely, macro management, business collaboration, and emergency command, the system offers several core functional modules:

- *Regional Executive Decision Support Dashboard.* This centralized monitoring and decision-support center provides a multidimensional dashboard that consolidates core operational indicators across institutions in the region. It enables drill-down analysis from the regional level to individual institutions and department units. Regulators can view real-time bed occupancy maps, analyze utilization of large-scale medical equipment, track physician workforce distribution, monitor efficiency metrics such as average length of stay, diagnosis related groups, or DRGs, big data diagnosis-intervention packet, or DIP, and cost structures, and compare disease-specific outcomes such as mortality and readmission rates for heart attack or stroke. The system also enables regulators to monitor public health indicators, including infectious disease reporting trends and chronic disease management coverage. The visualized presentation gives hospital management a complete and actionable view for transparent oversight and decision-making.
- *Data-driven Hierarchical Diagnosis and Referral System.* By connecting the information and business flows within hospital groups, the system enables seamless patient referral. Primary-care physicians can match patients to the appropriate higher-level hospital and specialist, initiate referrals, and view real-time bed availability to secure appointments instantly, thereby solving the long-standing referral problem. Accordingly, this system has promoted the development of a clear care pathway of “primary diagnosis at community level, two-way referral, differentiated acute and chronic care, and coordinated up-down linkage” (“基層首診、雙向轉診、急慢分治、上下聯動”).

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- Public Health Monitoring and Emergency Response.** The system integrates data from fever clinics, pharmacy sales, and even social media sentiment. When anomalies are detected, spatio-temporal analytics visualize the evolution of risks on dynamic maps, enabling rapid localization of high-risk areas and populations. During emergencies, the system generates an all-in-one emergency resource map within seconds, showing the real-time location and availability of certain resources such as, negative-pressure wards, ventilators, and vehicles. This provides critical data to support unified command and evidence-based emergency decision-making.

In general, for medical institutions, the regional data sharing and resource coordination system streamlines clinical workflows, enhances inter-institutional collaboration, and improves utilization of critical resources such as beds and equipment, supporting refined operations under the DRG/DIP payment reform framework. At the regional level, the system elevates the overall standard of healthcare delivery by optimizing local medical resources, strengthening the operational depth of hospital groups, promoting balanced distribution and efficient cascading of high quality healthcare services.



Regional Healthcare Capacity and Operational Dynamics

Clinical Decision Support and Quality Control

Data-driven Physician Workstation

The data-driven physician workstation is an intelligent clinical information and workflow management system built on a cloud-native architecture. Specifically designed for the private cloud environments of medical institutions, it aims to provide physicians with an efficient, intuitive, and informative workspace without disrupting established diagnostic thinking patterns.

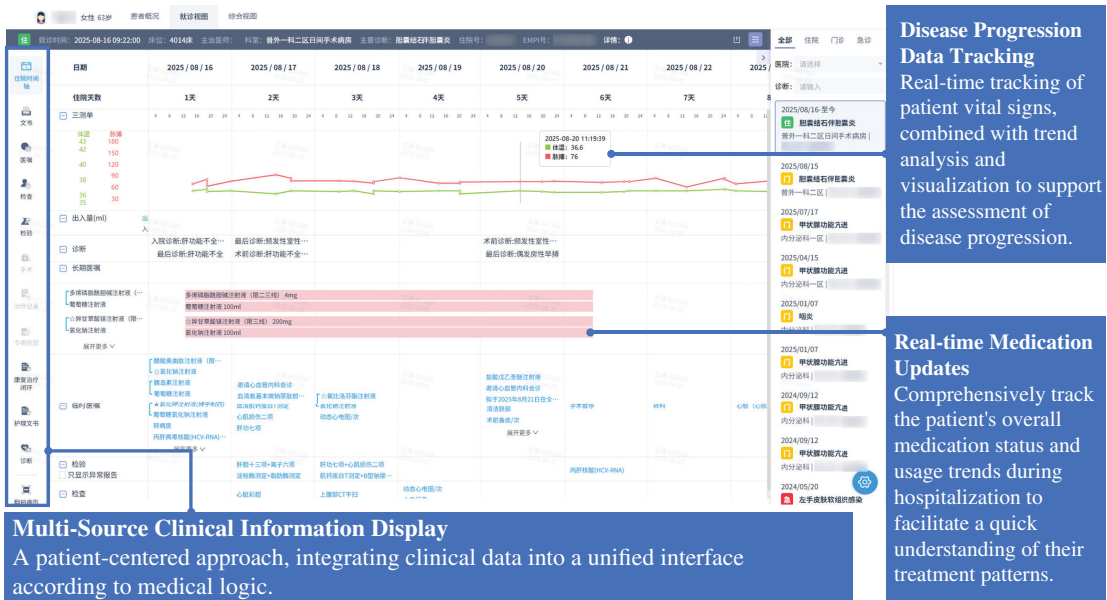
Our data-driven physician workstation is a system that deeply understands clinical practice, reflected across three dimensions:

- Understanding Clinical Intent.** By integrating core functions such as electronic medical records, order entry, medical administration, and discharge summaries into a unified interface, the system reshapes and optimizes clinical workflows, ensuring seamless interoperability between data and business processes.

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- *Understanding Clinical Behavior.* By embedding disease-specific diagnostic pathways and standardized clinical protocols, the system helps regulate and guide physician practices, improving consistency and quality of care delivery.
- *Understanding Clinical Content.* As an AI-friendly clinical system, the workstation can be seamlessly integrated with advanced AI applications, enabling intelligent content analysis and real-time feedback for continuous improvement in clinical practice.

The workstation also introduces significant innovations across key functional modules to enhance usability and efficiency. Specifically, the unified, patient-centered clinical profile view consolidates fragmented patient data into a cohesive patient profile for physicians, where physicians can effortlessly conduct longitudinal reviews by tracking the progression of lab results over time, and perform horizontal comparisons across datasets, enabling a comprehensive and coherent understanding of patient trajectories and disease evolution.



Holistic Patient View

We have embedded a rich library of disease-specific data models and standardized clinical pathway knowledge bases into the system. This not only improves the efficiency and accuracy of medical record documentation, but more importantly, it incorporates evidence-based best practices into the full cycle of clinical care. By standardizing critical diagnostic and therapeutic actions, the system provides high-quality data foundations for subsequent clinical research and quality control.

The workstation integrates our proprietary high-performance web-based clinical notes editor, which ensures compatibility with complex clinical documentation scenarios while significantly improving system responsiveness and database efficiency. Supported by a robust library of medical record templates and intelligent data entry tools, physicians can quickly and accurately generate standardized clinical notes. This reduces administrative workload, alleviates documentation burdens, and allows physicians to devote more time to patient care.

Built on advanced cloud-native technologies, the new-generation workstation guarantees high availability, scalability, and ease of maintenance, serving as a foundation for hosting advanced intelligent applications. Acting as the primary entry point for data and workflows, the workstation seamlessly integrates with higher-level AI solutions such as clinical decision support systems and agentic AI for clinical practice, facilitating continuous intelligence enhancements while optimizing the efficiency and safety of clinical care.

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Case Study: Implementation of a Hospital Operational Data Analysis System

One of our hospital clients is a Grade A tertiary hospital that integrates medical services, teaching, research, prevention, health care, and rehabilitation. Under the traditional information system model, challenges such as parallel multi-source systems, inconsistent data, and misaligned indicator definitions made it difficult to obtain a timely and accurate overview of hospital operations. To address these issues, the hospital adopted an intelligent and refined management approach and implemented our operational data analysis system in the second half of 2022, which drives smart hospital development.

Centered on data-driven decision-making, the hospital has established a unified intelligent operation system. Leveraging cloud computing and big data analytics, we have helped our client form an efficient data service system designed primarily for hospital management and departmental teams:

- *Indicator System.* We have helped our client standardize and implement more than 1,700 hospital-wide operational management indicators, covering core areas such as medical service efficiency, disease-specific costs, and bed turnover rate, thereby establishing a unified standard of measurement across the hospital.
- *Analytical Scenarios.* We have helped our clients develop over 80 thematic analytical scenarios, including outpatient and emergency monitoring, inpatient disease structure, profitability analysis of single diseases, ward bed utilization, medical insurance cost control and fund balance, as well as medical quality and safety.
- *Visualized Applications.* We have empowered our clients with more than 150 visual analytics tools, including executive dashboards, multidimensional analytical reports, and over 500 analytical dashboards and tables on multi-platform hospital management applications, enabling hospital management to monitor real-time operational status.

Following its launch, the system has been accessed more than an average of one million times per year by management and frontline departments, creating a collaborative mechanism of “unified standards, unified data, and unified views,” and significantly improving the timeliness and accuracy of management decision-making. The system has been adopted by core management teams across clinical, medical, operational, financial, and quality control functions, facilitating the transition from experience-driven to data-driven decision-making. Supported by cloud computing, big data analytics, and visualization capabilities, the hospital has gradually established a new paradigm, forming a lean management model that is replicable and scalable. Since its implementation, the hospital has consistently ranked among the top in local assessments of hospital operations and data quality, and has become a benchmark case in hospital digital transformation.

L2 STAGE — AI ASSISTANT SOLUTIONS

Our AI assistant offerings mark a significant advancement from our data intelligence offerings, shifting from data-driven insights to AI-powered decision support, and from retrospective analysis of historical data to predictive alerts for future events. Positioned as AI assistants with medical reasoning and professional judgment, these solutions deliver precise, context-specific decision support across three core scenarios: (i) clinical decision support and quality control, (ii) hospital operation management, and (iii) clinical research.

These three solution domains are closely aligned and organically integrated, enabling medical institutions to achieve simultaneous breakthroughs in the standardization of care quality, optimization of resource allocation, and acceleration of research-to-practice transformation. Together, they drive a shift from point-based empowerment to systemic reconfiguration, establishing a differentiated competitive edge and redefining the technological boundaries and value realization of smart healthcare.

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Clinical Decision Support and Quality Control

We leverage AI technologies underpinned by the *Synapse* technology foundation to enhance medical services, delivering precise, context-specific decision support for physicians and hospital management to assist diagnosis and optimize quality control processes. This solution is built on two complementary pillars: clinical decision support and clinical quality control. The clinical decision support system focuses on “doing the right things,” providing physicians with evidence-based, AI-powered decision support at critical diagnostic and treatment junctures to improve the scientific rigor of clinical decisions. The clinical quality control system focuses on “doing things right,” offering end-to-end, automated monitoring of clinical practices to ensure compliance with medical standards and protocols, thereby enhancing consistency and safety across care delivery. Together, these systems enable seamless alignment from high-quality decision-making to high-standard execution, empowering medical institutions to achieve excellence in both clinical quality and operational efficiency.

Clinical Decision Support

The clinical decision support system standardizes heterogeneous medical data, including unstructured records, laboratory reports and imaging, into validated medical entries via knowledge engineering. Integrated with an evidence-based medicine repository and clinical pathway knowledge base, the clinical decision support system delivers real-time alerts, differentiated diagnosis prompts and personalized treatment recommendations within physicians’ workflows through electronic medical record warnings, order entry suggestions and mobile notifications. The solution provides full-scope support across outpatient, inpatient and post-discharge settings, aggregating longitudinal patient data to generate disease-specific diagnostic, pharmacological and follow-up guidance. Covering thousands of common diseases and with a focus on chronic disease, the system enables collaborative, end-to-end care and aligns with China’s tiered healthcare model.



Clinical Decision Support

Disease-specific clinical decision support is designed for diseases with significant clinical impact and complex management requirements. For example, our VTE prevention and management module automatically triggers internationally recognized risk assessment scales (such as Caprini) based on inpatient information, enabling real-time risk stratification. The system then recommends individualized clinical pathways, thereby enabling precise prevention and proactive management of VTE. Leveraging clients’ deidentified real-world hospital data, the system also continuously retrains and optimizes its VTE risk prediction models through machine learning, improving

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accuracy and clinical applicability. Since deployment, several hospitals with the system have secured certification under the National Programme of Prevention and Management of Pulmonary Embolism and Deep Venous Thrombosis.

Similarly, our atrial fibrillation, or AFib, management product is designed to reinforce the role of large hospitals as regional treatment hubs by enabling collaborative networks for disease management. Powered by *Synapse*-based AI algorithms, the system automatically analyzes electrocardiogram data, accurately identifies AFib features, and conducts guideline-based risk stratification. This allows hospitals to efficiently identify and refer high-risk and complex AFib patients from their medical consortia. Key diagnostic information can be transferred upstream in one step, ensuring that high-risk patients are rapidly admitted to specialized expert teams, thereby optimizing patient distribution and strengthening the capacity for complex case management.

Through intuitive design, rigorous evidence-based foundations, and seamless workflow integration, our clinical decision support system has been widely recognized by physicians and patients. For physicians, it reduces uncertainty in clinical decision-making, mitigates risks of misdiagnosis or missed diagnosis, and ensures compliance with clinical standards. For patients, the system enhances safety by reducing errors, improves the precision and consistency of treatment plans, avoids unnecessary tests and medications, and ultimately delivers a more reliable, cost-effective, and satisfying care experience.

Clinical Quality Control

Our L2-stage clinical quality control system is built to employ advanced NLP and a highly configurable rules engine to extract structured data from unstructured clinical texts, such as medical records at the client’s side. The system follows a “data processing, intelligent monitoring and closed-loop decision making” workflow, automatically detecting missing fields, formatting errors, and logical inconsistencies, and issuing real-time alerts with corrective suggestions. This enables a continuous “plan-do-check-act” cycle, or PDCA cycle, that moves hospital quality management from end-point inspection to proactive in-progress intervention.

In single-disease quality management, the product incorporates a standardized disease-specific database and reporting templates aligned with national regulatory requirements, while optimizing both reporting processes and quality management workflows. The system intelligently extracts and auto-populates key data points relevant to single-disease submissions (such as surgery names and cost details), generating standardized regulatory-compliant reports with a single click. The product further provides refined real-time monitoring and alerts on compliance with clinical pathways.

For quality control of medical records, the product is seamlessly embedded into physicians’ daily workflows to ensure documentation quality from the beginning. Throughout the patient’s care cycle, the system continuously monitors clinical documentation and, upon identifying potential omissions or non-compliance, provides real-time, non-intrusive prompts with corrective suggestions to enable immediate intervention and closed-loop rectification. The product also supports flexible, multi-level task management, empowering administrators to conduct both automated and manual sampling evaluations of hospital-wide medical record quality.

As of the Latest Practicable Date, our clinical quality control product has been successfully deployed and stably operated in multiple leading tertiary hospitals in China, with its commercial value and clinical impact fully validated. According to feedback from a certain deployed hospital, the rate of non-compliant records has declined significantly, the timeliness of single-disease reporting has almost reached full coverage, and manual hours for data entry and processing have been reduced by over 70%. By adopting a data-driven approach, the product shifts quality improvement from reliance on subjective judgment to evidence-based decision-making, supporting hospitals to simultaneously enhance safety and efficiency.

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By leveraging core NLP technology and advanced data governance capabilities, our clinical quality control product effectively integrates record quality control, single-disease reporting, and medical administration into a unified intelligent solution. Its “real-time analysis → in-process intervention → closed-loop improvement” management model not only elevates hospital quality management and operational efficiency, but also establishes a robust and sustainable foundation for intelligent quality management in the new era of high-quality healthcare development.

Hospital Operation Management

Our AI assistant offerings in hospital operations management is designed to serve as an AI-enabled assistant for hospital management, reshaping the management paradigm of modern medical institutions. The solution comprises two core products: (i) command center and (ii) performance and efficiency management system, which together enable hospitals to achieve refined, forward-looking intelligent operations.

These two products work in tandem to address the dual imperatives of real-time execution and future planning. The command center focuses on the real-time optimization of daily operations. Powered by the *Synapse* technology foundation, the system leverages machine learning and AI models to provide intelligent alerts and dynamic monitoring of key hospital resources such as personnel, finance, and materials. This transforms hospital management from a reactive mode to proactive intervention, ensuring smooth and efficient care delivery.

In parallel, the performance and efficiency management system addresses value creation at the strategic level. By applying AI-driven, deeply integrated business and financial analytics together with predictive modeling, it transforms performance assessment from a retrospective review into a forward-looking navigator that drives high-quality development.

Command Center

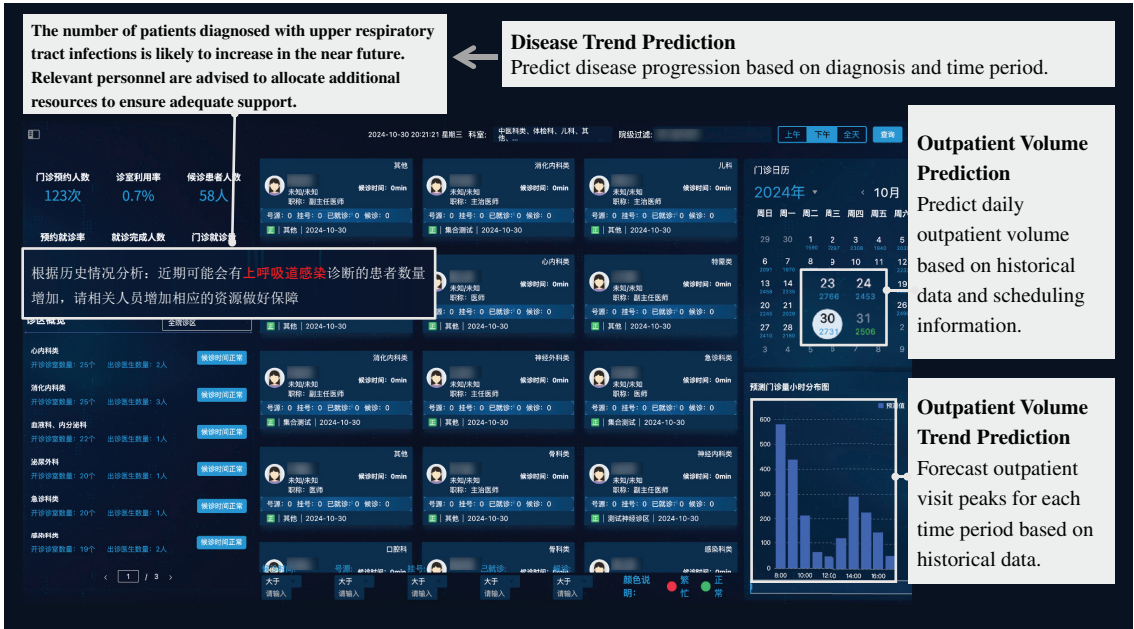
The command center is designed from the perspective of hospital operations management and resource optimization, integrating advanced AI algorithms across the entire clinical workflow, from pre-admission preparation, consultation and examination, treatment and hospitalization, surgery and nursing, to discharge and follow-up. Through real-time data integration, automated AI-powered analysis, and intelligent decision support, the system provides dynamic monitoring of hospital processes and resources to clients, enabling comprehensive optimization of resource allocation and operational efficiency. By embedding an AI-driven closed-loop framework of risk anticipation, dynamic early warning, decision support, and execution tracking, the platform advances the AI transformation of medical institutions and accelerates the modernization of hospital management.

Built on the *Synapse* technology foundation, we have developed AI predictive models tailored to different operational scenarios by leveraging multi-source, multidimensional historical data. These models proactively identify potential operational risks and shifts in resource demand. Beyond forecasting fluctuations in resource usage and operational bottlenecks, the models also anticipate critical scenarios such as pharmaceutical consumption and demand for diagnostic imaging, factoring in historical trends, patient load, and seasonality. Supported by a precision early-warning and intelligent alert mechanism, the system establishes a predictive risk management framework that delivers prioritized risk notifications to hospital management and departments in real time. It automatically identifies potential points of operational risk, maps systemic risk evolution paths through threshold-based modeling, and ensures that the right stakeholders are alerted promptly to take timely and effective action.

Beyond early warning, drawing on years of accumulated hospital management knowledge, the system applies AI reasoning to generate optimized recommendations and actionable solutions. It provides hospital management with multiple practical options, enhancing both decision quality and feasibility. Recommendations validated by hospital management are seamlessly converted into executable plans through the platform’s automated task assignment and execution tracking engine.

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This enables the transformation of management from issue detection to “task assignment, execution feedback, and performance evaluation” within a closed-loop PDCA cycle. Each stage of execution is traceable, with real-time monitoring, dynamic adjustment based on outcomes, and full auditability, ensuring transparency and compliance.



Situational Awareness of Outpatient Operations

By transcending the limitations of traditional hospital management, the command center establishes an intelligent decision-making framework based on predictive analytics and dynamic optimization. It enables hospitals to shift from reactive responses to proactive interventions, delivering measurable improvements across three core dimensions: (i) quality of care, (ii) service efficiency, and (iii) resource utilization, and providing medical institutions with a scalable and iterative foundation for intelligent transformation.

Performance and Efficiency Management

We have developed a performance and efficiency management product designed to support hospitals in achieving high-quality development. Unlike the command center, which primarily focuses on optimizing day-to-day operations, this product emphasizes the integration of business and finance while balancing quality and efficiency. Built upon our *Synapse* technology foundation, it incorporates medical quality management expertise and national regulatory requirements. The system leverages performance management as its core driver and clients' multidimensional clinical and operational data as its key input, underpinned by AI models that understand hospital management. By doing so, it transforms single-indicator analysis into comprehensive, multi-indicator correlation analysis, evolves retrospective analysis into predictive trend forecasting, and shifts decision-making from manual judgment to AI-assisted insights. Complemented by end-to-end intelligent reporting, the platform establishes an AI-driven performance and efficiency management framework that enables hospitals to achieve a full-chain upgrade.

Our performance and efficiency management product is underpinned by multi-factor business-finance integration analysis and predictive simulation. With an embedded knowledge graph of hospital quality and operational indicators, the system applies advanced AI models to uncover interdependencies among metrics and simulate the impact of management actions, thereby enabling hospitals to anticipate future trends and assess the global effects of different strategic choices. The product further automatically generates intelligent analysis reports, transforming raw

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data into actionable insights and recommendations within minutes, compared to weeks in traditional workflows. Furthermore, with AI-driven medical logic tracking, the system ensures that management metrics are traceable to multi-source medical data, enabling evidence-based management.

Clinical Research

Our AI assistant offerings in the field of clinical research is designed to systematically address key bottlenecks in the development of new drugs and innovative therapies through AI technologies built on the *Synapse* technology foundation. The solution comprises two core products: (i) patient recruitment and cohort management system, and (ii) research data mining and analysis system.

This solution delivers multidimensional value to the clinical research ecosystem:

- *For researchers and clinicians.* It significantly improves research efficiency by reducing time spent on data preparation, enabling greater focus on hypothesis validation, study design, and academic innovation. High-quality data and advanced analytical tools strengthen the credibility and impact of research output.
- *For medical institutions.* Beyond efficiency gains, the system enhances discipline development, academic reputation, and clinical practice. By generating high-quality real-world evidence, institutions can optimize clinical pathways, evaluate treatment effectiveness, and strengthen core competitiveness.
- *For the healthcare industry.* By enabling rigorous real-world studies, the system accelerates drug development, informs clinical guidelines, and supports evidence-based health policy. Its innovative multi-center collaboration model further drives the research ecosystem toward greater intelligence and cooperation.

Together, these products establish a complete value chain from identifying the right research subjects to generating reliable research evidence. The patient recruitment and cohort management system focuses on the critical starting point of clinical trials, leveraging advanced NLP technologies to intelligently and accurately identify eligible participants from vast volumes of heterogeneous medical records, thereby significantly shortening one of the most time-consuming stages of drug development. Following this, the research data mining and analysis system supports the entire research process by transforming fragmented, unstructured real-world data into high-quality research-grade assets, while offering end-to-end intelligent tools for data governance, statistical analysis, and AI-driven modeling.

Through their combined application, these products not only enhance the execution efficiency of individual clinical trials but also drive medical institutions toward a new, data-driven paradigm of research, thereby providing critical infrastructure to accelerate medical innovation.

Patient Recruitment and Cohort Management

Patient recruitment is one of the critical steps in clinical trials, and its efficiency could directly affect the overall timeline and cost of developing innovative therapies and pharmaceuticals. Traditional recruitment methods, which rely heavily on investigators’ personal experience and manual review of large volumes of medical records, are often inefficient, limited in coverage, and constrained by low levels of data structuring. As a core component of our AI assistant offering, our patient recruitment and cohort management system is designed to systematically address these industry challenges by applying advanced AI technologies and real-world data analytics, providing trial sponsors and research institutions with a highly efficient, accurate, and compliant AI solution.

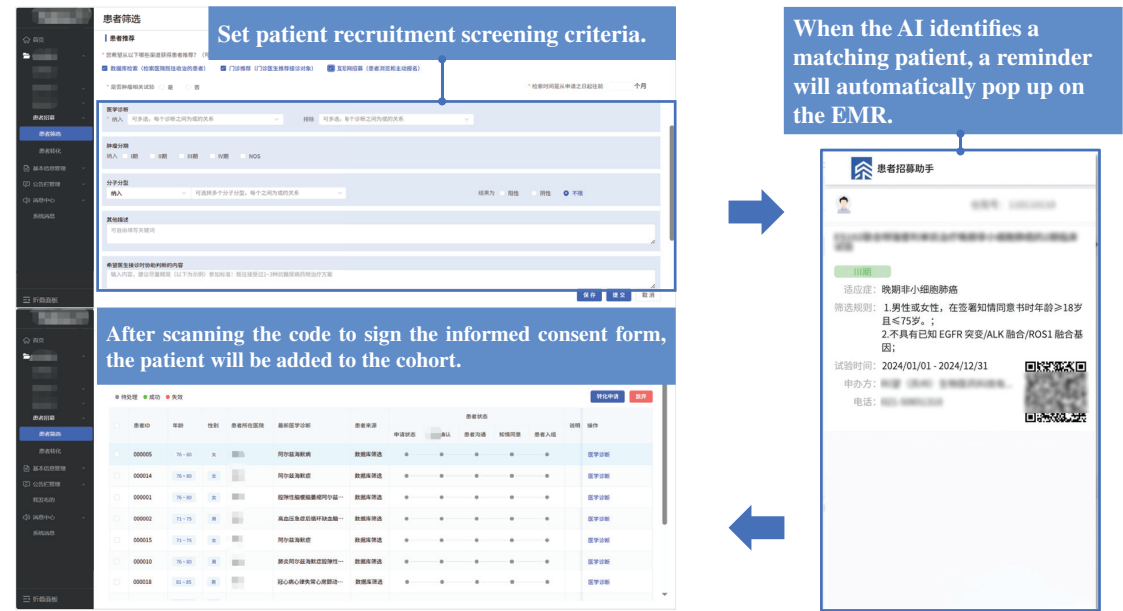
The system is built around three defining attributes: accuracy, timeliness, and compliance, deeply integrating AI technologies throughout. In terms of accurate matching, investigators input inclusion and exclusion criteria, which are automatically parsed and extracted through NLP and medical knowledge graphs. Leveraging *Synapse*-based heterogeneous data governance and machine learning algorithms, the system dynamically analyzes patient records across hospital information systems, calculating matching scores from multidimensional data such as diagnoses, medication

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history, surgical records, and demographics. Patients are then ranked and recommended, significantly improving screening efficiency and accuracy. In terms of timeliness, the system applies real-time analytics to identify patient-trial matches during outpatient visits, automatically sending recruitment alerts and offering digital enrollment channels to support timely physician-patient communication. It also implements tiered follow-up mechanisms for both inpatients and discharged patients to ensure engagement at the right time and reduce drop-out risks. In terms of compliance, the system records the full process from screening to informed consent and randomization, enabling real-time progress tracking. All patient data are strictly processed under privacy protection protocols, ensuring compliance with the data protection laws and healthcare data regulations.

This system delivers substantial value to industry stakeholders. For research institutions and investigators, manual screening tasks that once required days can now be completed within hours. For patients, the system enables timely access to advanced treatment opportunities aligned with their conditions and facilitates convenient participation through digital channels, improving accessibility and autonomy. For trial sponsors and partners, it shortens recruitment cycles, accelerates R&D processes, and improves overall efficiency, demonstrating strong practical utility and great social benefits.

Therefore, we believe this system represents a pivotal application of the AI assistant offerings in clinical research. Powered by proprietary AI technologies and real-world data, the system addresses long-standing bottlenecks in recruitment efficiency and quality. By empowering investigators, sponsors, and patients alike, it not only delivers strong commercial value and market potential, but also contributes to accelerating medical innovation, underscoring our commitment to advancing healthcare through technology.



Patient Recruitment and Cohort Management

Research Data Mining and Analysis

Our research data mining and analysis system is designed to address these pain points such as fragmented and siloed data by delivering a comprehensive AI-driven solution. Covering clinical research scenarios ranging from single departments to entire hospitals, research across multiple campuses and regions, and multi-center studies, the system supports disease-specific research

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database construction. Built on our proprietary *Synapse* technology foundation, it transforms heterogeneous clinical data into high-quality research assets, enabling end-to-end support from data governance to research output and driving a transition toward more intelligent and efficient clinical research.

The product’s core strengths lie in data intelligent transformation and end-to-end research enablement. In high-quality research data asset construction, *Synapse*’s robust heterogeneous data governance capabilities are combined with advanced NLP and medical knowledge graphs to automatically extract key clinical information, such as symptoms, diagnostic stages, treatment regimens, and pathological classifications, from unstructured and semi-structured sources including electronic medical records, lab reports, and surgical notes. This information is then transformed into disease-based research data products that fully support our clients’ study design, data collection, and statistical analysis. During study design, the system enables rapid patient cohort screening and feasibility simulation. During our clients’ data collection process, it auto-structures and populates existing clinical data, reducing redundant entry. In the analysis stage, it recommends appropriate analytical algorithms, automatically generates professional statistical reports, and integrates automated machine learning capabilities, allowing users without coding backgrounds to quickly build disease risk prediction models. In addition, the product also supports secure and compliant multi-center collaborative research. Participating institutions can jointly conduct analyses and modeling without sharing raw data, safeguarding privacy while enabling large-scale, high-quality real-world studies.

Case Studies

Case 1: Clinical Quality Control System

One of our clients is a leading healthcare group in China, operating multiple hospital campuses with a combined capacity of over 5,000 certified beds. As the group rapidly expanded and its information systems grew more complex, the traditional quality control model, which heavily relies on manual sampling by senior experts, proved increasingly inadequate. The lack of a closed-loop quality improvement mechanism meant that quality control results were often disconnected from clinical practice, with problems identified but rarely feeding into effective corrective action. This created significant management bottlenecks and placed heavy pressure on the management team. To address these challenges, we deployed our clinical quality control product, which leverages AI technologies and a multi-tier collaborative management framework to fundamentally re-engineer the client’s quality control paradigm. Core features include:

- *Real-time intelligent monitoring and intervention.* While writing electronic medical records, physicians receive non-intrusive, real-time alerts, including warnings about missing critical fields or logical inconsistencies, precisely locating issues down to specific paragraphs and guiding immediate correction. Leveraging the client’s full-cycle patient data, the system validates key rules such as (i) timeliness, for instance, missing surgical notes within 24 hours post-operation, and (ii) completeness, such as absent stage summaries, and blocks the submission of overdue or non-compliant records. This shifts quality control from retrospective checks to proactive, real-time intervention.
- *Multi-level collaborative task management.* The system supports highly customizable and automated task allocation. Quality control personnel can define sampling rules (such as by disease type or physician seniority), and the system automatically assigns tasks to appropriate reviewers. At the hospital level, a management cockpit provides multi-dimensional dashboards, presenting real-time quality data across departments, wards, and even individual physicians, with drill-down capability. This empowers performance assessment and precision management with reliable data support.

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Clinical Quality Control

The successful deployment enabled this client to achieve a strategic transformation of its quality management model, upgrading from retrospective end-point checks to comprehensive, full-process intelligent control. Results include:

- *Closed-loop quality improvement.* The system established a continuous improvement mechanism connecting issue detection, real-time physician correction, departmental sampling, root-cause analysis, and iterative updates to rule libraries and clinical training. Identified issues now drive tangible improvement, making data the true engine of quality advancement.
- *Significant efficiency gains.* Automated task allocation and data analysis freed quality control staff from repetitive manual checks, allowing them to focus on high-value work such as root-cause analysis and process optimization. Physicians' record revision rates also fell sharply, improving overall productivity.
- *Enhanced clinical quality and compliance.* Real-time reminders and interventions substantially improved the accuracy, completeness, and timeliness of medical records, reducing the risk of medical errors at the source and strengthening overall compliance with national regulatory standards.

Case 2: Clinical Decision Support System

One of our clients is a top-tier hospital in China with over 2,000 approved beds, over 90,000 annual inpatients and more than 80,000 inpatient surgeries per year. It enjoys national recognition for its excellence in oral clinical medicine, reconstructive surgery and orthopedics. However, it confronts three principal challenges in the management of VTE, a common and serious inpatient complication caused by venous blood clots that poses significant patient safety risks, including that: (i) manual risk assessment processes were not scalable; (ii) static risk assessment tools were unable to deliver personalized predictions; and (iii) quality control mechanisms relied mainly on retrospective reviews.

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To address these challenges, we assisted the client in deploying an AI-powered, end-to-end VTE prevention and management product that integrates deep-learning, rule-based engines, NLP and related technologies. The product establishes a “dynamic assessment, real-time alert, precise intervention and closed-loop management” framework and delivers four core functions:

- *AI-Powered Dynamic Risk Assessment and Alerts.* It automatically captures patient data at key nodes (admission, transfer, post-surgery, etc.), integrates internationally recognized scoring tools such as Caprini and Padua to perform real-time risk stratification, and delivers alerts to the physician workstation.
- *Proprietary Machine Learning Based Prediction Model.* Based on data from over tens of thousands of historical VTE cases, the system derives thousands of feature variables. Its prediction accuracy surpasses traditional scales, delivering enhanced decision support for physicians.
- *Intelligent Decision Support and Closed-Loop Intervention.* The system generates personalized prevention recommendations based on multi-source patient data. Physicians can adopt recommendations with a single click, which are directly synced to the hospital’s order-entry system, enabling seamless connection between risk assessment and clinical intervention.
- *Clinical Quality Control and Performance Monitoring.* The system tracks 36 key performance indicators through a set of management dashboards. Visual tools like heat maps and trend charts enable the identification of departmental weaknesses and the goal of quality improvement initiatives.

The solution delivered remarkable results. The hospital saw significant increases in VTE risk assessment rate and prophylaxis rate, and was recognized as an “excellent unit” in the National VTE Prevention and Treatment Capacity-Building Program. Early identification and intervention of high-risk patients reduced hospital-acquired VTE incidence and mortality. Concurrently, AI automation relieved physicians of repetitive tasks, allowing them to focus on clinical decision-making and patient communication, thereby enhancing both medical efficiency and care quality.

Case 3: Hospital Operation Management

One of our clients, a leading Grade A tertiary general hospital with more than 2,000 beds and an annual outpatient and emergency volume exceeding one million visits, serves as a core medical hub in its region. As patient demand and service volumes continue to rise, the hospital faces increasingly complex operational challenges, including extended waiting times in outpatient and emergency departments, mounting pressure on inpatient bed management and surgical scheduling, and suboptimal utilization of diagnostic equipment. To address these challenges, the hospital implemented our AI-powered command center, aiming to optimize its operations, enhance management efficiency, and ensure sustainable high-quality performance.

AI Intelligent Early Warning System

AI-powered real-time monitoring and alerting for anomalies in key indicators, with automated multi-level alerts and recommended response actions.



Core Business AI Monitoring Matrix

Intelligent monitoring of operating room resources, bed resources, consultation room resources, outpatient processes and other core operations, with AI predicting resource constraints and early warnings.

Hospital Operations Command Center

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The project integrates unified hospital data with AI-driven analysis to enable data-centered, AI-powered decision-making. By connecting outpatient, inpatient, surgical, diagnostic, pharmacy, and logistics, the command center builds predictive and associative AI models across multiple operational scenarios. This enables real-time visibility into hospital performance, proactive risk forecasting, and actionable decision support.

- *Predictive Intelligence and Proactive Scheduling.* Machine learning models forecast outpatient visits, inpatient admissions, surgical volumes, and diagnostic resource usage, helping the hospital proactively allocate resources. For example, the system predicts emergency surges and automatically suggests adding beds or opening standby clinics to prevent overcrowding.
- *Resource Optimization.* The system continuously monitors the real-time utilization of beds, operating rooms, diagnostic equipment, and staff, and dynamically reallocates resources, reducing waste and maximizing utilization efficiency.
- *Cost and Efficiency Management.* AI-driven analysis identifies bottlenecks and inefficiencies across processes such as consumable usage and bed turnover, automatically detecting waste and recommending optimization measures for cost control and resource efficiency.
- *Decision Support.* Beyond risk warnings, the system proposes actionable solutions based on historical patterns and predictive models. For instance, if a backlog in surgical scheduling is detected, the system recommends adjustments such as reallocating procedures or opening additional temporary operating rooms, and supports rapid implementation.

Since going live, the command center has delivered significant improvements. Resource utilization across beds, operating rooms, and diagnostic equipment increased by approximately 18%, while patient waiting times were substantially reduced, driving a 17% rise in patient satisfaction. Decision-making efficiency also improved markedly, transforming from manual, retrospective analysis to real-time monitoring and predictive decision-making.

The successful deployment marked a decisive step in the hospital’s digital transformation from traditional decision-making to AI-enabled intelligent decision support, setting a benchmark in intelligent hospital management. As the model continues to evolve and expand, this project is becoming a stellar example of digital transformation in healthcare, providing a scalable and replicable framework that promotes reform and innovation across the industry, while advancing the goals of equitable, efficient, and high-quality medical services.

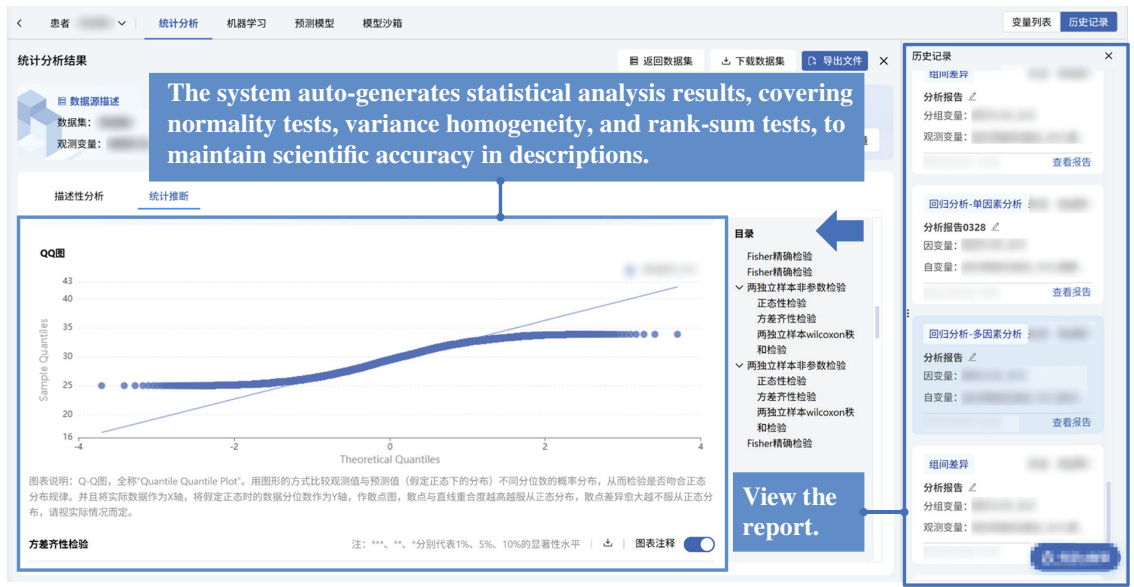
Case 4: Clinical Research

One of our clients is a national tertiary pediatric hospital with deep expertise in pediatric care and research. Facing the challenge of underutilized medical data, the hospital leveraged our scientific research data mining and analysis solution to unlock the potential of their data exploitation with an intelligent research support system.

In practice, the product supports multiple specialties in building high-quality disease-specific datasets, AI-empowered inspiration discovery and automatic machine learning module, providing doctors with in-depth insights and reliable AI-driven research assistance. This reshaped the research mindset of doctors who are freed from repetitive tasks, and encouraged cross-disciplinary inspiration, and substantially enhanced the hospital’s overall research vitality. It significantly reduced technical barriers and time costs in clinical research. As of December 31, 2025, over 130 research projects have been initiated using this product, covering major pediatric diseases such as congenital heart disease and kidney disorders, and supporting a wide range of research needs from retrospective studies to prospective cohort research.

In terms of research outcomes, the product has supported our client in publishing numerous academic papers, one of which achieved an impact factor of 41.362, thereby strengthening the hospital’s academic influence in pediatrics.

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AI-powered Analytics and Modeling

L3 STAGE — AGENTIC AI SOLUTIONS

Our L3-stage agentic AI solutions represent a strategic leap from point-based assistance to a comprehensive, proactive, and collaborative intelligence model. Built on the *Synapse* technology foundation and powered by large language models, we have developed agentic AI products capable of dynamic collaboration, self-learning, and knowledge sharing across the healthcare ecosystem.

To facilitate agentic AI offerings, we have built our AI foundation platform to help deploy and tailor high-quality, customized clinical AI models across hospital settings. The solution comprises three core application scenarios: (i) clinical decision support and quality control, (ii) hospital operation management, and (iii) clinical research.

Guided by a “think, act and observe” design principle, the L3-stage solutions shift from reactive problem-solving to proactive prediction and management, continuously detecting risks and opportunities, and working collaboratively to optimize decisions. This holistic approach unlocks system-wide performance gains, enhancing clinical service quality, improving institutional operational efficiency, and accelerating research output.

Our AI Platform

To facilitate agentic AI, we have built our AI platform to help deploy and tailor high-quality, customized clinical AI models across hospital settings. Building on this foundation, our agentic AI products provide intelligent functions that cover clinical decision support, hospital operation management, and clinical research. Many of these are agentized products capable of operating autonomously within clinical or administrative workflows, enhancing efficiency and accuracy while reducing manual intervention.

With capabilities to build structured and unstructured medical knowledge bases, such as clinical guidelines, patient records, lab results, and drug instructions, our AI platform integrates semantic chunking and vector-based retrieval. This ensures AI outputs are not only context-aware but also accurate and medically grounded. To enhance AI performance, our platform employs advanced context engineering and has established key capabilities of optimized memory management, intelligent context processing, and seamless agent collaboration. Natively supporting the MCP protocol, our AI platform offers standardized AI interfaces for seamless integration with HIS, EMR, office automation, and other hospital information systems.

Our AI platform supports our proprietary agentic AI offerings, such as operations assistant, clinical assistant, and research assistant, to enable cross-department and cross-system collaboration. Leveraging our AI platform, these AI agents can plug into core hospital systems like HIS, LIS, and EMR, delivering intelligent support across diagnosis, management, and research workflows, and boosting hospital-wide efficiency and intelligence.

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Agentic AI for Clinical Decision Support and Quality Control

The agentic AI for clinical practice adopts a layered intelligent architecture, with the *Synapse*-integrated LLM as the core engine. By combining multimodal interaction interfaces with a distributed task collaboration system, the agent provides end-to-end support across the entire clinical workflow. Designed on a “think, act and observe” principle, the system automatically constructs evidence chains to underpin clinical reasoning, applies rule-based control with safeguard mechanisms for model outputs, and leverages multi-agent collaboration to enable intelligent task distribution and parallel processing in complex scenarios.

The product’s primary goal is to automate repetitive yet critical tasks such as medical documentation, order verification, and medication reminders. By doing so, it frees physicians from administrative burdens, enabling them to focus on high-value activities such as clinical judgment and patient interaction, ultimately shaping a new generation of AI-enabled, physician-centered care models. Acting as an active participant capable of collaboration, self-learning, and knowledge sharing, the agentic AI for clinical practice serves as an intelligent partner in clinical decision-making.

The agentic AI for clinical practice spans six core stages of the care continuum: initial assessment and information collection, clinical assessment, diagnostic testing, diagnosis and clinical decision-making, treatment implementation, and follow-up and care management. The agentic AI for clinical practice is composed of three key subsystems, each addressing a critical dimension of the clinical workflow:

- *Dynamic Clinical Panorama Subsystem.* The agent continuously parses multi-source medical data to generate a structured, real-time overview of a patient’s condition. By proactively highlighting the most relevant historical and clinical insights, abnormal indicators, the subsystem reduces information overload, enabling physicians to quickly grasp the full patient context and make timely, well-informed decisions.
- *Interactive Clinical Assistance Subsystem.* Powered by LLM and underpinned by a structured medical knowledge framework, this subsystem offers reliable conversational support. It demonstrates strong semantic understanding and contextual reasoning, accurately interpreting physician intent, aggregating patient-specific data with professional medical knowledge bases, and producing trustworthy recommendations. It can automatically flag diagnostic indicators, suggest possible diagnostic pathways, and recommend next steps for testing or treatment based on clinical guidelines and expert consensus.



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- **Intelligent Documentation Subsystem.** Supported by medical knowledge and AI capabilities of *Synapse*, this subsystem transforms clinical dialogue and procedural data into structured, compliant medical records for our clients. It autonomously generates draft records with complete structure and standardized formatting, extracts key clinical elements, and populates critical fields such as diagnostic rationale, treatment plan validation, and follow-up recommendations. The records seamlessly integrate into existing electronic medical record systems, significantly improving the accuracy, efficiency, and regulatory compliance of clinical documentation.

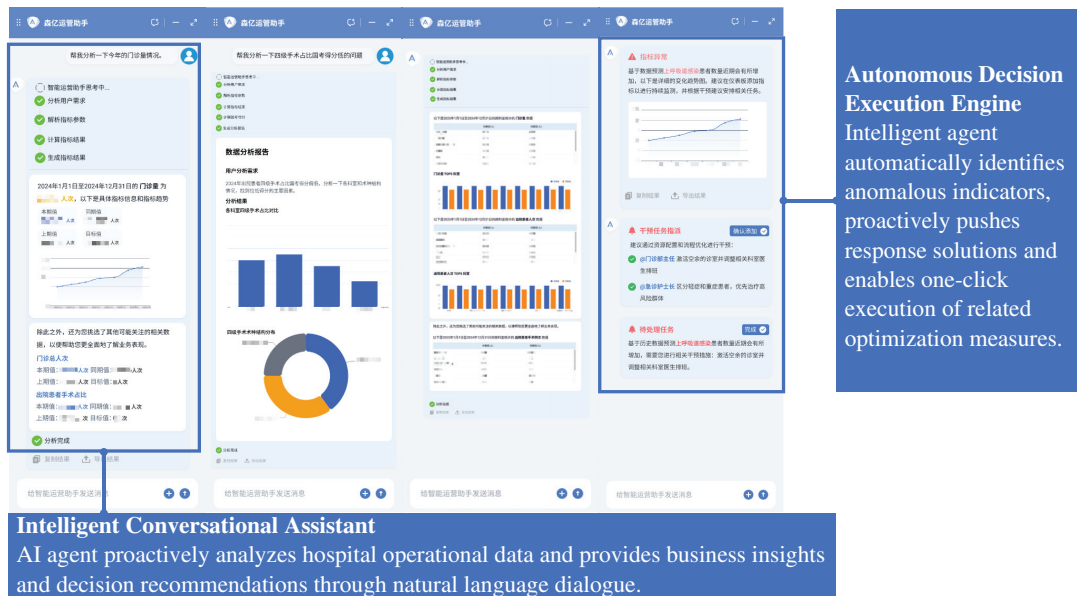
By moving beyond passive assistance to become a collaborative, context-aware, and reasoning partner, the agentic AI for clinical practice unlocks multi-dimensional value for healthcare institutions. In clinical efficiency, it automates high-cognitive tasks such as data integration and documentation, allowing physicians to dedicate more time to critical decision-making and patient engagement. In quality of care, it delivers evidence-based, guideline-aligned support that reduces the risk of missed or incorrect diagnoses and enhances patient safety. Ultimately, the solution raises physician satisfaction, improves patient outcomes, and drives greater institutional efficiency.

Agentic AI for Hospital Operation Management

The agentic AI for hospital management is powered by the *Synapse*-integrated LLM, enabling hospital management’s objectives to be rapidly translated into executable and verifiable action plans. Unlike traditional business intelligence dashboards or forecasting tools, the agentic AI for hospital operations operates through a multi-agent collaboration framework, including a goal decomposition and planning agent, a root-cause analysis agent, a cross-system execution agent, and a closed-loop evaluation agent, which continuously cycles around the “goal, strategy, execution and evaluation” loop.

With only a natural language input of management objectives, the system automatically identifies key influencing factors, generates a structured task network, invokes internal tools to drive execution, and delivers phased feedback with optimization recommendations. This represents a fundamental leap from problem identification to root-cause analysis, and ultimately to problem resolution.

Through LLM-driven human-machine collaboration, hospitals can achieve measurable and traceable improvements across critical domains such as quality and safety, cost efficiency, medical insurance compliance, and disease specific operations. The solution helps transform hospital management paradigms toward a new model driven by data and intelligent collaboration.



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The system’s core competitiveness lies in the deep integration of agents, LLMs and toolchains:

- *Autonomous Task Planning and Execution.* Leveraging the planning capabilities of LLMs, the system decomposes abstract goals into prioritized task graphs, executes them automatically, and dynamically adjusts based on real-time data, ensuring actionable pathways and verifiable outcomes.
- *Embedded Scenario Knowledge Systems.* Through RAG and rule engines, the system integrates hospital operation management standards, reimbursement policies, clinical pathways, DRG/DIP payment rules, and quality control requirements into scenario analysis, producing conclusions that are not only reasonable but also actionable. These outputs directly generate standardized checklists, standard operational practices, and quality control points.
- *Cross-system Interoperability.* AI agents can call and integrate with HIS, LIS, PACS, HR, and equipment systems via MCP protocols or adapters, enabling automatic data retrieval and writing, creating a seamless “data, process and outcome” loop.
- *Natural Language Interaction and Role Adaptation.* Whether hospital management, physicians, functional departments, or support teams, users can issue queries or tasks in natural language. The system interprets intent, retrieves data and knowledge, and delivers readable conclusions and visualized outputs. Role-based permissions and auditing ensure secure, need-to-know access.

In addition, the system supports full-process traceability, sensitive data anonymization, and on-premise deployment, meeting hospitals’ compliance and security requirements while enabling continuous evolution. It serves users from hospital management to departments, care teams, and individual physicians, covering the full spectrum from strategy to execution.

For management teams, the system supports performance and efficiency management, quality and safety governance, cost and budget control, and reimbursement compliance. For clinical departments, it optimizes perioperative management, shortens hospital stays, and improves utilization of beds and major equipment. For functional units, it generates optimized staffing schedules based on qualifications, patient flow, and equipment availability, while refining maintenance plans through fault trend analysis to reduce downtime and wait times.

Agentic AI for hospital management is not just a more attractive dashboard, but a 24/7 virtual digital operations team with professional knowledge, collaborative efficiency, closed-loop execution, and intelligent review capabilities. In the pursuit of high-quality hospital development, the system enables hospitals to achieve coordinated optimization across three critical dimensions, clinical quality improvement, cost containment, and compliance risk management. It strengthens sustainable resilience and competitive advantage, driving a systemic evolution of hospital management from reactive problem-solving to proactive governance, and from experience-driven to data- and intelligence-driven models.

Agentic AI for Clinical Research

Our agentic AI for clinical research is built on advanced LLM technology and adopts a highly modular architecture that integrates multiple specialized agents, including research ideation analysis, medical record screening, data governance, statistical analysis, and results generation. The system spans the entire research lifecycle, from inspiration and study design to data analysis and outcome generation. Through autonomous reasoning and collaborative intelligence, the system significantly reduces the complexity of research operations, minimizes dependence on manual expertise, and ushers in a next-generation paradigm of AI-driven research. It provides researchers with efficient, reliable, and end-to-end intelligent support, accelerating the production and translation of high-quality, reproducible medical research outcomes.

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The core capability of the system lies in its task-driven end-to-end autonomous execution. A user simply articulates a research idea in natural language, and the system autonomously activates multi-agent collaboration. Agents parse the research intent, plan key steps, retrieve and synthesize relevant scientific literature, and, leveraging the client’s knowledge base, recommend potential research directions and study designs. Agents then construct trial protocols, generate data queries, and precisely identify target populations from comprehensive clinical databases. Following automated data quality checks and cleaning, the system selects appropriate statistical methods, generates visualizations, and produces analysis reports complete with methodological notes and source references. It concludes by formulating research findings, with the entire process executed under secure, on-premise deployment and strict access control to ensure compliance and data privacy.

Positioned as a system for intelligent collaboration, our agentic AI for clinical research drives medical research toward advanced intelligentization. By combining natural language interaction, domain knowledge, and clinical data with multi-agent orchestration, the system automates the research workflow end-to-end. This not only lowers the technical barrier to conducting clinical studies but also shifts the model of research from experience-driven to intelligence-driven human-AI collaboration, unlocking broad applications across the biomedical field.

Case Study: Implementation of Agentic AI for Clinical Research at a Leading National Medical Institution

One of our clients, a nationally recognized benchmark institution in China’s healthcare industry, launched the agentic AI for clinical research project between 2024 and 2025. This initiative successfully deployed an intelligent research support system powered by advanced large language models. The system established a full lifecycle management framework from development and fine-tuning to deployment and iteration, while deeply integrating technologies such as RAG, context engineering, and AI agent optimization. Its core breakthrough lies in task-driven autonomous execution, significantly accelerating the hospital’s transition toward intelligent research practices and now serving as a vital enabler for multidisciplinary research across the institution.

In practice, the system demonstrates a high degree of self-driven intelligence and closed-loop process management. Once researchers input their study objectives in natural language, the system automatically initiates a multi-stage workflow. During the retrieval stage, it accurately interprets user intent, converts it into structured database queries, and supports interactive refinement. In data processing, it autonomously performs data loading, quality assessment, and cleaning, detecting anomalies such as outliers or missing fields and resolving them transparently and auditably. In the analysis and recommendation phase, it selects appropriate statistical methods, generates visualized outputs with methodological notes, and, drawing on hospital’s data and medical knowledge bases, proactively identifies potential patterns and proposes new research directions, outputting complete frameworks with key steps.

The system has delivered systemic improvements to the hospital’s research activities. Researchers can focus on core scientific questions, lowering the entry barrier for clinical studies. Automated data processing minimizes human error, enhancing both data quality and reliability of findings. Meanwhile, the system’s capacity to suggest innovative directions broadens research horizons, fosters cross-disciplinary collaboration, and accelerates the translation of research outcomes into clinical practice.

This deployment represents a pivotal step in advancing our client’s overall digitalization strategy. By enhancing the adaptability of models to non-standard clinical data and continuously optimizing algorithms and knowledge systems, the project deepens the integration of AI into clinical research. This project is positioned as a best-practice benchmark with nationwide

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demonstrative impact for the application of agentic AI in healthcare. It has already been successfully shortlisted for the 2025 Innovative Application of Emerging Hospital Technologies Award by the Information Technology Committee of the China Hospital Association.



AI-powered Analytics with Agentic AI for Clinical Research

OUR CORE TECHNOLOGY FOUNDATION — SYNAPSE

Our core competitiveness stems from *Synapse*, our proprietary technology foundation. It consists of three pillars: (i) innovative AI algorithms, (ii) medical knowledge engineering, and (iii) heterogeneous data governance. They form a self-reinforcing, continuously evolving technology flywheel, collectively building our deep and hard-to-replicate technological barriers in the healthcare AI field.

Continuous R&D and Iteration of Innovative AI Algorithms

We have assembled an algorithm research team with deep academic backgrounds on AI. Based on a profound understanding of medical application scenarios, we continue to cultivate original algorithm research, targeting core pain points, such as medical record text parsing and medical literature understanding, clinical decision support and diagnosis and treatment plan optimization, comprehensive quality management and precise patient recruitment, hospital management and efficiency improvement, among others. We have developed scenario-specific AI algorithms, including decision support models for complex disease risk stratification and personalized treatment recommendations during the diagnosis and treatment processes, efficient information extraction and patient screening models for real-world studies, or RWS, for clinical research, and operational process optimization decision agents based on reinforcement learning for hospital management. We continually optimize our algorithm, including medical domain-specific machine learning algorithms, clinical data standardization algorithms, small-sample transfer learning, medical rule models, medical synthetic data and other technologies, ensuring excellent performance of AI algorithms in real, complex medical application scenarios.

Relying on in-depth understanding of frontline medical application scenarios and accumulated industry experience, we can precisely identify pain points and demands in data management and AI model applications in the healthcare industry. At the same time, we have established a global healthcare AI frontier tracking mechanism, continuously monitoring the latest technological breakthroughs in the field, top academic conference results, and progress in open-source communities. Combining these insights and frontier knowledge and leveraging advanced context engineering capabilities and powerful LLM post-training toolchains, we can precisely and

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efficiently adapt and integrate the capabilities of general LLMs into specific medical application scenarios through model fine-tuning, RAG optimization, and AI agent deep customization, among other means. Our AI team can quickly respond to technological trends and actual clinical demands, without needing to explore application scenario from scratch.

Concurrently, we have carefully designed dedicated machine learning models targeting some specific data patterns in medical and clinical practice. Different from the general LLMs, these dedicated machine learning models focus on solving specific problems under specific scenarios. These include our MapC algorithm for matching natural medical expressions and standardized concepts, and dedicated NLP algorithms for medical document information extraction, among others. These dedicated machine learning models designed by us provide better interpretability, reliability and computational performance of LLMs in actual medical application scenarios.

Deep Fusion of Professional Medical Knowledge with Advanced Technology

Our management and first-class talent pool possess extensive professional backgrounds on medical-related fields. Based on a profound and precise understanding of medical application scenarios, we deeply integrate the “medical knowledge + AI” character into the full lifecycle of product design, R&D, verification, and iteration. We not only understand the work habits, reasoning, and decision paths of practitioners in the healthcare industry, but also align with international standards at the professional level. By referencing international authoritative medical standards, we establish a standardized and unified medical terminology standard system. And we combine AI technology to achieve automatic normalization of medical terms, such as diagnosis, inspection, examination, surgery, among others, laying the core foundation for standardized processing of professional medical knowledge.

We incorporate standardized medical terms with complex professional medical knowledge, such as clinical guidelines, diagnosis and treatment pathways, management protocols, research paradigms, among others, effectively translating and integrating them into AI models, data governance, and user interaction designs. We create and maintain a large-scale medical knowledge graph, which empowers AI model training validation.

Heterogeneous Data Governance and Big Data Analysis Capabilities

We are committed to assisting our clients to crack data silos and information fragmentation pain points that are generally prevalent within stakeholders in the healthcare industry, thereby releasing the full value of medical data. Starting with proprietary streaming computing data integration, we have built a medical big data engine that enables real-time integration and dynamic updates of multimodal medical data, ensuring the timeliness and completeness of data retrieval. At the same time, combining proprietary medical NLP technology, machine learning, knowledge graphs, and other innovative AI technologies, we achieve deep structured parsing of heterogeneous data in various formats. As we transform unstructured information into efficiently usable structured data, we can multiply the speed and efficiency of data governance while improving data quality. In addition, we use reinforcement learning to train LLMs to learn methods and strategies for medical data governance, building data governance agents. Data governance agents can collaborate with engineers to automate or assist in completing the closed-loop operations of data collection, cleaning, governance, and quality control. This transforms various data into high-quality, standardized datasets that comply with healthcare industry norms, forming secure and controllable high-value medical data assets for our clients. Finally, we have developed flexible and efficient medical big data infrastructure that can achieve low-cost high-performance data storage and computing at hospital level and can expand to support demands for extensive regional medical data.

RESEARCH AND DEVELOPMENT

We invest substantial resources in research and development to improve our technology infrastructure and solutions, integrate our technological capabilities into real-world applications, and meet challenges specific to our industry. Our relentless innovation has helped us achieve significant milestones across academia, earn industry recognition, and accumulate intellectual

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property, which helps us gain and maintain our edge against our competitors. As of the Latest Practicable Date, our products were not obtained through in-licensing. We made equity investments to Mukang and Yilianwang, where we obtained the intellectual property rights of certain products related to hospital operations management. We conducted further R&D on these products, including improving the product performance and integrating them mainly as a small component of our L1-stage solution. We have fully commercialized the upgraded version of these products as of the Latest Practicable Date.

- *Academic Research.* Our team members have published over 70 papers. We published a study in the JMIR Medical Informatics journal, demonstrating that AI-assisted data collection outperforms traditional manual methods in clinical research. During the COVID-19 pandemic, our real-world research team independently conducted analyses on disease fatality trends, with findings pre-published on medRxiv in February 2020. This research was cited internationally by scholars from Italy, Estonia, and other countries, highlighting its global impact. Additionally, we have established in-depth collaborations with renowned universities and institutions.
- *Industry Recognition.* As a leading provider of healthcare AI solutions in China, we have received over 150 awards and honors from industry organizations and academic societies. We have actively contributed to establishing standards for the big data industry, fostering a secure and efficient data ecosystem. Our efforts drive the construction of data-enabled smart hospitals and regional systems.
- *Intellectual Property.* We have amassed over 450 patents and software copyrights as a national high-tech enterprise. We have also developed a comprehensive and proprietary suite of solutions for data integration and governance, clinical diagnosis and treatment, clinical research, and hospital management. These solutions support hospitals’ digital transformation and set a benchmark for the industry. These accomplishments underscore our commitment to advancing healthcare AI and data-driven hospital and regional system development. Our accomplishments are attributable to an effective combination of our R&D talents and our optimization of R&D investment. We incurred RMB98.4 million, RMB63.0 million and RMB49.7 million of research and development costs in 2023, 2024 and 2025, respectively, accounting for 41.2%, 21.6% and 15.3% of our total revenues during the same years, respectively. Substantially all of these expenses during the Track Record Period were expensed.

Performance Metrics

For data intelligence and AI-driven applications, we benchmark our solutions against the Hospital Information Interconnectivity Standardization and Maturity Assessment Program (《醫院信息互聯互通標準化成熟度》) developed by the National Health Commission’s Center for Health Statistics and Information (國家衛生健康委統計信息中心). This program mainly evaluate to extent to which our products improve the efficiency of handing and use of medical and patient data. Aligned with this framework, our products, covering levels from L1-stage to L3-stage, enable clients to efficiently leverage data assets in clinical decision support and quality control, hospital operations management, and clinical research, thereby accelerating the development of smart hospitals. During the Track Record Period, we have already assisted 45 hospitals in passing the evaluation. Among them, 14 hospitals have achieved Level 5, Grade B, and 31 hospitals have achieved Level 4, Grade A. According to the CIC Report, on average, a single AI healthcare company typically assists fewer than 10 medical institutions in passing the evaluation.

Our R&D Team

We conduct our R&D activities by cultivating the talents of our own team as we believe in the long-term strategic benefits of developing our core technologies by ourselves. As of December 31, 2025, our research and development team consisted of 133 employees. They possess over eight years of working experience on average in R&D. Most of our research and development personnel are based in Shanghai, Hangzhou, and Changchun. We dynamically adjust the recruitment and structure of our R&D team pursuant to our strategic and project demands and cost efficiency, and we primarily utilize our in-house R&D talents for research and development activities, especially core AI technologies, algorithms and solutions.

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Our R&D team operates with a cross-team communication and collaborative development approach. The team is composed of specialized sub-teams, including (i) a dedicated medical team that primarily focus on medical knowledge, ensuring that our solutions are grounded in robust, up-to-date medical knowledge and expertise and guided by diagnosis and decision-making logics that correspond to real-world medical scenarios, and (ii) other teams that possess multidisciplinary talents with medical backgrounds. Our core R&D team members include:

- **Dr. ZHANG Shaodian (張少典)**, our founder, chairperson of our Board and chief executive officer, is a leading expert in the field of medical informatics. Dr. Zhang received his bachelor’s degree in computer science (ACM class) from Shanghai Jiao Tong University and his Ph.D. in biomedical informatics from Columbia University, and has published 31 research papers with more than 1900 citations in the field of medical informatics and healthcare AI. In recent years, Dr. Zhang has led his team in undertaking over ten national and provincial research projects, including ones sponsored by the National Key R&D Program and the National Natural Science Foundation of China (NSFC). Please refer to “Directors and Senior Management — Board of Directors” for more details.
- **Dr. MA Handong (馬漢東)**, our co-founder, executive Director and general manager of East China region, holds a bachelor’s degree from Fudan University, a master’s degree in biomedical informatics from Columbia University, and a Ph.D. in computer science from Shanghai Jiao Tong University. In recent years, Dr. Ma has led and participated in several national and provincial level research projects, while also contributing as an editorial board member to the development of the Standardized Dataset for VTE and the Standardized Dataset for Brain-Heart Comorbidities. Please refer to “Directors and Senior Management — Board of Directors” for more details.
- **Mr. YIN Jiaheng (殷嘉珩)**, our co-founder, executive Director and chief technology officer, obtained his bachelor’s degree from Fudan University, and pursued doctoral studies as a fully funded Ph.D candidate at Georgia State University before co-founding our Group. Mr. Yin led innovations like China’s first LLM-based AI clinical notes generation system. Mr. Yin became one of the 27 national AI certified AI Training Engineer (level one) in 2022.

We retain key management and technical staff with competitive remuneration packages and welfare benefits. We also invest in training programs to upskill our key management and technical staff. In the event of termination of employment requested by a key staff, we closely communicate with the staff for the reason of departure and feedback for us. We also recruit candidates with relevant knowledge and skills by online recruitment, internal referrals and employment agencies, among others, to avoid the negative impact that could be caused by the departure of any key staff. The salient terms of agreements with management and technical staff are set out below.

- *No conflict.* During the employment, the employee shall not engage in any other job, whether full-time or part-time.
- *Inventions Arrangement.* To the extent permitted under PRC law, we own all rights, titles, and interests (including all intellectual property rights worldwide) in any inventions, designs, works, know-how, or other results created by the employee (whether or not patentable), if such results are: (i) made in the course of the employee’s regular duties; (ii) made in performing tasks assigned by us beyond regular duties; (iii) made within one year after termination of employment, if related to the employee’s former duties or assigned tasks; or (iv) made using our resources or technical conditions. The employee shall promptly disclose all such results to us.
- *Proprietary Information Arrangement.* All inventions and all other business, technical and financial information (including, without limitation, the identity of and information relating to clients or employees) the employee develops, learns or obtains during the term of the employment contract that relate to us or our business or demonstrably anticipated business, or that are developed in whole or in part during the employment or using our equipment, supplies, facilities or confidential information, or that are received by or for us in confidence, constitute proprietary information. The employee shall hold in confidence and not disclose or, except within the scope of the employment, use any proprietary information.

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- *Confidentiality.* The employees shall not disclose, divulge, announce, publish, impart, transfer or otherwise make known to any third party, or in any way use any information, such as technical and trade secrets, belonging to us or belonging to any other party for which we have a duty of confidentiality.
- *Non-competition.* We have the right to unilaterally initiate a non-competition period of up to two years following the termination of employment. During the term of employment and the non-competition period initiated by us, the employee shall not engage in any competitive behavior.
- *Non-solicitation.* During the employment and for one year thereafter, the employee shall not, directly or indirectly, solicit or attempt to solicit our employees to leave their employment or solicit or otherwise influence our relationships with our clients or suppliers.

Our R&D Process

Given our nature of business, our R&D process requires combining the expertise in AI, big data analysis and healthcare. Therefore, we optimized our R&D organizational structure to cater to client needs and specific application scenarios to improve the efficiency of the R&D process. Our structured and responsive R&D process typically proceeds as follows:

- *New Product Development.* New products are driven by client’s real-world needs and developed by identifying new business opportunities, monitoring domestic and international market trends, and participating in industry conferences.
- *Product Updates and Iterations.* Updates and iterations of our existing products are driven by client requirements and feedback gathered during project interactions. We also stay attuned to national policies, market trends and competitor advancements.
- *Major Iterations.* Evolving market condition and client demand may require iterations that are beyond the scope of routine updates and iterations. In this event, we may have major iterations on our products and solutions.
- *Go-to-Market Process.* Once a product is ready for launch, we undergo a go-to-market process, which includes comprehensive training for the sales team and preparation of necessary sales materials, followed by the commencement of sales activities.

Key Ongoing R&D Project

We are committed to investing in innovative research and development to strengthen our technological leadership in healthcare AI industry, including engineering, agentic AI, explainable AI, AI governance, multimodal LLM, among others. Below is a non-exhaustive list of such projects:

- First, we are developing and optimizing the agentic AI clinical research system. This updated agentic AI clinical research solution enables end-to-end AI automation of the clinical research process, upgrading the clinical research system to be driven by AI agents. As of the Latest Practicable, we had established a complete workflow for our agentic AI clinical research solution, further enhancing product performance, operational stability and compatibility and adaptation with domestic servers. We are actively advancing the commercialization of the updated version.
- Second, we are developing an autonomous AI command center system. This solution builds upon the existing command center by integrating agentic AI, enabling advanced analysis and scheduling through natural language interactions. Currently, we have delivered the Proof of Concept, or PoC, to customers, receiving very positive feedback. We are integrating new modules into the current command center solutions, and simultaneously optimizing the standard data model of the command center. As of the Latest Practicable, we had completed the development of the fully automated AI operational analysis module and the AI chronic disease command center module. We plan to develop the AI revenue cycle management module in the third quarter of 2026.

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- Third in the field of agentic AI for clinical decision support and quality control, we have commenced the R&D of AI functional modules for medical record quality control. The core functions of these functional modules cover the following two principal application scenarios: (i) assisted generation of medical records: leveraging large language model technologies in conjunction with specific clinical data, these functional modules assist physicians in generating admission records, handover records, discharge summaries and patient condition summaries, thereby improving the efficiency of medical documentation drafting; and (ii) content quality control of medical records: powered by LLMs and utilization of clinical data, these functional modules assist physicians and quality control personnel in conducting full-text logical validation of medical records and accurately identifying content quality control issues, including inconsistencies in descriptions of surgical sites and omissions of daily notes on patient’s course of diseases, thereby helping to ensure the completeness, consistency and compliance of medical records.

These projects reflect our ongoing commitment to advancing the healthcare AI industry through both foundational research and application-oriented innovations.

Outsourced R&D Arrangement

We engage third parties for non-essential R&D activities such as product testing and use case validation, which are typically temporary arrangements conducted prior to product launch. According to the CIC Report, such outsourced R&D arrangement is in line with market practice and we are able to focus our R&D resources on our core technologies and improve our R&D efficiency with such arrangement. We typically assign our employees as project representatives to participate in the project implementation, and to oversee and coordinate the working process to ensure quality. Our products are all self-developed and not obtained through licensing or acquisition.

For certain R&D projects, we entered into cooperation agreements with other enterprises, enabling both parties to leverage their respective technical strengths and achieve complementary advantages through joint research and development efforts. During the R&D process, pursuant to the cooperation agreement between both parties, the counterparty assigns technical personnel to work on-site at our company, who are subject to our management and supervision. We pay the counterparty service fees on a monthly basis. All resulting R&D outcomes are ultimately owned by us. Our technical services fees, which refer to our outsourced non-essential research and development activities such as testing, amount to RMB5.2 million, RMB6.3 million, and RMB7.4 million in 2023, 2024 and 2025, respectively, representing 5.3%, 10.1%, and 14.8% of the total research and development costs for the same period, respectively. For details, see “Financial Information — Description of Major Components of Our Results of Operations — Research and Development Costs.”

The salient terms of our standard outsourced service agreement are set out below:

- *Intellectual Property.* All the resulting intellectual properties of the project belong to us. The engaged party would not infringe third parties’ intellectual properties for performance of its obligations under the agreements, and would indemnify us for any losses suffered due to third parties’ demand for compensations.
- *Pricing and payment.* The pricing of the outsourced R&D service generally depends on the workload. We generally pay by milestones as defined in the agreement.
- *Confidentiality.* The engaged party is responsible for keeping strict confidentiality of all the information provided by us, and would be responsible for any breach of confidentiality. The confidentiality clause applies for three years from the provision of information.
- *Termination.* The agreements will be terminated by mutual agreement, or by other means as set forth in the agreements.

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INTELLECTUAL PROPERTY

We seek to safeguard our technology through a combination of patent, copyright, and trade secrets in China. We also use trademarks to protect our brand. Furthermore, we enter into confidentiality and non-disclosure agreements with our employees, safeguarding our business secrets and know-how.

Our intellectual property rights are crucial for our business. As of the Latest Practicable Date, we owned 40 registered patents, including 38 invention patents, submitted 11 pending patent applications, and owned 443 software copyrights in China. As of the Latest Practicable Date, all of our registered domain names in use are in effect. If we are unable to renew any domain name registration, the domain name registrar may deregister the relevant domain name. For details of our core invention patents, please see “Statutory and General Information — Further Information about the Business of Our Company — 2. Intellectual Property Rights” in Appendix IV to this document.

We confirm that all of the above listed intellectual property rights are significant for carrying out the key functions of our Specialist Technology Products, and, as of the Latest Practicable Date, no other material intellectual property rights are directly applied in our Specialist Technology Products.

To vigorously protect our technology and proprietary rights, we utilize internal policies, confidentiality agreements, encryptions, and data security measures. Our established intellectual property protection mechanism is enforced by dedicated personnel, who are responsible for coordinating intellectual property strategy, timely registration, and other intellectual property protection matters. Moreover, agreements between us and our customers explicitly specify the ownership of intellectual property. We closely monitor attempts by others to register identical or similar intellectual property and raise timely objections, invalidation, or cancellation. In addition, we seek to preserve the integrity and confidentiality of our data and trade secrets by maintaining physical security of our premises and electronic security of our information technology systems.

During the Track Record Period and up to the Latest Practicable Date, our measures to protect intellectual property have been effective, with no material breaches identified. Nevertheless, certain PRC and foreign patents, and pending patent applications owned by third parties, may cover similar application areas as ours. We actively monitor patents and patent applications by: (i) using patent databases to search and keep track of patent statuses, allowing us to discover and analyze new patent disclosures in our industry promptly; and (ii) analyzing and categorizing all our patents, devising a search method for each patent category, and conducting automatic weekly searches of the domestic patent database to proactively monitor potential patent risks. We may challenge the validity of these patents and patent applications in the PRC and foreign patent offices in the future. We may also consider negotiating licenses for technology covered by one or more such patents and patent applications.

We also assess violation risks relating to third-party intellectual property rights, identify potential disputes and formulate precautionary measures from time to time, to avoid potential infringement against our competitors’ rights. During the Track Record Period and up to the Latest Practicable Date, we did not have any material disputes or pending legal proceedings concerning intellectual property rights with third parties.

PRICING

We price our products and solutions primarily at a medium-to-high range in the market to reflect the capability of our products, though we may strategically adjust the pricing of some of our solutions in the early stages of market entrance in certain regions to establish our footprint, and we may have regional price variations to cater to our broad base of clients. In setting pricing strategies, we consider a combination of factors including industry competition, market demand, relevant cost, technology advancements, brand reputation and client service. For individual sales agreements, the

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pricing would factor in the requirements of products or solutions, such as customization and deployment work required, version of product or solution deployed, number of functional modules, number of regions or hospitals covered, the number of doctors at such hospitals and the length of contractual period.

Our clients engage with us on a project basis. We believe that a project-based revenue model suits our business, as our clients, particularly hospitals, prefer this model to meet their administrative and operational needs. It also allows us to deliver customized solutions effectively and ensures seamless integration through dedicated, comprehensive project implementation. We offer complimentary solution maintenance during the specified contract period. Following this period, we typically charge subsequent continual maintenance and upgrade service fees. Additionally, any substantial upgrades that go beyond the scope of the original agreement will be billed separately or be conducted pursuant to separate agreements.

We typically charge customers project implementation fee for the deployment of our services and maintenance and services for our solutions in general.

- For contracts only for L1-stage data intelligence solutions, our project implementation fee is based on customers’ requirement of products and services and customers’ data status including data amount, quality and standardization level.
- For contracts with L2-stage AI assistant solutions, our project implementation fee for the deployment of our services is based on customers’ requirement of products and services, and the fee is influenced by the number of indicators, data elements, and analysis modules required as well. Pricing is tailored to the solution’s complexity, such as the number of medical specialties, disease areas, and workflows integrated into the solution.
- For contracts only for L3-stage agentic AI solutions, our project implementation fee is based on the number of specialized AI assistants and the sophistication of their assigned functions.

MAJOR PROJECTS

The following table sets forth our major projects completed during the Track Record Period and the ongoing implementations of major projects as of the Latest Practicable Date:

	Products/Solutions Provided	Project Start Date ⁽⁶⁾ and End Date ⁽⁷⁾	Contract Amount (RMB’000)	2023 Revenue Recognized (RMB’000)	2024 Revenue Recognized (RMB’000)	2025 Revenue Recognized (RMB’000)
Project A ⁽¹⁾	L3 — Agentic AI for hospital operation management	Start Date ⁽⁶⁾ : 2024/06/14 End Date ⁽⁷⁾ : 2025/11/26	1,710	–	–	1,613
Project B ⁽²⁾ (on-going)	L2 — Clinical decision support and quality control and performance and efficiency management	Start Date ⁽⁶⁾ : 2023/10/25 Expected to end in the second half of 2026	24,978	–	12,689	8,195
Project C ⁽³⁾ (on-going)	L1 — Data-driven physician workstation	Start Date ⁽⁶⁾ : 2024/12/09 Expected to end in the first half of 2027	16,480	–	–	3,938
Project D ⁽⁴⁾	L1 — Regional data sharing and resource coordination	Start Date ⁽⁶⁾ : 2022/06/06 End Date ⁽⁷⁾ : 2023/09/01	29,000	23,140	–	–
Project E ⁽⁵⁾	L3 — Agentic AI for clinical research	Start Date ⁽⁶⁾ : 2024/11/12 End Date ⁽⁷⁾ : 2025/03/28	1,419	–	–	1,339

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Notes:

- (1) The customer for Project A is a Grade A tertiary general hospital founded in 1948 in Tai'an city, Shandong Province, with its place of implementation in Shandong Province.
- (2) The customer for Project B is a comprehensive university founded in 1949 in Dalian city, Liaoning Province, with its place of implementation in Liaoning Province. As of December 31, 2025, we have RMB1.2 million to be recognized for this project.
- (3) The customer for Project C is a Grade A tertiary general hospital founded in 1953 in Qingdao city, Shandong Province, with its place of implementation in Shandong Province. As of December 31, 2025, we have RMB10.6 million to be recognized for this project.
- (4) The customer for Project D is a municipal health commission founded in Zhejiang Province, with its place of implementation in Henan Province.
- (5) The customer for Project E is a Grade A tertiary general hospital founded in 1936 in Nanjing city, Jiangsu Province, with its place of implementation in Jiangsu Province.
- (6) The project start date refers to the date on which the project contract was signed.
- (7) The project end date refers to the date on which the project has received final acceptance.

OUR CUSTOMERS

During the Track Record Period, our customers mainly included hospitals and hospital groups, healthcare companies, and health regulatory departments, and also include intermediaries engaged by certain of our clients. In 2023, 2024 and 2025, we generated revenue from 179, 244 and 255 customers, respectively, and the aggregate revenue from our five largest customers was RMB69.5 million, RMB69.2 million and RMB69.3 million, representing 29.1%, 23.7% and 21.3% of our revenue, respectively. Revenue from our largest customer for the same periods was RMB23.1 million, RMB23.7 million and RMB17.3 million, representing 9.7%, 8.1% and 5.3% of our revenue, respectively. We require bank transfer as payment method for all of the top five customers in each of these years during the Track Record Period. Customers typically make payments according to project milestones. Trade receivables are typically due within 180 days to 270 days from the date of billing.

The following table sets forth the details of our five largest customers for the periods indicated:

Five Largest Customers for 2023	Background	Products Sold	Commencement of Business Relationship	Revenue Amount	Percentage of Total Revenue
				RMB'000	%
Customer F	A government health commission based in Henan, responsible for regional public health management and oversight	Data intelligence solutions	2022	23,140	9.7%
Customer G	A state-owned investment and asset management company based in Zhejiang, focusing on health industry investments	AI assistant solutions	2022	13,889	5.8%
Customer H	A public hospital based in Guangdong, providing healthcare services	Data intelligence solutions	2021	12,556	5.3%
Customer I	A healthcare administration organization based in Shanghai, managing public hospital development and operations	AI assistant solutions	2020	12,264	5.1%
Customer J	An information technology company based in Zhejiang, providing IT support and services	Data intelligence solutions	2022	7,617	3.2%
Total				69,466	29.1%

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Five Largest Customers for 2024	Background	Products Sold	Commencement of Business Relationship	Revenue Amount	Percentage of Total Revenue
				RMB'000	%
Customer I	A healthcare administration organization based in Shanghai, managing public hospital development and operations	AI assistant solutions	2020	23,726	8.1%
Customer K	An educational institution based in Liaoning, providing higher education including medical programs	AI assistant solutions	2023	12,689	4.3%
Customer L	A specialized hospital based in Shanghai, providing neurological healthcare services	Data intelligence solutions	2021	11,952	4.1%
Customer M	A public healthcare institution based in Zhejiang, providing maternal and child health services	Data intelligence solutions	2022	11,087	3.8%
Customer N	A software and information technology company based in Hunan, providing healthcare information systems	Data intelligence solutions	2022	9,730	3.3%
Total				69,184	23.7%

Five Largest Customers for 2025	Background	Products Sold	Commencement of Business Relationship	Revenue Amount	Percentage of Total Revenue
				RMB'000	%
Customer O	A public hospital based in Yunnan, providing healthcare services	AI assistant solutions	2023	17,345	5.3%
Customer P	A technology promotion and application service company based in Beijing, providing system integration services	Data intelligence solutions	2025	15,902	4.9%
Customer Q	A public hospital based in Shanghai, providing comprehensive healthcare services	AI assistant solutions	2022	12,450	3.8%
Customer R	A technology promotion and application service company based in Beijing, providing healthcare technology solutions	Data intelligence solutions	2024	11,887	3.7%
Customer S	A telecommunications company based in Shanghai, providing digital transformation and industrial internet solutions	Data intelligence solutions	2024	11,738	3.6%
Total				69,322	21.3%

All of our five largest customers during the Track Record Period are Independent Third Parties. As of the Latest Practicable Date, none of our Directors or any of our shareholders (who to the knowledge of our Directors had owned more than 5% of our issued share capital) nor any of their respectively associates had any interest in any of our five largest customers during the Track Record Period.

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Agreements with Our Customers

Key terms of our agreements with customers include:

- *Fee Arrangement and Settlement.* We typically charge our customers in accordance with project milestones. (i) Upon signing of the contract, we generally collect a small proportion of the contract amount, after which we commence our work; (ii) upon successful acceptance of the project, customers pay the majority portion of the contract amount; and (iii) upon the expiry of the quality assurance period (usually one year), customers pay the remaining balance.
- *Work Process and Delivery.* Our project delivery generally comprises the following stages: (i) project kick-off, including hardware architecture setup, requirements research, and interface confirmation with various system vendors; (ii) project implementation including test environment setup, production environment setup, further requirements research, production system transformation, functional testing, and data governance; (iii) system launch and operation stage; (iv) project acceptance and handover stage; and (v) post-acceptance operation and maintenance.
- *After-sales Services.* To optimize customer experience, we provide system training during project implementation. After project completion, we deliver a maintenance plan which is subject to review and confirmation by the customer, and we record inspection and maintenance activities during the quality assurance period, which is usually one year.
- *Intellectual Property Rights.* Intellectual property generated during the course of project implementation is jointly owned by us and our customers. For information systems delivered by us with pre-existing intellectual property rights, customers are entitled to reasonable use within the scope of the license granted.
- *Termination.* Either party may terminate the agreement in the event of a material breach of contract by the other party.

We generally conduct our businesses with hospital customers through bidding processes. In addition, our customers also include intermediaries engaged by certain of our clients, who are primarily hospitals and regional healthcare administrators. When we enter into contracts with such intermediaries, we recognize them as our customers. According to the CIC Report, it is industry practice for these clients to engage intermediaries that provide different types of assistance in project implementation, such as managing construction and integrating the work products if different services are selected. However, the decisions as to which suppliers to choose are primarily made by the clients.

Engagement with Intermediaries

Our clients' engagements with intermediaries arise from different scenarios. For example, when a client's procurement requirements are complex and involve multiple types of products, or when greater control is needed, the client may initially appoint a state-owned enterprise as the general contractor, who may then subcontract specific tasks to us. Nevertheless, the client always retains the ultimate decision-making authority regarding our selection as a subcontractor.

The salient terms of our agreements with intermediaries are set out below:

- *Pricing and Payment.* We charge intermediary based on the scope and complexity of each product. Payment is typically arranged according to project milestones defined in the agreement, including contract signing, product launch, product acceptance upon meeting quality standards, and successful product operation for one year.
- *Intellectual Property.* Upon full payment of all fees by intermediary in accordance with the terms of the agreement, we will grant the client relevant intellectual property rights for lawful use within the scope of the agreement. The intermediary understands and accepts that all software developed by us is owned exclusively by us.

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- **Contract Amount.** The contract amount is based on software, hardware, and interface components as specified in the system function list under the agreement. Upon implementation of the agreement, if the intermediary requests modifications to the system software, hardware, or interface, and the required workload exceeds three person-days (including holidays), we reserve the right to negotiate the modification fees with the intermediary.

Client Service

We believe effective service of clients is crucial for our success. Our client service team plays a pivotal role in our service capabilities. Comprised of dedicated staff with relevant expertise, we strive to ensure our clients have access to the support they require at all times. In this way, we are able to ensure our clients can maximize the potential of our products and solutions, which we believe is conducive to improved operations and patient welfare.

Marketing and Business Development

We primarily rely on our nationwide network of 60 direct sale representatives as of December 31, 2025, who pitch clients and manage local after sales activities, ensuring effective market penetration and growth.

Our sales and marketing team is responsible for increasing the awareness of our brand, promoting our new and existing products and solutions, maintaining our relationship with suppliers and customers and managing public relations. Primarily through their efforts, we have established our commercial footprint across China.

We also maintain several key channels for client acquisition. Firstly, we leverage market activities, such as participating in industry conferences and events, where we showcase our case studies and invite potential customers to learn about our products and solutions. We also benefit from referrals from existing customers. Additionally, our direct sales team establishes long-term collaborations with influential partners to explore collaboration opportunities. Furthermore, we believe the introduction of one or more of our solutions into a hospital positions us as a preferred partner for the hospital in its subsequent projects. Through aforementioned efforts, we have been able to expand our business, increase brand influence, and engage with potential customers.

Our established industry reputation, combined with our sales force’s efforts, has allowed us to enter the approved supplier directories of some major customers or sign long-term strategic agreements with them. This accelerates new project collaboration processes, reducing the complexity of initial meetings, introductions, inquiries, and business negotiations, which lowers our selling and marketing costs. Our customer satisfaction also enabled us to explore cross-selling opportunities with existing customers and continually introduce new products to increase the lifetime value of each customer by providing more comprehensive and tailored solutions to their demands.

Tenders Submitted and Tender Success Rate

The following table sets forth our number of tenders submitted and tender success rate during the Track Record Period:

	Year Ended December 31,		
	2023	2024	2025
Number of Tenders Submitted ⁽¹⁾	138	164	131
Tender Success Rate ⁽²⁾	72.5%	76.8%	78.6%

Notes:

(1) The number of tenders submitted includes successful and unsuccessful tenders. Unsuccessful tenders consist of (i) tenders withdrawal from participation during the tender process, (ii) suspension of tender projects, (iii) canceled tenders and (iv) tenders not selected.

(2) The tender success rate refers to the number of successful tenders divided by the number of tenders submitted.

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OUR SUPPLIERS

Our top suppliers are primarily traditional healthcare IT service providers from whom we purchase their software or interface services to integrate into our solutions depending on client demand. Our suppliers also include outsourcing agencies for product testing and R&D, office lessors, cloud service providers and suppliers of device and equipment. In selecting our suppliers, we typically opt for large-scale, reputable suppliers and adhere to a standardized process to ensure quality, reliability, after-sale service coverage, delivery speed and client service responsiveness.

During the Track Record Period, we did not experience significant difficulties in maintaining reliable sources of supplies that are necessary for our operation and we anticipate continuing to be able to maintain adequate sources of quality supplies in the future. In 2023, 2024 and 2025, purchases from our five largest suppliers in aggregate accounted for 21.3%, 24.9% and 32.3% of our total purchases, respectively, and purchases from our largest supplier accounted for 6.3%, 5.5% and 12.0% of our total purchases, respectively. All of these suppliers are located in China. For project-based procurement, we typically make payments to our suppliers according to project milestones. Trade payables are typically due within 90 days from the date of billing. For procurement not based on projects, our credit terms with our suppliers are typically due within 30 days.

We have maintained stable business relationships with our major suppliers. During the Track Record Period and up to the Latest Practicable Date, we did not experience any material disputes with our suppliers, difficulties in the procurement of supplies, interruptions in our operations due to a shortage or delay of supplies or significant fluctuations in their prices. We believe that we would be able to find alternative suppliers if required, given the relatively homogeneous nature of our supplies, procurement capabilities and relatively large supplier base in the market. The table below sets out the details of our top five suppliers during the Track Record Period:

Five Largest Suppliers for 2023	Background	Products/Services Purchased	Commencement of Business Relationship	Purchase Amount	Percentage of Total Purchase
				RMB'000	%
Supplier F	A network technology company based in Zhejiang, providing internet services and software development	Hardware and related others	2020	5,055	6.3%
Supplier G	A technology solutions provider based in Shanghai, providing software and IT services	Hardware and related others	2022	3,556	4.4%
Supplier H	A technology company based in Jiangsu, providing software development and digital solutions	Hardware and related others	2022	3,454	4.3%
Supplier I	An intelligent technology company based in Zhejiang, focusing on AI and software development	Hardware and related others	2023	2,641	3.3%
Supplier J	A technology company based in Zhejiang, providing software development and IT services	Hardware and related others	2023	2,535	3.1%
Total				17,241	21.3%

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Five Largest Suppliers for 2024	Background	Products/Services Purchased	Commencement of Business Relationship	Purchase Amount	Percentage of Total Purchase
				<i>RMB'000</i>	<i>%</i>
Supplier K	A network security technology company based in Liaoning, providing cybersecurity solutions	Hardware and related others	2023	5,404	5.5%
Supplier L	An industrial technology company based in Shanghai, providing equipment and technology solutions	Hardware and related others	2024	5,283	5.4%
Supplier M*	A medical network technology company based in Yunnan, providing healthcare IT solutions	Hardware and related others	2024	5,163	5.2%
Supplier N	A medical technology company based in Anhui, providing healthcare equipment and solutions	Hardware and related others	2023	4,385	4.4%
Supplier A	A technology company based in Jilin, providing software development and IT services	Hardware and related others	2022	4,336	4.4%
Total				24,571	24.9%

Five Largest Suppliers for 2025	Background	Products/Services Purchased	Commencement of Business Relationship	Purchase Amount	Percentage of Total Purchase
				<i>RMB'000</i>	<i>%</i>
Supplier O	A technology group company based in Chongqing, providing integrated technology services and solutions	Hardware and related others	2025	11,131	12.0%
Supplier P	An intelligent technology company based in Jiangsu, focusing on smart solutions and software development	Hardware and related others	2025	6,367	6.9%
Supplier M*	A medical network technology company based in Yunnan, providing healthcare IT solutions	Hardware and related others	2023	5,212	5.6%
Supplier Q	An information technology company based in Gansu, providing IT services and solutions	Hardware and related others	2025	3,964	4.3%
Supplier R	A trading company based in Yunnan, providing commodity trading services	Hardware and related others	2023	3,255	3.5%
Total				29,929	32.3%

Note:

* To the best of the knowledge of our Directors, in 2025, Supplier M consisted of two companies ultimately controlled by the same shareholder, and thus we treat them as one supplier.

All of our five largest suppliers are Independent Third Parties. None of our Directors, their associates or any of our current Shareholders (who, to the knowledge of our Directors, own more than 5% of our share capital) has any interest in any of our five largest suppliers during the Track Record Period that is required to be disclosed under the Listing Rules. None of our suppliers are our major customers and vice versa.

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Material Clauses and Terms of Supply Agreements

We typically enter into standard procurement agreements with our suppliers. The salient terms of standard procurement agreements are set out below:

- *Quality control.* We are entitled to conduct inspections of the delivered goods.
- *Warranty.* During the warranty period, our suppliers are responsible for (i) technical support, software updates and hardware warranty; (ii) maintenance and replacement in case of product quality issues; and (iii) preparation of spare parts for easily damaged components.
- *Intellectual property.* Our suppliers are responsible for ensuring that products provided do not infringe the intellectual properties of any third party. If any dispute or claim for damages arises, our suppliers are responsible for assuming the liability for our losses.
- *Confidentiality.* Our suppliers are required to treat all of our information as confidential during the valid term of the procurement agreement and for another five years after termination of the procurement agreement.
- *Payment.* We typically settle fees to suppliers within the credit period granted to us after quality control pass and receipt of goods.
- *Penalty.* We typically set penalty terms for breach of procurement agreements such as non-performance of delivery and after-sale services.
- *Termination.* We are entitled to terminate the procurement agreement for non-rectifiable product quality issues and breach of procurement agreements.

Overlapping of Major Customers and Suppliers

During the Track Record Period, Supplier J, which was one of our top five suppliers in 2023, also became our customer in 2025. We provided HIS interface customization services to Supplier J to enable the deployment of a designated system for one of its clients. The total amount of revenue generated from Supplier J was RMB0.08 million in 2025, accounting for approximately 0.03% of our total revenue of the corresponding period. We did not generate revenue from Supplier J in 2023, and 2024. In 2025, our gross profit involved with Supplier J is RMB0.07 million and our gross profit margin with Supplier J is 78.7%.

In addition, Supplier M, which was one of our top five suppliers in 2024 and 2025, also became our customer as intermediary in 2025. We provided L2-stage AI assistant solutions to Supplier M for one of its clients. The amount of revenue generated from Supplier M was RMB0.49 million in 2025, accounting for approximately 0.15% of our total revenue for the corresponding period. We did not generate revenue from Supplier M in 2023 and 2024. In 2025, our gross profit involved with Supplier M is RMB0.38 million and our gross profit margin with Supplier M is 77.6%.

As some of our customers are intermediaries engaged by end clients, and such intermediaries may themselves be engaged in hardware or related data services, it is not unusual for our suppliers to also act as our customers under such circumstances according to the CIC Report.

Risks from International Trade Policies

Our customer and supplier face potential risks from international trade export restrictions and economic sanctions, which can disrupt the movement of goods, delay order fulfillment, and increase compliance-related costs. For example, certain regulations restricting exportation technology from the U.S. apply not only to items originating from or passing through the U.S., but also to foreign-made products that incorporate U.S.-origin technology beyond certain thresholds. Even if our products currently contain no such technology, future regulatory changes could trigger licensing requirements, complicating logistics and slowing delivery timelines. Sanctions targeting specific regions or entities, such as China-based technology firms, may further restrict our access to suppliers, business partners, and certain customers.

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Additionally, evolving international trade controls from jurisdictions including the U.K., E.U., and U.N. add layers of complexity, requiring continuous monitoring and adaptation. Collectively, these factors may delay our contract performance, increase administrative burden, and impair our ability to meet customer demand efficiently. For more information, see “Risk Factors — Risks Relating to Our General Operations and Industry — We are subject to risks associated with international trade policies, geopolitics and trade protection measures, and our business, financial condition and results of operations could be adversely affected.”

PATH TO PROFITABILITY

Our revenue increased significantly during the Track Record Period. We recorded revenue of RMB239.1 million, RMB291.9 million and RMB324.9 million in 2023, 2024 and 2025. Although we incurred net loss of RMB352.1 million, RMB206.9 million and RMB234.2 million in 2023, 2024 and 2025, respectively. During the Track Record Period, our adjusted loss (non-HKFRS measures) showed a positive trend towards reaching breakeven. See “Financial Information — Description of Major Components of Our Results of Operations.”

Background of Historical Loss-making

Our losses during the Track Record Period were primarily due to the following reasons:

- *Limited operating history.* We began our business in 2016. As the healthcare AI industry rapidly evolves, we have continuously adapted our offerings in response to industry advancement. Our limited operating history of providing healthcare AI solutions has necessitated a ramp-up period to achieve profitability.
- *Selling and marketing efforts to expand market presence.* To strengthen our market presence and deepen client relationships in the healthcare AI industry, we have made substantial investments in selling and marketing. Our efforts focus on building market shares and improving penetration by growing our sales force, expanding marketing initiatives and enhancing after-sales services. In 2023, 2024 and 2025, we recorded selling and marketing costs of RMB74.2 million, RMB56.4 million and RMB61.0 million, respectively, representing 31.1%, 19.3% and 18.8% of our total revenue for the same periods. Selling and marketing investment is critical for capturing market opportunities, driving growth and establishing brand visibility in the global market.
- *Significant investments in R&D.* The competitive healthcare AI market requires substantial upfront investments in technology innovation and talent recruitment. To seize the industry opportunities and maintain our market-leading position, we have formulated and committed to a strategy of ongoing technological innovation and invested considerable resources in our extensive R&D efforts aimed at fostering continuous iteration in solutions and products. To attract and retain R&D talents capable of driving our technological innovation and product evolution, we have offered competitive benefits and incentives for our R&D personnel. As a result, we incurred research and development costs of RMB98.4 million, RMB63.0 million and RMB49.7 million in 2023, 2024 and 2025, respectively. Our continual investment in R&D has yielded technological breakthroughs, paving the way for our future profitability.
- *Economies of scale are still materializing.* Although we experienced rapid growth during the Track Record Period, our business scale has not yet reached the level necessary to fully enjoy cost advantages from economies of scale. We believe, as our business scale grows, we can obtain more favorable pricing and payment terms from our clients, which will enable us to improve our profitability. Furthermore, as our business continues to grow, we anticipate realizing the benefits from economies of scale evidenced by a decrease in selling and marketing costs and administrative expenses as a percentage of our total revenue.

See “Financial Information — Major Factors Affecting Our Results of Operations” for more details.

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Strategies to Improve Our Performance

We expect to turn around our loss-making position in 2028 by following steps:

Expand Revenue Scale

We aim to focus on strengthening our revenue drivers.

Product Innovation and Portfolio Enhancement

We will enrich the product portfolio and continuously iterate and improve solution quality, focusing on product competitiveness to meet customer needs and maintain market advantage.

First, we will enrich the product portfolio and continuously iterate and improve solutions. As of December 31, 2025, we provide commercialized L1- to L3-stage solutions and fully developed L4-stage solutions, with at least nine categories of products available. At present, we expect to launch five products within the next three to five years. Our AI solution products feature a high degree of automation and are designed for full-scenario applications in medical institutions. We continuously enrich our product ecosystem by introducing a variety of specialized functional modules tailored to diverse healthcare scenarios. For more information about our categories of products, see “— Overview — Our Solution Matrix.”

- *L1-Stage Solutions.* We achieved commercialization and deployment of our L1-stage AI solutions prior to the Track Record Period, which have served 443 customers as of December 31, 2025. Specifically, we have developed three products for L1-stage solutions. As of the same date, we have secured contracts for L1-stage solutions with contract amount totaling RMB97.2 million. We are developing applications focusing on clinical decision support and quality control and hospital operation management areas, including products such as data-driven physician workstation, operational data analysis, and regional data sharing and resource coordination system.
- *L2-Stage Solutions.* We achieved commercialization and deployment of our L2-stage AI solutions prior to the Track Record Period, which have served 377 customers as of December 31, 2025. Specifically, we have developed six products for L2-stage solutions. As of the same date, we have secured contracts that have requested L2-stage solutions with contract amount totaling RMB56.3 million. We are developing applications focusing on clinical decision support and quality control, hospital operation management, and the clinical research areas. Particularly, for clinical decision support and quality control area, we are developing a medical affairs management module which provides a comprehensive, end-to-end system for managing all aspects of hospital medical affairs. Further, the AI assistant solutions in the clinical research area include research data mining and analysis, and patient recruitment and cohort management products, enabling researchers to streamline enrollment processes, and extract valuable insights from complex clinical data.
- *L3-Stage Solutions.* We began commercialization of our L3-stage solutions in 2024, and as of December 31, 2025, the solutions have served five customers. Specifically, we have developed three products for L3-stage solutions. As of the same date, we have secured contracts for L3-stage solutions with contract amount totaling RMB1.6 million. We are developing multiple innovative AI agent-driven upgrades in several key areas. The AI agent for tertiary hospital evaluation upgrades the original evaluation system with intelligent features, improving efficiency and accuracy. The command center AI agent builds upon the current command center infrastructure, enabling advanced analysis and scheduling through natural language interactions. In clinical research, the AI agent enables end-to-end AI automation, transforming the entire research workflow and upgrading the system to be driven by AI agents.
- *L4-Stage Solutions.* We began implementing a pilot project for our L4-stage solutions in 2025. As of December 31, 2025, our AI clinic model, representative of our L4-stage solutions can perform AI diagnosis for 33 common diseases. In the future, we plan to expand our business to more MENA regions and Southeast Asia, and further increase the number of diseases types

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covered to approximately 96. We are currently promoting commercialization of AI-led clinic. Building on the established structure and functions, we are expanding our application to more diverse diseases and strengthening our optimization of functionality and processes.

- *Synapse Technology Foundation.* In addition to upgrading and iterating our solutions from L1- to L4-stage, we are conducting an optimization and enhancement of the Synapse technology foundation by developing an agentic AI platform, which enables unified management of agentic AI. This platform streamlines the end-to-end development workflow, enabling rapid customization, continuous fine-tuning, and scalable deployment of specialized AI agents.

Second, we plan to ride on the industry tailwind to drive up revenue. According to the CIC Report, the overall market size will continue to grow. The market of global healthcare AI solutions, is projected to grow from RMB44.4 billion in 2025 to RMB92.0 billion by 2030. In China, a critical sub-market, the healthcare AI solutions market is expected to expand from RMB18.0 billion in 2025 to RMB35.9 billion by 2030, representing 40.6% and 39.0% of the global total in 2025 and 2030, respectively. Only a few players have built comprehensive solution stacks that meet hospitals’ complex needs and achieve commercial success. Among them, we ranked as the largest provider by hospital revenue in 2025 in China and are the only enterprise that provides commercialized L1-stage to L3-stage solutions, and fully developed L4-stage solutions.

Our sales revenues from L1-stage to L3-stage solutions are expected to increase on an overall basis, with revenues from L2- and L3-stage solutions growing at a faster pace, primarily due to the continued expansion of market demand. According to the CIC Report, the L2- and L3-stage solutions market is driven by strong policy momentum, technological readiness, and increasing upgrading needs from customers with low-level solutions. For instance, at the national level, the National Health Commission, has set a goal for 70% of tertiary hospitals to implement AI-assisted diagnosis in areas such as imaging, laboratory testing, and pathology by 2027. In parallel, intelligent patient-service applications are expected to cover 80% of tertiary hospitals and 50% of secondary level hospitals, while intelligent clinical decision-support applications are expected to reach 50% of tertiary hospitals and 30% of secondary level hospitals. At the same time, rapid advancements in medical AI models and multimodal technologies have reached sufficient technical maturity to support the large-scale deployment of more advanced L2- and L3-stage solutions. Meanwhile, basic healthcare AI applications have already achieved sizable penetration across hospitals, prompting institutions to upgrade toward higher-value, higher-automation solutions that deliver clearer efficiency gains.

Deepening Relationships with Existing Clients and Developing New Clients

We will deepen our relationship with existing client base and continuously seek to develop new clients.

First, we aim to meet the diversified needs of our clients. We plan to introduce different or new products to our loyal client base. Through regular communication, implementation and maintenance services, and leveraging our comprehensive solution matrix, we plan to extend our products to new application scenarios while continuing to enhance the autonomous level of our existing products, thereby driving repeat purchases from existing clients. During the Track Record Period, the number of clients purchasing two or more products from us was 98, accounting for 20.2% of the total clients. In 2025, our three-year net dollar retention rate was approximately 112.7%. The three-year net dollar retention rate refers to the total revenue in 2023, 2024 and 2025 associated with our clients that brought revenue in 2022, as a percentage of the total revenue from those clients in 2022. We developed customized products fully considering clients’ actual needs and business pain points. For a client’s specific and unique business situation, we applied our medical engineering expertise and tailored our AI algorithms to the client’s individual workflows. This approach enhances client stickiness and, to some extent, increases client switching costs.

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Second, we build our reputation through the effective implementation of projects and continuously expand our client base. On the overall basis, during 2023, 2024 and 2025, the numbers of new clients that generated revenue to us were 126, 134 and 114, respectively, whilst setting off from the clients who generated revenue in 2022, the accumulated number of newly increased customers from 2023 to 2025 was 374, in correspondent with the aggregated revenue of RMB693.9 million. The empirical average revenue contributed by each new customer was therefore RMB1.9 million during the Track Record Period. On the main revenue contributing customer segment basis, from 2023 to 2025, the number of additional secondary and tertiary public hospital clients, calculated as the number of clients who made purchases during the current period but did not make purchases in the previous period, was 262, representing 70.1% of all increased clients. Correspondently, from 2023 to 2025, the revenue generated from secondary and tertiary public hospitals was RMB168.1 million, RMB200.2 million and RMB263.7 million, respectively, accounting for 70.3%, 68.6% and 81.2% of total revenue for the respective periods.

Overseas Business Expansion

Currently, we leverage our existing presence in Saudi Arabia and the funds raised to continuously promote overseas business expansion. To further increase our client base in this emerging and rapidly developing industry, we have adopted an overseas development strategy, particularly by utilizing the industry’s first pilot AI-led clinic solution to expand our business globally. According to the CIC Report, the market size of healthcare AI in the MENA region, is expected to grow from RMB2.4 billion in 2025 to around RMB7.9 billion in 2030, representing a CAGR of 26.6%, surpassing the global average. This fast growth is driven by strong government-led AI initiatives, rising healthcare demand and substantial investment in modernising hospital infrastructure, particularly in the United Arab Emirates and Saudi Arabia.

The region is also positioned to advance more quickly in higher-level healthcare AI solutions such as L4- applications. With rapid smart-hospital development and favorable social acceptance of piloting frontier technologies, the MENA region is able to integrate high level AI capabilities more efficiently than many mature markets. As a result, adoption of advanced AI in medical imaging, clinical decision support and hospital operations is expected to accelerate ahead of global peers. Specifically, the L4 healthcare solution market in the MENA region is expected to reach RMB0.6 billion by 2030, according to the CIC Report.

However, we face challenges and risks arising from various uncertainties in conducting our business in overseas markets. For risks relating to our overseas business expansion, please see “Risk Factors — Risks Relating to Our General Operations and Industry — If we fail to successfully expand into the international market, our business, financial condition and prospects may be materially and adversely affected” and “Risk Factors — Risks Relating to Doing Business in the Jurisdictions Where We Operate”.

We believe that our strong client base, robust technology and product capabilities provide a solid foundation for our sustainable long-term growth. We plan to achieve breakeven and profitability by achieving profitability primarily through implementing the following strategies:

- bolster R&D and application of LLMs and agentic AI; upgrade and iterate our solutions
- explore client needs; continuously enrich and optimize the solution matrix
- extend overseas expansion strategy; use technology to empower AI clinic model
- accelerate commercialization process; expand sales team and build overseas sales centers
- strengthen talent pool with combined AI and healthcare background; and
- refine our ecosystem through strategic investments, mergers and acquisitions.

For details, see “— Our Growth Strategies.”

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Maintaining and Increasing Gross Margin

Our ability to increase gross margin is crucial to our business success and profitability. We are currently implementing various measures to improve our overall cost-effectiveness and gross margin, with a focus on expanding our operations and further enhancing our revenue streams while reducing costs through economies of scale.

Leveraging our early work of L1-stage offerings, we are able to offer to our clients L2- to L3-stage solutions at a much higher margin. In addition, the solutions and products we have developed are highly modularized, which allows us to quickly offer new baskets of solutions and products to match the clients’ demand effectively and efficiently, helping us achieve significant overall cost efficiency. We had overall gross margin of 30.4%, 37.1% and 38.2% in 2023, 2024 and 2025, respectively, which shows an upward trend year over year. We expect to improve our overall gross margin as we realize greater pricing power, drive further economies of scale in our product deliveries and fully leverage the synergy of our different solution offerings.

Gross Profit Margin Management, Refined Cost and Expense Control

Our costs and expenses are mainly fixed costs for human capital and variable costs for procurement. We will continue to optimize our costs and expenses, while optimizing our business portfolio and product structure to increase its overall gross profit.

- *Optimization of Business Portfolio and Product.* We aim to increase our overall gross profit margin by raising the percentage of high-margin, high value-added AI solution products in our solution matrix. In 2023, 2024, and 2025, the gross profit margins of our contracts only for L1-stage solutions were 28.8%, 31.0% and 33.6%, respectively. The gross profit margins of our contracts with L2-stage solutions were 32.0%, 43.0% and 42.2%, respectively. The single-disease clinical quality management solution, launched at the end of 2020, received widespread acclaim from clients for our efficient diagnostic performance and accuracy, achieving revenue of RMB56.9 million and a gross profit margin of 54.6% as of December 31, 2025. Overall, we have achieved a year-on-year increase in our gross profit margin. During the Track Record Period, our gross profit margin rose from 30.4% in 2023 to 38.2% in 2025. Going forward, we will continue to focus on these high-margin, high-value products, especially in fast-growing areas such as clinical diagnosis and treatment, quality control, hospital operation management, and clinical research, to further optimize our profitability.
- *Technology-Driven Cost.* We are committed to systematically reducing our costs and expenses through the accumulation and innovation of core technologies. For example, during solution deployment, we utilize proprietary data integration engine to transform raw data into high-quality, standardized, and healthcare-compliant data assets, significantly lowering deployment costs. In the R&D process, we adopted self-developed continuous integration/continuous deployment (CI/CD) pipeline to automatically generate, test, and deploy code to production, which, from January 2018 to the Latest Practicable Date, has saved 8,656 days of manpower, equivalent to approximately 393 months (calculated based on one person’s monthly workload). We continue to optimize our testing and validation methods in the daily data pipeline processing and inference of AI models, which has increased data processing throughput and shortened the model iteration cycle.

Enhancing Operating Leverage

During the Track Record Period, we incurred significant operating expenses, including research and development costs, administrative expenses, and selling and marketing costs, to support our business operations. Moving forward, we aim to enhance the efficiency of our sales, marketing, and R&D efforts by refining our internal functions and processes to further improve overall operational efficiency.

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As our business continues to grow, we expect that we will enjoy cost advantages from economies of scale. During the Track Record Period, we made significant investments in both selling and marketing activities and research and development efforts to support our market expansion and technological advancement. In 2023, 2024 and 2025, our selling and marketing costs amounted to RMB74.2 million, RMB56.4 million and RMB61.0 million, respectively, representing 31.1%, 19.3% and 18.8% of our total revenue for the same periods. To stay current with technology development trend, we recorded research and development costs of RMB98.4 million, RMB63.0 million and RMB49.7 million in 2023, 2024 and 2025, respectively. We need to invest a large amount of manpower and fund to contact and attract clients, while also iterating our existing technologies and developing new ones to stay competitive. With our established sales network, the increasingly solid client base and the continuous enhancement of our brand awareness, we expect the proportion of selling and marketing costs of revenue will be reduced in the future. We also anticipate enhanced efficiency in our research and development activities, while continuing to drive technological innovation.

In addition, with the rapid growth of our business, we have incurred a significant amount of administrative expenses during the Track Record Period. In 2023, 2024 and 2025, our administrative expenses amounted to RMB49.0 million, RMB40.1 million and RMB74.0 million, respectively, representing 20.5%, 13.7% and 22.8% of our revenue for the same periods. With the expansion of our business scale, we expect that the absolute amount of administrative expenses will increase but the percentage of our revenue will decrease as we benefit from economies of scale and improved operational efficiencies. We believe that we can control our administrative expenses through effective management and a streamlined corporate structure.

We believe that we can achieve our profitability by expanding the revenue scale, enhancing gross margin and enhancing operating leverage. During the Track Record Period, our adjusted loss (non-HKFRS measures) showed a positive trend towards reaching breakeven. Our net cash used in operating activities was RMB148.6 million, RMB82.4 million and RMB7.5 million in 2023, 2024 and 2025, respectively.

Continuous Optimization of R&D Expenditures: Focusing on Efficiency and Commercial Value

We will enhance the efficiency of R&D expenditures through the following measures:

- *Technology Reuse and Platformization.* We have established a unified data platform and AI platform, applying validated foundational LLMs, data preprocessing modules, and annotation tools to various AI solution products such as disease-assisted diagnosis, treatment planning, and hospital management.
- *Optimization of Personnel Costs and Structure.* We optimize the structure of algorithm engineers, medical annotation teams, and product managers to establish a more efficient medical-engineering-integrated R&D process, thereby increasing per capita output.
- *Cross-Scenario Application of Intellectual Properties.* We focus on promoting the reuse of internally developed intellectual properties, such as core AI algorithms, medical knowledge graphs, and privatized deployment systems, across different clinical scenarios.

Our technology reuse strategy is intended to maintain the stability of R&D expenditures amid rapid technological iteration. By adopting modular and platform-based design, our core AI engine can flexibly adapt to different hospital IT systems, data interfaces, and clinical workflows without the need to rewrite underlying logic. We remain focused on common clinical needs and regulatory requirements, enabling our products and applications to be rapidly validated and commercially deployed across different hospital departments and locations. We will continue to invest in R&D, with R&D expenditures remaining a significant component of operating expenses to support future business expansion. At the same time, we will further prioritize resources for R&D projects with clear application potential and alignment with national healthcare policy trends, ensuring that R&D investment delivers maximum commercial value.

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Administrative Expense Management: Enhancing Organizational Operational Efficiency

We plan to integrate regional office resources and implement a more flexible hybrid working model to reduce unnecessary physical space, thereby effectively lowering rental, property, and energy costs associated with administrative functions. We will continue to monitor administrative expenses, promote digital and paperless operations, and comprehensively enhance organizational operational efficiency and refined management capabilities.

Optimization of Selling and Marketing Costs: Deepening Customer Value and Leveraging Synergy Effects

We plan to optimize client acquisition costs and improve the efficiency of sales channels through the following strategies:

- *Focusing on Key Customer Strategy.* We strategically concentrate resources to deepen cooperation with leading tertiary hospitals and medical groups, developing them into industry demonstration cases. By leveraging their influence to radiate into regional markets, we can reduce the difficulty and cost of entering new markets.
- *Leveraging Synergy Effects.* Our accumulated experience with key hospital customers and their large-scale application is our most valuable market asset. In the future, we plan to rapidly replicate our proven “product + service” business model to similar new clients, using existing successful cases to significantly reduce market education costs and sales cycles. In 2023, 2024 and 2025, selling and marketing costs as a percentage of the revenue were 31.1%, 19.3% and 18.8%, showing a downward trend.

Improving Operating Cash Flow

We plan to improve our net operating cash outflows position primarily by: (1) reducing our loss before taxation and enhancing our profitability as discussed above; and (2) improving our ability on cash management through various measures, including:

Reducing the Balances on Trade and Other Receivables

We continue to strengthen our accounts receivable management, mainly through the following measures:

- we negotiate and implement a stricter installment payment schedule at the time of contract execution, which alleviates the pressure of one-off remittances while enhancing the overall collection rate;
- in 2024, we revised our contract terms to require that the initial payment made by customers upon contract signing shall not be less than 20% to 30% of the total contract amount upon reviewing the creditability of customers; and
- we conduct periodic reviews of our accounts receivable and perform detailed analyses on receivables with longer aging. We issued collection notices to relevant customers to facilitate timely recovery of outstanding payments and improve overall collection efficiency. In cases where customers fail to comply with collection notices after the due date, we may further proceed with legal actions to safeguard our interests.

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Reducing the Inventory Level and Optimizing Other Contract Costs

We have been continuously optimizing our inventory management and cost management through a series of improvement measures including: (i) we have strengthened the management of delivery schedules and implemented phased acceptance for overall projects, in particular, for those with substantially higher contract amount, resulting in improved collection speed; and (ii) we have been enhancing demand forecasting and production planning to avoid overstocking, and strengthening cost budgeting and tracking throughout the project lifecycle to prevent overruns.

Management on Cash Payment

We have implemented a series of measures to control cash outflows, mainly through the following measures: (i) we strictly manage the payment schedule to our suppliers, aiming to secure longer payment terms, and under certain circumstances, we may adjust our payment to suppliers based on the collection of receivables under the sales contracts; and (ii) by leveraging our available credit facilities and utilizing diversified financial instruments, such as bank acceptance bills, we make payments to suppliers while reasonably managing the payment schedule to manage cash outflows.

DATA ARRANGEMENT AND DATA SECURITY

Data Arrangements

We only access data that is necessary to provide our products and solutions. Our core functions are primarily achieved by leveraging medical knowledge distilled by our clients. We rely mainly on open-domain knowledge to enhance model performance. Hospital medical record data is accessed only within localized hospital environments with approval to validate and assess the accuracy and effectiveness of our models. In compliance with PRC laws and regulations, even though our operations in hospital may involve data containing patient identification information, the whole process from data collection to data processing and usage-occur in hospitals’ intranet using our locally deployed products. With the client’s approval, we deploy our products within the client’s systems on-site. We have not collected or retained any data from our clients during the solution development process. The products are deployed locally within the client’s systems, with our personnel performing on-site deployment and configuration. During this process, our personnel only access client data as necessary to configure and adapt the products for compatibility. Under no circumstances do our personnel externally transfer any client data. While our products assist clients in capturing, processing and analyzing data, all data remain stored in the client’s systems. Accordingly, even when clients use our products, we cannot access their data unless they explicitly consent.

Patient data have not been and are not anticipated to be used for our model training and generation of knowledge graphs, guideline documents or case reports. The data collected by us in arriving at the knowledge graphs are sourced exclusively from public domain knowledge and content compiled by expert teams, including medical knowledge bases and academic paper repositories. The types of data collected by us do not contain personal information. As no personal information is involved, consent from data subjects is not required. We have not collected any medical data, with or without personal information, from our customers during our normal course of business during the Track Record Period and up to the Latest Practicable Date.

We have implemented a range of internal control policies to mitigate the risks of data leakages and unauthorized collection or use of data, which include (i) requiring all personnel to execute confidentiality agreements that define their specific data security obligations, (ii) conducting periodic data security training and assessments for employees, (iii) establishing the data security management policy and data security emergency response plan to define incident response mechanisms for addressing potential data leakage, unauthorized collection, or misuse, and (iv) organizing data security emergency drills to ensure personnel preparedness in effectively responding to data security incidents. We remain committed to continuously implementing managerial and technical measures, exercising stringent oversight over both internal staff and external data partners, and further refining our data security management system.

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Data Privacy and Security

Regulatory Applicability and Compliance

On December 28, 2021, the CAC, together with other relevant administrative departments, jointly promulgated the revised Cybersecurity Review Measures (《網絡安全審查辦法》) with effect from February 15, 2022. For details, please see “Regulatory Overview — Regulations Relating to Cyber Security, Information Security, Privacy And Data Protection — Regulations Relating to Cyber Security.” Based on the advice of our PRC Legal Adviser, we shall not be classified as a CIIO. Pursuant to Article 10 of the Security Protection Regulations for Critical Information Infrastructure (《關鍵信息基礎設施安全保護條例》), the designation of a CIIO is subject to confirmation by the competent authorities for the protection of critical information infrastructure, and the designated entity will be formally notified. As of the Latest Practicable Date, we had not been notified by any PRC government authorities of being classified as a CIIO, and we therefore should not be classified as a CIIO. In addition, the term “listing in a foreign country” (國外上市) under the revised Cybersecurity Review Measures does not apply to listings in Hong Kong, and thus the obligation to proactively apply for cybersecurity review by an entity seeking listing in a foreign country shall not be applicable to the proposed listing in Hong Kong. As advised by our PRC Legal Adviser, we are in compliance with the relevant data privacy and cybersecurity laws and regulations during the Track Record Period and up to the Latest Practicable Date in all material respects.

Data Protection in Relation to Machine Learning Algorithms and Models

Our sources of data used to train our AI models mainly include medical knowledge pertinent to our business, collaborations with external partners, and publicly available data on the Internet. The medical knowledge pertinent to our business is derived from sources such as knowledge graphs summarized by our personnel, guideline documents and case reports. Case reports are derived from academic journals as well as other authoritative reports and cases. These case reports do not contain personal information. We have implemented a series of measures to ensure that the data used for training are in compliance of applicable laws and regulations. We adhere to the principle of minimal necessity, limiting the type and amount of data collected to a reasonable extent while considering the requirements of laws and regulations. During the Track Record Period and up to the Latest Practicable Date, the usage of such information for model training is in compliance with relevant PRC laws and regulations with respect to data privacy and protection in all material aspects.

Data Protection in Relation to Products and Solutions Offering

In all cases, the healthcare data and patient data under our products are possessed by clients and are stored exclusively on their own systems or their designated systems, and currently there are no cases where such healthcare data and patient data are stored or uploaded to our systems. If necessary, we may access limited data temporarily for providing support services (such as on-site maintenance, troubleshooting and outbound calling) strictly according to the instruction of relevant clients. We do not use clients’ data for training our machine learning algorithms and models.

We strictly limit the scope of personal information we may access. We normally do not have access to any personal information of individual patients collected by our clients, as all such data is processed and stored locally on clients’ systems. We have also implemented internal policies to ensure that data access authorization aligns with an employee’s seniority and departmental function, and that such access is strictly on a need-basis. As of the Latest Practicable Date, we did not experience any material information leakage or loss of user data. We do not sell, or otherwise illegally share or provide, any personal information we may access while providing our solutions to any third party, nor do we use such information to train models.

Internal Control in Relation to Data Protection

Our data privacy and protection measures are an integral part of our internal control system. We have adopted a comprehensive data privacy and protection policy, according to which, (i) our products are designed so that personal information and data from users are processed and stored only on clients’ systems, and we do not collect or store such data on our own systems; (ii) when transmitting any sensitive information, security measures such as encryption are used to ensure the security of personal information; and such transmission does not involve storage or uploading to our systems; and (iii) we shall not sell, share or otherwise provide any personal information to any third party except under legal requirement.

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COMPETITION

We believe we have an advantage over our competitors due to our strengths in the rapidly evolving healthcare AI market. See “— Our Competitive Strengths” in this section. The entry barriers to China’s healthcare AI market are relatively high, including a proven track record, expertise in innovative technology, and skills in technology, business development, and operation. We believe our leading position in the industry is mainly attributable to our ability to rapidly manage and process large volumes of data and, more importantly, to transform such data into actionable value through advanced AI capabilities. Leveraging innovative AI algorithms, professional medical knowledge engineering, and deep insights into clients’ needs, we are able to deliver analytics-driven, AI-enabled solutions that support clinical decision support and quality control, hospital operation management and clinical research. As we continue to improve our capabilities, we can better serve existing clients and attract new ones, creating a virtuous cycle and strong network effects. However, while we innovate through introducing new products and solutions and improving our existing products and solutions, other companies may do the same. Therefore, we may become subject to additional competition. See “Risk Factors — Risks Relating to Our General Operations and Industry — If we are unable to compete effectively, our business, financial condition and prospects may be materially and adversely affected.”

EMPLOYEES

As of December 31, 2025, we had 499 full-time employees, the majority of whom were based in our Shanghai office in China. The table below sets forth a breakdown of our full-time employees by function as of December 31, 2025:

Function	Number of Employees	% of Total
Research and Development	133	26.7
Sales and Marketing	90	18.0
Solution Delivery	220	44.1
General and Administrative	56	11.2
Total	499	100.0

We believe our ability to attract, hire, and keep quality employees is indispensable for our success. We primarily recruit employees through job websites, on-campus recruiting and internal referrals, taking into account factors including work experience, education, professional competence and compatibility with our company culture. We offer pay packages based on qualifications and experience, generally in line with market rates for salary and bonuses. We also provide our employees with various benefits. To foster continuous employee growth, we provide our employees with training programs covering company culture, policies, work ethics, environmental, social, and governance, or ESG, and technical skills. Furthermore, we conduct employee performance evaluations to provide feedback on their performance. We have granted, and plan to continue to grant in the future, share-based incentive awards to our key management and employees to incentivize their contributions to our shared growth and development.

To ensure compliance with PRC labor laws, we enter into standard individual employment agreements with our employees, covering matters such as terms, wages, bonuses, employee benefits, KPIs, confidentiality obligations and grounds for termination. During the Track Record Period, we directly contribute to social insurance and housing provident funds for our employees as required by the applicable PRC laws and regulations, and we also engaged third-party human resources agencies to pay social insurance and housing funds for certain employees, primarily due to the preference of such employees to participate in local social insurance and housing fund schemes in their place of residency. The contributions to social insurance premium and housing provident funds made through third-party accounts may not be viewed as contributions made by us, and as a result, we may nevertheless be required by competent authorities to make up the outstanding amount despite our payments made to third-party agencies.

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We contribute to social insurance and housing provident funds for our employees based in China as required by the applicable PRC laws and regulation. During the Track Record Period and up to the Latest Practicable Date, we did not make full social insurance and housing provident fund contribution for certain employees in strict compliance with relevant laws and regulations. As advised by our PRC Legal Adviser, given that (i) we have obtained confirmations from the competent local authorities in charge of social insurance and housing provident funds for our employees, confirming that, during the Track Record Period, we have not received any penalty relating to compliance issues of social insurance and housing provident fund; (ii) as of the Latest Practicable Date, we had not received any notice from the relevant local authorities relating to our social insurance and housing provident fund contributions; and (iii) as of the Latest Practicable Date, we were not aware of any material labor disputes with respect to social insurance and housing provident fund contribution; the risk of the Company being subject to material administrative penalties due to our failure to provide full social insurance and housing provident funds contributions for some of our employees is remote. Based on the interviews with the competent local authorities in charge of social insurance and housing provident funds for our employees, the risk of the Company being required overall by relevant authorities to pay the entire shortfall for social insurance and housing provident fund contributions is low. For details of relevant risks, see “Risk Factors — Risks Relating to Doing Business in the Jurisdictions Where We Operate — Failure to make full contribution to social insurance and housing provident funds for our employees in accordance with relevant PRC laws and regulations may subject us to penalties.”

As of the Latest Practicable Date, none of our employees are represented by labor unions. During the Track Record Period and up to the Latest Practicable Date, we were not subject to any material claims, lawsuits, penalties or administrative actions relating to non-compliance with occupational health and safety laws or regulations.

IMPACT OF THE OUTBREAK OF THE COVID-19 PANDEMIC

The COVID-19 pandemic led to the temporary closure of numerous factories and office locations across China. However, the impact of COVID-19 on our operations has remained manageable. For example, the pandemic resulted in our elevated contract fulfilment costs, followed by a decline as conditions normalized in the post-pandemic period. To comply with local government lockdown policies, our office premises experienced several temporary closures. Furthermore, following the lifting of pandemic-related restrictions, our hospital clients shifted their operational focus toward epidemic prevention and faced staffing shortages, which led to delays in coordination and project implementation. However, these impacts have gradually diminished as conditions normalized.

LEGAL PROCEEDINGS AND COMPLIANCE

Legal Proceedings

We may from time to time become a party to various legal, arbitral or administrative proceedings arising in the ordinary course of our business. During the Track Record Period and up to the Latest Practicable Date, we had not been a party to, and were not aware of any threat of, any legal, arbitral or administrative proceedings against us or our Directors that could, individually or in the aggregate, have a material adverse effect on business, financial condition and results of operations. See “Risk Factors — Risks Relating to Doing Business in the Jurisdictions Where We Operate — We may become subject to lawsuits and liabilities which could cause us to incur significant expenses and adversely affect our business, financial condition and results of operations.”

Compliance

We are subject to various regulatory requirements and guidelines issued by regulatory authorities. During the Track Record Period and up to the Latest Practicable Date, we had not been and were not involved in any material non-compliance incidents that have led to fines, enforcement actions or other penalties that could, individually or in the aggregate, have a material adverse effect on business, financial condition and results of operations.

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INSURANCE

We maintain certain insurance policies as of the Latest Practicable Date. We consider that the coverage from the insurance policies maintained by us is adequate for our present operations and is in line with the industry norm, but it may be insufficient to cover all claims for product liability, damage to our assets, facilities and personnel or other claims. For more details, see “Risk Factors — Risks Relating to Our General Operations and Industry — We have limited business insurance coverage, which could expose us to significant costs and business disruption.” During the Track Record Period and up to the Latest Practicable Date, we had not made, or been the subject of, any material insurance claims.

PROPERTIES

We currently do not own any properties. As of the Latest Practicable Date, we primarily leased seven properties in China with an aggregate gross floor area of 4,346.03 square meters primarily as our office and employee dormitories. We believe that there is sufficient supply of properties in China, and we do not rely on the existing leases for our business operations. We believe that our current facilities are adequate to meet our current needs.

Pursuant to the applicable PRC laws and regulations, property lease contracts must be registered with the local branch of the Ministry of Housing and Urban-Rural Development of the PRC. As of the Latest Practicable Date, we had not obtained full lease registration for three properties we leased in China, primarily due to the difficulty of procuring our lessors’ cooperation to register such leases. Such properties had an aggregate floor area of approximately 1,249.66 square meters that were used as employee dormitories. We will take all practicable and reasonable steps to seek the cooperation from our lessors and ensure that the unregistered leases are registered. Our PRC Legal Adviser has advised us that the lack of registration of the lease contracts will not affect the validity of the lease agreements under PRC laws, and has also advised us that a maximum penalty of RMB10,000 may be imposed for non-registration of each lease. As of the Latest Practicable Date, we were not aware of any notice or allegation of penalty from PRC government authorities for our failure on the registration of lease agreements. For details, see “Risk Factors — Risks Relating to Doing Business in the Jurisdictions Where We Operate — We may be subject to fines for failure to register some of our leases.”

We will renew our lease for a certain property only if such property: (i) is compliant with all environment, health and safety laws and regulations, (ii) is not subject to any dispute, lawsuit or other factors that may affect our use, (iii) offers quality property management service, and (iv) is located at a place with sufficient substitute properties in case we cannot renew our lease. To ensure a certain property satisfies all these requirements, we conduct background checks on the property and routinely evaluate the service quality of the property management company.

As of the Latest Practicable Date, no single property interest forming part of our non-property activities as defined under Rule 5.01(2) of the Listing Rules had a carrying amount of 15% or more of our total assets. As such, according to section 6(2) of Companies (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice (Chapter 32L of the laws of Hong Kong), this document is exempted from compliance with the requirements of section 342(1)(b) under paragraph 34(2) of the Third Schedule to the Companies (Winding Up and Miscellaneous Provisions) Ordinance, which requires us to include a valuation report for any of our interests in land or buildings.

We primarily utilize private cloud servers owned by us on our premise for our operating needs, including R&D, financial and operational management, and we leverage public cloud servers from reputable vendors in China for certain office automation and project management functions that need to be frequently accessed throughout the country. We believe that our existing facilities are sufficient for our current needs, and we may obtain additional facilities, including through leasing, to accommodate our future expansion plans as needed.

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AWARDS AND RECOGNITIONS

During the Track Record Period and up to the Latest Practicable Date, we had received numerous awards and recognitions in connection with the quality of our products and solutions, reputation and influence, which primarily include:

No.	Year	Award, Honor or Recognition	Awarding Entity	Receiving Entity
1.	2025	IDC Market First	IDC China	Our Company
2.	2024	IDC Market First	IDC China	Our Company
3.	2024	National Level Specialized and Innovative Little Giant Enterprise	Shanghai Municipal Commission of Economy and Informatization	Our Company
4.	2024	2024 Forbes China AI Technology Companies TOP 50	Forbes China	Our Company
5.	2023	Shanghai Municipal Enterprise Technology Center	Shanghai Municipal Commission of Economy and Informatization	Our Company
6.	2023	2023 World Artificial Intelligence Conference Highest Honor: SAIL AWARD TOP 30	World Artificial Intelligence Conference Organizing Committee	Our Company

LICENSES, PERMITS AND APPROVALS

We are required to obtain, file and renew certain certificates, permits and licenses for our business operations. During the Track Record Period and up to the Latest Practicable Date, we had obtained all material requisite licenses, permits and approvals from the relevant government authorities for our operations in the PRC, and all of such licenses, permits and approvals remained in full effect. The table below sets forth the information of the material requisite licenses, permits and approvals for our current principal business operations in the PRC:

License/Permit	Holder	Issuing Authority	Issuance Date	Expiration Date
Type II Medical Equipment Registration Permit (第二類醫療器械經營備案憑證)	Our Company	Shanghai Pudong Market Superintend Management Bureau (上海市浦東新區市場監督管理局)	Mar. 26, 2026	–
Work Safety License (安全生產許可證)	Yilianwang	Zhejiang Housing and Urban-Rural Development Department (浙江省住房和城鄉建設廳)	Jun. 11, 2026	Jun. 21, 2027
Qualification Certificate of Construction Enterprise (建築業企業資質證書)	Yilianwang	Zhejiang Housing and Urban-Rural Development Department (浙江省住房和城鄉建設廳)	Jun. 12, 2026	Jun. 11, 2031
Qualification Certificate of Construction Enterprise (建築業企業資質證書)	Yilianwang	Hangzhou Urban-Rural Construction Administration (杭州市城鄉建設委員會)	Feb. 25, 2026	Dec. 6, 2027

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We had not experienced any material difficulty in renewing such certificates, permits and licenses during the Track Record Period and up to the Latest Practicable Date. We intend to apply for renewal of our key licenses and permits prior to their respective expiry dates, the procedures for which is expected to be initiated at least two months prior to their respective expiration date. The successful renewal of our existing licenses, permits and approvals will be subject to our fulfillment of relevant requirements. As of the Latest Practicable Date, we were not aware of any reason that would cause or lead to the non-renewal of our existing licenses, permits and approvals.

RISK MANAGEMENT AND INTERNAL CONTROL

We are exposed to various risks for our operations. For details of the various operational risks we face, see “Risk Factors” in this document. As such, we are committed to establishing, maintaining risk management and internal control systems that are appropriate for us, and we continuously strive to improve these systems.

We recognize that a robust risk management and internal control system is founded on our business ethics and culture. Through director and senior management’s attention and full participation of our employees, we cultivate an organizational culture of risk management. We encourage employees to report any internal control failures or suspected improper conducts to the appropriate personnel who can take necessary action.

Our Board is collectively responsible for the establishment and updates of our risk management and internal control systems. In the meantime, our senior management/audit committee, composed of three independent non-executive Directors, proactively monitors the daily implementation of the internal control procedures and measures and also conducts periodic review of the implementation thereof to ensure their effectiveness and sufficiency. For the professional qualifications and experiences of the members of our senior management/audit committee, see the section headed “Directors and Senior Management” in this document. We also have an internal audit department responsible for reviewing internal controls and reporting any issues to the audit committee and senior management. Through the collaboration of our senior management/audit committee and internal audit department, we are able to monitor the implementation of our risk management policies on an ongoing basis, ensuring that our policies and implementation are effective and sufficient.

For risk and opportunity management mechanisms, we follow a process-oriented risk and opportunity assessment procedure that includes identifying, analyzing, and evaluating risks and responses. This involves:

- Categorizing risks and opportunities into areas such as financial reporting risk management, information system risk management, compliance and intellectual property risk management, human resources risk management, investment risk management, and climate-related risks and opportunities management.
- Identifying risks by considering multiple significant factors that affect our operations, conducting rolling identification, management, and disposition of potential internal and external risks and opportunities that may arise during organizational operations. The audit department should timely organize departments to individually identify risks associated with special/significant matters.
- Assessing the significance of potential risks and opportunities and the likelihood of their occurrence. We score each type based on the impact level and probability, multiplying these scores to derive risk and opportunity scores, forming a risk management matrix. Based on the results of risk analysis and evaluation, considering the causes and balancing risks and benefits, we choose suitable risk response strategies and implement them.

In evaluating risks, we focus on indicators such as financial impact, operational impact, strategic impact, and compliance impact. For some forward-looking indicators lacking historical data, we use qualitative methods to assess the financial, operational, strategic, and compliance impacts comprehensively. Once identified by our management, the risks will be analyzed on the basis of likelihood and impact, and properly followed up, mitigated and rectified, and reported to our Board. Our comprehensive risk management policies covering various aspects of our business operations, including financial reporting, information systems, internal controls, human resources, and investment management.

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In addition, given our engagement of certain third parties for the delivery of some of our services, we have established or remediated policy and processes on procurement from all suppliers. During the Track Record Period, the monitoring and management on our business and collaboration with these service suppliers were conducted in accordance with our procurement policy. All new suppliers should be investigated and evaluated before establishing cooperation. Agreements or contracts should be reviewed and approved by our legal team before execution.

Quality Control And Safety

We maintain a quality control team to establish, implement and maintain quality control. Pursuant to our comprehensive internal management process, we meticulously control all steps in our business, from R&D and client communication to project launch, delivery and on-going improvement and optimization. For our suppliers, we apply stringent selection standards to ensure the quality and safety of the solutions that we offer. See “— Our Suppliers.”

Financial Reporting Risk Management

For financial reporting risk management, we have established accounting policies that govern our financial reporting process, such as financial reporting management, budget management, treasury management, financial statement preparation, and finance department and staff management. We use various procedures and IT systems to implement our accounting policies, while our finance department reviews management accounts accordingly. We also provide regular training to our finance department employees to ensure their understanding and proper implementation of our financial management and accounting policies.

Information System Risk Management

We have formulated a comprehensive system of data arrangement and security measures to mitigate information system risks. We ensure that each of our solutions is configured with a privacy policy and user agreement. Please see “— Data Arrangement and Data Security” for more details. During the Track Record Period and up to the Latest Practicable Date, we did not experience any significant system failures or data breaches.

Compliance and Intellectual Property Risk Management

Compliance and intellectual property risk management are addressed through strict internal procedures designed to ensure regulatory compliance and protection of our intellectual property rights. Our in-house legal department is responsible for reviewing and updating contracts with customers and suppliers, examining contract terms, reviewing relevant documents, and performing due diligence before entering into any agreements or business arrangements. The legal department also ensures regulatory compliance of our products and services and secures necessary government approvals, consents, and filings. In addition, we have implemented a series of measures to mitigate the risk of unauthorized use of our intellectual property and avoid the occurrence of such unauthorized uses, including:

- *Dedicated Personnel and Systems.* A specialized intellectual property management department has been established to maintain and periodically review patent, trademark, and software copyright ledgers. This includes updates for new additions, changes, or deletions of intellectual property rights. Additionally, a dedicated intellectual property manager within the Quality and Security Department oversees the improvement of intellectual-property-related systems and management processes. The Finance Department maintains information on intangible assets, including intellectual property rights, within the enterprise resource planning system, or the ERP system, to provide an updated roadmap for safeguarding intellectual property rights.

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- *Contracts and Documentation Improvements.* In addition to updating non-competition and confidentiality agreements and staff commitment letters to enhance the protection afforded to us to the full extent allowed by relevant laws and regulations, we ensure that all new employees sign such documents at the time of employment, clarifying their obligations towards confidentiality and data security management. To ensure compliance on an ongoing basis, we also hold seminars and lectures on confidentiality in which we remind our employees of the duties and liabilities related thereto.
- *Enhanced Access Control.* We have established *Information and Data Security Management Policies*, detailing the scope, access control, security management, and data cleansing of sensitive information such as data, system accounts, and operational development information. Network diagrams have been developed to isolate internal and external networks, with virtual private network, or VPN, management employed for accessing critical systems. Upon employee departure, the operations assurance department disables such employee's account, ensuring the corresponding VPN and ERP account are also invalidated. The human resource department weekly provides a list of departing employees to the Operations Assurance Department's ERP engineer for further manual checking of account deletion and closure.

Human Resources Risk Management

Our human resources risk management involves providing regular and specialized training tailored to the needs of employees in different departments. We have an employee handbook and code of conduct, which contain internal rules and guidelines regarding work ethics, fraud prevention, negligence, and corruption. We provide employees with regular training and resources to ensure their understanding of these guidelines.

We have implemented an anti-bribery and corruption policy to guard against corruption within our company. The policy outlines potential bribery and corruption conduct and the measures in place to prevent them. We regularly monitor the policy's effectiveness and report to our Board and conduct internal audits to ensure compliance. We have also developed several additional policies to provide detailed guidance to our employees anti-bribery and anti-corruption policy, anti-fraud management measures, compliant operation management measures, conflict of interest management measures, and integrity reporting reward management measures. We have documented those policies in our supervision policy and code of ethical conduct, which address broad matters such as integrity, anti-corruption, and anti-fraud. These documents set forth the employee code of conduct, outline appropriate interactions with government agencies and officials, and detail monitoring and reporting mechanisms, as well as procedures for handling violations and other related topics. In particular, they expressly prohibit employees from offering, accepting, soliciting, or authorizing any related parties to offer, accept, or solicit gifts, money, loans, or any form of special entertainment from any party engaged in business transactions with us. Pursuant to our policies, we have taken a series of measures to ensure adherence, including establishing comprehensive channels for reporting fraudulent behavior, such as via phone, email, and Weixin, providing a way for both internal and external individuals to supervise our employees' compliance. We allow for anonymous reporting and strictly protect the confidentiality of the informants' information.

Supplementing our anti-bribery and corruption policy, we have established the anti-money laundering management regulations, which stipulate specific requirements applicable to, among others, customer identification (know-your-customer) process, transaction monitoring and reporting, employee training and responsibilities. The regulations designate the anti-money laundering working group to be responsible for developing and implementing anti-money laundering systems, as well as coordinating and resolving complex issues arising in related work.

We have a zero-tolerance policy towards any fraudulent actions. Depending on the severity of the fraud, we may take actions against the involved employees, ranging from dismissal, fines, permanent non-reemployment, to referring them to law enforcement authorities.

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Investment Risk Management

In investment risk management, we exercise prudence and only strategically investing in or acquire businesses that complement our operations after due authorization in accordance with our corporate governance documents. Our finance department is responsible for sourcing, screening, executing, and managing investment projects, and we conduct robust business and legal due diligence to ascertain the desirability and the value of such investments. The department also monitors the performance of each investment and provides recommendations on risk reduction measures when necessary.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

As a responsible corporate citizen, we recognize that corporate social responsibility is an essential obligation and a vital element in promoting our long-term growth. As such, we have incorporated environmental, social, and governance, or ESG, considerations into our corporate management and operations. Our objective is to invigorate the healthcare industry by providing various stakeholders with access to our systems. We aim to eradicate inefficiencies and significantly reduce waste, thus fostering an overall more productive and effective industry. This approach does not only streamline healthcare delivery but also bolsters the accuracy of diagnoses, thereby contributing to improved patient outcomes. As for data privacy and protection, we hold a firm commitment to uphold the rights of patients to their personal information and privacy. See “— Data Arrangement and Data Security.”

We are dedicated to fulfilling ESG reporting requirements upon [REDACTED]. We have established an ESG working group (the “**Working Group**”), led by the Chairman of the Board. Its membership comprises the heads of all first-tier departments, senior management from subsidiaries, and dedicated ESG staff. The Working Group is tasked with organizing and executing all specific duties pertaining to our ESG agenda and will hold overall responsibility for establishing, adopting, and reviewing our ESG vision, policy, and objectives. They will also periodically assess, determine, and address ESG-related risks and monitor our compliance with ESG policies after the [REDACTED]. We are in the process of establishing ESG policies in accordance with Appendix C2 of the Listing Rules, which would cover, among others, (i) ESG policies and performance; (ii) ESG management strategy; and (iii) ESG risk management and monitoring. We focus on areas such as economic, employee, customer, client, public and environmental responsibility. We also intend to establish communication channels with stakeholders so that we can review the issues material to stakeholders and monitor how our environmental, social and climate-related performance has impacted different stakeholders.

Environmental Matters

We actively support China’s “dual-carbon” strategy and are committed to using artificial intelligence and big data to deliver intelligent solutions for healthcare institutions. Our goal is to help the healthcare system improve quality and efficiency while operating with a lower carbon footprint, thereby contributing technological capabilities to a greener and more sustainable society as we promote high-quality development across the health industry.

Environmental Governance

We regard environmental protection as a critical aspect of our operations and have adopted measures to ensure compliance with all applicable laws and regulations. During the Track Record Period and up to the Latest Practicable Date, our operations did not encounter any material environmental risks. We did not receive any fines or penalties for non-compliance with PRC environmental laws, nor were we subject to any material administrative penalties for violations of PRC environmental regulations.

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We recognize that a clear governance structure with well-defined roles and responsibilities is the foundation for a systematic response to climate change that turns commitments into action. To this end, we established an ESG task force (including a leadership committee) and implemented a three-tier, coordinated management mechanism that spans us, our functional departments, and our subsidiaries. This structure has integrated climate change management with our existing initiatives on operational efficiency, energy conservation, and consumption reduction, strengthening both the proactivity and sustainability of our climate actions.

- *Leadership committee.* Reviews and oversees climate-related matters on a regular basis; considers action plans, work objectives, key tasks and related arrangements; coordinates resources across levels and guides implementation; and monitors key environmental KPIs, tracks progress against emission-reduction targets, and ensures compliance with regulatory disclosure requirements.
- *Heads of each department.* Implement our climate-related directives; organize ESG training and awareness initiatives; and provide guidance and oversight to our subsidiaries on climate-related work.
- *Subsidiaries.* Execute our requirements; identify climate-related risks and opportunities; and implement low-carbon operational measures and compile carbon-related data.

Environmental Strategy

We place strong emphasis on environmental management by integrating climate- and environment-related risks and opportunities into our overall corporate development. We have introduced environmental management policies and implemented a significant environmental aspect assessment process to identify and evaluate factors that have, or may have, material actual or potential environmental impacts arising from our operations. For these significant aspects, we have established metrics and controls and continuously track and report performance against these metrics. We set annual performance targets for the environmental factors we monitor, taking into account environmental policies, compliance requirements, customer expectations, stakeholder feedback, environmental and financial impacts, and management guidance.

We identify material environmental aspects and set corresponding macro and specific targets, the key aspects of which include:

- workplace greenhouse gas emissions;
- workplace energy consumption;
- waste management; and
- water management.

The following table displays the types of environmental risks and opportunities, their impacts and mitigation measures:

Types	Impact on Business	Time Horizon	Response Measures
Physical risk . Acute	Extreme weather events such as typhoons, floods, severe cold, heatwaves, and heavy rainfall may disrupt operations, cause service interruptions, property damage, and data loss, leading to revenue and reputational impacts.	Short term	Adopt flexible work arrangements such as remote work and adjusted office hours to protect employee safety and ensure operational continuity, and issue relevant alerts.

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Types		Impact on Business	Time Horizon	Response Measures
Transition risk	Chronic	Rising average temperatures increase ventilation and cooling needs at offices, driving long-term operating costs.	Long term	Closely track weather data to safeguard operational safety.
	Policy and legal	Evolving climate policies may increase low-carbon operating and compliance costs, with potential fines, reputational harm, or customer loss if compliance is not timely.	Short term; long term	Implement energy-saving and consumption-reduction initiatives and accelerate low-carbon transition; promptly adopt or update internal policies; assess environmental policy compliance of server colocation providers at onboarding and review stages, and take timely action to mitigate exposure upon identifying non-compliance.
	Market	Climate policies can heighten investor and customer scrutiny of corporate emissions, resource use, and capabilities to deliver low-carbon products and services, intensifying competitive pressure.	Long term	Advance a green operating model consistent with industry trends, enhance digital management, and monitor customer satisfaction.
	Technology	National policy drivers may increase investments in R&D and deployment of low-carbon technologies.	Short term; medium term	Promote the application of energy-saving and emission-reduction technologies.
	Opportunity	Product and service innovation that supports climate action can align offerings with customers’ sustainability strategies and targets.	Short term; medium term; long term	Enhance sustainability-enabling features in products and solutions and optimize tools to help customers achieve their sustainability goals.
	Resource efficiency	Improving the efficiency of energy, water, and materials use enhances sustainability performance.	Short term; medium term; long term	Strengthen employee awareness of energy conservation and environmental protection; encourage low-carbon commuting and travel; deploy energy-efficient equipment at offices; and embed green operational practices.

Note: For Our Company, “short term” means within 1 year (inclusive), “medium term” means 1 to 5 years (inclusive), and “long term” means more than 5 years.

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Environmental Risk Management

We place strong importance on managing environmental and climate-related risks, and we are integrating climate risk factors into our enterprise risk management framework through an “identify, analyze and assess, monitor and control” process to manage environmental risks and opportunities systematically. For operational climate risks, relevant functions incorporate climate risk factors into day-to-day management by continuously tracking new climate-related laws, regulations, and policy developments; monitoring and flagging reputation risks on climate and environmental topics and establishing response mechanisms; and implementing emergency response procedures for climate-related incidents to enhance the effectiveness of risk management.

Environmental Risk Management Steps	Description
Identification	Track and analyze environmental and climate policies and laws; review research by industry bodies, research institutions and the media on environmental and climate topics; benchmark against leading environmental management practices of domestic and overseas peers; and, taking into account our actual circumstances, identify environmental risks and opportunities with a potential impact on us and establish a risk and opportunity register.
Analysis and Assessment . . .	Taking into account our business characteristics and the judgment of internal experts, analyze risks and opportunities along two dimensions: the likelihood of occurrence and the magnitude of financial impact; identify material risks and opportunities, conduct materiality assessment and prioritization; and evaluate the expected impacts on the business model and our finances, including the time horizon (short term, medium term, and long term).
Monitoring and Control . . .	Integrate ESG into our enterprise risk management; identify environment-related indicators and set targets and action plans for key indicators.

Metrics and Targets

We aim to be a key enabler and industry leader in the green and low-carbon transition of the healthcare sector. Through independent innovation, we intend to build a low-carbon framework covering our own operations and the lifecycle of our products. Leveraging leading AI technologies and solutions, we seek to help healthcare institutions and industry partners optimize energy efficiency and jointly build a smarter, more efficient, and more sustainable healthcare system, contributing to the “carbon peaking and carbon neutrality” goals in China and globally.

We are committed to more environmentally responsible management and to pursuing a low-carbon, sustainable operating model. Over the next three years, we plan to further reduce electricity and water consumption to lower emissions. By 2030, we aim to reduce per-capita electricity consumption, water use, and greenhouse gas emissions by approximately 15% compared with 2025 levels, as part of our contribution to environmental protection. Our key measures to achieve the targets are as follows:

- *Energy saving.* We encourage employees to switch off office equipment when not in use and have standardized air-conditioning set points to ensure efficient electricity use. We have installed motion-sensing lighting and sensor-activated faucets in restrooms to reduce energy and water use, and display conservation reminders throughout our offices to foster a culture of resource efficiency. These measures are designed to promote operational sustainability and minimize environmental impact.
- *Consumption reduction.* In line with our commitment to energy conservation and sustainability, we promote paperless operations by using online systems and ticketing/work-order systems for approvals. To reduce paper use, we encourage double-sided and black-and-white printing where printing is necessary.

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- *Emissions reduction.* To systematically reduce our operational carbon footprint, we promote green commuting by optimizing commuting policies and encouraging employees to use public transportation, cycling, or walking. We offer commuting subsidies for eligible employees. We also rationalize business travel, prioritizing online collaboration and remote meetings where feasible to reduce business-travel-related emissions while ensuring business continuity.

During the Track Record Period, due to the nature of our business and our position outside high-pollution industries, we did not incur material costs to comply with environmental laws and regulations. Our operations do not involve significant fossil fuel consumption and do not emit pollutants into the environment. We actively monitor resource consumption associated with our operations. The key indicators of our resource consumption are as follows:

	Year Ended December 31,		
	2023	2024	2025
Water Consumption (tonnes)	630	590	505
Energy Consumption (MWh)	399.9	406.4	373.5
GHG emissions (tCO ₂ e)*	214.589	218.07	200.42

Notes:

- * The current GHG emission scope includes emissions from purchased electricity only. We plan to improve our data collection system and measure additional categories across Scopes 1, 2, and 3 in the future.
- * Emission factors are based on the Announcement on the 2022 Electricity CO₂ Emission Factor published by the National Bureau of Statistics and the Ministry of Ecology and Environment, using a national grid average factor of 0.5366 kgCO₂/kWh.

Going forward, we plan to further improve our resource consumption management system to promote efficient energy management and reduce the carbon footprint in our operations. We will closely monitor relevant industry developments and make management improvements in accordance with changes in market conditions or industry standards when appropriate.

Social Responsibility

Employment and Employee Caring

We comply with the relevant laws and regulations on the employment of employees in the place of operation, and protect the legitimate labor rights and interests of employees. We prohibit all forms of child labor and forced labor, and strive to create a just, equal and harmonious working environment.

We actively communicate with employees, deeply understands the problems and difficulties encountered by employees in life and work, and provides necessary help and support. We provide various subsidies and non-monetary benefits for employees in health care, living, housing, transportation, and other aspects including a variety of employee activities.

We place great importance on employee training and development, offering comprehensive programs such as onboarding for new hires, on-the-job training, and external training, which cover a wide range of topics including company culture, policies and regulations, professional skills, safety knowledge, professional ethics, and management capabilities. These ongoing initiatives are designed to enhance technical expertise and core competencies in line with our long-term strategic objectives.

We have established career development policies to provide employees with clear career development paths and promotion channels. We also set up a scientific and reasonable assessment and incentive mechanism to improve the efficiency and ability of employees through performance appraisal management.

BUSINESS

Community Contribution

We actively embrace our social responsibility by contributing to the community. In the course of our operations, we place great importance on safeguarding the interests of the public and actively fulfilling our corporate social responsibilities. Within our capacity, we engage in public welfare activities in areas such as environmental protection, education, science, culture, healthcare, and community development. We also proactively accept supervision and inspection from government authorities and regulatory bodies, and remain attentive to the opinions of the public and media, ensuring that our actions are aligned with social expectations.

Business Ethics

We are committed to maintaining the highest standards of business ethics, with a zero-tolerance policy for bribery, extortion, fraud, money laundering, or any other unethical practices. We have implemented robust internal control measures, including anti-corruption policies and whistleblowing mechanisms that enable employees to report any potential misconduct or violations of ethical standards. The Board oversees these internal control measures and reporting procedures, while senior management is responsible for their implementation and for monitoring their effectiveness.

Health and Work Safety

Due to the nature of our business, we do not believe we are exposed to significant health, work safety, or environmental risks. To maintain compliance with relevant laws and regulations, our human resources department periodically reviews and, when necessary, updates our human resources policies to reflect any significant changes in labor and work safety legislation. Furthermore, as we believe that having a balanced lifestyle is crucial to achieving a good mindset at work, we encourage employees to maintain good mental and physical health by participating in recreational activities.

During the Track Record Period and up to the Latest Practicable Date, we have not been subject to any fines or penalties due to non-compliance with health, work safety, or environmental regulations. Furthermore, we have not experienced any accidents or received any claims for personal or property damage from our employees that have had a material and adverse impact on our financial condition or business operations. This demonstrates our commitment to maintaining a safe and compliant work environment for our employees.

Governance

We adhere to the principle of operating in compliance with regulations and strictly follow the laws and regulations of the operating jurisdictions. As of Latest Practicable Date, we have not identified any significant risks arising from applicable laws and regulations for the company. Our approach to governance encompasses robust frameworks and practices across our supply chain, technology, and reputation management to ensure sustainable growth, regulatory compliance, and the long-term interests of our stakeholders.

Protection of Rights and Interests of Suppliers, Customers and Partners

We are committed to operating with integrity and fairness in all dealings with our suppliers, customers, and partners, while respecting and protecting their intellectual property rights. We encourage suppliers and customers to adhere to business ethics and social norms, and reserve the right to decline cooperation with those who fail to make necessary improvements. We strictly monitor and prevent commercial bribery with suppliers and customers. At the same time, we safeguard the confidentiality of suppliers' and customers' personal information, ensuring it is not misused or resold without proper authorization in compliance with applicable laws. Furthermore, we provide responsive after-sales services, addressing complaints and suggestions from suppliers and customers in a timely and responsible manner.

BUSINESS

Technology Governance

Pursuant to our technology governance strategy, we aim to benefit from emerging technologies while preventing or mitigating potential negative impacts. To that end, we attach high priority to effective technology governance as supported by our Board and senior management. A majority of our executive Directors have R&D-related backgrounds or discharged relevant duties, and our senior management team works closely with our chief technology officer to provide valuable insights, participating in technology governance to allocate technology resources, including hardware, software, human, and financial resources, to support the organization’s technological needs. Our R&D department, under the guidance of the senior management team, chief technology officer, and audit department, explores the risks associated with the application of new technologies such as AI to ensure compliant technology practices. In addition, we believe technology governance occurs in the interactions between individuals and new technologies, e.g., in the creative choices made by frontline technical personnel. Thus, we aim to recruit professionals whose values and technical levels align with ours.

We keep ourselves abreast of laws, regulations, and industry policies to continuously strengthen our governance in the field of data security, AI, and personal privacy protection. Furthermore, we place great emphasis on IP protection, endeavoring not to infringe on the IP rights of others while also focusing on the protection and management of our own IPs. We strictly adhere to relevant trademark usage regulations, proactively applying for and renewing software copyrights and patent applications. We have been constantly updating our contract templates, establishing standard terms for the ownership of IP rights, aiming to ensure the ownership of IP rights is undisputed from their formation.

Reputation Governance

Our reputation primarily stems from the client recognition gained through our solutions’ capabilities and performance, with a growing client base and word-of-mouth recommendations solidifying our brand and enhancing our reputation. To manage our reputation, we firstly focus on delivering exceptional service. We conduct client satisfaction surveys to promptly address client needs, improve services, and enhance client experience. We have also established a post-sales service department responsible for handling client complaints, which, upon receiving a complaint, collaborates with relevant departments to understand the issue, devise and implement solutions to meet client expectations as closely as possible. We also identify responsible departments based on the causes of complaints, develop preventive and corrective mechanisms, and conduct training to prevent recurrence of similar issues.

We also believe transparent communication with our stakeholders is crucial for building and protecting our reputation. Therefore, we have refined our stakeholder engagement mechanisms, maintaining open communication channels with clients, partners, employees, and the community. This includes client satisfaction surveys, media outreach, participation in industry events and seminars, internal communications, and health and public welfare forums and activities. We also actively participated in forums and conferences such as the 78th World Health Assembly, Global Data Ecosystem Conference 2023 and 2022 World Artificial Intelligence Conference with various reputable industry-leading institutions where we shared our digital expertise and capabilities.

ESG Compliance

During the Track Record Period and up to the Latest Practicable Date, we complied with the relevant environmental and safety laws and regulations in all material aspects, and we did not have any incidents or complaints which had a material and adverse effect on our business, financial condition or impact on the operations of our business during the period. We do not expect our costs of complying with current and future environmental protection and safety laws to significantly increase going forward. However, because the legal and regulatory requirements may change, we may be unable to accurately predict the cost of complying with these laws and regulations. For more details, see “Risk Factors — Risks Relating to Our General Operations and Industry — Changes in the social and economic policies, as well as the interpretation and enforcement law, rules and regulations, may affect our business, financial condition, results of operations and prospects.”