



INTERIM REPORT
2025

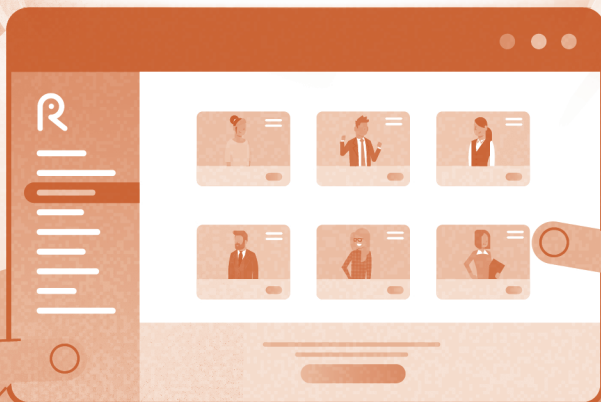
Renrui Human Resources
Technology Holdings Limited
人瑞人才科技控股有限公司

(Incorporated in the Cayman Islands with limited liability)
Stock Code: 6919



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Corporate Information

BOARD OF DIRECTORS

Executive Directors

Mr. Zhang Jianguo (*Chairman and Chief Executive Officer*)
Mr. Zhang Feng
Ms. Zhang Jianmei

Non-executive Directors

Mr. Chen Rui (resigned on 8 July 2025)
Ms. Wang Xinjie (appointed on 8 July 2025)

Independent Non-executive Directors

Ms. Chan Mei Bo Mabel
Mr. Shen Hao
Mr. Leung Ming Shu

JOINT COMPANY SECRETARIES

Mr. Li Wenjia
Ms. Siu Pui Wah

AUTHORIZED REPRESENTATIVES

Mr. Zhang Feng
Ms. Siu Pui Wah

AUDIT COMMITTEE

Mr. Leung Ming Shu (*Chairman*)
Ms. Chan Mei Bo Mabel
Mr. Shen Hao

REMUNERATION COMMITTEE

Ms. Chan Mei Bo Mabel (*Chairlady*)
Mr. Zhang Jianguo
Mr. Shen Hao

NOMINATION COMMITTEE

Mr. Zhang Jianguo (*Chairman*)
Ms. Chan Mei Bo Mabel
Mr. Shen Hao

INVESTMENT AND COMPLIANCE COMMITTEE

Mr. Leung Ming Shu (*Chairman*)
(redesignated on 8 July 2025)
Mr. Zhang Jianguo
Ms. Chan Mei Bo Mabel (appointed on 8 July 2025)

INDEPENDENT AUDITOR

PricewaterhouseCoopers
Certified Public Accountants
Registered Public Interest Entity Auditor
22/F, Prince's Building
Central
Hong Kong

HONG KONG LEGAL ADVISOR

Hogan Lovells
11th Floor, One Pacific Place
88 Queensway
Hong Kong

PRC LEGAL ADVISOR

Commerce & Finance Law Offices
13th Floor
China World Office 2
No. 1 Jianguomenwai Avenue
Beijing 100004, PRC

Corporate Information

CORPORATE HEADQUARTERS

5/F, Block 3
No. 688 Mid-Section Tianfu Avenue
Chengdu High-tech Zone
Free Trade Pilot Zone
Sichuan
PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

19/F, Golden Centre
188 Des Voeux Road Central
Hong Kong

COMPANY WEBSITE

www.renruihr.com

STOCK CODE

6919

REGISTERED OFFICE

Maples Corporate Services Limited
PO Box 309
Ugland House
Grand Cayman
KY1-1104
Cayman Islands

PRINCIPAL SHARE REGISTRAR IN CAYMAN ISLANDS

Maples Fund Services (Cayman) Limited
PO Box 1093, Boundary Hall
Cricket Square
Grand Cayman
KY1-1102
Cayman Islands

HONG KONG SHARE REGISTRAR

Tricor Investor Services Limited
17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong

PRINCIPAL BANKS

Standard Chartered Hong Kong Branch
China Merchants Bank Co., Ltd.
Bank of China Limited

Financial Summary

CONDENSED CONSOLIDATED INCOME STATEMENT

RESULTS	Six months ended 30 June		
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited)	Change
Revenue ^{Note 1}	2,604,674	2,056,909	26.6%
Gross profit ^{Note 1}	191,903	172,801	11.1%
Operating profit ^{Note 1}	58,496	34,227	70.9%
Profit for the period	32,553	20,393	59.6%
Profit attributable to the equity holders of the Company	41,071	21,853	87.9%
NON-HKFRS MEASURES			
Adjusted profit for the period ^{Note 2}	46,156	34,635	33.3%
Adjusted profit attributable to the equity holders of the Company ^{Note 2}	49,502	31,154	58.9%
Adjusted net profit margin attributable to the equity holders of the Company (%) ^{Note 3}	1.9	1.5	0.4 percentage points

CONDENSED CONSOLIDATED BALANCE SHEET

	30 June 2025 RMB'000 (Unaudited)	31 December 2024 RMB'000 (Audited)
Assets		
Non-current assets	217,464	402,171
Current assets	1,863,470	2,248,878
Total assets	2,080,934	2,651,049
Equity		
Total equity	1,253,133	1,418,884
Liabilities		
Non-current liabilities	18,266	30,341
Current liabilities	809,535	1,201,824
Total liabilities	827,801	1,232,165
Total equity and liabilities	2,080,934	2,651,049

Notes:

- Following the completion of the disposal of 46.0% of the equity interests in Shanghai Sirui held by the Group, in accordance with HKFRS 5 - Non-current Assets Held for Sale and Discontinued Operations, the operating results of Shanghai Sirui before the Completion Date have been presented as discontinued operation in the Group's consolidated income statement for the six months ended 30 June 2025, and therefore the revenue, gross profit and operating profit of Shanghai Sirui from 1 January 2025 up to the Completion Date was not included in the Group's consolidated income statement for the six months ended 30 June 2025. The comparative figures in the consolidated income statement for the six months ended 30 June 2024 were also re-presented with revenue, gross profit and operating profit of Shanghai Sirui for the six months ended 30 June 2024 being excluded.
- Adjusted profit for the period and adjusted profit attributable to the equity holders of the Company refers to the profit for the period and profit attributable to the equity holders of the Company excluding items which do not relate to the ordinary course of business of the Group and are non-recurring in nature, including amortisation of intangible assets resulting from acquisition, net fair value gain or loss in relation to equity investments and share-based payment expenses. Adjusted profit for the period and adjusted profit attributable to the equity holders of the Company are not measures required by or presented in accordance with HKFRS. The use of such non-HKFRS measures has limitations as an analytical tool, and should not be considered in isolation from, or as a substitute for analysis of, the Group's results of operations or financial condition as reported under HKFRS. Please refer to the paragraph headed "Non-HKFRS Measures" under "MANAGEMENT DISCUSSION AND ANALYSIS - FINANCIAL REVIEW" in this report for more details.
- Adjusted net margin attributable to the equity holders of the Company is calculated as the adjusted profit attributable to the equity holders of the Company as a percentage of the revenue for the same period.

Financial Summary

KEY FINANCIAL RATIOS

The table below sets forth our key financial ratios for the periods indicated:

	For the six months ended 30 June	
	2025	2024
Revenue growth ⁽³⁾	26.6%	20.0%
Gross profit margin ⁽³⁾	7.4%	8.4%
Adjusted net margin (non-HKFRS) ⁽¹⁾	1.8%	1.7%
Adjusted net margin attributable to equity holders of the Company (non-HKFRS) ⁽¹⁾	1.9%	1.5%

	30 June 2025	31 December 2024
Adjusted current ratio (times) ⁽²⁾	2.3	1.9

Notes:

- (1) Adjusted net margin and adjusted net margin attributable to equity holders of the Company (non-HKFRS) are calculated as the adjusted profit for the period and adjusted profit attributable to the equity holders of the Company as a percentage of the revenue for the same period. Please refer to the paragraph headed "Non-HKFRS Measures" under "MANAGEMENT DISCUSSION AND ANALYSIS - FINANCIAL REVIEW" in this report for more details.
- (2) Adjusted current ratio is calculated as the adjusted current assets divided by the current liabilities at the end of the financial year/period. The adjusted current assets are defined as the current assets excluding the Net Proceeds received and unutilised, where applicable.
- (3) Following the completion of the Disposal, in accordance with HKFRS 5 - Non-current Assets Held for Sale and Discontinued Operations, the operating results of Shanghai Sirui before the Completion Date have been presented as discontinued operation in the Group's consolidated income statement for the six months ended 30 June 2025, and therefore the revenue, gross profit and operating profit of Shanghai Sirui from 1 January 2025 up to the Completion Date was not included in the Group's consolidated income statement for the six months ended 30 June 2025. The comparative figures in the consolidated income statement for the six months ended 30 June 2024 were also re-presented with revenue, gross profit and operating profit of Shanghai Sirui for the six months ended 30 June 2024 being excluded.

Management Discussion and Analysis



Management Discussion and Analysis

BUSINESS REVIEW AND OUTLOOK

In the first half of 2025, China's economy demonstrated resilience in the face of various pressures, achieving a year-on-year GDP growth rate of 5.3%, while new progress in high-quality development provided a solid foundation for navigating external uncertainties. The Group seized the opportunities arising from China's steady economic growth, with a strategic focus on the IT talent business to support customers in achieving high-quality development. Meanwhile, the Group advanced its global expansion strategy in tandem with Chinese enterprises' overseas development. As at 30 June 2025, the Group (by itself or together with its local business partners) had established subsidiaries in 21 countries and regions worldwide.

On 30 May 2025, the Group completed the disposal of its 46% equity interest in Shanghai Sirui pursuant to an asset purchase agreement with Neusoft Group and a supplemental agreement setting out the final consideration and other terms and conditions supplementing the asset purchase agreement. The Group received the full final consideration of RMB320,698,200. In accordance with HKFRS 5 — Non-current Assets Held for Sale and Discontinued Operations, the results of Shanghai Sirui prior to the Completion Date have been presented as discontinued operations in the Group's consolidated income statement for the six months ended 30 June 2025. Accordingly, the revenue, cost and expenses of Shanghai Sirui from 1 January 2025 to the Completion Date were not included in the Group's consolidated income statement for the six months ended 30 June 2025. Comparative figures in the consolidated income statement for the six months ended 30 June 2024 have been restated to exclude Shanghai Sirui's revenue, cost and expenses for the six months ended 30 June 2024. Furthermore, in order to present a clearer picture of the Group's business performance in the first half of 2025, certain comparative figures of business indicators as at 30 June 2024 (such as the number of comprehensive flexible staffing employees and flexible staffing employees for digital technology and cloud services business) have been adjusted to exclude those managed by Shanghai Sirui.

BUSINESS REVIEW

Steady Development of Main Business and Ongoing Speedy Organic Growth

Looking back to the first half of 2025, stable growth was shown in the revenue from each business line of the Group. The Group's revenue increased from approximately RMB2,056.9 million for the six months ended 30 June 2024 to approximately RMB2,604.7 million for the six months ended 30 June 2025, representing an increase of approximately RMB547.8 million or 26.6%, among which, during the six months ended 30 June 2025, revenue generated from general service outsourcing amounted to approximately RMB1,689.0 million, representing an increase of approximately RMB313.0 million or 22.7% as compared to approximately RMB1,376.0 million for the six months ended 30 June 2024; revenue generated from digital technology and cloud services amounted to approximately RMB747.8 million for the six months ended 30 June 2025, representing an increase of approximately RMB225.0 million or 43.0% as compared to approximately RMB522.8 million for the six months ended 30 June 2024; and revenue generated from digital operation and customer service amounted to approximately RMB147.4 million for the six months ended 30 June 2025, representing an increase of approximately RMB15.1 million or 11.4% as compared to approximately RMB132.3 million for the six months ended 30 June 2024. The revenue growth was attributable to the increase in the number of employees for various business lines under the comprehensive flexible staffing services and the number of comprehensive flexible staffing employees increased approximately 15.1% from 33,766 as at 30 June 2024 (excluding 4,531 IT employees managed by Shanghai Sirui) to 38,868 as at 30 June 2025.

Management Discussion and Analysis

Digital technology and cloud services

Digital technology and cloud services have been key areas of business development for the Group in recent years. Through internal organizational restructuring, the Group established a second business division to focus on meeting clients' growing demand for flexible staffing of IT talents. After four years, digital technology and cloud services has emerged as the second growth driver contributing significantly to enhancement of the Group's profit. As at 30 June 2025, the number of comprehensive flexible staffing employees in digital technology and cloud services had increased by approximately 2,513 compared with 30 June 2024. As at 30 June 2025, we had around 8,212 IT talents seconded to our clients, among which telecommunications, Internet and automotive sectors accounted for approximately 25.1%, 23.7% and 18.5%, respectively. At the outset of our digital technology and cloud services strategy, in addition to our established strength in the Internet sector, we identified automotive, telecommunications, finance, and intelligent manufacturing as key industries for business expansion, with clients grouped into different account teams based on their respective industries. After four years of growth, the number of flexible staffing employees serving clients in the telecommunications sector has surpassed that of our traditionally strong Internet sector. We are now progressing towards a more diversified and balanced client portfolio, aiming to mitigate the impact of industry-specific cycles on the Group's overall number of comprehensive flexible staffing employees and revenue fluctuations. As at 30 June 2025, the Group had approximately 19 clients each engaging over 100 flexible staffing employees in digital technology and cloud services. In the first half of 2025, our clients' demand for AI technological talents grew rapidly amid the trend of digital transformation of enterprises. As at 30 June 2025, the Group provided 795 comprehensive flexible staffing employees for positions that are closely related to AI technology, including big data development engineer, data algorithm engineer and AI product tester. In addition, for the six months ended 30 June 2025, the gross profit generated from the Group's digital technology and cloud services achieved approximately RMB82.7 million, representing an increase of approximately RMB11.1 million or 15.5% as compared to approximately RMB71.6 million (excluding Shanghai Sirui's gross profit of approximately RMB57.6 million) for the six months ended 30 June 2024. For the six months ended 30 June 2025, the gross profit from digital technology and cloud services accounted for approximately 43.1% of the Group's overall gross profit, surpassing that of general service outsourcing, which had served as the Group's primary growth driver.

General service outsourcing

General service outsourcing business remains in a stable development status, acting not only as the foundation of revenue and profit growth of the Group but also the solid backup for the Group's new businesses, such as digital technology and cloud services, as well as the global expansion strategy. Revenue from general service outsourcing amounted to approximately RMB1,689.0 million for the six months ended 30 June 2025, representing an increase of approximately RMB313.0 million or 22.7% as compared to approximately RMB1,376.0 million for the six months ended 30 June 2024. Gross profit from general service outsourcing for the six months ended 30 June 2025 increased by approximately RMB7.3 million or 10.1% to approximately RMB80.5 million from approximately RMB73.2 million for the six months ended 30 June 2024. The growth in revenue and gross profit was mainly driven by expansion into middle and back office operations, human resources and administrative positions, in addition to the Group's traditional strengths in customer service and information review in terms of the position of comprehensive flexible staffing employees. As at 30 June 2025, approximately 5,903 flexible staffing employees were engaged in such positions, representing an increase of approximately 53.6% compared to approximately 3,844 for the six months ended 30 June 2024, and contributed RMB28.4 million in gross profit to the Group for the six months ended 30 June 2025, representing an increase of approximately RMB 11.3 million as compared to that of the same period in 2024. By extending our service capabilities to positions of higher service value and longer service duration, such as middle and back office operations, human resources and administrative management, we were able to achieve higher gross profit margins and offset the pressure on gross margins of general service outsourcing resulting from certain clients reducing expenditures on customer service and information review roles amid increasing uncertainties affecting macroeconomic growth. In addition to diversifying service positions, we also began to diversify the profile of our clients. While we are committed to serving the technology and internet industries, we have also diversified our client base to include retail, finance, new energy vehicles and other industries. In the first half of 2025, the Group further introduced an integrated service model of "Consulting + Technology + Comprehensive Flexible Staffing" to meet the flexible staffing needs of state-owned enterprises and central enterprises. As at 30 June 2025, the Group had approximately 26,566 comprehensive flexible staffing employees of general service outsourcing business seconded to our clients, among which technology and Internet, finance and retail industries accounted for approximately 67.1%, 11.7% and 11.3%, respectively. To secure new flexible staffing service contracts,

Management Discussion and Analysis

the Group continuously experimented with providing candidates tailored to different position requirements, including: (i) offering professional recruitment and flexible staffing services for technical workers for certain state-owned enterprise clients; and (ii) providing flexible staffing services for warehousing personnel to support Chinese enterprises expanding overseas. These initiatives in new roles have created additional collaboration opportunities with new clients.

Digital operation and customer service

For the six months ended 30 June 2025, revenue from digital operation and customer service was approximately RMB147.4 million, representing an increase of approximately RMB15.1 million or 11.4% as compared to approximately RMB132.3 million for the six months ended 30 June 2024. As at 30 June 2025, the number of comprehensive flexible staffing employees providing digital operation and customer service were approximately 4,090, representing an increase of approximately 237 compared to approximately 3,853 as at 30 June 2024. Such increase was supported by the Group's prior investments in establishing digital operations and customer service centers in tier-3 and tier-4 cities such as Yingkou, Panjin, Tai'an and Rizhao. Amid increasing uncertainties affecting macroeconomic growth, an increasing number of clients shifted outsourcing demand for customer service and information review positions to lower-cost locations to reduce cost, creating new opportunities for the Group. Several new customer service projects were undertaken by the digital operation and customer service segment in the first half of 2025, and as the comprehensive flexible staffing employees for these projects were still in training phase, service efficiency and revenue generation of such projects had yet to reach the expected levels and the segment remained in a loss-making stage due to the upfront cost inputs, the digital operation and customer service segment recorded a gross profit margin of approximately 10.9% for the six months ended 30 June 2025, representing a decrease of approximately 1.0 percentage point as compared to approximately 11.9% for the six months ended 30 June 2024.

Recruitment

For the six months ended 30 June 2025, revenue generated from professional recruitment business decreased by approximately RMB8.7 million to approximately RMB5.1 million from approximately RMB13.8 million for the six months ended 30 June 2024. For the six months ended 30 June 2025, we only recruited 1,208 employees for customers. Although China's economy demonstrated resilience in the first half of 2025, many enterprises remained prudent in terms of workforce expansion and our customers preferred to procure services for certain positions from human resource companies in the form of flexible staffing, so as to reduce costs, which elevates the needs for comprehensive flexible staffing employees. Hence, we were dedicated to enlarging the number of comprehensive flexible staffing employees and bringing the Group sustainable revenue. For the six months ended 30 June 2025, we recruited a total of 17,976 staff members for customers, which include, in addition to 1,208 employees recruited under professional recruitment business, 16,471 comprehensive flexible staffing employees and 297 employees for dispatching and other human resource resolutions (including 86 employees recruited for global human resources partners under the international business). The recruited comprehensive flexible staffing employees consist of 10,651 for general service outsourcing business (including 1,998 flexible employees under the international business), 3,122 for digital technology and cloud services and 2,698 for digital operation and customer service.

International business

From 2020 to 2022, we built a global human resources partnership service system to provide localized HR services for the overseas operations of some of our clients. Building on this foundation, in 2024 we made the strategic decision to further enhance the Group's localised service capabilities across multiple countries, thereby launching our global expansion strategy. As at 30 June 2025, the Group (by itself or together with its local business partners) had established

Management Discussion and Analysis

subsidiaries in 21 countries and regions worldwide. We have set up offices in Hong Kong, Malaysia, Vietnam, Thailand, Indonesia and the United Arab Emirates, where our dispatched country managers have completed the recruitment and establishment of localised service teams. In addition, we established the Group's first overseas digital operation and customer service center in Uzbekistan. As at 30 June 2025, our international business team consisted of 57 internal employees, including 27 internal employees in the localised service teams of the overseas offices mentioned above. The Company's international business prioritised supporting the Chinese companies to expand abroad by providing localised human resources services including comprehensive flexible staffing, professional recruitment and work visa application. As at 28 August 2025, the comprehensive flexible staffing employees of our international business reached approximately 1,460. In addition, approximately 858 comprehensive flexible staffing employees were jointly managed by us and our global human resources partners to provide HR services for clients.

Research and development (R&D) of the integrated HR ecosystem

In the first half of 2025, we made further investments in the R&D on the foundation of our original integrated HR ecosystem, in order to ensure that the Group's HR ecosystem remains at the forefront of the industry. The Group recorded R&D expenses of approximately RMB4.7 million.

(a) Development of New Systems and Platforms

In the first half of 2025, we improved several functions of our integrated HR ecosystem by using artificial intelligence technology, including (i) the development of assistance tools for sales and labor contract review. Leveraging artificial intelligence technology that learns from risk terms identified in past contract reviews of the Group, the system could automatically identify potential issues and significantly enhance the efficiency of contract review; and (ii) the adoption of OCR function. This enables the rapid extraction of key information from contracts and resumes, greatly enhancing the preliminary screening efficiency of our recruitment consultants.

(b) Optimisation of Existing Systems and Platforms

Based on more than a year of experience in managing trade receivables collections, the Group has upgraded the trade receivables management system with enhancements including: (i) the addition of multi-dimensional overdue trade receivables management reports, which tracks collections of overdue trade receivables by breaking them down to each business line of the customer; (ii) optimisation of the litigation module to facilitate faster collection of materials required for legal proceedings by the legal department; and (iii) the implementation of recruitment controls for additional flexible staffing employees required by overdue customers, effectively preventing further risk escalation.

The development of Ruixuetang WeChat mini program was completed to support employees accessing company training programs from both their computers and mobile devices. At the same time, Rui Human Resources WeChat mini program was improved, fully integrating personnel approval processes, and streamlining key functions such as onboarding, insurance claims and attendance check-in on mobile devices.

We have further optimised the Ruizhi System, a management system for IT talents, by completing development for two major data dashboards for high-value clients and flexible staffing employees. The dashboard of flexible staffing employees covers not only basic employee information but also, more importantly, their performance, enabling the flexible staffing service team to proactively identify underperforming employees and facilitate employees to build up their capabilities. Additionally, a high-salary job-seeking module has been developed on the "Rui Ma" WeChat mini program, dedicated to supporting former flexible staffing employees in their reemployment by recommending new job opportunities. This initiative enhances service retention between the employees and the Group.

Management Discussion and Analysis

By utilising our integrated HR ecosystem, we have further enhanced staff efficiency. The net profit per capita generated by our internal staff in the six months ended 30 June 2025 and the six months ended 30 June 2024 is set out as follows:

	Six months ended 30 June	
	2025	2024
Adjusted profit for the period (non-HKFRS) (RMB'000) ^{Note 1}	46,156	34,635
Average number of internal employees ^{Note 2}	1,031	1,040
Adjusted profit per capita for the period (non-HKFRS) (RMB'000/person)	44.8	33.3

Notes:

1. Please refer to Note 2 on page 4.
2. The average number of internal employees for a period was calculated by adding the number of internal employees at the end of a given period with the number of internal employees at the end of the previous year and divided by two.

OUTLOOK AND FUTURE STRATEGY

Further Advancement of Globalisation Strategy and Acceleration of International Business

The Group's globalisation strategy is to provide Chinese enterprises with localised HR services to support them expanding overseas. As at 30 June 2025, the Group (by itself or together with its local business partners) had established subsidiaries in 21 countries and regions across Europe, the Americas and Asia. On this basis, in the second half of 2025, we will focus on providing services for our clients in Hong Kong, Southeast Asia, the Middle East and Central Asia, covering professional recruitment, comprehensive flexible staffing and work visa application. We aim to increase the revenue of subsidiaries in these regions as well as the number of comprehensive flexible staffing employees, with a target of reaching 2,000 international comprehensive flexible staffing employees (excluding comprehensive flexible staffing employees jointly managed with the global human resources partnership) by the end of 2025. In addition, the Group will also prepare for the development of international business in 2026. According to our plan: (i) based on the stable operations of our digital operation and customer service center in Uzbekistan, we will commence site selection for the Group's second and third digital operation and customer service centers worldwide; (ii) in 2026, the Group plans to expand our presence in Japan, Europe and the Americas, gradually dispatching country managers to subsidiaries in these markets in line with client demand, setting up offices and establishing localised recruitment and service teams. In the second half of 2025, based on the business development plans of the above-mentioned countries and regions in 2026, the Group will conduct preliminary market research, develop potential customers and prepare for bidding; and (iii) based on the business opportunities and client needs that have emerged upon the establishment of localised recruitment and service teams across multiple countries and regions in 2024 and the first half of 2025, the Group expects that the international business will make a significant contribution to the Group's revenue and profit in the future. This plan will enable the Group to sustain rapid growth through both domestic and international markets.

Management Discussion and Analysis

Building Integrated Staffing Solutions Covering “Consulting + Technology + Comprehensive Flexible Staffing”

In recent years, through providing integrated flexible staffing services to our clients, the Group has observed that many clients seek more than just cost reduction and efficiency gains from flexible staffing services procured from HR companies. They increasingly expect HR service providers to deliver comprehensive solutions covering organisational management, talent strategy planning, workforce restructuring and performance evaluation, taking into consideration the flexibility and compliance of staff outsourcing. To address these pain points, particularly those of state-owned enterprises, central enterprises and high-value potential clients that require comprehensive HR management solutions, the Group plans to build integrated staffing solutions covering “Consulting + Technology + Comprehensive Flexible Staffing”: (i) starting with strategic consulting, we will design organisational management solutions based on core growth drivers of customers’ businesses to support their business development; (ii) through management consulting, we will help clients upgrade systematic management frameworks and workforce structures aligned with the specific characteristics of their business needs; (iii) through technology services, especially based on our integrated HR ecosystem, and by tailoring to prior management consulting solutions, we will provide clients with customised management systems that support digital transformation and efficiency enhancement while enabling the implementation of management consulting solutions via system platforms; and (iv) combining management consulting and system platforms, we will provide clients with flexible and compliant staffing solutions. Based on the results of management consulting analysis, we will also provide comprehensive flexible staffing services for specific positions to help clients reduce costs and improve efficiency. By providing clients with such strategic partnership-style services, we can strengthen client stickiness and extend beyond standalone flexible staffing services into long-term HR planning as a trusted partner.

Building a Talent Ecosystem, Accumulating Job-seeking Users and Developing a Large Talent Pool

Since our investment in the Wanmayoucai recruitment platform in 2022, the Group has been committed to leveraging this platform to build a talent ecosystem, thereby accumulating a large user base of job seekers and ultimately developing a platform with a large talent pool in the IT talent field. To achieve this goal, we will continue to implement a content-oriented marketing strategy in the future by publishing topics, technical insights and learning materials related to different stages of IT talent career development through the “Lingxi Community (靈析社區)” module of Wanmayoucai recruitment platform, which can improve community engagement and attract more job seekers to use the platform. In addition, the platform offers services to candidates including AI-powered interview, resume coaching and talent training, aiming at improving their professional skills and job-seeking capabilities. In particular, the talent training module is expected to provide over 20,000 hours of technical courses and more than 20 technical certification programs. Over time, we will enrich training contents to cover skill development and knowledge update at all stages of IT talent career progression. We have already applied AI technology to resume parsing and job recommendation modules. In the future, by continuously recommending candidates to clients, we aim to further improve the accuracy of AI-enabled job matching. Based on the communication between clients and interviewees during each interview and corresponding feedback on and results of interview, the platform will continuously optimise its capabilities in candidate matching, responsiveness and recommendation, which will facilitate the effective use of AI technology in recruitment, enhance recruitment efficiency and build technological barriers for our products.

Management Discussion and Analysis

Awards and Recognitions

During the six months ended 30 June 2025, we received the following awards:

April 2025

Renrui Human Resources was granted “2025 Digital Transformation Award for Human Resources Service Industry” by HRflag



Renrui Human Resources was granted “2025 Best Private Flexible Employment Service Provider” by HRflag



Renrui Human Resources was granted “2025 Top 100 HR Service Provider” by TopHR



May 2025

Liaoning Renrui Corporate Business Process Outsourcing Service Co., Ltd. (遼寧人瑞企業服務外包有限責任公司) was granted “2025 Best Practice Award for Service Value of the New Customer Service Festival” by China Call-Center & CRM Association



Management Discussion and Analysis

POLICY AND REGULATION REVIEW

The Group closely monitors updates on policies and regulations related to social security during its business operations.

In response to China's new demographic trends and to fully utilise human resources, the 11th Session of the Standing Committee of the 14th National People's Congress in September 2024 approved the State Council's Measures on the Gradual Extension of the Statutory Retirement Age (《國務院關於漸進式延遲法定退休年齡的辦法》). The measures apply to both male and female employees. Over a period of 15 years, the statutory retirement age for male employees will be raised from 60 to 63, while the statutory retirement age for female employees will be raised from 50 and 55 to 55 and 58, respectively.

The State Council's Measures on the Gradual Extension of the Statutory Retirement Age came into effect on 1 January 2025. The statutory retirement age for male employees and for female employees whose previous retirement age was 55 will be postponed by one month for every four months, gradually increasing to 63 and 58, respectively. For female employees whose previous statutory retirement age was 50, the retirement age will be postponed by one month for every two months until it reaches 55. Where the national policies have otherwise provided, such provisions shall prevail.

In terms of social insurance contributions in labour disputes, the Supreme People's Court issued the Interpretation (II) on Several Issues Concerning the Application of Law in the Trial of Labour Dispute Cases (《最高人民法院關於審理勞動爭議案件適用法律問題的解釋(二)》) on 31 July 2025, effective from 1 September 2025. The Article 19 thereof stipulates: if an employer and an employee agree, or if an employee undertakes to the employer that no social insurance contribution is needed, the people's court shall determine that such an agreement or undertaking is invalid. Where the employer has failed to make mandatory social insurance contributions, and the employee, pursuant to Article 38(3) of the Labour Contract Law (勞動合同法), requests termination of the labour contract with economic compensation to be paid by the employer, the people's court shall uphold such a request. This provision makes clear that any form of agreement or undertaking between an employer and an employee not to make social insurance contributions is invalid, and that employees are entitled to terminate their contracts and demand economic compensation accordingly.

FINANCIAL REVIEW

Revenue

For the six months ended 30 June 2025, the total revenue of the Group amounted to approximately RMB2,604.7 million, representing an increase of approximately RMB547.8 million or approximately 26.6% as compared to that of approximately RMB2,056.9 million for the six months ended 30 June 2024. Such increase was mainly due to the continued robust growth of the comprehensive flexible staffing business, especially the rapid growth in revenue from digital technology and cloud services business.

The Group's revenue of each business segment for the six months ended 30 June 2025 is as follows:

Six months ended 30 June				
	2025		2024	
	Revenue	%	Revenue	%
	RMB'000		RMB'000	
	(Unaudited)		(Unaudited)	
			Re-present	
Comprehensive flexible staffing	2,584,100	99.2	2,030,973	98.7
Professional recruitment and other HR solutions	20,574	0.8	25,936	1.3
Total	2,604,674	100.0	2,056,909	100.0

Management Discussion and Analysis

Adhering to our strategy of focusing on serving large-scale clients, we recorded a revenue of approximately RMB914.0 million from our top five clients for the six months ended 30 June 2025, accounting for approximately 35.1% of the total revenue for the year, with the largest client accounting for approximately 13.3%. We have been continuously optimising our client structure and mitigating the high concentration risk of single large client. The average years of cooperation with our top ten clients was approximately 7.9 years. Benefiting from the Group's experience and strengths in serving Internet clients, a rapidly growing established Internet company for many years has for the first time become one of the Group's top ten clients for the six months ended 30 June 2025. In addition, the Group has continued to focus on expanding its client base beyond the Internet sector, particularly targeting clients in the intelligent manufacturing industry. A renowned automotive manufacturer and a provider of telecommunications products and solutions, both of which became the Group's top ten clients in the previous year, continued to contribute increasing revenue to the Group for the six months ended 30 June 2025. Notably, revenue generated from the telecommunications products and solutions provider for the six months ended 30 June 2025 has reached approximately 65.9% of total revenue generated from the client for the previous year, which underscores the Group's enhanced capability in delivering comprehensive HR services across diverse industries. We established a business department to actively explore clients beyond Internet sector in 2022. After years of operation, revenue from industries including Internet, high-tech and high-end manufacturing industry covering automotive and telecommunications, finance and retail accounted for approximately 62.0%, 14.2%, 9.4% and 6.5% for the six months ended 30 June 2025.

Comprehensive Flexible Staffing

The Group's revenue from comprehensive flexible staffing services for the six months ended 30 June 2025 amounted to approximately RMB2,584.1 million, representing an increase of approximately RMB553.1 million or 27.2% as compared to approximately RMB2,031.0 million for the six months ended 30 June 2024, mainly driven by the increased number of the comprehensive flexible staffing employees. The number of the Group's comprehensive flexible staffing employees increased by 5,102 from 33,766 as at 30 June 2024 to 38,868 as at 30 June 2025, representing an increase of approximately 15.1%. Among which: (i) for general service outsourcing, we proactively expanded demand for flexible staffing by new industries other than technology and Internet, exploring cost reduction and efficiency improvement for customers through the adoption of flexible staffing for middle-back-office operations, human resources, and administrative and other positions. As at 30 June 2025, our number of employees under general service outsourcing provided to clients reached 26,566 personnel, representing an increase of 2,352 personnel or approximately 9.7% compared with 24,214 personnel recorded as at 30 June 2024; and (ii) amid the digital transformation of Chinese enterprises, the Group has, in recent years, seized emerging market opportunities and strategically advanced digital technology and cloud services. As at 30 June 2025, our number of IT talents provided to clients reached 8,212 professionals, representing an increase of 2,513 or approximately 44.1% from 5,699 personnel registered as at 30 June 2024.

The monthly turnover rate of comprehensive flexible staffing employees was approximately 6.6% for the six months ended 30 June 2025, representing a decrease from approximately 6.7% for the six months ended 30 June 2024. In addition to the declining willingness of comprehensive flexible staffing employees to voluntarily resign amid the complex and challenging economic climate, through our integrated human resources ecosystem and data dashboard, the flexible staffing delivery and service management team can monitor employee changes in each project in real time. For projects with high turnover rate, we collaborate with on-site service teams to analyze issues and propose tailored solutions. These include enhancing employee care during induction training period and improving recruitment accuracy by gaining a deeper understanding of client requirements for candidates and communicating the same to the recruitment team. By leveraging the system, we connect remote management with localised on-site services to lower the turnover rate of comprehensive flexible staffing employees.

Management Discussion and Analysis

The following table sets forth our revenue by service type for the periods indicated:

	Six months ended 30 June			
	2025		2024	
	Revenue RMB'000 (Unaudited)	%	Revenue RMB'000 (Unaudited) Re-present	%
General service outsourcing	1,688,955	65.4	1,375,961	67.7
Digital technology and cloud services	747,780	28.9	522,753	25.8
Digital operation and customer service	147,365	5.7	132,259	6.5
Total in comprehensive flexible staffing services	2,584,100	100.0	2,030,973	100.0

For the six months ended 30 June 2025, revenue generated from general service outsourcing was approximately RMB1,689.0 million, representing an increase of approximately RMB313.0 million or approximately 22.7% from approximately RMB1,376.0 million for the six months ended 30 June 2024. Revenue generated from digital technology and cloud services was approximately RMB747.8 million, representing an increase of approximately RMB225.0 million or approximately 43.0% compared to approximately RMB522.8 million for the six months ended 30 June 2024. Revenue generated from digital operation and customer service was approximately RMB147.4 million, representing an increase of approximately RMB15.1 million or approximately 11.4% from approximately RMB132.3 million for the six months ended 30 June 2024.

Professional Recruitment and Other HR Solutions

For the six months ended 30 June 2025, revenue from professional recruitment and other HR solutions amounted to approximately RMB20.6 million, representing a decrease of approximately RMB5.3 million or approximately 20.7% as compared to approximately RMB25.9 million for the six months ended 30 June 2024. Other HR solutions include labour dispatch services, training and consultation services.

Although China's economy demonstrated resilience in the first half of 2025, our clients remained prudent in terms of workforce expansion. As a result of the reduced recruitment demand, revenue from professional recruitment amounted to only approximately RMB5.1 million for the six months ended 30 June 2025. Through continuing with our strategy of professional recruitment, we have gradually expanded our services from general positions with high turnover rate and requiring continuous bulk employment to technical positions with certain professional requirements and higher unit price. By focusing on recruitment for technical positions with higher unit price, we will gradually increase the precision of matching the candidates we recommend with customer positions and establish competitive barriers. Our average professional recruitment fee per placement was approximately RMB 4,300/person for the six months ended 30 June 2025.

Management Discussion and Analysis

Cost

Our cost primarily comprises employee benefit expenses, traveling expenses, subcontracting costs, other taxes and surcharges and others, of which the majority was the labour cost paid to comprehensive flexible staffing employees.

For the six months ended 30 June 2025, the Group's total cost amounted to approximately RMB2,412.8 million, representing an increase of approximately RMB528.7 million or approximately 28.1% as compared to that of approximately RMB1,884.1 million for the six months ended 30 June 2024. The increase in cost was primarily due to: (i) an increase of approximately RMB519.4 million in employee benefit and travel expenses as a result of the growth in the number of comprehensive flexible staffing employees; (ii) an increase of approximately RMB4.5 million in other taxes and surcharges as the revenue increased; and (iii) an increase of approximately RMB2.3 million in depreciation and amortisation arising from the investment in renovation, right-of-use assets for office spaces and computer equipment, as we co-established customer service and software R&D and testing centers with our clients to deepen collaboration.

For the six months ended 30 June 2025, the average labour cost of each comprehensive flexible staffing employee managed by us for our clients was approximately RMB10,689/person per month.

Gross Profit and Gross Profit Margin

The change in our overall gross profit margin was affected by our business mix. The table below sets forth a breakdown of our gross profit and gross profit margin by business segments for the periods indicated:

	Six months ended 30 June			
	2025		2024	
	RMB'000 (Unaudited)	%	RMB'000 (Unaudited) Re-present	%
Comprehensive flexible staffing	179,200	6.9	160,391	7.9
Professional recruitment and other HR solutions	12,703	61.7	12,410	47.8
Total	191,903	7.4	172,801	8.4

For the six months ended 30 June 2025, the Group's gross profit margin was approximately 7.4%, representing a decrease of approximately 1.0 percentage point compared with approximately 8.4% for the six months ended 30 June 2024. The gross profit margin of comprehensive flexible staffing services was approximately 6.9% for the six months ended 30 June 2025, compared with approximately 7.9% for the six months ended 30 June 2024, representing a decrease of approximately 1.0 percentage point. The gross profit margins of the Group's major products segments, namely general service outsourcing and digital technology and cloud services, both recorded year-on-year declines.

Although China's economy demonstrated resilience in the first half of 2025, amid increasing uncertainties affecting macroeconomic growth, clients' cost-cutting demands became more prominent, resulting in a downward trend in the gross profit margin of comprehensive flexible staffing services. Given that (i) the income from comprehensive flexible staffing business has a stacking effect, meaning that each month's revenue is based on the number of employees at the end of the previous month, rather than starting from zero, which is conducive to expanding revenue scale; and (ii) by leveraging an integrated human resources ecosystem to continuously enhance the staff efficiency of the Group's internal employees, the increase in the number of comprehensive flexible staffing and the expansion of revenue scale do not require a proportional increase in internal headcount, and as a result, the Group could offset the impact of pricing pressure by expanding revenue scale and improving workforce efficiency, thereby achieving growth in both gross profit and net profit.

Management Discussion and Analysis

Therefore, in response to heightened clients' price sensitivity and intensified market competition this year, the Group selects and evaluates target clients not solely based on gross profit margin contribution but also considers gross profit contribution, taking both service scale and margin into account to evaluate the profit brought to the Group. The Company has consistently focused on high-value clients, either those with large service volumes despite lower margins or those with smaller service volumes but higher margins. Resources in recruitment and service are preferentially allocated to these key clients by the Group, and their contribution to the Group's profits is dynamically monitored on an annual basis. Projects with low-profit clients are rejected during the evaluation stage, and cooperation with low-value clients with low margin and small scale is gradually terminated. By dynamically adjusting the client portfolio, the Group gradually identifies and retains high-value clients for long-term cooperation. Coupled with continuous improvements in staff efficiency through the Group's integrated HR ecosystem to offset clients' adjustment on service fees, this approach ensures sustainable growth in the Group's net profit.

Selling and Marketing Expenses

Our selling and marketing expenses primarily comprise employee benefit expenses, marketing and promotion expenses, travelling and entertainment expenses and others.

Our selling and marketing expenses for the six months ended 30 June 2025 amounted to approximately RMB76.9 million, representing a decrease of approximately RMB6.3 million or approximately 7.5% as compared to that of approximately RMB83.2 million for the six months ended 30 June 2024. The decrease was mainly due to the combined effect of the following factors: (i) as affected by customer price pressure, the bonus received by the sales team reduced as compared to the same period last year, leading to a decrease in employee salary and benefit expenses; (ii) in the first half of 2025, following the completion of Zhijiang Academy (之江書院), a venue for market events and industry forums, the Group adjusted part of its marketing strategies and reduced external procurement of marketing and promotional expenses, which was partially offset by (iii) higher travel and entertainment expenses due to increased efforts of the Group to develop new clients and more frequent client visits by our sales team. Therefore, our selling and marketing expenses as a percentage of revenue decreased from approximately 4.0% for the six months ended 30 June 2024 to approximately 3.0% for the six months ended 30 June 2025.

R&D Expenses

Our R&D expenses primarily comprise employee benefit expenses, utilities and office expenses, depreciation and amortisation and other expenses incurred in connection with the R&D of our platform, software and technologies.

The R&D expenses for the six months ended 30 June 2025 amounted to approximately RMB4.7 million, representing a decrease of approximately RMB0.8 million or approximately 15.0% as compared to that of approximately RMB5.5 million for the six months ended 30 June 2024. The decrease was mainly due to the streamlining of R&D personnel following the integration of the Qingyun Recruitment Platform's R&D team into the Group's R&D department at the end of 2024, which reduced employee salary and benefit expenses. Our R&D expenses as a percentage of revenue decreased from approximately 0.3% for the six months ended 30 June 2024 to approximately 0.2% for the six months ended 30 June 2025.

Administrative Expenses

Our administrative expenses primarily comprise employee benefit expenses, depreciation and amortisation, professional service fees and other expenses.

Our administrative expenses for the six months ended 30 June 2025 amounted to approximately RMB52.6 million, representing a decrease of approximately RMB3.6 million or approximately 6.5% as compared to that of approximately RMB56.2 million for the six months ended 30 June 2024. The decrease was mainly due to the combined effect of the following factors: (i) in 2023 and 2024, we adjusted our office expansion strategy across cities nationwide, ceasing the leasing and renovation of new office spaces. The renovation expenses for offices relocated around 2020 were gradually amortized by early 2025, resulting in a decrease in administrative expenses as compared to the same period last year, which was partially offset by (ii) the increase in professional parties' service fees incurred for engaging legal, financial and other professional advisers in relation to the Disposal. Administrative expenses as a percentage of revenue decreased from approximately 2.7% for the six months ended 30 June 2024 to approximately 2.0% for the six months ended 30 June 2025.

Management Discussion and Analysis

Other Income

Other income mainly includes government grants and income generated from tax reduction. For the six months ended 30 June 2025, other income amounted to approximately RMB16.6 million, representing an increase of approximately RMB7.6 million or approximately 85.7% as compared to approximately RMB9.0 million for the six months ended 30 June 2024. The government grants mainly represent financial support funds from certain government authorities as an incentive to encourage HR companies providing services to local enterprises, contributing to stabilize employment and investing in research and development of company software and systems. The year-on-year increase in other income was mainly due to (i) the government grants obtained by the Group for the six months ended 30 June 2025 of approximately RMB11.2 million, representing an increase of approximately RMB4.0 million as compared to that of approximately RMB7.2 million for the same period last year; and (ii) the tax reduction obtained by the Group for the six months ended 30 June 2025 of approximately RMB5.4 million, representing an increase of approximately RMB4.1 million as compared to that of approximately RMB1.3 million for the same period last year.

Other Losses, Net

Other net losses for the six months ended 30 June 2025 were approximately RMB0.7 million, representing a decrease of approximately RMB0.9 million from approximately RMB1.6 million for the six months ended 30 June 2024. The decrease in other net losses were mainly due to loss of fair value changes of approximately RMB0.9 million on the Group's equity investment was recorded for the six months ended 30 June 2024, while no fair value changes were recorded for the Group's equity investments for the six months ended 30 June 2025.

Provision for Impairment Losses on Financial Assets

The provision for impairment losses on financial assets for the six months ended 30 June 2025 amounted to approximately RMB15.2 million, representing an increase of approximately RMB14.2 million from approximately RMB1.0 million for the six months ended 30 June 2024. The Group provided the provision for the impairment based on the expected credit loss model prescribed by HKFRS9. The balances of trade and notes receivables increased as a result of increase in revenue from digital technology and cloud services business. While we strengthened the recovery management of trade receivables in the second half of 2024 and reduced the adjusted trade receivables, contract assets and notes receivables turnover days to 86 days in the first half of 2025, the overdue amounts of trade and notes receivables for certain individual clients still increased, which, coupled with uncertainties in macroeconomic growth, elevated the expected credit loss rate. In view of this, we increased the amount of impairment provisions made for trade and notes receivables when assessing the risk of bad debt risks.

Operating Profit

Operating profit of the Group amounted to approximately RMB58.5 million for the six months ended 30 June 2025, as compared to that of approximately RMB34.2 million for the six months ended 30 June 2024.

Finance Income

Finance income includes the Group's interest income generated from bank deposits. Our finance income for the six months ended 30 June 2025 amounted to approximately RMB2.1 million, which was stable as compared to approximately RMB2.1 million for the six months ended 30 June 2024. Although the Disposal led to an increase in the Group's bank deposits, the decline in deposit interest rates resulted in the interest income generated from the Group's bank deposits remaining largely unchanged.

Management Discussion and Analysis

Finance Costs

Finance cost mainly includes interest expenses of bank loans and interest expenses of leasing liabilities. For the six months ended 30 June 2025, finance costs amounted to approximately RMB5.3 million, representing an increase of approximately RMB2.1 million or 66.1% as compared to approximately RMB3.2 million for the six months ended 30 June 2024. This increase was mainly attributable to interest expenses of bank loans of approximately RMB4.7 million for the six months ended 30 June 2025, representing an increase of approximately RMB2.0 million or 76.9% as compared to that of approximately RMB2.7 million for the six months ended 30 June 2024. The growth of digital technology and cloud services business resulted in the increase of the balances of trade and notes receivables. Accordingly, the Group has applied for additional borrowings from banks to supplement working capital, so as to support the growth of digital technology and cloud services business. The increase in bank borrowings resulted in an increase in interest expenses.

Share of Net Loss of Associates Accounted for Using the Equity Method

The net loss attributable to the results of associates for the six months ended 30 June 2025 was approximately RMB5.6 million, representing an increase of approximately RMB2.9 million as compared to the net loss attributable to the results of associates of approximately RMB2.7 million for the six months ended 30 June 2024. This was mainly due to the investment losses recorded by the Group from its investment in Wanmayoucai of approximately RMB5.5 million for the six months ended 30 June 2025, representing an increase of approximately RMB2.9 million as compared to that of approximately RMB2.6 million recorded by the Group for the six months ended 30 June 2024. Wanmayoucai is still at the stage of product development and market promotion. After securing its Series A-2 Financing in April 2025, Wanmayoucai increased its investment in R&D, which resulted in a higher loss for the six months ended 30 June 2025 as compared to the same period in 2024. In addition, the Group participated in the Series A-2 Financing and increased its equity interest in Wanmayoucai. As a result, the share of investment loss attributable to the Group increased.

Profit before Income Tax

Our profit before income tax for the six months ended 30 June 2025 amounted to approximately RMB 49.3 million, as compared to that of approximately RMB32.2 million for the six months ended 30 June 2024.

Loss from Discontinued Operations

Discontinued operations are presented separately to reflect the impact of the Disposal on the Group's profit. For the six months ended 30 June 2025, the loss from discontinued operations amounted to approximately RMB12.0 million, which represented loss of Shanghai Sirui for the five months ended 30 May 2025 and the gain from the Disposal. For the six months ended 30 June 2024, the loss from discontinued operations amounted to approximately RMB3.5 million, which represented loss of Shanghai Sirui for the six months ended 30 June 2024.

Profit for the Period

Profit for the period for the six months ended 30 June 2025 amounted to approximately RMB32.6 million, representing an increase of approximately RMB12.2 million or approximately 59.6% as compared to that of approximately RMB20.4 million for the six months ended 30 June 2024.

Profit Attributable to the Equity Holders of the Company

The profit attributable to the equity holders of the Company for the six months ended 30 June 2025 was RMB41.1 million, representing an increase of approximately RMB19.2 million or approximately 87.9% as compared to that of approximately RMB21.9 million for the six months ended 30 June 2024.

Management Discussion and Analysis

Non-HKFRS Measures

To supplement our consolidated financial statements which are presented in accordance with the HKFRS, we also presented adjusted profit for the period and adjusted profit attributable to the equity holders of the Company as additional financial measures, which are not required by, nor presented in accordance with, the HKFRS. The following table reconciles our non-HKFRS financial measures in each period presented to the financial measures prepared in accordance with HKFRS:

	For the six months ended 30 June	
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited)
Profit for the period	32,553	20,393
Share-based payment expenses	5,215	3,625
Amortisation of intangible assets resulting from acquisition	10,208	11,690
Net fair value (gains)/loss in relation to equity investments	(9)	962
Less: income tax effect on above adjustments	(1,811)	(2,035)
Adjusted profit for the period	46,156	34,635
Profit attributable to the equity holders of the Company	41,071	21,853
Share-based payment expenses	5,215	3,625
Amortisation of intangible assets resulting from acquisition	10,208	11,690
Net fair value (gains)/loss in relation to equity investments	(9)	962
Less: income tax effect on above adjustments	(1,811)	(2,035)
Less: adjustments attributable to non-controlling interests	(5,172)	(4,941)
Adjusted profit attributable to the equity holders of the Company	49,502	31,154

In evaluating the business, the Board considers and uses non-HKFRS financial measures, such as adjusted profit for the period and adjusted profit attributable to the equity holders of the Company as supplemental measures to review and assess the Company's operating performance. We believe that the non-HKFRS financial measures may facilitate the comparison of our financial performance by eliminating the impact of items that we do not consider indicative of the actual performance of our business upon assessment and judgment of the Board. We also believe that such non-HKFRS measures provide more useful information to investors of the Company and others in understanding and evaluating our consolidated results of operations in the same manner as our management and in comparing financial results across periods. However, our presentation of non-HKFRS financial measures may not be comparable to other measures presented by other companies with similar labels. The use of non-HKFRS measures has limitations as an analytical tool, and you should not consider it in isolation from, or as a substitute for analysis of, our results of operations or financial condition as reported under HKFRS.

Management Discussion and Analysis

Net Current Assets

The following table sets forth our current assets and current liabilities as at the dates indicated:

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Total current assets	1,863,470	2,248,878
Total current liabilities	809,535	1,201,824
Net current assets	1,053,935	1,047,054

The net current assets as at 30 June 2025 amounted to approximately RMB1,053.9 million, representing an increase of approximately RMB6.8 million or approximately 0.7% as compared to approximately RMB1,047.1 million as at 31 December 2024, which was due to the combined impact of the following major factors: (i) following the completion of the Disposal on 30 May 2025, the net current assets as at 30 June 2025 no longer included such amount of Shanghai Sirui. In contrast, as at 31 December 2024, net current assets of Shanghai Sirui was included in the Group's net current assets. Such change resulted in a decrease of approximately RMB347.1 million in net current assets as at 30 June 2025 as compared to that of 31 December 2024; (ii) the increase in revenue for the first half of 2025, particularly from digital technology and cloud services, resulting in an increase of approximately RMB205.7 million in the balances of trade and notes receivables as at 30 June 2025; (iii) following the receipt of the consideration from the Disposal in full, the Group repaid part of its bank borrowings, resulting in a decrease of approximately RMB75.6 million in the borrowings balance. The remaining sale proceeds increased cash and cash equivalents and restricted cash by approximately RMB23.2 million; and (iv) as at 31 December 2024, the accrued salaries and benefits balance included year-end bonuses for flexible staffing employees, which were paid in early 2025. As a result, the accrued salaries and that of benefits balance as at 30 June 2025 decreased by approximately RMB28.9 million as compared to that of 31 December 2024.

Trade Receivables, Contract Assets and Notes Receivables

Our trade receivables, contract assets and notes receivables as at 30 June 2025 decreased by approximately RMB334.6 million or approximately 19.3% to approximately RMB1,396.3 million as compared to approximately RMB1,730.9 million as at 31 December 2024. This was mainly due to the combined effect of the following factors: (i) following the completion of the Disposal on 30 May 2025, our trade receivables, contract assets and notes receivables as at 30 June 2025 no longer included such amount of Shanghai Sirui, while such amount was included in our trade receivables, contract assets and notes receivables as at 31 December 2024, leading to a decrease of approximately RMB540.3 million in trade receivables, contract assets and notes receivables as at 30 June 2025 as compared to that of 31 December 2024; and (ii) the Group strengthened efforts to develop digital technology and cloud services business and the average credit period for digital technology and cloud services amounted to around 90 days. With the increase in revenue from digital technology and cloud services, as at 30 June 2025, the Group's trade receivables increased by approximately RMB205.7 million as compared to 31 December 2024.

Management Discussion and Analysis

The impairment provisions of trade receivables, contract assets and notes receivables as at 30 June 2025 amounted to approximately RMB29.8 million, representing an increase of approximately RMB4.6 million or approximately 18.5% as compared to approximately RMB25.2 million as at 31 December 2024. Excluding the impact of the Disposal on the impairment provisions for trade receivables, contract assets and notes receivables, the increase was primarily due to the growth in revenue from digital technology and cloud services business, which led to a rise in the balances of trade receivables and notes receivables. While we have strengthened the recovery management of trade receivables starting from the second half of 2024 and reduced the adjusted trade receivables, contract assets and notes receivables turnover days to 86 days in the first half of 2025, the overdue amounts of trade and notes receivables from certain individual clients still increased, which, coupled with uncertainties in macroeconomic growth, elevated the expected credit loss rate. In view of this, we increased the amount of impairment provisions made for trade receivables, contract assets and notes receivables when assessing the risk of bad debt risks.

The following table sets forth the turnover days of trade receivables for the period/year indicated:

	For the six months ended 30 June 2025 ⁽³⁾	For the year ended 31 December 2024
Turnover days of trade receivables, contract assets and notes receivables ⁽¹⁾	92	102
Adjusted turnover days of trade receivables, contract assets and notes receivables ⁽²⁾	86	96

Notes:

- (1) Calculated as the average balance of trade receivables, contract assets and notes receivables at the beginning and end of a period divided by revenue for the period then multiplied by the number of days (i.e. 365 days for a year and 180 days for six months).
- (2) Calculated as the average balance of trade receivables, contract assets and notes receivables (excluding the labour costs arising from the provision of labour dispatch services and VAT) at the beginning and end of a period divided by revenue for the period then multiplied by the number of days in the period.
- (3) The revenue of Shanghai Sirui from 1 January 2025 to the Completion Date was not included in the Group's revenue for the six months ended 30 June 2025. Therefore, when calculating the turnover days of trade receivables, contract assets and notes receivables for the six months ended 30 June 2025, as well as the adjusted turnover days of trade receivables, contract assets and notes receivables, the opening balances of trade receivables, contract assets and notes receivables also excluded the amounts attributable to Shanghai Sirui.

For the six months ended 30 June 2025, our trade receivables, contract assets and notes receivables turnover days was 92 days, and the adjusted turnover days of trade and notes receivables and contract assets was 86 days, representing a decrease as compared to the year ended 31 December 2024. Despite the growth in the revenue generated from the Group's digital technology and cloud services, and the credit period granted by the Group to clients of digital technology and cloud services business was within approximately 90 days, with several customers having a credit period of approximately 150 days, we have strengthened the recovery management of trade receivables since the second half of 2024, with the goal of controlling the turnover days of trade receivables, contract assets and notes receivables to within 90 days.

Management Discussion and Analysis

Prepayments, Deposits and Other Receivables

The prepayments, deposits and other receivables primarily consisted of rental deposits to third-party suppliers, loans under employee housing borrowing plan with a term of less than one year and prepayments, insurance and utilities expenses.

As at 30 June 2025, our prepayments, deposits and other receivables amounted to approximately RMB36.2 million, representing a decrease of approximately RMB6.8 million or approximately 15.9% as compared to approximately RMB43.0 million as at 31 December 2024. This was mainly due to the combined effect of the following factors: (i) following the completion of the Disposal on 30 May 2025, our prepayments, deposits and other receivables as at 30 June 2025 no longer included such amount of Shanghai Sirui, while such amount was included in our prepayments, deposits and other receivables as at 31 December 2024, leading to a decrease of approximately RMB8.1 million in our prepayments, deposits and other receivables as at 30 June 2025 as compared to that of 31 December 2024; and (ii) undeducted input tax increased by approximately RMB1.6 million as compared to 31 December 2024.

Financial Assets at FVOCI

As at 30 June 2025, the balance of financial assets at fair value through other comprehensive income of the Group amounted to approximately RMB4.1 million, representing a decrease of approximately RMB13.3 million or 76.2% as compared to that of approximately RMB17.4 million as at 31 December 2024. As at 30 June 2025, financial assets at fair value through other comprehensive income of the Group represented bank notes paid by clients in the course of business. Following the completion of the Disposal on 30 May 2025, our financial assets at fair value through other comprehensive income as at 30 June 2025 no longer included such amount of Shanghai Sirui, while such amount was included in our financial assets at fair value through other comprehensive income as at 31 December 2024, leading to a decrease of approximately RMB13.0 million in our financial assets at fair value through other comprehensive income as at 30 June 2025 as compared to that of 31 December 2024.

Financial Assets at Fair Value through Profit or Loss

Financial assets at fair value through profit or loss of the Group represented investment-grade bond funds purchased by the Group with a portion of idle funds. As at 30 June 2025, the balance of financial assets at fair value through profit or loss in current assets amounted to approximately RMB27.3 million, representing an increase of approximately RMB0.2 million or approximately 0.9% as compared to approximately RMB27.1 million as at 31 December 2024. This growth was mainly due to an increase in the fair value change of the investment-grade bond fund in the first half of 2025.

As at 30 June 2025, the balance of financial assets at fair value through profit or loss in non-current assets amounted to approximately RMB11.0 million, which represented the Group's investment in Greedy Technology and Kumao Robot.

Restricted Cash

As at 30 June 2025, the restricted cash in the current assets were approximately RMB23.2 million, representing an increase of approximately RMB3.8 million or approximately 19.8% from approximately RMB19.4 million as at 31 December 2024. The restricted cash was mainly T+1 day withdrawal deposit at the Minsheng Bank in relation to bank borrowings based on certain trade receivables, as well as deposits made to Zheshang Bank and Shanghai Pudong Development Bank for the purpose of issuing bank acceptance bills.

Management Discussion and Analysis

Trade and Other Payables

As at 30 June 2025, our trade and other payables amounted to approximately RMB547.8 million, representing a decrease of approximately RMB153.3 million or approximately 21.9% as compared to approximately RMB701.1 million as at 31 December 2024. This was mainly due to the combined effect of the following factors: (i) following the completion of the Disposal on 30 May 2025, our trade and other payables as at 30 June 2025 no longer included such amount of Shanghai Sirui, while such amount was included in trade and other payables as at 31 December 2024, leading to a decrease of approximately RMB116.7 million in our trade and other payables as at 30 June 2025 as compared to that of 31 December 2024; and (ii) as at 31 December 2024, the accrued salaries and benefits balance included year-end bonuses for flexible staffing employees, which were paid in early 2025. As a result, the accrued salaries and benefits balance as at 30 June 2025 decreased by approximately RMB28.9 million as compared to 31 December 2024.

Our suppliers usually grant credit periods of less than one month to us, which is settled monthly upon receipt of invoices.

Current Income Tax Liabilities

As at 30 June 2025, our current income tax liabilities amounted to approximately RMB8.5 million, representing a decrease of approximately RMB2.6 million as compared to that of approximately RMB11.1 million as at 31 December 2024.

Borrowings

The borrowings of the Group have decreased by approximately RMB222.8 million or approximately 48.9% from approximately RMB455.6 million as at 31 December 2024 to approximately RMB232.8 million as at 30 June 2025. This was mainly due to the combined effect of the following factors: (i) following the completion of the Disposal on 30 May 2025, our borrowings as at 30 June 2025 no longer included such amount of Shanghai Sirui, while such amount was included in borrowings as at 31 December 2024, leading to a decrease of approximately RMB147.3 million in our borrowings as at 30 June 2025 as compared to that of 31 December 2024; and (ii) following the receipt of the full consideration from the Disposal, the Group repaid part of its bank borrowings, resulting in a further decrease of approximately RMB75.6 million in the borrowings balance.

Property, Plant and Equipment

As at 30 June 2025, the carrying value of our property, plant and equipment was approximately RMB36.9 million, comprising right of use assets for office, renovation and office equipment, which represented a decrease of approximately RMB9.4 million or 20.2% as compared to that of approximately RMB46.3 million as at 31 December 2024. This was mainly due to the combined effect of the following factors: (i) following the completion of the Disposal on 30 May 2025, our property, plant and equipment as at 30 June 2025 no longer included such amount of Shanghai Sirui, while such amount was included in property, plant and equipment as at 31 December 2024, leading to a decrease of approximately RMB6.8 million in our property, plant and equipment as at 30 June 2025 as compared to that of 31 December 2024; (ii) the depreciation expenses for the six months ended 30 June 2025 amounted to approximately RMB13.1 million; and (iii) there was an increase in the right-of-use assets for office premises due to four newly established customer service centers jointly built with customer and the renewal of an office lease, and there was increase in leasehold property renovations and computer equipment for the jointly-built customer service center and software development and testing centers, leading to an aggregate increase of approximately RMB10.3 million in property, plant and equipment.

Management Discussion and Analysis

Intangible Assets

As at 30 June 2025, the carrying amount of our intangible assets was approximately RMB50.9 million, primarily representing intangible assets arising from the acquisition of Shanghai Lingshi and Lingshi Yuntian, i.e. goodwill and customer relationships as well as software usage rights, representing a decrease of approximately RMB194.2 million or approximately 79.3% as compared to that of approximately RMB245.1 million as at 31 December 2024. This was mainly due to the combined effect of the following factors: (i) following the completion of the Disposal on 30 May 2025, our intangible assets as at 30 June 2025 no longer included goodwill and customer relationships arising from the acquisition of Shanghai Sirui, as well as software usage rights of Shanghai Sirui, while such amount was included in our intangible assets as at 31 December 2024, leading to a decrease of approximately RMB183.2 million in our intangible assets as at 30 June 2025 as compared to that of 31 December 2024; and (ii) the amortisation of intangible assets arising from the acquisition of Shanghai Lingshi and Lingshi Yuntian, i.e. customer relationships as well as the Group's software usage rights, amounted to approximately RMB11.0 million.

Investments in Joint Ventures Accounted for Using the Equity Method

As at 30 June 2025, the balance of investment in joint ventures accounted for using the equity method was approximately RMB31.8 million, representing a decrease of approximately RMB0.5 million or approximately 1.5% from approximately RMB32.3 million as at 31 December 2024. This was mainly due to the fact that for the six months ended 30 June 2025, after offsetting the profit recorded by Binhai Xunteng and the loss of Zhencheng Technology, the Group recorded a loss of approximately RMB0.5 million.

Investments in Associates Accounted for Using the Equity Method

As at 30 June 2025, the balance of investment in associates accounted for using the equity method amounted to approximately RMB24.3 million, which was the Group's investments in Wanmayoucai and Renrui New Career, representing an increase of approximately RMB14.5 million or approximately 146.9% as compared to that of approximately RMB9.8 million as at 31 December 2024. This was mainly due to the combined effect of the following factors: (i) the Group participated in the Series A-2 Financing for Wanmayoucai in April 2025, increasing its capital by approximately RMB20.0 million; and (ii) Wanmayoucai is still at investment stage, which incurred a loss of approximately RMB5.5 million for the six months ended 30 June 2025.

Other Non-current Assets

Other non-current assets mainly consisted of employee housing borrowings, performance guarantee deposit and rental deposits that are expected to be recovered after a period of more than one year. The balance of other non-current assets was approximately RMB45.9 million as at 30 June 2025, representing an increase of approximately RMB4.5 million or approximately 10.7% compared with approximately RMB41.4 million as at 31 December 2024, which was mainly due to the increase in performance guarantee deposit of approximately RMB5.0 million arising from newly contracted digital technology and cloud services projects in the first half of 2025 and was partially offset by the repayment of employee housing borrowings of approximately RMB0.4 million.

Deferred Income Tax Assets

Deferred income tax assets are primarily recognized for deferred income tax based on temporary differences in corporate income tax such as lease liabilities and losses from previous years. As at 30 June 2025, the carrying amount of our deferred income tax assets was approximately RMB11.4 million, representing an increase of approximately RMB3.5 million or approximately 44.2% from approximately RMB7.9 million as at 31 December 2024.

Management Discussion and Analysis

CASH FLOWS

Net Cash used in Operating Activities

The net cash used in operating activities of approximately RMB252.4 million for the six months ended 30 June 2025, representing an increase of approximately RMB81.4 million or 47.6% from that of approximately RMB171.0 million for the six months ended 30 June 2024, which was mainly because the Group offers credit terms of about 90 days for customers of digital technology and cloud services business, and up to about 150 days for certain customers. In 2024, the Group strengthened the recovery management of trade receivables by conducting specific analysis on overdue trade receivables through the trade receivables management system and semi-monthly meetings and formulating targeted collection measures. This was to reduce the adjusted turnover days of trade receivables, contract assets and notes receivables to 86 days despite the growth in revenue. However, the Group's revenue from digital technology and cloud services grew rapidly year-on-year for the six months ended 30 June 2025. The contribution of monthly gross profit from flexible staffing employees did not yet cover the increased wage and salary expenses supporting the speedy rise of those onboarding flexible staffing employees. Therefore, the digital technology and cloud services business is currently in the investment phase of its working capital. Based on the rapid growth of digital technology and cloud services and on the presumption of average net growth of approximately 3,000 flexible staffing employees per annum, we estimate that the business could achieve a cash flow balance from operating activities when the number of flexible staffing employees reaches approximately 11,000.

Net Cash generated from Investing Activities

Net cash generated from investing activities for the six months ended 30 June 2025 amounted to approximately RMB284.3 million. This was mainly due to the combined effect of the following factors in full: (i) a cash inflow of approximately RMB302.5 million was recorded from the consideration received in full from the Disposal after deducting the carrying amount of Shanghai Sirui; (ii) the Group participated in the Series A-2 Financing for Wanmayoucai in April 2025 with the cash outflows for investing in associates of approximately RMB20.0 million; and (iii) an aggregate cash inflow of approximately RMB2.9 million was recorded from interest income generated from bank deposits and investment-grade bond fund. For the six months ended 30 June 2024, net cash generated from investing activities amounted to approximately RMB21.3 million.

Net Cash (used in)/generated from Financing Activities

Net cash used in financing activities for the six months ended 30 June 2025 amounted to approximately RMB54.7 million, primarily due to the effect brought by the significant cash outflows used in the following financing activities: (i) following the receipt of the full consideration from the Disposal, the Group repaid part of its bank borrowings. After deducting new borrowings by Shanghai Sirui in the first half of 2025, approximately RMB35.1 million was recorded for using in financing activities; (ii) cash payments of rent amounted to approximately RMB11.0 million; and (iii) cash payments for borrowing interest amounted to approximately RMB3.7 million. For the six months ended 30 June 2024, net cash generated from financing activities amounted to approximately RMB119.7 million.

Management Discussion and Analysis

CAPITAL STRUCTURE

Indebtedness

As at 30 June 2025, we had outstanding borrowings of approximately RMB232.8 million, denominated in RMB all at fixed rates, representing a decrease of approximately RMB222.8 million or approximately 48.9% as compared to approximately RMB455.6 million as at 31 December 2024. This was mainly due to the combined effect of the following factors: (i) following the completion of the Disposal on 30 May 2025, our indebtedness as at 30 June 2025 no longer included such amount of Shanghai Sirui, while such amount was included in our indebtedness as at 31 December 2024, leading to a decrease of approximately RMB147.3 million in our indebtedness as at 30 June 2025 as compared to that of 31 December 2024; and (ii) following the receipt of the full consideration from the Disposal, the Group repaid part of its bank borrowings, resulting in a decrease of approximately RMB75.5 million in the borrowing balance.

As at 30 June 2025, our lease liabilities in respect of our leased properties amounted to approximately RMB29.4 million, representing a decrease of approximately RMB5.2 million or approximately 15.0% as compared to approximately RMB34.6 million as at 31 December 2024. This was mainly due to the combined effect of the following factors: (i) following the completion of the Disposal on 30 May 2025, our lease liabilities as at 30 June 2025 no longer included such amount of Shanghai Sirui, while such amount was included in our lease liabilities as at 31 December 2024, leading to a decrease of approximately RMB4.0 million in our lease liabilities as at 30 June 2025 as compared to that of 31 December 2024; and (ii) the lease liabilities decreased by approximately RMB1.2 million due to rent payments in the first half of 2025, which was partially offset by additional lease liabilities recognised for four newly established customer service centers jointly built with customer.

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings less cash and cash equivalents. Total capital is calculated as total equity plus net debt.

As at 30 June 2025, the Group was in a net cash position (i.e. cash and cash equivalents was higher than borrowings), hence it is not meaningful to present the gearing ratio. As at 31 December 2024, the gearing ratio of the Group was 3.9%.

Adjusted Current Ratio

As at 30 June 2025, the adjusted current ratio increased to approximately 2.3 from approximately 1.9 as at 31 December 2024. The Group's short-term solvency remains steady.

Liquidity and Capital Resources

As at 30 June 2025, we had cash and cash equivalents of approximately RMB376.3 million, which was primarily denominated in RMB, USD and HKD, representing a decrease of approximately RMB21.4 million or approximately 5.4%, as compared to that of approximately RMB397.7 million as at 31 December 2024. This was mainly due to the combined effect of the following factors: (i) the net cash used in the operating activities of approximately RMB252.4 million; (ii) net cash generated from investing activities of approximately RMB284.3 million; (iii) net cash used in financing activities of approximately RMB54.7 million; and (iv) an increase of the balance of cash and cash equivalents by approximately RMB1.4 million due to exchange rate changes.

Treasury Policies

The treasury and funding policies of the Group primarily focus on liquidity management and maintaining an optimum level of liquidity and risk balance. Idle funds, primarily denominated in RMB, in relation to the Net Proceeds and revenue generated from our business operations in the PRC were used to purchase low-risk short-term financial products issued by reputable financial institutions and corporations to earn higher return compared with those on time deposits issued by banks or licensed financial institutions with a relatively low and controllable risk level.

CAPITAL EXPENDITURE

For the six months ended 30 June 2025, our capital expenditure amounted to approximately RMB1.1 million, which was mainly used for renovation and purchase of computer equipment.

OFF-BALANCE SHEET COMMITMENTS AND ARRANGEMENTS

As at 30 June 2025, we had not entered into any material off-balance sheet commitments or arrangements.

Management Discussion and Analysis

FOREIGN EXCHANGE RISK

The Group mainly operates in the PRC and most of the Group's transactions, assets and liabilities are denominated in RMB. However, given the Company's functional currency being USD, the Company was exposed to foreign exchange risk from the RMB denominated cash and cash equivalents and financial assets at FVOCI it held as at 30 June 2025. For the six months ended 30 June 2025, the Group recorded a net exchange loss of approximately RMB1.4 million in the condensed consolidated income statement.

The Group did not have any significant hedging arrangements to manage foreign exchange risk but has been actively monitoring and overseeing its foreign exchange risk.

CHARGES ON THE GROUP'S ASSETS

As at 30 June 2025, the Group applied to the bank for loan financing based on specific trade receivables, and provided a T+1 withdrawal deposit of approximately RMB0.2 million and pledged trade receivables of approximately RMB117.3 million. As at 31 December 2024, the Group applied to the bank for loan financing based on specific trade receivables, and provided a T+1 withdrawal deposit of approximately RMB17.9 million and pledged trade receivables of approximately RMB98.1 million.

HR

As at 30 June 2025, we had a total of 41,058 employees including 893 internal employees, 38,868 comprehensive flexible staffing employees and 1,297 labour dispatch employees. For the six months ended 30 June 2025, the Group's internal staff costs amounted to approximately RMB98.3 million (six months ended 2024: RMB94.5 million). The remuneration package for our employees generally includes salaries, bonuses and allowances. Other staff benefits include social insurance and housing provident contribution made by the Group and share options and share awards available under the 2024 Share Option Scheme and the 2024 Share Award Scheme. Our remuneration policies are formulated based on the performance of individual employees and benchmarked against the market with reference to the Company's long-term goals and objectives, and are reviewed regularly.

SHARE OPTION SCHEMES

1. Pre-IPO Share Option Schemes

Pursuant to the two pre-IPO share option schemes adopted by the Company on 12 March 2019 (namely, the mid-senior level management pre-IPO share option scheme and the non-managerial employee pre-IPO share option scheme, collectively, the **"Pre-IPO Share Option Schemes"**), as at 30 June 2025, options to subscribe for an aggregate of 17,674,100 Shares (representing approximately 11.3% of the total issued Shares of the Company) under the Pre-IPO Share Option Schemes remained outstanding. During the six months ended 30 June 2025, no options granted under the Pre-IPO Share Option Schemes had been exercised, lapsed nor forfeited in accordance with the terms of the Pre-IPO Share Option Schemes. No option was cancelled under the Pre-IPO Share Option Schemes for the six months ended 30 June 2025. No further options shall be granted under the Pre-IPO Share Option Schemes after the Listing Date. Therefore, no option was granted under the Pre-IPO Share Option Schemes for the six months ended 30 June 2025.

Management Discussion and Analysis

Details of movements in the share options granted under the Pre-IPO Share Option Schemes during the six months ended 30 June 2025 are as follows:

Category and name of grantee	Date of grant of share options	Outstanding as at 1 January 2025	Number of share options Granted during the six months ended 30 June 2025	Exercised during the six months ended 30 June 2025	Lapsed during the six months ended 30 June 2025	Outstanding as at 30 June 2025	Vesting period of share options	Exercise price of share options
Executive Directors								
Mr. Zhang Feng	31 January 2013 and 20 February 2013	455,800	—	—	—	455,800 (Note 2)	One-fourth of options vested on the day immediately following the expiry of a period of 6 months, 12 months, 18 months and 24 months after the Listing Date, respectively	USD0.1111
Ms. Zhang Jianmei	31 January 2013, 20 February 2013 and 16 October 2018	928,800	—	—	—	928,800 (Note 2)	One-fourth of options vested on the day immediately following the expiry of a period of 6 months, 12 months, 18 months and 24 months after the Listing Date, respectively	USD0.1111 - USD0.88
In aggregate		1,384,600	—	—	—	1,384,600		
Other management members and employees of our Group								
In aggregate	31 January 2013 – 31 July 2019	13,694,600	—	—	—	13,694,600 (Note 2)	Mid-senior level management: one-fourth of options vested on the day immediately following the expiry of a period of 6 months, 12 months, 18 months and 24 months after the Listing Date, respectively Non-managerial employee: one-third of options vested on the day immediately following the expiry of a period of 6 months, 12 months and 18 months after the Listing Date, respectively	USD0.1111 - USD2.80
Other participants (Note 1)								
In aggregate	31 January 2013 – 5 November 2018	2,594,900	—	—	—	2,594,900 (Note 2)	Mid-senior level management: one-fourth of options vested on the day immediately following the expiry of a period of 6 months, 12 months, 18 months and 24 months after the Listing Date, respectively Non-managerial employee: one-third of options vested on the day immediately following the expiry of a period of 6 months, 12 months and 18 months after the Listing Date, respectively	USD0.1111 - USD0.88
Total		17,674,100	—	—	—	17,674,100		

Note 1: They include former mid-senior level management members, former non-managerial employees of our Group and consultants.

Note 2: Exercise period of the outstanding options is eight years from the adoption date of the Pre-IPO Share Option Schemes, subject to the vesting period and shall only commence after the Listing Date.

Further details of the Pre-IPO Share Option Schemes are set out on pages IV-29 to IV-48 of the Prospectus.

Management Discussion and Analysis

2. 2019 Share Option Scheme

The Company conditionally adopted the 2019 Share Option Scheme on 26 November 2019. Pursuant to an ordinary resolution passed by the Shareholders at the extraordinary general meeting of the Company held on 9 December 2024 (the “**2024 EGM**”), the 2019 Share Option Scheme was terminated on 9 December 2024.

As the 2019 Share Option Scheme has been terminated, no further share options may be granted but in all other respects the terms of the 2019 Share Option Scheme shall remain in full force and effect to the extent necessary to give effect to the exercise of any share options granted prior thereto. All outstanding share options granted prior to such termination and not then exercised shall continue to be in full force and effect in accordance with the 2019 Share Option Scheme.

As at 30 June 2025, options to subscribe for an aggregate of 9,982,900 Shares (representing approximately 6.4% of the total issued Shares of the Company) under the 2019 Share Option Scheme remained outstanding. 2,531,300 options had lapsed in accordance with the terms of the 2019 Share Option Scheme while no option had been exercised nor cancelled or forfeited under the 2019 Share Option Scheme during the six months ended 30 June 2025.

The number of options available for grant under the 2019 Share Option Scheme as at 1 January 2025 and 30 June 2025 was nil and nil, respectively.

Management Discussion and Analysis

Details of movements in the share options granted under the 2019 Share Option Scheme during the six months ended 30 June 2025 are as follows:

Category and name of grantee	Date of grant of share options	Outstanding as at 1 January 2025	Number of share options			Outstanding as at 30 June 2025	Vesting period of share options	Exercise price of share options
			Granted during the six months ended 30 June 2025	Exercised during the six months ended 30 June 2025	Lapsed during the six months ended 30 June 2025			
Executive Directors								
Mr. Zhang Feng	2 May 2023	180,000	—	—	—	180,000	For Options granted on 2 May 2023, (i) one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant; (ii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 24 months after the Date of Grant; and (iii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 36 months after the Date of Grant <i>(Note 1)</i>	HK\$4.28
	28 March 2024	200,000	—	—	(200,000)	—	For Options granted on 28 March 2024, (i) one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant; (ii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 24 months after the Date of Grant; and (iii) remaining one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 36 months after the Date of Grant. <i>(Note 2)</i>	HK\$3.79
Ms. Zhang Jianmei	2 May 2023	240,000	—	—	—	240,000	For Options granted on 2 May 2023, (i) one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant; (ii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 24 months after the Date of Grant; and (iii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 36 months after the Date of Grant <i>(Note 1)</i>	HK\$4.28
	28 March 2024	250,000	—	—	(250,000)	—	For Options granted on 28 March 2024, (i) one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant; (ii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 24 months after the Date of Grant; and (iii) remaining one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 36 months after the Date of Grant. <i>(Note 2)</i>	HK\$3.79

Management Discussion and Analysis

Category and name of grantee	Date of grant of share options	Outstanding as at 1 January 2025	Number of share options			Outstanding as at 30 June 2025	Vesting period of share options	Exercise price of share options
			Granted during the six months ended 30 June 2025	Exercised during the six months ended 30 June 2025	Lapsed during the six months ended 30 June 2025			
Independent non-executive Directors								
Ms. Chan Mei Bo Mabel	22 January 2021	40,000	—	—	—	40,000	For Options granted on 22 January 2021, (i) half (1/2) of the Option shall be vested on the day immediately following the expiry of a period of 4 months after the Date of Grant; and (ii) another half (1/2) of the Option shall be vested on the day immediately following the expiry of a period of 16 months after the Date of Grant	HK\$27.3
	17 June 2022	40,000	—	—	—	40,000	The Options granted on 17 June 2022 shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant	HK\$5.99
Mr. Shen Hao	22 January 2021	40,000	—	—	—	40,000	For Options granted on 22 January 2021, (i) half (1/2) of the Option shall be vested on the day immediately following the expiry of a period of 4 months after the Date of Grant; and (ii) another half (1/2) of the Option shall be vested on the day immediately following the expiry of a period of 16 months after the Date of Grant	HK\$27.3
	17 June 2022	40,000	—	—	—	40,000	The Options granted on 17 June 2022 shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant	HK\$5.99
Mr. Leung Ming Shu	22 January 2021	40,000	—	—	—	40,000	For Options granted on 22 January 2021, (i) half (1/2) of the Option shall be vested on the day immediately following the expiry of a period of 4 months after the Date of Grant; and (ii) another half (1/2) of the Option shall be vested on the day immediately following the expiry of a period of 16 months after the Date of Grant	HK\$27.3
	17 June 2022	40,000	—	—	—	40,000	The Options granted on 17 June 2022 shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant	HK\$5.99

Management Discussion and Analysis

Category and name of grantee	Date of grant of share options	Outstanding as at 1 January 2025	Number of share options			Outstanding as at 30 June 2025	Vesting period of share options	Exercise price of share options
			Granted during the six months ended 30 June 2025	Exercised during the six months ended 30 June 2025	Lapsed during the six months ended 30 June 2025			
Other management members and employees of our Group								
In aggregate	22 January 2021	340,200	—	—	—	340,200	(i) one-third (1/3) of the Option shall be vested on the day immediately following the expiry of a period of 16 months after the Date of Grant; (ii) another one-third (1/3) of the Option shall be vested on the day immediately following the expiry of a period of 28 months after the Date of Grant; and (iii) another one-third (1/3) of the Option shall be vested on the day immediately following the expiry of a period of 40 months after the Date of Grant <i>(Note 3)</i>	HK\$27.3
	16 July 2021	1,375,900	—	—	—	1,375,900	(i) one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant; (ii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 24 months after the Date of Grant; and (iii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 36 months after the Date of Grant	HK\$10.668
	17 June 2022	3,589,500	—	—	(41,000)	3,548,500	(i) one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant; (ii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 24 months after the Date of Grant; and (iii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 36 months after the Date of Grant <i>(Note 4)</i>	HK\$5.99
	2 May 2023	3,638,600	—	—	(120,300)	3,518,300	(i) one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant; (ii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 24 months after the Date of Grant; and (iii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 36 months after the Date of Grant <i>(Note 1)</i>	HK\$4.28
	28 March 2024	2,460,000	—	—	(1,920,000)	540,000	(i) one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 12 months after the Date of Grant; (ii) another one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 24 months after the Date of Grant; and (iii) remaining one-third (1/3) of the Options shall be vested on the day immediately following the expiry of a period of 36 months after the Date of Grant <i>(Note 2)</i>	HK\$3.79
Total		12,514,200	—	—	(2,531,300)	9,982,900		

Management Discussion and Analysis

Note 1:

The vesting of the options is conditional upon the achievement of targeted level of certain key performance indicators, including net profit and service fee premium for the year ended 31 December 2023 set for each specific team of different departments. In the event that the performance targets are not achieved, the options shall vest in proportion to the actual performance as resolved by the Board and the unvested portion of the options shall lapse.

Note 2:

The vesting of the options is conditional upon the fulfilment of key performance indicators for the year ended 31 December 2024 determined based on the positions and departments of the respective grantees, including indicators relating to management performance and financial targets comprising service premium and net profit generated from the specific department of the grantees. In the event that the respective key performance indicators are not achieved, the options will not be vested and shall lapse.

Note 3:

The entitlement of the options by the employees of the Group is conditional upon the fulfilment of the performance targets which comprises (a):

Adjusted net profit* of the Group for the year ended 31 December 2021	Number of Shares entitled upon exercise of options in full
Less than RMB250 million	60% of the maximum number of Shares
RMB250 million to RMB260 million	80% of the maximum number of Shares
More than RMB260 million	100% of the maximum number of Shares

and/or (b) other individual targets such as the service premium charged on cash basis, the flexible staffing service premium, the number of BPO seats and the number of flexible staffing employees deployed to the IT industry.

* Adjusted net profit refers to the net profit for the year excluding share-based payment expenses.

Note 4:

The exercise of the options by certain employees of the Group is conditional upon the fulfilment of certain performance targets relating to the Group's financial and business performance for the year ended 31 December 2022, depending on the position and department of the grantees.

Note 5:

For options granted on 22 January 2021, the exercise period was from 22 January 2021 to 21 January 2031. For options granted on 16 July 2021, the exercise period was from 16 July 2021 to 15 July 2031. For options granted on 17 June 2022, the exercise period was from 17 June 2022 to 16 June 2032. For options granted on 2 May 2023, the exercise period was from 2 May 2023 to 1 May 2033. For options granted on 28 March 2024, the exercise period was from 28 March 2024 to 27 March 2034.

Note 6:

For options granted on 22 January 2021, the closing price of the Shares immediately before the date on which the options were granted, being 21 January 2021, was HK\$28.35. For options granted on 16 July 2021, the closing price of the Shares immediately before the date on which the options were granted, being 15 July 2021, was HK\$10.68. For options granted on 17 June 2022, the closing price of the Shares immediately before the date on which the options were granted, being 16 June 2022, was HK\$5.55. For options granted on 2 May 2023, the closing price of the Shares immediately before the date on which the options were granted, being 28 April 2023, was HK\$3.83. For options granted on 28 March 2024, the closing price of the Shares immediately before the date on which the options were granted, being 27 March 2024, was HK\$3.80.

Further details of the 2019 Share Option Scheme are set out on pages IV-48 to IV-58 of the Prospectus.

Management Discussion and Analysis

3. 2024 Share Option Scheme

Pursuant to an ordinary resolution passed by the Shareholders at the 2024 EGM, the Company adopted the 2024 Share Option Scheme. Please refer to the circular of the Company dated 19 November 2024 for more details.

As at 30 June 2025, no option has been granted under the 2024 Share Option Scheme. The number of options available for grant under the 2024 Share Option Scheme together with all options and awards of new Shares to be granted under the other schemes adopted by the Company involving the issue or grant of options or awards or similar rights over new Shares by the Company (the “Other Schemes”) as at 1 January 2025 and 30 June 2025 was 15,669,987 and 15,669,987, respectively. The number of options available for grant to Service Providers (as defined under the 2024 Share Option Scheme) under the 2024 Share Option Scheme together with all options and awards of new Shares to be granted to Service Providers under Other Schemes as at 1 January 2025 and 30 June 2025 was 1,566,998 and 1,566,998, respectively.

In addition, the Board wishes to provide the following information to supplement the disclosure relating to the 2024 Share Option Scheme as contained in the Company’s annual report for the year ended 31 December 2024 (the “Annual Report”):

As at the date of the Annual Report, the total number of Shares available for issue under the 2024 Share Option Scheme and the Other Schemes was 15,669,987 Shares, representing the total number of Shares to be issued in respect of 15,669,987 share options and/or share awards of new Shares which may be granted under the 2024 Share Option Scheme and the Other Schemes. The total number of Shares available for issue under the 2024 Share Option Scheme and the Other Schemes as at the date of the Annual Report represented approximately 10% of the total issued Shares (excluding any treasury shares) as at the date of the Annual Report.

SHARE AWARD SCHEME

1. 2019 Share Award Scheme

The Company conditionally adopted the 2019 Share Award Scheme on 26 November 2019, which was further amended on 26 June 2020. Pursuant to an ordinary resolution passed by the Shareholders at the 2024 EGM, the 2019 Share Award Scheme was terminated on 9 December 2024.

Management Discussion and Analysis

As the 2019 Share Award Scheme has been terminated on 9 December 2024, no further share award may be granted but in all other respects the terms of the 2019 Share Award Scheme shall remain in full force and effect to the extent necessary to give effect to the vesting of any share awards granted thereunder. All outstanding share award granted and subsisting prior to such termination shall continue to be in full force and effect in accordance with the 2019 Share Award Scheme.

On 22 January 2021, a total of 2,300,000 award Shares (using existing Shares acquired by the trustee under the scheme) were granted by the Company to 29 awardees, none of whom is connected persons, pursuant to the 2019 Share Award Scheme. For further details, please refer to the Company's announcement dated 22 January 2021. All award Shares granted under the 2019 Share Award Scheme had vested in accordance with the terms of the 2019 Share Award Scheme before 1 January 2025 and therefore there was no unvested award Share as at 1 January 2025. Pursuant to the terms of the 2019 Share Award Scheme, upon vesting of the award Shares, the Board shall direct and procure the trustee to sell the award Shares and pay the grantee the proceeds arising from such sale after netting off the benchmarked share price (being HK\$25 per Share) and related charges; provided that the Board shall not direct the trustee to sell the relevant award Shares whereby the prevailing market price of the Shares is lower than the benchmarked share price. As the prevailing market price has been lower than the benchmarked share price since vesting of the award Shares up to 30 June 2025, no award Share was directed to be sold. During the six months ended 30 June 2025, no award Share has lapsed and no award Share has been cancelled or forfeited.

The number of award Shares available for grant under the 2019 Share Award Scheme as at 1 January 2025 and 30 June 2025 was nil and nil, respectively.

Further details of the 2019 Share Award Scheme are set out on pages IV-58 to IV-65 of the Prospectus and the Company's announcement dated 26 June 2020.

2. 2024 Share Award Scheme

Pursuant to an ordinary resolution passed by the Shareholders at the 2024 EGM, the Company adopted the 2024 Share Award Scheme. Please refer to the circular of the Company dated 19 November 2024 for more details.

As at 30 June 2025, no award of new Shares has been granted under the 2024 Share Award Scheme. The number of award of new Shares available for grant under the 2024 Share Award Scheme together with all options and awards of new Shares to be granted under the Other Schemes as at 1 January 2025 and 30 June 2025 was 15,669,987 and 15,669,987, respectively.

In addition, the Board wishes to provide the following information to supplement the disclosure relating to the 2024 Share Award Scheme as contained in the Annual Report:

As at the date of the Annual Report, the total number of Shares available for issue under the 2024 Share Award Scheme and the Other Schemes was 15,669,987 Shares, representing the total number of Shares to be issued in respect of 15,669,987 share awards of new Shares and/or share options which may be granted under the 2024 Share Award Scheme and the Other Schemes. The total number of Shares available for issue under the 2024 Share Award Scheme and the Other Schemes as at the date of the Annual Report represented approximately 10% of the total issued Shares (excluding any treasury shares) as at the date of the Annual Report.

Management Discussion and Analysis

CONTINGENT LIABILITIES

As at 30 June 2025 and 31 December 2024, the Group had no material contingent liabilities.

MATERIAL ACQUISITIONS, DISPOSALS AND SIGNIFICANT INVESTMENTS

On 30 December 2024, Shanghai Ruiying (an indirect wholly-owned subsidiary of the Company) and Neusoft Group entered into an asset purchase agreement, pursuant to which Shanghai Ruiying conditionally agreed to sell, and Neusoft Group conditionally agreed to buy, 46.0% of the equity interests in Shanghai Sirui held by Shanghai Ruiying. On 10 March 2025, Shanghai Ruiying and Neusoft Group entered into a supplemental agreement setting out the finalized consideration and other terms and conditions supplementing the asset purchase agreement, which constitutes the formal agreement. Pursuant to the formal agreement, Shanghai Ruiying agreed to sell, and Neusoft Group agreed to buy 46.0% equity interests in Shanghai Sirui for a total consideration of approximately RMB320.7 million, subject to the terms and conditions of the formal agreement. The Disposal was completed on 30 May 2025. Upon completion of the Disposal, Shanghai Ruiying had no interest in Shanghai Sirui, which ceased to be a subsidiary of the Company, and the financial results of Shanghai Sirui ceased to be consolidated into the Group's financial statements. Please refer to the Company's announcements dated 16 December 2024, 30 December 2024 and 10 March 2025 and the Company's circular dated 28 March 2025 for further details.

On 7 March 2025, Shanghai Renhui (an indirect wholly-owned subsidiary of the Company) and Beyondsoft Shanghai entered into a joint venture agreement, pursuant to which a joint venture entity will be established to provide information technology and digital talent services. The joint venture with registered capital of RMB10.0 million will be held by Shanghai Renhui and Beyondsoft Shanghai as to 70.0% and 30.0%, respectively. The joint venture entity was established on 14 May 2025 and became a subsidiary of the Company upon its formation and its financial results has been consolidated into the financial statements of the Group. Please refer to the announcement of the Company dated 7 March 2025 for further details.

Save as disclosed above, the Group has no material acquisitions, disposals or significant investments of subsidiaries, associates or joint ventures of the Group for the six months ended 30 June 2025.

FUTURE PLANS ON SIGNIFICANT INVESTMENTS

To strengthen our position as a leading comprehensive human resources solutions provider, we plan to utilise the Net Proceeds to carry out certain expansion projects. Details for the expansion projects are set out in the paragraph headed "USE OF NET PROCEEDS FROM THE GLOBAL OFFERING" in this report and the section headed "Future Plans and Use of Proceeds" in the Prospectus respectively.

EVENTS OCCURRED AFTER THE REPORTING PERIOD

On 24 July 2025, the Company granted a total of 2,000,000 award Shares (using existing Shares acquired by trustee under the 2024 Share Award Scheme) to Ms. Zhang Jianmei, an executive director, and Mr. Zhang Feng, an executive director, pursuant to the 2024 Share Award Scheme. The award shares represent approximately 1.28% of the total number of issued Shares as at the date of this report. Ms. Zhang Jianmei and Mr. Zhang Feng accepted the granted award shares on 28 July 2025 and 27 July 2025, respectively. Please refer to the Company's announcement dated 24 July 2025 for more details.

Save as disclosed in this report, there was no material event affecting the Group which has occurred since 30 June 2025.

DIVIDENDS

The Board has recommended the payment of an interim dividend of HK\$0.09 per Share for the six months ended 30 June 2025 (six months ended 30 June 2024: nil), amounting to a total payout of approximately HK\$14.1 million. The interim dividend is not subject to approval by Shareholders and is expected to be paid on 31 October 2025 to Shareholders whose names appear on the register of shareholders of the Company on Thursday, 16 October 2025.

Management Discussion and Analysis

CLOSURE OF REGISTER OF MEMBERS

The register of members of the Company will be closed from Tuesday, 14 October 2025 to Thursday, 16 October 2025, both days inclusive, in order to determine the entitlement of the Shareholders to receive the interim dividend, during which period no transfer of the Shares may be registered. The record date for determining the entitlements of the Shareholders to the proposed interim dividend is Thursday, 16 October 2025. To qualify for the interim dividend, all properly completed share transfer forms accompanied by the relevant share certificates must be lodged with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong for registration no later than 4:30 p.m. on Monday, 13 October 2025.

EQUITY FUND RAISING AND SALE OF TREASURY SHARES

There was no equity fund raising activity nor was there any sale of treasury shares of the Company for the six months ended 30 June 2025.

USE OF NET PROCEEDS FROM THE GLOBAL OFFERING

The Shares were listed on the Stock Exchange on 13 December 2019 by way of global offering. The total Net Proceeds after deducting professional fees, underwriting commissions and other related listing expenses amounted to approximately HK\$992.2 million (equivalent to approximately RMB889.0 million), including the additional net proceeds of approximately HK\$70.2 million (equivalent to approximately RMB62.8 million) received from the issue and allotment of Shares upon completion of the partial exercise of the over-allotment option.

Management Discussion and Analysis

As detailed in the Company's announcements dated 8 March 2022 and 28 March 2023 respectively, in order to better utilize the financial resources of the Group, the Board has reviewed and revised the utilisation plan of the Net Proceeds. For the six months ended 30 June 2025, the Company has utilised the Net Proceeds in accordance with the revised utilisation plan and had utilised Net Proceeds of HK\$20.6 million. Details of the breakdown of the Net Proceeds utilised up to 30 June 2025 and the intended use of the unutilised Net Proceeds after the 2nd re-allocation on 28 March 2023 are set out below:

Intended use of Net Proceeds		Original allocation of Net Proceeds (HK\$ million)	Balance of Net Proceeds unutilised as at 31 December 2024 after 2 nd re-allocation (HK\$ million)	Amount of Net Proceeds utilised during the six months ended 30 June 2025 (HK\$ million)	Balance of Proceeds unutilised as at 30 June 2025 (HK\$ million)	Intended timetable for the use of the unutilised Net Proceeds
(i)	Expand our geographic coverage to better support our clients and new opportunities	198.4	0	0	0	By 31 December 2023
(ii)	Expand our industry coverage, mainly through acquisition and also through organic growth in the next three years, to capture demand for flexible staffing services we have observed in certain underserved and expanding industries, and specifically, to target our services to more financial institution, information technology industry and new retail clientele	168.7	11.0	11.0	0	By 31 December 2026
(iii)	Expand our existing BPO and headhunting service offerings in the next three years in order to capture the expected growth potential in both service sectors	129.0	0	0	0	By 31 December 2023
(iv)	Further enhance our integrated HR ecosystem and build up our capabilities in artificial intelligence and data mining technology	218.3	0	0	0	By 31 December 2024
(v)	Further promote our brand and launch marketing and promotion activities	99.2	1.8	1.6	0.2	By 31 December 2025
(vi)	Support our global expansion strategy in the next four years	79.4	8.0	8.0	0	By 31 December 2026
(vii)	Working capital and general corporate purposes	99.2	0	0	0	By 31 December 2023
Total		992.2	20.8	20.6	0.2	

The Group will continue to utilise the Net Proceeds in accordance with the intended use of proceeds as set out in the Prospectus, subject to the amount re-allocated for each intended use as set out above. Save as disclosed above, the Directors are not aware of any material change to the planned use of the Net Proceeds at the date of this report.

Other Information

CORPORATE GOVERNANCE CODE

The Board is committed to maintaining high corporate governance standards. The Board believes that high corporate governance standards are essential in providing a framework for the Company to safeguard the interests of the equity holders of the Company and enhance corporate value and accountability.

The Company has applied the principles as set out in the CG Code. The Board is of the view that during the six months ended 30 June 2025, the Company has complied with all applicable code provisions as set out in Part 2 of the CG Code, except for the deviation from code provision C.2.1 as explained under the paragraph headed "Chairman and Chief Executive Officer" below.

Chairman and Chief Executive Officer

Code provision C.2.1 of the CG Code stipulates that the roles of chairman and chief executive officer should be segregated and should not be performed by the same individual. According to the current structure of the Board, the positions of the chairman and chief executive officer of the Company are held by Mr. Zhang Jianguo. The Board believes that this structure will not impair the balance of power and authority between the Board and the management of the Company, given that: (i) decision to be made by the Board requires approval by at least a majority of the Directors and that the Board comprises three independent non-executive Directors out of seven Directors, and we believe there is sufficient check and balance on the Board; (ii) Mr. Zhang Jianguo and the other Directors are aware of and undertake to fulfil their fiduciary duties as Directors, which require, among other things, that he acts for the benefit and in the best interests of the Company and will make decisions of the Group accordingly; and (iii) the balance of power and authority is ensured by the operations of the Board which comprises experienced and high caliber individuals who meet regularly to discuss issues affecting the operations of the Group. Moreover, the overall strategy and other key business, financial and operational policies of the Group are made collectively after thorough discussion at both the Board and senior management levels. Finally, as Mr. Zhang Jianguo is the principal founder of the Company, the Board believes that vesting the roles of both chairman and chief executive officer in the same person has the benefit of ensuring consistent leadership within the Group and enables more effective and efficient overall strategic planning and internal communication for the Group. The Board will continue to review the effectiveness

of the corporate governance structure of the Group in order to assess whether the separation of the roles of chairman and chief executive officer is necessary.

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code. Specific enquiries have been made to all the Directors and the Directors have confirmed that they have complied with the Model Code during the six months ended 30 June 2025.

The Company's relevant employees, who are likely to be in possession of unpublished inside information of the Company, are also subject to the Model Code. No incident of non-compliance of the Model Code by the relevant employees was noted by the Company during the six months ended 30 June 2025.

COMPLIANCE WITH LAWS AND REGULATIONS

During the six months ended 30 June 2025, to efficiently administer the contributions to social insurance and housing provident fund in certain cities in the PRC where our contract employees prefer to participate in their place of residency and since we do not maintain a subsidiary or branch office due to our extensive service coverage, we engaged third-party agents to assist in the payment of social insurance and housing provident fund for some of our contract employees. As advised by our PRC legal advisor, such arrangement is not in strict compliance with the relevant PRC laws and regulations since the obligation to make contributions to social insurance and housing provident fund rests on us and should not be delegated to a third party agent. Further, we had not made full contributions to the social insurance and housing provident fund based on the actual salary levels of our employees (including those paid by the agents as described above). On the basis of our previous communication with the competent authorities and the confirmations received from them, the possibility of us being ordered to settle a material portion of the shortfall of contributions for social insurance and housing provident fund was low, and therefore the Group has not made provision for the difference in contribution for social insurance and housing provident fund. Should the authorities change their position and request the Group to make payments for the difference in contribution in the future, the above non-compliance issues would have material adverse effects on our business, financial condition, results of operation and cash flows. For further details, please refer to pages 248 to 250 of the Prospectus.

Other Information

Save as disclosed above, the Group was not aware of any non-compliance under the laws and regulations in jurisdiction where the Group operates during the six months ended 30 June 2025 that could have a material adverse impact on the Group's business, financial condition and operating results.

CHANGE IN DIRECTORATE AND DIRECTORS' INFORMATION

Mr. Leung Ming Shu, the independent non-executive Director, retired from the position of an independent non-executive director and ceased to be the chairman of the audit committee and a member of the remuneration committee of Gala Technology Holding Limited (stock code: 02458) with effect from 20 June 2025.

Save as disclosed above, the Directors confirm that no information is required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As at 30 June 2025, the interests and short positions of the Directors and the chief executive of the Company in the Shares, underlying Shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which had been notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have taken under such provisions of the SFO), or which were recorded in the register required to be kept pursuant to section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code were as follows:

Interests in Shares and underlying Shares of the Company

Name of Director/ Chief Executive	Capacity/Nature of interest	Total number of Shares/ underlying Shares held ⁽⁸⁾	Approximate percentage of shareholding interest in the Company ⁽⁹⁾ (%)
Zhang Jianguo	Interest of controlled corporation ⁽¹⁾	46,970,500(L)	29.97%
	Interests held jointly with other persons ⁽⁴⁾	13,645,800(L)	8.71%
Zhang Feng	Interest of controlled corporation ⁽²⁾	6,015,200(L)	3.84%
	Interests held jointly with other persons ⁽⁴⁾	53,965,300(L)	34.44%
	Beneficial owner ⁽²⁾	635,800(L)	0.41%
Zhang Jianmei	Interest of controlled corporation ⁽³⁾	5,826,000(L)	3.72%
	Interests held jointly with other persons ⁽⁴⁾	53,621,500(L)	34.22%
	Beneficial owner ⁽³⁾	1,168,800(L)	0.75%
Chan Mei Bo Mabel	Beneficial owner ⁽⁵⁾	80,000(L)	0.05%
Shen Hao	Beneficial owner ⁽⁶⁾	80,000(L)	0.05%
Leung Ming Shu	Beneficial owner ⁽⁷⁾	80,000(L)	0.05%

Notes:

- (1) Ming Feng Holdings Limited ("Ming Feng") is wholly owned by Mr. Zhang Jianguo. Under the SFO, Mr. Zhang Jianguo is deemed to be interested in the 46,970,500 Shares held by Ming Feng.
- (2) Wu Fu Min Feng Holdings Limited ("Wu Fu Min Feng") is wholly owned by Mr. Zhang Feng. Under the SFO, Mr. Zhang Feng is deemed to be interested in the 6,015,200 Shares held by Wu Fu Min Feng. In addition, Mr. Zhang Feng was granted options under the mid-senior level management pre-IPO share option scheme and the 2019 Share Option Scheme which entitle him to subscribe for 455,800 Shares and 180,000 Shares, respectively.

Other Information

- (3) Lin Feng Holdings Limited ("**Lin Feng**") is wholly owned by Ms. Zhang Jianmei. Under the SFO, Ms. Zhang Jianmei is deemed to be interested in the 5,826,000 Shares held by Lin Feng. In addition, Ms. Zhang Jianmei was granted options under the mid-senior level management pre-IPO share option scheme and the 2019 Share Option Scheme which entitle her to subscribe for 928,800 Shares and 240,000 Shares, respectively.
- (4) Mr. Zhang Jianguo, Mr. Zhang Feng and Ms. Zhang Jianmei have entered into an acting in concert deed dated 18 January 2019 according to which, among other things, they acknowledged and confirmed that they will act in concert with each other in respect of all major management matters, business decisions (including but not limited to financial and operational matters), and all matters being the subject matters of any shareholders' resolution of Ming Feng and any of the members of our Group. As such, each of Mr. Zhang Jianguo, Mr. Zhang Feng and Ms. Zhang Jianmei is deemed to be interested in the Shares and/or underlying Shares held by the other parties as they are parties acting in concert.
- (5) Ms. Chan Mei Bo Mabel was granted share options under the 2019 Share Option Scheme which entitle her to subscribe for 80,000 Shares.
- (6) Mr. Shen Hao was granted share options under the 2019 Share Option Scheme which entitle him to subscribe for 80,000 Shares.
- (7) Mr. Leung Ming Shu was granted share options under the 2019 Share Option Scheme which entitle him to subscribe for 80,000 Shares.
- (8) The Letter "L" denotes the person's long position in such Shares.
- (9) As at 30 June 2025, the Company had 156,699,879 issued Shares.

Interests in associated corporation of the Company

Name of Director/ Chief Executive	Associated Corporation	Capacity/ Nature of interest	Amount of registered capital subscribed (RMB)	Approximate percentage of shareholding interest in the associated corporation (%) <i>(Note)</i>
Zhang Jianguo	Chengdu Tianfu Renrui Education Consultation Co., Ltd.	Beneficial owner	4,000,000	80.00%
Zhang Feng	Chengdu Tianfu Renrui Education Consultation Co., Ltd.	Beneficial owner	500,000	10.00%
Zhang Jianmei	Chengdu Tianfu Renrui Education Consultation Co., Ltd.	Beneficial owner	500,000	10.00%

Note:

As Chengdu Tianfu Renrui Education Consultation Co., Ltd. is a limited liability company established in the PRC, the percentage of shareholding is determined with reference to the percentage of subscribed registered capital of each shareholder.

Save as disclosed above, as at 30 June 2025, none of the Directors or the chief executive of the Company had or was deemed to have any interest or short position in the Shares, underlying Shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which was required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they were taken or deemed to have taken under such provisions of the SFO), or which were required to be recorded in the register to be kept by the Company under section 352 of the SFO, or which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code.

Other Information

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 30 June 2025, to the best knowledge of the Directors, the following persons (not being a Director or chief executive of the Company) had interests or short positions in the Shares or underlying Shares which fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO or as recorded in the register required to be kept by the Company pursuant to section 336 of the SFO:

Interests in Shares and underlying Shares of the Company

Name of Shareholder	Capacity/Nature of interest	Total number of Shares/underlying Shares held ⁽⁷⁾	Approximate percentage of shareholding interest ⁽⁸⁾ (%)
Wang Fen ⁽¹⁾	Interest of spouse	60,616,300(L)	38.68%
Wu Qi ⁽²⁾	Interest of spouse	60,616,300(L)	38.68%
Chen Bin ⁽³⁾	Interest of spouse	60,616,300(L)	38.68%
Ming Feng	Beneficial owner	46,970,500(L)	29.97%
Beyondsoft International (Singapore) Pte. Ltd. ⁽⁴⁾	Beneficial owner	15,669,988(L)	10.00%
Beyondsoft Corporation ⁽⁴⁾	Interest of controlled corporation	15,669,988(L)	10.00%
FIL Limited ⁽⁵⁾	Interest of controlled corporation	13,879,683(L)	8.86%
Pandanus Associates Inc ⁽⁵⁾	Interest of controlled corporation	13,879,683(L)	8.86%
Pandanus Partners L.P. ⁽⁵⁾	Interest of controlled corporation	13,879,683(L)	8.86%
FIDELITY CHINA SPECIAL SITUATIONS PLC	Beneficial owner	10,870,983(L)	6.94%

Notes:

- (1) Ms. Wang Fen is the spouse of Mr. Zhang Jianguo and under the SFO, Ms. Wang Fen is deemed to be interested in the 60,616,300 Shares/underlying Shares in which Mr. Zhang Jianguo is interested.
- (2) Ms. Wu Qi is the spouse of Mr. Zhang Feng and under the SFO, Ms. Wu Qi is deemed to be interested in the 60,616,300 Shares/underlying Shares in which Mr. Zhang Feng is interested.
- (3) Mr. Chen Bin is the spouse of Ms. Zhang Jianmei and under the SFO, Mr. Chen Bin is deemed to be interested in the 60,616,300 Shares/underlying Shares in which Ms. Zhang Jianmei is interested.
- (4) As Beyondsoft International (Singapore) Pte. Ltd. is wholly owned by Beyondsoft Corporation, under the SFO, Beyondsoft Corporation is deemed to be interested in the 15,669,988 Shares held by Beyondsoft International (Singapore) Pte. Ltd.
- (5) Pandanus Partners L.P. holds 37.01% in FIL Limited. Pandanus Partners L.P. is wholly-owned by Pandanus Associates Inc.
- (6) The Letter "L" denotes the person's long position in such Shares.
- (7) As at 30 June 2025, the Company had 156,699,879 issued Shares.

Other Information

Save as disclosed above, as at 30 June 2025, the Directors and the chief executive of the Company were not aware of any other persons (other than the Directors or chief executive of the Company) who had an interest or short position in the Shares or underlying Shares of the Company which would fall to be disclosed under Divisions 2 and 3 of Part XV of the SFO, or which were required to be entered in the register required to be kept by the Company pursuant to section 336 of the SFO.

OTHER IMPORTANT EVENTS

On 20 June 2025, the Company, Beyondsoft Corporation and Ruibo Gongchuang (as the case may be) entered into the technical services arrangement framework agreement, the human resources recruitment and payroll management services framework agreement and the SaaS services framework agreement to govern the terms and conditions of certain transactions between the parties, which constitute continuing connected transactions of the Company under the Listing Rules. Please refer to the Company's announcement dated 20 June 2025 for more details.

On 29 August 2025, the Board has approved certain amendments to the Company's dividend policy (the **"Revised Dividend Policy"**) with effect from 29 August 2025. Subject to the other provisions of the Revised Dividend Policy and as a general guideline, in the absence of special circumstances, the Board intends to recommend and/or propose interim and/or final dividend in an aggregate amount of not less than 30% of the Group's annual consolidated net profit attributable to the owners of the Company. Please refer to the Company's announcement dated 29 August 2025 for more details.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES

Neither the Company nor any of its subsidiaries or consolidated affiliated entities has purchased, sold or redeemed any of the Company's listed securities during the six months ended 30 June 2025. As at 30 June 2025, the Company did not hold any treasury shares.

AUDIT COMMITTEE

The Audit Committee comprises three members, including three independent non-executive Directors, namely Mr. Leung Ming Shu, Ms. Chan Mei Bo Mabel and Mr. Shen Hao. Mr. Leung Ming Shu is the chairman of the Audit Committee. The main duties of the Audit Committee are to assist the Board in reviewing the financial information and reporting process, risk management and internal control systems, effectiveness of the internal audit function, scope of audit and appointment of the external auditor, providing advice and comments to the Board and arrangements to enable employees of the Company to raise concerns about possible improprieties in financial reporting, internal control or other matters of the Group.

The Audit Committee has reviewed the unaudited consolidated interim results of the Group for the six months ended 30 June 2025. There is no disagreement between the Board and the Audit Committee regarding the accounting treatment adopted by the Company. The condensed consolidated interim financial statements of the Group for the six months ended 30 June 2025 have not been reviewed nor audited by PricewaterhouseCoopers, the external auditor of the Company.

On behalf of the Board
Zhang Jianguo
Chairman and Chief Executive Officer

PRC, 29 August 2025

Definition

In this interim report, unless the context otherwise requires, the following expressions shall have the following meanings:

"2019 Share Award Scheme"	the share award scheme adopted by the Company on 26 November 2019, which was further amended on 26 June 2020 and terminated on 9 December 2024;
"2019 Share Option Scheme"	the share option scheme adopted by the Company on 26 November 2019 and terminated on 9 December 2024;
"2024 Share Award Scheme"	the share award scheme adopted by the Company on 9 December 2024;
"2024 Share Option Scheme"	the share option scheme adopted by the Company on 9 December 2024;
"Audit Committee"	the audit committee of the Board;
"Beyondsoft Corporation"	Beyondsoft Corporation* (博彦科技股份有限公司), a company established in the PRC on 17 April 1995 with limited liability, the shares of which are listed on the Shenzhen Stock Exchange (stock code: 002649);
"Beyondsoft Shanghai"	Beyondsoft (Shanghai) Ltd.* (博彦科技(上海)有限公司), a company established in the PRC on 3 March 2005 with limited liability;
"Binhai Xunteng"	Tianjin Binhai Xunteng Technology Group Co., Ltd.* (天津濱海迅騰科技集團有限公司);
"Board"	the board of directors of the Company;
"BPO"	business process outsourcing;
"CG Code"	Corporate Governance Code set out in Appendix C1 to the Listing Rules;
"Company"	Renrui Human Resources Technology Holdings Limited (人瑞人才科技控股有限公司), an exempted company incorporated in the Cayman Islands on 14 October 2011 with limited liability, the shares of which are listed on the Main Board of the Stock Exchange (Stock Code: 6919);
"Completion Date"	the date on which the disposal of 46.0% of the equity interests in Shanghai Sirui held by the Group was completed, being 30 May 2025;
"Director(s)"	the director(s) of the Company;
"Disposal"	the disposal of 46.0% of the equity interests in Shanghai Sirui held by the Group to Neusoft Group;
"FVOCI"	fair value through other comprehensive income;
"Greedy Technology"	Greedy Technology (Shenzhen) Co., Ltd.* (貪心科技(深圳)有限公司);
"GDP"	gross domestic product;
"Group" or "we"	the Company together with its subsidiaries;

Definition

"HKFRS"	Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants;
"HK\$"	Hong Kong Dollar, the lawful currency of Hong Kong;
"Hong Kong"	the Hong Kong Special Administrative Region of the PRC;
"HR"	human resources;
"IT"	information and technology;
"Kumao Robot"	Shanghai Kumao Robot Co., Ltd.* (上海庫茂機器人有限公司);
"Lingshi Yuntian"	Lingshi Yuntian Information Technology (Changzhou) Co., Ltd.* (領時雲天信息科技(常州)有限公司), which was previously known as Jiangnan Finance Technology (Changzhou) Co., Ltd.* (江南金融科技(常州)有限公司);
"Listing Date"	13 December 2019, being the date on which the Shares were listed on the Stock Exchange;
"Listing Rules"	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited;
"Model Code"	Model Code for Securities Transactions by Directors of Listed Companies set out in Appendix C3 to the Listing Rules;
"Net Proceeds"	net proceeds from the global offering of the Company in connection with the listing of the Shares on the Stock Exchange on 13 December 2019, amounting to approximately HK\$992.2 million;
"Neusoft Group"	Neusoft Group Co., Ltd.* (東軟集團股份有限公司);
"PRC" or "China"	the People's Republic of China and for the purpose of this report only, excludes Hong Kong, Macau Special Administrative Region of the People's Republic of China and Taiwan;
"Prospectus"	the prospectus of the Company dated 3 December 2019;
"Renrui New Career"	Renrui New Career Technology Services (Shanghai) Co., Ltd.* (人瑞新職科技服務(上海)有限公司);
"RMB"	Renminbi, the lawful currency of the PRC;
"Ruibo Gongchuang"	Shanghai Ruibo Gongchuang Technology Limited* (上海瑞博共創科技有限公司), a company established under the laws of the PRC with limited liability and a non-wholly owned subsidiary of the Company;
"R&D"	research and development;

Definition

"Shanghai Lingshi"	Shanghai Lingshi Human Resources Services Limited* (上海領時人力資源服務有限公司);
"Shanghai Renhui"	Shanghai Renhui Human Resources Service Co., Ltd.* (上海人惠人力資源服務有限公司), an indirect wholly-owned subsidiary of the Company;
"Shanghai Ruiying"	Shanghai Ruiying Human Resources Technology Group Co., Ltd.* (上海瑞應人才科技集團有限公司), an indirect wholly-owned subsidiary of the Company;
"Shanghai Sirui"	Shanghai Sirui Information Technology Co., Ltd.* (上海思芮信息科技有限公司);
"Shareholder(s)"	holder(s) of the Shares;
"Share(s)"	ordinary share(s) of the Company;
"Stock Exchange"	The Stock Exchange of Hong Kong Limited;
"Wanmayoucai"	Zhejiang Wanyoumali Network Technology Co., Ltd.* (浙江萬有碼力網絡科技有限公司), which was previously known as Shanghai Wanmahui Network Technology Co., Ltd.* (上海萬馬匯網絡科技有限公司);
"Zhencheng Technology"	Shanghai Zhencheng Technology Co., Ltd.* (上海圳誠科技有限公司); and
"%"	per cent.

This report contains certain amounts and percentage figures that have been subject to rounding adjustments. Accordingly, figures shown as totals in certain tables may not be an arithmetic aggregation of the figures preceding them and all momentary amounts shown are approximate amounts only.

If there is any inconsistency between the Chinese names of the PRC entities, enterprises or nationals and their English translations, the Chinese names shall prevail. The English translation of the PRC entities, enterprises or nationals marked with "" are for identification purpose only.*

Condensed Consolidated Income Statement

For the six months ended 30 June 2025

	Note	Six months ended 30 June	
		2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited) Re-present
Continuing operations			
Revenue	6	2,604,674	2,056,909
Cost of revenue	7	(2,412,771)	(1,884,108)
Gross profit		191,903	172,801
Selling and marketing expenses	7	(76,947)	(83,191)
Research and development expenses	7	(4,657)	(5,476)
Administrative expenses	7	(52,556)	(56,230)
Provision for net impairment losses on financial assets		(15,217)	(1,031)
Other income	9	16,649	8,965
Other losses, net	10	(679)	(1,611)
Operating profit		58,496	34,227
Finance income	11	2,133	2,108
Finance costs	11	(5,300)	(3,190)
Finance costs, net	11	(3,167)	(1,082)
Share of results of joint ventures		(483)	1,760
Share of results of associates		(5,561)	(2,719)
Profit before income tax		49,285	32,186
Income tax expenses	12	(4,746)	(8,298)
Profit from continuing operations		44,539	23,888
Loss of discontinued operation		(11,986)	(3,495)
Profit for the period		32,553	20,393
Profit/(loss) is attributable to:			
– Equity holders of the Company		41,071	21,853
– Non-controlling interests		(8,518)	(1,460)
Profit/(loss) attributable to equity holders of the Company from:			
Continuing operations		41,478	23,461
Discontinued operations		(407)	(1,608)
Earnings/(loss) per share (expressed in RMB per share)			
– Basic earnings/(loss) per share	13		
Continuing operations		0.27	0.15
Discontinued operations		—	(0.01)
– Diluted earnings/(loss) per share	13		
Continuing operations		0.27	0.15
Discontinued operations		—	(0.01)

The above condensed consolidated income statement should be read in conjunction with the accompanying notes.

Condensed Consolidated Statement of Comprehensive Income

For the six months ended 30 June 2025

	Six months ended 30 June	
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited) Re-present
Profit for the period	32,553	20,393
Other comprehensive income		
<i>Items that may not be reclassified subsequently to profit or loss:</i>		
– Currency translation differences of the Company	(4,298)	6,539
<i>Items that may be reclassified subsequently to profit or loss:</i>		
– Currency translation differences of subsidiaries	5,123	(6,067)
Other comprehensive income for the period, net of tax	825	472
Total comprehensive income for the period	33,378	20,865
Total comprehensive income/(loss) for the period is attributable to:		
– Equity holders of the Company	41,896	22,325
– Non-controlling interests	(8,518)	(1,460)

The above condensed consolidated statement of comprehensive income should be read in conjunction with the accompanying notes.

Condensed Consolidated Balance Sheet

As at 30 June 2025

	Note	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
ASSETS			
Non-current assets			
Property, plant and equipment	14	36,938	46,286
Intangible assets	15	50,860	245,121
Investments in joint ventures accounted for using the equity method		31,815	32,298
Investments in associates accounted for using the equity method		24,271	9,832
Financial assets at fair value through profit or loss	16	11,000	11,000
Derivative financial instruments	16	2,314	2,305
Other non-current assets	16	45,864	41,424
Deferred income tax assets		11,402	7,905
Restricted cash	19	3,000	6,000
Total non-current assets		217,464	402,171
Current assets			
Trade receivables, contract assets and notes receivables	18	1,396,348	1,730,939
Prepayments, deposits and other receivables	17	36,179	43,040
Contract fulfilment cost		—	13,366
Financial assets at fair value through other comprehensive income	16	4,126	17,367
Financial assets at fair value through profit or loss	16	27,317	27,086
Restricted cash	19	23,225	19,382
Cash and cash equivalents	19	376,275	397,698
Total current assets		1,863,470	2,248,878
Total assets		2,080,934	2,651,049

Condensed Consolidated Balance Sheet

As at 30 June 2025

	Note	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
EQUITY			
Equity attributable to equity holders of the Company			
Share capital	21	53	53
Share premium	21	2,155,444	2,155,444
Shares held for share-based payment scheme		(101,575)	(101,575)
Other reserves		(26,819)	(31,298)
Accumulated losses		(784,202)	(825,273)
		1,242,901	1,197,351
Non-controlling interests		10,232	221,533
Total equity		1,253,133	1,418,884
LIABILITIES			
Non-current liabilities			
Deferred income tax liabilities		2,355	10,327
Lease liabilities	23	15,911	20,014
Total non-current liabilities		18,266	30,341
Current liabilities			
Trade and other payables	22	547,803	701,134
Contract liabilities		6,426	12,726
Current income tax liabilities		8,541	11,065
Borrowings	24	232,751	455,616
Redemption liabilities to non-controlling interests		554	6,746
Lease liabilities	23	13,460	14,537
Total current liabilities		809,535	1,201,824
Total liabilities		827,801	1,232,165
Total equity and liabilities		2,080,934	2,651,049

The above condensed consolidated balance sheet should be read in conjunction with the accompanying notes.

Condensed Consolidated Statement of Changes in Equity

For the six months ended 30 June 2025

	Note	Attributable to equity holders of the Company							
		Share capital RMB'000	Share premium RMB'000	Shares held for share-based payment scheme RMB'000	Other reserves RMB'000	Accumulated losses RMB'000	Total RMB'000	Non-controlling interests RMB'000	Total equity RMB'000
(Unaudited)									
Balance at 1 January 2025		53	2,155,444	(101,575)	(31,298)	(825,273)	1,197,351	221,533	1,418,884
Comprehensive income/(loss)									
Profit/(loss) for the period		—	—	—	—	41,071	41,071	(8,518)	32,553
Other comprehensive income		—	—	—	825	—	825	—	825
– Currency translation differences		—	—	—	825	—	825	—	825
Total comprehensive income/(loss)		—	—	—	825	41,071	41,896	(8,518)	33,378
Transactions with equity holders in their capacity as equity holders									
Share-based compensation	8	—	—	—	3,654	—	3,654	1,561	5,215
disposal of a subsidiary	20	—	—	—	—	—	—	(207,344)	(207,344)
Capital contribution from non-controlling interests		—	—	—	—	—	—	3,000	3,000
Total transactions with equity holders in their capacity as equity holders		—	—	—	3,654	—	3,654	(202,783)	(199,129)
Balance at 30 June 2025		53	2,155,444	(101,575)	(26,819)	(784,202)	1,242,901	10,232	1,253,133

Condensed Consolidated Statement of Changes in Equity

For the six months ended 30 June 2025

		Attributable to equity holders of the Company							
	Note	Share capital RMB'000	Share premium RMB'000	Shares held for share-based payment scheme RMB'000	Other reserves RMB'000	Accumulated losses RMB'000	Total RMB'000	Non-controlling interests RMB'000	Total equity RMB'000
(Unaudited)									
Balance at 1 January 2024		53	2,167,837	(94,313)	(35,502)	(754,303)	1,283,772	220,756	1,504,528
Comprehensive income/(loss)									
Profit/(loss) for the period		—	—	—	—	21,853	21,853	(1,460)	20,393
Other comprehensive income									
– Currency translation differences		—	—	—	472	—	472	—	472
Total comprehensive income/(loss)		—	—	—	472	21,853	22,325	(1,460)	20,865
Transactions with equity holders in their capacity as equity holders									
Share-based compensation		8	—	—	3,625	—	3,625	—	3,625
Employees share award scheme:									
– Acquisitions of shares held for share-based payment scheme		21	—	—	(6,080)	—	(6,080)	—	(6,080)
Dividends		25	—	(12,881)	—	—	(12,881)	—	(12,881)
Capital contribution from non-controlling interests			—	—	—	—	—	240	240
Total transactions with equity holders in their capacity as equity holders			—	(12,881)	(6,080)	3,625	(15,336)	240	(15,096)
Balance at 30 June 2024		53	2,154,956	(100,393)	(31,405)	(732,450)	1,290,761	219,536	1,510,297

The above condensed consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

Condensed Consolidated Statement of Cash Flows

For the six months ended 30 June 2025

	Note	Six months ended 30 June	
		2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited)
Cash flows used in operating activities			
Cash used in operations		(240,868)	(160,781)
Income tax paid		(11,541)	(10,203)
Net cash used in operating activities		(252,409)	(170,984)
Cash flows generated from investing activities			
Purchase of property, plant and equipment		(1,112)	(5,252)
Purchase of intangible assets		—	(514)
Purchase of financial assets at fair value through profit or loss		—	(83,000)
Proceeds from disposal of financial assets at fair value through profit or loss		—	106,457
Proceeds from disposal of property, plant and equipment		12	20
Investment income from financial assets at fair value through profit or loss		855	1,319
Disposal of a subsidiary, net of cash disposed		302,463	—
Cash paid for investing in an associate		(20,000)	—
Interest received		2,056	2,245
Net cash generated from investing activities		284,274	21,275
Cash flows (used in)/generated from financing activities			
Proceeds from bank borrowings		349,049	366,267
Capital contribution from non-controlling shareholders of subsidiaries		3,000	240
Acquisitions of shares held for share-based payment scheme		—	(6,080)
Payment of redemption liabilities to non-controlling interests		(6,000)	—
Repayments of bank borrowings		(384,196)	(224,206)
Payment of lease liabilities		(10,986)	(11,482)
Interest paid		(3,705)	(5,072)
Changes in deposits paid to secure borrowings		(1,822)	—
Net cash (used in)/generated from financing activities		(54,660)	119,667
Net decrease in cash and cash equivalents		(22,795)	(30,042)
Cash and cash equivalents at beginning of the period		397,698	284,877
Effects of exchange rate changes on cash and cash equivalents		1,372	372
Cash and cash equivalents at end of the period		376,275	255,207

For cash flows of discontinued operation see note 20.

The above condensed consolidated statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

1 GENERAL INFORMATION

Renrui Human Resources Technology Holdings Limited (the “**Company**”) was incorporated in the Cayman Islands on 14 October 2011 as an exempted company with limited liability. The registered office is P.O. Box 309, Ugland House, Grand Cayman, KY1-1104, Cayman Islands.

The Company, an investment holding company, and its subsidiaries (together, the “**Group**”) are principally engaged in the provision of comprehensive flexible staffing services, professional recruitment services and other human resources (“**HR**”) solutions services in the People’s Republic of China (the “**PRC**”). The ultimate controlling parties of the Company are Mr. Zhang Jianguo, Mr. Zhang Feng and Ms. Zhang Jianmei (collectively, the “**Controlling Equity Holders**”).

The Company completed its initial public offering and its shares were listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) on 13 December 2019 (the “**Listing**”).

The unaudited condensed consolidated interim financial information are presented in Renminbi (“**RMB**”), unless otherwise stated.

The unaudited condensed consolidated interim financial information were approved for issue by the Board of Directors on 29 August 2025.

2 BASIS OF PREPARATION

The unaudited condensed consolidated interim financial information of the Company for the six months ended 30 June 2025 have been prepared in accordance with Hong Kong Accounting Standard 34 “Interim Financial Reporting” issued by the Hong Kong Institute of Certified Public Accountants (“**HKICPA**”).

The unaudited condensed consolidated interim financial information should be read in conjunction with the annual consolidated financial statements of the Company for the year ended 31 December 2024, which have been prepared in accordance with Hong Kong Financial Reporting Standards (“**HKFRSs**”) issued by the HKICPA.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

3 ACCOUNTING POLICIES

The accounting policies applied in preparation of these unaudited condensed consolidated interim financial information are consistent with those of the annual consolidated financial statements for the year ended 31 December 2024, as described therein, except for estimation of income tax for the interim periods using the tax rate that would be applicable to expected total annual earnings and the adoption of the new standards, amendments and interpretations of HKFRSs effective for the financial year ending 31 December 2025 as described below and disclosed elsewhere in this interim financial information.

(a) New standards, amendments and interpretations of HKFRSs effective for 2025

The Group has applied the following standards and amendments for the first time for their annual reporting period commencing on 1 January 2025

- Lack of Exchangeability - Amendments to HKAS 21

The adoption of the above new amendments starting from 1 January 2025 did not give rise to significant impact on the Group's result of operations and financial position for the six months ended 30 June 2025.

(b) Impact of standards issued but not yet adopted by the Group

Certain new accounting standards, amendments and interpretations have been published but are not mandatory for the financial year beginning 1 January 2025 and have not been early adopted by the Group. The Group has already commenced an assessment of the impact of these new or revised standards, amendments and interpretations, certain of which are relevant to the Group's operations. According to the preliminary assessment made by the directors, these standards and amendments are not expected to have a significant impact on the Group's financial performance and position, except HKFRS 18, which may mainly impact the presentation of the consolidated statements of the comprehensive loss and the Group is still in the process of assessing the impact.

(c) Discontinued operation

A discontinued operation is a component of the Group that has been disposed of or is classified as held for sale and that represents a separate major line of business, is part of a single co-ordinated plan to dispose of such a line of business. The results of discontinued operation are presented separately in the consolidated statements of comprehensive income.

On 30 December 2024, the Group and Neusoft Group Co., Ltd. entered into an asset purchase agreement, pursuant to which the Group conditionally agreed to sell, and Neusoft Group Co., Ltd. conditionally agreed to buy, 46.0% of the equity interests in Shanghai Sirui Information Technology Co., Ltd. ("Shanghai Sirui") held by the Group. On 10 March 2025, the Group and Neusoft Group Co., Ltd. entered into a supplemental agreement setting out the finalised consideration of RMB320.7 million and other terms and conditions supplementing the asset purchase agreement. The disposal was completed on 30 May 2025.

In accordance with HKFRS 5 - Non-current Assets Held for Sale and Discontinued Operations, the operating results of the Shanghai Sirui before the completion date of disposal have been presented as discontinued operation in the Group's consolidated income statement for the six months ended 30 June 2025. The comparative figures in the consolidated income statement for the six months ended 30 June 2024 were re-presented to reflect the reclassification between continuing operations and discontinued operation of the Group accordingly.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of interim financial information requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

In preparing these unaudited condensed consolidated interim financial information, the significant judgements made by management in applying the Group's accounting policies and the key sources of estimation uncertainty were the same as those that applied to the annual consolidated financial statements for the year ended 31 December 2024.

5 FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk and cash flow and fair value interest rate risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial performance. The Group currently does not use any derivative financial instruments to hedge certain risk exposures for the six months ended 30 June 2025 and 2024.

5.1 Financial risk factors

(a) *Market risk*

(i) Foreign exchange risk

Foreign exchange risk arises when future commercial transactions or recognised assets and liabilities are denominated in a currency that is not the Group entities' functional currency. The functional currency of the Company is USD whereas the functional currency of the subsidiaries operating in the PRC is RMB.

The Group operates mainly in the PRC with most of the transactions denominated in RMB.

As at 30 June 2025, the majority of the Group's assets and liabilities are denominated in RMB. Due to functional currency being USD, the Company was exposed to foreign exchange risk from the RMB denominated bank deposits it held. Apart from this, management considers that the business is not subject to any other significant foreign exchange risk.

(ii) Cash flow and fair value interest rate risk

The Group's income and operating cash flows are substantially independent of changes in market interest rates, as the Group has no significant interest-bearing assets except for cash and cash equivalents and restricted cash measured at amortised cost.

The Group's exposure to changes in interest rates is also attributable to its borrowings from banks. Borrowings at variable rates expose the Group to cash flow interest rate risk whereas borrowings at fixed rates expose the Group to fair value interest rate risk, details of which has been disclosed in Note 24. The Group has not hedged its cash flow or fair value interest rate risk.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

5 FINANCIAL RISK MANAGEMENT (Continued)

5.1 Financial risk factors (Continued)

(b) Credit risk

Credit risk is managed on a group basis. The Group's credit risk arises from cash and cash equivalents, restricted cash, trade and notes receivables, other receivables and other non-current assets, and financial assets at fair value through other comprehensive income.

(i) Cash and cash equivalents and restricted cash

As at 30 June 2025 and 31 December 2024, the Group expects that there is no significant credit risk associated with cash and cash equivalents and restricted cash since most of them are deposited at state-owned banks and other multinational medium or large size listed banks. Management does not expect that there will be any significant losses from non-performance by these counterparties.

(ii) Trade receivables, contract assets and notes receivables

To manage risk arising from trade receivables and contract assets, the Group has policies in place to ensure that credit terms are made to customers with an appropriate credit history and the management performs ongoing credit evaluations of its customers. The credit period granted to the customers is typically of 10 to 180 days and the credit quality of these customers is assessed, which takes into account their financial position, past experience and other factors. The Group applies HKFRS 9 simplified approach to measuring the expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets. To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. Expected credit losses are determined based on historical default rates and incorporate forward looking information. The Group identifies GDP growth rate, unemployment rate and growth rate of total retail sales of consumer goods as the key economic variables impacting the expected credit losses.

On that basis, the loss allowance for trade receivables and contract assets as at 30 June 2025 and 31 December 2024 was determined as follows:

(Unaudited) 30 June 2025	Current	Past due within 3 months	Past due from 4 months to 6 months	Past due from 7 months to 9 months	Past due from 10 months to 12 months	Past due over 1 years	Total
Expected loss rate	0.63%	15.57%	25.32%	44.25%	73.94%	100%	
Gross carrying amount	1,370,209	20,473	15,587	7,934	4,259	7,379	1,425,841
Loss allowance	8,676	3,187	3,946	3,511	3,149	7,379	29,848

(Audited) 31 December 2024	Current	Past due within 3 months	Past due from 4 months to 6 months	Past due from 7 months to 9 months	Past due from 10 months to 12 months	Past due from 1 year to 2 year	Past due over 2 years	Total
Expected loss rate	0.30%	3.02%	5.67%	8.67%	10.85%	19.44%	100.00%	
Gross carrying amount	1,498,892	136,998	38,505	27,554	12,494	33,022	4,183	1,751,648
Loss allowance	4,504	4,136	2,183	2,390	1,355	6,419	4,183	25,170

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

5 FINANCIAL RISK MANAGEMENT (Continued)

5.1 Financial risk factors (Continued)

(b) Credit risk (Continued)

(ii) Trade receivables, contract assets and notes receivables (Continued)

For the notes receivables at amortised cost, the Group applies HKFRS 9 simplified approach to measuring the expected credit losses which uses a lifetime expected loss allowance. As at 30 June 2025, the loss allowance of notes receivables at amortised cost were RMB2,000 (31 December 2024: RMB19,000).

(iii) Other receivables and other non-current assets

For other receivables and other non-current assets, the Group applies the general model for expected credit losses prescribed by HKFRS 9, since credit risk has not significantly increased after initial recognition, provision is provided, and the loss allowance recognised during the period was therefore limited to 12 months expected losses. As at 30 June 2025 and 31 December 2024, the loss allowance of other receivables and other non-current assets were RMB673,000 and RMB1,223,000 respectively.

(iv) Financial assets at fair value through other comprehensive income

For financial assets at fair value through other comprehensive income which is mainly bank-accepted notes receivable at fair value, the Group applies the general model for expected credit losses prescribed by HKFRS 9, since credit risk has not significantly increased after initial recognition, the loss allowance recognised during the period was therefore limited to 12 months expected losses. As at 30 June 2025, the Group assessed the credit risk of notes receivable which either discounted or held for maturity from banks to be low given they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term, and the loss allowance of notes receivables were RMB7,000 (31 December 2024: RMB7,000).

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

5 FINANCIAL RISK MANAGEMENT (Continued)

5.1 Financial risk factors (Continued)

(c) Liquidity risk

The Group aims to maintain sufficient cash and cash equivalents or have available funding through an adequate amount of available financing to meet its daily operation working capital.

The table below analyses the Group's financial liabilities by relevant maturity grouping at each balance sheet date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months from the balance sheet date equal to their carrying amounts in the condensed consolidated balance sheet, as the impact of discount is not significant.

Contractual maturities of financial liabilities	Less than 1 year RMB'000	Between 1 and 2 years RMB'000	Between 2 and 5 years RMB'000	More than 5 years RMB'000	Total contractual cash flows RMB'000
(Unaudited)					
At 30 June 2025					
Borrowings	234,822	—	—	—	234,822
Trade and other payables*	41,125	—	—	—	41,125
Financial liabilities for put option written on non-controlling interests	554	—	—	—	554
Lease liabilities	14,321	14,134	892	1,540	30,887
	290,822	14,134	892	1,540	307,388
(Audited)					
At 31 December 2024					
Borrowings	460,931	—	—	—	460,931
Trade and other payables*	60,773	—	—	—	60,773
Financial liabilities for put option written on non-controlling interests	6,746	—	—	—	6,746
Lease liabilities	15,535	13,578	5,819	1,540	36,472
	543,985	13,578	5,819	1,540	564,922

* Excluding non-financial liabilities of accrued payroll and welfare, value-added tax ("VAT") and surcharges and dividends payable.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

5 FINANCIAL RISK MANAGEMENT (Continued)

5.2 Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for owners and benefits for other stakeholders; and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to equity holders, issue new shares or sell assets to reduce debt.

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings less cash and cash equivalents. Total capital is calculated as total equity plus net debt.

As at 30 June 2025 and 31 December 2024, the Group was in a net cash position (i.e. cash and cash equivalents was higher than borrowings), hence it is not meaningful to present the gearing ratio.

5.3 Fair value estimation

The table below analyses the Group's financial instruments carried at fair value as at 30 June 2025 and 31 December 2024 by level of the inputs to valuation techniques used to measure fair value. Such inputs are categorised into three levels within a fair value hierarchy as follows:

Level 1: The fair value of financial instruments traded in active markets (such as publicly traded derivatives, and equity securities) is based on quoted market prices at the end of the reporting period. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in level 1.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted equity securities.

As at 30 June 2025 and 31 December 2024, the Group had certain financial instruments carried at fair value, including wealth management products purchased from banks recorded as financial assets at FVPL, investment in joint ventures at FVPL, derivative financial instruments associated with a joint venture and notes receivables as financial assets at FVOCI.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

5 FINANCIAL RISK MANAGEMENT (Continued)

5.3 Fair value estimation (Continued)

Recurring fair value measurements	Level 1 RMB'000	Level 2 RMB'000	Level 3 RMB'000	Total RMB'000
As at 30 June 2025 (Unaudited)				
Financial assets				
Financial assets at fair value through other comprehensive income (<i>Note 16</i>)	—	—	4,126	4,126
Financial assets at fair value through profit or loss (<i>Note 16</i>)	—	27,317	11,000	38,317
Derivative financial instruments (<i>Note 16</i>)	—	—	2,314	2,314
	—	27,317	17,440	44,757

Recurring fair value measurements	Level 1 RMB'000	Level 2 RMB'000	Level 3 RMB'000	Total RMB'000
As at 31 December 2024 (Audited)				
Financial assets				
Financial assets at fair value through other comprehensive income (<i>Note 16</i>)	—	—	17,367	17,367
Financial assets at fair value through profit or loss (<i>Note 16</i>)	—	27,086	11,000	38,086
Derivative financial instruments (<i>Note 16</i>)	—	—	2,305	2,305
	—	27,086	30,672	57,758

There were no transfers among levels of the fair value hierarchy during the periods.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

5 FINANCIAL RISK MANAGEMENT (Continued)

5.3 Fair value estimation (Continued)

The following table presents the changes in level 3 derivative financial instruments and financial assets at fair value through profit or loss for the six months ended 30 June 2025 and 31 December 2024:

	Financial assets at fair value through profit or loss RMB'000	Financial assets at fair value through other comprehensive income RMB'000	Derivative financial instruments RMB'000
At 1 January 2025 (Audited)	11,000	17,367	2,305
Addition	—	161,071	—
Net fair value gains on derivative financial instruments (Note 10)	—	—	9
disposal of a subsidiary	—	(28,999)	—
Disposal/maturity/exercise	—	(145,313)	—
At 30 June 2025	11,000	4,126	2,314

	Financial assets at fair value through profit or loss RMB'000	Financial assets at fair value through other comprehensive income RMB'000	Derivative financial instruments RMB'000
At 1 January 2024 (Audited)	22,183	3,650	2,162
Addition	123,000	186,075	—
Fair value losses from equity investment at FVPL (Note 10)	(11,183)	—	—
Net fair value gains on derivative financial instruments (Note 10)	—	—	143
Net impairment losses on financial assets	—	(4)	—
Disposal/maturity/exercise	(123,000)	(172,354)	—
At 31 December 2024 (Audited)	11,000	17,367	2,305

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

5 FINANCIAL RISK MANAGEMENT (Continued)

5.3 Fair value estimation (Continued)

The Group manages the valuation of level 3 instruments for financial reporting purposes and manages the valuation exercise of the instruments on a case by case basis. At least once every year, the management would use valuation techniques to determine the fair value of the Group's level 3 instruments. External valuation experts will be involved when necessary.

As at 30 June 2025, the balance of notes receivables amounting to RMB4,126,000 was included in financial assets at fair value through other comprehensive income included in Level 3 (31 December 2024: 17,367,000), as the notes receivables are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principle and interest. The fair value was based on the discounted cash flows. The significant assumption are the adjusted discount rate of the cash flows. The higher the discount rate or the lower the cash flows, the lower the fair value.

As at 30 June 2025, the balance of wealth management products amounting to RMB 27,317,000 was included in financial assets through profit or loss included in Level 2 (31 December 2024: RMB 27,086,000). The fair value was determined by the present values and the discount rates which were adjusted for counterparty credit risk.

As at 30 June 2025, the balance of equity investment in joint ventures in the form of ordinary shares with certain substantive preferential rights amounting to RMB 11,000,000 was included in financial assets at fair value through profit or loss included in Level 3 (31 December 2024: RMB11,000,000). The fair value was determined by market approach, which was estimated based on trading prices of comparable companies to the investee in the similar industries, and incorporated other unobservable inputs, such as liquidity discount. The higher the liquidity discount, the lower the fair value.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

6 SEGMENT INFORMATION AND REVENUE

(a) Description of segments and principal activities

The Group's business activities, for which discrete financial information is available, are regularly reviewed and evaluated by the CODM. The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the executive directors of the Company that make strategic decisions

Comprehensive flexible staffing

The comprehensive flexible staffing segment mainly comprise general service outsourcing, digital technology and cloud services and digital operation and customer services, which offers personel upon customers' needs or performing certain business function outsourced by customers to the Group. The Group is responsible for recruiting and managing personel contracted with the Group to satisfy customers' related service needs at various business development stages.

Professional recruitment and other HR solutions

The professional recruitment segment offers bulk recruitment service. The Group assists customers in searching for, identifying and recommending suitable candidates for the job vacancies. Also, the Group assists customers'hiring process, which includes candidate assessments, screening and conducting candidate interviews. The Group also provides other HR solutions such as corporate training and labour dispatch.

The CODM assesses the performance of the operating segments mainly based on segment revenues and segment gross profit. Thus, segment result would present revenue and gross profit for each segment, which is in line with CODM's performance review.

The principal operating entities of the Group are domiciled in the PRC. Accordingly, majority of the Group's revenue are derived in the PRC.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

6 SEGMENT INFORMATION AND REVENUE (Continued)

(b) Segment results and other information

The segment information provided to the Group's CODM for the reportable segments for the six months ended 30 June 2025 was as follows:

	Six months ended 30 June 2025		
	Comprehensive flexible staffing RMB'000 (Unaudited)	Professional recruitment and other HR solutions RMB'000 (Unaudited)	Total RMB'000 (Unaudited)
Segment revenue	2,584,100	20,574	2,604,674
Segment gross profit	179,200	12,703	191,903
Unallocated:			
Selling and marketing expenses			(76,947)
Research and development expenses			(4,657)
Administrative expenses			(52,556)
Other income (Note 9)			16,649
Other losses, net (Note 10)			(679)
Provision for net impairment losses on financial assets			(15,217)
Finance costs, net (Note 11)			(3,167)
Share of results of joint ventures accounted for using the equity method			(483)
Share of results of associates accounted for using the equity method			(5,561)
Profit before income tax			49,285
Income tax expenses (Note 12)			(4,746)
Profit for the period			44,539

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

6 SEGMENT INFORMATION AND REVENUE (Continued)

(b) Segment results and other information (Continued)

The segment information provided to the Group's CODM for the reportable segments for the six months ended 30 June 2024 was as follows:

	Six months ended 30 June 2024		
	Comprehensive flexible staffing RMB'000 (Unaudited)	Professional recruitment and other HR solutions RMB'000 (Unaudited)	Total RMB'000 (Unaudited) Re-present
Segment revenue	2,030,973	25,936	2,056,909
Segment gross profit	160,391	12,410	172,801
Unallocated:			
Selling and marketing expenses			(83,191)
Research and development expenses			(5,476)
Administrative expenses			(56,230)
Other income (Note 9)			8,965
Other losses, net (Note 10)			(1,611)
Provision for net impairment losses on financial assets			(1,031)
Finance costs, net (Note 11)			(1,082)
Share of results of joint ventures accounted for using the equity method			1,760
Share of results of associates accounted for using the equity method			(2,719)
Profit before income tax			32,186
Income tax expenses (Note 12)			(8,298)
Profit for the period			23,888

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

6 SEGMENT INFORMATION AND REVENUE (Continued)

(c) Segment assets and segment liabilities

No analysis of segment assets or segment liabilities is presented as they are not regularly provided to the CODM.

(d) Disaggregation of revenue from contracts with customers

(i) The Group derived revenue in the following types:

	Six months ended 30 June	
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited) Re-present
Comprehensive flexible staffing		
– General services outsourcing	1,688,955	1,375,961
– Digital technology and cloud services	747,780	522,753
– Digital operation and customer services	147,365	132,259
Professional recruitment and other HR solutions	20,574	25,936
	2,604,674	2,056,909

(ii) The Group derived revenue from the transfer of services over time and at a point in time in the following major service lines:

	Comprehensive flexible staffing RMB'000 (Unaudited)	Professional recruitment and other HR solutions RMB'000 (Unaudited)	Total RMB'000 (Unaudited)
Six months ended 30 June 2025			
Timing of revenue recognition			
At a point in time	—	10,734	10,734
Over time	2,584,100	9,840	2,593,940
	2,584,100	20,574	2,604,674

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

6 SEGMENT INFORMATION AND REVENUE (Continued)

(d) Disaggregation of revenue from contracts with customers (Continued)

- (ii) The Group derived revenue from the transfer of services over time and at a point in time in the following major service lines: (Continued)

Six months ended 30 June 2024	Comprehensive flexible staffing RMB'000 (Unaudited)	Professional recruitment and other HR solutions RMB'000 (Unaudited)	Total RMB'000 (Unaudited) Re-present
Timing of revenue recognition			
At a point in time	—	18,069	18,069
Over time	2,030,973	7,867	2,038,840
	2,030,973	25,936	2,056,909

7 EXPENSES BY NATURE

The following expenses include cost of revenue, selling and marketing expenses, research and development expenses and administrative expenses:

	Six months ended 30 June	
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited) Re-present
Employee benefit expenses	2,440,368	1,939,296
Depreciation and amortisation	15,112	19,146
Travelling and entertainment expenses	23,997	23,383
Marketing and promotion expenses	9,558	8,979
Other taxes and surcharges	16,166	12,000
Subcontracting costs	18,711	7,705
Recruitment related communication expenses	62	140
Utilities and office expenses	8,131	7,700
Professional service fee	9,121	5,526
Lease and property management expenses	2,445	3,709
Auditor's remuneration	1,943	800
Others	1,317	621
Total	2,546,931	2,029,005

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

8 EMPLOYEE BENEFIT EXPENSES

	Six months ended 30 June	
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited) Re-present
Wages, salaries and bonus	2,115,069	1,646,882
Social insurance and housing fund	301,385	269,984
Other employee welfares	21,590	18,805
Share-based payments*	2,324	3,625
	2,440,368	1,939,296

* The share-based payments recognised in the unaudited condensed consolidated income statement were approximately RMB2,324,000 and RMB3,625,000 for the six months ended 30 June 2025 and 2024, respectively. The following table set forth a breakdown of the share-based payments:

	Six months ended 30 June	
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited) Re-present
Post-IPO share option scheme of the Company (a)	2,328	3,731
Post-IPO share award scheme of the Company (b)	(4)	(106)
	2,324	3,625

(a) Post-IPO share option scheme of the Company

Since 2020, the Group has granted share options to eligible senior management and employees under the postIPO share option scheme adopted on 26 November 2019 ("2019 share option scheme"). These share options will vest in tranches on condition that the employees remain in service with or without certain performance requirements.

On 29 October 2020, the Group granted share options to three executive directors which entitled the grantees to subscribe for a maximum of 390,000 shares under the 2019 share option scheme. The share options have a vesting period of 18 months, and will vest upon the fulfilment of certain non - market performance conditions.

On 22 January 2021, the Group granted share options to twenty eligible grantees (four non-executive directors and sixteen employees) which entitled the grantees to subscribe for a maximum of 2,560,000 shares under the 2019 share option scheme. These share options will vest in tranches on the condition that the grantees remain in service and upon fulfilment of certain non-market performance conditions.

On 16 July 2021, the Group granted share options to forty-two eligible grantees which entitled the grantees to subscribe for a maximum of 1,830,000 shares. These share options will vest in tranches on the condition that the grantees remain in service without any performance requirements.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

8 EMPLOYEE BENEFIT EXPENSES (Continued)

(a) Post-IPO share option scheme of the Company (Continued)

On 17 June 2022, the Company granted share options to two hundred and four eligible grantees (five nonexecutive directors and one hundred ninety-nine employees) which entitled the grantees to subscribe for a maximum of 11,350,000 shares under the 2019 share option scheme. These share options will vest in tranches on the condition that the grantees remain in service and upon fulfilment of certain non-market performance conditions.

On 2 May 2023, the Company granted share options to one hundred and sixty-two eligible grantees (two executive directors and one hundred sixty employees) which entitled the grantees to subscribe for a maximum of 6,993,000 shares under the 2019 share option scheme. These share options will vest in tranches on the condition that the grantees remain in service and upon fulfilment of certain non-market performance conditions.

On 28 March 2024, the Company granted share options to twenty-four eligible grantees (two executive directors and twenty-two employees) which entitled the grantees to subscribe for a maximum of 3,750,000 shares under the 2019 share option scheme. These share options will vest in tranches on the condition that the grantees remain in service and upon fulfilment of certain non-market performance conditions.

Pursuant to an ordinary resolution passed by the Shareholders at the extraordinary general meeting of the Company held on 9 December 2024, the 2019 Share Option Scheme was terminated on 9 December 2024. Subjected to the termination, and in such event, no further share options may be granted but in all other respects the terms of the 2019 Share Option Scheme shall remain in full force and effect to the extent necessary to give effect to the exercise of any share options granted prior thereto. All outstanding share options granted prior to such termination and not then exercised shall continue to be in full force and effect in accordance with the 2019 Share Option Scheme.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

8 EMPLOYEE BENEFIT EXPENSES (Continued)

(b) Post-IPO share award scheme of the Company

On 22 January 2021, the Group granted 2,300,000 award shares to 29 eligible employees, none of who is connected person, under the post-IPO share award scheme adopted on 26 November 2019 and amended on 26 June 2020 ("**2019 Share Award Scheme**"). These award shares will vest in tranches on the condition that the grantees remain in service without any performance requirements. Upon vesting of the award shares, the Company will immediately direct the trust to sell the award shares and pay the grantees in cash the net proceeds from such sales, netting of the benchmarked price of HKD25.00 per share as stipulated in the agreements with the grantees.

Liabilities for the scheme are recognised as employee benefit expense over the relevant service period. The liabilities are remeasured to fair value at each reporting date and are presented as employee benefit obligations in the consolidated balance sheet.

Pursuant to an ordinary resolution passed by the Shareholders at the extraordinary general meeting of the Company held on 9 December 2024, the 2019 share award scheme was terminated on 9 December 2024. Subjected to the termination, and in such event, no further share award may be granted but in all other respects the terms of the 2019 share award scheme shall remain in full force and effect to the extent necessary to give effect to the vesting of any share awards granted thereunder. All outstanding share award granted and subsisting prior to such termination shall continue to be in full force and effect in accordance with the 2019 share award scheme.

On 23 January 2025, the Group granted 1,200,000 award shares to one eligible employee (using existing shares acquired by the trustee) under the post-IPO share award scheme adopted on 9 December 2024 ("**2024 share award scheme**"). These award shares will vest in tranches on the condition that the grantees remain in service without any performance requirements. Upon vesting of the award shares, the Company will be its at its absolute discretion to either direct the trust to transfer the number of award shares to the grantees or direct the trust to sell the award shares and pay the grantees in cash the net proceeds from such sales.

(c) Restricted share scheme in relation to Shanghai Sirui

Up to 31 December 2024, certain employees of Shanghai Sirui subscribed equity interests in Tianjin Ruiyi Enterprise Management Consulting Center (Limited Partnership) ("**Tianjin Ruiyi**"), the non-controlling interests of Shanghai Sirui, at respective prices below fair value, subject to certain service period condition agreed with Tianjin Ruiyi, which is treated as restricted share scheme. The fair value of the restricted share scheme are measured based on the fair value of Shanghai Sirui on the respective grant dates. The Group recognises an expense in relation to the restricted share scheme during the expected service period.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

9 OTHER INCOME

Six months ended 30 June		
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited) Re-present
Government grants	11,208	7,213
Additional deduction of input value-added tax ("VAT")	—	500
Others	5,441	1,252
	16,649	8,965

10 OTHER LOSSES, NET

Six months ended 30 June		
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited) Re-present
Net gains/(losses) on disposal of property, plant and equipment	12	(30)
Exchange losses - net	(1,370)	(226)
Investment income on wealth management products at FVPL	855	1,247
Net fair value gains/(losses) on wealth management products purchased from bank at FVPL	345	(458)
Net Fair value gains on derivative financial instruments	9	4
Fair value losses from equity investment at FVPL	—	(966)
Others	(530)	(1,182)
	(679)	(1,611)

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

11 FINANCE INCOME AND COSTS

	Six months ended 30 June	
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited) Re-present
<i>Finance income</i>		
Interest income on cash and cash equivalents	2,133	2,108
Finance income	2,133	2,108
<i>Finance costs</i>		
Interest expense		
– lease liabilities	(568)	(514)
– borrowings	(4,732)	(2,676)
Finance costs expensed	(5,300)	(3,190)
Finance costs, net	(3,167)	(1,082)

12 INCOME TAX EXPENSES

Under the current laws of the Cayman Islands, the Company incorporated in the Cayman Islands is not subject to tax on income or capital gain. Additionally, the Cayman Islands do not impose a withholding tax on payments of dividends to equity holders.

No Hong Kong profits tax was provided for as there was no estimated assessable profit that was subject to Hong Kong profits tax during the six months ended 30 June 2025 and 2024.

PRC corporate income tax provision is made on the estimated assessable profits of entities within the Group incorporated in the PRC and is calculated at the applicable tax rates in accordance with the relevant regulations of the PRC after considering the available tax benefits from refunds and allowances.

An analysis of the income tax expenses for the period is as follows:

	Six months ended 30 June	
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited) Re-present
Current income tax	(10,895)	(14,172)
Deferred income tax	6,149	5,874
	(4,746)	(8,298)

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

13 EARNINGS/(LOSS) PER SHARE

(a) Basic earnings/(loss) per share

Basic earnings/(loss) per share is calculated by dividing the profit attributable to the equity holders of the Company by the weighted average number of ordinary shares in issue during the period, excluding shares held for share-based payment scheme (Note 21).

	Six months ended 30 June	
	2025 (Unaudited)	2024 (Unaudited) Re-present
Profit attributable to the equity holders of the Company (RMB'000)		
Continuing operations	41,478	23,461
Discontinued operation	(407)	(1,608)
	41,071	21,853
Weighted average number of ordinary shares in issue (thousands)	150,004	150,995
Basic earnings/(loss) per share attributable to the equity holders of the Company (RMB per share)		
Continuing operations	0.27	0.15
Discontinued operation	—	(0.01)
	0.27	0.14

(b) Diluted earnings/(loss) per share

Diluted earnings/(loss) per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after income tax effect of interest and other financing costs associated with dilutive potential ordinary shares, and
- the weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

For the six months ended 30 June 2025 and 2024, share options granted to employees were assumed to be potential ordinary shares and have been considered in the determination of diluted earnings per share, among which certain share option schemes were not included in the calculation of diluted earnings per share because they were anti-dilutive for the respective period ended 30 June 2025 and 2024, as the average market price of the ordinary share during the six months ended 30 June 2025 and 2024 was lower than the exercise prices of these schemes, respectively. These share options could potentially dilute basic earnings per share in the future.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

13 EARNINGS/(LOSS) PER SHARE (Continued)

(b) Diluted earnings/(loss) per share (Continued)

The diluted earnings/(loss) per share for the six months ended 30 June 2025 and 2024 was as following:

	Six months ended 30 June	
	2025 (Unaudited)	2024 (Unaudited) Re-present
Profit attributable to the equity holders of the Company (RMB'000)		
Continuing operations	41,478	23,461
Discontinued operation	(407)	(1,608)
	41,071	21,853
Weighted average number of ordinary shares in issue (thousands)	150,004	150,995
Adjustments for calculation of diluted earnings per share (thousands):		
– Share options	3,540	3,485
Weighted average number of ordinary shares and potential ordinary shares used as the denominator in calculating diluted earnings per share (thousands)	153,544	154,480
Diluted earnings/(loss) per share attributable to the equity holders of the Company (RMB per share)		
Continuing operations	0.27	0.15
Discontinued operation	—	(0.01)
	0.27	0.14

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

14 PROPERTY, PLANT AND EQUIPMENT

	Right-of-use assets property RMB'000	Computer equipment RMB'000	Electrical appliances RMB'000	Furniture RMB'000	Leasehold improvements RMB'000	Vehicle RMB'000	Total RMB'000
At 1 January 2024 (Audited)							
Cost	66,544	22,823	1,457	6,988	24,643	519	122,974
Accumulated depreciation	(49,275)	(19,116)	(1,327)	(4,291)	(16,956)	(135)	(91,100)
Net book amount	17,269	3,707	130	2,697	7,687	384	31,874
Six month ended 30 June 2024							
Opening net book amount	17,269	3,707	130	2,697	7,687	384	31,874
Additions	18,435	375	2	63	4,812	—	23,687
Lease change	(45)	—	—	—	—	—	(45)
Disposals	(535)	(74)	(1)	(15)	—	—	(625)
Depreciation charge	(11,012)	(2,147)	(63)	(641)	(3,061)	(54)	(16,978)
Closing net book amount	24,112	1,861	68	2,104	9,438	330	37,913
At 30 June 2024 (Unaudited)							
Cost	66,502	21,851	1,400	6,642	24,946	519	121,860
Accumulated depreciation	(42,390)	(19,990)	(1,332)	(4,538)	(15,508)	(189)	(83,947)
Net book amount	24,112	1,861	68	2,104	9,438	330	37,913
At 1 January 2025 (Audited)							
Cost	54,735	24,659	1,399	6,135	22,100	569	109,597
Accumulated depreciation	(18,731)	(21,869)	(1,340)	(4,786)	(16,292)	(293)	(63,311)
Net book amount	36,004	2,790	59	1,349	5,808	276	46,286
Six month ended 30 June 2025							
Opening net book amount	36,004	2,790	59	1,349	5,808	276	46,286
Additions	9,181	740	12	—	360	—	10,293
Depreciation charge	(9,394)	(913)	(15)	(375)	(2,354)	(45)	(13,096)
Disposals of a subsidiary	(3,374)	(1,719)	(1)	—	(1,220)	(231)	(6,545)
Closing net book amount	32,417	898	55	974	2,594	—	36,938
At 30 June 2025 (Unaudited)							
Cost	46,882	23,680	1,410	6,135	21,240	338	99,685
Accumulated depreciation	(14,465)	(22,782)	(1,355)	(5,161)	(18,646)	(338)	(62,747)
Net book amount	32,417	898	55	974	2,594	—	36,938

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

15 INTANGIBLE ASSETS

	Software RMB'000	Goodwill RMB'000	Customer relationships RMB'000	Total RMB'000
At 1 January 2024 (Audited)				
Cost	14,780	324,234	116,899	455,913
Impairment loss	—	(16,372)	—	(16,372)
Accumulated amortisation	(4,516)	—	(34,269)	(38,785)
Net book amount	10,264	307,862	82,630	400,756
Six month ended 30 June 2024				
Opening net book amount	10,264	307,862	82,630	400,756
Additions	514	—	—	514
Amortisation charge	(925)	—	(11,690)	(12,615)
Closing net book amount	9,853	307,862	70,940	388,655
At 30 June 2024 (Unaudited)				
Cost	15,294	324,234	116,899	456,427
Impairment loss	—	(16,372)	—	(16,372)
Accumulated amortisation	(5,441)	—	(45,959)	(51,400)
Net book amount	9,853	307,862	70,940	388,655
At 1 January 2025 (Audited)				
Cost	14,994	324,234	116,899	456,127
Impairment loss	—	(147,317)	—	(147,317)
Accumulated amortisation	(6,040)	—	(57,649)	(63,689)
Net book amount	8,954	176,917	59,250	245,121
Six month ended 30 June 2025				
Opening net book amount	8,954	176,917	59,250	245,121
Amortisation charge	(825)	—	(10,208)	(11,033)
disposal of a subsidiary	(7,126)	(134,616)	(41,486)	(183,228)
Closing net book amount	1,003	42,301	7,556	50,860
At 30 June 2025 (Unaudited)				
Cost	6,523	58,673	28,000	93,196
Impairment loss	—	(16,372)	—	(16,372)
Accumulated amortisation	(5,520)	—	(20,444)	(25,964)
Net book amount	1,003	42,301	7,556	50,860

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

15 INTANGIBLE ASSETS (Continued)

(a) Goodwill

As at 30 June 2025, the net carrying amount of goodwill amounted to RMB 42,301,000 (31 December 2024: RMB176,917,000) has been allocated to the subsidiaries acquired as a whole for impairment testing as follow:

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Lingshi Yuntian and Shanghai Lingshi(a)	42,301	42,301
Shanghai Sirui Information Technology Co., Ltd. ("Shanghai Sirui")(b)	—	134,616

The management performed an impairment assessment on the goodwill as at each balance sheet date. The recoverable amounts of these subsidiaries are determined based on value-in-use calculations.

The management conducted a comprehensive review of the operation of the cash-generating unit ("CGU"), adjusted the profit forecast and recalculated the recoverable amount of the CGU as at 30 June 2025. The following table set out the key assumptions for those CGUs that have significant goodwill allocated to them as at 30 June 2025.

	Annual revenue growth rate for the 5-year period (%)	Operating profit rate (%)	Terminal revenue growth rate (%)	Pre-tax discount rate (%)
Lingshi Yuntian and Shanghai Lingshi (a)	2%-9%	11%-13%	2%	22%

(a) Lingshi

According to management's estimation of the recoverable amount of Lingshi Yuntian and Shanghai Lingshi CGU with the assistance of an independent valuer, the directors of the Company determined that no impairment loss on goodwill allocated to Lingshi Yuntian and Shanghai Lingshi CGU for the six months ended 30 June 2025 (30 June 2024: nil).

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

15 INTANGIBLE ASSETS (Continued)

(a) Goodwill (Continued)

(b) Sirui

According to the management's estimation of the recoverable amount of Shanghai Sirui CGU with the assistance of an independent valuer, which was calculated based on its value in use that was assessed to be higher than its fair value less costs to sell, the Group recognised an impairment loss of RMB130,945,000 on goodwill allocated to Shanghai Sirui CGU for the year ended 31 December 2024 (2023: nil), taking into account Shanghai Sirui's financial performance in 2024 and future market outlook. It resulted in a reduction in the carrying amount of the goodwill allocated to Shanghai Sirui CGU from RMB265,561,000 to RMB134,616,000 as at 31 December 2024.

On 30 December 2024, the Group and Neusoft Group Co., Ltd. entered into an asset purchase agreement, pursuant to which the Group conditionally agreed to sell, and Neusoft Group Co., Ltd. conditionally agreed to buy, 46.0% of the equity interests in Shanghai Sirui Information Technology Co., Ltd. ("Shanghai Sirui") held by the Group. On 10 March 2025, the Group and Neusoft Group Co., Ltd. entered into a supplemental agreement setting out the finalised consideration of RMB 320,698,200 and other terms and conditions supplementing the asset purchase agreement. Upon the completion of the the disposal on 30 May 2025, the goodwill of Sirui was terminated.

16 FINANCIAL INSTRUMENTS BY CATEGORY

The Group held the following financial instruments:

Financial assets

	Note	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
<i>Financial assets at amortised cost</i>			
Trade receivables, contract assets and notes receivables	18	1,396,348	1,730,939
Deposits and other receivables	17	13,908	23,791
Other non-current assets (i)		45,864	41,424
Restricted cash	19	26,225	25,382
Cash and cash equivalents	19	376,275	397,698
<i>Financial assets at fair value through other comprehensive income</i>			
Notes receivables (iii)		4,126	17,367
<i>Financial assets at fair value through profit or loss</i>			
Wealth management products purchased from banks (ii)		27,317	27,086
Investments in joint ventures at fair value through profit or loss (v)		11,000	11,000
Derivative financial instruments (iv)		2,314	2,305
		1,903,377	2,276,992

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

16 FINANCIAL INSTRUMENTS BY CATEGORY (Continued)

Financial liabilities

	Note	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
<i>Financial liabilities at amortised cost</i>			
Trade and other payables (excluding accrued payroll and welfare, VAT and surcharges and dividends payable)	22	40,571	60,773
Borrowings		232,751	455,616
Redemption liabilities to non-controlling interests(vi)		554	6,746
Lease liabilities	24	29,371	34,551
		303,247	557,686

- (i) As at 30 June 2025, other non-current assets mainly included lendings to employees under the employee housing borrowing plan, which were repayable after one year, of approximately RMB30,420,000 (31 December 2024: RMB30,820,000) and deposits paid for lease contracts of approximately RMB15,930,000 (31 December 2024: RMB 10,427,000) that would be repaid at the end of the relevant leasing periods which were over one year.
- The borrowings granted to employees under the employee housing borrowing plan, together with the current portion recorded in other receivables (Note 17), borne interest rate of 1.43% to 3.60% annually.
- (ii) As at 30 June 2025, the Group held certain wealth management products purchased from banks with the amount of approximately RMB27,317,000 (31 December 2024: RMB27,086,000), which will be due within one year.
- (iii) As at 30 June 2025, the Group held total notes receivables from bank of approximately RMB 4,489,000, which will be due within one year, of which RMB 4,133,000 are measured at FVOCI, as the notes receivables are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principle and interest (31 December 2024: approximately RMB21,854,000, which will be due within one year, of which RMB17,374,000 are measured at FVOCI).
- (iv) The Group was entitled to a liquidation preference right in a joint venture, which was measured as derivative financial instruments separately. The Group engaged a third-party valuer to determine the fair value of the derivative financial instruments. As at 30 June 2025, the fair value of the liquidation preference rights was RMB2,314,000 (31 December 2024: RMB2,305,000).
- (v) As at 30 June 2025 and 31 December 2024, the Group held certain investment in ordinary shares with preferential rights issued by a investee company. The Group maintained joint control in the company.
- (vi) In 2024, the Group entered into an equity interests transfer agreement with the non-controlling interests of the non-wholly owned subsidiary, Haikou Tonghe Technology Co., Ltd. ("Haikou Tonghe"), pursuant to which, the Group issued a put option to the non-controlling interests which grants its right to sell the 40% equity interest in Haikou Tonghe to the Group. The put option written to the non-controlling interests of Haikou Tonghe was then regarded as redemption liability determined as the present value of estimated future cash outflows assuming the exercise of the put option by the non-controlling interests, with corresponding charges in equity.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

17 PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Prepayments	17,812	16,757
Deposits	10,279	12,257
Input VAT deductible	4,459	2,492
Other receivables	3,879	12,297
Less: provision for impairment	(250)	(763)
	36,179	43,040

As at 30 June 2025 and 31 December 2024, the fair value of other receivables of the Group, except for the prepayments and input VAT deductible, which were not financial assets, approximated their carrying amounts.

As at 30 June 2025 and 31 December 2024, the carrying amounts of prepayments, deposits and other receivables were primarily denominated in RMB.

18 TRADE RECEIVABLES, CONTRACT ASSETS AND NOTES RECEIVABLES

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Trade receivables and contract assets	1,425,841	1,751,648
Less: provision for impairment of trade receivables and contract assets	(29,848)	(25,170)
Trade receivables and contract assets - net	1,395,993	1,726,478
Notes receivables at amortised cost	357	4,480
Less: provision for impairment of notes receivables	(2)	(19)
Notes receivables at amortised cost-net	355	4,461
	1,396,348	1,730,939

The directors of the Company considered that the carrying amounts of the trade receivables, contract assets and note receivables balances approximated their fair values as at 30 June 2025 and 31 December 2024.

Trade receivables, contract assets and note receivables with a total gross carrying amount of RMB117,340,000 as at 30 June 2025 were pledged for the Groups bank borrowings. (As at 31 December 2024: RMB98,144,000).

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

18 TRADE RECEIVABLES, CONTRACT ASSETS AND NOTES RECEIVABLES (Continued)

The Group generally allows a credit period of 10 to 180 days to its customers. Ageing analysis of trade receivables and contract assets based on recognition date without consideration of respective credit terms before provision for impairment was as follows:

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Trade receivables and contract assets		
– within 3 months	1,231,432	1,175,619
– 4 months to 6 months	87,786	398,641
– 7 months to 9 months	67,061	78,821
– 10 months to 12 months	27,989	30,828
– Over 12 months	11,573	67,739
	1,425,841	1,751,648

Impairment and risk exposure

The Group applies HKFRS 9 simplified approach to measuring the expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets (Note 5.1).

19 CASH AND CASH EQUIVALENTS AND RESTRICTED CASH

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Cash on hand	21	21
Cash at banks	402,479	423,059
Less: restricted cash - current (i)	(23,225)	(19,382)
restricted cash - non-current (i)	(3,000)	(6,000)
Cash and cash equivalents	376,275	397,698

- (i) As at 30 June 2025 and 31 December 2024, restricted cash mainly represented deposits held at bank in relation to provision of bank guarantee for the application of certain operational qualification certificates.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

20 DISCONTINUED OPERATIONS

On 30 December 2024, the Group and Neusoft Group Co., Ltd. entered into an asset purchase agreement, pursuant to which the Group conditionally agreed to sell, and Neusoft Group Co., Ltd. conditionally agreed to buy, 46.0% of the equity interests in Shanghai Sirui Information Technology Co., Ltd. ("Shanghai Sirui") held by the Group. On 10 March 2025, the Group and Neusoft Group Co., Ltd. entered into a supplemental agreement setting out the finalised consideration of RMB 320,698,200 and other terms and conditions supplementing the asset purchase agreement. The disposal was completed on 30 May 2025.

In accordance with HKFRS 5 - Non-current Assets Held for Sale and Discontinued Operations, the operating results of the Shanghai Sirui before the completion date of disposal have been presented as discontinued operation in the Group's consolidated income statement for the six months ended 30 June 2025. The comparative figures in the consolidated income statement for the six months ended 30 June 2024 were re-presented to reflect the reclassification between continuing operations and discontinued operation of the Group accordingly.

The financial performance and cash flow information presented below are for the five months ended 30 May 2025 and six months ended 30 June 2024.

(a) Financial performance and cash flow information

	Five months ended 30 May 2025 RMB'000 (Unaudited)	Six months ended 30 June 2024 RMB'000 (Audited)
Revenue	381,683	425,439
expenses	(391,743)	(427,556)
Provision for net impairment losses on financial assets	(13,661)	(3,734)
Other income	538	673
Other losses, net	(91)	(134)
Profit before income tax	(23,274)	(5,312)
Income tax expense	1,831	1,817
Loss and total comprehensive loss from discontinued operations	(21,443)	(3,495)
Gain on disposal of Shanghai Sirui	9,457	—
	(11,986)	(3,495)
Loss and total comprehensive loss attributable to: Owners of the Company	(407)	(1,608)
Non-controlling interests	(11,579)	(1,887)
Net cash (used in)/generated from operating activities	(54,256)	(63,526)
Net cash used in investing activities	(953)	(1,359)
Net cash generated from financing activities	33,606	17,138
Net increase in cash generated by the discontinued operations	(21,603)	(47,747)

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

20 DISCONTINUED OPERATIONS (Continued)

(b) Details of the sale of the subsidiary

	As at 30 May 2025 RMB'000 (Unaudited)
Consideration received or receivable:	
Cash	320,700
Total disposal consideration	320,700
Goodwill (Note 15)	(134,616)
Carrying amount of net assets attributable to the company disposed of	(176,627)
Gain on disposal of Shanghai Sirui	9,457
Consideration settled by cash	320,700
Less: cash and bank balances disposed of	(18,237)
Net cash outflow from disposal of a subsidiary	302,463

The carrying amounts of assets and liabilities as at the date of disposal:

	As at 30 May 2025 RMB'000 (Unaudited)
Property, plant and equipment	6,545
Intangible assets	48,612
Deferred income tax assets	3,406
Trade receivables, contract assets and notes receivables	574,822
Financial assets at fair value through other comprehensive income	28,999
Prepayments, deposits and other receivables	13,224
Inventories	20,288
Restricted cash - current	1,044
Cash and cash equivalents	18,237
Total assets	715,177
Deferred income tax liabilities	6,223
Lease liabilities	3,402
Trade and other payables	130,736
Contract liabilities	2,101
Borrowings	188,744
Total liabilities	331,206
Net assets disposed of	383,971
Less: non-controlling interests	(207,344)
Net assets attributable to the Company disposed of	176,627

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

21 SHARE CAPITAL, SHARE PREMIUM AND SHARES HELD FOR SHARE-BASED PAYMENT SCHEME

Authorised:	Number of ordinary shares	Nominal value of ordinary shares USD
(Unaudited) At 1 January 2025 and 30 June 2025	2,000,000,000	100,000
(Unaudited) At 1 January 2024 and 30 June 2024	2,000,000,000	100,000

Issued:	Number of ordinary shares	Nominal value of ordinary shares USD	RMB'000	Share premium RMB'000	Shares held for share-based payment scheme RMB'000
(Unaudited) At 1 January 2024	156,699,879	7,836	53	2,167,837	(94,313)
Acquisitions of shares held for share-based payment scheme (i)	—	—	—	—	(6,080)
Dividends (Note 25)	—	—	—	(12,881)	—
At 30 June 2024	156,699,879	7,836	53	2,154,956	(100,393)
(Unaudited) At 1 January 2025	156,699,879	7,836	53	2,155,444	(101,575)
Acquisitions of shares held for share-based payment scheme (i)	—	—	—	0	—
Dividends (Note 25)	—	—	—	—	—
At 30 June 2025	156,699,879	7,836	53	2,155,444	(101,575)

- (i) Shares held for share-based payment scheme represented shares of the Company that were held by a trustee, which was consolidated in the Group's financial statements, for the purpose of granting award shares under the post-IPO share award scheme.

As of 30 June 2025, total number of shares held by the trustee for sharebased payment scheme was 6,696,300 shares (31 December 2024: 6,696,300 shares).

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

22 TRADE AND OTHER PAYABLES

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Trade payables due to third parties	16,832	24,465
Trade payables due to a joint venture	—	9
Trade payables due to an associate	583	487
Accrued payroll and welfare	423,075	531,101
VAT and surcharges	83,603	109,260
Risk deposit due to customers	12,186	11,246
Others	11,524	24,566
	547,803	701,134

As at 30 June 2025 and 31 December 2024, all trade and other payables of the Group were unsecured and non-interest bearing. The fair value of trade and other payables, except for accrued payroll and welfare and VAT and surcharges, which were not financial liabilities, approximated their carrying amounts due to short maturities.

As at 30 June 2025 and 31 December 2024, the ageing analysis of the trade payables based on invoice date was as follows:

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Trade payables		
– Within 6 months	17,415	24,961

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

23 LEASE LIABILITIES

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Minimum lease payments due:		
Within 1 year	14,321	15,535
Between 1 and 2 years	14,134	13,578
Between 2 and 5 years	892	5,819
Later than 5 years	1,540	1,540
	30,887	36,472
Less: future finance charges	(1,516)	(1,921)
	29,371	34,551
Present value of lease liabilities		
Within 1 year	13,460	14,537
Between 1 and 2 years	13,840	13,088
Between 2 and 5 years	744	5,624
Later than 5 years	1,327	1,302
	29,371	34,551

As at 30 June 2025 and 31 December 2024, the fair value of lease liabilities approximated their carrying amounts.

24 BORROWINGS

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Bank borrowings	232,751	455,616

As at 30 June 2025, the remaining balance of bank borrowings comprised secured bank borrowings of approximately RMB 50,000,000 by bank deposits and/or receivables (note 18) and unsecured bank borrowings of approximately RMB 182,751,000 (31 December 2024: RMB 45,000,000 by bank deposits and/or receivables and unsecured bank borrowings of approximately RMB 410,599,000).

As at 30 June 2025, the balance of bank borrowings were matured within one year with annual interest rates of 1.43% to 3.60% (31 December 2024: matured within one year with annual interest rates of 2.48% to 3.83%).

As at 30 June 2025 and 31 December 2024, the carrying amounts of borrowings were denominated in RMB.

Notes to the Condensed Consolidated Interim Financial Information

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25 DIVIDENDS

At a Board meeting held on 29 August 2025, the directors of the Company proposed an interim dividend of HK\$0.09 per ordinary share for the six months ended 30 June 2025 using the share premium account. This proposed dividend is not reflected as a dividend payable in these financial statements, but will be reflected as an appropriation of reserves for the year ending 31 December 2025.

On 12 June 2024, a final dividend in respect of the year ended 31 December 2023 of HK\$0.09 per ordinary share was approved by the shareholders at the annual general meeting of the Company. The final dividend of approximately HKD14,103,000 (equivalent to approximately RMB12,881,000) was distributed from the share premium account and was paid in July 2024.

26 RELATED PARTY TRANSACTIONS

(a) Key management personnel compensation

Key management includes directors (executive and non-executive), chief financial officer, vice president and secretary of the board of directors, the compensation paid or payable to key management for employee services was shown below:

	Six months ended 30 June	
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited)
Basic salaries, housing allowances, share options, other allowances and benefits in kind	2,926	3,739
Contribution to pension scheme	20	20
Discretionary bonuses	359	157
	3,305	3,916

(b) Names and relationships with related parties

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operational decisions. Parties are also considered to be related if they are subjected to common control. Members of key management and their close family members of the Group are also considered as related parties.

The following significant transactions were carried out between the Group and its related parties during the years presented. In the opinion of the directors of the Company, the related party transactions were carried out in the normal course of business and at terms negotiated between the Group and the respective related parties.

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

26 RELATED PARTY TRANSACTIONS (Continued)

(c) Transactions with related parties

The following transactions occurred with related parties:

	Six months ended 30 June	
	2025 RMB'000 (Unaudited)	2024 RMB'000 (Unaudited)
Purchase of subcontracting services from an associate – Zhejiang Wanyoumali Network Technology Co., Ltd. ("Wanyoumali")	—	2,580
Provide consulting services to an associate – Wanyoumali	4,327	4,691

(d) Balances with related parties

The following balance was outstanding at the end of the reporting period in relation to transactions with related parties:

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Trade payables to joint venture – Xunteng Group	—	9
Trade payables to an associate – Wanyoumali	583	487
Trade receivables to associate – Wanyoumali	760	853

Notes to the Condensed Consolidated Interim Financial Information

For the six months ended 30 June 2025

27 COMMITMENTS

(a) Non-cancellable operating leases

The Group leased IT-equipment and other small items of office furniture during the periods. The total commitment amount was not material.

(b) Capital commitments

Significant capital expenditure contracted for, but not recognised as liabilities was as follows:

	As at 30 June 2025 RMB'000	As at 31 December 2024 RMB'000
Purchase of property, plant and equipment	2,902	92

28 CONTINGENT LIABILITIES

As at 30 June 2025 and 31 December 2024, the Group had no material contingent liabilities.

29 EVENTS OCCURRING AFTER THE REPORTING PERIOD

There was no significant event of the Group occurred after the balance sheet date.