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Bairong Inc.

百融雲創

(A company controlled through weighted voting rights and incorporated in the Cayman Islands with limited liability)

(Stock Code: 6608)

ANNUAL RESULTS ANNOUNCEMENT FOR THE YEAR ENDED DECEMBER 31, 2025

The board (the “**Board**”) of directors (the “**Directors**”) of Bairong Inc. (the “**Company**”, together with its subsidiaries and consolidated affiliated entities, the “**Group**”) is pleased to announce the annual audited consolidated results of the Group for the year ended December 31, 2025 (the “**Reporting Period**”), together with the comparative figures for the corresponding year in 2024. The annual results have been reviewed by the Company’s audit committee (the “**Audit Committee**”).

In this announcement, “we”, “us”, “our” and “Bairong” refer to the Company and, where the context otherwise requires, the Group. Certain amounts and percentage figures included in this announcement have been subject to rounding adjustments, or have been rounded to single digits or two decimal places. Any discrepancies in any table or elsewhere between totals and sums of amounts listed therein are due to rounding.

HIGHLIGHTS

	Year ended December 31,		
	2025	2024	Change
	<i>(RMB in thousands, except percentages)</i>		
Revenue	2,920,215	2,929,267	(0.31%)
Model as a service (“ MaaS ”)	1,019,061	932,473	9%
Business as a service (“ BaaS ”)	1,901,154	1,996,794	(5%)
BaaS – Financial Scenario	1,370,756	1,410,695	(3%)
BaaS – Insurance Scenario	530,398	586,099	(10%)
Gross profit	2,101,862	2,141,712	(2%)
Gross profit margin	72%	73%	(1pct)
Operating profit	60,383	285,234	(79%)
Operating profit margin	2%	10%	(8pct)
Profit for the year	73,873	266,029	(72%)
Net profit margin	3%	9%	(6pct)
<i>Non-IFRS measures</i> ^(Note)			
Non-IFRS profit for the year	178,625	376,051	(52%)
Non-IFRS profit margin	6%	13%	(7pct)
Non-IFRS EBITDA	244,448	486,176	(50%)
Non-IFRS EBITDA margin	8%	17%	(9pct)

Note: See the section headed “Non-IFRS Measures” for more information about the non-IFRS measures.

BUSINESS REVIEW

Operation Review

We are a leading pioneer in enterprise AI agent solutions. Guided by our mission of “Empowering Every Industry and Home with AI”, we deliver services through a Result as a Service (RaaS) model, providing institutional clients with tailored AI agent capabilities. Leveraging our proprietary BR-LLM large model and “Bairong CybotStar 百融百工”, our enterprise AI agent operating system, we empower clients to build and deploy their own custom AI agents. We also deliver end-to-end outsourced business outcomes through business processes and role-based services. We have served more than 8,000 institutional clients while maintaining a core client retention rate of 98% in certain business lines. Our clients span a range of industries, including internet, retail, telecommunications, education, and healthcare, with services applied across diverse scenarios such as marketing, operations, intelligent customer service and outbound client outreach, contract/invoice and policy interpretation, credit granting and anti-fraud screening, claims settlement and records management, and recruitment and training. We have cumulatively obtained 573 patents and software copyrights. As a representative enterprise in the application of new quality productive forces, we were recognized as one of the “Top 60 AI Companies in China” in Morgan Stanley’s in-depth industry report, and received an A rating from Wind ESG Rating.

In 2025, the Company officially established its strategy of “becoming a leading enterprise-grade AI agent partner” and extended our deployment of AI agents into a broader range of industries and scenarios. We have moved beyond the traditional software model of selling tools and the conventional approach to marketing, and pioneered a new RaaS (Result as a Service) paradigm. Under this model, AI is delivered through AI agents that can take direct responsibility for business outcomes. Pricing is based on verifiable business results, and we align our interests closely with those of our clients, enabling truly end-to-end outsourcing. At the core of this strategy is our flagship architecture, Results Cloud, which enables enterprises to deploy, manage, and measure teams of AI agents. These AI agents are no longer merely supportive tools, but digital colleagues capable of taking on roles and responsibilities and delivering results. Working alongside carbon-based employees under a silicon-carbon co-governance model, they are able to complete end-to-end high-frequency, repetitive, knowledge-intensive, and cross-system tasks. Under the overall strategic direction of RaaS, our revenue model mainly includes: (1) Business Outsourcing (AI BPO): This is the principal cooperation model adopted for our Business as a Service (BaaS) business. Fees are based on the business results achieved or the scale delivered, with no charges before assisting institutional clients in generating revenue. (2) Role-based Outsourcing (AI Staffing): This is the principal cooperation model adopted for our Model as a Service (MaaS) business. Fees are assessed on the role, with charges determined by referencing the market salary levels of comparable carbon-based employees, taking into account the tasks and workload of the deployed AI agents.

Under the direction of our silicon-carbon co-governance and silicon-silicon collaboration, we deliver enterprise-grade AI agents that are capable of generating results for clients, primarily in the following two categories:

- (1) CX (Customer Experience-oriented AI agents that enhance external customer experience): such as marketing AI agents and customer service AI agents.
- (2) EX (Employee Experience-oriented AI agents that enhance internal employee experience): such as risk control AI agents, credit review AI agents, recruitment AI agents, and finance, tax and legal AI agents.

We are at the start of the Agentic AI era, which presents unprecedented market opportunities. According to a report by EO Intelligence, the AI Agent market is expected to grow from RMB57.4 billion in 2023 to RMB3,300.9 billion in 2028. At the same time, continued policy support is driving the AI market from optional investment to mission-critical deployment. In 2025, the State Council promulgated the Opinions on Further Implementing the “Artificial Intelligence Plus” Action (《關於深入實施「人工智能+」行動的意見》) (Guo Fa [2025] No. 11), which for the first time established an AI development roadmap in the form of top-level policy design and set quantified targets: penetration rates of over 70% for intelligent terminals and intelligent agents by 2027 and over 90% by 2030. In 2025, we made early-stage strategic progress. AgentOS, an enterprise-grade intelligent agent platform, completed algorithm filing, and our self-developed BR-LLM large language model completed large model filing. This not only enabled us to meet increasingly stringent regulatory requirements, but also helped create industry barriers to entry and laid the foundation for our differentiated competitive strengths. Driven by both the national strategy and favorable macro trends, the industry in which we operate has entered a golden window of opportunity.

Research and Development Progress

In 2025, we onboarded a substantial number of top-tier AI talents, increased investment in data and algorithms, and strengthened infrastructure deployment, achieving substantive breakthroughs in technological accumulation and the development of differentiated advantages.

- **At the application technology level**, we leapt from foundational capabilities to industry-leading performance. **In the field of speech models**, our proprietary Automatic Speech Recognition (ASR) and Text-to-Speech (TTS) models were upgraded from a three-stage architecture to an end-to-end large model solution. These models now support 52 voice types as well as multiple dialects and languages such as Cantonese and Japanese, while reducing inference latency from hours to seconds. Our current speech interaction technology has achieved accuracy rates of over 99% in semantic understanding, over 95% in emotion recognition, and 100% in interruption recognition, with response speeds at the 40-millisecond level. **In the field of intelligent agent operations**, we have also established support for an enterprise-grade AgentDevOps framework and developed an innovative Free-Training solution, enabling automatic monitoring and optimization at the agent operations level and supporting the continuous enhancement of performance after the deployment of a large number of agents. **In the field of AI agent applications**, our lifecycle management of AI agents has become increasingly mature. The development cycle has been shortened from two months to two weeks. The AI agents we deliver not only conduct self-evaluation before taking up their roles, but are also capable of continuous self-iteration after deployment through feedback collection, identification of areas for improvement and self-optimization.
- **At the large model level**, we successfully upgraded our technical architecture to a Mixture of Experts (MoE) framework and introduced Direct Preference Optimization (DPO) post-training technology. Following four to six rounds of iteration, multiple **industry-specific large models** have been applied in business scenarios such as telecom package recommendation and renewal, cosmetics customer service and product recommendation, maternal and infant product recommendation, wealth product marketing, and credit card installment services and recruitment screening. Our **end-to-end speech large model** has achieved a recognition accuracy rate of over 90% and has already been deployed into production. In addition, **in the field of visual models**, we started from scratch and progressed rapidly, making breakthroughs in tasks such as financial and medical document classification and complex structure and content extraction, laying a path for the subsequent commercialization of such models.
- **At the engineering infrastructure level**, we completed the build-out of the three-layer architecture for Results Cloud and a major version upgrade of our proprietary training and inference platform. This three-layer architecture is composed of “AI Infra – AgentOS – Agent Store”: i) AI Infra, as the technical foundation, has established a large model production system for multiple scenarios; ii) AgentOS, as an industrialized production platform for intelligent agents, integrates three core modules, namely LLM Ops, Agent Builder and Agent Runtime, and supports low-code visual orchestration, enterprise knowledge base access and extension through the Model Context Protocol (MCP) communication protocol; and iii) Agent Store, as an AI agent store, provides enterprises with out-of-the-box scenario-based solutions, enabling them to deploy, manage and measure teams of AI agents. In addition, in response to the industry reality that “cost determines the ceiling” for model applications, we restructured the previous generation of our training and inference platform, driving latency one-third lower, resource consumption one-half lower, and throughput on mainstream graphics cards 1.5 times higher. At the same time, our major models have also completed adaptation to domestic graphics cards.

- **In terms of cost control**, our industry-specific large models, which represent a key focus area for us, are able to flexibly adapt computing power and costs according to different model sizes, replicate and share knowledge across different scenarios, and achieve stable multi-location operation and optimal total-cost deployment through a hybrid elastic architecture. Leveraging the BR Vortex inference engine, which integrates computing, intelligent scheduling and multi-level cache, we have achieved efficient model inference capabilities, increasing computing utilization by 30% and improving hybrid scheduling throughput by three times.

Product Progress

In 2025, we formally established a flagship AI agent product matrix covering both the Customer Experience (CX) and Employee Experience (EX). Flagship products sold to external parties include:

- **BaiYing, our marketing and customer service AI agent (CX)**: Through the integrated support of AI agent operations for business processing and analytical dashboards, marketing AI agents for solutions explanation and product recommendations, and customer service AI agents for remote troubleshooting and issue resolution, BaiYing helps B-end institutional clients achieve a closed-loop marketing and customer service model under a unified brain and dashboard. BaiYing has been widely applied in more than 1,000 operational scenarios across wealth management, telecommunications operators, retail and other industries, and supports interactive functions such as emotion recognition as well as language dialects and an English-language version.
- **BaiZhi, our analyst AI agent (CX)**: Through a MasterAgent architecture enabling collaboration among multiple agents, together with integrated deployment across recording card, PC and app terminals, BaiZhi addresses pain points such as information overload, fragmented information and the high cost of manual collection, helping professionals quickly achieve a full closed loop of “listen-record-note-write”.
- **BaiJian, our legal, commercial, finance and tax AI agent (EX)**: Through legal, commercial, finance and tax AI agents doing standardized work such as information collection, case retrieval, text drafting and process management, and carbon-based experts focusing on rule-setting, value judgment, final review and professional endorsement, BaiJian has established a collaborative model where AI agents undertake 90% of the workload while carbon-based experts undertake the remaining 10%.

- **BaiCai, our recruitment AI agent (EX):** Through the dual-engine model of AI interviewers and intelligent screening, BaiCai addresses key recruitment pain points such as slow hiring, inaccurate candidate assessment and difficulty in diagnosing recruitment issues, serving as a digital recruiter for enterprise talent acquisition.
- **AI agent Home:** In addition to externally delivered products such as BaiYing, BaiZhi, BaiJian and BaiCai, we have internally built the “**AI agent Home**” based on the AgentOS platform. It manages approximately 200 types of internal AI agents in total, with each position corresponding to the workload of multiple carbon-based employees and capable of being frequently invoked by multiple users. These positions comprehensively cover functions such as finance, legal, human resources and operations, and extend across the whole process of LTC (lead to cash), customer service, testing and quality inspection.

Customer Progress

In 2025, with AI agents at the core, we achieved scaled commercial breakthroughs across a broad range of industries. Our benchmark projects covered diversified scenarios including securities, banking, trust services, healthcare and maternal and infant services. We successfully onboarded benchmark clients such as leading securities firms, the three major telecommunications operators and new energy vehicle manufacturers. Across various use cases,

- **Deep penetration into the broader financial sector, establishing benchmark AI applications:** **In the securities sector,** the Company successfully won the bid for and signed the “Wealth AI Agent” project of a leading securities firm, and implemented the “BaiLv AI Multi-agent Full-process Quality Inspection Service” project for a medium-sized securities firm, marking the deep application of AI agents in the securities wealth management sector. **In the banking sector,** the Company won the bid for the “Retail Modelling and Precision Marketing” project of an urban commercial bank and signed the “Deposit Marketing AI Agent” project of a private bank, both of which carry benchmark significance and demonstration effects for the industry. **In the investment banking and trust services sector,** the Company was awarded the “Customer Service AI agent” project by a trust company, securing the first paid order for an AI customer service inbound-call scenario. The Company also implemented the “WeCom Conversation Management AI Agent” project of an international investment bank, creating the first paid order for a AI agent in the WeCom conversation management scenario.

- **Cross-industry expansion, unlocking blue-ocean opportunities for AI applications:** **In the healthcare sector**, we completed the “Mental Health Consultation Intelligent Agent” project from a well-known medical university, marking the successful penetration of AI intelligent agent technology into the vertical scenario of mental health services. At the same time, we implemented the “Chronic Disease Management Genetic Testing Report” project from a medical technology company, under which intelligent agents automatically generate diabetes health management reports, achieving an intelligent upgrade of precision health management services in the broader healthcare sector. **In the lifestyle services sector**, BaiCai Recruitment successively served several leading lifestyle service platforms, using recruitment AI agents to reconstruct blue-collar human resources service workflows and validating our ability to replicate AI technology at scale in labour-intensive service industries. **In the telecommunications sector**, Bairong participated deeply in the digital and intelligent transformation of the telecoms industry, achieving systematic validation and scaled implementation in core provincial markets for telecoms operators, such as Guangdong, Shanghai and Sichuan. Through the “AI agents + embodied intelligence” product form, we supported telecoms operators in moving from a “labour-intensive service operating model” to an “intelligent agent-enabled refined operating model”.
- **Innovative scenarios in emerging industries, achieving strategic breakthroughs:** **In the new energy vehicle sector**, we entered into cooperation with a leading vehicle startup and used AI capabilities to build an AI agent for sales lead collection, helping them to intelligently upgrade their sales process and marking the successful penetration of AI agent technology into high-end manufacturing and new retail scenarios. **In the maternal and infant services sector**, we signed the “Marketing AI agent Project” from a high-end postpartum care center, representing the first AI contract in the maternal and infant industry and achieving a commercial breakthrough for AI technology in the high-end lifestyle services sector. **In the environmental policy sector**, we signed with a provincial environmental policy research institute to deploy AI agents to assist with intelligent reviews of documents uploaded by energy enterprises with carbon emissions, supporting the implementation of the national “dual carbon” strategy and demonstrating the social value we contribute in the fields of government affairs and environmental protection. These benchmark projects fully validate the competitiveness of our AI agent product matrix. Customer willingness to pay increased significantly, which further demonstrates the commercial value of our technology.

MaaS (Model as a Service)

Our MaaS (Model as a Service) business empowers institutional clients with AI-driven intelligent decision-making through AI agents across various roles. The core advantage of our MaaS business lies in more than 10 years of accumulated user profile assets and a strong competitive moat, built by serving more than 8,000 clients. Leveraging Discriminative AI technology, we deploy different AI agents across various business scenarios, such as risk control, credit review and finance, tax, and legal. These AI agents can be flexibly deployed through cloud-based or on-premises models according to customer needs. In addition, our proprietary MaaS cloud platform is secure and reliable, serving over 300 million daily queries with a system reliability rate of up to 99.999%.

For the twelve months ended December 31, 2025, our MaaS business reported revenue of RMB1,019.06 million, representing an increase of 9% year-over-year. During the Reporting Period, the number of Key Clients reached 223, while average revenue per Key Client was RMB3.59 million. Our Key Client retention rate was 98%.

Key metrics of MaaS

	Year ended December 31,		
	2025	2024	Change (%)
	<i>(RMB in thousands, except percentages)</i>		
Revenue from MaaS	1,019,061	932,473	9
Revenue from Key Clients ^(Note)	799,839	711,328	12
Number of Key Clients	223	211	6
Average revenue per Key Client	3,587	3,371	6
Retention rate of Key Clients	98%	97%	1pct

Note: “**Key Clients**” are defined as paying clients that each contributes more than RMB300,000 total revenue to the Company for the past 12 months.

BaaS (Business as a Service)

Our BaaS (Business as a Service) business, powered by Generative AI technology, enables institutions to enhance smart marketing and operations through our self-developed marketing and customer service AI agents and other solutions. This solution significantly improves asset operation efficiency across wealth management, insurance, and internet technology industries. We first perform predictive analysis on the target users of institutional clients, segmenting them into distinct groups. Our system then automatically matches optimal marketing strategies and engages potential users through our marketing and customer service AI agents or other methods to generate transactions. Through these end-to-end services, we reactivate dormant users across various industries while acquiring and converting new users. Our closed-loop approach enables real-time corpus accumulation, model training and refinement, speech iteration, and user profiling for continuous optimization.

BaaS – Financial Scenario

For the twelve months ended December 31, 2025, our BaaS – Financial Scenario business reported revenue of RMB1,370.76 million, representing a decrease of 3% year-over-year.

Key metrics of BaaS – Financial Scenario

	Year ended December 31,		
	2025	2024	Change (%)
	<i>(RMB in thousands, except percentages)</i>		
Revenue from BaaS – Financial Scenario	1,370,756	1,410,695	(3)

BaaS – Insurance Scenario

For the twelve months ended December 31, 2025, our BaaS – Insurance Scenario reported revenue decrease of 10% year-over-year to RMB530.40 million. Total premiums increased by 20% year-over-year to RMB6,519.80 million. Our first-year premiums increased by 25% year-over-year to RMB4,558.53 million and our renewal premiums increased by 9% year-over-year to RMB1,961.27 million. The persistency rate of life insurance premiums continued to exceed 90%, ranking among the top in the industry.

Key metrics of BaaS – Insurance Scenario

	Year ended December 31,		
	2025	2024	Change (%)
	<i>(RMB in thousands, except percentages)</i>		
Revenue from BaaS – Insurance Scenario	530,398	586,099	(10)
Revenue from first year premiums	450,392	486,964	(8)
First year premiums	4,558,527	3,641,095	25
Revenue from renewal premiums	80,006	99,136	(19)
Renewal premiums	1,961,269	1,801,335	9

BUSINESS OUTLOOK

The year 2026 will be a pivotal period for our AI strategy, transitioning from the “capability-building stage” to the “value-realization stage”. As underlying technologies continue to mature and industry applications accelerate, we will be propelled by dual engines of “scaled profitability in mature scenarios” and “forward-looking deployment in innovative scenarios”. This approach is designed to convert technology investment into commercial value and reinforce our leading position in the AI field. The rapid advancement of AI Agent technology is bringing humanity into an era in which everything can be an Agent. To capitalize on a blue-ocean market opportunity with a trillion-yuan scale, we are building differentiated competitive barriers. Anchored by the AgentOS enterprise-grade intelligent agent platform and Results Cloud, our AI agent product matrix, comprising of the Customer Experience (CX) and Employee Experience (EX), comprehensively addresses customer intelligent transformation needs. Leveraging our experience in serving more than 8,000 institutional clients, together with over a decade of dedicated data accumulation and vertical industry know-how, we have established a strong competitive moat. Our key areas of focus going forward will include:

- **Industry Focus:** We will continue to deepen and strengthen our advantages in sectors such as finance and insurance, while expanding the most promising scenarios across a broad range of industries. Priority scenarios include consumer-oriented Contact-Center use cases, covering customer service, marketing information confirmation, and customer management. In addition, we will vigorously develop the Professional • Service sector by integrating legal, commercial, finance, and tax resources, building a shared expert Agent platform, and providing globalized and modularized integrated solutions.
- **Technology and Ecosystem Strategy:** We will open our core capabilities, including voice interaction and intelligent decision-making, to empower industries such as home appliances and transportation, and we will promote natural language as the next-generation interaction interface. We will also develop ecosystem partners, including distributors, Independent Software Vendors (ISVs), and system integrators, and, together with capital partners, we will jointly establish AI industry funds and invest in and incubate AI-native enterprises.

Looking ahead to the next three years, we stand at a historic window of opportunity for the scaled development of Agentic AI. We will capitalize on this critical transition period to establish our position as an industry leader amid the wave of the silicon-based economy and to deliver long-term, sustainable value to shareholders. Over the longer term, we are committed to becoming a leading enterprise-grade AI company in China, enabling enterprises to design, produce, train, deploy and continuously evolve AI employees. We expect this AI transformation to be comparable to steam engine, electricity, and computers in driving an exponential leap in productivity, and we are well positioned to capture the resulting growth potential.

MANAGEMENT DISCUSSION AND ANALYSIS

	Year ended December 31,	
	2025	2024
	<i>(RMB in thousands)</i>	
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Revenue		
MaaS	1,019,061	932,473
BaaS	1,901,154	1,996,794
BaaS – Financial Scenario	1,370,756	1,410,695
BaaS – Insurance Scenario	530,398	586,099
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Total revenue	2,920,215	2,929,267
Cost of sales	(818,353)	(787,555)
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Gross profit	2,101,862	2,141,712
Other income	113,395	130,896
Research and development expenses	(636,778)	(509,290)
General and administrative expenses	(327,787)	(327,723)
Sales and marketing expenses	(1,141,783)	(1,118,937)
Impairment loss	(48,526)	(31,424)
	<hr/>	<hr/>
Profit from operations	60,383	285,234
Finance income	12,616	4,893
Finance costs	(6,170)	(7,005)
Share of (losses)/profits of associates	(3,393)	8,317
	<hr/>	<hr/>
Profit before taxation	63,436	291,439
Income tax benefit/(expense)	10,437	(25,410)
	<hr/>	<hr/>
Profit for the year	73,873	266,029
	<hr/> <hr/>	<hr/> <hr/>
Attributable to:		
Equity shareholders of the Company	66,908	266,182
Non-controlling interests	6,965	(153)
	<hr/>	<hr/>

Revenue

Our total revenue was RMB2,920.22 million and RMB2,929.27 million for the years ended December 31, 2025 and 2024, which remained stable on a year-over-year basis with second-half growth slowed down by the impact of the circular No. 9 of the National Financial Regulatory Administration issued in April 2025, the “Notice on Strengthening the Management of the Internet Loan Facilitation Business of Commercial Banks and Improving the Quality and Efficiency of Financial Services” (the “**Circular No. 9**”).

Our revenue from MaaS increased by 9% from RMB932.47 million for the year ended December 31, 2024 to RMB1,019.06 million for the year ended December 31, 2025, primarily attributable to expanded fields of application and enhanced product competitiveness combining AI algorithms to optimize product performance.

Our revenue from the Financial Scenario of our BaaS decreased by 5% from RMB1,996.79 million for the year ended December 31, 2024 to RMB1,901.15 million for the year ended December 31, 2025, primarily attributable to a prudent adjustment to the product strategies and the withdrawal of relevant products from the market involving certain partnering financial industry clients of the Group as a result of the Circular No. 9 which in turn had a significant impact on the Group’s BaaS-Financial Scenario revenue.

Our revenue from the Insurance Scenario of our BaaS decreased by 10% from RMB586.10 million for the year ended December 31, 2024 to RMB530.40 million for the year ended December 31, 2025. The insurance business demonstrated a remarkable resilience in a challenging economic and operational environment which still maintained a continuous growth of premiums despite the downward trend in product interest rates. The revenue showed signs of stabilizing in the second half year of the year 2025. We proactively navigated more prudent industry regulations, meanwhile we are confident about the future of the insurance industry, which was driven by factors including the aging population and the Chinese consumers’ increasing awareness of the benefits of insurance.

Cost of sales

Our cost of sales increased by 4% from RMB787.56 million for the year ended December 31, 2024 to RMB818.35 million for the year ended December 31, 2025, mainly due to an increase in the increase in data algorithm costs to adapt to the rapid development of AI.

Gross profit and gross profit margin

As a result of the foregoing, the Group’s gross profit decreased by 2% from RMB2,141.71 million for the year ended December 31, 2024 to RMB2,101.86 million for the year ended December 31, 2025. The Group’s gross profit margin decreased from approximately 73% for the year ended December 31, 2024 to 72% for the year ended December 31, 2025, which was attributable to a readjustment of the business structure.

Research and development expenses

The Group’s research and development expenses increased by 25% from RMB509.29 million for the year ended December 31, 2024 to RMB636.78 million for the year ended December 31, 2025, primarily attributable to the increase in the staff costs of our research and development personnel in the AI field to consolidate our talent foundation and enhance our core competitiveness in AI and the increase in expenses resulting from IDC data center-related investments, as well as all associated expenses arising therefrom. Research and development expenses as a percentage of revenue increased by 5pct to 22%.

General and administrative expenses

The Group's general and administrative expenses was RMB327.79 and RMB327.72 million for the years ended December 31, 2025 and 2024 respectively, which remained stable on a year-over-year basis.

Sales and marketing expenses

Our sales and marketing expenses increased by 2% from RMB1,118.94 million for the year ended December 31, 2024 to RMB1,141.78 million for the year ended December 31, 2025, primarily due to the increase of the employee expense of the sales team, to expand into new industries and reach new customers.

Other income

Our other income decreased by 13% from RMB130.90 million for the year ended December 31, 2024 to RMB113.40 million for the year ended December 31, 2025. This is primarily due to increase of foreign exchange losses, which was mainly due to the variance from the appreciation of RMB against USD affected by macro environment, partially offset by the increase of net gains on disposal of subsidiaries. The Board will remain alert to any relevant risks and, if necessary, consider to hedge material potential foreign exchange risk.

Profit for the year

As a result of the foregoing, the Group's profit for the year decreased by 72% from RMB266.03 million for the year ended December 31, 2024 to RMB73.87 million for the year ended December 31, 2025.

Non-IFRS Measures

To supplement our consolidated financial statements, which are presented in accordance with IFRSs, we also use non-IFRS profit and non-IFRS EBITDA as additional financial measures, which are not required by, or presented in accordance with IFRS Accounting Standards. We believe these non-IFRS measures facilitate comparisons of operating performance from period to period and company to company by eliminating potential impacts of items which our management considers non-indicative of our operating performance.

We believe these measures provide useful information to investors and others in understanding and evaluating our consolidated statement of profit or loss in the same manner as they help our management. However, our presentation of non-IFRS profit and non-IFRS EBITDA may not be comparable to similarly titled measures presented by other companies. The use of these non-IFRS measures has limitations as an analytical tool, and you should not consider them in isolation from, or as substitutes for an analysis of, our results of operations or financial condition as reported under IFRS Accounting Standards.

We define non-IFRS profit as profit for the year, excluding share-based compensation. We define non-IFRS EBITDA as EBITDA excluding share-based compensation. We exclude these items because they are not expected to result in future cash payments that are recurring in nature and they are not indicative of our core operating results and business outlook.

The following table reconciles our non-IFRS profit for the years ended December 31, 2024 and 2025 and non-IFRS EBITDA presented to the most directly comparable financial measure calculated and presented in accordance with IFRS Accounting Standards, which is profit for the year:

Reconciliation of profit to non-IFRS profit for the year:

	Year ended December 31,	
	2025	2024
	<i>(RMB in thousands)</i>	
	<hr/>	<hr/>
Profit for the year	73,873	266,029
Add		
Share-based compensation ⁽¹⁾	104,752	110,022
	<hr/>	<hr/>
Non-IFRS profit for the year	178,625	376,051
	<hr/> <hr/>	<hr/> <hr/>
Non-IFRS profit margin for the year⁽²⁾	6%	13%
	<hr/> <hr/>	<hr/> <hr/>

Reconciliation of profit to EBITDA and non-IFRS EBITDA for the year:

	Year ended December 31,	
	2025	2024
	<i>(RMB in thousands)</i>	
	<hr/>	<hr/>
Profit for the year	73,873	266,029
Add		
Finance income	(12,616)	(4,893)
Finance costs	6,170	7,005
Income tax (benefit)/expense	(10,437)	25,410
Depreciation	81,533	75,262
Amortization	1,173	7,341
	<hr/>	<hr/>
EBITDA	139,696	376,154
Add		
Share-based compensation ⁽¹⁾	104,752	110,022
	<hr/>	<hr/>
Non-IFRS EBITDA	244,448	486,176
	<hr/> <hr/>	<hr/> <hr/>
Non-IFRS EBITDA margin⁽³⁾	8%	17%
	<hr/> <hr/>	<hr/> <hr/>

Notes:

- (1) Share-based compensation relates to the share options and share award schemes that we granted under our share incentive plans, which is a non-cash expense that is commonly excluded from similar non-IFRS measures adopted by other companies in our industry.
- (2) Represents non-IFRS profit divided by revenue for the years presented.
- (3) Represents non-IFRS EBITDA divided by revenue for the years presented.

Liquidity and source of funding and borrowing

Other than the proceeds from the Global Offering, we have historically funded our cash requirements principally from cash generated from our operations and shareholder equity contributions. To monitor liquidity risk, we monitor and maintain a level of cash and cash equivalents and cash resources as deemed adequate by our senior management to finance our operations.

The Group had cash and cash equivalents of RMB725.96 million and cash resources of RMB2,650.84 million as at December 31, 2025, compared to the balance of RMB739.23 million and RMB2,917.94 million as of December 31, 2024, respectively. The cash resources included restricted cash, time deposits and treasury investments.

Significant Investments

The Group did not make or hold any significant investments during the year ended December 31, 2025.

The Board confirmed that the Group's transactions in financial assets during the Reporting Period, on a standalone basis and aggregate basis, did not constitute notifiable transactions under Chapter 14 of the Rules Governing the Listing of Securities on the Stock Exchange (the "**Listing Rules**").

Material acquisitions and disposals

The Group did not have any material acquisitions or disposals of subsidiaries, consolidated affiliated entities or associated companies during the year ended December 31, 2025.

Pledge of assets

The Group had not pledged any assets as at December 31, 2025.

Future plans for material investments or capital assets

Save for the expansion plan as disclosed in the section headed "Future Plans and Use of Proceeds" in the prospectus of the Company dated March 19, 2021 (the "**Prospectus**"), the Group did not have detailed future plans for material investments or capital assets as at December 31, 2025.

Gearing ratio

As at December 31, 2025, the Group's gearing ratio (i.e. total liabilities divided by total assets) was 0.14 (as at December 31, 2024: 0.21).

Foreign exchange exposure

During the year ended December 31, 2025, the Group mainly operated in China and the majority of the transactions were settled in RMB, the Company's consolidated affiliated entities' functional currency. As at December 31, 2025, except for bank deposits and investments denominated in US Dollar and HK Dollar, the Group did not have significant foreign currency exposure from its operations.

Contingent liabilities

The Group had no material contingent liabilities as at December 31, 2025.

Commitments

Commitments outstanding at 31 December 2025 not provided for in the financial statements were as follows:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Investments	<u>150,000</u>	<u>–</u>

Employees and remuneration

As at December 31, 2025, the Group had a total of 1,777 employees. The following table sets forth the total number of employees by function as at December 31, 2025:

Function	As at December 31, 2025	As % of Total Employees
Sales and marketing	299	17%
Research and development	1,138	64%
Customer service	150	8%
General administration	190	11%
Total	<u>1,777</u>	<u>100%</u>

Our success depends on our ability to attract, retain and motivate qualified personnel. As part of our human resources strategy, we offer our employees with competitive compensation packages, including competitive salaries, performance-based cash bonuses and other incentives. The total remuneration cost incurred by the Group for the year ended December 31, 2025 was RMB1,010.66 million, as compared to RMB875.30 million for the year ended December 31, 2024.

The Company has also adopted a 2024 share scheme and a restricted share unit scheme to incentivize its employees. To maintain the quality, knowledge and skill levels of our employees, we regularly organize training activities for our employees.

CORPORATE GOVERNANCE

The Board is committed to achieving high corporate governance standards. The Board believes that high corporate governance standards are essential in providing a framework for the Group to safeguard the interests of shareholders and to enhance corporate value and accountability.

Compliance with the Corporate Governance Code

The Company had complied with the applicable code provisions set out in the Corporate Governance Code (the “**CG Code**”) contained in Part 2 of Appendix C1 to the Listing Rules (as amended from time to time) during the year ended December 31, 2025 save for the deviation below.

Pursuant to code provision C.2.1 of the CG Code, the roles of chairman and chief executive should be separate and should not be performed by the same individual. The Company deviates from this provision because Mr. Zhang Shaofeng (“**Mr. Zhang**”) performs both the roles of chairperson of the Board and the chief executive officer of the Company. Mr. Zhang is the founder of the Group and has extensive experience in the business operations and management of the Group. The Board believes that vesting the roles of both chairperson and chief executive officer to Mr. Zhang has the benefit of ensuring consistent leadership within our Group and enables more effective and efficient overall strategic planning. This structure will enable our Company to make and implement decisions promptly and effectively.

Our Board considers that the balance of power and authority will not be impaired due to this arrangement. In addition, all major decisions are made in consultation with members of the Board, including the relevant Board committees and our three independent non-executive Directors. The Board will reassess the division of the roles of chairperson and chief executive officer from time to time, and may recommend dividing the two roles between different people in the future, taking into account the circumstances of the Group as a whole.

Compliance with the Model Code for Securities Transactions by Directors

The class B ordinary shares (“**Class B Shares**”) were listed on the Stock Exchange on March 31, 2021, since which time the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 to the Listing Rules (“**Model Code**”) has been applicable to the Company.

The Company has adopted the Management Trading of Securities Policy (the “**Code**”), with terms no less exacting than the Model Code, as its own securities dealing code to regulate all dealings by Directors and relevant employees of securities in the Company and other matters covered by the Code.

Specific enquiry has been made of all the Directors and the relevant employees and they have confirmed that they have complied with the Code during the Reporting Period and up to the date of this announcement.

Audit Committee

The Group has established an audit committee (the “**Audit Committee**”) comprising three members, being Mr. Zhou Hao, Professor Chen Zhiwu, and Dr. Li Yao, with Mr. Zhou Hao (being the Group’s independent non-executive Director with the appropriate professional qualifications) as the chairperson of the Audit Committee.

The Audit Committee has reviewed the audited consolidated financial statements of the Group for the year ended December 31, 2025 and has met with KPMG, the Group's independent auditor (the "**Auditor**"). The Audit Committee has also discussed matters with respect to the accounting policies and practices adopted by the Company and internal control and financial reporting matters with senior management members of the Company.

Scope of work of the Auditor

The financial figures in respect of the Group's consolidated statement of financial position as at December 31, 2025, the consolidated statement of profit or loss and the consolidated statement of profit or loss and other comprehensive income, condensed consolidated statement of cash flows and the related notes thereto for the year ended December 31, 2025 as set out in the preliminary announcement have been compared by the Auditor to the amounts set out in the Group's audited consolidated financial statements for the year ended December 31, 2025 and the amounts were found to be in agreement. The work performed by the Auditor in this respect did not constitute an audit, review or other assurance engagement in accordance with Hong Kong Standards on Auditing, Hong Kong Standards on Review Engagements or Hong Kong Standards on Assurance Engagements issued by the Hong Kong Institute of Certified Public Accountants and consequently no assurance has been expressed by the Auditor.

Other Board committees

In addition to the Audit Committee, the Board has also established a nomination committee, a remuneration committee and a corporate governance committee.

OTHER INFORMATION

Purchase, sale or redemption of the Company's listed securities

During the Reporting Period, the Company repurchased a total of 9,597,500 Class B Shares (the "**Shares Repurchased**"), out of which a total of 6,323,000 Class B Shares were held as treasury shares (as defined under the Listing Rules) as at December 31, 2025, on the Stock Exchange at an aggregate consideration (including transaction cost) of approximately HK\$89.65 million including expenses to enhance the Company's shareholder value in the long run. Subject to compliance with the Listing Rules, the Company may consider applying such treasury shares for resale, consideration of future acquisitions, funding share schemes of the Company, or may cancel such treasury shares. As at December 31, 2025, an outstanding number of 3,274,500 Class B Shares (excluding treasury shares) that were repurchased for cancellation had not been cancelled yet and all such Class B Shares were subsequently cancelled on February 9, 2026. Therefore, there are no outstanding Class B Shares (excluding treasury shares) that were repurchased for cancellation and not yet cancelled as at the date of this announcement. As at December 31, 2025, the Company held 6,323,000 Class B Shares held as treasury shares. Subsequent to the Reporting Period up to the date of this announcement, the Company repurchased an additional 11,822,500 Class B Shares held as treasury shares on the Stock Exchange at an aggregate consideration of approximately HK\$141.63 million including expenses.

Particulars of the Shares Repurchased during the Reporting Period are as follows:

Month of repurchase	No. of Class B Shares repurchased	Highest price paid per Class B Share (HK\$)	Lowest price paid per Class B Share (HK\$)	Approximate Aggregate Consideration (HK\$ million)
April	526,500	7.76	7.39	3.99
May	2,137,000	8.27	7.54	16.84
June	611,000	8.20	7.66	4.95
December	6,323,000	11.62	9.06	63.87
Total	9,597,500			89.65

A total of 3,274,500 Class B Shares repurchased from April 28, 2025 to June 6, 2025 were cancelled on February 9, 2026. A total of 525,482 Class A Shares were proportionately converted into Class B Shares on a one-to-one ratio on February 9, 2026.

In addition, the trustees of the Company's share award schemes did not purchase any Class B Shares on the market during the Reporting Period.

Save as disclosed above, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's securities (including any sale of treasury shares) listed on the Stock Exchange during the year ended December 31, 2025.

Material litigation

The Company was not involved in any material litigation or arbitration during the year ended December 31, 2025. The Directors are also not aware of any material litigation or claims that are pending or threatened against the Group during the Reporting Period and up to the date of this announcement.

Dividends

The Board did not recommend the distribution of a final dividend for the year ended December 31, 2025.

Use of proceeds from the Global Offering

On March 31, 2021, the shares of the Company were listed on the Main Board of the Stock Exchange (the “**Global Offering**”). The net proceeds from the Global Offering were approximately RMB3,170.39 million (the “**IPO Proceeds**”), after deducting underwriting commissions and total expenses paid by the Company in connection with the Global Offering.

As disclosed in the Company’s interim results announcement dated August 29, 2024, having considered the Company’s operational status and business developments then, the Board resolved to extend the expected timeline for the use of the unutilised IPO Proceeds for (i) the enhancement of efforts in research and development; and (ii) working capital and general corporate purposes from the end of 2024 to the end of 2026 (the “**Extension of Utilisation Timeline**”). Save for the Extension of Utilisation Timeline, the Group has gradually utilised the IPO Proceeds in accordance with the intended purposes stated in the Prospectus. For details, please refer to the following table:

	IPO Proceeds from the Global Offering (RMB million)	Proportion	Unutilised net amount as at January 1, 2025 (RMB million)	Amount utilised during the Reporting Period (RMB million)	Unutilised amount as at December 31, 2025 (RMB million)	Expected timeline of full utilisation of the unutilised IPO Proceeds
Fund business expansion with a goal to expand FSP client base and penetrate into existing FSP client base	1,426.68	45%	–	–	–	Not applicable
Enhance efforts in research and development	951.12	30%	252.32	252.32	–	Not applicable
Pursue strategic investments and acquisitions to expand our existing product and service offerings, improve our technology capabilities, and enhance our value proposition to FSP clients	475.56	15%	–	–	–	Not applicable
Working capital and general corporate purposes	317.03	10%	184.31	158.52	25.79	Before December 31, 2026
Total	3,170.39	100%	436.63	410.84	25.79	

The current expected timeline for full utilisation of the IPO Proceeds is based on the Company’s current business plans and best estimation of future market conditions, and thus might be subject to further changes.

Events after the Reporting Period

Save as disclosed in this announcement, there were no other significant events that might affect the Group after the Reporting Period.

FINANCIAL INFORMATION

Consolidated statement of profit or loss

for the year ended December 31, 2025

Expressed in Renminbi (“RMB”)

	Note	2025 RMB'000	2024 RMB'000
Revenue	3	2,920,215	2,929,267
Cost of sales		<u>(818,353)</u>	<u>(787,555)</u>
Gross profit		2,101,862	2,141,712
Other income	4	113,395	130,896
Research and development expenses		(636,778)	(509,290)
General and administrative expenses		(327,787)	(327,723)
Sales and marketing expenses		(1,141,783)	(1,118,937)
Impairment loss	5(c)	<u>(48,526)</u>	<u>(31,424)</u>
Profit from operations		60,383	285,234
Finance income	5(a)	12,616	4,893
Finance costs	5(a)	(6,170)	(7,005)
Share of (losses)/profits of associates		<u>(3,393)</u>	<u>8,317</u>
Profit before taxation	5	63,436	291,439
Income tax benefit/(expense)	6	<u>10,437</u>	<u>(25,410)</u>
Profit for the year		<u>73,873</u>	<u>266,029</u>
Attributable to:			
Equity shareholders of the Company		66,908	266,182
Non-controlling interests		<u>6,965</u>	<u>(153)</u>
Profit for the year		<u>73,873</u>	<u>266,029</u>
Earnings per share			
Basic (RMB)	7	0.151	0.578
Diluted (RMB)	7	<u>0.146</u>	<u>0.559</u>

Consolidated statement of profit or loss and other comprehensive income
for the year ended December 31, 2025
Expressed in RMB

	<i>Note</i>	2025 RMB'000	2024 <i>RMB'000</i>
Profit for the year		73,873	266,029
Other comprehensive income for the year			
Items that may be reclassified subsequently to profit or loss			
Share of other comprehensive income of investments accounted for using the equity method		(24)	1
Currency translation differences		<u>(1,661)</u>	<u>–</u>
Total comprehensive income for the year		<u>72,188</u>	<u>266,030</u>
Attributable to:			
Equity shareholders of the Company		65,223	266,183
Non-controlling interests		<u>6,965</u>	<u>(153)</u>
Total comprehensive income for the year		<u>72,188</u>	<u>266,030</u>

Consolidated statement of financial position
as at December 31, 2025
Expressed in RMB

	<i>Note</i>	December 31, 2025 RMB'000	December 31, 2024 RMB'000
Non-current assets			
Property, plant and equipment		122,258	80,758
Intangible assets		29,687	30,617
Right-of-use assets		122,531	125,402
Goodwill		24,652	34,054
Financial assets at fair value through profit or loss		738,744	152,156
Interests in associates		375,498	197,436
Deferred tax assets		18,409	4,615
Time deposits		190,000	193,594
Restricted cash		7,206	8,605
		<u>1,628,985</u>	<u>827,237</u>
Current assets			
Prepaid expenses and other current assets		78,714	304,061
Financial assets at fair value through profit or loss		590,922	480,568
Loans receivable		244,902	115,263
Trade receivables	9	487,265	611,816
Time deposits		1,585,647	2,243,569
Restricted cash		1,551	211
Cash and cash equivalents		725,958	739,227
Assets held for sale		–	360,959
		<u>3,714,959</u>	<u>4,855,674</u>
Current liabilities			
Trade payables	10	151,568	256,657
Contract liabilities		38,993	62,175
Lease liabilities		45,783	36,396
Current income tax liabilities		17,108	18,002
Accrued expenses and other current liabilities		387,028	406,528
Liabilities directly associated with the assets held for sale		–	280,164
		<u>640,480</u>	<u>1,059,922</u>
Net current assets		<u>3,074,479</u>	<u>3,795,752</u>
Total assets less current liabilities		<u>4,703,464</u>	<u>4,622,989</u>

Consolidated statement of financial position (continued)*as at December 31, 2025**Expressed in RMB*

	<i>Note</i>	December 31, 2025 RMB'000	December 31, 2024 RMB'000
Non-current liabilities			
Lease liabilities		79,121	90,499
Deferred tax liabilities		7,524	5,840
		<u>86,645</u>	<u>96,339</u>
NET ASSETS		<u>4,616,819</u>	<u>4,526,650</u>
Equity			
Share capital		71	62
Treasury shares		(108,168)	(298,728)
Reserves		4,715,034	4,815,745
		<u>4,606,937</u>	<u>4,517,079</u>
Total equity attributable to equity shareholders of the Company		4,606,937	4,517,079
Non-controlling interests		9,882	9,571
		<u>4,616,819</u>	<u>4,526,650</u>
TOTAL EQUITY		<u>4,616,819</u>	<u>4,526,650</u>

Condensed Consolidated statement of cash flows
for the year ended December 31, 2025
Expressed in RMB

	2025 RMB'000	2024 RMB'000
Net cash generated from operating activities	91,259	302,784
Net cash generated from investing activities	12,200	30,122
Net cash used in financing activities	(141,036)	(468,901)
Net decrease in cash and cash equivalents	(37,577)	(135,995)
Cash and cash equivalents at the beginning of the year	778,392	913,987
Cash and cash equivalents as stated in the statement of financial position	739,227	913,987
Cash and cash equivalents of a disposal group classified as held for sale	39,165	–
Effect of foreign exchange rate changes	(14,857)	400
Cash and cash equivalents at the end of the year	725,958	778,392
Analysis of cash and cash equivalents:		
Cash and cash equivalents as stated in the statement of financial position	725,958	739,227
Cash and cash equivalents of a disposal group classified as held for sale	–	39,165
Cash and cash equivalents as stated in the statement of cash flows	725,958	778,392

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. Basis of preparation and presentation of the financial statements

These financial statements have been prepared in accordance with all applicable IFRS Accounting Standards which collective term includes all applicable individual International Financial Reporting Standards, International Accounting Standards (“IASs”) and Interpretations issued by the International Accounting Standards Board (“IASB”) and the disclosure requirements of the Hong Kong Companies Ordinance. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on the Stock Exchange.

The financial report has been prepared in accordance with the same accounting policies adopted in the 2024 annual financial statements, except for the accounting policy changes that are expected to be reflected in the 2025 annual financial statements. Details of any changes in accounting policies are set out in note 2.

The preparation of financial statements in conformity with IFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other various factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The financial report contains condensed consolidated financial statements and selected explanatory notes. The notes include an explanation of events and transactions that are significant to an understanding of the changes in financial position and performance of the Group since the 2024 annual financial statements.

2. Changes in accounting policies

The Group has initially adopted the following accounting policy for annual financial statements covering periods beginning on or after January 1, 2025. Adopting the accounting policy does not have a material effect on the Group’s financial statements as the Group has not entered into any foreign currency transactions in which the foreign currency is not exchangeable into another currency.

- *Lack of Exchangeability-Amendments to IAS 21*

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

3. Revenue

The principal activities of the Group are providing MaaS and BaaS services in the PRC.

The amount of each significant category of revenue is as follows:

	2025 <i>RMB’000</i>	2024 <i>RMB’000</i>
MaaS	1,019,061	932,473
BaaS		
BaaS – Financial Scenario	1,370,756	1,410,695
BaaS – Insurance Scenario	530,398	586,099
	<u>2,920,215</u>	<u>2,929,267</u>

During the year, no customer individually accounted for more than 10% of the Group’s total revenue.

Disaggregation of the Group's revenue from contracts with customers by the timing of revenue recognition is set out below:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Point-in-time	1,701,348	1,732,152
Over-time	1,218,867	1,197,115
	<u>2,920,215</u>	<u>2,929,267</u>

Remaining Performance Obligation

The Group has elected the practical expedient not to disclose the information about remaining performance obligations which are part of contracts that have an original expected duration of one year or less and do not disclose the value of remaining performance obligations for contracts in which the Group recognises revenue at the amount to which the Group has the right to invoice.

All of the Group's operating assets are located in the PRC and all of the Company's revenue and operating profits are derived from the PRC during the years. Accordingly, no segment analysis based on geographical locations is provided

4. Other income

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Interest income from time deposits	43,390	78,721
Net gains on financial investments measured at fair value through profit or loss	41,188	35,897
Net gains on disposal of subsidiaries	22,858	–
Government grants and others	20,587	15,878
Foreign currency exchange (losses)/gains, net	(14,857)	400
Gains from fixed coupon note	229	–
	<u>113,395</u>	<u>130,896</u>

5. Profit before taxation

Profit before taxation is arrived at after charging/(crediting):

(a) Finance income and costs

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Finance income		
Interest income from bank deposits	12,616	4,893
	<u>12,616</u>	<u>4,893</u>
Finance costs		
Interest expense on bank loans	–	(1,982)
Interest expense on lease liabilities	(6,170)	(5,023)
	<u>(6,170)</u>	<u>(7,005)</u>
Total	<u>(6,170)</u>	<u>(7,005)</u>

(b) Staff costs

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Salaries, wages and other benefits	819,256	694,194
Contributions to defined contribution retirement plan ⁽ⁱ⁾	78,996	60,554
Equity-settled share-based compensation expenses	104,752	110,022
Termination benefits	7,652	10,527
Total	<u>1,010,656</u>	<u>875,297</u>

Note:

- (i) Employees of the Group's subsidiaries in the PRC are required to participate in a defined contribution retirement scheme administered and operated by the local municipal government. The Group's subsidiaries in the PRC contribute funds which are calculated on certain percentages of the average employee salary as agreed by the local municipal government to the scheme to fund the retirement benefits of the employees. During the reporting period, no forfeited contributions had been used by the Group to reduce the existing level of contributions.

(c) Other items

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Analytics service costs	163,882	123,955
BaaS-related insurance brokerage commission, operating and marketing expenditures	1,281,908	1,288,264
Depreciation of property, plant and equipment	35,128	25,631
Amortisation of intangible assets	1,173	7,341
Depreciation of right-of-use assets	46,405	49,631
Impairment losses		
– Trade receivables and others	17,072	24,402
– Loans	22,052	7,022
– Goodwill	9,402	–
Auditors' remuneration	4,280	4,280

6. Income tax (benefit)/expense

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Current tax		
– PRC Enterprise Income Tax (“EIT”) Provision for the year	1,673	27,944
Deferred tax		
– Changes in deferred tax assets and liabilities	<u>(12,110)</u>	<u>(2,534)</u>
	<u>(10,437)</u>	<u>25,410</u>

7. Basic and diluted earnings per share

Basic earnings per share is calculated by dividing the net profit attributable to equity shareholders of the Company by the weighted average number of ordinary shares in issue during the year 2025 and 2024.

The following table sets forth the basic earnings per share computation and the numerator and denominator for the years presented:

	2025	2024
Net profit attributable to equity shareholders of the Company (RMB'000)	66,908	266,182
Weighted average number of ordinary shares	442,859,590	460,479,896
Basic earnings per share attributable to equity shareholders of the Company (in RMB)	<u>0.151</u>	<u>0.578</u>

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares. For the years ended 2025 and 2024 the Company has share options and share award scheme as potential ordinary shares.

	2025	2024
Net profit attributable to equity shareholders of the Company (RMB'000)	66,908	266,182
Weighted average number of ordinary shares	442,859,590	460,479,896
Adjustments for share options and share award schemes	15,489,392	15,363,683
Weighted average number of ordinary shares used as the denominator in calculating diluted earnings per share	458,348,982	475,843,579
Diluted earnings per share attributable to equity shareholders of the Company (in RMB)	<u>0.146</u>	<u>0.559</u>

8. Dividends

During the years of 2025 and 2024, no dividends were declared by the entities comprising the Group to its owners.

9. Trade receivables

	As at December 31, 2025 RMB'000	As at December 31, 2024 RMB'000
Trade receivables	498,732	617,189
Less: loss allowance	(11,467)	(5,373)
Trade receivables, net	<u>487,265</u>	<u>611,816</u>

Ageing analysis

As of the end of each of the year, the ageing analysis of trade receivables, based on the transaction date and net of loss allowance, is as follows:

	As at December 31, 2025 RMB'000	As at December 31, 2024 RMB'000
Within 3 months (inclusive)	311,430	462,846
3 months to 6 months (inclusive)	130,338	96,270
6 months to 1 year (inclusive)	49,511	50,804
Over 1 year	7,453	7,269
Less: loss allowance	<u>(11,467)</u>	<u>(5,373)</u>
Trade receivables, net	<u>487,265</u>	<u>611,816</u>

10. Trade payables

	As at December 31, 2025 RMB'000	As at December 31, 2024 RMB'000
Amounts due to third parties	<u>151,568</u>	<u>256,657</u>

As of the end of each of the year, the ageing analysis of trade payables, based on the invoice date, is as follows:

	As at December 31, 2025 RMB'000	As at December 31, 2024 RMB'000
Within 6 months	149,012	246,252
6 months to 1 year	1,173	8,069
1 to 2 years	<u>1,383</u>	<u>2,336</u>
	<u>151,568</u>	<u>256,657</u>

Trade payables are primarily expected to be settled within one year or are repayable on demand.

11. Events after the reporting period

There were no material subsequent events during the period from December 31, 2025 to the approval date of the Annual Financial Report by the Board on March 26, 2026.

12. Comparatives

Certain comparative amounts have been reclassified to conform with the current year's presentation.

PUBLICATION OF THE ANNUAL RESULTS ANNOUNCEMENT AND ANNUAL REPORT

This annual results announcement is published on the websites of the Stock Exchange (www.hkexnews.hk) and the Company (www.brgroup.com). The printed copy of annual report for the year ended December 31, 2025 will be dispatched to the Company's shareholders on request and made available for review on the same websites in due course.

By order of the Board
Bairong Inc.
Zhang Shaofeng
Chairman and Executive Director

Hong Kong, March 26, 2026

As at the date of this announcement, the Board comprises Mr. Zhang Shaofeng, Ms. Wang Qing and Mr. Chan Chun Kit as executive Directors, Professor Liao Jianwen as non-executive Director, and Professor Chen Zhiwu, Mr. Zhou Hao and Dr. Li Yao as independent non-executive Directors.