曹操出行

CaoCao Inc.

曹操出行有限公司

(incorporated in the Cayman Islands with limited liability)

(Stock Code: 02643)

INTERIM RESULTS ANNOUNCEMENT FOR THE SIX MONTHS ENDED JUNE 30, 2026

The Board of Directors of CaoCao Inc. is pleased to announce the unaudited consolidated interim results of the Group for the six months ended June 30, 2026, together with the comparative figures for the six months ended June 30, 2025, which have been reviewed by the Audit Committee of the Board.

FINANCIAL HIGHLIGHTS

	Unaudited Six Months Ended June 30,		
	2026	2025 (restated)	Period-to-period change
	(RMB in thousands, except for percentages)		
Revenues	**10,339,710**	9,485,901	9.0%
Gross Profit Margin	**9.0%**	8.7%	0.3 percentage point
Loss for the period	**(379,797)**	(460,300)	17.5%
Adjusted net loss (non-IFRS measure)[1]	**(306,771)**	(321,733)	4.7%
Adjusted loss margin (non-IFRS measure)[2]	**(3.0%)**	(3.4%)	0.4 percentage point
Net cash generated from operating activities	**65,991**	338,397	(80.5%)

Notes:

(1) Adjusted net loss (non-IFRS measure) represents loss for the period excluding share-based compensation expenses, listing expenses, and changes in the carrying amount of financial liabilities at fair value through profit or loss.

(2) Adjusted loss margin (non-IFRS measure) represents the adjusted net loss (non-IFRS measure) for the period as percentages of the revenue for such period.

OPERATING METRICS

The following table sets forth certain key operating metrics of our business operations for the periods indicated:

	Six Months Ended June 30,		Period-to-period change
	2026	2025	%
GTV (RMB in millions)	**12,445**	10,954	13.6
Average monthly active users (in millions)[1]	**44.6**	38.1	17.1
Average monthly active drivers (in thousands)	**758**	554	36.8

Note:

(1) Average monthly active users track the number of discrete individual users, each of whom may place multiple orders in a given period. The number of active users is calculated after deduplication within our platform and without deduplication across aggregation platforms, since we cannot access detailed personal user information from aggregation platforms.

MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS OVERVIEW

We are a ride hailing platform in China originally incubated by Geely Group. Since our inception in 2015, our mission has been to reshape shared mobility through technology and green initiatives. We are recognized for our service quality and continually evolving fleet of purpose-built vehicles. Our core ride-hailing business remains a solid foundation for the Group, with an increasing focus on quality, sustainability and profitability. As one of the few mobility platforms globally integrating fleet ownership, OEM capabilities and autonomous driving technologies, we are leveraging our unique strategic positioning to accelerate our transformation through our RoboX and AI-native strategies, alongside international expansion, creating new growth engines with significant long-term potential.

Predominantly, our revenue is generated from mobility services, particularly ride hailing. We also sell vehicles to local car partners, independent fleet operators and individual drivers, and provide other services.

In the first half of 2026, our business achieved steady growth. Our GTV increased by 13.6% from RMB11.0 billion for the six months ended June 30, 2025 to RMB12.4 billion for the six months ended June 30, 2026, our mobility service revenue grew by 13.9% from RMB8.6 billion for the six months ended June 30, 2025 to RMB9.8 billion for the six months ended June 30, 2026, and our total revenue increased by 9.0% from RMB9.5 billion for the six months ended June 30, 2025 to RMB10.3 billion for the six months ended June 30, 2026 accordingly. Such growth was mainly attributable to our refined operation in existing cities where we delivered relatively standardized and high-quality services through our purpose-built vehicles. As a result, our average monthly active users rose by 17.1% from 38.1 million for the six months ended June 30, 2025 to 44.6 million for the six months ended June 30, 2026. Our commitment to excellence is reflected in CaoCao Mobility's No. 1 ranking for "best service quality" among China's leading shared mobility platforms in eleven consecutive nationwide quarterly surveys of thousands of shared mobility users, from the fourth quarter of 2023 to the second quarter of 2026, according to a survey commissioned by us and conducted by an independent third party. China's shared mobility market, massive yet underpenetrated, presents significant growth opportunities. We will continue to expand our coverage to new cities. As at June 30, 2026, our services covered 215 cities, having expanded into 20 new cities during the first half of the year. Furthermore, driven by our strong reputation and brand recognition, as well as continuous improvement in driver and fleet management, our capacity expanded substantially. Our average monthly active drivers increased by 36.8% from 554 thousand for the six months ended June 30, 2025 to 758 thousand for the six months ended June 30, 2026.

While steadily expanding our scale, we also delivered improved profitability. Our gross margin rose from 8.7% for the six months ended June 30, 2025 to 9.0% for the six months ended June 30, 2026. Our net loss decreased by 17.5% from RMB460.3 million for the six months ended June 30, 2025 to RMB379.8 million for the six months ended June 30, 2026. The improved profitability was primarily due to economies of scale driven by our expanding business operations and increasing brand recognition. Meanwhile, our transaction engine "CaoCao Brain" has continuously optimized its algorithms using AI technologies, improving driver dispatch efficiency and user subsidy allocation efficiency, which effectively reduced user subsidies and enhanced profitability. We proactively expanded our user touchpoints from traditional standalone apps to diversified intelligent entry points. We joined the Doubao AI ecosystem as one of its first mobility industry partners, conducting a limited pilot release in June 2026.

OUTLOOK

Leveraging our competitive strengths, geographical expansion successes, tremendous momentum in Robotaxi development and strategic relationship with Geely Group, we will continue to optimize our growth strategy, aiming to achieve sustainable growth alongside improved profitability.

RoboX Strategy

In June 2026, we launched the RoboX Strategy, announcing a comprehensive AI transformation to build a physical AI mobility technology platform. As the primary commercialization vehicle for Geely Holding Group's RoboX initiative, we will build an intelligent mobility ecosystem encompassing Robotaxi and other scenarios, centered on three core pillars: intelligent purpose-built vehicles, intelligent driving technologies, and intelligent operations.

As at June 30, 2026, we have deployed 140 second-generation Robotaxi vehicles pre-installed with Geely's most advanced autonomous driving components, fully redundant architecture and intelligent perception systems for large-scale testing and operation. We plan to deploy more Robotaxi vehicles domestically and overseas in the second half of 2026, while proactively exploring an innovative integrated air-ground smart mobility model that combines Robotaxi capabilities with low-altitude aircraft. We will continue to collaborate closely with Geely Group and our business partners to accelerate the development of Eva Cab, our third-generation L4 vehicle designed specifically for Robotaxi, which was exhibited at the Beijing International Automotive Exhibition and the International MotorXpo Hong Kong.

Internationalization

During the Reporting Period, we continued to advance our internationalization strategy, with Hong Kong and the UAE as our initial priority markets. Internationalization is an integral part of our RoboX strategy and our evolution toward a global technology-enabled mobility platform. We aim to replicate and localize the integrated capabilities developed in China for overseas markets across vehicle deployment, autonomous driving and safety operations, platform operations, intelligent dispatch, asset management and service fulfillment.

In the UAE, we entered into a cooperation agreement with K2, a local partner in Abu Dhabi, in June 2026 to jointly advance the deployment and operation of the Robotaxi project. We are prudently assessing suitable use cases and business models for Robotaxi and Robovan services in Abu Dhabi, Dubai, and other potential markets, while maintaining ongoing dialogue with local regulators, industry partners and prospective customers. In Hong Kong, we plan to partner with Octopus to establish a joint venture, with a view to jointly advancing ride-hailing services. Hong Kong's international urban environment, well-established regulatory framework and open innovation ecosystem make it an important gateway and validation market for our internationalization strategy.

Corporate Social Responsibilities

We remain committed to socially responsible initiatives and promote the concept of corporate social responsibility.

Accessible Public Welfare

As at June 30, 2026, we deployed over 1,000 accessible vehicles across nearly 20 major cities including Hangzhou, Suzhou, Guangzhou, Shenzhen, Dalian, Dongguan, Wuhan, Fuzhou, Huzhou, and Xiamen, facilitating over 7.1 million trips. In the first half of 2026, we ensured the smooth operation of the ice and snow sports experience activities for people with physical disabilities in Northeast China during the 10th China Disabled Persons' Ice and Snow Sports Season, launched the "First Time in Life" wheelchair partner program, escorted people with mobility impairments to music festivals, and partnered with community organizations to encourage more people with mobility impairments to participate in public life.

Driver Rights Protection

We are the first platform in the industry to participate in the pilot program for occupational injury protection for workers in new forms of employment. We are committed to mitigating drivers' injury risks and ensuring comprehensive insurance coverage. Our "CaoCao Family Care Fund", the first driver care fund program in China, provides timely assistance to drivers and their families facing difficulties. As at June 30, 2026, we have provided assistance to 294 drivers' families.

Driver Health Care

In the first half of 2026, we launched a free AI online consultation service for all drivers on the CaoCao Driver APP, and also introduced a one-on-one video consultation channel with real doctors for senior drivers to address various health issues.

Offline Driver Home

We launched the "Caojia Xiaoyi" driver rest stop project in April 2026, focusing on creating convenient service points exclusively for ride-hailing drivers. Currently, 35 driver rest stops have been established nationwide, covering major cities such as Beijing, Shanghai, Guangzhou, Shenzhen, Hangzhou, Wuhan, Qingdao, Xi'an, and Shenyang. We will continue to expand the rest stop network to additional cities nationwide and seek greater policy support and public resources for drivers.

FINANCIAL REVIEW

The following discussions are based on the financial information and notes set out in other sections of this announcement and should be read in conjunction with them.

Results of Operations

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

	Unaudited Six Months Ended June 30,			
	2026		2025 (restated)	
	RMB	*%*	*RMB*	*%*
	(in thousands, except for percentages)			
Revenue	**10,339,710**	**100**	9,485,901	100
Cost of sales	**(9,411,335)**	**(91.0)**	(8,663,051)	(91.3)
Gross profit	**928,375**	**9.0**	822,850	8.7
Selling and marketing expenses	**(930,153)**	**(9.0)**	(840,996)	(8.9)
General and administrative expenses	**(292,225)**	**(2.8)**	(462,685)	(4.9)
Research and development expenses	**(104,812)**	**(1.0)**	(121,871)	(1.3)
Other income	**135,896**	**1.3**	112,966	1.2
Other gains – net	**2,559**	**0.0**	6,402	0.1
(Net impairment losses)/reversal of impairment losses on financial assets	**(830)**	**(0.0)**	1,404	0.0
Operating loss	**(261,190)**	**(2.5)**	(481,930)	(5.1)
Finance income	**7,220**	**0.1**	2,908	0.0
Finance costs	**(127,223)**	**(1.3)**	(149,411)	(1.5)
Finance costs – net	**(120,003)**	**(1.2)**	(146,503)	(1.5)
Fair value changes of financial liabilities at fair value through profit or loss	**–**	**0.0**	138,864	1.4
Loss before income tax	**(381,193)**	**(3.7)**	(489,569)	(5.2)
Income tax credit	**1,396**	**0.0**	29,269	0.2
Loss for the period	**(379,797)**	**(3.7)**	(460,300)	(4.9)

Revenues

During the Reporting Period, our revenue streams consisted of (i) mobility services, (ii) vehicle sales, and (iii) others. Our revenue is generated predominantly from mobility services, particularly ride hailing. We also sell vehicles to car partners, independent fleet operators and individual drivers. Our revenue from other services includes exhibition and convention services, accommodation reservation and transportation ticketing, vehicle leasing, technical services and advertising, among others.

Our revenues increased by 9.0% from RMB9.5 billion for the six months ended June 30, 2025 to RMB10.3 billion for the six months ended June 30, 2026. The following table sets forth a breakdown of our revenues both in absolute amount and as a percentage of our total revenues for the periods indicated.

	Unaudited Six Months Ended June 30,			
	2026		2025 (restated)	
	RMB	*%*	*RMB*	*%*
	(in thousands, except for percentages)			
Mobility services	**9,792,336**	**94.7**	8,600,024	90.7
Vehicle sales	**295,239**	**2.9**	743,587	7.8
Others	**252,135**	**2.4**	142,290	1.5
Total	**10,339,710**	**100.0**	9,485,901	100.0

Mobility Services

Our mobility service revenue grew by 13.9% from RMB8,600.0 million for the six months ended June 30, 2025 to RMB9,792.3 million for the six months ended June 30, 2026 as we continued to expand our services geographically, to gain more user traffic from aggregation platforms, and to enhance user satisfaction and loyalty backed by our strong brand recognition among users with a growing fleet of purpose-built vehicles.

Vehicle Sales

Our revenue from vehicle sales decreased by 60.3% from RMB743.6 million for the six months ended June 30, 2025 to RMB295.2 million for the six months ended June 30, 2026. The decline was mainly attributable to the reduction in sales volume amid the increasingly competitive market environment. In response, we expanded our vehicle sales portfolio in the first half of 2026 beyond purpose-built vehicles to include Zeekr, methanol-powered vehicles, Galaxy and other models, so as to meet the diversified demand for operational vehicles from our partners.

Others

Our other revenue increased from RMB142.3 million for the six months ended June 30, 2025 to RMB252.1 million for the six months ended June 30, 2026, mainly due to the increased provision of exhibition and convention services by Zhejiang Geely Business Service Co., Ltd. ("**Geely Business**") on the back of more auto show event orders, partially offset by a decrease in vehicle leasing, as most charging vehicles deployed for leasing had been sold as used cars.

Cost of Sales

Our cost of sales increased by 8.6% from RMB8.7 billion for the six months ended June 30, 2025 to RMB9.4 billion for the six months ended June 30, 2026, primarily due to increases in driver earnings and incentives for mobility services, battery service fee, cost of exhibition and conference services, and partially offset by a decrease in cost of vehicles sold, in line with the corresponding decrease in vehicle sales revenue.

Gross Profit and Gross Profit Margin

We recorded gross profit of RMB928.4 million for the six months ended June 30, 2026, compared to RMB822.9 million for the six months ended June 30, 2025. Our gross profit margin was 9.0% for the six months ended June 30, 2026, compared to 8.7% for the six months ended June 30, 2025.

Our gross profit margin improved from the six months ended June 30, 2025 to the six months ended June 30, 2026, primarily because the growth of our revenues outpaced the growth of our cost of sales, as a result of the economies of scale and improved operational efficiency.

Selling and Marketing Expenses

Our selling and marketing expenses primarily consist of (i) commissions charged by aggregation platforms, (ii) promotion, advertising, and incentives for driver and customer referrals, and (iii) employee benefit expenses, among others.

Our selling and marketing expenses increased by 10.6% from RMB841.0 million for the six months ended June 30, 2025 to RMB930.2 million for the six months ended June 30, 2026, primarily due to a 12.4% increase in commissions charged by aggregation platforms from RMB738.0 million to RMB829.4 million in line with business growth.

General and Administrative Expenses

Our general and administrative expenses primarily consist of (i) employee benefit expenses, (ii) depreciation charges of property, plant and equipment, among others.

Our general and administrative expenses decreased by 36.8% from RMB462.7 million for the six months ended June 30, 2025 to RMB292.2 million for the six months ended June 30, 2026, primarily due to lower employee benefit expenses attributable to reduced share-based compensation expenses owing to a reduction in the number of unvested pre-IPO share options, as well as the decreased listing expenses in connection with the Listing.

Research and Development Expenses

Our research and development expenses primarily consist of employee benefit expenses and others.

Our research and development expenses decreased by 14.0% from RMB121.9 million for the six months ended June 30, 2025 to RMB104.8 million for the six months ended June 30, 2026, primarily due to lower employee benefit expenses attributable to reduced share-based compensation expenses owing to a reduction in the number of unvested pre-IPO share options. Excluding share-based compensation expenses, our research and development expenses rose by 8.1% from RMB89.2 million for the six months ended June 30, 2025 to RMB96.5 million for the six months ended June 30, 2026, attributable to the increased number of employees supporting Robotaxi and AI initiatives.

Other Income

Our other income increased by 20.3% from RMB113.0 million for the six months ended June 30, 2025 to RMB135.9 million for the six months ended June 30, 2026, mainly due to government grants for the rollout of the intelligent driving project, and an increase in government subsidies associated with our local tax contributions to a local government.

Other Gains, Net

Our net other gains decreased by 60.0% from RMB6.4 million for the six months ended June 30, 2025 to RMB2.6 million for the six months ended June 30, 2026, mainly due to higher regulatory-related penalties, partially offset by an increase in gains on disposal of used cars classified as held for sale.

Finance Costs, Net

Finance Income. Our finance income increased by 148.3% from RMB2.9 million for the six months ended June 30, 2025 to RMB7.2 million for the six months ended June 30, 2026, primarily due to an increase in interest income on cash and cash equivalents.

Finance Costs. Our finance costs decreased by 14.9% from RMB149.4 million for the six months ended June 30, 2025 to RMB127.2 million for the six months ended June 30, 2026, primarily due to the decreases in the interest expenses of our borrowings.

As a result of the foregoing, our net finance costs decreased by 18.1% from RMB146.5 million for the six months ended June 30, 2025 to RMB120.0 million for the six months ended June 30, 2026.

Fair Value Change of Financial Liabilities at Fair Value through Profit or Loss

Upon the Listing on June 25, 2025, each series B preferred share was converted into one ordinary share at an issue price of HK$41.94 each and the financial liabilities at fair value through profit or loss was reclassified as equity. The fair value gain of approximately RMB138.9 million, which is the difference between the fair value of financial instruments issued to Series B preferred shares investors as at December 31, 2024 and the Listing Date, is recognized in profit or loss for the six months ended June 30, 2025. There was no such fair value change for the six months ended June 30, 2026 as all Series B preferred shares had been converted into ordinary shares upon the Listing.

Income Tax Credit

We recorded income tax credit of RMB1.4 million for the six months ended June 30, 2026, as compared to income tax credit of RMB29.3 million for the six months ended June 30, 2025, primarily due to a reduction in deferred income tax assets arising from tax losses carried forward in certain subsidiaries.

Loss for the Period

As a result of the foregoing, our loss for the period decreased by 17.5% from RMB460.3 million for the six months ended June 30, 2025 to RMB379.8 million for the six months ended June 30, 2026.

Non-IFRS Measures

To supplement our consolidated financial statements, which are presented in accordance with IFRS, we also use adjusted net loss (non-IFRS measure) and adjusted EBITDA (non-IFRS measure) as additional financial measures, which are not required by, or presented in accordance with, IFRS. We believe that adjusted net loss (non-IFRS measure) and adjusted EBITDA (non-IFRS measure) facilitate comparisons of operating performance from period to period and company to company.

We believe that adjusted net loss (non-IFRS measure) and adjusted EBITDA (non-IFRS measure) provide useful information to investors and others in understanding and evaluating our consolidated results of operations in the same manner as they help our management. However, our presentation of adjusted net loss (non-IFRS measure) and adjusted EBITDA (non-IFRS measure) may not be comparable to similarly titled measures presented by other companies. The use of adjusted net loss (non-IFRS measure) and adjusted EBITDA (non-IFRS measure) has limitations as an analytical tool, and you should not consider it in isolation from, or as a substitute for an analysis of, our results of operations or financial condition as reported under IFRS.

The following tables reconcile (in absolute amounts and as percentages of total revenues for the period indicated) our adjusted net loss and adjusted EBITDA for the periods indicated.

	Unaudited Six Months Ended June 30,	
	2026	2025 (restated)
	(RMB in thousands, except for percentages)	
Loss for the period	**(379,797)**	(460,300)
Net loss margin (%)	**(3.7)**	(4.9)
Add:		
Listing expenses	**–**	42,057
Share-based compensation expenses	**73,026**	235,374
Fair value changes of financial liabilities at fair value through profit or loss	**–**	(138,864)
Adjusted net loss for the period (non-IFRS measure)	**(306,771)**	(321,733)
Adjusted loss margin (non-IFRS measure) (%)	**(3.0)**	(3.4)

Our adjusted net loss for the period (non-IFRS measure) decreased from RMB321.7 million for the six months ended June 30, 2025 to RMB306.8 million for the six months ended June 30, 2026, which was driven by enhanced operating efficiency and disciplined cost control in general and administrative expenses, partially offset by increased selling and marketing expenses.

	Unaudited Six Months Ended June 30,	
	2026	2025 (restated)
	(RMB in thousands, except for percentages)	
Loss for the period	**(379,797)**	(460,300)
Net loss margin (%)	**(3.7)**	(4.9)
Add:		
Finance costs, net	**120,003**	146,503
Income tax credit	**(1,396)**	(29,269)
Depreciation charges of property, plant and equipment	**313,243**	321,873
Depreciation charges of right-of-use assets	**31,627**	26,179
Amortization of intangible asset	**3,194**	637
EBITDA (non-IFRS measure)	**86,874**	5,623
EBITDA margin (non-IFRS measure) (%)	**0.8**	0.1
Add:		
Listing expenses	**–**	42,057
Share-based compensation expenses	**73,026**	235,374
Fair value changes of financial liabilities at fair value through profit or loss	**–**	(138,864)
Adjusted EBITDA (non-IFRS measure)	**159,900**	144,190
Adjusted EBITDA margin (non-IFRS measure) (%)	**1.5**	1.5

Our adjusted EBITDA for the period (a non-IFRS measure) increased from RMB144.2 million for the six months ended June 30, 2025 to RMB159.9 million for the six months ended June 30, 2026. Our adjusted EBITDA margin (a non-IFRS measure) remained basically stable.

Indebtedness

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

	As at June 30, 2026	As at December 31, 2025
	(RMB in thousands)	
	(unaudited)	(restated)
Current portion:		
Borrowings	**4,940,560**	5,298,898
Lease liabilities	**55,057**	57,828
Subtotal	**4,995,617**	5,356,726
Non-current portion:		
Borrowings	**2,422,299**	1,907,977
Lease liabilities	**56,693**	59,520
Subtotal	**2,478,992**	1,967,497
Total	**7,474,609**	7,324,223

Borrowings

As at June 30, 2026, we had total borrowings of RMB7,362.9 million. We did not have any seasonality of borrowing requirements. The following table sets forth our borrowings as at the dates indicated.

	As at June 30, 2026	As at December 31, 2025
	(RMB in thousands)	
	(unaudited)	(restated)
Short-term debt and current portion of long-term debt:		
Current portion of long-term borrowings:		
Current portion of ABSs[1]	**2,864,857**	2,860,265
Current portion of other borrowings, secured[2]	**–**	6,600
Bank borrowings, guaranteed[3]	**944,968**	1,545,523
Factoring borrowings[4]	**201,081**	319,992
Bank credit borrowings[5]	**929,654**	566,518
Sub-total	**4,940,560**	5,298,898
Non-current portion of long-term debt:		
ABSs[1]	**2,422,299**	1,907,977
Sub-total	**2,422,299**	1,907,977
Total	**7,362,859**	7,206,875

See Note 14 to the condensed consolidated interim financial information for more details of the maturity profile.

Lease Liabilities

Our lease liabilities are in relation to leased vehicles, leased license plates, and properties that we lease for our offices. As at June 30, 2026, we recognized total lease liabilities (current and non-current portion) of RMB111.8 million, as compared to RMB117.3 million as at December 31, 2025, primarily attributable to lease payments made in the ordinary course of business during the period.

Debt Ratio

As at June 30, 2026, our debt ratio was 141.0%. Debt ratio represents total debts divided by total assets as at the end of the period. Total debts represent the sum of the current and non-current borrowings as at the end of the period.

Liquidity and Capital Resources

Cash Flows

Our cash and cash equivalents primarily comprised bank balances and balances held with other payment platforms. Our cash and cash equivalents decreased from RMB2,325.2 million as at June 30, 2025 to RMB1,563.5 million as at June 30, 2026, primarily used in investing and financing activities.

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

	Unaudited	
	Six Months Ended June 30,	
	2026	2025 (restated)
	(RMB in thousands)	
Net cash generated from operating activities	**65,991**	338,397
Net cash generated from/(used in) investing activities	**14,334**	(238,584)
Net cash generated from financing activities	**242,582**	1,949,457
Net increase in cash and cash equivalents	**322,907**	2,049,270
Cash and cash equivalents at the beginning of the period	**1,243,545**	275,898
Effects of exchange rate changes on cash and cash equivalents	**(2,996)**	3
Cash and cash equivalents at the end of the period	**1,563,456**	2,325,171

Our net inflow of operating cash flows amounted to RMB66.0 million for the first half of 2026, compared with RMB338.4 million for the first half of 2025. The decrease was mainly attributable to working capital movements resulting from timing differences between receipts and payments.

During the Reporting Period, we funded our cash requirements principally from net inflow of operating and investing activities, net proceeds from the Global Offering, the Placing, ABS arrangements and bank and other borrowings. We monitor and maintain a level of cash and cash equivalents deemed adequate to finance our operations and mitigate the effects of fluctuations in cash flows. We had cash and cash equivalents of RMB1,563.5 million as at June 30, 2026.

We obtained ABSs shelf-offerings of RMB3.2 billion on June 18, 2026 (the "**Approved Quota**"), approved by the China Insurance Asset Registration and Trading System, and we issued the first tranche of ABSs of approximately RMB1.5 billion in August 2026 by using the Approved Quota.

We obtained approval from the Shanghai Stock Exchange on August 22, 2025 for new ABSs shelf-offering of RMB5.5 billion, and subsequently issued RMB1.3 billion in October 2025, RMB1.4 billion in January 2026 and RMB1.5 billion in April 2026 of the new ABSs.

We also have external funding channels including unutilized bank credit facilities. As at June 30, 2026, our unutilized bank credit facilities obtained from independent commercial banks amounted to approximately RMB5.6 billion.

We believe that our liquidity requirements will be satisfied by a combination of foregoing sources. We currently do not have any other plans for additional financing that are expected to be material to our operations and results of operations.

Capital Expenditures

During the Reporting Period, our capital expenditures primarily consisted of purchase of property, plant and equipment, which included purchase of vehicles, furniture and office equipment, and leasehold improvement. Our capital expenditures were RMB234.0 million and RMB154.0 million for the six months ended June 30, 2025 and 2026, respectively. We have a fleet of over 42,000 purpose-built vehicles, resulting in a gradual reduction in capital expenditure on new vehicle purchases.

Capital Commitments

Our capital commitments during the Reporting Period were related to purchase of property, plant and equipment. As at June 30, 2026, the total amount of our outstanding capital commitments was RMB55.2 million, compared to nil as at December 31, 2025. Other than the contractual obligations set forth above and disclosure set forth elsewhere in this announcement, we do not have any other long-term debt obligations, operating lease commitments, capital commitments or other long-term liabilities.

Contingent Liabilities or Guarantee

Save as otherwise disclosed in this announcement, as at June 30, 2026, we did not have any material contingent liabilities or guarantees.

Off-Balance Sheet Commitments and Arrangements

As at June 30, 2026, save as otherwise disclosed in this announcement, we had not entered into any off-balance sheet arrangements.

Pledge of Assets

The ABSs issued by us are secured by the pledge of the rights to receive the service fees derived from the use of certain vehicles owned by us for the provision of online ride hailing services and guaranteed by Geely Holding. The following table sets forth the carrying amounts of assets pledged as security for current and non-current borrowings as at the date indicated:

	As at June 30, 2026	As at December 31, 2025
	(RMB in thousands)	
	(unaudited)	(restated)
Non-current		
Vehicles pledged under ABSs arrangements	**1,027,432**	1,182,603
Vehicles pledged under finance lease arrangements	**–**	4,264
Total	**1,027,432**	1,186,867

Save as disclosed above and otherwise disclosed in this announcement, as at June 30, 2026, we had not pledged any of our assets.

Future Plans for Material Investments and Capital Assets

As at June 30, 2026, we have no specific plan for material investments or acquisition of capital assets.

Foreign Exchange Risk

Foreign exchange risk arises when future commercial transactions or recognized assets and liabilities are denominated in a currency that is not our entities' functional currency. We operate mainly in the PRC with most of the transactions settled in Renminbi. For the foreign exchange risk derived from the Placing proceeds we received in Hong Kong dollars from our share placing, which are reflected on the balance sheet as cash and cash equivalents at the end of the Reporting Period, we do not consider ourselves exposed to significant foreign exchange risk, since the Hong Kong-dollar proceeds were exchanged into Renminbi in February 2026 within the first half-year, and no significant exchange gains or losses occurred. As a result of the above, we consider that our exposure to the fluctuations of the exchange rate was insignificant, and we therefore do not hedge against any fluctuation in foreign currency.

We recorded net current liabilities and a total deficit as at June 30, 2026, as disclosed in Note 2 to the interim condensed consolidated financial information. The Board believes that, with improving operating cash flows, continued access to ABS financing, available bank credit facilities, and ongoing support from Geely Group, the Group has sufficient liquidity to meet its financial obligations and support its business expansion.

We operate in a highly competitive and rapidly evolving market environment, characterized by regulatory developments in autonomous driving, competition from major mobility platforms, and reliance on certain financing channels. We will continue to actively manage these factors while pursuing sustainable growth.

INTERIM CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE LOSS FOR THE SIX MONTHS ENDED JUNE 30, 2026

	Note	Six months ended June 30, 2026 RMB'000 (Unaudited)	2025 RMB'000 (Restated, Note 2)
Revenue	3	**10,339,710**	9,485,901
Cost of sales	4	**(9,411,335)**	(8,663,051)
Gross profit		**928,375**	822,850
Selling and marketing expenses	4	**(930,153)**	(840,996)
General and administrative expenses	4	**(292,225)**	(462,685)
Research and development expenses	4	**(104,812)**	(121,871)
Other income	5	**135,896**	112,966
Other gains – net	6	**2,559**	6,402
(Net impairment losses)/reversal of impairment losses on financial assets		**(830)**	1,404
Operating loss		**(261,190)**	(481,930)
Finance income	7	**7,220**	2,908
Finance costs	7	**(127,223)**	(149,411)
Finance costs – net		**(120,003)**	(146,503)
Fair value changes of financial liabilities at fair value through profit or loss		**–**	138,864
Loss before income tax		**(381,193)**	(489,569)
Income tax credit	8	**1,396**	29,269
Loss for the period		**(379,797)**	(460,300)
(Loss)/profit for the period attributable to:			
– Owners of the Company		**(380,834)**	(487,075)
– Non-controlling interests		**1,037**	26,775
		(379,797)	(460,300)
Losses per share attributable to the owners of the Company			
Basic losses per share (in RMB per share)	9(i)	**(0.66)**	(1.07)
Diluted losses per share (in RMB per share)	9(ii)	**(0.66)**	(1.25)

	Note	Six months ended June 30, 2026 RMB'000 (Unaudited)	2025 RMB'000 (Restated, Note 2)
Other comprehensive (loss)/income			
Items that may be reclassified to profit or loss			
Currency translation differences		**(46)**	3
Other comprehensive (loss)/income for the period, net of income tax		**(46)**	3
Total comprehensive loss for the period		**(379,843)**	(460,297)
Total comprehensive (loss)/profit for the period attributable to:			
– Owners of the Company		**(380,880)**	(487,072)
– Non-controlling interests		**1,037**	26,775
		(379,843)	(460,297)

INTERIM CONDENSED CONSOLIDATED BALANCE SHEET
AS AT JUNE 30, 2026

	Note	**As at June 30, 2026** **(Unaudited)**	As at December 31, 2025 (Restated, Note 2)
Assets			
Non-current assets			
Property, plant and equipment and right-of-use assets		**1,787,423**	1,916,426
Intangible assets		**212,756**	50,828
Prepayments and other receivables	*10*	**84,570**	117,824
Deferred income tax assets		**25,791**	22,782
Total non-current assets		**2,110,540**	2,107,860
Current assets			
Inventories		**72,208**	180,101
Prepayments, other receivables and other current assets	*10*	**970,519**	922,338
Trade receivables	*11*	**399,020**	312,450
Restricted cash		**94,871**	79,233
Cash and cash equivalents		**1,563,456**	1,243,545
Term deposits		**8,950**	388,950
Assets classified as held for sale		**1,021**	126,844
Total current assets		**3,110,045**	3,253,461
Total assets		**5,220,585**	5,361,321
Liabilities			
Non-current liabilities			
Borrowings	*14*	**2,422,299**	1,907,977
Lease liabilities		**56,693**	59,520
Deferred tax liabilities		**6,916**	–
Total non-current liabilities		**2,485,908**	1,967,497
Current liabilities			
Trade and notes payables	*12*	**811,745**	802,449
Accruals and other payables	*13*	**985,860**	1,181,789
Contract liabilities		**101,280**	122,973
Borrowings	*14*	**4,940,560**	5,298,898
Lease liabilities		**55,057**	57,828
Deferred income		**–**	15,400
Income tax payables		**576**	971

	Note	As at June 30, 2026 (Unaudited)	As at December 31, 2025 (Restated, Note 2)
Total current liabilities		**6,895,078**	7,480,308
Net current liabilities		**3,785,033**	4,226,847
Total liabilities		**9,380,986**	9,447,805
Deficit			
Share capital		**42**	41
Treasury shares		**(57,034)**	–
Other reserves		**10,487,053**	10,124,140
Accumulated losses		**(14,393,984)**	(14,013,150)
Deficit attributable to owners of the Company		**(3,963,923)**	(3,888,969)
Non-controlling interests		**(196,478)**	(197,515)
Total deficit		**(4,160,401)**	(4,086,484)

INTERIM CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE SIX MONTHS ENDED JUNE 30, 2026

		Six months ended 30 June	
	Note	**2026**	2025
		RMB'000	*RMB'000*
		(Unaudited)	(Restated, Note 2)
Cash flows from operating activities			
Cash generated from operations		**58,449**	336,489
Interest received		**10,170**	2,151
Income tax paid		**(2,628)**	(243)
Net cash generated from operating activities		**65,991**	338,397
Cash flows from/(used in) investing activities			
Proceeds from disposal of term deposits		**300,000**	–
Proceeds from disposal of property, plant and equipment and assets classified as held for sale		**107,973**	105,385
Acquisition of subsidiaries, net of cash acquired		**(193,718)**	–
Payments for property, plant and equipment		**(149,086)**	(271,969)
Loans to third parties		**(50,835)**	–
Payments for an investment accounted for using the equity method		**–**	(72,000)
Net cash generated from/(used in) investing activities		**14,334**	(238,584)
Cash flows from financing activities			
Proceeds from asset-backed securities ("ABSs")		**2,687,000**	1,340,000
Proceeds from borrowings, excluding ABSs		**1,456,617**	3,190,522
Proceeds from Issuance of ordinary shares upon placing		**341,701**	–
Proceeds from issuance of ordinary shares upon exercise of share options		**43,140**	432
Proceeds from loans from related parties		**–**	1,950,000
Proceeds from issuance of ordinary shares upon IPO		**–**	1,653,353
Capital contributions from shareholders		**–**	30
Repayments of ABSs		**(2,165,000)**	(1,519,000)
Repayments of borrowings, excluding ABSs		**(1,846,477)**	(1,648,812)
Interest paid for borrowings		**(119,499)**	(140,755)
Payment of consideration for business combination under common control		**(65,000)**	–
Payments for repurchase of shares		**(57,034)**	–
Principal elements of lease payments		**(30,244)**	(21,935)
Interest elements of lease payments		**(2,622)**	(2,621)
Repayments to loans from related parties		**–**	(2,845,090)
Transactions with non-controlling interests		**–**	(5,800)
Listing expenses paid		**–**	(867)
Net cash generated from financing activities		**242,582**	1,949,457

	Note	Six months ended 30 June	
		2026	2025
		RMB'000	*RMB'000*
		(Unaudited)	(Restated, Note 2)
Net increase in cash and cash equivalents		**322,907**	2,049,270
Cash and cash equivalents at beginning of the period		**1,243,545**	275,898
Effects of exchange rate changes on cash and cash equivalents		**(2,996)**	3
Cash and cash equivalents at end of the period		**1,563,456**	2,325,171

NOTES TO THE INTERIM CONDENSED CONSOLIDATED FINANCIAL INFORMATION

1 GENERAL INFORMATION

CaoCao Inc. (the "Company") was incorporated in the Cayman Islands ("Cayman") on November 8, 2021 as an exempted company with limited liability under the laws of the Cayman Islands. The registered office is at P.O. Box 31119, Grand Pavilion Hibiscus Way, 802 West Bay Road Grand Cayman, KY1-1205 Cayman Islands.

The Company is an investment holding company. The Company and its subsidiaries (together, the "Group") are principally engaged in operating its new energy-focused online ride hailing platform that provides a range of mobility services as well as other services, selling vehicles and corporate travel solution services (the "Listing Business") in the People's Republic of China ("PRC" or "China"). The ultimate controlling shareholder of the Group is Mr. Shufu Li (the "Controlling shareholder").

The interim condensed consolidated financial information is presented in Renminbi ("RMB") and all values are rounded to the nearest thousand RMB (RMB'000) except when otherwise indicated.

2 BASIS OF PREPARATION

As at June 30, 2026, the Group had total deficit of approximately RMB4,160,401,000 and its current liabilities exceeded its current assets by approximately RMB3,785,033,000. And for the six months ended June 30, 2026, the Group incurred loss of approximately RMB379,797,000. Historically, the Group has relied principally on financing through ABSs arrangements, borrowings from banks and other financial institutions, and proceeds from equity financing to fund its operations and business development. The Group's ABSs financing and certain borrowings were guaranteed by a related party of the Group.

The above circumstances indicate that there are events and conditions that may cast significant doubt on the Group's capability of continuing as a going concern. In view of such circumstances, the directors have given careful consideration to the future liquidity and performance of the Group and its available sources of financing in assessing whether the Group will have sufficient funds to fulfill its financial obligations and continue as a going concern. The Group has formulated the following plans and measures to mitigate the liquidity pressure and to improve its cash flows:

- The Group obtained approval from the Shanghai Stock Exchange on August 22, 2025 for the issuance of ABSs with a quota of RMB5.5 billion, under which the Group completed issuances of ABSs of approximately RMB1.3 billion for the year ended 31 December 2025 and approximately RMB2.9 billion for the 6 months ended June 30, 2026. Separately, the Group obtained approval from the China Insurance Asset Registration and Trading System on June 18, 2026 for the issuance of ABSs with a quota of RMB3.2 billion, under which the Group completed an ABS issuance of approximately RMB1.5 billion in August 2026;

- the Group has received a confirmation from a related party of its intention to provide financial support when needed. And the Group will continue to maintain good cooperative relationships with banks and other financial institutions to renew the borrowings;

- the Group will continue its efforts to implement measures to improve its operating cashflows and strengthen its working capital by increasing its mobility services revenue and profitability and controlling operating expenditures; and

- the Group will continue to manage its capital expenditures, including but not limited to cash payments for self-owned vehicles and investing activities, in line with its operating activities and financing activities.

Management of the Group has prepared a cash flow projection covering not less than 12 months from June 30, 2026. The cash flow projection has taken into account the anticipated cash flows to be generated by the Group and the available financing resources. The directors, after making due enquiries and considering the basis of management's projection described above, believe that the Group's current cash and cash equivalents and the anticipated cash flows from future operations and financing activities, together with funding from a related party that is available when needed under the financial support, will be sufficient so as to enable the Group to meet its anticipated working capital requirements, capital expenditure requirements and to repay its liabilities for the next twelve months from June 30, 2026. Consequently, the interim condensed consolidated financial information has been prepared on a going concern basis.

This interim condensed consolidated financial information for the six months ended June 30, 2026 of the Group has been prepared in accordance with International Accounting Standard ("IAS") 34, "Interim Financial Reporting", and should be read in conjunction with the annual consolidated financial statements for the year ended December 31, 2025, which has been prepared in accordance with IFRS Accounting Standards.

(a) Material accounting policies information

The interim condensed consolidated financial information has been prepared under the historical cost convention, as modified by the revaluation of financial liabilities and financial assets at fair value through profit or loss, which are carried at fair value. The accounting policies adopted are consistent with those of the previous financial year and corresponding interim reporting period, except for the adoption of new and amended standards as set out below.

(b) New and amended standards adopted by the Group

The Group has applied the following new and amended standards for its annual reporting period commencing January 1, 2026:

	New/amended standards	**Effective date**
Amendments to IFRS 9 and IFRS 7	Contracts Referencing Nature-dependent Electricity	January 1, 2026
Amendments to IFRS 9 and IFRS 7	Amendments to the Classification and Measurement of Financial Instruments	January 1, 2026
Annual Improvements to IFRS Accounting Standards – Volume 11	Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7	January 1, 2026

The amendments listed above did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

(c) New Standards, amendments to standards and interpretations not yet adopted

The following new standards, amendments to existing standards and interpretations have been issued but are not yet effective for the financial period beginning on January 1, 2026 and have not been early adopted by the Group. These standards are not expected to have a material impact on the Group's financial position and performance in the current or future reporting periods and on foreseeable future transactions other than the application of IFRS 18 which will have an impact on presentation and disclosure.

	New/amended standards	Effective date
IFRS 18	Presentation and Disclosure in Financial Statements	January 1, 2027
IFRS 19	Subsidiaries without Public Accountability: Disclosures	January 1, 2027
Amendments to IAS 21	Translation to a Hyperinflationary Presentation Currency	January 1, 2027
Amendments to IFRS 19	Subsidiaries without Public Accountability: Disclosures	January 1, 2027
Amendments to IAS 28	Fair value option for investments in associates and joint ventures	January 1, 2027

(d) Restatement arising from a business combination under common control

On December 30, 2025, the Group entered into a share purchase agreement with Zhejiang Geely Holding Group Co., Ltd., pursuant to which the Group agreed to acquire the entire equity interest in Zhejiang Geely Business Service Co., Ltd. ("Geely Business") held by Zhejiang Geely Holding Group Co., Ltd. at a cash consideration of RMB65,000,000. Geely Business is primarily engaged in the provision of accommodation reservation and transportation ticketing services, and provision of exhibition and convention services. The acquisition was approved at the extraordinary general meeting on 27 February 2026, and the completion of the relevant transaction was completed on 24 March 2026.

Geely Business, established on June 29, 2010, is ultimately controlled by Mr. Shufu Li, the controlling shareholder of the Group since its establishment date. The acquisition is considered as a business combination involving entities under common control and has been accounted for by using the merger accounting method, where all assets and liabilities of Geely Business are recorded at predecessor carrying amounts, as if it had been consolidated by the Group since it is established. The consideration of RMB65,000,000 was debited to the capital reserve upon payment in March 2026.

Accordingly, the comparative figures of 2025 as set out in these consolidated financial statements have been restated to include the historical financial information of Geely Business since its establishment date.

The adoption of merger accounting has resulted in a decrease in the Group's loss for the six months ended June 30, 2025 by approximately RMB8 million.

The following is a reconciliation of the effect arising from the acquisition of Geely Business which is accounted for under common control combination on the consolidated financial statements.

	As at December 31, 2024			
	Balances as previously reported	**Merger of Geely Business**	**Elimination of inter-company balances**	**Balances as restated**
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Consolidated balance sheets				
Total assets	4,077,652	267,981	(498)	4,345,135
Total liabilities	(11,283,231)	(213,154)	498	(11,495,887)
Total (deficit)/equity	(7,205,579)	54,827	–	(7,150,752)

	As at December 31, 2025			
	Balances as previously reported	**Merger of Geely Business**	**Elimination of inter-company balances**	**Balances as restated**
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Consolidated balance sheets				
Total assets	5,153,766	208,055	(500)	5,361,321
Total liabilities	(9,256,080)	(192,225)	500	(9,447,805)
Total (deficit)/equity	(4,102,314)	15,830	–	(4,086,484)

	Six months ended June 30, 2025			
	Balances as previously reported	**Merger of Geely Business**	**Elimination of inter-company balances**	**Balances as restated**
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Consolidated statement of comprehensive (loss)/profit				
Total revenue	9,455,968	32,802	(2,869)	9,485,901
(Loss)/profit for the period	(468,208)	8,166	(258)	(460,300)

3 REVENUE AND SEGMENT INFORMATION

The Group's Chief Operating Decision Maker ("CODM") consisting of the chief executive officer and the other key management, examines the Group's performance from a product perspective. Management has determined the operating segments based on the reports reviewed by CODM that are used to make strategic decisions. On this basis, the Group has determined that it only has one operating segment during the six months ended June 30, 2026 and 2025. Nearly all the Group's sales are contributed from the PRC market, accordingly, no geographical information is presented.

Breakdown of revenue by business lines is as follows:

	Six months ended June 30,	
	2026	2025
	RMB'000	*RMB'000*
	(Unaudited)	(Unaudited)
Revenue:		
Mobility service	**9,792,336**	8,600,024
Vehicle sales	**295,239**	743,587
Others (i)	**252,135**	142,290
Total	**10,339,710**	9,485,901

	Six months ended June 30,	
	2026	2025
	RMB'000	*RMB'000*
	(Unaudited)	(Unaudited)
Revenue from contracts with customers:		
At a point in time	**10,313,716**	9,381,978
Over time	**25,994**	103,923
	10,339,710	9,485,901

(i) The Group provides other services including exhibition and convention services, accommodation reservation and transportation ticketing, vehicle leasing, technical services, advertising and others. Accommodation reservation and transportation ticketing services arising from the business combination under common control (Note 2(d)) are mainly provided to related parties, and the revenue is recognised when the services have been rendered. Exhibition and convention services arising from the business combination under common control (Note 2(d)) are mainly derived from delivering exhibition organisation services and the revenue is recognised when the services have been rendered. Revenue from vehicle leasing services is recognised on a pro-rata basis over the contractual service period. Advertising revenue is mainly derived from delivering advertisements through CaoCao Mobility and its operating vehicles. Revenue from such advertising services is recognised on a pro-rata basis over the contractual service period. Technical services and other services are recognised as revenue when customers obtain control of the promised goods or services.

4 EXPENSES BY NATURE

	Six months ended June 30,	
	2026	2025
	RMB'000	*RMB'000*
	(Unaudited)	(Unaudited)
Driver earnings and incentives for mobility services	**7,945,066**	6,950,513
Commissions charged by aggregation platforms	**829,415**	737,990
Employee benefits expenses	**316,567**	459,341
Depreciation charges of property, plant and equipment	**313,243**	321,873
Cost of vehicles sold	**285,581**	685,907
Commissions paid to car partners	**168,630**	199,324
Cost of exhibition and convention services	**166,418**	–
Insurance costs	**163,948**	167,532
Battery service fee	**138,227**	122,894
Promotion, advertising and incentives for driver and customer referrals	**69,342**	39,301
Vehicle maintenance charges	**66,243**	67,861
Listing expenses	**–**	42,057
Depreciation charge of right-of-use assets	**31,627**	26,179
Amortisation of intangible assets	**3,194**	637
Auditor's remuneration		
– Audit service	**1,890**	1,800
– Non-audit service	**22**	50
Others	**239,112**	265,344
Total cost of sales, selling and marketing expenses, general and administrative expenses and research and development expenses	**10,738,525**	10,088,603

5 OTHER INCOME

	Six months ended June 30,	
	2026	2025
	RMB'000	*RMB'000*
	(Unaudited)	(Unaudited)
Subsidy income (i)	**135,896**	112,966

(i) The amounts represent subsidy income which is received from various local governments. Such income is recognised in the statement of comprehensive loss upon the later of receipt of the cash and the satisfaction of conditions relating to such income.

6 OTHER GAINS – NET

	Six months ended June 30,	
	2026	2025
	RMB'000	*RMB'000*
	(Unaudited)	(Unaudited)
Gains on disposal of property, plant and equipment and assets classified as held for sale	**30,071**	10,836
Regulatory-related penalties (i)	**(29,769)**	(6,532)
Others	**2,257**	2,098
	2,559	6,402

(i) The amounts represent penalties for vehicles or drivers without the requisite permits or licenses.

7 FINANCE COSTS – NET

	Six months ended June 30,	
	2026	2025
	RMB'000	*RMB'000*
	(Unaudited)	(Unaudited)
Finance income:		
Interest income on cash and cash equivalents	**7,220**	2,908
Finance costs:		
Interest expense on ABSs	**(83,895)**	(78,997)
Interest expense on bank and other borrowings	**(40,706)**	(47,766)
Interest expense on lease liabilities	**(2,622)**	(2,664)
Interest expense on loans from related parties	**–**	(19,984)
	(127,223)	(149,411)
Finance costs – net	**(120,003)**	(146,503)

8 TAXATION

	Six months ended June 30,	
	2026	2025
	RMB'000	*RMB'000*
	(Unaudited)	(Unaudited)
Current income tax expense	**(2,233)**	(2,233)
Deferred income tax credit	**3,629**	31,502
	1,396	29,269

Cayman Islands income tax

The Company is incorporated in the Cayman Islands as an exempted company with limited liability under the Companies Law of Cayman Islands, and accordingly is exempted from Cayman Islands income tax.

Hong Kong profits tax

Under the current Hong Kong Inland Revenue Ordinance, the Company's subsidiaries incorporated in Hong Kong are subject to a two-tiered profits tax rates regime. Under the two-tiered profits tax rates regime, the first HK$2 million of profits of the qualifying group entity will be taxed at 8.25%, and profits above HK$2 million will be taxed at 16.5%.

No provision for Hong Kong profits tax has been made as the Group did not have any assessable profit subject to Hong Kong profits tax during the six months ended June 30, 2026 and 2025.

Other countries

The Group entities established under the International Business Companies Acts of British Virgin Islands ("BVI") are exempted from BVI income taxes.

Tax in other countries have been provided for at the applicable rates on the estimated assessable profits less estimated available tax losses.

PRC enterprise income tax ("EIT")

The Group's subsidiaries established and operated in Mainland China are subject to the EIT on the taxable income as reported in their respective statutory financial statements adjusted in accordance with the Enterprise Income Tax Law ("EIT Law"). Pursuant to the EIT Law, the Group's subsidiaries are generally subject to EIT at the statutory rate of 25%.

According to the relevant laws and regulations promulgated by the State Administration of Taxation ("SAT") of the PRC, enterprises engaging in research and development activities are entitled to claim 200% of their research and development expenses incurred as tax deductible expenses when determining their assessable profits for the year ("Super Deduction").

PRC withholding income tax ("WHT")

According to the EIT Law, distribution of profits earned by PRC companies since January 1, 2008 to foreign investors is subject to withholding tax of 5% or 10%, depending on the country of incorporation of the foreign investor, upon the distribution of profits to overseas-incorporated immediate holding companies.

During the six months ended June 30, 2026 and 2025, the Group does not have any plan to require any of its subsidiaries, including its PRC subsidiaries to distribute their retained earnings and intends to retain them to operate and expand the business in the PRC. As at June 30, 2026 and December 31, 2025, the Group has no undistributed earnings in its PRC subsidiaries. Accordingly, no deferred income tax liability on WHT was provided as at the end of each reporting period.

Global minimum top-up tax

The Group has adopted International Tax Reform – Pillar Two Model Rules – Amendments to IAS 12 upon their release on May 23, 2023. The amendments provide a temporary mandatory exception from deferred tax accounting for the top-up tax, which is effective immediately, and require new disclosures about the Pillar Two exposure from December 31, 2024. For the six months ended June 30, 2026, the Group had no related current tax exposure due to Pillar Two. The Group will assess its exposure to the Pillar Two legislation when related legislation is announced and enacted.

9 LOSSES PER SHARE

(i) Basic

Basic losses per share is calculated by dividing the net loss attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the respective periods.

	Six months ended June 30,	
	2026	2025
	(Unaudited)	(Unaudited)
Loss attributable to owners of the Company (RMB'000)	**(380,834)**	(487,075)
Weighted average number of ordinary shares outstanding (thousands)	**579,173**	454,684
Basic losses per share (RMB)	**(0.66)**	(1.07)

(ii) Diluted

Diluted loss per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary share.

For the six months ended June 30, 2025, the dilutive potential ordinary shares arising from conversion of Series B Preferred Shares to Ordinary Shares were included in the calculation of dilutive loss per share, as their inclusion would be dilutive, while those arising from exercise of share options were not included as their inclusion would be anti-dilutive.

	Six months ended June 30, 2025 (Unaudited)
Loss	
Loss attributable to owners of the Company (RMB'000)	**(487,075)**
Adjustments for fair value changes of financial liabilities at fair value through profit or loss	**(138,864)**
	(625,939)
Shares	
Weighted average number of ordinary shares outstanding excluding conversion of Series B Preferred Shares to Ordinary Shares (thousands)	**454,684**
Adjustments for conversion of Series B Preferred Shares to Ordinary Shares (thousands)	**46,549**
	501,233
Diluted losses per share (RMB)	**(1.25)**

As the Group incurred net losses for the six months ended June 30, 2026, the dilutive potential ordinary shares arising from exercise of share options was not included in the calculation of dilutive loss per share, as its inclusion would be anti-dilutive. Accordingly, dilutive loss per share for the six months ended June 30, 2026 was the same as basic loss per share of the period.

10 PREPAYMENTS, OTHER RECEIVABLES AND OTHER CURRENT ASSETS

	As at June 30, 2026 *RMB'000* (Unaudited)	As at December 31, 2025 *RMB'000* (Audited)
Included in non-current assets		
Prepayments:		
Deferred charges for global positioning system and other equipment	**32,130**	35,943
Prepayments for self-owned vehicles	**–**	37,500
	32,130	73,443
Other receivables:		
Deposits to trust institutions	**35,290**	27,400
Rental and other deposits	**17,150**	16,981
	52,440	44,381
Non-current	**84,570**	117,824
Included in current assets		
Prepayments:		
Prepayments for insurance costs	**224,369**	250,669
Prepayments for accommodation reservation and transportation ticketing services	**67,787**	68,770
Prepayments for vehicles for sale	**27,940**	11,672
Others	**1,983**	1,389
	322,079	332,500
Other current assets:		
Value-added tax recoverables	**481,345**	479,663
Other receivables:		
Deposits to trust institutions	**45,440**	32,900
Rental and other deposits	**9,541**	7,047
Short-term finance lease receivables, net	**3,500**	3,500
Loans to third parties (i)	**54,562**	3,644
Other receivables related to share options	**2,323**	34,963
Others	**56,337**	32,843
	171,703	114,897
Less: loss allowance	**(4,608)**	(4,722)
	167,095	110,175
Current	**970,519**	922,338

(i) On May 13, 2026, the Group entered into a loan agreement with Shenyang Chixing Technology Co., Ltd. ("Shenyang Chixing"), an independent third party. Pursuant to the agreement, the Group extended a loan of approximately RMB50,835,000 to Shenyang Chixing at a fixed annual interest rate of 3.2% with a tenor of 12 months, for the purpose of Shenyang Chixing purchasing designated vehicle models from suppliers designated by the Group and settling relevant vehicle-related expenses.

On July 20, 2026, the Group entered into a debt-for-equity swap agreement with Shenyang Jichi Automotive Industry Development Co., Ltd., which held 100% equity interest in Shenyang Chixing. Pursuant to the agreement, the total principal and interest under the aforesaid loan agreement as at June 30, 2026, amounting to approximately RMB50,917,000, was converted into the Group's equity investment in Shenyang Chixing. Upon completion of the equity conversion, the Group holds a 98% equity interest in Shenyang Chixing, and Shenyang Chixing has become a subsidiary of the Group.

11 TRADE RECEIVABLES

	As at June 30, 2026 *RMB'000* **(Unaudited)**	As at December 31, 2025 *RMB'000* (Audited)
Trade receivables from contracts with customers	**423,072**	335,842
Less: loss allowance	**(24,052)**	(23,392)
	399,020	312,450

As at June 30, 2026 and December 31, 2025, the ageing analysis of the trade receivable based on invoice date were as follows:

	As at June 30, 2026 *RMB'000* **(Unaudited)**	As at December 31, 2025 *RMB'000* (Audited)
Within 3 months	**395,916**	305,808
3 months to 6 months	**5,506**	6,720
6 months to 1 year	**5,112**	10,645
Over 1 year	**16,538**	12,669
	423,072	335,842

The carrying amounts of the Group's trade receivables are denominated in RMB and approximate their fair values.

The maximum exposure to credit risk at the reporting date is the carrying value of trade receivables mentioned above.

12 TRADE AND NOTES PAYABLES

	As at June 30, 2026 *RMB'000* **(Unaudited)**	As at December 31, 2025 *RMB'000* (Audited)
Trade payables (a)		
– Earnings and incentives payable to drivers	**484,049**	490,750
– Payables for services	**256,222**	161,584
– Payables for vehicles	**55,010**	59,923
– Others	**16,464**	10,192
	811,745	722,449
Notes payables (b)	**–**	80,000
	811,745	802,449

(a) Trade payables

Trade payables are unsecured and are usually paid within 90 days of recognition. The majority of the Group's trade payables was denominated in RMB. The ageing analysis of the trade payables based on invoice date as at June 30, 2026 and December 31, 2025 is as follows:

	As at June 30, 2026 *RMB'000* **(Unaudited)**	As at December 31, 2025 *RMB'000* (Audited)
0 to 90 days	**733,369**	656,346
91 to 180 days	**16,869**	5,328
181 days to 1 year	**3,050**	32,435
Over 1 year	**58,457**	28,340
	811,745	722,449

(b) Notes payables

All notes payables are denominated in RMB and are notes paid and/or payable to third parties mainly for settlement of trade payables. All notes payables had maturities of less than one year.

The carrying amounts of trade and notes payables are considered to be the same as their fair values, due to their short-term nature.

13 ACCRUALS AND OTHER PAYABLES

	As at June 30, 2026 *RMB'000* **(Unaudited)**	As at December 31, 2025 *RMB'000* (Audited)
Deposits from drivers	**230,456**	227,165
Amounts due to related parties	**180,021**	229,953
Deposits from suppliers and others	**135,879**	152,007
Advances from disposal of used vehicles and mobility services	**111,189**	170,738
Provision for litigation and disputes	**74,423**	68,233
Staff costs and welfare accruals	**59,573**	99,043
Taxes and surcharges payables	**52,442**	61,512
Accrued promotion, advertising and incentives for customer referrals	**21,597**	26,542
Advances from disposal of equity investments	**–**	3,000
Others	**120,280**	143,596
	985,860	1,181,789

The carrying amounts of accruals and other payables are considered to approximate their fair values due to their short-term nature.

14 BORROWINGS

	As at June 30, 2026 *RMB'000* **(Unaudited)**	As at December 31, 2025 *RMB'000* (Audited)
Borrowings included in non-current liabilities:		
ABSs (a)	**2,422,299**	1,907,977
Borrowings included in current liabilities:		
Current portion of long-term borrowings		
– Current portion of ABSs (a)	**2,864,857**	2,860,265
– Current portion of other borrowings, secured (b)	**–**	6,600
Bank borrowings, guaranteed (c)	**944,968**	1,545,523
Factoring borrowings (d)	**201,081**	319,992
Bank credit borrowings (e)	**929,654**	566,518
	4,940,560	5,298,898
	7,362,859	7,206,875

(a) The Group issued several tranches of asset-backed securities ("ABSs") with the payment term of two or three years with the fixed interest rate ranging from 1.87% to 3.17%. These ABSs are secured by the pledge of the rights to receive the service fees derived from the use of certain vehicles owned by the Group for the provision of online ride hailing services and guaranteed by Zhejiang Geely Holding Group Co., Ltd. The principal and interests of ABSs were repaid on a quarterly basis. As at June 30, 2026 and December 31, 2025, the borrowings from ABSs amounted to approximately RMB5,287,156,000 and RMB4,768,242,000, respectively, of which approximately RMB2,864,857,000 and RMB2,860,265,000 will be due within one year from the balance sheet date.

(b) As at December 31, 2025, secured borrowings were approximately RMB6,600,000, of which approximately RMB6,600,000, will be due within one year from the balance sheet date. The effective interest rate of the secured borrowings during the six months ended June 30, 2026 and 2025 ranged from 4.95% to 6.7% per annum. These borrowings were related to the sales and leaseback arrangements between the Group and certain finance lease companies.

(c) During the six months ended June 30, 2026 and 2025, the Group has entered several short-term borrowing agreements with interest rates ranging from 2.25% to 3.55% per annum. As at June 30, 2026 and December 31, 2025, the borrowing balances were approximately RMB944,968,000 and RMB1,545,523,000, respectively. The borrowings were guaranteed by Zhejiang Geely Holding Group Co., Ltd.

(d) During the six months ended June 30, 2026 and 2025, the letters of credit, notes payables and supply chain issued by certain subsidiaries of the Group for intra-group transaction settlements were discounted to certain PRC commercial banks. The directors were of the view that balances under such factoring arrangements were borrowings from banks. As at June 30, 2026 and December 31, 2025, the average discounted rates were 2.72% and 2.97% per annum. Except for approximately RMB62,500,000 and RMB73,000,000 of factoring borrowings as at June 30, 2026 and December 31, 2025, which was covered by guarantee deposits, and factoring borrowings of approximately RMB40,000,000 and RMB262,692,000 respectively, which were guaranteed by Zhejiang Geely Holding Group Co., Ltd., the remaining factoring borrowings were credit facilities.

(e) As at June 30, 2026 and December 31, 2025, bank credit borrowings were approximately RMB929,654,000 and RMB566,518,000, respectively, with fixed interest rates ranging from 2.7% to 3.2% per annum and durations of one year and will be due within one year from the respective balance sheet date.

15 ASSETS PLEDGED AS SECURITY

The carrying amounts of assets pledged as security for current and non-current borrowings are:

	As at June 30, 2026 *RMB'000* **(Unaudited)**	As at December 31, 2025 *RMB'000* (Audited)
Non-current		
Vehicles pledged under ABSs arrangements	**1,027,432**	1,182,603
Vehicles pledged under finance lease arrangements	**–**	4,264
	1,027,432	1,186,867

16 BUSINESS COMBINATION

Weixing Technology Co., Ltd.

On December 30, 2025, the Group entered into share purchase agreements with Zhejiang Jidi Technology Co., Ltd. and Mercedes-Benz Mobility Services GmbH, pursuant to which the Group will acquire 50% and 50% of the issued shares of Weixing Technology Co., Ltd. ("Weixing Technology") held by them for cash consideration of RMB112,500,000 and RMB112,500,000 respectively. The acquisition date was January 27, 2026. Upon completion, Weixing Technology has become a wholly owned subsidiary of the Group.

Weixing Technology is primarily engaged in the provision of luxury travel experience under the brand "StarRides", offering services including business limousine service, long-term chauffeur service, and brand events mobility service etc. The Acquisition strengthens the Group's core mobility platform by offering both ride-hailing services and premium concierge services.

In 2026, Avista Valuation Advisory Limited independently evaluated the fair value of the net assets identified in the acquisition of Weixing Technology. According to the valuation report, the fair value of the identifiable net assets of Weixing Technology as at the acquisition date was approximately RMB93,218,000.

(i) The following table summarises the consideration paid for Weixing Technology, the fair value of assets and liabilities acquired at the acquisition date, and goodwill arising on the acquisition:

	Fair value
	RMB'000
Consideration	
– Cash consideration paid	225,000
Total consideration	225,000
Recognised amounts of identifiable assets acquired and liabilities assumed:	
Property, plant and equipment and right-of-use assets	55,364
Intangible assets	33,340
Other non-current assets	2
Cash and cash equivalents	31,282
Other current assets	31,099
Deferred income liabilities	(7,536)
Other non-current liabilities	(8,661)
Current liabilities	(41,672)
Total identifiable net assets	93,218
Goodwill arising on acquisition	131,782
– Cash consideration	(225,000)
– Cash and cash equivalents in subsidiary acquired	31,282
Net cash outflow on acquisition	(193,718)

(ii) The acquisition does not involve any contingent consideration arrangements.

(iii) The goodwill will not be deductible for tax purposes.

(iv) Revenue and loss contribution

The acquired business contributed revenue of RMB39,407,000 and net loss of RMB11,559,000 to the Group for the period from January 27, 2026 to June 30, 2026. If the acquisition had occurred on January 1, 2026, consolidated revenue and consolidated loss after tax for the interim period would have been RMB45,426,000 and RMB16,064,000 respectively.

17 DIVIDENDS

No dividend has been paid or declared by the Company for the six months ended June 30, 2026 and 2025.

No dividend or distribution has been declared, made or paid by the Company or any of the subsidiaries comprising the Group in respect of any period subsequent to June 30, 2026.

18 SUBSEQUENT EVENTS

On July 20, 2026, the Group obtained a 98% equity interest in Shenyang Chixing through equity conversion. Refer to Note 10 for more details.

OTHER INFORMATION

Compliance with the Corporate Governance Code

The Company aims to achieve high standards of corporate governance which are crucial to the Company's development and safeguard the interests of the Shareholders. The principles of the Company's corporate governance are to promote effective internal control measures and to enhance the transparency and accountability of the Board of Directors to all Shareholders.

The Company has complied with all the principles and applicable code provisions as set out in Part 2 of Appendix C1 (Corporate Governance Code) of the Listing Rules during the Reporting Period.

The Company will continue to enhance its corporate governance practices appropriate to the conduct and growth of its business and to review such practices from time to time to ensure that they comply with statutory and professional standards and align with the latest development.

Compliance with the Model Code

The Company has adopted the Model Code as the code of conduct regarding the Directors' dealings in the securities of the Company.

Having made specific enquiry of all the Directors, all Directors confirmed that they have complied with the provisions of the Model Code during the Reporting Period.

The Company has established written guidelines for securities transactions by employees who are likely to be in possession of inside information of the Company (the "**Guidelines for Securities Dealings by Relevant Employees**") on terms no less exacting than the Model Code. No incident of non-compliance with the Guidelines for Securities Dealings by Relevant Employees by the employees has been noted by the Company during the Reporting Period.

Audit Committee and Review of Interim Financial Results

The Company has established the Audit Committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and the Corporate Governance Code. The primary duties of the Audit Committee are to review and supervise the financial reporting process and internal controls systems of the Group, and provide advice and recommendations to the Board. The Audit Committee comprises two independent non-executive Directors, namely, Ms. Xin Liu and Ms. Ning Liu, and one non-executive Director, namely Mr. Quan Zhang. The chairperson of the Audit Committee is Ms. Xin Liu, who possesses the appropriate accounting or related financial management expertise as required under Rule 3.10(2) of the Listing Rules.

The interim condensed consolidated financial information for the six months ended June 30, 2026 is unaudited, but has been reviewed by PricewaterhouseCoopers, the independent auditor of the Company, in accordance with International Standard on Review Engagements 2410, "Review of Interim Financial Information Performed by the Independent Auditor of the Entity." The Audit Committee, after the discussion with the auditor, has reviewed, and the Board has approved, the unaudited interim condensed consolidated financial information of the Group for the six months ended June 30, 2026. The Audit Committee has reviewed the accounting principles and practices adopted by the Company and discussed matters in respect of, among others, risk management, internal control and financial reporting of the Company with the management. There is no disagreement between the Board and the Audit Committee regarding the accounting treatment adopted by the Company. Based on this review and discussions with the management, the Audit Committee was satisfied that the Group's unaudited interim condensed consolidated financial information for the six months ended June 30, 2026 was prepared in accordance with applicable accounting standards and relevant laws and regulations, and contains adequate disclosures.

The Company's unaudited interim condensed consolidated financial information for the six months ended June 30, 2026 has been prepared in accordance with International Accounting Standard 34 "Interim Financial Reporting".

Directors' Responsibilities for Financial Reporting in Respect of the Financial Statements

The Directors acknowledge their responsibilities for preparing the interim condensed consolidated financial information of the Company for the six months ended June 30, 2026. The Board is responsible for presenting a balanced, clear and understandable assessment of annual and interim reports, inside information announcements and other disclosures required under the Listing Rules and other statutory and regulatory requirements. The management has provided to the Board such explanation and information as are necessary to enable the Board to carry out an informed assessment of the Company's financial statements, which are put to the Board for approval. The management provides all members of the Board with monthly updates on the Company's performance, positions and prospects.

Employees, Training and Remuneration Policy

The Group had 1,221 full-time employees as at June 30, 2026, with the majority based in Chinese mainland, except for eight individuals who were based in Hong Kong and one individual who was based in Abu Dhabi. We primarily recruit our employees through on-campus job fairs, industry referrals, online channels, and recruitment agencies. We offer employees competitive salaries, performance-based cash bonuses, regular awards, and long-term incentives. The staff costs including Directors' emoluments and share-based payment expenses were approximately RMB316.6 million for the six months ended June 30, 2026.

The Directors and senior management receive remuneration from the Company in the form of salaries, bonuses, housing benefits, contribution to employee social security plans, medical insurance and other social insurances obligations, welfare fees and share-based compensation. The Board has established the Remuneration Committee to review and recommend the remuneration and compensation packages of the Directors and senior management of the Company, and the Board, with the advice from the Remuneration Committee, will review and determine the remuneration and compensation packages taking into account salaries paid by comparable companies, time commitment and responsibilities of the Directors and senior management and performance of the Group.

We provide new employee training to our employees and periodic on-the-job training to enhance the skills and knowledge of our employees. We have adopted a training system, pursuant to which management, operation, sales and marketing, technology, regulatory, and other trainings are regularly provided to our employees by internally sourced speakers or externally hired consultants.

To incentivize our employees and promote the long-term growth of the Company, we have also adopted share schemes to provide equity incentives to our employees, Directors and senior management.

Purchase, Sale or Redemption of Listed Securities of the Company

The Board has approved a share repurchase plan for a period of one year, with an aggregate repurchase amount of up to HK$200 million (the "**Share Repurchase Plan**") on May 14, 2026. The Share Repurchase Plan has been and will be implemented by the Board pursuant to (i) the general mandate to repurchase Shares granted to the Board by the Shareholders at the extraordinary general meeting of the Company held on May 11, 2025, and (ii) the general mandate to repurchase Shares granted to the Board by the Shareholders at the annual general meeting of the Company on June 8, 2026.

During the Reporting Period, the Company had repurchased a total of 2,732,000 Shares (the "**Shares Repurchased**") on the Stock Exchange for an aggregate consideration of approximately HK$65,625,572. The Share repurchase was implemented to benefit the Company and create long-term value for Shareholders. It reflects the Company's confidence in its future prospects and intrinsic value, and aims to further safeguard Shareholders' interests and boost investor confidence. Particulars of the Shares Repurchased are summarized as follows:

Year 2026

Month	Number of Shares Repurchased	Price Paid per Share		Aggregate Consideration
		Highest	Lowest	
		(HK$)	*(HK$)*	*(HK$)*
May	662,900	26.86	23.02	15,977,884
June	2,069,100	29.28	20.60	49,647,688
Total	2,732,000			65,625,572

All of the Shares Repurchased during the Reporting Period were held as treasury shares. As at June 30, 2026, the Company held 2,732,000 treasury shares, which will be used for share grants under share schemes that comply with Chapter 17 of the Listing Rules, for resale at market price to raise additional funds, and/or for other purposes permitted under the Listing Rules, the articles of association of the Company and the applicable laws of the Cayman Islands, subject to market conditions and the Group's capital management needs.

Save as disclosed above and in this announcement, neither the Company nor any of its subsidiaries or Consolidated Affiliated Entities had purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares) during the Reporting Period.

Significant Investments Held

As at June 30, 2026, we did not hold any significant investments (including any investment in an investee company) with a value of 5% or more of the Group's total assets.

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 Listing Rules.

Material Acquisitions and/or Disposals of Subsidiaries, Associates and Joint Ventures

On December 30, 2025, Hangzhou Youxing, a Consolidated Affiliated Entity, entered into (i) a share purchase agreement with Zhejiang Jidi, and (ii) a share purchase agreement with Mercedes-Benz Mobility Services GmbH ("**Mercedes-Benz Mobility**") and Geely Holding, pursuant to which Hangzhou Youxing agreed to acquire a 50% equity interest in Weixing Technology from each of Zhejiang Jidi and Mercedes-Benz Mobility, for an aggregate cash consideration of RMB225,000,000. After the completion of the acquisition on January 27, 2026, Weixing Technology has become a wholly-owned subsidiary of Hangzhou Youxing.

On December 30, 2025, Suzhou Youxing, an indirect wholly-owned subsidiary of the Company, entered into a share purchase agreement with Geely Holding and Geely Business, pursuant to which Suzhou Youxing agreed to acquire, and Geely Holding agreed to sell, the entire equity interest in Geely Business for a cash consideration of RMB65,000,000. After the completion of the acquisition on March 24, 2026, Geely Business has become an indirect wholly-owned subsidiary of the Company.

Save as disclosed above, we did not have any material acquisitions and disposals of subsidiaries, associates and joint ventures during the Reporting Period.

Use of Proceeds from the Global Offering

The Shares were listed on the Stock Exchange on June 25, 2025. Pursuant to the Global Offering, 44,178,600 Shares were issued at a price of HK$41.94 per Share, raising gross proceeds (before expenses) of approximately HK$1,852.9 million. The net proceeds from the Global Offering received by the Company, after deducting underwriting commissions and fees and other estimated offering expenses paid and payable by the Company in connection with the Global Offering, are approximately HK$1,718.4 million. There has been no change in the intended use of net proceeds as previously disclosed in the Prospectus under the section headed "Future Plans and Use of Proceeds".

As at June 30, 2026, the Group had utilized the net proceeds from the Global Offering as set out in the table below:

Intended use of net proceeds as disclosed in the Prospectus	Allocation of net proceeds from the Global Offering *(HK$ million)*	Amount of net proceeds utilized as at June 30, 2026 *(HK$ million)*	Amount of unutilized net proceeds as at June 30, 2026 *(HK$ million)*	Expected timeline of full utilization of unutilized net proceeds
(i) approximately 19.0% to improve auto solutions and improve service quality	326.5	181.3	145.2	Before December 31, 2027
(ii) approximately 18.0% to enhance and launch purpose-built vehicles	309.3	95.3	214.0	Before December 31, 2027
(iii) approximately 17.0% to enhance technology and invest in autonomous driving	292.1	186.8	105.3	Before December 31, 2027
(iv) approximately 16.0% to expand geographical coverage	274.9	154.0	120.9	Before December 31, 2027
(v) approximately 20.0% for partial repayment of the principals and interests of certain bank borrowings	343.7	343.7	–	
(vi) approximately 10.0% for working capital and other general corporate purposes	171.8	131.6[(1)]	40.2	Before December 31, 2026
Total	1,718.4	1,092.8	625.6	

Note:

(1) Of the total, HK$116.0 million has been utilized for driver costs, HK$7.6 million for leasing expenses, HK$5.6 million for technical services, and HK$2.4 million for other general corporate purposes.

As at June 30, 2026, the remaining proceeds of approximately HK$625.6 million will continue to be used in accordance with the purposes as set out in the Prospectus and follow the expected implementation timetable as disclosed above and in the Prospectus.

Use of Proceeds from the Placing

On February 4, 2026, the Company completed the placing (the "**Placing**") of 12,000,000 Shares (the "**Placing Shares**") to not less than six professional, institutional or other investors who and whose ultimate beneficial owner(s) are Independent Third Parties (the "**Placees**"), at the price of HK$32.46 per Placing Share. The price represents a discount of approximately 8.97% to the closing price of HK$35.66 per Share as quoted on the Stock Exchange on the January 27, 2026, being the last trading day prior to the date of the placing agreement. The aggregate nominal value of 12,000,000 Placing Shares is US$120.

The Directors consider that the Placing can strengthen the financial position of the Group, supplement the funds needed for the Group's future expansion and growth strategy, and enlarge the shareholders' base of the Company which may in turn enhance the liquidity of the Shares.

The net proceeds (after deduction of placing commission and other expenses of the Placing) are approximately HK$383 million. On this basis, the net price per Placing Share is approximately HK$31.92. There has been no change in the intended use of net proceeds as previously disclosed in the announcement of the Company dated January 28, 2026.

As at June 30, 2026, the Group had utilized the net proceeds from the Placing as set out in the table below:

Intended use of net proceeds	Allocation of net proceeds from the Placing *(HK$ million)*	Amount of net proceeds utilized as at June 30, 2026 *(HK$ million)*	Amount of unutilized net proceeds as at June 30, 2026 *(HK$ million)*	Expected timeline of full utilization of unutilized net proceeds
(i) approximately 67.7% to develop the Robotaxi business both domestically and internationally	259.3	41.7	217.6	Before December 31, 2028
(ii) approximately 22.3% to expand enterprise services	85.4	0.3	85.1	Before December 31, 2028
(iii) approximately 10% for working capital and other general corporate purposes	38.3	13.4[1]	24.9	Before December 31, 2026
Total	383.0	55.4	327.6	

Note:

(1) Of the total, HK$6.2 million has been utilized for marketing, HK$6.4 million for technical services, and HK$0.8 million for other general corporate purposes.

As at June 30, 2026, the remaining proceeds of approximately HK$327.6 million will continue to be used in accordance with the purposes as set out in the announcement dated January 28, 2026 and follow the expected implementation timetable as disclosed above.

Future Plans for Material Investments or Capital Asset

Save as disclosed in the section headed "Future Plans and Use of Proceeds" in the Prospectus and "Use of Proceeds from the Global Offering" and "Use of Proceeds from the Placing" in this announcement, as at June 30, 2026, we did not have detailed future plans for material investments or capital assets.

Interim Dividend

The Board has resolved not to declare an interim dividend for the six months ended June 30, 2026.

Significant Events after the End of June 30, 2026

On July 20, 2026, the Group obtained a 98% equity interest in Shenyang Chixing through equity conversion. Please refer to Note 10 to the condensed consolidated interim financial information for more details.

Save as disclosed in this announcement, there were no significant events that might affect the Group after June 30, 2026 and up to the date of this announcement and are required to be disclosed by the Company.

PUBLICATION OF RESULTS AND INTERIM REPORT

This announcement is published on the website of the Stock Exchange (www.hkexnews.hk) and the Company's website (www.caocao.com.cn). The interim report of the Company for the first half of 2026 containing all the information in accordance with the requirements under the Listing Rules will be made available on the respective websites of the Stock Exchange and the Company and dispatched to the Shareholders who request the printed copy in due course.

By order of the Board
CaoCao Inc.
Mr. Jian Yang
Chairman of the Board

Hong Kong, August 27, 2026

As at the date of this announcement, the Board comprises (i) Mr. Xin Gong as executive Director; (ii) Mr. Jian Yang, Mr. Quan Zhang, Mr. Jinliang Liu, Mr. Yang Li and Ms. Xiaohong Zhou as non-executive Directors; and (iii) Ms. Xin Liu, Ms. Ning Liu and Mr. Qiang Fu as independent non-executive Directors.

This announcement contains certain forward-looking statements. These forward-looking statements are based on information currently available to the Group or the current belief, expectations and assumptions of the Board. These forward-looking statements are subject to risks, uncertainties and other factors beyond the Company's control which may cause actual results or performance to differ materially from those expressed or implied in such forward-looking statements. In light of the risks and uncertainties, the inclusion of forward-looking statements in this announcement should not be regarded as representations by the Board or the Company that the plans and objectives will be achieved, and Shareholders and investors of the Company should not place undue reliance on such statements.

DEFINITIONS AND GLOSSARY OF TECHNICAL TERMS

In this announcement, unless the context otherwise requires the following expressions have the following meanings.

"ABS"	asset backed security
"affiliate(s)"	with respect to any specified person, any other person, directly or indirectly, controlling or controlled by or under direct or indirect common control with such specified person
"associate(s)"	has the meaning ascribed to it under the Listing Rules
"Audit Committee"	audit committee of the Board of Directors of our Company
"Board"	the board of Directors of our Company
"China" or "PRC"	People's Republic of China, and, unless the context requires otherwise and solely for the purpose of this announcement such as describing legal or tax matters, authorities, entities, or persons, excluding Hong Kong Special Administrative Region, Macao Special Administrative Region, and Taiwan region of the People's Republic of China
"Company," "our Company," or "the Company"	CaoCao Inc. (曹操出行有限公司), an exempted company with limited liability incorporated in the Cayman Islands on November 8, 2021, its subsidiaries, and its Consolidated Affiliated Entities
"Consolidated Affiliated Entities"	Hangzhou Youxing and its subsidiaries, the financial results of which have been consolidated and accounted for as subsidiaries of our Company by virtue of the Contractual Arrangements
"Contractual Arrangement(s)"	the series of contractual arrangements entered into by, among others, the WFOE, Hangzhou Youxing, and the registered shareholders of Hangzhou Youxing
"Corporate Governance Code"	the Corporate Governance Code contained in Appendix C1 to the Listing Rules
"Director(s)"	the director(s) of our Company
"Geely Group" or "Geely"	Geely Holding and its affiliates and subsidiaries

"Geely Holding"	Zhejiang Geely Holding Group Co., Ltd. (浙江吉利控股集團有限公司), a limited liability company established under PRC laws on March 24, 2003, a registered shareholder of Hangzhou Youxing. Geely Holding is directly owned as to 82.23%, 9.71% and 8.06% by Mr. Shufu Li, founder of our Group and one of our controlling shareholders ("**Mr. Li**"), Ningbo Yima Enterprise Management Partnership (Limited Partnership) (a company controlled by Mr. Li and his associates) and Mr. Xingxing Li (son of Mr. Li), respectively
"Global Offering"	the Hong Kong public offering and the international offering of the Company
"Group," "our Group," "the Group," or "we"	our Company, its subsidiaries, and the Consolidated Affiliated Entities from time to time, and where the context requires, in respect of the period prior to our Company becoming the holding company of its present subsidiaries, such subsidiaries as if they were subsidiaries of our Company at the relevant time
"Hangzhou Youxing" or "Onshore Opco"	Hangzhou Youxing Technology Co., Ltd. (杭州優行科技有限公司), a limited liability company established under PRC laws on May 21, 2015, and a Consolidated Affiliated Entity
"Hong Kong"	Hong Kong Special Administrative Region of the People's Republic of China
"Hong Kong dollars," "HK$" or "HKD"	the lawful currency of Hong Kong
"IFRS"	IFRS Accounting Standards, as issued from time to time by the International Accounting Standards Board
"Independent Third Party(ies)"	any entity or person who is not a connected person of our Company within the meaning ascribed to it under the Listing Rules
"Listing"	the listing of the Shares on the Main Board of the Stock Exchange
"Listing Date"	June 25, 2025, being the date on which the Shares were listed on the Main Board of the Stock Exchange
"Listing Rules"	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, as amended, supplemented, or otherwise modified from time to time
"Main Board"	the stock exchange (excluding the option market) operated by the Stock Exchange, which is independent from and operates in parallel with the GEM of the Stock Exchange

"Model Code"	the Model Code for Securities Transactions by Directors of Listed Issuers contained in Appendix C3 to the Listing Rules
"Mr. Li"	Mr. Shufu Li (李書福先生), founder of our Group and one of our Controlling Shareholders
"Prospectus"	the prospectus of the Company dated June 17, 2025
"Remuneration Committee"	remuneration committee of the Board of Directors of our Company
"Reporting Period"	the period from January 1, 2026 to June 30, 2026
"RMB" or "Renminbi"	the lawful currency of China
"Share(s)" or "Ordinary Share(s)"	ordinary shares in the share capital of the Company with par value of US$0.00001 each
"Shareholder(s)"	holder(s) of our Share(s)
"Stock Exchange"	The Stock Exchange of Hong Kong Limited
"subsidiary" or "subsidiaries"	has the meaning ascribed to it in section 15 of the Companies Ordinance
"treasury shares"	has the meaning ascribed to it under the Listing Rules
"U.S. dollars" or "US$"	United States dollars, the lawful currency of the United States
"UAE"	United Arab Emirates, a federal state located in the eastern part of the Arabian Peninsula.
"Weixing Technology"	Weixing Technology Co., Ltd. (蔚星科技有限公司), a limited liability company established under PRC laws on May 9, 2019
"WFOE" or "Suzhou Youxing"	Suzhou Youxing Qianli Network Technology Co., Ltd. (蘇州優行千里網絡科技有限公司), a limited liability company established under PRC laws on December 31, 2021, and an indirect wholly owned subsidiary of our Company
"Zhejiang Jidi"	Zhejiang Jidi Technology Co., Ltd. (浙江濟底科技有限公司) (formerly known as Geely Technology Group Company Limited (吉利科技集團有限公司)), a limited liability company established under PRC laws on May 13, 1996, a Registered Shareholder of Hangzhou Youxing. Zhejiang Jidi is directly owned as to 91% and 9% by Mr. Li and Mr. Xingxing Li (son of Mr. Li), respectively
"%"	per cent

The glossary contains definitions of certain technical terms used in this announcement in connection with us and our business. These may not correspond to standard industry definitions, and may not be comparable to similar terms adopted by other companies.

"active drivers"	drivers that completed at least one order during a given period
"active users"	users that completed at least one order during a given period, after deduplication within our platform and without deduplication across aggregation platforms that we work with, since we cannot access detailed user information from aggregation platforms
"aggregation platforms"	platforms that, instead of directly offering shared mobility services, provide user traffic facilitation to shared mobility service providers
"auto solutions"	energy replenishment, including in the form of battery swap, and auto servicing
"AI"	artificial intelligence
"car partners"	our business partners that directly manage drivers, with or without vehicles, that provide services on our platform
"GTV"	gross transaction value, which in the context of shared mobility refers to the total ride fare paid by users, without adjustment of applicable incentives, taxes, tolls, or fees
"purpose-built vehicles"	vehicles that are designed to be used for shared mobility, as opposed to vehicles designed for private ownership