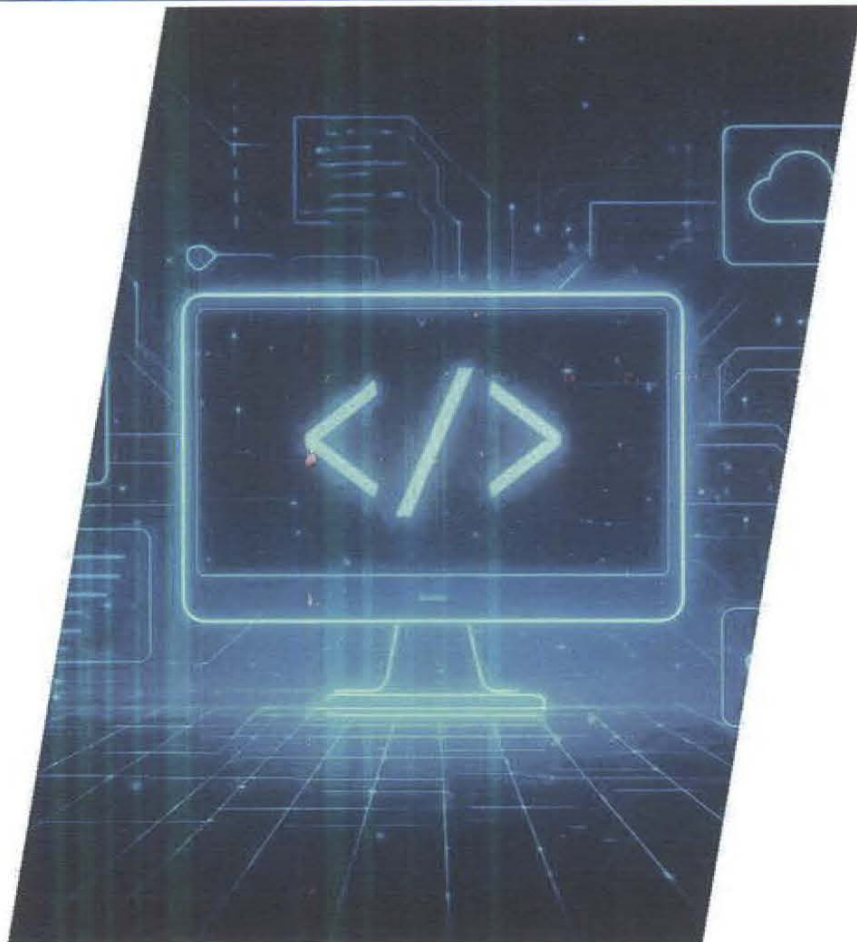


Industry Report on the Fintech Software Services Industry

September 14, 2026

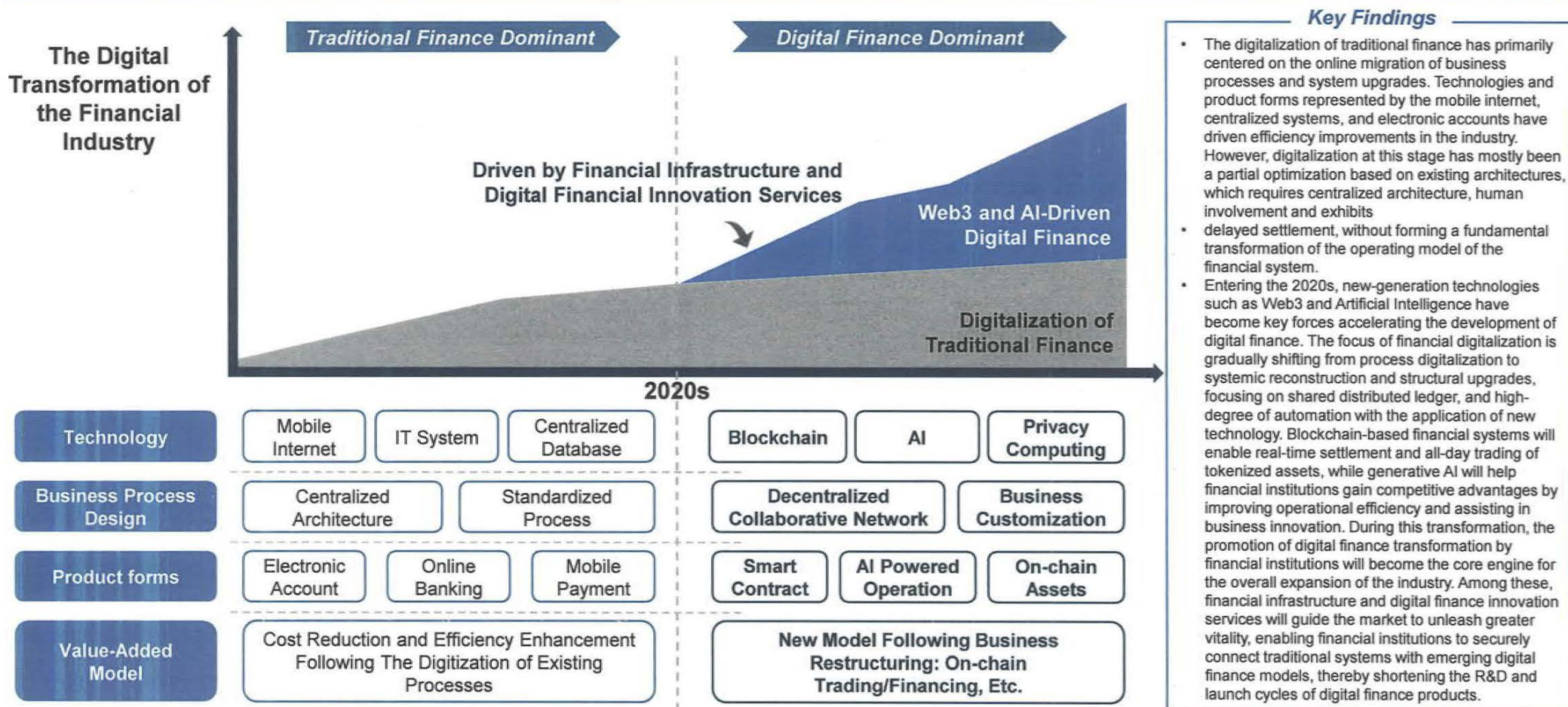
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Web3 and AI Technologies Propel the Transformation of Traditional Finance to Digital Finance



Comparative Analysis of Digital Finance and Traditional Finance

Comparative Analysis of Digital Finance and Traditional Finance

	Traditional Finance	Digital Finance
Underlying Architecture	Siloed, centralized ledgers requiring reconciliation	Shared Distributed Ledger (DLT); single source of truth
Clearing & Settlement Efficiency	Batch processing with settlement delays (T+1/T+2)	Atomic, real-time settlement (T+0)
Compliance & Transparency	Reactive, manual checks; limited data transparency	Compliance-embedded codes design; real-time auditability
Trust Framework	Intermediary-based (relies on central entity credit)	Code-based (relies on cryptographic consensus)
Operational Availability	Restricted to banking hours and business days	Continuous global availability

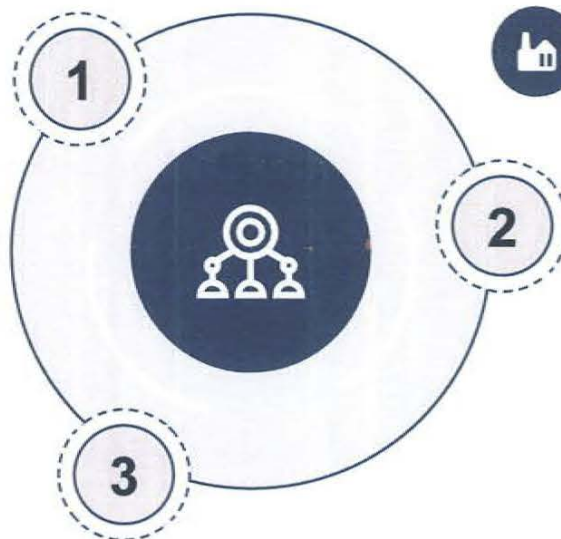
Market Trends of the Next-Generation Digital Financial Industry

Market Trends of the Next-Generation Digital Financial Industry



Accelerated Reconstruction of Financial Market in the Digital Finance Era

- The global financial system is entering a new cycle of asset digitalization. In 2025, the global digital finance market exceeded RMB305.0 trillion and is expected to further grow to RMB450.4 trillion by 2030, with a CAGR of 8.1%. Meanwhile, the proportion of tokenized assets in the overall asset structure continues to rise. Relying on characteristics such as verifiability, traceability, and programmability, tokenized assets significantly improve transparency and operational efficiency in key processes such as issuance, rights confirmation, trading, clearing, and cross-border circulation, laying the foundation for growth in the new stage of the financial industry.



Clear Regulatory Frameworks Promote the Construction of On-Chain Financial Markets

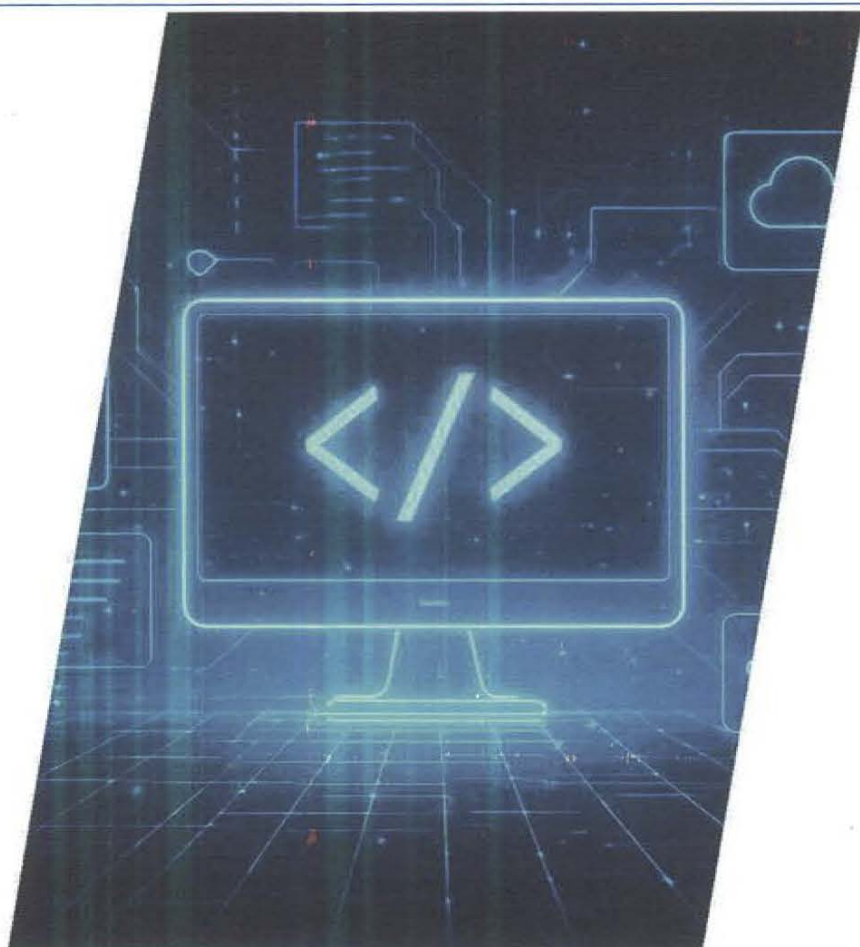
- As regulatory frameworks become increasingly clear, traditional financial institutions are accelerating the construction of infrastructure oriented towards tokenized asset platforms, such as building blockchain networks, exploring compliant asset tokenization, and constructing compliant on-chain financial infrastructure. In Chinese Mainland, the 15th Five-Year Plan states that advancing the Digital China initiative is a key driver for cultivating new productive forces, aiming for core digital industries, including digital finance, to account for 12.5% of GDP by 2030. In Hong Kong, the FinTech 2030 Vision, which would focus on DART (Data and payment infrastructure, Artificial Intelligence, Resilience, and Tokenisation of Finance), was brought to the world. Specifically, Project Ensemble, e-HKD+, and the granting of stablecoin issuer licences provide clear policy guidance for the development of digital finance.



Continuous Upgrade of Web3 and AI Technology Bases for Digital Finance

- In the process of transforming from traditional finance to digital finance, the demand for continuous upgrades of the underlying technology architecture rises. Web3 and AI underlying technologies and related infrastructure are constantly iterating in terms of standardization and security, gradually moving from pilot applications to large-scale deployment. The next generation of financial markets is expected to adopt a more open and scalable technological foundation, supporting large-scale asset tokenization, cross-institutional collaboration, and intelligent operational systems. Such a foundation may provide a stable basis for the continued development of digital finance over the long term.

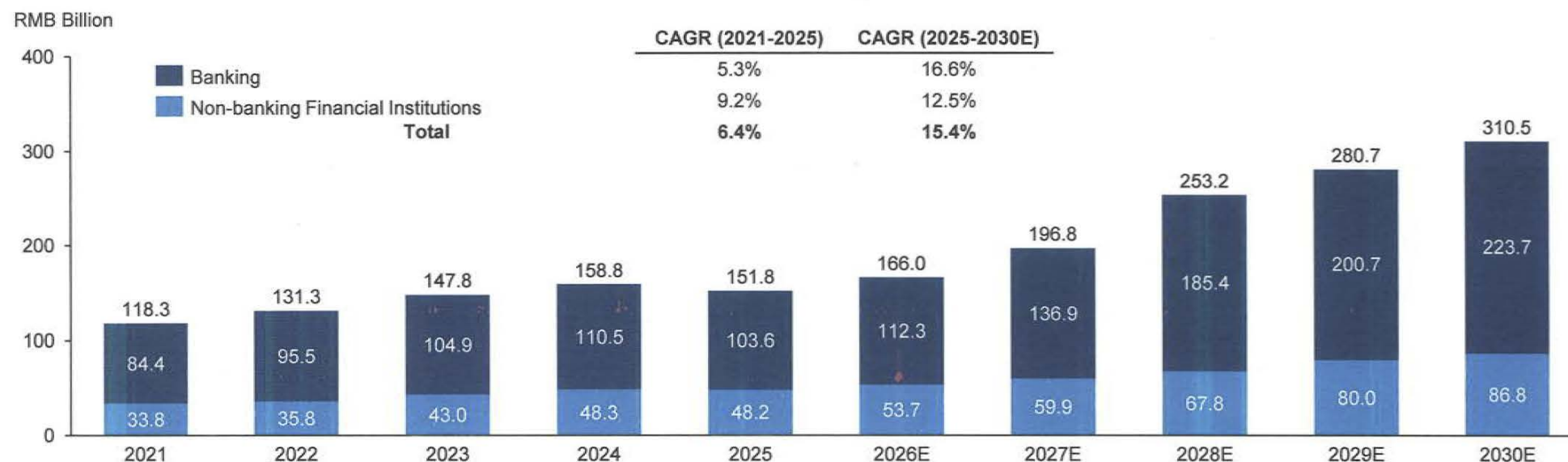
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Market Size of Fintech Software Services in Chinese Mainland and Hong Kong (1/2)

Market Size of Fintech Software Services in Chinese Mainland and Hong Kong, by Application Industries, in Terms of Technology Spending, 2021-2030E



Key Findings

- The market size of fintech software services in Chinese Mainland and Hong Kong has grown rapidly in recent years, increasing from RMB118.3 billion in 2021 to RMB151.8 billion in 2025, representing a CAGR of 6.4% during this period. Accompanied by the deepening digital transformation of financial institutions and the accelerated layout of future-oriented fintech fields by the financial institutions, the fintech software services market in Chinese Mainland and Hong Kong will usher in high-speed development. It is expected to grow to RMB310.5 billion in 2030, with a CAGR of 15.4% from 2025 to 2030.
- Among them, the banking industry is the core foundation of financial system operations. In 2025, the banking industry accounted for 68.3% of the fintech software services market in Chinese Mainland and Hong Kong, and this share is expected to further increase to 72.1% by 2030.

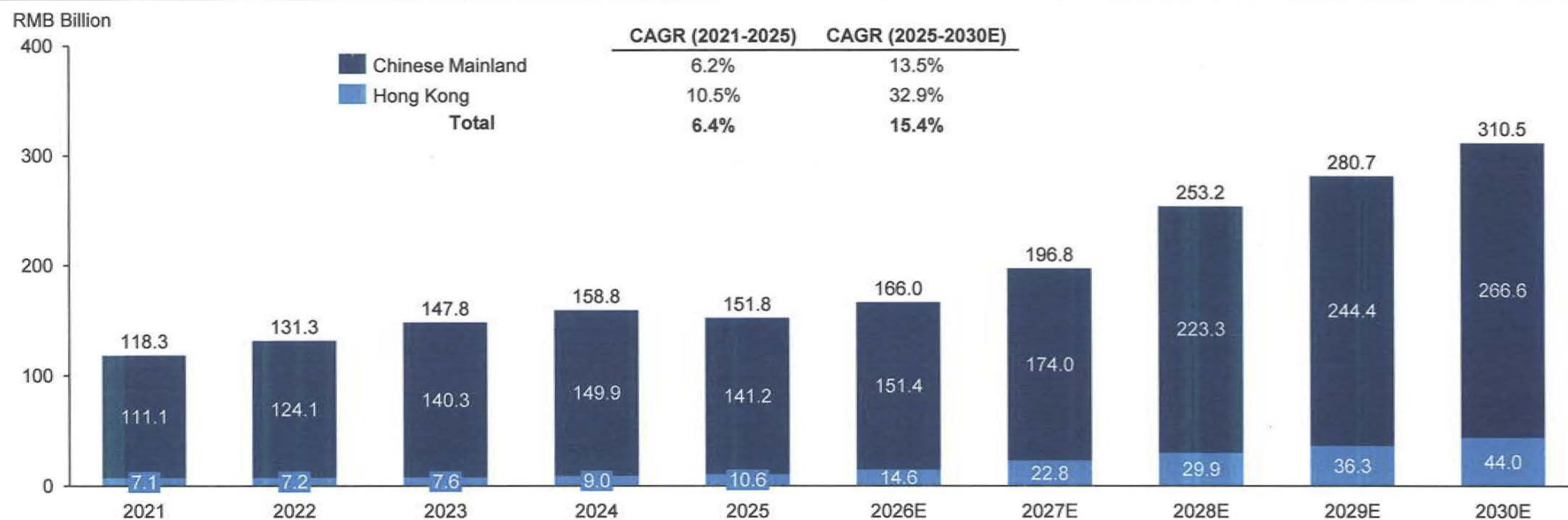
Note: Technology spending represents the aggregate capital and operational expenditure budgeted by financial institutions for IT infrastructure and digital transformation. It includes in-house IT team expenditure and external services spending.

CIC 灼识

Source: HKMA, SFC, PBOC, National Bureau of Statistics, CIC 7

Market Size of Fintech Software Services in Chinese Mainland and Hong Kong (2/2)

Market Size of Fintech Software Services in Chinese Mainland and Hong Kong, by Regions, in Terms of Technology Spending, 2021-2030E

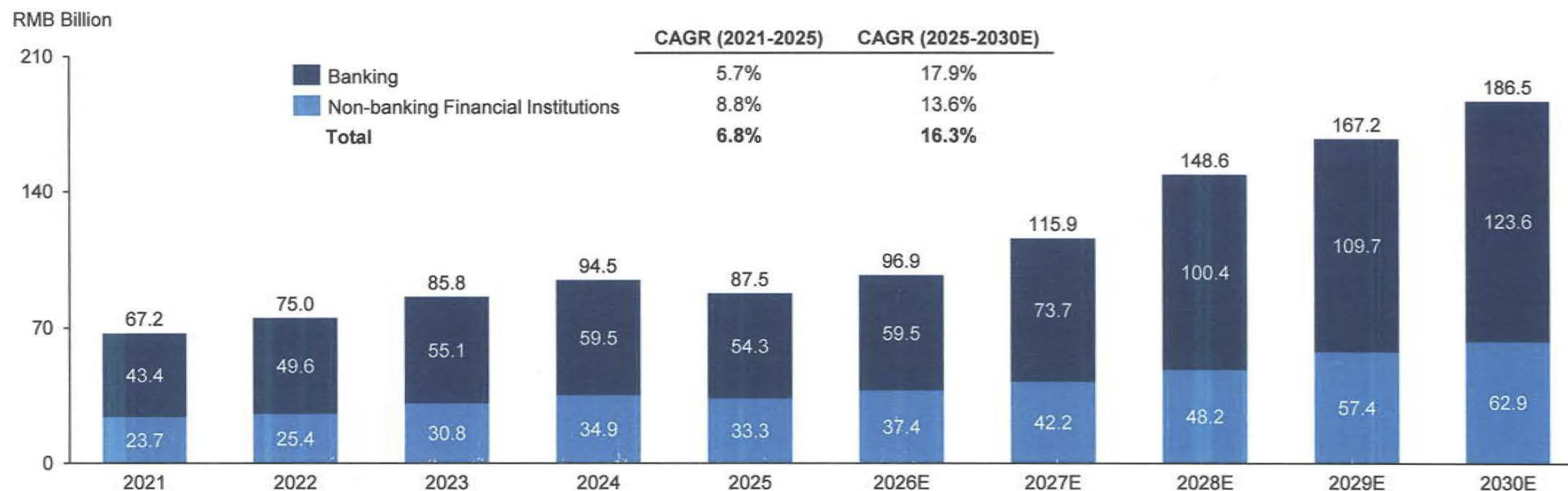


Key Findings

- Chinese Mainland accounts for the major share of the fintech software services market. Influenced by the rapid development of digital finance, the Hong Kong fintech software services market is entering a stage of rapid growth, with its market share expected to increase from 7.0% in 2025 to 14.2% in 2030.

Market Size of Fintech Software Development Services in Chinese Mainland and Hong Kong

Market Size of Fintech Software Development Services in Chinese Mainland and Hong Kong, by Application Industries, in Terms of Revenue, 2021-2030E



Key Findings

- Measured by revenue, the fintech software development services market in Chinese Mainland and Hong Kong is expected to increase from RMB87.5 billion in 2025 to RMB181.5 billion by 2030, representing a CAGR of 16.3% from 2025 to 2030, driven by the increasing demand for digital transformation among financial institutions and the continuous expansion of fintech application scenarios. The banking industry remained the largest contributor to the market, accounting for 62.0% of the market in 2025, and this share is expected to further increase to 66.3% by 2030.

Market Size of Fintech Software Development Services in Chinese Mainland and Hong Kong

Market Size of Fintech Software Development Services in Chinese Mainland and Hong Kong, by Application Industries, in Terms of Revenue, 2021-2030E



Key Findings

- Measured by revenue, Chinese Mainland is expected to continue accounting for the major share of the fintech software development services market in Chinese Mainland and Hong Kong, with the market size increasing from RMB80.5 billion in 2025 to RMB156.1 billion by 2030. Benefiting from the accelerating digital transformation of financial institutions and the increasing adoption of fintech solutions, the Hong Kong fintech software development services market is expected to maintain strong growth momentum, with the market size increasing from RMB7.0 billion in 2025 to RMB30.4 billion by 2030, and its market share expected to increase from 8.1% in 2025 to 16.3% by 2030.

Market Drivers of Fintech Software Services in Chinese Mainland and Hong Kong

Dual Drive of Traditional Finance Services and Digital Finance Infrastructure Demands



- The financial systems in Chinese Mainland and Hong Kong are undergoing a structural transformation from traditional finance to digital finance. On one hand, financial institutions still need to operate around core business systems to ensure the steady operation of traditional financial businesses. On the other hand, projects involving Central Bank Digital Currencies (CBDC) and cross-border payments place substantially greater demands on fintech software development services of advanced and agile technology. Fintech software services must support future-oriented architectural leaps while being compatible with traditional business modules; these dual factors jointly drive the medium-to-long-term demands for the fintech software services market in Chinese Mainland and Hong Kong.

Deep Integration of Business and Technology Enhances Supply Quality



- In recent years, blockchain technology, AI, and other new-generation technologies in Chinese Mainland and Hong Kong have matured rapidly, empowering the organic connection of existing core banking, payment, settlement, and regulatory systems with emerging technologies, driving the iterative upgrade of fintech software service supply. Simultaneously, leading service providers possessing both compliance and technical capabilities are continuously improving service quality, strengthening technical support for the financial industry in Chinese Mainland and Hong Kong.

Government and Regulatory Policies Continue to Accelerate the Development of Digital Finance



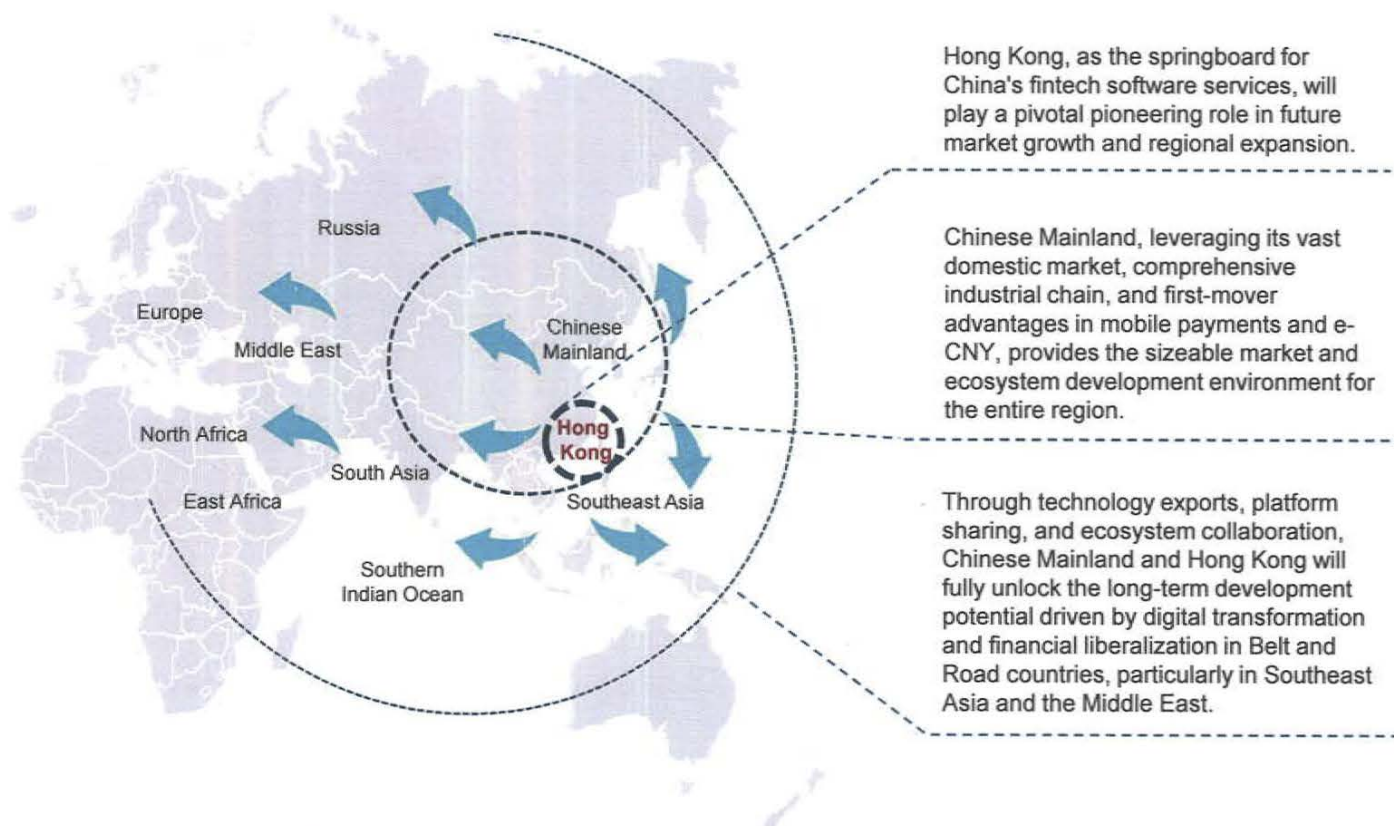
- Domestic favorable policies continue to promote the sustained development of the digital finance and fintech industries. For example, in October 2025, the "15th Five-Year Plan" at the Fourth Plenary Session of the 20th CPC Central Committee pointed out that the construction of Digital China is an important engine for advancing Chinese modernization and developing new quality productive forces. In November 2024, the People's Bank of China and seven other departments jointly issued the "Action Plan for Promoting the High-quality Development of Digital Finance," clarifying important tasks such as the digital transformation of financial institutions and the application of digital technologies. In addition, the HKMA Unveils Fintech 2030, a forward-looking strategy for driving Hong Kong's fintech development, at the Hong Kong FinTech Week 2025. The clearer regulatory structure also posted by government provides a solid basis for the RegTech market, which is expected to rise from 23.0 billion in 2025 to RMB49.4 billion in 2030, measured by technology spending.

Hong Kong's Role as a Pioneer in the Digital Corridor of Financial Industries in Chinese Mainland and the "Belt and Road"

Key Findings

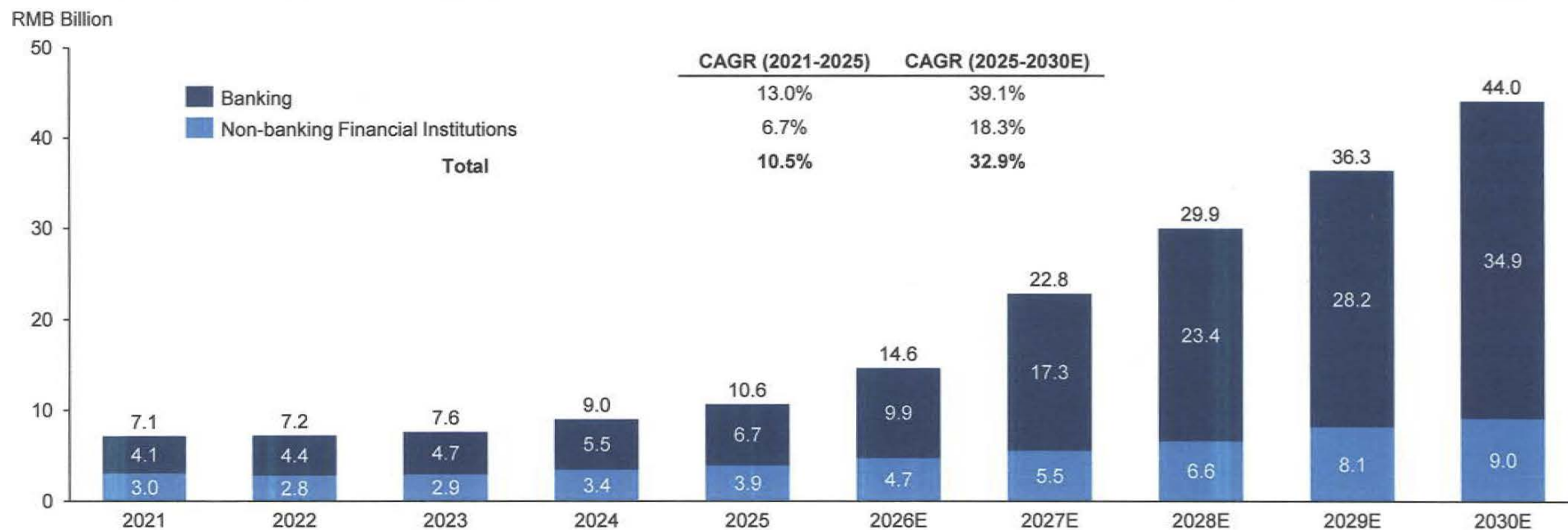
- Hong Kong plays a leading exemplary role in the next-generation digital finance transformation driven by Web3 and AI. On one hand, relying on its role as an international capital gateway, Hong Kong forms replicable exemplary applications through pilot projects such as regulatory sandboxes, CBDCs, and compliant asset tokenization. On the other hand, leveraging its deep interconnection with Chinese Mainland, Hong Kong has built a digital finance influence body with a complete ecosystem. Leveraging this as a core hub, it actively radiates to Southeast Asia, the Middle East, and other "Belt and Road" economic belts, exporting digital finance infrastructure, technical standards, and governance experience. Through rule docking, capacity building, and collaborative innovation, Hong Kong not only connects all parties but also promotes regional partners to participate, build, and share together, truly exerting its catalytic and empowering role as a pioneer of the digital finance corridor, making it an indispensable digital finance facilitation hub between Chinese Mainland and Southeast Asia, the Middle East, and more "Belt and Road" countries, and even the global market.

Impact of Hong Kong on the Development of the Fintech Software Services Industry in the "Belt and Road" Economic Belt



Hong Kong Fintech Software Services Market Size (1/2)

Hong Kong Fintech Software Services Market Size, by Application Industries, in Terms of Technology Spending, 2021-2030E

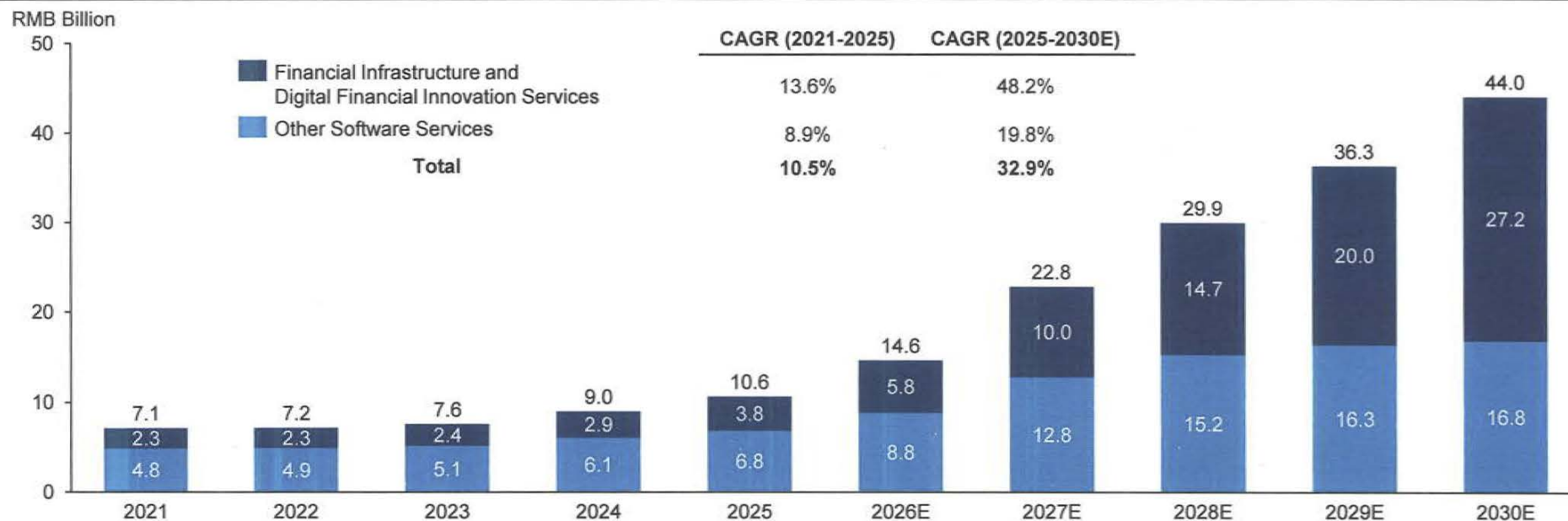


Key Findings

- The overall market size of the Hong Kong fintech software services market reached RMB10.6 billion in 2025, with a CAGR of 10.5% from 2021 to 2025. In the future, with the gradual improvement of Hong Kong's digital finance regulatory framework and the verification of corresponding pilot scenarios, the Hong Kong fintech software services market will move towards rapid expansion. It is expected that the market size will reach RMB44.0 billion in 2030, with a CAGR of 32.9% from 2025 to 2030.

Hong Kong Fintech Software Services Market Size (2/2)

Hong Kong Fintech Software Services Market Size, by Service Type, in Terms of Technology Spending, 2021-2030E



Key Findings

- With the development of frontier technologies such as blockchain and AI and the advancement of digital finance in Hong Kong, financial infrastructure and digital finance innovation services will become an important segment of the Hong Kong fintech software services market. Such services can further promote the participation of central banks, commercial banks, and other banking institutions in asset tokenization, on-chain settlement, and AI-driven financial activities. It is expected that by 2030, this market size will grow from RMB3.8 billion in 2025 to RMB20.0 billion, with a projected CAGR of 51.4% during the period, occupying a dominant market position.

Drivers of the Hong Kong Fintech Software Services Market

Strategic Imperative for Cross-Border Settlement Efficiency and Digital Asset Infrastructure

As one of the world's important financial centers, Hong Kong faces immediate pressure to overcome the latency and high costs of traditional correspondent banking. This drives urgent institutional demand for CBDC infrastructure, requiring banks to upgrade systems to maintain liquidity efficiency. Simultaneously, the HKMA's advancement of wholesale CBDC and tokenized deposits (e.g., Project Ensemble) compels financial institutions to technically integrate their legacy core banking ledgers with DLT-based networks. These initiatives transform innovation into a competitive necessity.

Clear Government and Regulatory Policies Promoting Long-term Development of Fintech

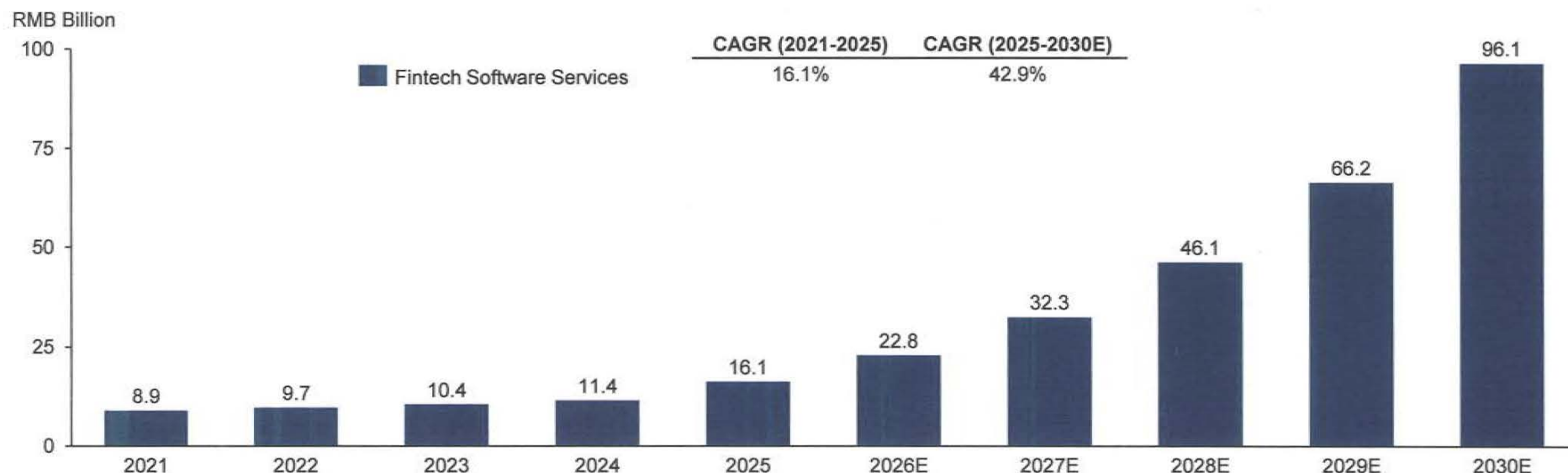
The HKMA announced the "Fintech 2030" vision in November 2025, actively promoting the development of Hong Kong Fintech and formulating forward-looking strategies aiming to build Hong Kong into a robust, resilient, and forward-looking international Fintech hub. It is further promoting the development of the digital finance industry through a series of supportive policies, including the "Policy Statement 2.0 on the Development of Digital Assets in Hong Kong" and the "VATP Licensing Handbook."

Technology Accumulation Driving Supply Upgrades

Hong Kong's financial industry has increased investment in compliant tokenized currencies, tokenized assets, Web3 technologies, and generative AI technologies, accumulating more reusable solutions and implementation experience. With the active participation of more leading technology service providers in regulated Web3 and tokenized assets, the supply of fintech software services in Hong Kong will be further upgraded.

Market Size and Market Drivers of Fintech Software Services in "Belt and Road" Countries (Southeast Asia as an Example)

Market Size of Southeast Asia Fintech Software Services, in Terms of Technology Spending, 2021-2030E



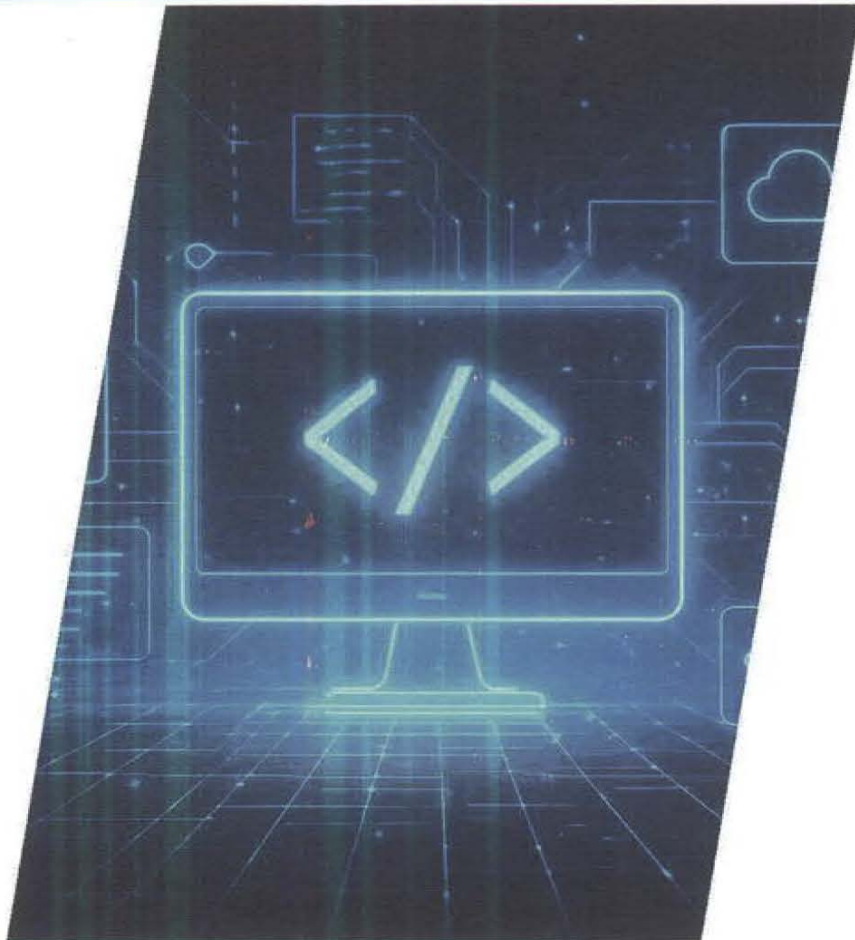
Key Findings

- The "Belt and Road" route covers more than 150 countries in Asia, Europe, Africa, and Latin America. Among them, fintech development in Southeast Asian and Middle Eastern countries is relatively fast, and they are actively cooperating deeply with Chinese Mainland and Hong Kong to jointly promote on-chain financial innovation. Southeast Asian countries, as core nodes facing the Maritime Silk Road, represent one of the fastest-growing markets for fintech globally and are becoming an important carrying region for the external expansion of fintech software services from Chinese Mainland and Hong Kong.
- The Southeast Asian financial market is in a stage of high-speed development with a high degree of overall openness. However, its fintech technology systems and regulatory standards are still in their early development stages, requiring more secure and open fintech software services. In 2025, the Southeast Asian fintech software services market reached RMB16.1 billion and is expected to grow to RMB96.1 billion by 2030, with a CAGR of 42.9% from 2025 to 2030.

Drivers of the "Belt and Road" Fintech Software Services Market

Market Drivers	Key Analysis
 Significant Market Radiation Effect from Chinese Mainland and Hong Kong	Chinese Mainland and Hong Kong have accumulated experience in fintech technology validation and scenario exploration, and will form a massive fintech influence body in the future. Driven by the radiation of multilateral cooperation mechanisms such as the "Belt and Road" and the rapid development wave of the fintech software services market in Chinese Mainland and Hong Kong, Southeast Asian financial institutions will more actively dock with the financial markets of Chinese Mainland and Hong Kong, driving increased demand for fintech software services in the region.
 High Demand for Fintech Compliance in Southeast Asian Countries	Benefiting from a young demographic structure, diverse market distribution, and a highly open attitude towards innovative fintech solutions, the Southeast Asian countries are accelerating the construction of future-oriented fintech application and regulatory systems. As these countries gradually perfect their systems in data governance, technical compliance, and risk management, the demand from local financial institutions and related market entities for compliant, scalable fintech software services is expected to be released at an accelerated pace. In this context, service providers possessing mature technology accumulation and implementation experience in regulated Web3 and AI-related fields are expected to usher in continuous expansion opportunities in the Southeast Asian market.
 Demand for Regional Financial Regulatory Standardization	Due to significant differences in financial regulatory systems among countries along the "Belt and Road," China is working with ASEAN countries to promote regulatory standardization of fintech to better facilitate cross-border financial transactions and more effectively control risks. Future financial regulatory systems, based on technologies that embed compliance rules into smart contracts, will make it easier for countries along the "Belt and Road" to mutually recognize the customer identities across financial institutions, thereby reducing the risk of financial fraud.

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Competitive Landscape and Ranking of the Fintech Software Services Market in the Banking industry in Chinese Mainland and Hong Kong

Top 20 Fintech Software Service Providers in the Banking Industry in Chinese Mainland and Hong Kong by Revenue, 2025

Ranking	Company	Revenue from Fintech Software Services in the Banking Industry (RMB billion)	Market Share (%)
1	Company A	4.50	8.4%
2	Company B	3.17	5.9%
3	Company C	2.58	4.8%
4	Company D	2.19	4.1%
5	Company G	1.82	3.4%
6	Company E	1.72	3.2%
7	Company H	1.71	3.2%
8	Company I	1.50	2.8%
9	Company K	1.45	2.7%
10	Company J	1.34	2.5%
11	Company L	1.11	2.1%
12	Company F	0.90	1.7%
13	Company N	0.82	1.5%
14	Company M	0.81	1.5%
15	Company Q	0.72	1.3%
16	Company R	0.69	1.3%
17	The Company	0.61	1.1%
18	Company S	0.60	1.1%
19	Company T	0.58	1.1%
20	Company U	0.56	1.0%
Sum of Top 20		29.37	54.7%
Sum of the Others		24.00	45.3%
Market Total		53.37	100.0%

Business Profile (1/2)

Company	Profile
Company A	established in 2011, headquartered in Shanghai, China, and is unlisted. It primarily provides solutions for core systems, data middle platforms, and credit management to financial institutions such as banks and other software services for manufacturing, automotive, etc., with over 600 clients in financial industry and over 40 thousand employees.
Company B	established in 1999, headquartered in Beijing, China, and is listed on the Shenzhen Stock Exchange. It primarily provides e-banking, credit management, risk management to financial institutions such as banks, with over 490 clients in financial industry and over 10 thousand employees. systems.
Company C	established in 1985, headquartered in Beijing, China, and is listed on the Shenzhen Stock Exchange. It primarily provides software development and technology services to financial institutions, government, etc., serving over 1,900 financial institutions with over 16,000 technical personnels.
Company D	established in 2001, headquartered in Beijing, China, and is listed on the Shenzhen Stock Exchange. Its revenue primarily originate from software development and system integration services in industries such as healthcare, finance, and government affairs, collaborating with over 1,000 medical institutions with over 6,000 R&D personnels.
Company E	established in 2003, headquartered in Beijing, China, and is listed on the Shenzhen Stock Exchange. It primarily provides services such as credit and risk management to banking financial institutions, serving over 300 financial institutions with over 8,000 employees.
Company F	established in 2015, headquartered in Guangdong Province. It primarily provides services such as digital retail, credit, and intelligent voice customer service to financial institutions such as banks, covering over 20 countries and regions with nearly 2,000 technical personnels.
Company G	established in 2002, headquartered in Guangdong Province, China, and is listed on the Shenzhen Stock Exchange. It primarily provides services such as core systems, credit support, and channel platforms to financial institutions such as banks, serving over 800 financial institutions in more than 10 countries and regions.
Company H	established in 1998, headquartered in Yunnan Province, China, and is listed on the Shenzhen Stock Exchange. It primarily provides integration solutions, IT products and industrial internet, and software development for industries such as finance and government affairs, serving over 10,000 clients and executing over 60,000 programs.
Company I	established in 2000, headquartered in Beijing, China, and is listed on the Hong Kong Stock Exchange. It primarily provides AI software and service, ERP and digitalization service and smart cloud service for finance industry, medical industry, smart city, etc., with network covering over 70 cities worldwide and approximately 80,000 employees.
Company J	established in 2005, headquartered in Beijing, China, and is listed on the Shenzhen Stock Exchange. It primarily provides software and technology service, computing products and smart electronics for high-tech and manufacturing, internet operations, fintech industry, etc., serving over 2,600 clients in more than 10 industries.
Company K	established in 2006, headquartered in Jiangsu Province, China, and is listed on the Shenzhen Stock Exchange. It provides software and hardware solutions in fields such as finance, IoT, and energy, with 3 oversea branches and over 17,000 employees.
Company L	established in 1995, headquartered in Zhejiang Province, China, and is listed on the Shanghai Stock Exchange. It primarily provides software solutions related to wealth management, asset management, and brokerage business for financial institutions, with over 10,000 employees.

Business Profile (2/2)

Company	Profile
Company M	established in 2003, headquartered in Beijing, China, and is listed on the Shenzhen Stock Exchange. It provides software development and integration services primarily in financial industry, with 13 subsidiaries executing over 7,000 cases.
Company N	established in 2001, headquartered in Shanghai, China, and is listed on the Shanghai Stock Exchange. It primarily provides credit risk control solutions for financial institutions such as banks, focusing on domestic market with over 3,000 employees.
Company O	established in 1995, headquartered in Beijing, China, and is listed on the Shenzhen Stock Exchange. It is primarily engaged in consulting, digital tech support and business operation services, with over 100 clients and approximately 30 thousand employees worldwide.
Company P	established in 1998, headquartered in Beijing, China, and is listed on the Shenzhen Stock Exchange. its business covers air traffic control, public security, media, government institutions and etc., delivering information-based solutions including software development, system integration and professional technical services, with over 100 clients in the financial sector and nearly 2 thousand employees.
Company Q	established in 1999, headquartered in Guangdong Province, and is listed on the Shenzhen Stock Exchange with businesses covering intelligent finance, digital government, smart transportation, public security, smart education and etc. It has over 700 clients and over 30 thousand employees.
Company R	established in 2016, headquartered in Shanghai, China, and is a private company mainly providing information-based services including consulting, software development and operation & maintenance services for financial institutions dominated by banks, with over 200 clients and over approximately 4 thousand employees worldwide.
Company S	established in 1996, headquartered in Beijing, China, and is listed on the Shanghai Stock Exchange. It focuses on the development of industry application software, with businesses covering application software, supporting software, system integration and other services. It has served over 3 thousand clients and obtained over 18 thousand employees.
Company T	established in 2016, headquartered in Shanghai, China, and is a private company mainly providing information-based services including consulting, software development and operation & maintenance services for financial institutions dominated by banks, with over 200 clients and over approximately 4 thousand employees worldwide.
Company U	established in 1996, headquartered in Beijing, China, and is listed on the Shanghai Stock Exchange. It focuses on the development of industry application software, with businesses covering application software, supporting software, system integration and other services. It has served over 3 thousand clients and obtained over 18 thousand employees.

Entry Barriers and Key Success Factors of the Fintech Software Services Market in the Banking industry in Chinese Mainland and Hong Kong

Deep Industry Know-How		Banking operations such as core systems, credit risk control, and payment clearing are highly complex, requiring service providers to possess comprehensive understanding capabilities spanning business, technology, and regulation. This requires long-term cultivation in the industry to accumulate reusable models, technical frameworks, and methodologies to ensure precise matching of system design with business requirements.
Stable and Reliable Project Delivery Capability		Fintech software service projects are large in scale, have long cycles, complex technical architectures, and require long-term stable operation. Service providers need full-stack technical reserves, large-team collaboration capabilities, and high-quality production capabilities to meet the high operational management standards of various banks.
Comprehensive Understanding of Regulation, Security, and Compliance		Banks have strict requirements for regulatory compliance, data security, and independent controllability. Service providers are required to meet high-spec standards in architecture design, data security, and audit compliance to ensure systems pass multiple rounds of regulatory and third-party testing.
Customer Resources and Ecosystem Synergy		Bank digitalization favors service providers capable of offering long-term services, emphasizing business continuity, strategic synergy, system integration, and continuous operation, and will not easily replace existing partners. Service providers need to deeply understand client business and system architectures, closely collaborate with clients, and co-build cooperative ecosystems to achieve the implementation of complex projects and build sustainable competitive barriers.

Competitive Landscape and Ranking of the Hong Kong Fintech Software Services Market

Top 5 Fintech Software Service Providers in Hong Kong by Revenue, 2025

Ranking	Company	Revenue from Fintech Software Services in the Banking Industry (RMB billion)	Market Share (%)
1	The Company	0.49	10.9%
2	Company A	0.32	7.2%
3	Company P	0.20	4.4%
4	Company O	0.17	3.8%
5	Company L	0.15	3.4%
Sum of the Top 5		1.32	29.7%
Sum of the Others		3.11	70.3%
Market Total		4.43	100.0%

Key Findings

- Hong Kong is the pioneer of the digital corridor for the financial industries of Chinese Mainland and the "Belt and Road," leading in digital finance construction and promoting the development of corresponding financial infrastructure and digital finance innovation service markets. The Hong Kong banking fintech software services market is relatively fragmented, with the top five service providers occupying 29.7% of the market share.
- In 2025, measured by revenue from fintech software services, the Company was the largest service provider of fintech software services in Hong Kong, occupying approximately 10.9% of the market share.

Entry Barriers and Key Success Factors in the Hong Kong Fintech Software Services Market

Accurately Understanding of Government and Regulatory Policies



- The market for financial infrastructure and digital finance innovation services in Hong Kong is currently still mainly policy-driven, and system construction must strictly meet the requirements of multiple regulatory authorities. By continuously participating in the design and implementation of financial infrastructure by regulatory authorities, accurately understanding regulatory intent, maintaining synchronized communication with regulatory authorities, and translating regulatory requirements into system design logic, relevant service providers can offer higher-quality services and form differentiated competitive barriers.

Technological Innovation Driving Fusion of Web2 and Web3



- In the digital finance era, platform system construction for financial institutions and regulators usually involves the adaptation and integration of traditional banking systems with Web3 components. Service providers need to bridge existing Web2 modules and key Web3 technologies through technological innovation to meet the dual requirements of compliance and innovation.

International Delivery and Agile Implementation Capability



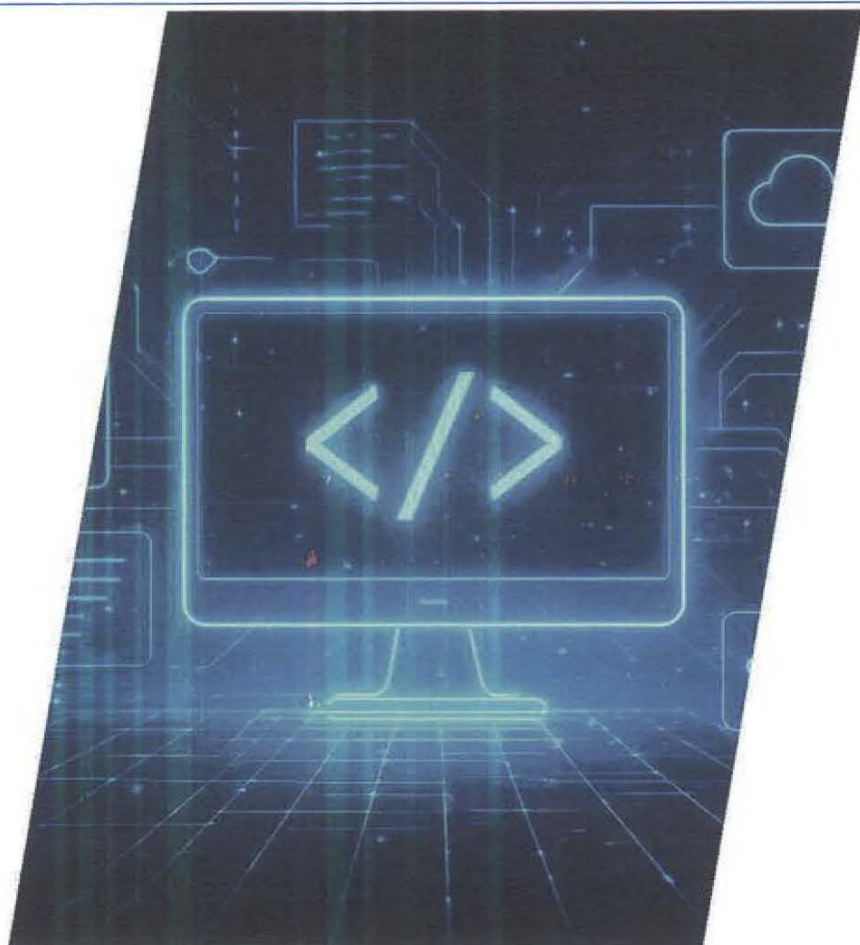
- As many financial projects in Hong Kong involve cross-border collaboration, leading service providers need not only to understand regulatory and legal requirements across regions but also to meet international standards in system architecture, data governance, and privacy protection to ensure global reliable delivery. Furthermore, facing Hong Kong's highly internationalized financial market, service providers must possess advanced technical implementation capabilities such as agile R&D, MVP construction, and compliant system deployment to ensure technology keeps pace with business changes and regulatory requirements.

Comparative Analysis of Key Market Players in Chinese Mainland and Hong Kong Fintech Software Development Industry

Comparative Analysis of Key Market Players in Chinese Mainland and Hong Kong Fintech Software Development Industry, 2025

Company Name	Fintech Software Development Services							Consulting Services	System Integration Services
	Banking Technology Services						Financial Infrastructure and Fintech Innovation Services		
	Banking Product Portfolio		Digital Banking Channel Solutions		Banking Operation and Data Services				
	Core banking	Personal finance	Corporate finance	Online Banking	Mobile Banking	Integrated analytics and automation platforms	Operation management software		
The Company	✓	✓	✓	✓	✓	✓	✓	✓	✓
Company A	✓	x	✓	✓	✓	x	✓	✓	x
Company B	✓	✓	✓	✓	✓	✓	✓	✓	x
Company C	✓	✓	✓	✓	✓	✓	x	✓	x
Company D	x	x	✓	x	x	x	x	x	✓
Company E	x	x	✓	✓	✓	✓	✓	✓	x
Company F	✓	✓	✓	x	✓	x	x	✓	x
Company G	✓	✓	✓	x	x	✓	x	✓	x
Company H	✓	x	✓	✓	x	✓	x	x	✓
Company I	x	x	✓	✓	✓	✓	✓	✓	x
Company J	x	x	✓	✓	✓	x	x	✓	x
Company K	✓	✓	✓	✓	✓	✓	x	x	✓
Company L	x	✓	✓	x	x	x	x	✓	x
Company M	x	x	✓	x	x	✓	✓	x	✓
Company N	✓	x	✓	x	x	x	x	x	✓
Company O	✓	✓	✓	✓	✓	✓	x	✓	x
Company P	✓	x	✓	x	x	x	✓	✓	x

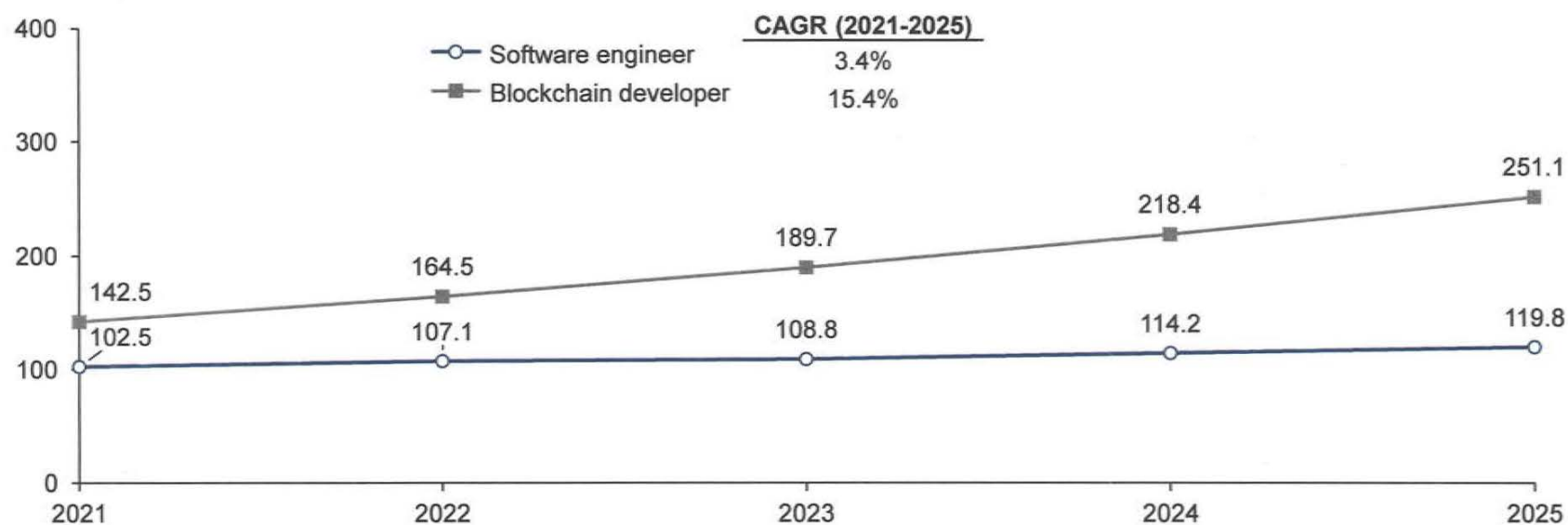
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Labor Cost Index of IT industry in Hong Kong

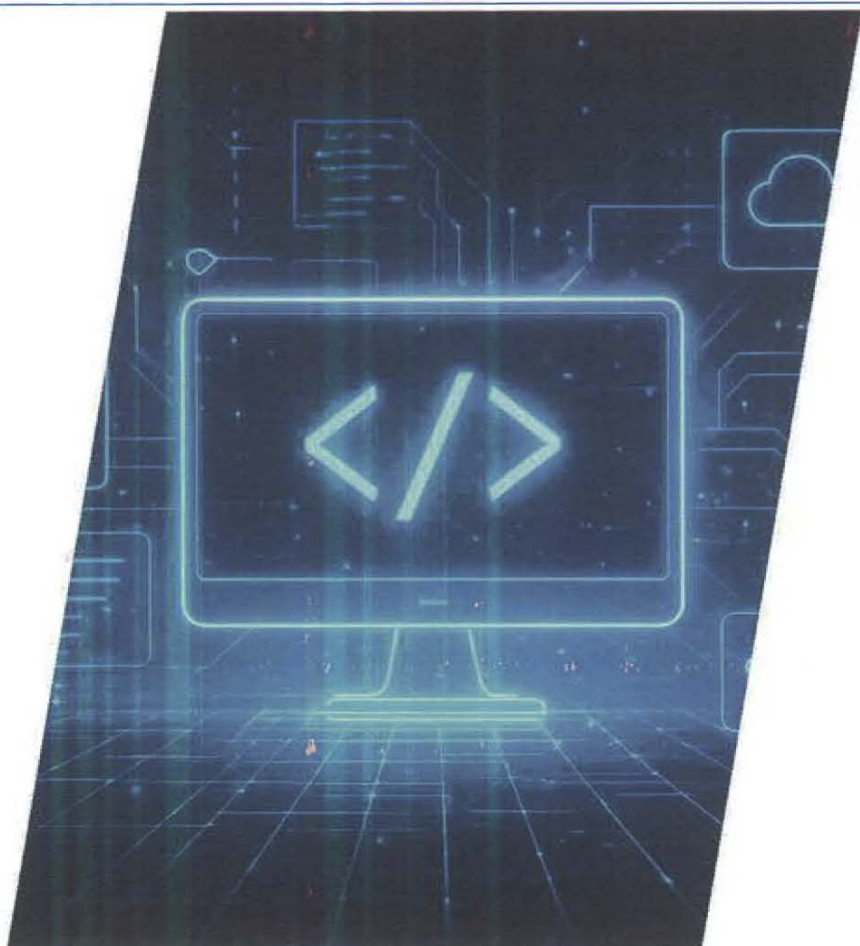
Labor Cost Index of IT industry in Hong Kong, 2021–2025



Key Findings

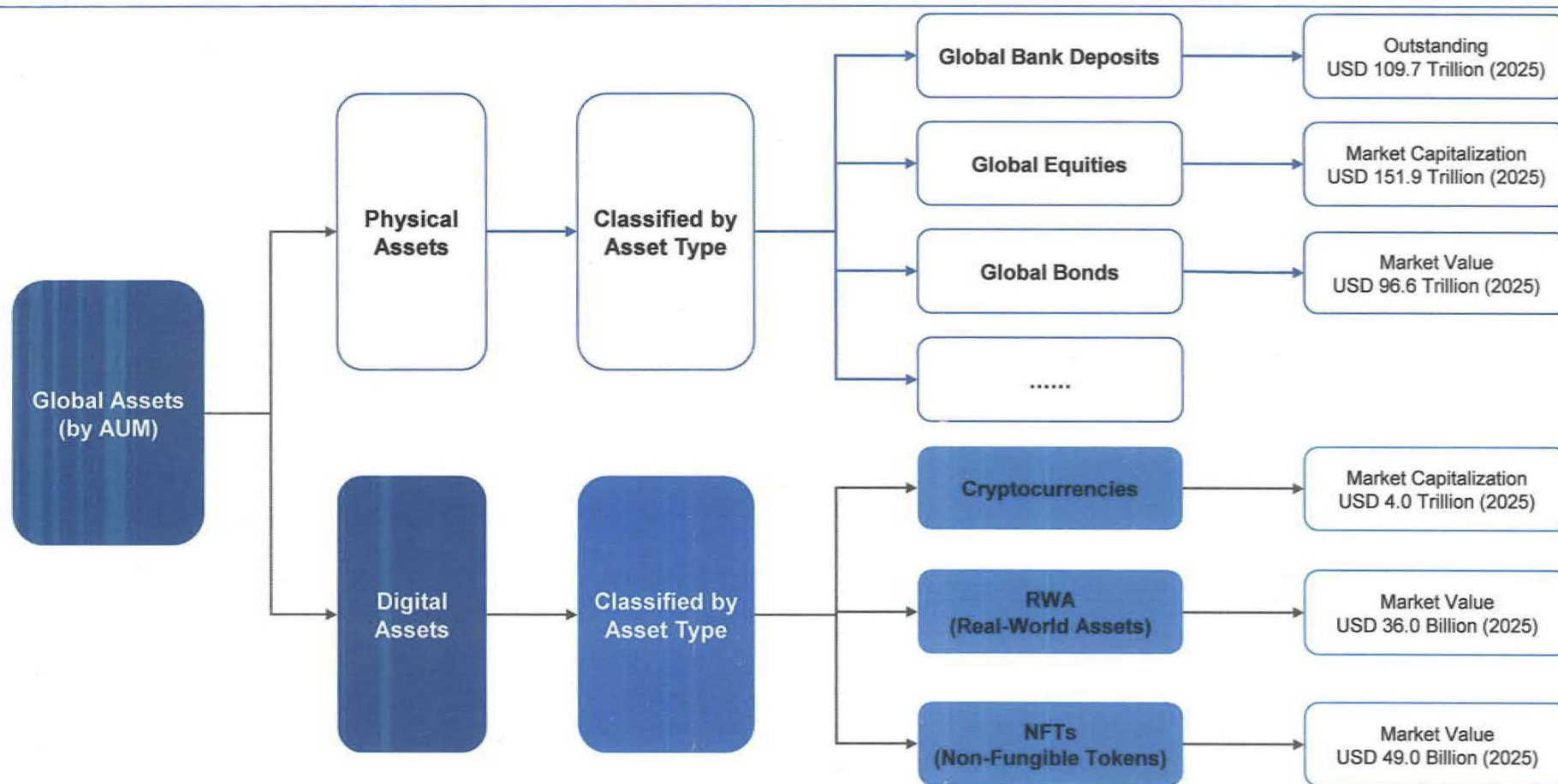
- IT labor costs in Hong Kong maintain a continuous upward trajectory. Notably, compensation growth for blockchain developers significantly outpaces the broader sector due to acute scarcity. We project this trend will persist as the structural shortage of specialized technical talent continues to lag behind industry expansion.

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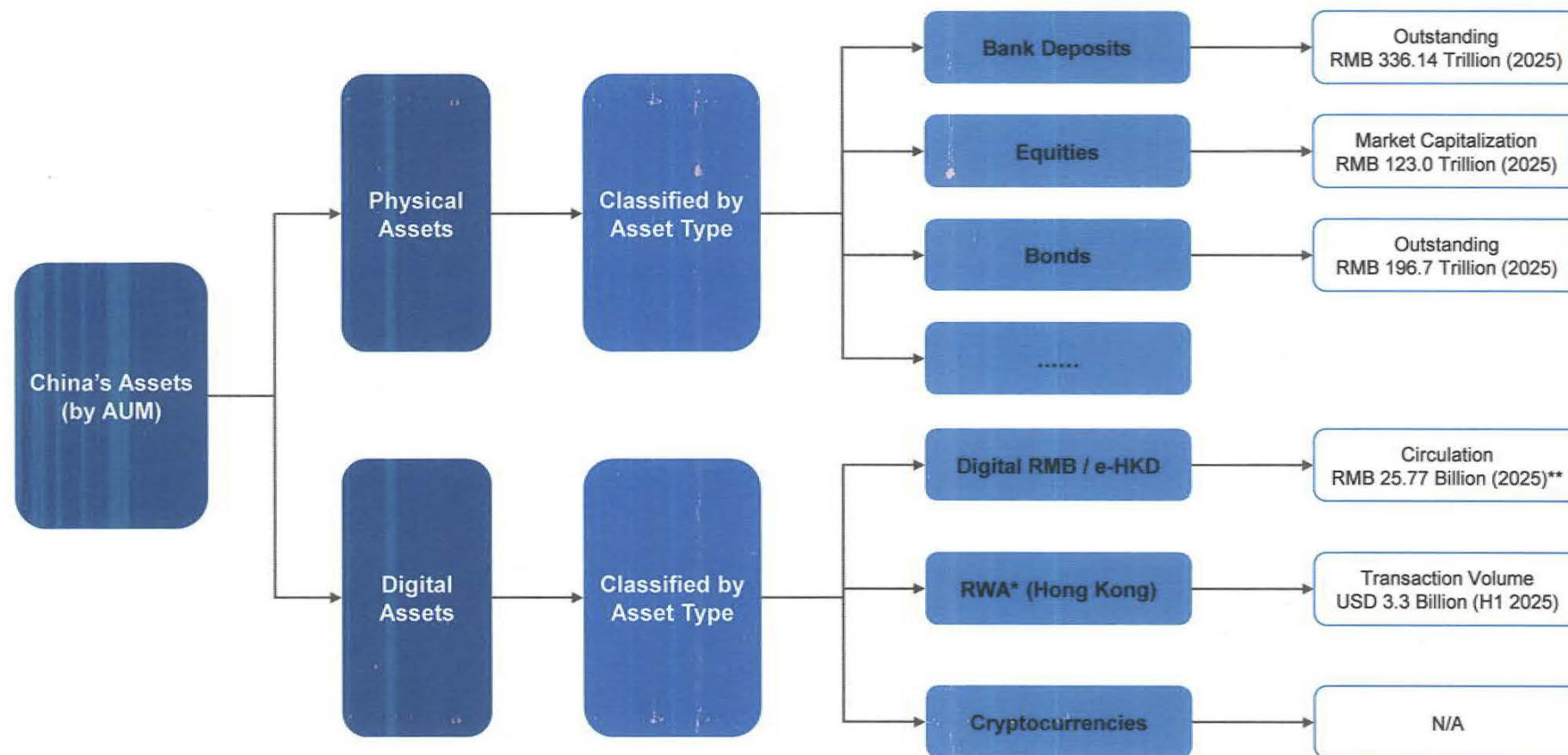


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Web3 is driving the gradual realization of the vast potential for digital assets at a scale comparable to that of real-world asset markets, triggering an explosion in global digital assets and profoundly reshaping the value of global financial markets.

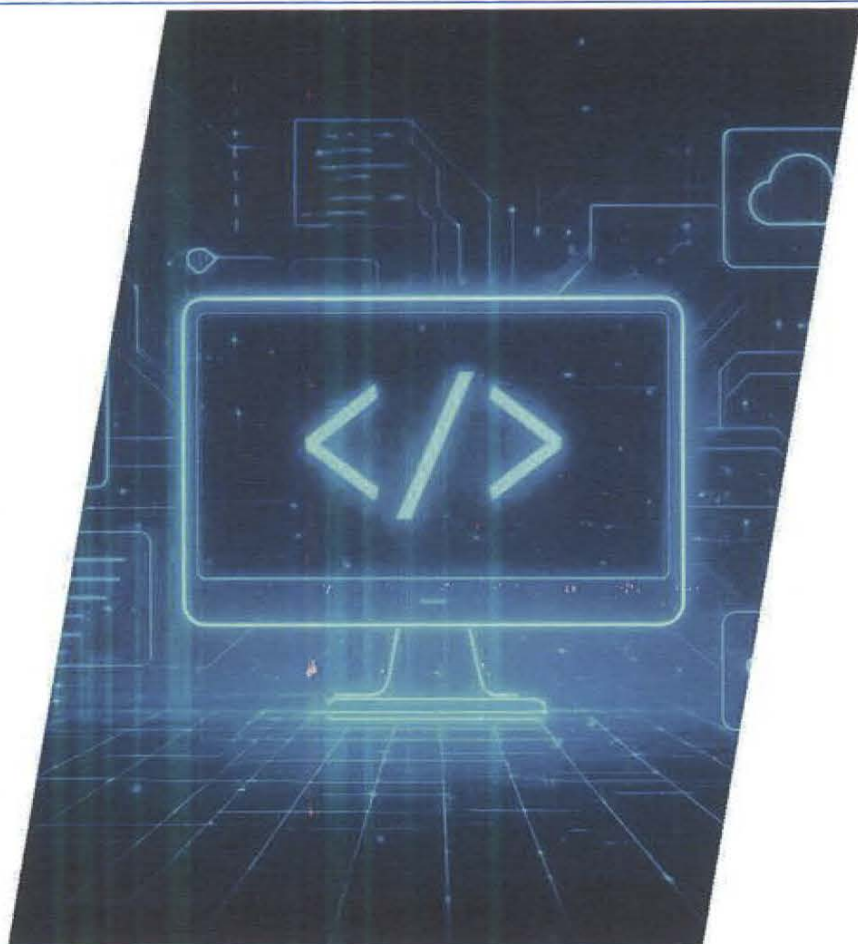


Digital asset development in China* is still at a nascent stage, with significant growth potential. Driven by policy initiatives aimed at positioning Hong Kong as a new hub for the digital economy and the virtual asset era, an inflection point for explosive growth in digital assets is approaching.



Notes: *Primarily refers to assets in Mainland China and Hong Kong; the same applies below;
 **As e-HKD has not yet been officially launched, the data presented here refer to the Digital RMB

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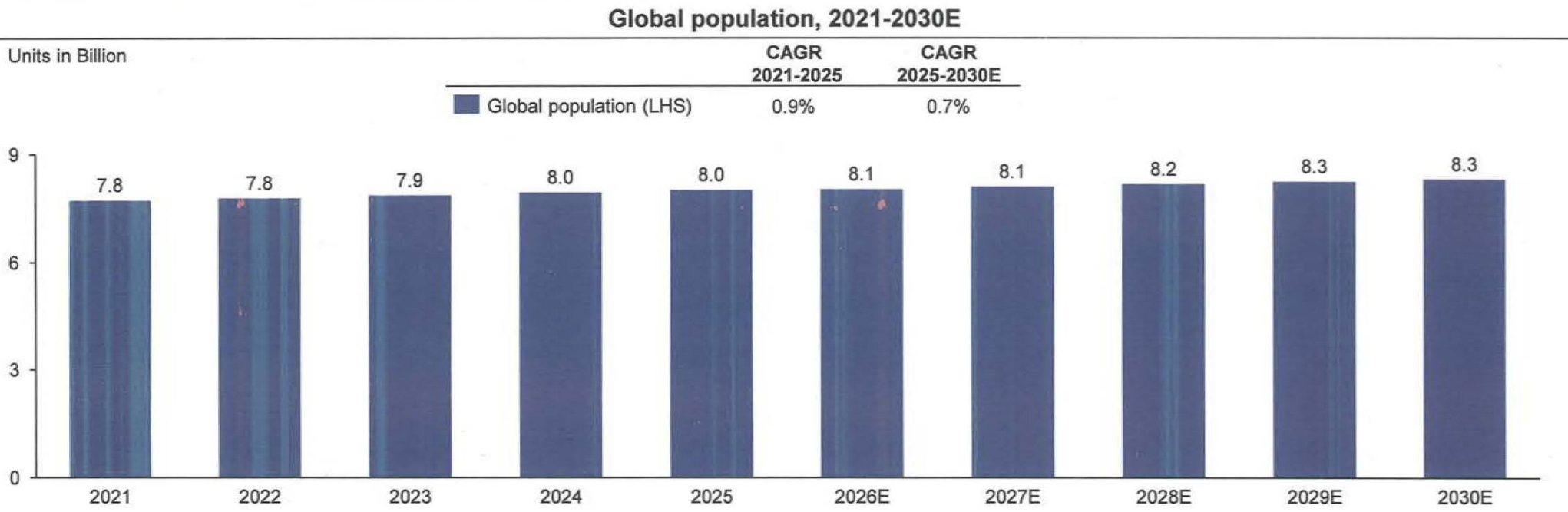


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Appendix

- It is not uncommon to consider Fintech Software Development Services, Consulting Services, System Integration Services, as different business segments in our industry, given that the value they provide to customers are different. The commercial and strategic rationale to offer consulting services and system integration services as a standalone service lies in the different deliverables and value propositions of each business line, which aligns with the industry practice. The consulting services enable clients to better define needs, evaluate technology options, validate the proposed solution architecture, and confirm the implementation approach prior to the full-scale system development.
- The Company's business lines synergise with each other.
- The Company is the only one fintech software development service provider participating in Project mBridge, the e-HKD Pilot Programme, Project Ensemble and the GenA.I. Sandbox.
- The fintech software development services in banking industry are typically complex and lengthy, making it difficult to clearly define all requirements and the final scope before the project commences. Traditional project-based model is incapable of addressing the inherent uncertainty and complexity. The time-and-material model aligns with the iterative nature of agile development where requirements evolve over time. In addition, the time-and-material model is built on transparency and trust, fostering long-term and stable cooperative relationships between the services providers and the clients. This makes the time-and-material model a widely accepted approach in the industry.
- Our high customer concentration lies in a reasonable range and represents a proactive choice during our strategic transition. According to CIC, the financial IT sector naturally exhibits relatively high concentration due to stringent vendor entry barriers, high replacement costs, and the deeply customized nature of the services, which foster highly stable, long-term partnerships. Amidst intensifying competition in the traditional banking IT market, we have strategically focused on high-value, top-tier customers to solidify our foundational revenue.
- Banks in Hong Kong and Chinese Mainland have distinct software system requirements driven by different regulatory frameworks and business models, requiring fundamentally different engagement models and delivery approaches.
- The market for fintech services in the banking industry is undergoing a structural transformation, driven by the accelerating global wave of digital finance. This structural shift, which requires the implementation of scalable and regulatory compliant technology services, brings significant market potential in Chinese Mainland and Hong Kong. The banking industry is the core foundation of financial system operations.
- As the primary downstream demand sector for fintech software development services, the banking industry serves as the core foundation of financial system operations. there are no less than 15 targets in market that can meet our selection criteria with at least 6 targets in Chinese Mainland and at least 9 targets overseas, including companies providing Web3 or AI solutions and companies providing fintech services, including fintech software development services, consulting services and system integration services.

Global population is projected to continue growing at a gradually slowing pace.



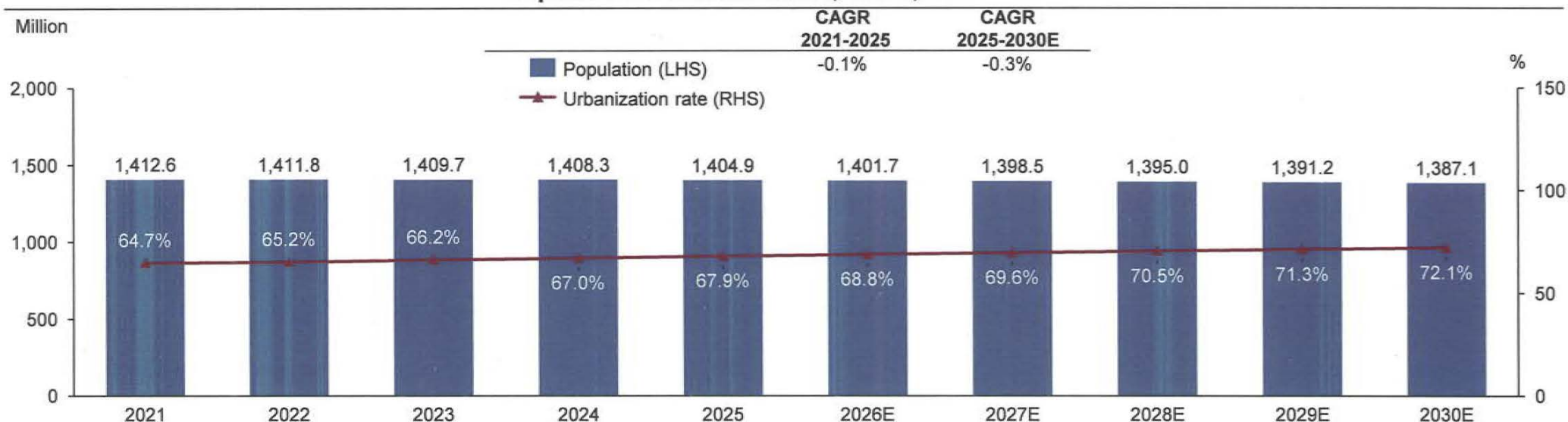
Key analysis

Global population growth is entering a phase of gradual deceleration, reflecting long-term shifts in fertility patterns, aging demographics, and urbanization. While the total number of people worldwide continues to rise, the pace of this growth is slowing, suggesting that many countries — especially in Asia and Europe — are approaching demographic maturity. This trend carries significant implications for global development, as slower population expansion can ease pressure on resources and infrastructure, but may also lead to labor shortages and increased dependency ratios in aging societies. Policymakers and international organizations will need to adapt to these evolving dynamics by planning for balanced growth, social support systems, and innovation in productivity to sustain economic momentum in the face of demographic transitions.

Appendix

Despite the low population growth due to the one-child policy, China's population size remains globally significant.

Population and Urbanization, China, 2021-2030E



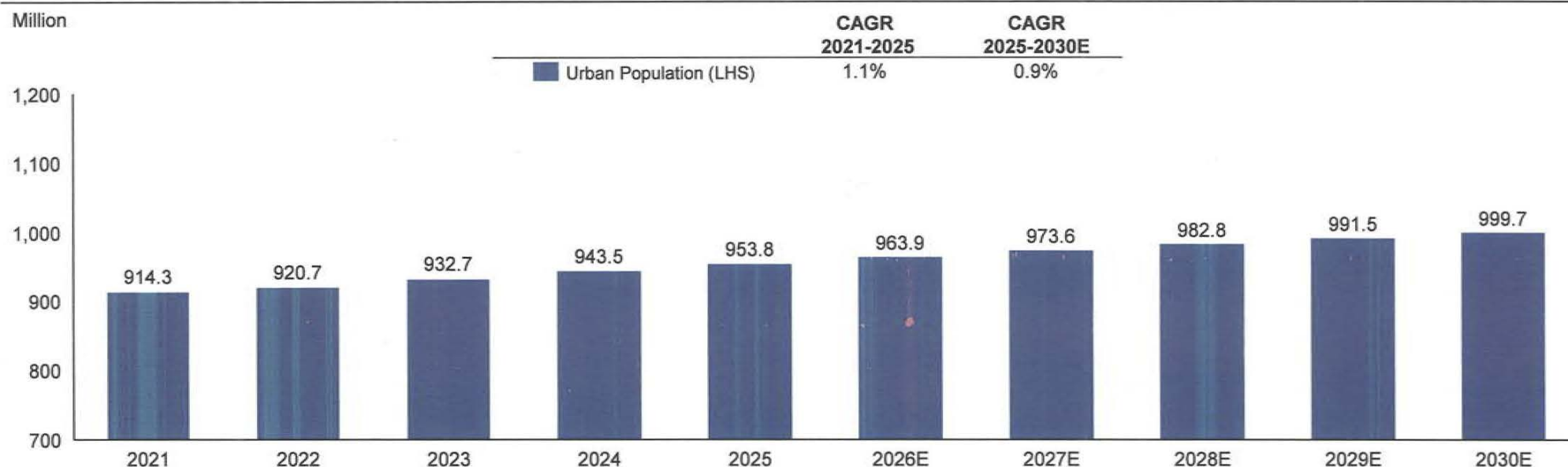
Key analysis

- China's population and urbanization data highlight the intricate nature and diverse aspects of its economic and social progress. As the world's most populous country, China accounts for a considerable proportion of the global population, facing both challenges and opportunities brought by its large demographic scale. Affected by demographic structural shifts, China's total population has witnessed a gradual downward trend in recent years. It is projected that China's population will decline from 1,412.60 million in 2021 to 1,387.1 million in 2030 with a negative compound annual growth rate. Meanwhile, the urbanization rate will climb steadily from 64.7% in 2021 to 72.1% by 2030.
- This suggests that more people will migrate from rural to urban areas in the coming years, fueling urban economic development but also posing challenges in areas such as urban planning, infrastructure development and social security. China's population and urbanization figures have far-reaching implications for economic and social development. As total population gradually decreases and urbanization accelerates, the demand for resources will increase, as will the pressure on the ecological environment.

Appendix

The urbanization rate has steadily increased, creating a substantial market for industries including digital retail.

Urban population and urbanization rate, China, 2021-2030E



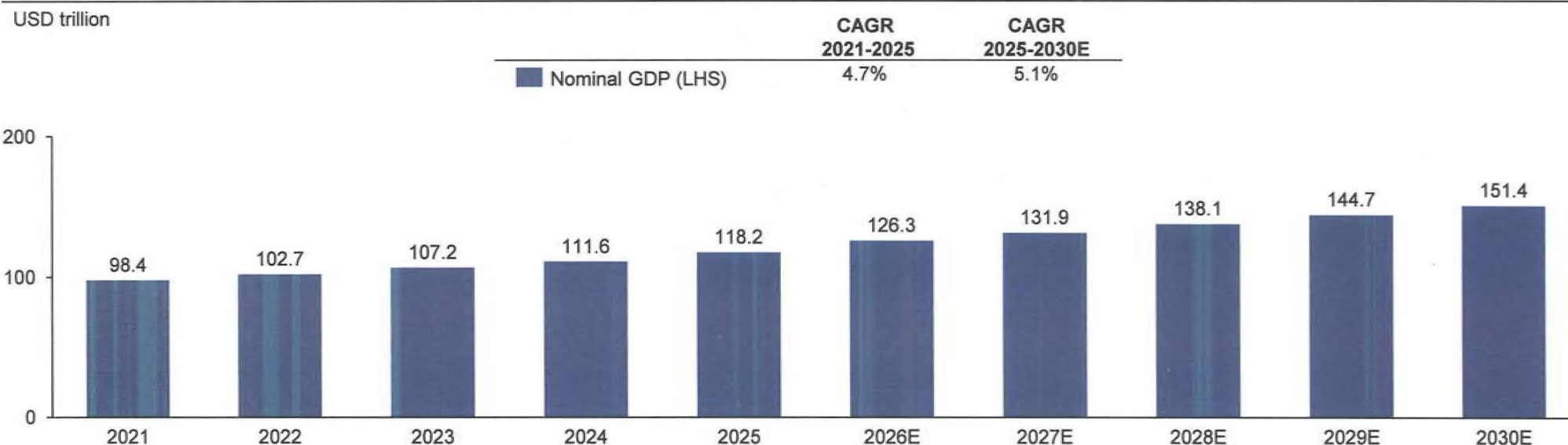
Key analysis

- China presently ranks as one of the world's most populous countries. Starting from 2021, China's total population shows a gradual declining trend, falling from 1,412.6 million in 2021 to 1,387.1 million in 2030. Driven by continuous socioeconomic development, China's urban population keeps expanding consistently, rising from 914.3 million in 2021 to 999.7 million in 2030. Meanwhile, China's urbanization rate maintains a steady upward momentum, climbing from 64.70% in 2021 to 72.1% in 2030 and gradually narrowing the gap with developed economies.
- This increasing urbanization is driven by various factors, including abundant economic opportunities in urban areas, improved public infrastructure, and supportive government policies for balanced urban development. As more rural residents migrate to cities, it brings both opportunities and challenges to China's social and economic operation. It requires scientific and sustainable urban planning, optimized infrastructure layout, and improved social welfare systems to accommodate the expanding urban population and ensure stable long-term development.

Appendix

The world's nominal GDP witnessed continuous growth from 2021 to 2025, and is expected to maintain a steady expansion trend in the future.

Nominal GDP, World, 2021-2030E



Key analysis

- The global economy has shown steady growth in recent years, with its nominal GDP rising from USD 98.4 trillion in 2021 to USD 118.2 trillion in 2025 and is projected to reach USD 151.4 trillion by 2030. From 2025 to 2030, the world's nominal GDP is expected to maintain a stable expansion trend.
- The global economic outlook is currently facing several challenges. Persistent geopolitical frictions and regional conflicts have brought market volatility and restrained global economic expansion. In addition, lingering inflationary pressures and demographic aging in major economies have constrained consumption and production activities. Despite these challenges, the global economy continues to benefit from technological innovation and industrial upgrading, which could drive long-term economic expansion. The advancement of multilateral cooperation and global trade liberalization also presents opportunities for sustained growth of the world economy.

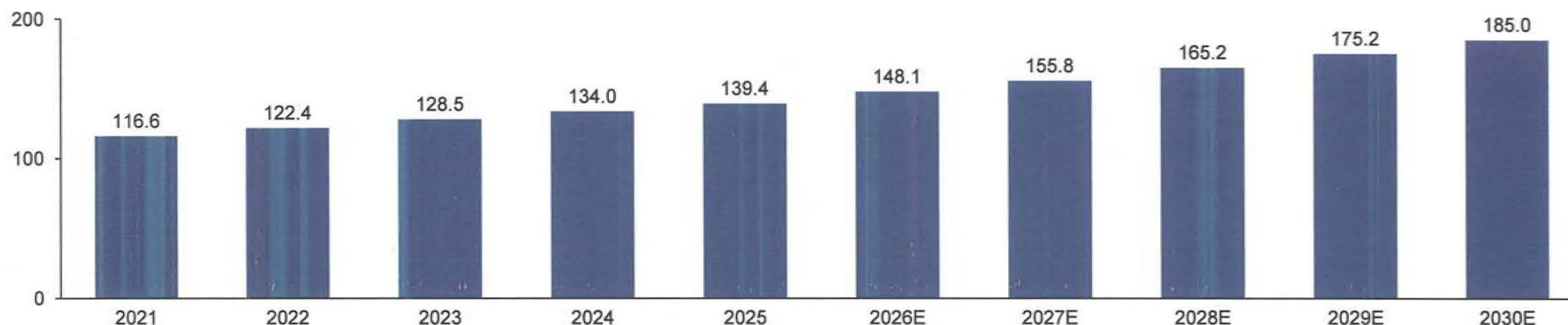
Appendix

China's nominal GDP has maintained a steady upward trend since 2021, and is projected to keep expanding at a solid pace in the long run.

Nominal GDP, China, 2021-2030E

RMB trillion

	CAGR 2021-2025	CAGR 2025-2030E
■ Nominal GDP (LHS)	4.6%	5.8%



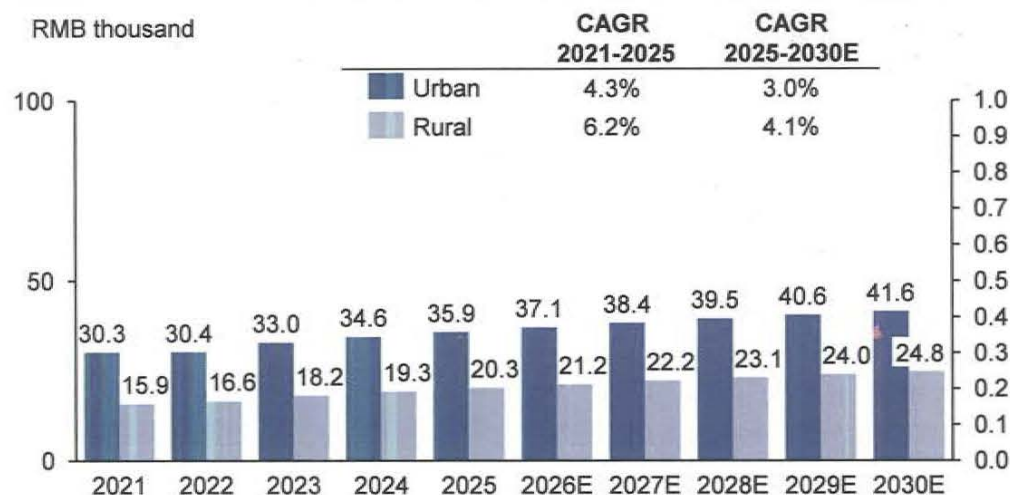
Key analysis

- China's overall economic volume has continued to grow in recent years, with its nominal GDP rising from USD 116.6 trillion in 2021 to USD 139.4 trillion in 2025, and is expected to hit USD 185.0 trillion by 2030. From 2025 to 2030, China's nominal GDP will follow a gentle and sustainable expansion path, maintaining stable growth momentum over the decade.
- China's economic development still faces notable structural challenges. Demographic shifts and ongoing industrial transformation exert certain pressure on economic scale expansion. In addition, a complex external environment and uncertain international trade conditions add hidden risks to domestic economic operation. Despite these headwinds, China is accelerating technological innovation and fostering strategic emerging industries, which will act as core drivers to underpin the continuous growth of nominal GDP. Further market-oriented reforms and expanded opening-up will also unlock new room for long-term economic expansion.

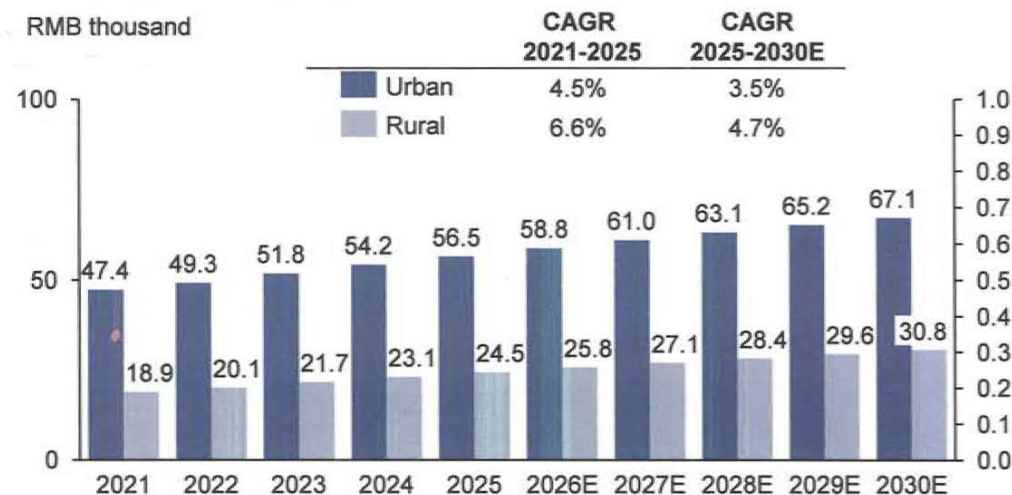
Appendix

Urban and rural per capita consumption rose; despite urbanization shifts, higher incomes drive increased consumer spending.

Per capita consumption expenditures in China, urban and rural, 2021-2030E



Per capita disposable income in China, urban and rural, 2021-2030E



Key analysis

- In 2025, the per capita consumption expenditure of urban and rural residents both achieved year-on-year growth. Urban residents' per capita consumption rose by 3.8% YoY to RMB 35.9 thousand, while rural residents' per capita consumption increased by 5.1% YoY, reaching RMB 20.3 thousand in the same period. In terms of disposable income, urban residents recorded a 4.3% YoY rise to RMB 56.5 thousand in 2025, and rural residents posted a 5.8% YoY growth, arriving at RMB 24.5 thousand.
- The ongoing increase in consumption expenditure is the direct result of rising per capita disposable income. This growth in income has mainly been driven by the rapid development of the Chinese economy and the continuous upgrading of China's manufacturing sector, along with a structural shift in the mainstay of development, from the primary and secondary sectors to the tertiary sector. Growing purchasing power and consumption upgrades in both urban and rural areas suggest a stronger level of consumer confidence and sustainable internal circulation, thus giving rise to the new retail and logistics industry. It provides tremendous development potential for China's consumer and FMCG industries.
- The compound annual growth rates of per capita disposable income and consumption expenditure for both urban and rural groups are expected to gradually decline in the future due to lower birth rates and an ageing population. Despite this, disposable income and expenditure levels will still grow steadily, driven by the globalization of trade, productivity gains and the internationalization of the Renminbi.



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to create **value**