The information and statistics set out in this section and other sections of this document were extracted from the Frost & Sullivan Report prepared by Frost & Sullivan, which was commissioned by us, and from various official government publications and other publicly available publications. We engaged Frost & Sullivan to prepare the Frost & Sullivan Report, an independent industry report, in connection with the [**REDACTED**]. *The information from official government sources has not been independently verified by us, the Sole Sponsor, the* [**REDACTED**]*, the* [**REDACTED**]*, the* [**REDACTED**]*, the* [**REDACTED**]*, any of their respective directors and advisers, or any other persons or parties involved in the* [**REDACTED**]*, and no representation is given as to its accuracy.*

SOURCE OF INFORMATION

We have commissioned Frost & Sullivan, an independent market research and consulting company, to conduct an analysis of, and to prepare a report on the global and China automotive aftermarket platforms for business. The report prepared by Frost & Sullivan for us is referred to in this document as the Frost & Sullivan Report. A total fee of RMB500,000 was paid to Frost & Sullivan for the preparation of the report, which we believe reflects market rates for reports of this type.

Frost & Sullivan is a global consulting company founded in 1961 in New York and has over 40 global offices with more than 2,000 industry consultants, market research analysts, technology analysts and economists.

RESEARCH METHODOLOGY

The Frost & Sullivan Report was prepared through both primary and secondary research obtained from various sources using intelligence collection methodologies. Primary research involved discussing the status of the industry with certain leading industry participants across the industry value chain and conducting interviews with relevant parties to obtain objective and factual data and prospective predictions. Secondary research involved information integration of data and publication from publicly available sources, including official data and announcements from government agencies, company reports, independent research reports and data based on Frost & Sullivan's own data base.

BASIS AND ASSUMPTIONS

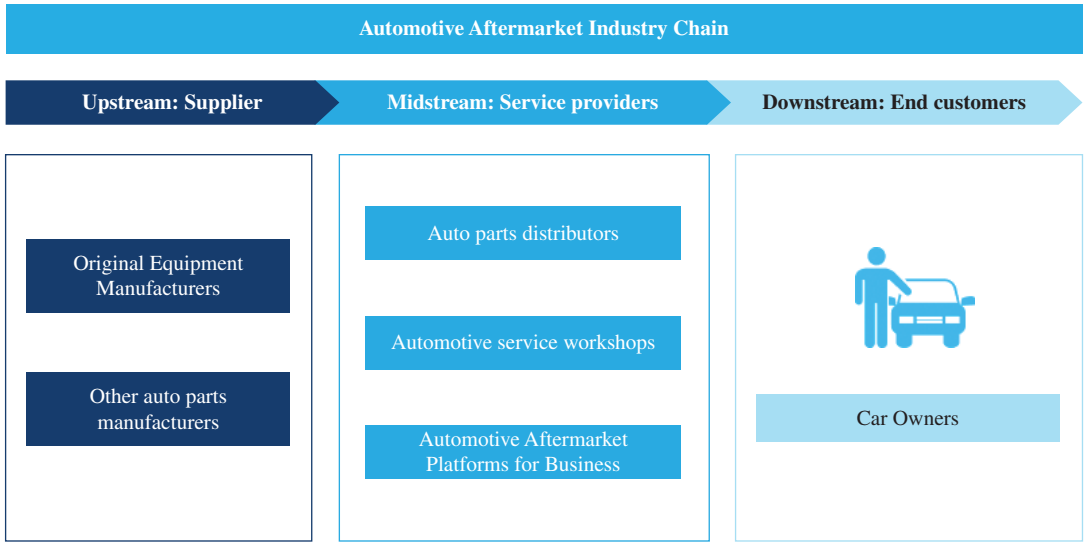
In compiling and preparing the Frost & Sullivan Report, Frost & Sullivan has adopted the following assumptions: (i) the social, economic and political environment in the world and China are likely to remain stable in the forecast period; and (ii) industry key drivers are likely to drive the growth of the global digital platforms for business in automotive aftermarket in the forecast period. All statistics are based on the information available as at the date of the Frost & Sullivan Report.

Automotive Aftermarket

The automotive aftermarket refers to the entirety of all services and transactional activities provided throughout a vehicle's entire lifecycle following its sale, centered around its usage and maintenance. Its primary service offerings include automotive repair, maintenance, detailing, modification, and the sales of automotive accessories.

From 2021 to 2025, China's vehicle parc achieved a 4.8% CAGR, substantially outpacing the global average of 2.1%, which will drive stronger aftermarket demand in the country. Coupled with rising NEV penetration and the overseas expansion of Chinese automakers, China's aftermarket ecosystem—backed by its advanced digital and intelligent capabilities—will gain greater opportunities to expand globally.

Automotive Aftermarket Industry Chain



Source: Frost & Sullivan

Pain Points and Challenges Across Automotive Aftermarket Stakeholders

Car owners: information asymmetry and non-standardized service experience

Currently, car owners lack reliable benchmarks to verify parts authenticity, assess repair quality and compare prices, leaving them with insufficient decision support. Inconsistent cross-channel service standards create uneven experiences, while traditional shops' slow digitalization fails to meet younger owners' needs for efficient, transparent services.

Automotive service workshops: uncertain procurement quality and difficulty earning customer trust

Rooted in inefficient, asymmetric procurement, multi-tier distribution blocks access to real-time pricing, quality and inventory data, driving up costs, squeezing margins and worsening low customer retention. Fragmented supply-demand, wide SKUs and scattered distributors slow offline procurement and delay repairs. Low digitalization leaves pricing, selection and quality control manual, impairing efficiency, accuracy and standardization. Growing NEV adoption adds operational complexity, as most stores lack the skills and tools for fast, precise maintenance.

Auto parts distributors: experience-driven decision-making hampers demand judgment

Distributors rely on experience to forecast demand, causing inaccurate predictions and inventory misalignment. Difficulties in collecting receivables tie up working capital and drag down operational responsiveness. Inventory pressure, poor product mix and weak digital capabilities further reduce stocking precision and reaction speed. Multi-layer channels, low price transparency and insufficient coordination make it hard to quickly match service workshops' diverse needs. Specialized NEV components add extra supply chain complexity and costs.

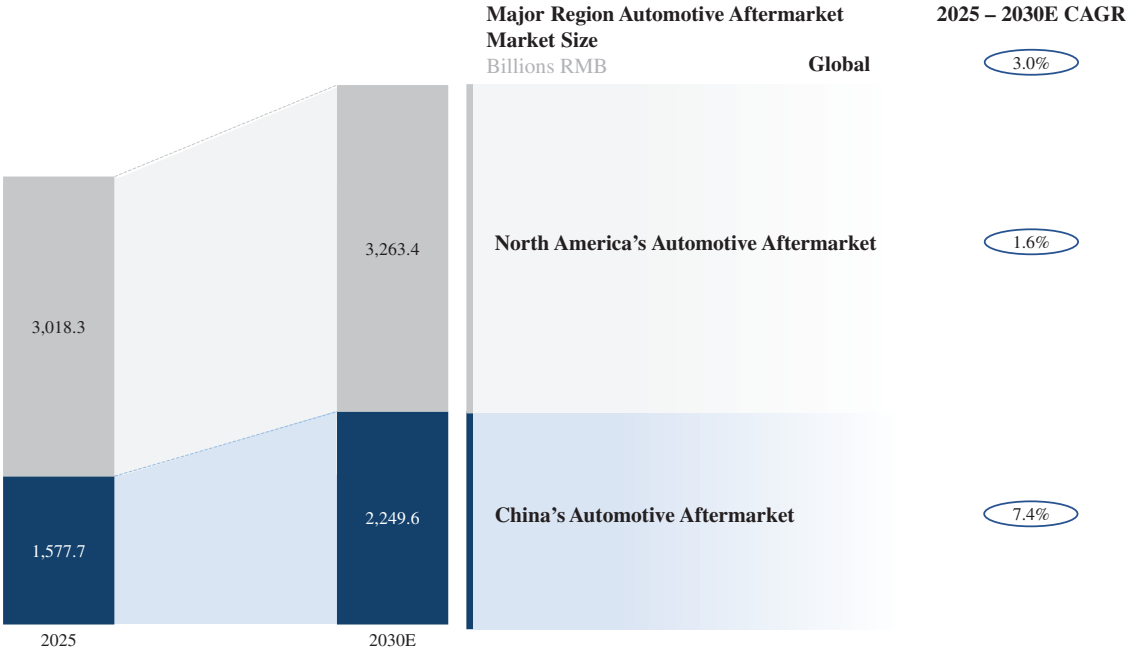
OEMs and Auto Parts Manufacturers: challenges in demand forecasting and delayed end-user feedback

OEMs and auto parts manufacturers face high uncertainty in forecasting downstream demand. Frequent production-line adjustments are costly, requiring improvements in flexible manufacturing and forecast accuracy. As parts pass through multiple distributor layers before reaching end users, the supply chain becomes lengthy and redundant, limiting upstream providers ability to obtain timely feedback on product performance and usage. This delays iteration cycles, weakens response speed, and constrains auto parts supply.

Market Size of the Global Automotive Aftermarket

Globally, the automotive aftermarket is a mature industrial sector, with its GMV expanding from RMB9,972.1 billion in 2025 to a projected RMB11,546.1 billion by 2030, representing a CAGR of 3.0%. Among these markets, China's automotive aftermarket is projected to maintain the highest growth rate, while North America holds the largest market share.

Market Size of Major Region's Automotive Aftermarket



Source: Frost & Sullivan

Note: The above automotive aftermarket market size does not include automotive finance services, insurance services, or used car transactions.

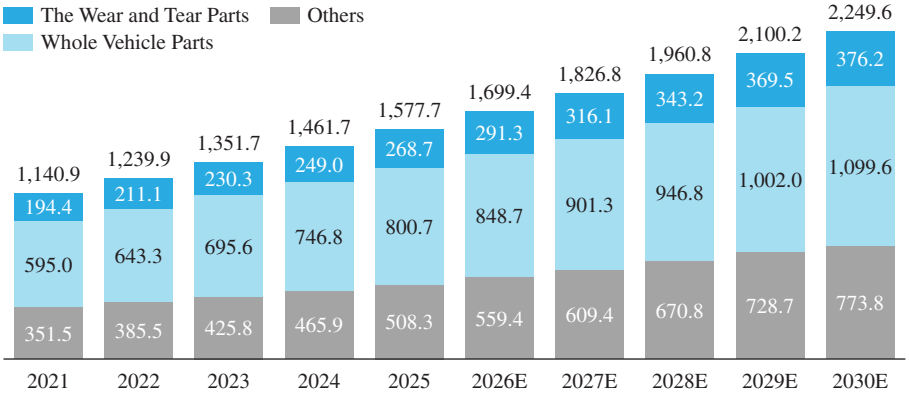
In terms of auto parts type, whole vehicle parts continue to serve as the pillar of the Chinese market, with their scale forecast to grow from approximately RMB800.7 billion in 2025 to nearly RMB1,099.6 billion in 2030, maintaining a stable share of 48.9% and continuing to lead in market proportion. Within this segment, the maintenance demand for the electric systems driven by the widespread adoption of NEVs is becoming a significant growth driver.

China's Automotive Aftermarket Market Size Breakdown (by Auto Parts Type)

China's Automotive Aftermarket Size (by GMV)

Billions RMB, 2021-2030E

CAGR	2021-2025	2025-2030E
China's Automotive Aftermarket Size	8.4%	7.4%
The Wear and Tear Parts Market Size	8.4%	7.0%
Whole Vehicle Parts Market Size	7.7%	6.5%
Other (cleaning, beauty, body repair and painting, etc.) Market Size	9.7%	8.8%



Source: Frost & Sullivan

Note:

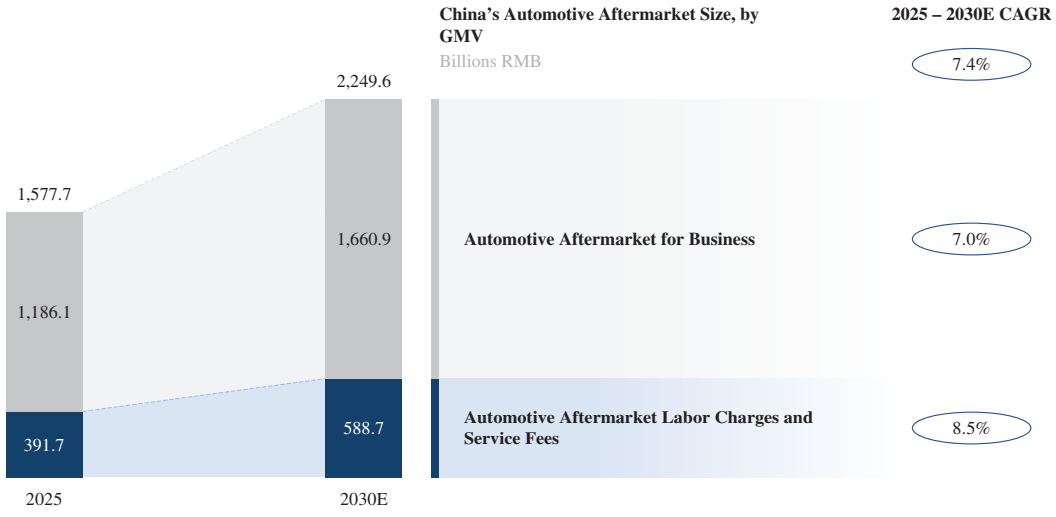
1) The above GMV includes both spare parts and labor costs.

2) **The wear and tear parts** refer to components with relatively short service lives that require regular or frequent replacement due to natural wear and tear, aging, or external environmental factors (e.g., road conditions, driving habits). This category includes consumable, wear-prone, and aging parts. **Whole vehicle parts** encompass all replaceable parts across the entire vehicle, typically used for major overhauls, accident repairs, or original equipment manufacturer (OEM) part replacements. This includes structural components (body panels, chassis structural parts), powertrain parts, electrical system parts, and durable parts (e.g., bearings, water pumps, air conditioning compressors). The **"Other"** segment does not involve part replacement; it consists of vehicle maintenance, enhancement, and minor repair services centered on craftsmanship and technical expertise.

Categorized by automotive aftermarket service range and the value chain, China's automotive aftermarket can be divided into two segments: (i) the market which directly serves car owners as end users and comprises repair, maintenance, and painting services; and (ii) the business market covering the entire industrial chain, which includes the circulation and transaction scale of auto parts from auto brands and auto parts distributors to automotive service workshops.

From a GMV perspective, the automotive aftermarket for business segment dominated China's automotive aftermarket in 2025, accounting for 75.2% of the total market and serving as the primary driver of overall market scale. Looking ahead, the industry is poised to embrace a more digitalized and transparent approach, which can effectively overcome the inefficiencies of the traditional "multi-tier distribution" model. Together with the increasing demand for aftermarket components in the NEV segment, total GMV of the automotive aftermarket for business is projected to exceed RMB1,660 billion by 2030, implying a forecast CAGR of 7.0%.

China's Automotive Aftermarket Size Breakdown (by Market Structure)



Source: Frost & Sullivan

Key Drivers of China's Automotive Aftermarket

- **Automotive aftermarket ecosystem opening up across three interconnected levels:** Macro policies and digital regulations break OEM monopolies, lower entry barriers, improve consumer choice and service quality, streamline procurement for service workshops, and boost value-chain transparency. At the industry level, NEVs and AI platforms reshape traditional structures, enabling data-driven, visible operations and smarter real-time supply-service coordination instead of opaque multi-tier distribution. Evolving consumer demands for personalization, quality and diverse services also drive industry innovation.

- **AI reshaping the value chain:** Leveraging AI's forecasting capabilities, it enable predictive manufacturing and precision distribution to cut costs and boost responsiveness, while equipping service workshops with AI tools for procurement and operations. This transforms a fragmented market into a collaborative, efficient, and highly adaptive network.

- **Rapid iteration of NEVs creates new aftermarket requirements:** Compared with ICE vehicles, NEVs iterate at a faster pace with shorter product lifecycles. This led to a sharp increase in the number of auto parts SKUs, requiring auto parts distributor to stock a more diversified range of components.

- **Insufficient global NEV infrastructure creating demand for Chinese firms:** With advanced digital and intelligent capabilities, Chinese companies can provide integrated solutions covering supply chain, remote diagnostics, EV maintenance and battery recycling, improving overseas service standards and sustainability. Meanwhile, higher technical requirements for NEVs require service workshops to upskill technicians and develop efficient, scenario-specific solutions.

Future Trends in the Automotive Aftermarket

- **Full-scale penetration of digital platforms, enabling data-and-AI-driven aftermarket platform business models:** Traditional procurement and information flows can't match rising market scale and complexity. Digital platforms unify transaction, inventory, logistics and maintenance data for higher efficiency, enabling smart recommendations, price optimization and inventory forecasting. Tech-driven models are speeding the shift to a more standardized, intelligent ecosystem.

- **Internationalization of aftermarket brands:** Supported by a mature industrial base and strong digital capabilities, China's supply chain is shifting from parts exports to end-to-end service expansion overseas. In many regions, dealers focus on new-car sales with underdeveloped after-sales services, while high vehicle usage and long mileage create large maintenance potential. Backed by standardized digital supply chains and AI, Chinese firms can better match local demand, exporting integrated digital service systems covering "sales — service — maintenance".

- **Developed markets: massive ICE vehicle parc supporting volume growth in smart accessory exports:** The large stock of ICE vehicles in Europe, the U.S. and other developed markets lays a solid foundation for China's smart cockpit modules, interactive devices and digital parts exports, which penetrate rapidly with strong cost-performance advantages. Digital products (e.g., CarPlay-enabled integrations excluding autonomous driving) will be the core growth driver, meeting upgrade demands while reducing data compliance risks.

- **Emerging markets: accelerated NEV aftermarket infrastructure development:** Many emerging markets suffer from weak NEV after-sales networks and maintenance capacity. As Chinese OEMs expand in the Middle East, South America and other regions, the full NEV industrial chain is going global in a coordinated way. Chinese mobility platforms, NEV rental and used-car ecosystems are also entering these markets, driving the shift to scaled, platform-based operations and more efficient aftermarket services.

OVERVIEW OF AUTOMOTIVE AFTERMARKET PLATFORMS FOR BUSINESS

Definition of the Automotive Aftermarket Platforms for Business

Automotive aftermarket platforms for business provides digital infrastructure that enables participants across the entire automotive aftermarket value chain to intelligently and efficiently showcase products, deliver services, and complete transactions.

Driven by advances in AI and algorithms, these platforms streamline supply chain circulation, improve operational efficiency, establish standardized trust mechanisms, and strengthen cross-chain collaboration. In turn, they drive the evolutionary upgrading of the automotive aftermarket industry, enabling more responsive, transparent, and optimized value chain.

Importance of Automotive Aftermarket Platforms for Business

- **Improving procurement efficiency:** AI-powered platforms automatically generate repair orders and intelligently match procurement needs of service workshops, reducing manual price comparisons and multi-channel purchasing.

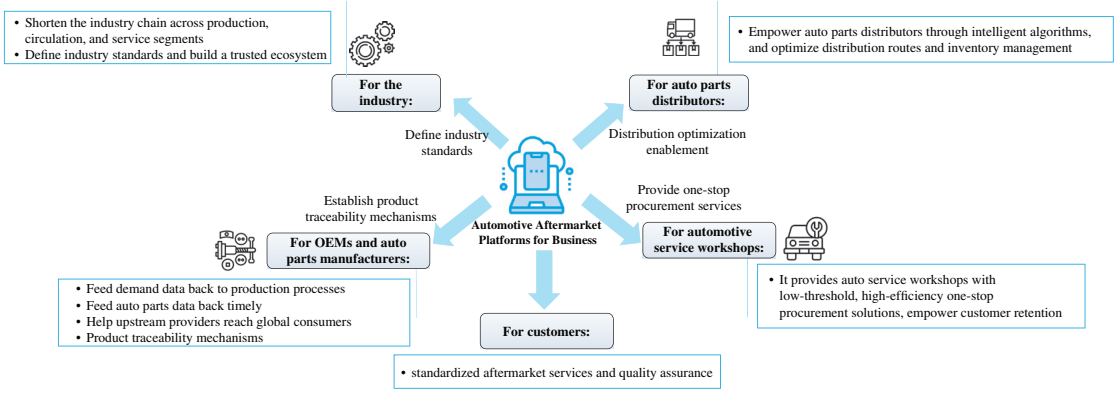
- **Optimizing inventory and supply chains:** AI forecasting models analyze regional demand and vehicle data to optimize distributor inventory, enabling dynamic stock management, fewer backlogs, lower capital occupation, and faster localized delivery.

- **Demand forecasting:** By leveraging VIN data, repair work orders, and regional car ownership, platforms build precise demand models that guide flexible production planning for manufacturers and intelligent warehouse network allocation.

- **Global localized deployment:** OCR technology quickly extracts vehicle structure and maintenance data across markets, lowering the skill barrier for NEV servicing. AI-based multilingual systems remove language barriers, enabling localized operations and cost-efficient global rollout of supply chain platforms.

- **Industry-Wide Empowerment:** Shared knowledge bases and digital tools systematically upskill small and medium-sized service workshops, overcoming talent and resource gaps, and driving digital upgrades in all aspects.

Digital Transformation Empowerment Map for the Automotive Aftermarket



Source: Frost & Sullivan Analysis

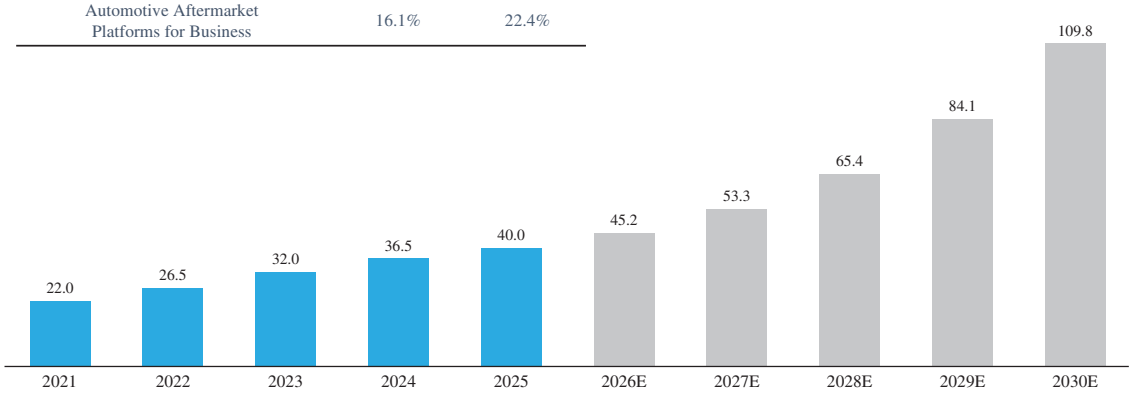
Market Size of Automotive Aftermarket Platforms for Business

In recent years, the value chain of automotive aftermarket has been undergoing a structural transformation from traditional offline models to a data-driven and highly coordinated digital ecosystem. Through deeper cross-chain integration, automotive aftermarket platforms for business have become a core driving force for efficiency improvement and structural reshaping of the industry. In China, the GMV of such platforms grew strongly from RMB22.0 billion in 2021 to RMB40.0 billion in 2025, representing a CAGR of 16.1% over the four-year period. Looking forward, the market is projected to accelerate sharply, reaching RMB109.8 billion by 2030, with a projected CAGR of 22.4% from 2025 to 2030.

Industry Size of China's Automotive Aftermarket Platforms for Business

Market size of China's Automotive Aftermarket Platforms for Business, by GMV
Billion RMB, 2021-2030E

CAGR	2021-2025	2025-2030E
Automotive Aftermarket Platforms for Business	16.1%	22.4%



Source: Frost & Sullivan Analysis

Development Drivers and Opportunities in the Automotive Aftermarket Platforms for Business

- **Continuous improvement in digital and intelligent capabilities:** Traditional offline auto parts trading and repair services suffer from low efficiency and poor transparency due to manual operations. As digitalization advances, platforms will replace traditional offline markets, using digital systems and AI algorithms to realize inventory forecasting, price comparison, supply chain and transaction data analysis, lifting industrial operational efficiency and decision accuracy.

- **Data asset accumulation and the flywheel effect:** Growing transactions help platforms accumulate core data including repair records, parts SKUs and supplier fulfillment data. Such data supports intelligent recommendations, demand forecasting and inventory optimization, and enables value-added services for upstream suppliers, insurers and OEMs, forming network effects and platform competitiveness barriers.

- **Market penetration into emerging regions and growth in economy car ownership:** High-end vehicle markets in developed cities have become fairly mature, while ownership of economy vehicles in less developed cities is surging, yet their aftermarket supply chain systems remain underdeveloped. This creates substantial opportunities for digital and intelligent supply chains. By rapidly deploying cloud warehouses and intelligent matching systems, platforms can meet the fast-response demand for economy vehicles and elevate market penetration.

Future Development Trends in the Automotive Aftermarket Platforms for Business

- **AI-driven comprehensive digitalization and intelligence:** Platforms will continue to strengthen AI algorithms and data analysis capabilities to achieve supply chain optimization, inventory forecasting, and intelligent price matching. This not only improves procurement and delivery efficiency, but also reduces the risk of inventory backlog and helps automotive service workshops make faster parts procurement decisions.

- **Driving standardization and transparency in the automotive aftermarket and building a trusted ecosystem foundation:** Platform providers will use transparent procurement, warranty protection, and data traceability to boost transparency and customer experience. This addresses traditional market fragmentation, inefficiency, and opacity, while building trust with consumers and service workshops. Platforms are poised to lead in shaping industry quality standards and credit systems, paving the way for sustained, large-scale growth.

- **Continued expansion to the upstream:** Based on the vast amounts of transaction, work order, and supply chain data accumulated by platforms, upstream auto parts manufacturers and OEMs gain deeper, more accurate insights into end demand. This enables flexible capacity planning and the advancement of flexible manufacturing, enhancing responsiveness and coordination efficiency across the entire industry chain. As a result, platforms are increasingly able to connect with and empower upstream players, injecting new momentum into industry growth through closer, data-driven collaboration.

- **Global expansion driven by new energy vehicle exports:** The overseas expansion of Chinese NEVs opens global opportunities for such platforms. Drawing on mature domestic supply chains, standardized transactions, and data expertise, platforms offer efficient parts procurement, smart matching, and crossborder logistics, boosting the global competitiveness of China's supply chain technology. They also help overseas dealerships shift from sales-focused to integrated "sales-service-maintenance" models. Through solutions covering supply chain, customer operations, and analytics, platforms optimize inventory, raise service efficiency, extend business scope, and enable full lifecycle digital customer management.

- **End-to-end supply chain integration:** Platforms integrate end-to-end supply chains by directly connecting upstream manufacturers, service workshops, insurers, and financial institutions into a collaborative network. This boosts transaction efficiency, cuts circulation costs, and strengthens platform stickiness via data sharing and process standardization, creating network effects. It also enables rapid growth of high-value services like supply chain finance, precision marketing, and maintenance diagnostics, improving revenue structure, profitability, and long-term competitive advantage.

COMPETITIVE LANDSCAPE

Key Success Factors and Barriers to Entry

- **Ecosystem building and precise supplier screening capabilities:** Build a connected digital ecosystem covering manufacturers, distributors, logistics and service workshops for efficient supply-chain linkage. Adopt strict supplier access and dynamic evaluation systems (qualification, transaction, quality, fulfillment) to secure high-quality, stable upstream supply.

- **Coverage breadth and scale effects:** Leverage wide ecosystem networks to integrate fragmented upstream/downstream resources and form entry barriers. Aggregate massive real-time supply-demand data via multi-SKU supplier integration and dense service workshop's penetration, driving scale economies, cost reduction and intelligent supply-chain value.

- **AI algorithm capabilities:** Deploy mature AI algorithms to replace inefficient manual operations amid complex SKUs and supply chains. Realize intelligent inventory forecasting, procurement recommendation and price optimization through demand & inventory data analysis, improving operational efficiency, reducing backlogs and forming data-driven closed-loop operations.

- **Business model extension capability:** Expand diversified businesses (advertising, upstream/consumer services) based on core B2B transactions. Diversify revenue streams, enhance partner stickiness, hedge single-business risks and unlock sustainable growth via extra value creation.

Industry Rankings

As of December 31, 2025, Top Five Chinese Automotive Aftermarket Platforms for Business, Ranked by the Annual GMV, Registered Automotive Service workshops Quantities, Cumulative SKU Quantities

GMV Ranking	Company Name	GMV (Unit: RMB Billion)	GMV Market Share (%)	Registered Automotive Service Workshops Quantities (Unit: Thousand)	Cumulative SKU Quantities (Unit: Million)
1	The Company	7.6	19.1%	370	48.0
2	Company A	3.0	5.8%	125	1.0
3	Company B	2.5	4.9%	100	2.5
4	Company C	2.0	3.9%	75	3.0
5	Company D	1.4	2.6%	90	25.0
	Top 5	**16.5**	**36.3%**	**–**	**–**

Note: Company A, founded in 2013 and headquartered in Nanjing, is a business platform in the automotive aftermarket. It focuses on wear-and-tear parts, leveraging a self-operated warehousing and logistics network alongside digital platforms to improve procurement efficiency and fulfillment for repair shops.

Company B, founded in 2015 and headquartered in Guangzhou, is an automotive aftermarket chain service and supply chain platform. It primarily focuses on wear-and-tear parts, providing standardized products and services to repair shops through a network of directly operated and franchised outlets.

Company C, founded in 2015 and headquartered in Hangzhou, is a B2B supply chain platform for auto parts. It focuses on wear-and-tear parts, and provides efficient and stable parts supply to repair shops through a regional warehousing and distribution network supported by digital systems.

Company D, founded in 2013 and headquartered in Guangzhou, is a B2B trading platform for automotive aftermarket parts, primarily focusing on whole vehicle parts. Its product coverage includes engine systems, chassis systems, and body parts, offering one-stop procurement solutions for repair shops through transaction matching and supply chain integration.

Source: Frost & Sullivan

In 2025, the top five automotive aftermarket platforms for business in China generated a combined annual GMV of approximately RMB16.5 billion. The Company led the industry, ranking first in annual GMV, cumulative SKU quantities, and registered automotive service workshop numbers among China's automotive aftermarket platforms for business.