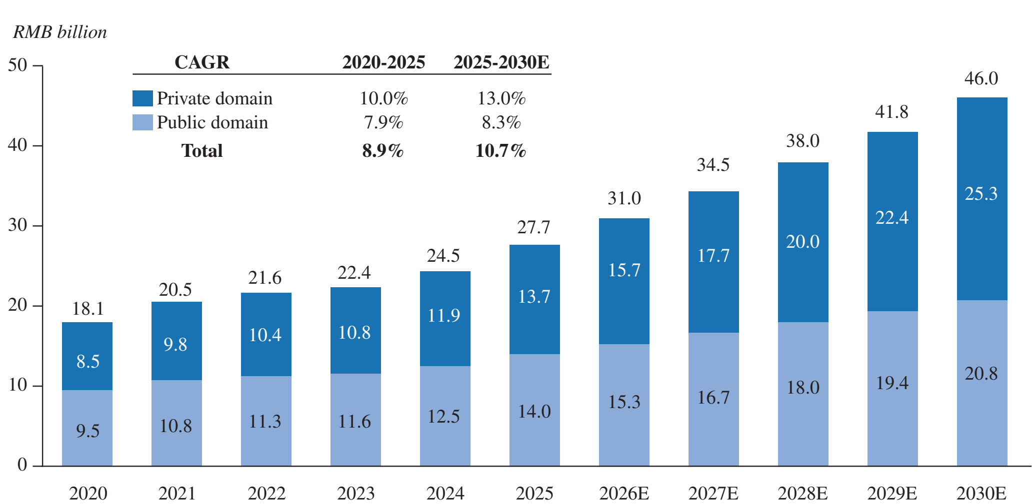
The information and statistics set out in this section and other sections of this document were extracted from different official government publications, available sources from [**REDACTED**] *research and other sources from independent suppliers, and from the independent industry report prepared by CIC (the "CIC Report"). We engaged CIC to prepare the CIC Report in connection with the* [**REDACTED**]. *The information from official government sources has not been independently verified by us, any of the Sole Sponsor, the* [**REDACTED**], *the* [**REDACTED**], *the* [**REDACTED**], *the* [**REDACTED**], *the* [**REDACTED**], *the* [**REDACTED**] *and the* [**REDACTED**], *any of their respective directors and advisors, or any other persons or parties involved in the* [**REDACTED**], *and no representation is given as to its accuracy.*

OVERVIEW OF BUSINESS OPERATIONS SOLUTIONS MARKET

Business operations solutions are marketing and sales-related cloud-based digital solutions typically contain certain core functional modules such as e-commerce, digital marketing, and CRM. The market size of business operations solutions in China is growing rapidly, thanks to the advantages of cloud-based solutions over on-premise software, such as flexible payment, rapid deployment, scalability, and easy accessibility. In terms of revenue, the business operations solutions market in China was RMB27.7 billion in 2025 and is expected to reach RMB46.0 billion in 2030, at a CAGR of 10.7%.

Based on the type of online domain, business operations solutions can be divided into private domain operations solutions and public domain operations solutions. Private domain refers to traffic and user engagement channels that are controlled directly by businesses, which is usually operated through decentralized social networking services, such as WeChat ecosystem. Public domain refers to traffic and users on platforms that are publicly available and controlled by third parties, such as centralized social media (Douyin, Weibo), e-commerce sites (Tmall, JD), and search engine (Baidu). In private domain, traffic accumulates in business-owned "traffic pools," such as WeChat Group and WeCom, allowing businesses to proactively and directly push messages to users, with interactions that are more flexible and personalized relative to public domain channels. In contrast, in public domain, the content that businesses send to users is typically more limited and user interactions are often more constrained by the platforms rules and algorithms through which the businesses send the contents.

Market size of business operations solutions in China in terms of revenue, 2020 – 2030E



Sources: *NBSC, CAICT, CIC*

Development Stages of China's Business Operations Solutions Market

The global software and Internet ecosystem has experienced rapid development and change since the end of the 20th century, especially in recent years. Pioneers of business operations solutions, such as Salesforce, HubSpot and Shopify, have emerged and contributed to the improvement of business efficiency through innovative subscription-based business models and business tools tailored to actual needs. With the popularity of the Internet and the rise of mobile networks, China's business operations solutions market has also experienced a series of evolution and developed towards interactivity:

- *The stage of public domain operation*. From 2000 to 2010, China was in a stage of rapidly increasing Internet penetration. With the rise of search engines, e-commerce platforms and social networks, an increasing number of companies began leveraging the Internet for marketing and customer relationship management. In 2000, the search engine advertising emerged, where companies could pay to increase their search rankings and purchase advertisements to gain traffic on public platforms. The establishment of bidding systems and advertising alliances was the prototype of traffic pools in the public domain. From 2008, e-commerce platforms grew rapidly, and retailers started to acquire traffic by online stores and attract more traffic by purchasing advertisements and promotions. At this stage, companies primarily engaged with public domain platforms while lacking effective traffic operations and management tools.

- *The stage of the traditional private domain operation for e-commerce*. From 2011 to 2015, as user conversion rate decreased and merchants faced with increasing customer acquisition costs and diminishing returns from public domain operations, companies began to explore more economical and straightforward operation models. In 2011, the emergence of WeChat provided an early scene for private domain marketing. From 2013, WeChat official accounts, Mini Program and WeCom were launched in quick succession. Some e-commerce companies began to launch direct marketing to a wider range of users through the WeChat ecosystem. Private domain operations solution providers such as Youzan and Weimob offered e-commerce enterprises with tools such as website building, product shelving, and CRM, helping enterprises improve operational efficiency. The attempts of e-commerce companies attested to the commercial viability of private domain and contributed to the continued growth of the private domain operations solutions market.

- *The stage of interactive private domain operation*. Since 2015, with the concept of private domain operations widely recognized by the market, more and more companies have sought to further improve their performance through private domain operations. With the rise of decentralized social networks and new interaction forms such as short videos, the private domain operations became more interactive. The new generation private domain operations solution providers, such as our Company, have built interactive capabilities that are tailored to industry needs, flexible in extension, and quick in iteration. These providers have delivered business-oriented and interactive private domain operations solutions for merchants. In addition, the application of AI and big data provides companies with the capabilities of automated marketing and more accurate operation data analysis and market trends prediction, further improving the efficiency and quality of business operation.

In the future, the business operations solutions market is expected to evolve around more intelligent and diversified private domain operation solutions, driven by extensive industry demand and rapid technological developments.

OVERVIEW OF PRIVATE DOMAIN OPERATIONS SOLUTIONS INDUSTRY

The private domain is a business domain where merchants have autonomy. In the private domain, companies have greater control over user assets and retention strategies. Private domain operations focus on building long-term relationships with customers, delivering precision marketing, and encouraging repeat business, without the constant marketing spending on public domain platforms. In public domains, businesses compete for user attention through advertising, digital marketing, KOLs, etc. However, businesses have limited control over user engagement and assets, as these platforms own the traffic and set the rules.

Compared with the public domain, the advantages of the private domain include:

- *Lower customer acquisition and engagement costs.* Private domain operations significantly reduce customer acquisition costs. Businesses can engage users repeatedly at minimal expense, improving marketing efficiency and maximizing return on investment.

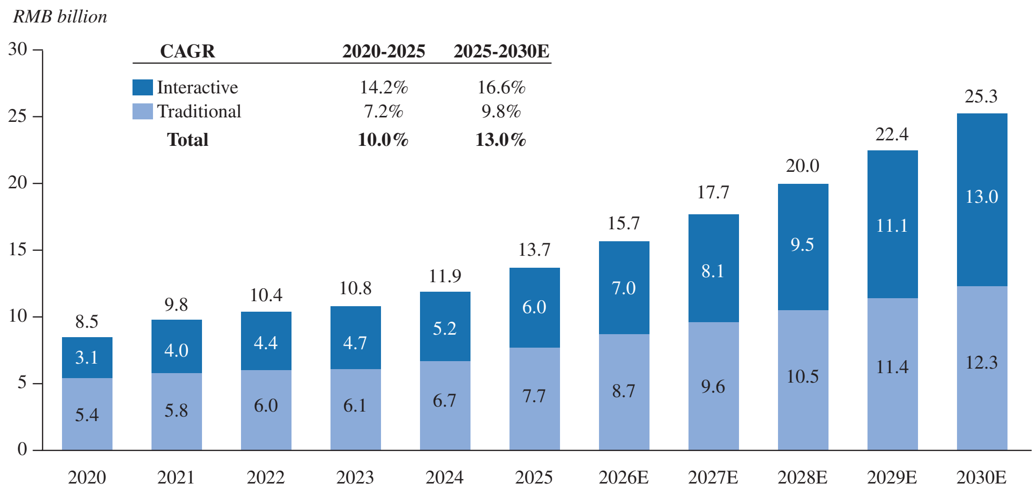
- *Stronger customer relationships and retention.* Through more direct, targeted and responsive engagement, businesses can build deeper trust, strengthen brand loyalty, and increase customer lifetime value with high operational efficiency.

- *User assets under management.* Unlike public platforms where user assets are limited or inaccessible, private domains give companies greater autonomy in managing customer relationships, enabling precise targeting, personalized services, and long-term value cultivation.

China's private domain operations market can be categorized into interactive and traditional models. Interactive private domain operations refer to the two-way interactive user engagement model, enabling direct, real-time, and interactive communication between companies and their target users. For instance, platform users are able to deliver online training or showcase products through various formats such as real-time video and audio, while allowing audiences to engage in activities such as real-time voice chat and screen sharing, which is similar to a video conferencing experience. While traditional operational models, such as advertising and shelf-based e-commerce, primarily rely on static product displays and one-way information dissemination, offering limited interaction and engagement with consumers.

As a new marketing and customer relationship management channel, the private domain operations solutions market in China has significant growth potential. With many merchants focusing on and investing in private domains, the private domain operations solutions market was RMB13.7 billion in 2025 and is expected to reach RMB25.3 billion by 2030, at a CAGR of 13.0%.

Market size of private domain operations solutions in China, by business model, in terms of revenue, 2020 – 2030E



Sources: *NBSC, CIC*

Market Drivers and Future Trends of Private Domain Operations Solutions Market

The market drivers and future trends of private domain operation solutions industry in China include:

- *Increase of public domain traffic cost and prominent advantages of private domain operation*. Public domain platforms have the advantage of massive user traffic scale, but they control the distribution of traffic and hold the traffic pricing power. With the disappearance of the user scale bonus, the cost of public domain traffic continues to rise, highlighting the advantages of private domain operations. With the development of WeChat and WeCom, the development of CRM in China must be more social and SCRM has more vitality in China. By building a private traffic pool, enterprises can bypass the restrictions of the public domain platform and directly engage users to carry out diversified marketing, and have in-depth marketing with the same users repetitively, reducing costs while improving marketing effectiveness. The process of converting users from the public domain to the private domain helps enterprises pick out users with higher willingness to pay, and enterprises can improve user conversion rates through higher level of precision marketing. The community-based operation of private domain traffic also helps enterprises penetrate the minds of users through high-quality content, accumulate loyal users, enhance user repurchase and long-term retention, and ultimately amplify the lifetime value of users. Users in private domain communities usually show 10% to 30% higher repurchase rate with more expensive payment and higher retention compared with that on public domain platforms.

- *Development of one-stop service capacity*. In recent years, private domain operations solution providers have increasingly shifted their focus to offer one-stop private domain operations solution to meet customer needs. Enterprises are facing increasingly complex marketing and operational processes, such as publishing marketing content on multiple public domain platforms simultaneously, filtering and grouping marketing based on user characteristics, and integrating online customer acquisition with offline experiences. Standardized solutions and seamless data interoperability for multiple pre-service and post-service aspects of the private domain operations business can be provided through a one-stop solution, such as traffic acquisition, marketing, product delivery, and community operation, to help enterprises improve their business operation efficiency and save costs by consolidation procurement. For operations solution providers, providing a full-cycle solution can help increase the migration cost of enterprise users, improve user retention, and build a stable revenue source.

OVERVIEW OF INTERACTIVE PRIVATE DOMAIN OPERATIONS SOLUTIONS MARKET

Development Stages of China's Interactive Private Domain Operation Solutions Market

The interactive private domain operations solutions market in China has gradually developed alongside the boom in interactive marketing, combined with the WeChat ecosystem and the increasing demand for refined brand operations. In the early stage, interactive private domain operations solution providers offered standalone functional modules based on customer requirements. With the development of private domain ecosystem centered around WeChat, companies increased their demand for a full-cycle private domain operations that covers traffic acquisition, conversion, retention and monetization. Interactive private domain operations solution providers shifted to offering one-stop solutions. The functional modules became more refined, and its functionality expanded to CRM, digital marketing, and ERP, addressing various needs for customer acquisition, delivery, and management, thus helping businesses achieve full-cycle digitalization and refined management. In the recent years, the rapid development of the new retail has accelerated the deep integration of online and offline. Interactive private domain operations have become a key touchpoint embedded within the overall retail scene of brands, driving the digital restructuring of "people, goods, and venues." Interactive private domain operations solution providers, such as our Company, have become core platforms for managing user relationships, conducting business operations, and driving long-term growth. At the same time, with the maturity of AIGC technology, functions such as AI agents, intelligent script recommendations, and automated editing have begun to be integrated into private domain operations platforms, significantly reducing the labor threshold and promoting the widespread adoption of the "low-cost, high-frequency, and intelligent" model.

Market Overview

Interactive private domain operations solutions usually deliver higher customer conversion rates and operational efficiency compared to traditional approaches, owing to the following advantages:

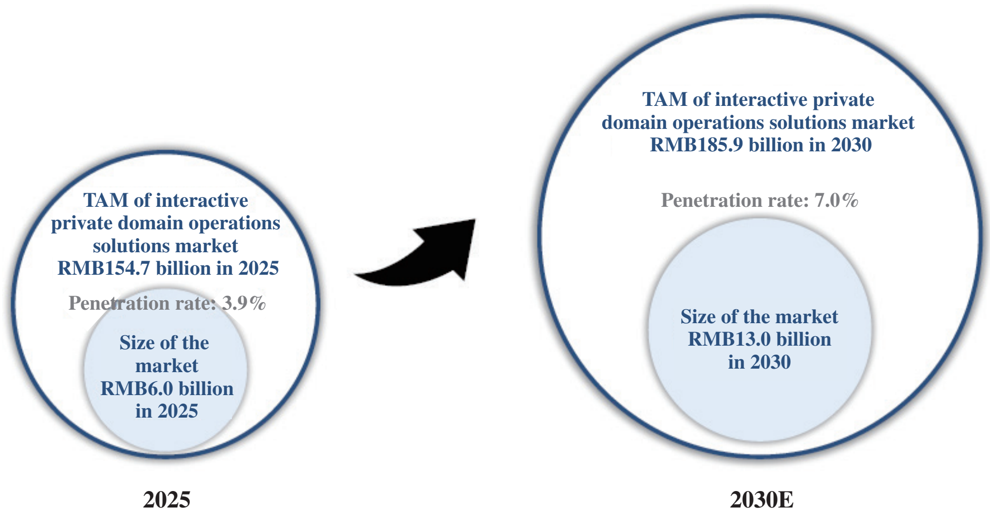
- *Real-time interactivity.* This model facilitates immediate and direct communication between merchants and consumers. Users can access richer product information through interactive marketing, while merchants gain deeper insights into customer needs, leading to more precise demand matching and faster conversion.

- *Precision marketing.* Interactive operations are highly targeted, delivering relevant marketing to the right audience. This enhances the efficiency of marketing spend and improves campaign effectiveness.

Interactive private domain operations solutions provide brands and enterprises with the tools and operational support necessary to build and manage interactive operation capabilities primarily within the WeChat ecosystem. These solutions offer a one-stop platform integrating technology and operations, enabling enterprises to execute a closed-loop private domain strategy that encompasses customer engagement, real-time interaction, transaction conversion, and customer retention.

The size of China's interactive private domain operations solutions market, in terms of revenue, grew from RMB3.1 billion in 2020 to RMB6.0 billion in 2025, at a CAGR of 14.2%. The market is projected to reach RMB13.0 billion by 2030, at a CAGR of 16.6% from 2025 to 2030, driven by the ongoing digital transformation, the shift from public to private domain traffic, and the increasing penetration of interactive marketing. The TAM of China's interactive private domain operation solutions industry is estimated to increase from RMB154.7 billion in 2025 to RMB185.9 billion in 2030, assuming full penetration. The penetration refers to the proportion of enterprises in the industry that use interactive private domain operations solutions.

TAM of China's interactive private domain operations solutions market, in terms of revenue, 2025 vs. 2030E



Sources: *NBSC, CAICT, CIC*

Market Drivers and Trends

The key drivers and trends of growth in China's interactive private domain operations solutions market include:

- *Evolution of user interaction technologies.* The widespread adoption of 5G and smartphones has built up the foundation for the growth of new content forms such as short videos. The user journey has shifted from "searching for content" to "content finding the user," as algorithmic recommendations have replaced manual browsing. This transformation has also changed how consumers interact with businesses, moving away from traditional ads or emails toward engagement via real-time interactive video. As a result, enterprises are increasingly focused on how to deliver high-quality content in a sustained and targeted way. Private domain operations solutions have entered a new stage, offering integrated services that span both public and private domain traffic acquisition, including multi-platform syndication, offline advertising, precision marketing, and segmented user management, thereby optimizing marketing efficiency and conversion.

- *Omni-channel integration driving digital transformation.* As online and offline channels converge, traditional industries such as retail and services face mounting pressure to digitalize their business processes. In the era of new retail, merchants are expected to integrate online customer acquisition with offline experiences to deliver seamless, high-quality interactions. In 2025, more than 80% of small and medium-sized companies in China planned to increase or maintain the capital investment levels in digitization, compared with 2024. More traditional businesses undergoing digital transformation require low-threshold, easy-to-use tools for multi-channel operations. Private domain operations solution providers offer one-stop platforms covering traffic obtainment, online store setup, SCRM, inventory and store management, and complementary functions such as logistics and accounting. These platforms act as lightweight, self-hosted "independent storefronts" that help businesses manage marketing, customer relationships and close sales loops in various scenarios. For example, in China, over 6 million grocery and convenience stores account for approximately RMB3 trillion in GMV, with more than 70% of that volume coming from lower-tier cities. Private domain operations solutions empower these long-tail businesses to digitalize operations and scale both traffic and sales.

- *AI empowerment enhances service quality and operational efficiency.* As AI technologies continue to mature, an increasing number of business solution providers are integrating AI capabilities, such as AI agents, into their products to improve operational efficiency and service quality. AI agents enable automation across functions such as marketing, customer service, data analysis, and product summary, enhancing user experience while improving the operational efficiency of service providers. For example, Shopify has launched AI agent tools that automatically help merchants generate enhanced product images and descriptions, provide personalized responses to customer inquiries, and offer real-time support for tasks such as setting up shipping or tracking inventory. Similarly, HubSpot has developed AI customer service tools that enable marketing automation and leverage AI-driven CRM systems to better analyze and manage customer data.

Challenges

The major challenges that interactive private domain operation solutions providers face include:

- *High technical demands and intensive product upgrading pressure.* Interactive private domain operation solutions must accommodate a wide range of user needs, with significant variation across different industries. This places high demands on providers' technical and development capabilities. Given the rapid growth of the industry and constantly evolving market needs, providers must possess strong technical teams capable of fast response and continuous product iteration. At the same time, they require robust infrastructure, including stable architectures and high-resilience servers, to meet dual expectations for customization and system stability. The emergence of new technologies such as AI further requires ongoing technical upskilling to enhance product functionality and optimize user experience.

- *SME customers' lower retention and unstable long-term value.* SME customers may utilize interactive private domain operation as a temporary tool for specific events, such as new product launches, seasonal promotions, or inventory clearance campaigns. Some SME customers may discontinue usage if short-term conversion results fall short of expectations, or they may turn to lower-cost alternatives. As such, solution providers must invest substantial effort into client education and value realization to increase usage frequency, expand application scenarios, and extend customer lifecycles.

COMPETITIVE LANDSCAPE

Private Domain Operation Solutions Market

Our Company ranked as a top three provider of private domain operations solution in China with a market share of 4.4%, in terms of revenue in 2025, and achieved highest growth from 2023 to 2025 in revenue among top five companies. In 2025, there were approximately 150 to 200 market players in the private domain operations solutions market in China.

Top five companies of China's private domain operations solutions market, in terms of revenue, 2025

Ranking	Company	Market share
1	Company A[(1)]	10.8%
2	Company B[(2)]	6.5%
3	**Our Company**	**4.4%**
4	Company C[(3)]	1.7%
5	Company D[(4)]	1.2%

Source: *CIC*

(1) Established in 2012 in Zhejiang Province, Company A is a listed company providing cloud-based business operations solutions with business mainly in China. Company A became listed on the Hong Kong Stock Exchange in 2018. As of December 31, 2025, Company A had more than 1,600 employees.

(2) Established in 2013 in Shanghai, Company B is a listed company providing cloud-based business and marketing solutions with business mainly in China. Company B became listed on the HKEX in 2019. As of December 31, 2025, Company B had more than 3,500 employees

(3) Established in 2015 in Guangdong Province, Company C is a private company providing interactive private domain operations solutions with business mainly in China. As of December 31, 2025, Company C had less than 200 employees.

(4) Established in 2014 in Beijing, Company D is a private company providing e-commerce systems with business mainly in China. As of December 31, 2025, Company D had more than 300 employees.

Interactive Private Domain Operation Solutions Market

Our Company was the largest provider of interactive private domain operations solution in China with a market share of 10.1%, in terms of revenue in 2025, and achieved highest growth from 2023 to 2025 in revenue among top five companies. In 2025, there were approximately 100 to 150 market players in the interactive private domain operations solutions market in China.

Top five companies of China's interactive private domain operations solutions market, in terms of revenue, 2025

Ranking	Company	Market share
1	**Our Company**	**10.1%**
2	Company C[(1)]	3.8%
3	Company D[(2)]	2.7%
4	Company E[(3)]	2.1%
5	Company F[(4)]	2.1%

Source: CIC

(1) Established in 2015 in Guangdong Province, Company C is a private company providing interactive private domain operations solutions with business mainly in China. As of December 31, 2025, Company C had less than 200 employees.

(2) Established in 2014 in Beijing, Company D is a private company providing e-commerce systems with business mainly in China. As of December 31, 2025, Company D had more than 300 employees.

(3) Established in 2010 in Beijing, Company E is a private company providing interactive marketing solutions with business mainly in China. As of December 31, 2025, Company E had less than 200 employees.

(4) Established in 2017 in Beijing, Company F is a private company providing cloud-based interactive marketing solutions with business mainly in China. Company F was delisted from the NASDAQ Stock Market in 2025. As of December,31, 2025, Company F had around 200 employees.

Entry Barriers and Key Success Factors

The entry barriers and key success factors of interactive private domain operation solutions industry include:

- *Robust technological capabilities ensuring product stability and customer satisfaction.* Technological strength and innovation capabilities are core competitive advantages for providers of interactive private domain operations solution providers, directly impacting key performance metrics such as stream fluency, latency, and platform stability. Providers with stable platform operations and rapid issue-resolution capabilities can help enterprise clients minimize potential losses. Furthermore, the ability to rapidly deploy new features allows providers to respond quickly to user feedback and continuously improve their products. By leveraging cutting-edge technologies such as big data and AI, providers can also build sophisticated, intelligent data processing capabilities to meet the growing demands of clients for scale and advanced analytics.

- *High-quality customer base.* A high-quality and diversified customer base is a key driver of sustainable business success. Large key accounts with strong operational capabilities offer predictable and stable cash flows through subscription-based services. Long-term cooperation with key accounts has also helped suppliers continuously improve their products and services. In contrast, new entrants often face significant challenges in building a comparable customer pool and typically require a longer ramp-up period to achieve competitive scale.

- *Customer-centric innovation and agile iteration.* A customer-centric innovation approach enables companies to align closely with both common industry requirements and highly specific use cases, resulting in a product portfolio that balances flexibility with standardization. The ability to iterate quickly on products and services enhances user engagement and satisfaction, while significantly boosting market competitiveness. This agility allows companies to maintain a leading position in an increasingly dynamic and competitive market environment.

SOURCES OF THE INDUSTRY INFORMATION

CIC was commissioned to conduct research and analysis of, and produce a report on, the China's business operations solution market and related economic data at a fee of approximately RMB1,091,800. The commissioned report has been prepared by CIC independently without the influence from the Company or other interested parties. CIC offers industry consulting services, commercial due diligence, and strategic consulting. With a consultant team actively tracking the latest market trends in various industries such as consumer goods and services, agriculture, chemicals, marketing and advertising, culture and entertainment, energy and industry, finance and services, healthcare, TMT, and transportation, CIC possesses the most relevant and insightful market intelligence in these sectors. Except as otherwise noted, all of the data and forecasts contained in this section are derived from the CIC Report. We have also referred to certain information in the "Summary," "Risk Factors," "Business" and "Financial Information" sections to provide a more comprehensive presentation of the industry in which we operate.

CIC employed both primary and secondary research methods using a variety of resources. Primary research included interviews with key industry experts and leading participants, while secondary research involved analyzing data from publicly available sources, such as the National Bureau of Statistics, the China Academy of Information and Communications Technology ("CAICT"), and the State Administration for Market Regulation. The market projections in the CIC Report are based on the following key assumptions during the forecast period: (1) a stable social, economic, and political environment, (2) steady economic and industrial growth with urbanization supported by sustained market demand, technological advancements, and ongoing initiatives promoting infrastructure development, (3) key industry drivers influencing the business operation solutions industry, and (4) no extreme force majeure or unforeseen industry regulations affecting the market fundamentally. Our Directors confirm that, to the best of their knowledge, after making reasonable inquiries, there is no material and adverse change in the market information since the date of the CIC Report, which may qualify, contradict or have an impact on the information in this section.