

INDUSTRY OVERVIEW

The information and statistics set out in this section and other sections of this document were extracted from the report commissioned by us and prepared by Frost & Sullivan, and from various official government publications and other publicly available publications. The information from official government sources has not been independently verified by us, the Sole Sponsor, the [REDACTED], the [REDACTED], the [REDACTED], the [REDACTED] and the [REDACTED], the [REDACTED], [REDACTED], or any of our or their respective directors, advisors, officers, employees or agents or any other persons or parties involved in the [REDACTED], and no representation is given as to its accuracy.

SOURCE AND RELIABILITY OF INFORMATION

In connection with the [REDACTED], we engaged an independent market research consultant, Frost & Sullivan, to conduct an analysis of, and to prepare an industry report on the industries where we operate with a commission fee of RMB750,000. Founded in 1961, Frost & Sullivan conducts market research and prepares industry report on a variety of industries, among other services. The information from Frost & Sullivan disclosed in this document is extracted from the Frost & Sullivan Report with its consent.

In compiling and preparing the Frost & Sullivan Report, Frost & Sullivan used the following key methodologies to collect multiple sources, validate the collected data and information, and cross-check each respondent’s information and expressions against those of others: (i) secondary research, which involved reviewing published sources including national statistics, annual reports of listed companies, industry reports and data based on Frost & Sullivan’s in-house research database; and (ii) primary research, which involved in-depth interviews with the industry participants.

The market projections in the Frost & Sullivan Report are based on the following key assumptions: (i) during the forecast period, the global and China’s social, economic, and political environments are likely to remain stable; and (ii) during the forecast period, key industry drivers are likely to propel growth in the global and China’s cross-border e-commerce industry. All statistics are based on available information as of the date of the Frost & Sullivan Report.

DIRECTORS’ CONFIRMATION

After making reasonable inquiries, our Directors confirm that, to the best of their knowledge, there has been no detrimental change in the market information demonstrated in the Frost & Sullivan Report since the date of the report that may qualify, contradict or have an impact on the information in this document.

CHINA’S B2C CROSS-BORDER E-COMMERCE INDUSTRY

The B2C cross-border e-commerce refers to international commercial activities where trading entities located in different customs jurisdictions reach a transaction intention through the internet and e-commerce platforms, complete online payments and settlements, and deliver goods via direct-shipment and overseas warehouses to fulfill the transaction.

Market Size

Leveraging China’s complete supply chain system, the B2C cross-border e-commerce supply chain demonstrates significant advantages in rapidly responding to market demands and effectively controlling costs. High-cost performance products widely cover various consumer scenarios, providing essential competitive support for the growth in GMV of China’s B2C cross-border e-commerce industry.

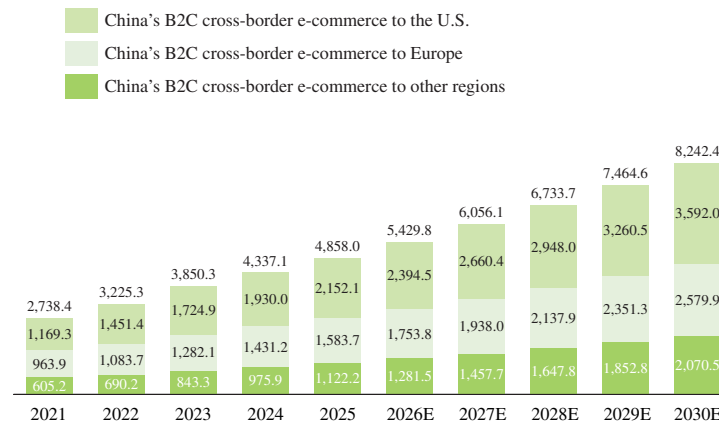
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In the future, as emerging markets such as Southeast Asia and the Middle East continue to expand and online consumption habits become increasingly established, demand for online shopping is expected to grow rapidly. In particular, the e-commerce market in Southeast Asia is expected to experience rapid growth, with e-commerce penetration rate projected to increase from 22.9% in 2025 to 34.1% in 2030. Supported by the rapid increase in e-commerce penetration, the Southeast Asia’s B2C cross-border e-commerce market is expected to record a CAGR of 11.4% from 2025 to 2030. In addition, the e-commerce penetration rates in the UK, the U.S., South Korea, and Japan are expected to rise by 2030, from 35.1% to 41.7%, from 19.4% to 25.4%, from 33.4% to 37.2%, and from 15.7% to 18.4%, respectively. The rapidly growing e-commerce penetration rates in these countries offer vast opportunities for the future development of China’s B2C cross-border e-commerce market, thereby driving the GMV growth of the B2C cross-border e-commerce market in China.

Market Size of China’s B2C Cross-border E-commerce Market, by GMV

Billion RMB, 2021-2030E

	CAGR	2021-2025	2025-2030E
Total		15.4%	11.2%
China’s B2C cross-border e-commerce to the U.S.		16.5%	10.8%
China’s B2C cross-border e-commerce to Europe		13.2%	10.3%



Source: Frost & Sullivan

Market Drivers

- Chinese enterprises expanding overseas drive growth in B2C cross-border e-commerce demand.** As globalization accelerates and domestic competition intensifies, more Chinese enterprises are actively expanding overseas to seek new growth. Firms are increasingly reliant on overseas sales channels. Boasting low entry barriers and high operational efficiency, B2C cross-border e-commerce has emerged as a mainstream overseas expansion approach. It significantly increases the willingness to use cross-border e-commerce platforms, thus driving the expansion of the industry’s transaction scale.
- Chinese e-commerce platforms are gaining global influence and becoming a key driver of B2C cross-border e-commerce growth.** Leveraging highly efficient and cost-effective supply chains, Chinese e-commerce platforms are rapidly increasing their penetration across major markets including North America, Europe, Latin America, and the Middle East. Their strong traffic acquisition, advanced infrastructure, and unique models are influencing the B2C cross-border e-commerce landscape, enabling Chinese merchants to easily reach their global consumers.
- The emergence of global online shopping habits is creating new growth opportunities for China’s B2C cross-border e-commerce market.** As global crossborder e-commerce infrastructure, payment systems, and logistics networks continue to mature, consumers

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worldwide are increasingly adopting online shopping habits. With e-commerce penetration rates rising across countries, demand for cross-border goods continues to grow. At the same time, Chinese companies are accelerating their global expansion and continuously expanding into overseas markets, driving the Chinese B2C cross-border e-commerce industry toward broader market growth opportunities.

Major Pain Points and Challenges

One of the primary challenges faced by players in the B2C cross-border e-commerce industry is inefficiency in logistics transportation. Specifically, such challenge manifests in the following areas:

- ***Lack of Timeliness in Fulfillment:*** Cross-border transportation involves multiple steps, including international collection, trunk transportation, customs clearance in the destination country, local distribution, and last-mile delivery. Each stage may be impacted by geopolitical shifts, regulatory policy adjustments, and infrastructure disparities. These challenges lead to delays, mismatches, and lost packages, thereby reducing customer satisfaction and repurchase intention.
- ***High After-sales Service Costs:*** Cross-border returns and exchanges are complex with high cost, involving international logistics, customs clearance, and reverse warehousing. Differences in return policies, language barriers, and delays in information increase customer inquiries and inefficiencies, raising labor costs. Additionally, the risk of product damage or loss further squeezes profit margins.
- ***Insufficient Digital Capabilities:*** Cross-border logistics involve complex multi-stage and cross-regional processes, requiring high levels of information collaboration and real-time control, but many companies have yet to build a comprehensive digital management system. Without a unified platform, information across stages like order processing, inventory, and transportation is fragmented, making it hard to track goods, monitor inventory, predict risks, or respond to market changes.

CHINA’S B2C CROSS-BORDER E-COMMERCE LOGISTICS SERVICES INDUSTRY

China’s B2C cross-border e-commerce logistics services industry is a comprehensive service industry focused on serving global e-commerce trade, utilizing intelligent technologies to implement end-to-end digital management across all stages of the cross-border logistics chain, including first-mile pickup, sorting, cross-border transportation, customs clearance and last-mile delivery. Industry players primarily serve downstream clients, including cross-border e-commerce platforms, cross-border merchants, international brands, and overseas warehouses operators, aiming to empower cross-border supply chains with technology to enhance logistics efficiency, optimize costs, and standardize services.

Value Proposition

B2C cross-border e-commerce logistics services providers offer efficient and reliable fulfillment services to cross-border e-commerce merchants and end consumers, and enhancing their service experience.

- ***High cost-effectiveness:*** Providers reduce costs through efficient operations, optimized routes, and streamlined procedures, while maintaining high service standards. By leveraging economies of scale and strict cost control, they offer more competitive pricing, helping sellers lower shipping expenses.
- ***Stable and reliable service:*** One of the core elements most critical to cross-border e-commerce merchants and consumers is the stability and efficiency of logistics services. B2C cross-border e-commerce logistics services providers ensure timely delivery, guaranteeing goods reach consumers on schedule while minimizing delays, damage, and other issues.

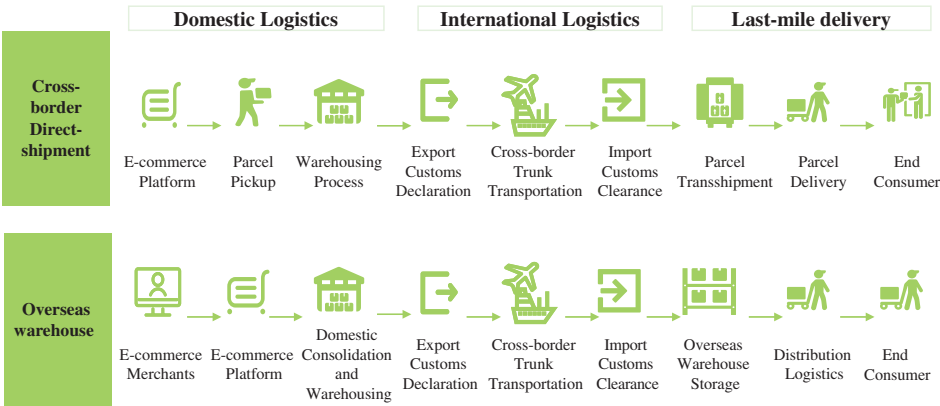
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- **Enhancing service experience:** B2C cross-border e-commerce logistics services providers offer comprehensive solutions covering the entire process, providing sellers with efficient and reliable fulfillment systems. This significantly reduces delivery times to end consumers, enabling faster and more stable delivery experiences. Consequently, it comprehensively empowers and improves the overall shopping experience for end consumers.

Business Model

- **Cross-border direct-shipment:** Cross-border direct-shipment is currently the mainstream business model in cross-border e-commerce. This model is characterized by transparent cost structures, predictable delivery times, and high flexibility, and for products such as test items, long-tail products, and products with low average order values, direct shipping is still the most efficient solution.
- **Overseas warehouses operation model:** This model involves pre-shipping bulk goods to warehouses in destination countries, where customs clearance is completed during transit, eliminating complex cross-border clearance procedures. Orders are dispatched directly from overseas warehouses once placed, significantly boosting delivery efficiency, particularly suited for time-sensitive products. However, this model requires sellers to bear higher inventory costs and market forecasting risks, making it more suitable for brand sellers with stable sales volumes and predictable demand, or for popular product categories.

Business Models Comparison for B2C Cross-border E-commerce Logistics Services Providers

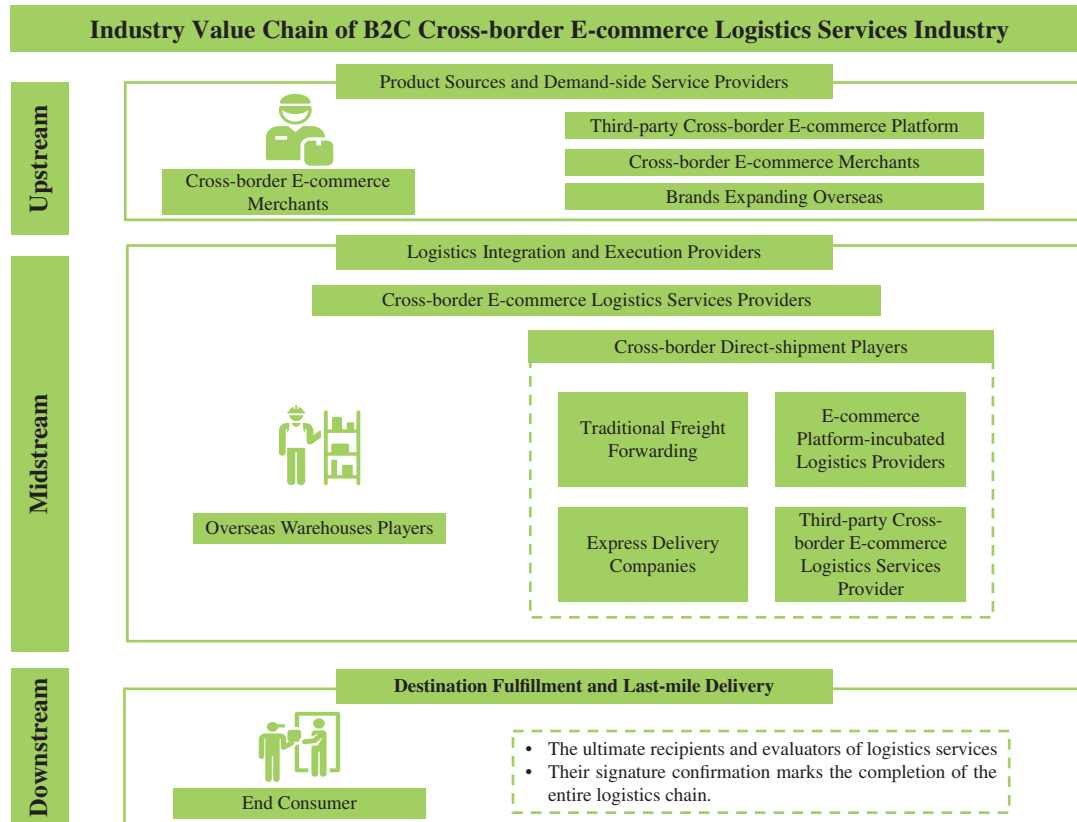


Source: Frost & Sullivan

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Industry Value Chain

The following diagram illustrates the industry value chain of the B2C cross-border e-commerce logistics services industry in China:



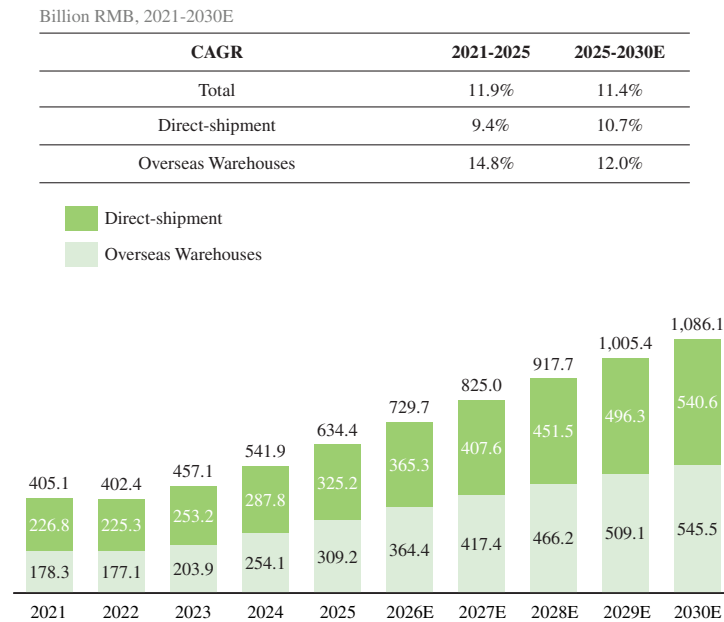
Source: Frost & Sullivan

Market Size

From 2021 to 2025, the market size of China's B2C cross-border e-commerce logistics services industry rose from RMB405.1 billion to RMB634.4 billion, with the CAGR of 11.9% during this period. Among these, the market size of direct-shipment grew from RMB226.8 billion to RMB325.2 billion with the CAGR of 9.4% during this period. By 2030, the market size of China's B2C cross-border e-commerce logistics services industry is projected to keep rising to RMB1,086.1 billion, and the market size of direct-shipment is projected to reach RMB540.6 billion, with the CAGR of 11.4% and 10.7% respectively from 2025 to 2030.

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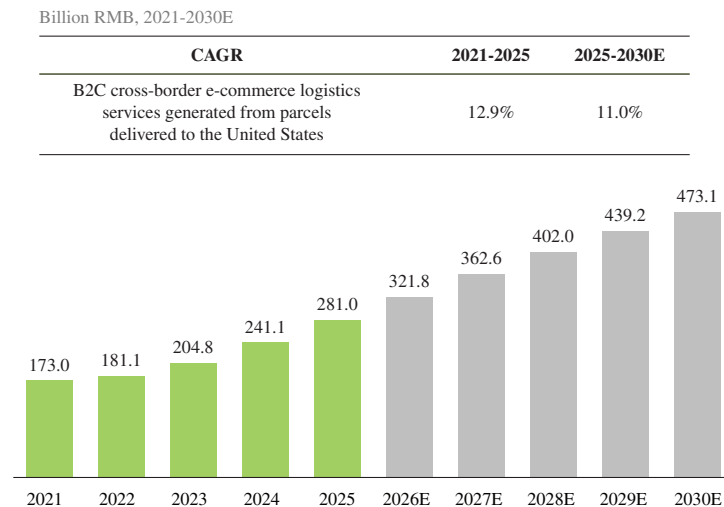
Market Size of China’s B2C Cross-border E-commerce Logistics Services Market by Revenue



Source: Frost & Sullivan

From 2021 to 2025, China’s B2C cross-border e-commerce logistics services revenue generated from parcels delivered to the United States grew from RMB173.0 billion to RMB281.0 billion, achieving a CAGR of 12.9% during the period. By 2030, China’s B2C cross-border e-commerce logistics services generated from parcels delivered to the United States is projected to reach RMB473.1 billion, with the 2025-2030 CAGR is projected to be 11.0%.

Market Size of China’s B2C Cross-border E-commerce Logistics Services generated from parcels delivered to the United States by Revenue



Source: Frost & Sullivan

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Market Drivers

- *The Global E-commerce Market Continues to Expand with A Growing Cross-border Trend.* The advancement of global internet infrastructure and have made online shopping the dominant form of cross-regional consumption, the need for end-to-end logistics services increase. Besides, as the export share of high-value-added categories such as 3C electronics and smart home products increases in the future, it will drive the China’s B2C cross-border e-commerce logistics services market keep growing.
- *Technology Advancements.* The maturation and declining costs of technologies such as big data, IoT, and automation are driving the transformation of cross-border e-commerce logistics, overcoming the inefficiencies and limitations of traditional models.
- *Customers’ Growing Demand for Timeliness and Stability.* With the rise of cross-border shopping, overseas consumers now prioritize fast, precise delivery over basic shipping services. Simultaneously, stability in long-distance transit, full traceability, and visible logistics status are essential to reduce consumer anxiety. In response, e-commerce enterprises are making logistics a key competitive advantage, optimizing supply chains, leveraging digital technologies to ensure stable and visible transportation, establishing overseas warehouses for faster local delivery, and refining return and exchange networks to meet higher consumer expectations.

Future Trends

- *Intelligent and Automated Solutions Boost Cost Efficiency and Operational Productivity.* Intelligent automation is central to reducing costs and improving efficiency in cross-border e-commerce logistics, shifting operations from labor-intensive to technology-driven models. Companies are adopting automated warehousing and sorting systems to minimize human error, while intelligent algorithms and predictive planning optimize transport routes and warehouse resource allocation.
- *Leading Industry Players Venture into Local Last-mile Delivery Services.* To strengthen control over the entire logistics chain and boost profitability, leading industry players are focusing on local last-mile delivery services in core markets to improve overseas fulfillment efficiency and the customer experiences. By taking direct control over delivery resources through local teams, partnerships, or acquisitions, they reduce outsourcing costs, improve delivery stability, and increase flexibility.
- *Modular and Customized Logistics Solutions.* The cross-border logistics industry is shifting from traditional one-size-fits-all standardized service toward customized solutions. Enterprises now create tailored logistics plans based on clients’ business needs, product types, time sensitivity, and budgets. This approach offers precise solutions for high-value, mass-market, or specialized goods, enhancing customer autonomy and enterprise agility. By offering differentiated services, companies build competitive advantages, driving the industry’s high-quality development.

Entry Barriers and Key Success Factors

- *Digital and Intelligent Capabilities.* The key competitive strength in the B2C cross-border e-commerce logistics services industry is driven by technology-enabled efficiency and experience enhancement. Digital and intelligent capabilities are crucial for breaking down data silos across the logistics chain. A unified information system enables real-time, traceable data flow, while intelligent algorithms and dispatch system optimize routes, inventory, and customs processes, thus resolves the traditional logistics issues. Nonetheless, new entrants to the industry often find it difficult to establish an integrated digital system covering the entire process in the short term, as substantial investment in R&D and long-term data accumulation create significant barriers to entry.
- *Precision Operational Capability.* Precision operational capabilities are key to competitive success and profitable growth in B2C cross-border e-commerce logistics services. By optimizing end-to-end processes and efficiently allocating resources, companies reduce operating costs while maintaining service quality. This includes improving route planning,

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warehouse management, and customs clearance to minimize waste and delays. Precision operations enhance pricing competitiveness, ensure consistent delivery times, and build customer trust, ultimately expanding profit margins and supporting long-term success in a competitive market. However, new entrants to the industry often find it difficult to quickly accumulate mature cross-border logistics operational experience and the ability to coordinate global resources, the long-term development of a refined operational system and the ability to manage at scale create significant barriers to entry.

- *Storage and Distribution Network Coverage.* The breadth of coverage in warehousing and distribution networks is crucial to the core competitiveness of B2C cross-border e-commerce logistics services providers, influencing their service reach and fulfillment capabilities. A well-developed network reduces transfer steps, cuts costs, and enhances proactive cost control. In mature markets, leveraging localized warehousing resources for last-mile delivery improves delivery flexibility and service adaptability, thereby building customer trust and creating strong, hard-to-replicate competitive barriers. For new entrants, they may find it difficult to establish a global network of overseas warehouses, distribution channels, and local logistics resources in the short term, as substantial upfront capital investments and the need to accumulate long-term experience in network development create significant barriers to entry.
- *Customer Service and Customization Capabilities.* Customer service and customization are core elements for B2C cross-border e-commerce logistics services providers to maintain and build long-term competitive advantages. With diverse customers requiring different delivery times, costs, and compliance needs, standardized services are insufficient to meet customers' needs. Companies with strong customization capabilities offer tailored logistics solutions, such as transportation, customs clearance, warehousing, and last-mile delivery, based on client requirements. For new entrants to the industry, they often find it difficult to establish a mature customer service system and the capability to provide customized cross-regional logistics solutions in a short period of time, with long-term accumulated customer resources, service experience, and localized operational capabilities having created significant barriers to entry.
- *Ecosystem Network Building Capability.* Ecosystem network building capability is a key success factor for B2C cross-border e-commerce logistics services providers to surpass single-service boundaries and establish competitive barriers. Cross-border logistics chains involve multiple stages and parties, requiring integration across the entire supply chain. Successful companies leverage their core competencies to connect upstream and downstream resources, such as customs brokers, carriers, warehouse operators, and local delivery services. This collaboration enhances service control, stability, and efficiency, while offering one-stop integrated solutions. This ecosystem-based approach boosts client retention, achieves economies of scale, and strengthens resource control, creating a sustainable competitive edge. For new entrants, it is typically difficult to establish an ecosystem of partnerships covering the entire cross-border logistics chain in the short term due to the high barriers to entry created by long-term accumulated capabilities in integrating upstream and downstream resources, established partnerships, and experience in collaborative operations.

Competitive Landscape

Major Market Participants

The primary players in the B2C cross-border e-commerce logistics services industry fall into two categories: (i) direct-shipment players; and (ii) overseas warehouses players.

- *Direct-shipment Players.* Direct shipping players ship orders directly from the origin country to overseas consumers using domestic pickup, postal services, or dedicated lines. This model avoids the risks of overstocking and offers flexibility, making it ideal for diverse products or uncertain demand, particularly for small and medium-sized sellers. However, it faces challenges such as route limitations, customs delays, and fluctuating freight costs, leading to slower delivery times and higher after-sales costs. Key players in this category include non-third-party cross-border e-commerce logistics services providers and third-party cross-border e-commerce logistics services providers.

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- *Non-third-party cross-border e-commerce logistics services providers:* In addition to cross-border e-commerce logistics services, these enterprises also engage in other business operations, such as e-commerce business.
- *Third-party Cross-border E-commerce Logistics Services Providers:* Specialize in integrating end-to-end resources including warehousing, customs clearance, trunk transportation, delivery, and information systems to offer one-stop logistics solutions for cross-border sellers.
- *Overseas Warehouses Players.* These providers establish local warehouses in target markets, pre-stocking goods for faster distribution upon order. This reduces cross-border logistics and customs clearance times, improving fulfillment efficiency and enabling localized after-sales and returns services. However, the high upfront investment in warehouses, teams, and inventory management, along with the risk of inventory buildup due to sales forecast discrepancies, makes this model less adaptable to market fluctuations. Overseas warehouses are best for brands with stable sales, predictable demand, and strong supply chain management.

Ranking

Top 5 Third-party B2C Cross-border E-commerce Logistics Services Providers in China by Revenue in 2025

Ranking	Company Name	Revenue (Billion RMB)	Market Share (%)
1	Company A ⁽²⁾	~11.2	3.4%
2	Our Company ⁽¹⁾	5.7	1.8%
3	Company B ⁽³⁾	4.3	1.3%
4	Company C ⁽⁴⁾	3.6	1.1%
5	Company D ⁽⁵⁾	~1.7	0.5%
	Top 5	26.5	8.1%

Notes:

- (1) Representing our revenue generated from cross-border e-commerce express services.
- (2) Company A was founded in 2014 and is headquartered in Shenzhen. It is a private company specializing in global small parcel direct-shipment services.
- (3) Company B was founded in 2009 and is headquartered in Guangzhou. It is a private company specializing in cross-border e-commerce supply chain solutions.
- (4) Company C was founded in 2010 and is headquartered in Hong Kong. It is a private company specializing in one-stop global cross-border e-commerce logistics solutions.
- (5) Company D was founded in 2008 and is headquartered in Shenzhen. The company has completed its shareholding restructuring and is preparing for an [REDACTED]. It is specialized in cross-border e-commerce global logistics solutions.

In 2025, the total revenue of China’s top 5 third-party B2C cross-border e-commerce logistics services providers reached approximately RMB26.5 billion. Based on 2025 revenue, we ranked as China’s second-largest third-party B2C cross-border e-commerce logistics services provider.

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Top 5 Third-party B2C Cross-border E-commerce Logistics Services Providers in China by U.S. Parcel Volume in 2025

Ranking	Company Name	Parcel Volume (Million)	Market Share (%)
1	Company A	~145.0	2.4%
2	Our Company	80.2	1.4%
3	Company C	51.0	0.9%
4	Company E ⁽¹⁾	47.0	0.8%
5	Company B	~30.0	0.5%
	Top 5	353.2	6.0%

Note:

- (1) Company E was founded in 2003 and is headquartered in Shanghai. It is a private company specializing in global cross-border logistics ecosystem.

In 2025, the top 5 third-party B2C cross-border e-commerce logistics services providers in China handled approximately 353.2 million parcels destined for the United States. Based on 2025 parcel volume to the U.S., we ranked as China’s second-largest third-party B2C cross-border e-commerce logistics services provider.

Cost Analysis

Costs of the B2C cross-border e-commerce logistics services providers mainly stem from trunk transportation, which primarily consists of air freight and sea freight.

For air freight, Hong Kong is one of the most important outbound hubs in China’s B2C cross-border e-commerce logistics services market. Between 2023 and 2025, Hong Kong outbound air freight costs were expected to rise due to the continued growth in cross-border e-commerce demand, increasing from 3,740.2 dollars per ton in 2023 to 4,639.6 dollars per ton in 2025. In the future, as geopolitical conflicts and trade frictions intensify, Hong Kong outbound air freight costs are expected to continue rising slightly. By 2028, the air freight costs are projected to reach 4,859.2 dollars per ton.

U.S. E-COMMERCE LOGISTICS SERVICES INDUSTRY

Current Development Challenges and Pain Points

- ***U.S. e-commerce logistics services are characterized by high cost structures:*** The U.S. logistics supply chain has long been dominated by multinational logistics giants, domestic industry leaders, and public sector systems, logistics costs remain persistently high. Small and medium-sized e-commerce merchants are highly cost sensitive and often unable to afford high shipping fees and various surcharges. As a result, they tend to seek alternative logistics solutions that offer better cost effectiveness when fulfilling orders. Leveraging strengths in digital capabilities, efficient supply chain organization, and cost control, Chinese services providers have built a solid foundation for delivering cost-effective logistics services and are well positioned to fill this gap.
- ***Major e-commerce platforms restrict their delivery networks to internal sellers:*** Major e-commerce platforms set their mature delivery networks as closed resources, accessible only to sellers operating within their own ecosystems. This exclusivity strategy creates implicit barriers between platform operated logistics networks and independent market participants. From a market structure perspective, such practices not only exclude a large number of external sellers and independent e-commerce merchants from accessing efficient logistics services, thereby constraining the emergence of a diversified, multi-actor-driven market.

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- U.S. e-commerce logistics services market has high barriers of entry:** At present, the market places increasingly stringent requirements on operational efficiency and cost control. Companies lacking systematic capabilities continue to face sustained operational pressure. Meanwhile, some Chinese enterprises attempting to enter the U.S. market have also struggled to achieve effective expansion due to high operating costs, simplistic profit models, limited channel resources, and insufficient localized management capabilities.

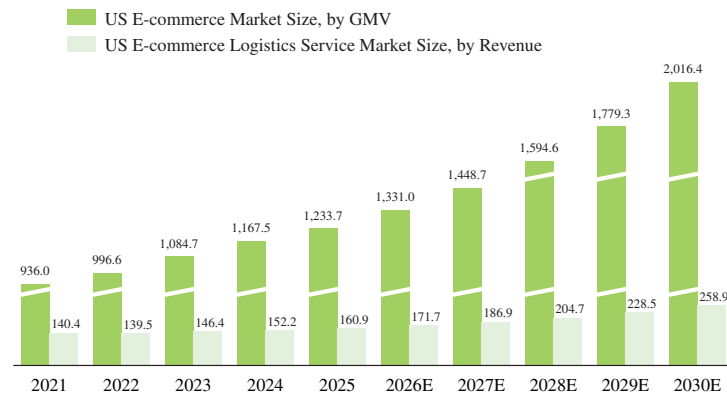
Market Size

During the COVID-19 pandemic, consumer behavior in the United States experienced a structural shift. Lockdown measures accelerated the migration of consumption scenarios to online channels, while government fiscal subsidies further boosted household purchasing power, accelerating the penetration of e-commerce. At the same time, leading e-commerce platforms significantly enhanced the fulfillment experience by introducing high-speed delivery services such as same-day and next-day delivery. Traditional retailers also actively adopted omnichannel strategies, widely promoting “Buy Online, Pick Up In Store” (BOPIS) models, collectively driving the expansion of online consumption. Looking ahead to 2030, supported by multiple growth drivers, including the rise of independent e-commerce websites, the continued entry of Chinese cross-border e-commerce brands, the commercialization of social media platforms, and sustained investments by domestic e-commerce platforms and brick-and-mortar retailers, the U.S. e-commerce market is expected to reach USD2,016.4 billion with a five year CAGR of 10.3%.

Market Size of U.S. E-commerce Logistics Services Market by GMV and Revenue

Billion USD, 2021-2030E

	2021-2025	2025-2030E
US E-commerce Market Size CAGR	7.1%	10.3%
US E-commerce Logistics Service Market Size CAGR	3.5%	10.0%



Source: Frost & Sullivan

From the perspective of e-commerce parcel volume, online consumption surged in 2020 due to the COVID-19 pandemic, leading to a significant increase in parcel volumes compared with 2019. This growth momentum continued into 2021. In 2022, as offline consumption scenarios gradually recovered, U.S. e-commerce parcel volumes experienced a mild and temporary pullback, followed by a return to steady growth. According to available data, U.S. e-commerce parcel volume reached approximately 17.2 billion units in 2021 and increased to 19.6 billion units by 2025, representing a CAGR of 3.3% over the period. Looking ahead, U.S. domestic e-commerce parcel volume is projected to rise to 30.4 billion parcels by 2030, with the CAGR from 2025 to 2030 accelerating to 9.2%.

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Future Trends

- ***Continued growth in e-commerce penetration:*** In recent years, the U.S. e-commerce market has experienced rapid transformative growth. During the pandemic, restrictions on offline consumption accelerated consumer migration to online channels, significantly increasing e-commerce penetration across age groups and product categories, thereby providing a broader and more stable needs for cross-border logistics services.
- ***Social Media E-commerce is reshaping consumption patterns:*** U.S. e-commerce models driven by social media deeply integrate content discovery, product recommendations, and instant purchasing, reshaping the decision-making pathways of younger U.S. consumers. This interest-driven consumption model has increased the share of unplanned purchases and generated a large volume of orders from independent websites and emerging brands, typically characterized by small batch sizes and rapid response requirements. This, in turn, creates new market opportunities for logistics companies with strong service adaptability.
- ***The deepening wave of cross-border expansion:*** The leading Chinese cross-border e-commerce logistics services companies gradually enter the U.S. market. Backed by China’s manufacturing strengths, logistics companies offering integrated solutions from origin pickup to last-mile delivery are gaining competitive advantages in service responsiveness, cost control, and stability. Over time, this expansion will drive growth in the U.S. e-commerce logistics services market.