The information and statistics set out in this section and other sections of this document were extracted from the industry report commissioned by us and independently prepared by Frost & Sullivan, in connection with the* [REDACTED]*. In addition, certain information is based on, derived or extracted from, among other sources, publications of different government authorities and internal organizations, market statistics providers, communications with various PRC government agencies or other independent third-party sources unless otherwise indicated. We believe that the sources of such information and statistics are appropriate and have taken reasonable care in extracting and reproducing such information. We have no reason to believe that such information and statistics are false or misleading or that any fact has been omitted that would render such information and statistics false or misleading. The information and statistics from official government sources have not been independently verified by us, the Joint Sponsors,* [REDACTED]*, or any of their respective directors, advisers and affiliates, or any other person or parties involved in the* [REDACTED]*, and no representation is given as to their accuracy.

PART I: DIGITAL MARKETING INDUSTRY

Digital marketing is a subset of marketing using digital channels, platforms, and technologies to promote products or brands. It includes all online efforts, such as social media, search engines, and digital ads, which leverage data to optimize campaigns, measure performance, and connect with audiences where they engage online. Digital marketing mainly includes digital advertising sector and other digital integrated marketing services.

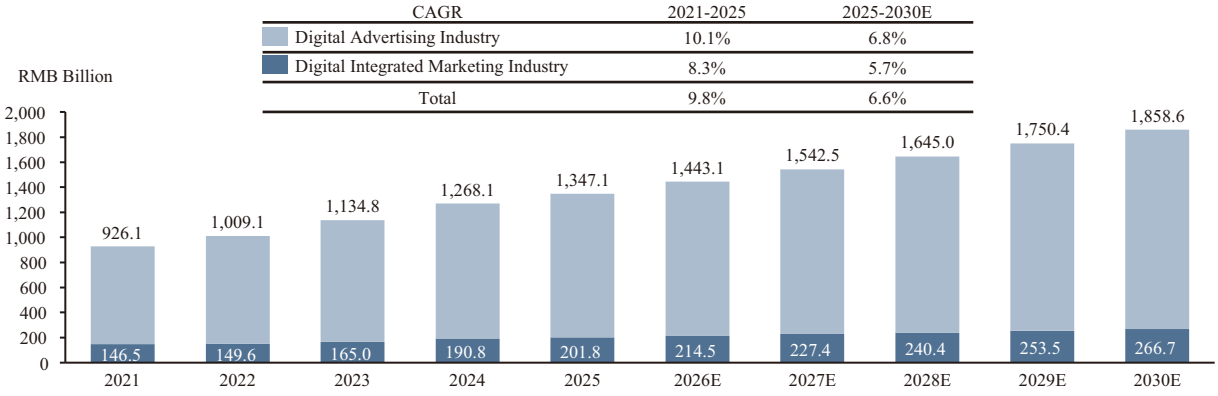
The upstream segment consists of media platforms, including social media networks, search engines, e-commerce sites, video platforms. The midstream sector comprises digital marketing service providers, e-commerce operators, influencers and content marketing enablers, technology providers, supporting services, and performance monitoring systems. Core service providers deliver diverse marketing models and integrated communication solutions across media platforms (including social, e-commerce, content, and other channels). Technology providers supply underlying technical support (e.g., AI, data services, cloud computing, blockchain, and IoT). Additionally, support services (such as data cleansing, CRM/ERP, and SaaS) and third-party monitoring (e.g., advertising monitoring, social media monitoring, and cross-channel tracking) ensure campaign effectiveness. The downstream segment comprises advertisers, which are individuals or organizations with marketing needs across diverse sectors (e.g., automotive, Internet & e-commerce, FMCG & 3C, healthcare, tech, education and gaming). Their core role is to initiate campaigns that drive product/service promotion, brand awareness, and business growth.

Market Size of Digital Marketing Industry in the PRC

In 2021, the market size of the digital marketing industry in the PRC was RMB926.1 billion and expanded to RMB1,347.1 billion by 2025, representing a CAGR of 9.8% during this period. This expansion was propelled by continuous technological innovation, particularly the widespread adoption of AI in areas such as programmatic advertising, personalized recommendation engines, and data-driven consumer insights. By 2030, the market size of digital marketing industry in the PRC is projected to reach RMB1,858.6 billion, with a CAGR of 6.6% from 2025 to 2030. Although the growth rate is slightly lower than the previous period, the industry is expected to maintain strong momentum that fueled by the ongoing digital transformation and the increasing integration of digital marketing in various sectors.

In 2025, digital advertising accounted for 85% of the digital marketing industry, while digital integrated marketing accounted for 15%.

Market Size of Digital Marketing Industry in the PRC, Breakdown by Segments, by Revenue, 2021-2030E



Source: State Administration for Market Regulation, Frost & Sullivan

Cost Analysis

In the digital marketing industry, media costs typically account for the majority of total client billings. The average proportion of media costs in the total cost in the industry has been approximately 85% in the last three years. Among certain leading digital marketing companies, this proportion may be even higher, in some cases reaching up to 95% of total campaign-related expenses. This indicates a high degree of pass-through cost structure, where service providers act as intermediaries between clients and media platforms while earning profit through service fees or platform rebates. However, the remaining portion primarily consists of labor costs associated with integrated marketing services, encompassing strategic planning, creative content production, and campaign execution, which are essential for delivering value-added solutions. Media costs are subject to fluctuations driven by multiple factors, including seasonal demand cycles, platform policy adjustments, availability of advertising inventory, and different marketing expenses in different regions. These fluctuations directly impact service providers' selling prices, particularly in media-heavy advertising and digital marketing campaigns.

Threats and Challenges

The digital marketing industry faces key threats and challenges related to data compliance, technological evolution, and platform dependence. With increasingly stringent data privacy regulations such as the Personal Information Protection Law, companies are required to strengthen data governance capabilities, including user consent management, data anonymization, and cross-channel tracking, while non-compliance may lead to regulatory penalties and reputational risks. At the same time, rapid technological advancement in areas such as artificial intelligence, big data analytics, and automated campaign management requires continuous investment in infrastructure and talent, placing pressure on especially small and medium-sized enterprises, while insufficient adaptation may negatively affect campaign performance and client experience. In addition, the industry remains highly dependent on major digital platforms, where frequent algorithm changes, limited traffic supply, and rising advertising costs can impact reach and cost efficiency. As a result, companies are increasingly adopting multi-platform strategies, developing proprietary traffic channels, and optimizing resource allocation to reduce dependence and enhance operational flexibility, thereby supporting more refined and sustainable industry development.

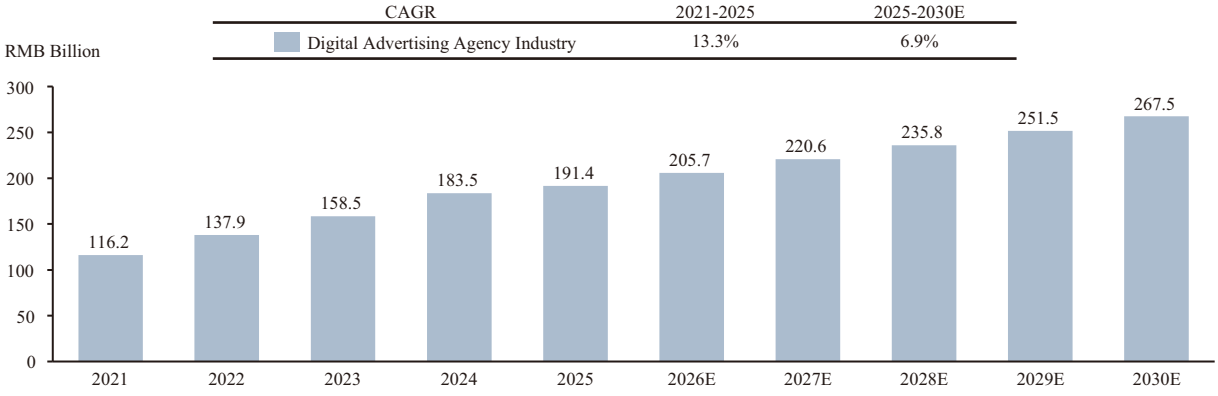
Overview of Digital Advertising Agency Industry

The digital advertising agency market in the PRC consists of specialized firms that provide comprehensive services for creating and managing digital advertising campaigns. These agencies are integral to the digital advertising ecosystem, offering strategic planning, content creation, campaign execution, and performance analysis. They help advertisers navigate the complex digital landscape and optimize their advertising spend for maximum return on investment.

Market Size of Digital Advertising Agency Industry in the PRC

In 2021, the digital advertising agency market in the PRC was valued at RMB116.2 billion and expanded to RMB191.4 billion by 2025, reflecting a CAGR of 13.3%. Looking forward, the market size of digital advertising agency industry in the PRC is projected to grow to RMB267.5 billion by 2030, at a CAGR of 6.9% from 2025 to 2030. While the pace of expansion is expected to normalize, sustained momentum will come from the maturation of AI-powered ad tools, expanding demand for integrated marketing solutions, and intensified competition among platforms seeking monetization. The continuous evolution of content formats and consumer engagement models will further incentivize outsourcing to professional agencies capable of delivering performance-driven, multi-platform campaigns.

Market Size of Digital Advertising Agency Industry in the PRC, by Revenue, 2021-2030E



Source: Ministry of Commerce of the People's Republic of China (MOFCOM), Frost & Sullivan

Market Drivers

Growth in Application Industries: The digital advertising agency industry in the PRC is supported by the expansion of downstream industries such as AI-enabled internet applications, smart devices, e-commerce, online gaming and digital content platforms. As consumer adoption of digital technologies increases, advertisers demand more targeted and personalized campaigns, driving the growth of digital advertising services.

Empowerment by AI Technology: AI enhances the efficiency and precision of digital advertising. Through machine learning and data analytics, AI enables accurate audience targeting, personalized content delivery and real-time campaign optimization, improving advertising effectiveness and return on investment.

Digital Transformation of Enterprises: The digital transformation of enterprises drives demand for digital advertising services. As companies increasingly shift marketing activities online, digital advertising has become essential for brand promotion, customer engagement and sales conversion, expanding the market for digital advertising agency services.

Policy Subsidies: National and local policies support the development of the digital advertising agency industry. The 14th Five-Year Plan for Digital Economy Development promotes data market development and industrial digitalization, strengthening the foundation for data-driven marketing. The Regulations on Internet Advertising Management (2023) establish compliance standards for formats such as native advertising, algorithmic recommendations and live-streaming ads, improving industry transparency and order. At the local level, policies such as Shanghai's High-Quality Development Policy List for the Digital Advertising Industry 2.0 provide subsidies, tax incentives and computing support, facilitating innovation and supporting the industry's sustainable growth.

Future Trends

Advanced Content Creation and Personalization: The digital advertising industry in the PRC is increasingly shifting toward advanced content creation and personalized advertising. As consumer expectations evolve, advertisers demand more engaging and culturally relevant content. Technologies such as AI enable real-time personalization and support the development of new advertising formats, including virtual and augmented reality, enhancing user engagement and brand interaction.

AI-Driven Agency Evolution: Generative AI is transforming the digital advertising agency industry by enabling rapid production of personalized creatives and automating core processes such as bidding, budgeting and campaign management. Predictive models further optimize ad placement and performance. As AI assumes large-scale operational tasks, advertising agencies are shifting from manual execution toward strategic management and data-driven optimization, improving overall efficiency across the advertising ecosystem.

Overview of Digital Integrated Marketing Industry

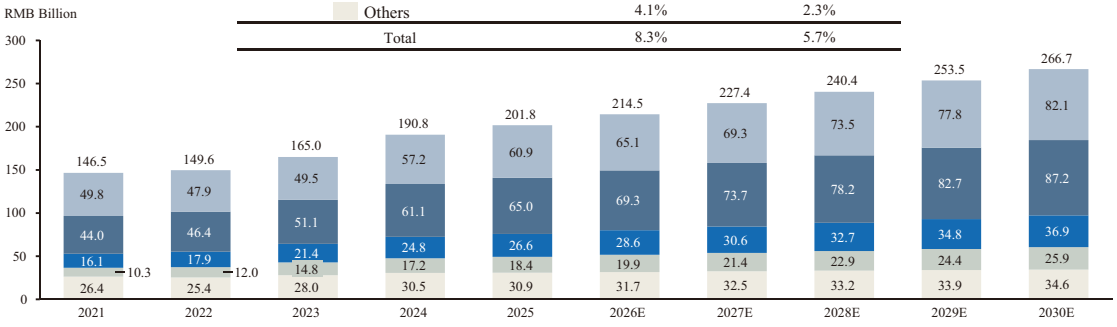
Digital integrated marketing integrates services such as advertising content, content marketing, social media management, search engine optimization, search engine marketing, influencer partnerships, e-commerce Platforms and data analytics to create seamless customer journeys across touchpoints. By aligning various digital tools and platforms, it aims to strengthen brand consistency, enhance customer engagement, and drive long-term relationships, while leveraging cross-channel data to refine strategies and maximize overall marketing effectiveness.

Market Size of Digital integrated marketing Industry in the PRC

Between 2021 and 2025, the market size of digital integrated marketing industry in the PRC expanded from RMB146.5 billion in 2021 to RMB201.8 billion in 2025, with a CAGR of 8.3%. Among upstream applications, vehicle and Internet dominated the two largest categories in digital integrated marketing industry in the PRC, reaching RMB60.9 billion and RMB65.0 billion in 2025 respectively. By 2030, the market size of digital integrated marketing industry in the PRC is projected to reach RMB266.7 billion, representing a CAGR of 5.7%. Internet sector is expected to reach RMB87.2 billion, followed by vehicle sector (RMB82.1 billion in 2030) and FMCG sector (RMB36.9 billion in 2030).

Market Size of Digital Integrated Marketing Industry in the PRC, Breakdown by Applications, by Revenue, 2021-2030E

CAGR	2021 -2025	2025 -2030E
Vehicle	5.2%	6.2%
Internet	10.3%	6.1%
FMCG	13.3%	6.8%
Entertainment/Culture	15.8%	7.1%
Others	4.1%	2.3%
Total	8.3%	5.7%



Note: Others include real estate, finance, manufacturing, medical care, etc.
Source: Ministry of Commerce of the People's Republic of China (MOFCOM), Frost & Sullivan

Market Drivers

Rapid Proliferation of Connected Devices: The rapid growth of connected devices, including smartphones, wearables, smart home appliances and connected vehicles, has significantly expanded digital marketing touchpoints. As consumers interact with multiple devices, advertisers increasingly require integrated, omnichannel marketing strategies to deliver timely and personalized messages across platforms. This expanding device ecosystem is driving demand for advanced data integration, identity resolution and dynamic content optimization, supporting the continued growth of digital integrated marketing.

Technological Advancements: Technological innovation is a key driver of the digital integrated marketing industry. AI enables real-time analysis of large volumes of data, providing insights into consumer behavior, market trends and campaign performance, while supporting predictive targeting and automated content generation. Meanwhile, advances in data analytics and cloud computing allow marketers to efficiently store and process large datasets, monitor key performance indicators across multiple channels and improve marketing effectiveness.

AI-Driven Intelligent Transformation in Digital Integrated Marketing: AI is reshaping the capabilities of digital marketing agencies by improving efficiency across the marketing process, from audience analysis to campaign optimization. By automating repetitive tasks, AI enables teams to focus more on strategic decision-making. In addition, AI-based knowledge systems are integrating insights from past projects into structured, reusable knowledge assets, enabling more data-driven strategies and delivering more precise and consistent brand communication.

Future Trends

Integration of Marketing Components: Digital integrated marketing in China is increasingly shifting toward the integration of all marketing components, from content creation to distribution, customer engagement to data analysis, are converging into a cohesive system. This integrated approach improves coordination across marketing activities and enhances campaign efficiency and effectiveness. Technologies such as AI further support this trend by enabling automation, personalized experiences and real-time insights, allowing companies to deliver consistent and responsive brand experiences across multiple touchpoints.

AI-driven Integrated Marketing Ecosystem: An AI-driven integrated marketing ecosystem is emerging as a key industry trend. By combining multi-agent AI systems with human expertise, agencies can analyze user behavior and transaction data to generate personalized content and offers in real time. At the same time, the Results-as-a-Service (RaaS) platform model integrates capabilities from insights to conversion and enables predictive scheduling and cross-channel coordination. Future marketing platforms are expected to become more modular, scalable and interconnected, accelerating the intelligence and automation of marketing services.

PART II: OVERVIEW OF PUMP AND PUMPING SYSTEM INDUSTRY

A pump is an industrial device whose working principle is to convert the mechanical energy of a prime mover into the kinetic and potential energy of a liquid, enabling the suction and transportation of fluids. A pumping system is composed of the pump and various supporting components, forming an integrated solution. In residential applications, pump-motor integrated designs are commonly adopted, featuring compact structure and easy installation. In broader applications, pumping systems typically include motors, valves, check valves, seals, and automatic control devices, thereby providing more comprehensive functional support. The pump and pumping system industry in this report covers pump products, the supporting products and related services and other value-added services.

Value Chain

The pump and pumping system industry comprises a complete value chain spanning raw materials, manufacturing, and downstream applications. This chain is structured into three primary segments: upstream (raw materials and components), midstream (product design and manufacturing), and

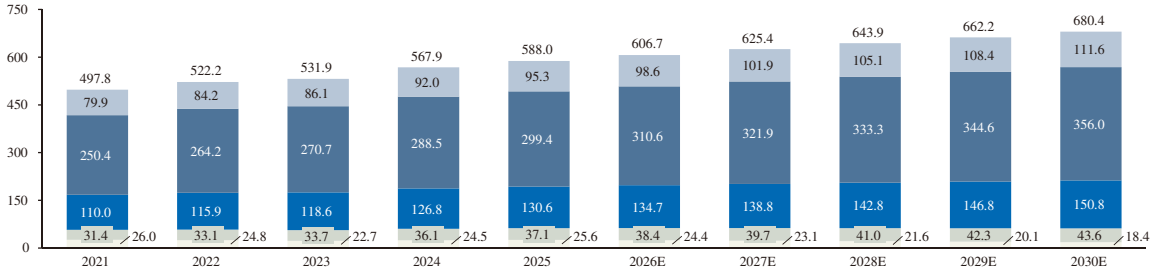
downstream (application scenarios and service systems). The upstream segment supplies fundamental input materials and critical mechanical/electrical components for pump production. These elements influence product cost, operational efficiency, and long-term reliability. The midstream segment serves as the core value-creation phase, encompassing product development, intelligent design, advanced manufacturing, and integrated solution provision. The downstream segment addresses diverse end-use sectors and aftermarket service ecosystems across multiple industries.

Market Size of Global Pump and Pumping System Industry

Between 2021 and 2025, the market size of the global pump and pumping system industry increased from RMB497.8 billion to RMB588.0 billion, representing a CAGR of 4.3%. During this period, the Asia-Pacific region expanded from RMB250.4 billion in 2021 to RMB299.4 billion in 2025, while Europe increased from RMB110.0 billion to RMB130.6 billion. North America recorded growth from RMB79.9 billion to RMB95.3 billion, and Latin America grew from RMB31.4 billion to RMB37.1 billion. The market size of other regions changed from RMB26.0 billion in 2021 to RMB25.6 billion in 2025. From 2025 to 2030, the market size of the global pump and pumping system industry is projected to increase from RMB588.0 billion to RMB680.4 billion, representing a CAGR of 3.0%. During the forecast period, the Asia-Pacific region is expected to grow from RMB299.4 billion in 2025 to RMB356.0 billion in 2030. Europe is projected to increase from RMB130.6 billion to RMB150.8 billion, while North America is expected to rise from RMB95.3 billion to RMB111.6 billion. Latin America is projected to expand from RMB37.1 billion to RMB43.6 billion by 2030. Meanwhile, the market size of other regions is projected to decrease from RMB25.6 billion in 2025 to RMB18.4 billion in 2030.

Market Size of Global Pump and Pumping System Industry, Breakdown by Region, by Revenue, 2021-2030E

CAGR	2021-2025	2025-2030E
North America	4.5%	3.2%
Asia-Pacific	4.6%	3.5%
Europe	4.4%	2.9%
Latin America	4.2%	3.3%
Others	-0.4%	-6.4%
Total	4.3%	3.0%



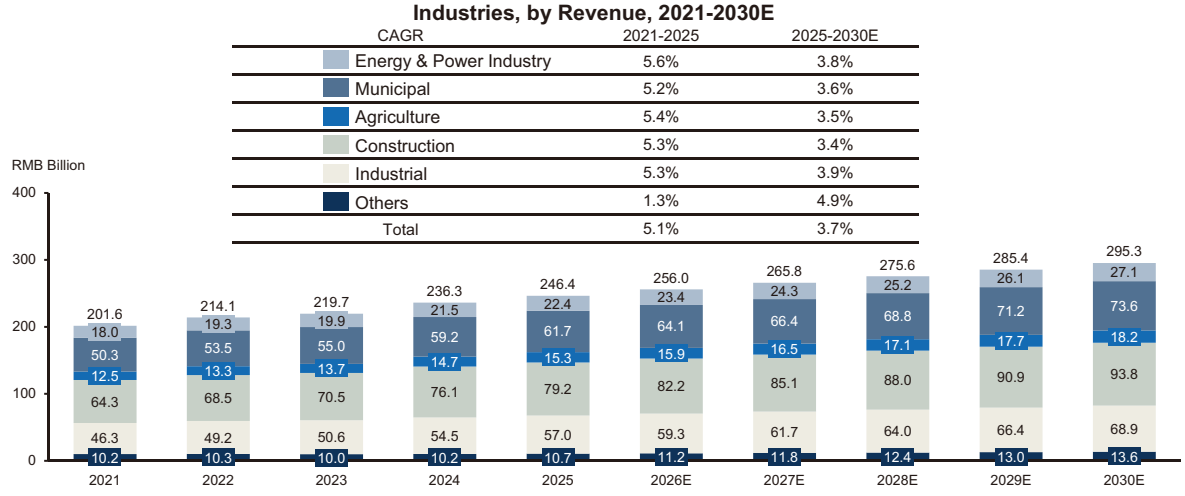
Note: 1): The exchangerateused in the report is1 USD = 7.14 RMB, accordingtotheChina Foreign Exchange Trading System.
Source: National Bureau of Statistics of China, China General Machinery Industry Association,Frost & Sullivan

Market Size of Pump and Pumping System Industry in the PRC

Between 2021 and 2025, the construction sector remained the largest category in the pump and pumping system industry in the PRC, with its market size increasing from RMB64.3 billion in 2021 to RMB79.2 billion in 2025, representing a CAGR of 5.3%. The municipal sector expanded from RMB50.3 billion to RMB61.7 billion, while the industrial sector increased from RMB46.3 billion to RMB57.0 billion during the same period. The energy and power sector grew from RMB18.0 billion to RMB22.4 billion, and the agriculture sector expanded from RMB12.5 billion to RMB15.3 billion. From 2025 to 2030, the construction sector is projected to reach RMB93.8 billion, while the municipal and industrial sectors are expected to grow to RMB73.6 billion and RMB68.9 billion, respectively. The energy and power sector is forecast to increase from RMB22.4 billion in 2025 to RMB27.1 billion in 2030, while the agriculture sector is projected to reach RMB18.2 billion by 2030.

The lifecycle of a pump typically lasts 10 to 20 years. As time progresses, the pump's efficiency gradually decreases, especially with wear on components like seals and bearings. Technological advancements lead to the emergence of more efficient pump products, driving the replacement of older models in the existing market. This shift results in the demand for energy-efficient, intelligent pumps, accelerating market upgrades and changes.

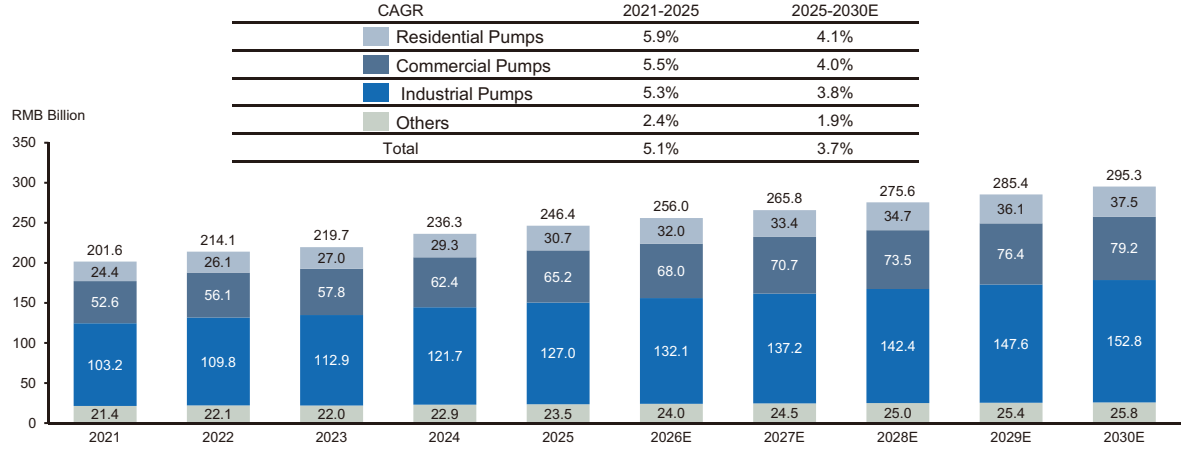
Market Size of Pump and Pumping System Industry in the PRC, Breakdown by Industries, by Revenue, 2021-2030E



Note: 1): The exchangerateused in the report is1 USD = 7.14 RMB, accordingtotheChina Foreign Exchange Trading System.
Source: National Bureau of Statistics of China, China General Machinery Industry Association,Frost & Sullivan

Between 2021 and 2025, the market size of industrial pumps remained the largest category in the pump and pumping system industry in the PRC, projected to remain the largest segment in 2030. In 2025, residential pumps accounted for 12.5% of the pump and pumping systems industry, commercial pumps represented 26.5%, and industrial pumps dominated with a 51.5% share. Civil pumps mainly include residential pumps and commercial pumps.

Market Size of Pump and Pumping System Industry in the PRC, Breakdown by Application Scenarios, by Revenue, 2021-2030E

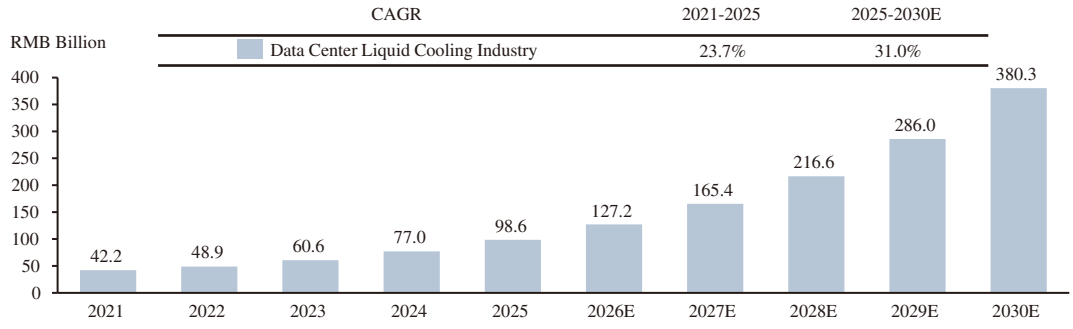


Note: 1): The exchangerateused in the report is1 USD = 7.14 RMB, accordingtotheChina Foreign Exchange Trading System.
Source: National Bureau of Statistics of China, China General Machinery Industry Association,Frost & Sullivan

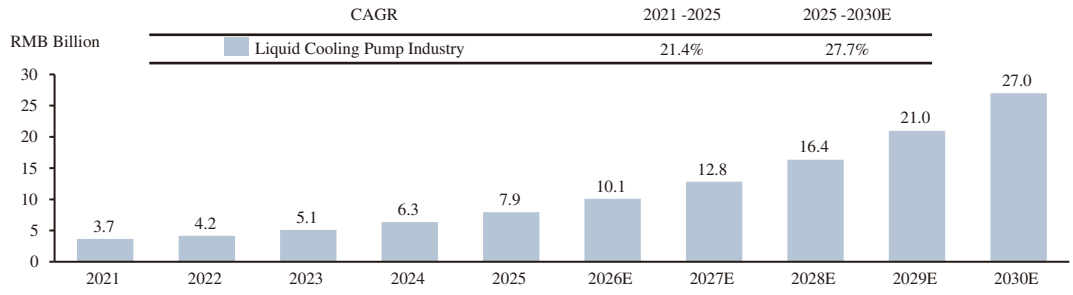
The data center liquid cooling industry in the PRC experienced rapid growth from 2021 to 2025, with its market size increasing from RMB42.2 billion to RMB98.6 billion, representing a CAGR of 23.7%. Looking ahead, the market is projected to further expand to RMB380.3 billion by 2030, achieving a CAGR of 31.0% from 2025 to 2030. The strong growth is expected to be driven by

increasing deployment of AI computing, rising power density of servers, and growing demand for energy-efficient cooling solutions in data centers. Mirroring this trend, the liquid cooling pump industry in the PRC also recorded strong growth. From 2021 to 2025, the market size increased from RMB3.7 billion to RMB7.9 billion, representing a CAGR of 21.4%. Looking forward, the market is projected to reach RMB27.0 billion by 2030, reflecting a CAGR of 27.7% from 2025 to 2030. The continued expansion of liquid cooling infrastructure and increasing adoption of advanced cooling technologies are expected to support long-term growth of the liquid cooling pump industry.

Market Size of Data Center Liquid Cooling Industry in the PRC, by Revenue, 2021-2030E



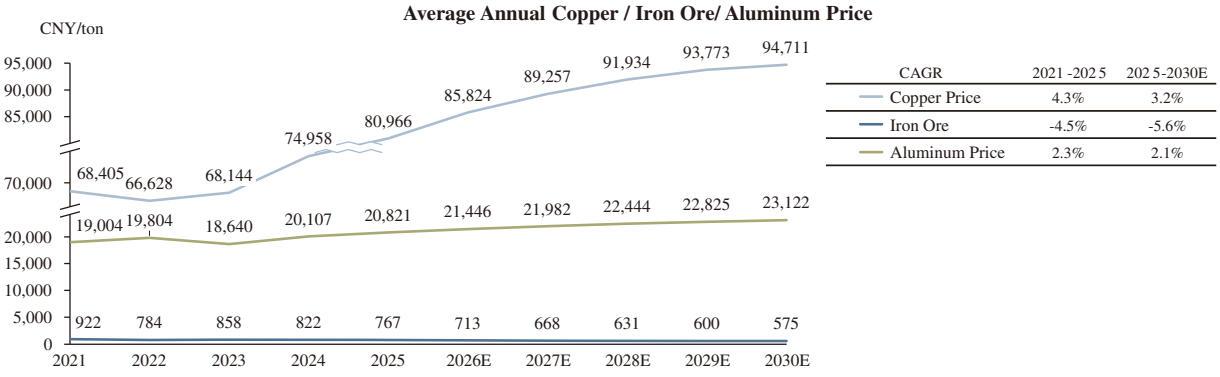
Market Size of Liquid Cooling Pump Industry in the PRC, by Revenue, 2020-2029E



Source: National Data Administration of China, Frost & Sullivan

Cost Analysis

Fluctuations in raw material prices have a direct impact on the cost structure of the pump industry. Rising copper and aluminum prices increase input costs for key components such as motor windings and structural parts, compressing profit margins in competitive markets where cost pass-through is constrained, and potentially leading to higher product prices. In contrast, declining iron ore prices may reduce steel costs, alleviating cost pressures and improving manufacturers' profitability. However, prolonged declines in upstream prices may discourage mining investment and create potential supply constraints. Against this backdrop, pump manufacturers are expected to enhance material efficiency, optimize product design, and adopt material substitution and process innovation to maintain competitiveness and long-term resilience.



Source: Shanghai Futures Exchange (SHFE), Dalian Commodity Exchange (DCE), Frost & Sullivan

Market Drivers

Environmental Regulations and Policy Support: Across major economies, governments are implementing stricter regulations on energy consumption, emissions, and environmental performance. These policies are pushing the pump and pumping system industry toward higher energy efficiency, environmental protection, and intelligent system upgrades. In the PRC, policies such as Made in China 2025 and the 14th Five-Year Plan for Equipment Manufacturing promote smart manufacturing and industrial automation, encouraging companies to develop high-efficiency, energy-saving pumps and intelligent pump systems, thereby improving production efficiency and product value. The Green Manufacturing Implementation Guidelines and related energy-saving policies require industrial and building pumps to enhance energy efficiency, stimulating demand for relevant products. At the same time, carbon neutrality targets, infrastructure investment and overseas projects under the Belt and Road Initiative are expanding demand for energy-efficient pumps. International regulations, including the EU Eco-design Directive and U.S. EPA standards, further support the replacement of traditional pump systems with more efficient alternatives.

Dual Demand from Mature and Emerging Markets: Pumps are widely used in municipal, industrial, construction, agricultural and energy sectors. In developed markets, demand is mainly driven by the replacement of existing systems with more efficient and intelligent pumps, as customers increasingly emphasize reliability, energy efficiency and low maintenance. In emerging markets such as Southeast Asia, Africa, the Middle East and Latin America, urbanization, infrastructure construction and industrialization are driving new installations. In addition, the growth of liquid cooling, renewable energy, and water infrastructure related to water scarcity and climate challenges is creating new application demand for pump products.

Global Supply Chain Integration and Technology Sharing: The pump and pumping system industry is increasingly integrated into global value chains. Manufacturers are optimizing supply chains by expanding production in regions with cost and location advantages, improving supply efficiency and market responsiveness. At the same time, greater accessibility to upstream components such as motors, bearings and sealing systems enables more flexible production. Global collaboration is also accelerating the diffusion of advanced technologies such as intelligent drives and monitoring systems. To mitigate geopolitical and trade risks, companies are expanding international market presence and service networks, enhancing competitiveness and global market reach.

Technology Innovation: Technological innovation is driving the upgrade of the pump and pumping system industry. For example, the adoption of permanent magnet synchronous motors (PMSM) improves energy efficiency and operational stability, while electronic control systems enable precise control of pump speed and pressure to optimize performance. AI technologies support predictive maintenance and system integration, reducing downtime and improving automation. Meanwhile, manufacturing digitalization, including simulation software, 3D printing and smart production lines, enhances design accuracy, shortens development cycles and improves product reliability.

Future Trends

Upgrade from Smart to Intelligent: The pump and pumping system industry is evolving from traditional equipment to smart systems and further toward intelligent platforms. Intelligent pumps integrate IoT, artificial intelligence and big data to enable remote monitoring, automatic fault diagnosis and predictive maintenance, improving system reliability and operational efficiency. This transformation enhances energy efficiency, reduces maintenance costs and downtime, and supports global energy conservation and emission reduction goals. It also promotes supply chain collaboration and customized services, driving manufacturers toward service-oriented manufacturing models.

Market Demand Transformation from Single Pumps to System Solutions: As customer demands become more complex, competition in single pump products is intensifying, driving manufacturers to transition from equipment suppliers to providers of integrated fluid transportation solutions. This shift involves the integration of pumps with pipelines, control systems, valves and monitoring software, together with services such as design, installation and maintenance. System solutions provide higher value, strengthen customer relationships and create competitive barriers. The trend also extends to water technology applications, including water treatment, water resource management and water quality monitoring, requiring stronger cross-industry integration and project management capabilities.

Expansion of Industrial Value Chain: Some pump manufacturers rely on outsourced motors, while leading companies are expanding their value chains to strengthen product integration and intelligent system development. Beyond pumps and impellers, they are extending into motors, controllers and key components such as power semiconductors. This vertical integration enables full-system solutions, improves performance and efficiency, reduces supply chain risks, and enhances cost and quality control, shifting competition from single products to integrated technological capabilities.

Threats and Challenges

The pump industry faces key threats and challenges across technology, regulation, and supply chains. Rapid technological advancement toward energy efficient, high performance, and intelligent products requires continuous R&D investment, as well as the integration of advanced materials, manufacturing processes, and digital capabilities, increasing cost pressures. At the same time, increasingly stringent global environmental and regulatory standards raise compliance costs and operational complexity, particularly across different regions, potentially limiting market access. In addition, volatility in raw material prices and supply chain disruptions driven by global market fluctuations and geopolitical factors can impact production costs and delivery stability. Together, these factors require companies to enhance innovation capabilities, regulatory adaptability, and supply chain resilience to remain competitive.

PART III: COMPETITIVE LANDSCAPE

Rankings

1. Ranking of Digital Marketing Companies in the PRC, by Market Share Measured by the Revenue Generated in the PRC (2025)

Ranking	Company	Listing Status	Market Share in Digital Marketing Market in the PRC, 2025
1	***The Company***	***Listed***	***1.16%***
2	Company A[1]	Listed	0.94%
3	Company B[2]	Listed	0.83%
4	Company C[3]	Listed	0.81%
5	Company D[4]	Listed	0.65%
		Top 5 Subtotal	**4.39%**

2. Ranking of Digital Advertising Agencies in the PRC, by Market Share Measured by the Revenue Generated in the PRC (2025)

Ranking	Company	Listing Status	Market Share in Digital Advertising Agency Market in the PRC, 2025
1	Company A	Listed	6.64%
2	***The Company***	***Listed***	***6.32%***
3	Company D	Listed	4.49%
4	Company B	Listed	4.10%
5	Company E[5]	Listed	4.02%
		Top 5 Subtotal	**25.57%**

3. *Ranking of Digital Integrated Marketing Companies, by Market Share Measured by the Revenue Generated in the PRC (2025)*

Ranking	Company	Listing Status	Market Share in Digital Integrated Marketing Industry in the PRC, 2025
1	Company C	Listed	3.67%
2	Company F[6]	Listed	1.83%
3	***The Company***	***Listed***	***1.73%***
4	Company B	Listed	1.68%
5	Company G[7]	Listed	0.64%
		Top 5 Subtotal	**9.55%**

4. *Ranking of PRC-based Pump and Pumping System Companies in the PRC, by Market Share Measured by Revenue Generated Globally (2025)*

Ranking	Company	Listing Status	Market Share in Global Pump and Pumping System Industry, 2025
1	Company H[8]	Unlisted	0.79%
2	Company I[9]	Listed	0.68%
3	***The Company***	***Listed***	***0.67%***
4	Company J[10]	Unlisted	0.65%
5	Company K[11]	Unlisted	0.47%
		Top 5 Subtotal	**3.26%**

5. *Ranking of PRC-based Pump and Pumping System Companies in the PRC, by Market Share Measured by Export Value (2025)*

Ranking	Company	Listing Status	Market Share in Export value of Pumps from the PRC, 2025
1	***The Company***	***Listed***	***1.63%***
2	Company L[12]	Unlisted	1.51%
3	Company M[13]	Listed	1.06%
4	Company N[14]	Listed	0.83%
5	Company O[15]	Unlisted	0.75%
		Top 5 Subtotal	**5.78%**

6. *Ranking of Pump and Pumping System Companies in the PRC, by Market Share Measured by Revenue Generated in the PRC (2025)*

Ranking	Company	Listing Status	Market Share in Pump and Pumping System Industry in the PRC, 2025
1	Company P[16]	Unlisted	1.63%
2	Company H	Unlisted	1.55%
3	Company Q[17]	Listed	1.36%
4	Company I	Listed	1.35%
5	Company R[18]	Listed	1.28%
		Top 5 Subtotal	**7.17%**
10	***The Company***	***Listed***	***0.89%***

7. *Ranking of Global Civil Pump and Pumping System Companies, by Market Share Measured by Revenue Generated Globally (2025)*

Ranking	Company	Listing Status	Market Share in Global Civil Pump Industry, 2025
1	Company P	Unlisted	6.45%
2	Company R	Listed	5.40%
3	Company S[19]	Unlisted	2.46%
4	Company T[20]	Listed	2.33%
5	***The Company***	***Listed***	***1.65%***
		Top 5 Subtotal	**18.29%**

8. *Ranking of Civil Pump and Pumping System Companies in the PRC, by Market Share Measured by Revenue Generated in the PRC (2025)*

Ranking	Company	Listing Status	Market Share in Civil Pump Industry in the PRC, 2025
1	Company P	Unlisted	2.43%
2	Company I	Listed	2.26%
3	Company R	Listed	2.04%
4	Company H	Unlisted	1.80%
5	Company S	Unlisted	1.77%
		Top 5 Subtotal	**10.30%**
8	***The Company***	***Listed***	***1.00%***

9. *Ranking of Global Industrial Pump and Pumping System Companies, by Market Share Measured by Industrial Pump Revenue Generated Globally (2025)*

Ranking	Company	Listing Status	Market Share in Global Industrial Pump Industry, 2025
1	Company R	Listed	6.07%
2	Company U[21]	Listed	5.16%
3	Company P	Unlisted	4.59%
4	Company Q	Listed	3.23%
5	Company V[22]	Listed	2.92%
		Top 5 Subtotal	**21.97%**
16	***The Company***	***Listed***	***0.33%***

10. *Ranking of Industrial Pump and Pumping System Companies in the PRC, by Market Share Measured by Industrial Pump Revenue Generated in the PRC (2025)*

Ranking	Company	Listing Status	Market Share in Industrial Pump Industry in the PRC, 2025
1	Company H	Listed	1.66%
2	Company Q	Unlisted	1.58%
3	Company J	Unlisted	1.33%
4	Company P	Unlisted	1.27%
5	Company W[23]	Unlisted	1.15%
		Top 5 Subtotal	**6.99%**
8	***The Company***	***Listed***	***0.90%***

Notes:

(1) Founded in 1979 and headquartered in the PRC, the company is listed on the Shenzhen Stock Exchange and provides integrated marketing communication services, including brand management, media planning, digital marketing, and overseas expansion solutions.

(2) Founded in 2017 and headquartered in the PRC, the company is listed on the Hong Kong Stock Exchange. It specializes in providing integrated online marketing solutions, with a focus on online short-video marketing, e-commerce services, and the application of AI-generated content (AIGC) in the digital marketing field.

(3) Founded in 1996, the Company has grown to become one of the largest PR and digital marketing services providers in China, offering a wide range of services including public relations, branding, digital marketing, media buying, and crisis management.

(4) Founded in 2005, the company has grown into a leading digital marketing and integrated communication services provider in the PRC, offering brand marketing, social media operations, e-commerce marketing, influencer marketing, and data-driven consulting. Listed on the Shanghai Stock Exchange.

(5) Founded in 1993 and headquartered in the PRC, the company is listed on the Shenzhen Stock Exchange and specializes in integrated communication solutions, with a focus on wireless communication, broadband technology, and IoT (Internet of Things) services.

(6) Founded in 1993 and headquartered in the PRC, the company is listed on the Shanghai Stock Exchange and specializes in integrated digital marketing solutions, with a focus on media agency services, AI-powered advertising delivery, and data-driven brand communication across omnichannel platforms.

(7) Founded in 2000 and headquartered the PRC, the company is specialized in integrated marketing communication services, it offers comprehensive solutions spanning brand management, digital marketing, media planning and agency, and experiential marketing, serving a wide range of domestic and international clients across multiple industries.

(8) Founded in 1995 and headquartered in the PRC and, the company is a large integrated pump industry group that combines the design, manufacturing, and sales of pumps, water supply equipment, and pump control devices.

(9) Founded in 1991 and headquartered in the PRC. Listed on the Shenzhen Stock Exchange, the company offers multiple sectors including municipal water supply, petrochemicals, power generation, and construction.

(10) Founded in 1993 and headquartered in the PRC, the company specializes in the design, manufacturing, and distribution of precision fluid control equipment and pumping solutions.

(11) Founded in 1993 and headquartered in the PRC, the company engages in the research, manufacturing, and distribution of precision pumps, integrated water supply equipment, and smart water management solutions.

(12) Founded in 1993 and headquartered in the PRC, the company is an enterprise specializing in the research, development, production and sales of well pumps, submersible sewage pumps and surface pumps. Its products are widely applied in agricultural and forestry irrigation, residential water supply, industrial water usage, municipal engineering, building water supply, and wastewater and clean water treatment.

(13) Founded in 1984 and headquartered in the PRC and, the company is a leading manufacturer of industrial and civil pump systems, specializing in the production and operation of a wide range of pumps and control equipment.

(14) Founded in 2003 and headquartered in the PRC. Listed on the Shanghai Stock Exchange, the company specializes in manufacturing household water pumps including submersible pumps, garden pumps, deep-well pumps, and fountain pumps.

(15) Founded in 1977 and headquartered in the PRC, the company is listed on the Shenzhen Stock Exchange. It specializes in the manufacturing and sales of stainless steel pumps, recreational pumps, clean water pumps, submersible pumps, pipeline pumps and motors. The company is one of the domestic manufacturers of small civil electric pumps and industrial supporting electric pumps.

(16) Founded in 1945 and headquartered in Denmark, it is a global leading in advanced pump solutions and water technologies. The company specializes in the development, manufacturing, and sale of high-efficiency pumps, circulators, and digital control systems for a wide range of applications.

(17) Founded in 1912 and headquartered in Japan, it is a leading global manufacturer of industrial and environmental machinery. The company produces a broad portfolio that includes pumps, compressors, turbines, chillers, vacuum pumps, environmental treatment systems, and semiconductor-related equipment.

(18) Founded in 2011 and headquartered in the United States, it is a leading global water technology company providing innovative solutions across the full water cycle, ranging from clean water delivery to wastewater transport, dewatering, and water quality analytics.

(19) Founded in 1872 and headquartered in Germany, it is a global leading manufacturer of innovative pumps and pump systems. The company specializes in designing and producing high-efficiency solutions for building services, water management, and industrial applications, including HVAC, heating, cooling, water supply, wastewater treatment, and irrigation.

(20) Founded in 1944 and headquartered in the United States, it is a global manufacturer of water and fueling systems. The company specializes in designing and producing pumps, motors, drives, and related systems for groundwater extraction, water supply, wastewater, agricultural irrigation, industrial applications, and fuel transfer solutions, serving residential, commercial, agricultural, and industrial markets worldwide.

(21) Founded in 1997 and headquartered in the United States. Listed on the New York Stock Exchange, the company is a leading global provider of flow control solutions that integrates the design, manufacturing, and servicing of pumps, valves, seals, and related systems for oil and gas, chemical, power generation, and industrial sectors.

(22) Founded in 1834 and headquartered in Switzerland. Listed on the Swiss Stock Exchange, the company is a global leader in pumping solutions, rotating equipment, and services for the oil and gas, power, water, and industrial sectors.

(23) Founded in 1871 and headquartered in Germany, the company is listed on the Frankfurt Stock Exchange and is a global manufacturer of pumps, valves and fluid control systems, serving applications across water, wastewater, energy, industrial and building services sectors.

Source: Annual reports, Frost & Sullivan

Entry Barriers of Marketing Industry

The entry barriers of the marketing industry are primarily reflected in technology, capital, resources, and talent. From a technical perspective, the increasing reliance on data-driven capabilities and AI applications requires sophisticated system architectures, strong computing power, and continuous investment in model development and optimization, which are difficult for small and medium-sized enterprises to replicate. Leading players further strengthen their competitive advantages through proprietary AI-driven consumer insight systems and ongoing adaptation to rapid technological iteration and regulatory changes. In terms of capital, significant upfront investment is required to build AI infrastructure and sustain large-scale marketing operations, while prepayment requirements from major media platforms and high trial-and-error costs in campaigns place additional pressure on cash flow, favoring large companies with economies of scale. Resource barriers are also prominent, as high-quality traffic and service channels are concentrated in major platforms, and long-term cooperation with top brands and media platforms enables leading firms to secure priority access to data and traffic resources, making it difficult for new entrants to compete beyond fragmented, low-value segments. Lastly, talent represents a critical constraint, as the industry demands interdisciplinary expertise spanning strategy, data analytics, media optimization, and AI tools, combined with accumulated experience and industry networks, which are both costly and time-consuming to build, further reinforcing the competitive moat of established players.

Entry Barriers of Pump and Pumping System Industry

The entry barriers of the pump and pumping system industry are primarily reflected in technology, capital, and brand recognition. From a technical perspective, the industry requires comprehensive engineering capabilities and strong product development expertise, as pumps must meet stringent operational requirements such as corrosion resistance, high pressure tolerance, and stable performance under extreme temperatures. This involves multidisciplinary knowledge in fluid mechanics, materials science, mechanical design, and intelligent manufacturing, as well as advanced production processes including precision casting, machining, and sealing technologies, alongside rigorous testing and certification procedures. From a capital perspective, while entry into standard pump segments may require moderate investment, the development of high-end or customized solutions entails substantial and sustained capital input in R&D, testing infrastructure, certification compliance, and high-precision equipment. In addition, long project-based sales cycles and delayed cash inflows place pressure on working capital, while building service networks and maintaining market presence require continuous financial support. From a brand perspective, pumps are critical components in operational systems, directly impacting safety and efficiency, leading customers to prioritize established manufacturers with proven track records, strong technical capabilities, and reliable after-sales service. High switching costs, including downtime risks and compatibility issues, further reinforce customer loyalty and long-term supplier relationships, while stringent procurement requirements such as certifications and project references make it difficult for new entrants without established credibility to gain market access.

SOURCE OF INFORMATION

In connection with the **[REDACTED]**, we have engaged Frost & Sullivan to conduct a detailed analysis and prepare a market research report on the digital advertising agency industry and pump and pumping system industry. Frost & Sullivan is an independent global market research and consulting company which was founded in 1961 and is based in the U.S. Services provided by Frost & Sullivan include market assessments, competitive benchmarking, and strategic and market planning for a variety

of industries. The agreed fee paid to Frost & Sullivan for the preparation and use of the Frost & Sullivan Report is RMB300,000. The payment of such amount was not contingent upon our successful **[REDACTED]** or on the results of the Frost & Sullivan Report. Except for the Frost & Sullivan Report, we did not commission any other market research report in connection with the **[REDACTED]**. We have included certain information from the Frost & Sullivan Report in this document because we believe such information facilitates an understanding of the digital advertising agency industry and pump and pumping system industry for potential investors. Unless otherwise indicated, market estimates or forecasts in this section represent Frost & Sullivan's view on the future development of the digital advertising agency industry and pump and pumping system industry.

In preparing the Frost & Sullivan Report, Frost & Sullivan has relied on its in-house database, independent third-party reports, and publicly available data from reputable industry organizations. Where necessary, Frost & Sullivan contacts companies operating in the industry to gather and synthesize information in relation to the market, prices, and other relevant information. Frost & Sullivan has exercised due care in collecting and reviewing the information so collected and believes that the basic assumptions used in preparing the Frost & Sullivan Report, including those used to make future projections, are factual, correct, and not misleading. Frost & Sullivan has independently analyzed the information, but the accuracy of the conclusions of its review largely relies on the accuracy of the information collected. In compiling and preparing the research, Frost & Sullivan assumed that the social, economic, and political environments in the relevant markets are likely to remain stable in the forecast period, which ensures the stable and healthy development of and digital advertising agency industry and pump and pumping system industry. In addition, Frost & Sullivan has developed its forecast on the following bases and assumptions: (i) the economy in the global range is likely to maintain stable growth in the next decade, and (ii) the digital advertising agency industry and pump and pumping system industry are expected to grow based on the macroeconomic assumptions of the economy. Frost & Sullivan's research may be affected by the accuracy of these assumptions and the choice of these primary and secondary sources. Except as otherwise noted, all data and forecasts in this section come from the Frost & Sullivan Report.

The Directors confirm that there has been no adverse change in the market information since the date of the commissioned research report that may qualify, contradict or impact the information disclosed.