

INDUSTRY OVERVIEW

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OVERVIEW OF THE GLOBAL COMMERCIAL VEHICLE MARKET

Definition and Classification of Commercial Vehicles

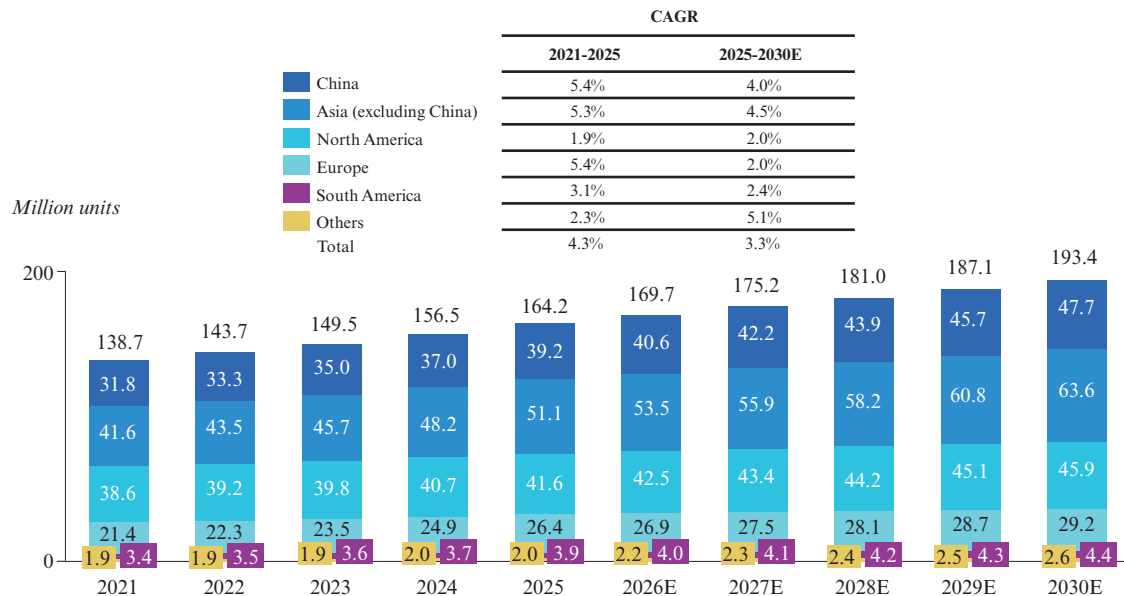
Commercial vehicles refer to motor vehicles designed and engineered primarily for commercial operations, including the transportation of passengers, or goods, or the towing of trailers. Distinct from passenger vehicles, which are primarily used for personal mobility and consumer purposes, commercial vehicles operate as essential means of production. They are widely deployed across key sectors of the national economy, such as trunk logistics, urban delivery, public passenger transportation, engineering operations, environmental sanitation services, and specialized transportation, thereby establishing a solid industry foundation and underlying market demand for related aftermarket service industries, including auto parts supply chain services as well as maintenance and repair (M&R) service.

Market Size of the Global Commercial Vehicle Industry

As of 2025, the global commercial vehicle parc reached 164.2 million units, with significant disparities across regional markets. China is a core single commercial vehicle market globally, with a domestic commercial vehicle parc of 39.2 million units in 2025, accounting for 23.9% of the global market share. The commercial vehicle parc in Asia (excluding China), North America, and Europe reached 51.1 million units, 41.6 million units, and 26.4 million units, accounting for 31.1%, 25.3%, and 16.1% of the global total, respectively. Supported by steady global economic growth, the global commercial vehicle parc is expected to maintain stable growth, with the overall fleet size projected to increase to 193.4 million units by 2030, representing a CAGR of 3.3% from 2025 to 2030. Driven by the upgrading of modern logistics systems, increased infrastructure investment, rising replacement demand, and increasing penetration of new energy commercial vehicles, the growth rate of commercial vehicle sales in China is expected to outpace the global average. From 2025 to 2030, China’s commercial vehicle parc is expected to grow at a CAGR of 4.0%, reaching 47.7 million units by 2030.

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Market Size of the Global Commercial Vehicle, in Terms of Vehicle Parc, by Region, 2021-2030E



Sources: CAAM, IMF, OCIA, ACEA, CIC

Note: “Europe” includes Russia, while “Others” includes Africa, Oceania, and other regions.

Comparative Analysis of Global Commercial Vehicle Age

As of 2025, the average age of commercial vehicles varies substantially across major countries worldwide. Taking heavy-duty trucks as an example, the average vehicle age in China is 7.2 years, while in the United States, Japan, and Germany, it reaches 13.6 years, 11.4 years, and 10.5 years, respectively, all significantly higher than that in China. The relatively short average age of commercial vehicles across China results from the continuous tightening of emission standards, stringent execution of relevant regulations and the increasing adoption of new energy commercial vehicles. In contrast, mature overseas markets such as the United States, Germany, and Japan are constrained by such factors as multiple technology pathways that have yet to be standardized, slow progress in the construction of supporting infrastructure for new energy vehicle operations, and weak economic benefits in actual operations. As a result, the industrialization and market penetration of new energy commercial vehicles remain relatively slow, with traditional diesel heavy-duty trucks continuing to dominate these markets. This slower vehicle replacement pace directly results in generally older fleets. With longer service cycles, the failure rate of commercial vehicle core components increases, leading to rising replacement frequency. This, in turn, drives greater demand for maintenance and repair (M&R) services and auto parts supply chain services, which will further propel the sustained and stable growth of the global commercial vehicle service market.

Market Drivers of Global Commercial Vehicle

- Macroeconomic recovery and logistics system upgrades driving structural demand growth:** The prosperity of the commercial vehicle industry is inherently linked to macroeconomic activity, infrastructure development, and logistics transportation demand. Globally, ongoing transportation infrastructure development and accelerating urbanization provide long-term support for engineering transportation and infrastructure-related commercial vehicles. Meanwhile, rising e-commerce penetration and modernization of logistics systems are driving trunk transportation and urban delivery to become more intensive and efficient, further stimulating market demand for highly reliable heavy-duty trucks and high-efficiency delivery vehicles.

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- **Stringent environmental regulations and carbon reduction policies drive the replacement of existing fleet capacity:** Major global economies are continuously tightening emission regulatory standards and implementing carbon reduction policies, such as the Euro VII standard in Europe and the EPA 2027 emission regulations in the United States, which are accelerating the phase-out of older vehicles with high emissions and low energy efficiency. Driven by increasingly stringent environmental regulations, fiscal subsidies, tax incentives, and other factors, the economic viability and market acceptance of new energy and high-efficiency commercial vehicles continue to improve. Coupled with rising downstream requirements for green supply chains and the maturity of powertrain technologies, the global commercial vehicle market is seeing a release of replacement demand, driving the industry towards low-carbon, energy-efficient, and environmentally friendly development.
- **TCO optimization boosting NEV penetration:** With continuous advancements in core technologies such as power batteries, electric drives, and energy management, and the gradual improvement of charging and battery-swapping infrastructure, have significantly deepened the commercial application of new energy commercial vehicles in specific scenarios, including urban delivery, port transportation, and mining operations. Compared to traditional fuel vehicles, new energy commercial vehicles offer advantages in terms of energy costs and certain maintenance expenditures, effectively reducing the TCO over the vehicle lifecycle. These advantages align well with logistics enterprises’ imperative to reduce costs and enhance efficiency, as well as ESG management trends, thereby continuously boosting the market penetration rate of new energy commercial vehicles. The growth in the parc of new energy commercial vehicles further drives the expansion of the commercial vehicle service market.
- **Global supply chain realignment driving cross-regional capacity deployment and overseas market expansion:** Against the backdrop of global supply chain realignment and growing demand in emerging markets, competition within the commercial vehicle industry is gradually shifting from simple product exports to a coordinated development of localized production, channel building, and aftermarket service systems. Leading commercial vehicle manufacturers continue to advance the establishment of overseas manufacturing bases while improving local sales and after-sales service networks to enhance their global operational capabilities and market response efficiency. Such initiatives help companies enhance brand influence and value-added services, mitigate the impact of fluctuations in individual regional markets on operating performance, and drive the continuous growth of overseas business.

OVERVIEW OF THE GLOBAL COMMERCIAL VEHICLE SERVICE MARKET

Definitions and Classifications of the Global Commercial Vehicle Service

Commercial vehicle services refer to the range of services provided following the sale of commercial vehicles to meet diverse needs over the entire vehicle lifecycle. These services mainly comprise two segments: auto parts supply chain services and maintenance and repair services. Among these, auto parts supply chain services primarily focus on the sale of and after-sales support for high-value components, wear parts, and maintenance consumables for commercial vehicles. Relying on a comprehensive supply chain system, this segment enables centralized procurement, warehousing and dispatching, as well as efficient distribution of parts, thereby meeting the parts needs of commercial vehicles across all scenarios. Maintenance and repair services utilize professional technical means to restore normal operating functions of vehicles and prolong vehicle service life through preventive maintenance. This segment includes various specialized services such as preventive maintenance, specialized maintenance of after-treatment systems, overhaul of core assemblies, chassis and tire system maintenance, and accident repairs.

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Commercial Vehicle Service Market Categories

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|---|---|
| Auto Parts Supply Chain Services | <p>(1) Sales of full-range commercial vehicle parts, as well as supply chain warehousing and distribution services, covering high-value core assembly parts, chassis parts, various wear parts, and maintenance consumables:</p> <ul style="list-style-type: none"> • Universal Parts: Includes tires, maintenance products, filtration systems, engine modules, auxiliary equipment, lighting and signaling systems. Highly versatile and compatible with a wide range of vehicle models, with frequent market circulation and replacement demand. • Chassis Parts: Includes suspension modules, transmission controls, electronic control units, drive modules, auxiliary equipment, driving modules, braking modules, and steering modules. Serving as core components for vehicle handling, supporting overall vehicle stability and driving safety performance. • Body Accessories Parts: Includes body cover parts, body structural parts, electronic control devices, auxiliary equipment, cab products, and lighting and signaling systems. Features multiple attributes such as structural protection, passenger and cargo load-bearing, and exterior decoration. • Electrical Parts: Includes body electronics, electronic control units, power supplies, auxiliary equipment, and cooling systems. Responsible for coordinating the entire vehicle's circuit operation and intelligent control and serve as critical components for vehicle electrification. • Engine Parts: Includes intake and exhaust systems, cooling systems, starting systems, common rail fuel systems, and cylinder kits. Determine power output efficiency and serve as key supporting components of the vehicle powertrain. • Gearbox Parts: Includes transmission controls and transmission drives. Manage power shifting and torque transmission, and directly affect gear-shifting smoothness and transmission efficiency. <p>(2) Leveraging a mature supply chain system and comprehensive warehousing network to integrate various auto parts resources and provide efficient delivery services. Providing one-stop parts supply services for repair workshops, fleet customers, and vehicle owners, fully meeting all-scenario procurement needs spanning routine maintenance, breakdown repair, major assembly overhaul, and accident repair.</p> |
| Maintenance and Repair Services | <p>Full-process services aimed at restoring the normal operating functions of commercial vehicles through professional technical means, or extending vehicle service life through preventive maintenance mechanisms.</p> |

Sources: CAAM, OICA, Expert Interviews, CIC

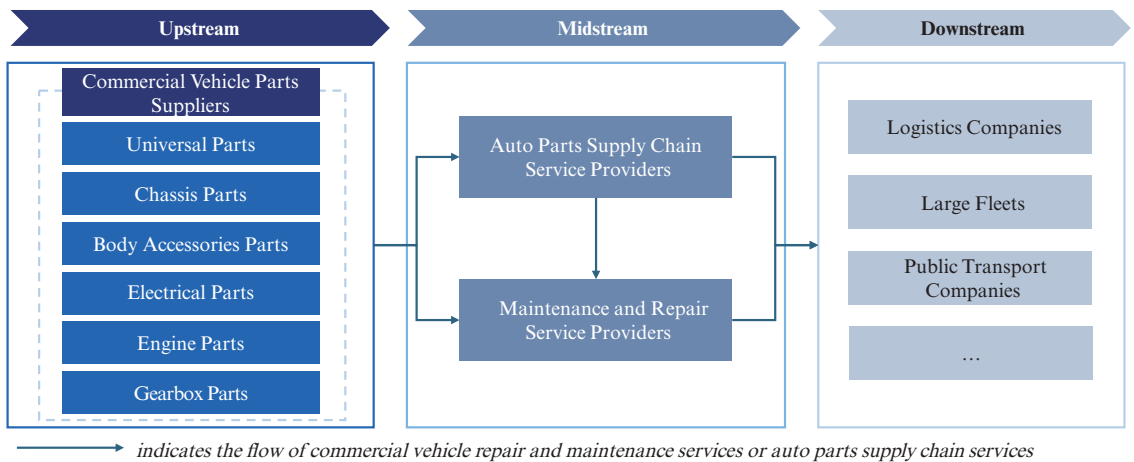
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Commercial Vehicle Service Market Value Chain and Downstream Customer Demand Analysis

The upstream of the commercial vehicle aftermarket service industry chain primarily consists of OEMs and parts manufacturers, which are responsible for supplying high-value core components, wear parts, and consumables. The downstream end users encompass a diverse range of vehicle owners such as logistics companies, large fleets, and public transportation companies. Unlike the passenger vehicle market, commercial vehicles function as production tools, with downstream demand focused on maximizing vehicle utilization and reducing total cost of ownership through frequent preventive maintenance and timely repairs.

Midstream commercial vehicle service providers include maintenance and repair service providers and auto parts supply chain service providers. They are evolving into digital and intelligent integrated service providers, generally operating under two business models: direct sales and distribution. By applying ERP systems, SaaS management tools, and big data analytics, these providers feed end-user behavior data back to upstream suppliers to optimize inventory management, while offering real-time SKU search and efficient warehousing and distribution support to downstream clients. Such digital approach effectively addresses long-standing challenges in the commercial vehicle service market, especially in the parts supply chain service market, such as difficulties in tracing parts and poor delivery timelines, ultimately achieving information alignment and a closed-loop value chain across the entire industry chain.

Commercial Vehicle Service Market Industry Chain



Source: CIC

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Different types of end customers have varying requirements for the commercial vehicle service market, as detailed below:

Analysis of Differentiated Needs of End Customers in the Commercial Vehicle Service Market

End Customer Group	Core Demand for Parts Supply Chain Service	Core Demand for Maintenance and Repair Services	Decision Logic and Key Pain Points
Logistics Companies	- National centralized procurement agreements - Extremely fast delivery - Direct supply from brands and traceability	- Nationwide networked service capability - Rapid response for out-of-area breakdown assistance - Preventive/predictive maintenance	Efficiency first Focus on vehicle utilization, with moderate price sensitivity to individual maintenance events
Large Fleets	- Long-Term stability of supply channels - Cost-effective parts combinations - Support for extended credit period	- Standardized outsourced maintenance and repair - Digital cost monitoring and accounting - Periodic mandatory maintenance	Refined operations Key pain point: reducing operating costs per kilometer while pursuing high cost-effectiveness
Public Transport Companies	- Centralized procurement and bidding system - Quality of braking/steering safety parts - Strict compliance and access qualifications	- Fixed-route, designated-site maintenance - Specialized emission system repairs for strict compliance - Regular scheduled maintenance	Safety and compliance Highly sensitive to national emission standards (China VI), with preference for brand suppliers

Given the extensive operational routes and dispersed end-user service outlets of commercial vehicles, the industry has long faced challenges such as delivery delays and non-standardized service quality. As a result, midstream service platforms equipped with nationwide warehousing and distribution networks and digital dispatch capabilities are integrating fragmented social maintenance resources to establish unified technical and supply standards for the industry. This platform-based and digitalized trend represents a crucial path for the commercial vehicle service market to achieve economies of scale and breakthroughs in profitability in the future.

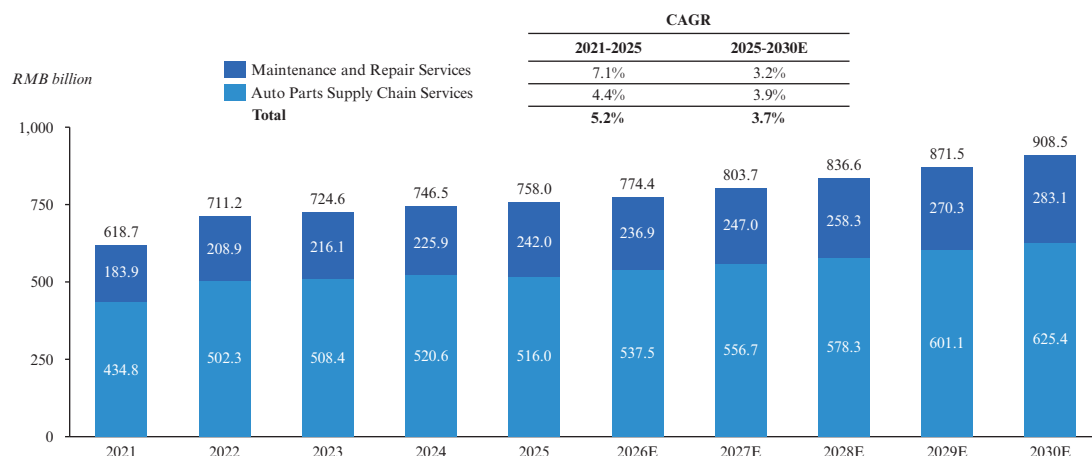
Market Size of the Global and China Commercial Vehicle Service Industry

In 2025, the global commercial vehicle service market reached RMB3,288.4 billion, and is expected to grow to RMB3,826.4 billion by 2030, with a CAGR of 3.0%. The commercial vehicle service market in China has maintained steady growth, increasing from RMB618.7 billion in 2021 to RMB758.0 billion in 2025, with a CAGR of 5.2%. Among these, auto parts supply chain services constituted a core component of the market, reaching RMB516.0 billion in 2025. The demand for commercial vehicle services is continuously driven by the sustained high level of commercial vehicle parc in China, the aging of fuel vehicles, ongoing

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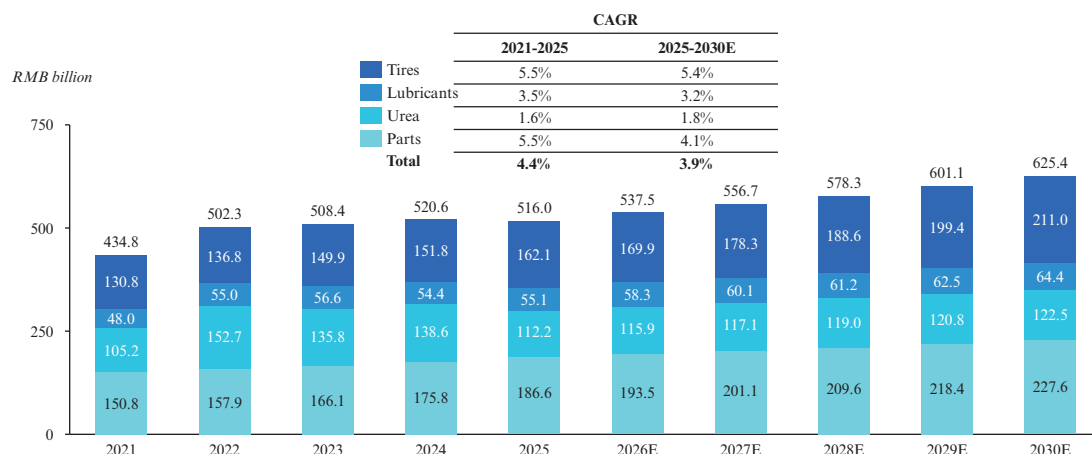
upgrades to emission regulations, and the growing demand for refined fleet operation and maintenance. By 2030, the commercial vehicle service market in China is projected to reach RMB908.5 billion, representing a CAGR of 3.7% from 2025 to 2030. Among these, the auto parts supply chain service market is expected to increase from RMB516.0 billion in 2025 to RMB625.4 billion in 2030, representing a CAGR of 3.9%.

Market Size of China Commercial Vehicle Service, in Terms of GMV, by Service Type, 2021-2030E



Source: Zhengzhou Commodity Exchange, CAAM, Expert Interviews, CIC

Market Size of the China Auto Parts Supply Chain Service, in Terms of GMV, by Product, 2021-2030E



Source: Zhengzhou Commodity Exchange, CAAM, Expert Interviews, CIC

Note: The parts cover six major categories: universal parts, chassis parts, body accessories parts, electrical parts, engine parts, and gearbox parts.

Drivers of the Global and China Commercial Vehicle Service Market

- Energy transition and stricter emissions regulations drive restructuring of the after-sales value chain:** Driven by global carbon reduction goals and stricter emission regulations, rising new energy commercial vehicle penetration is gradually shifting aftermarket service system from traditional mechanical repairs and consumable replacements toward electrification and intelligence. The focus of aftermarket maintenance and repair (M&R) is gradually extending from traditional engines and mechanical assemblies to core components such as power batteries, electric drive systems, and electronic control systems, driving the demand for specialized services like high-voltage

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system testing, battery health assessment, and thermal management and maintenance. These changes have further raised the industry’s requirements for technical capabilities, equipment investment, and professional service systems, fueling the continuous upgrading of the aftermarket supply chain and service models.

- **Aging vehicle fleet unleashes maintenance and repair (M&R) demand in the existing market:** Due to the slowdown in macroeconomic growth and cyclical fluctuations in the logistics sector, new sales growth in the global and China commercial vehicle markets has stabilized. Terminal users are extending their vehicle replacement cycles, leading to a continuous increase in the average service life of vehicles. Once commercial vehicles enter their mid-to-late operational stages, they typically face higher frequencies of repair, overhaul, and in-depth maintenance needs, thereby driving growth in the demands for replacement of core components such as chassis systems, transmission systems, and braking systems. These demands from the existing market provide sustained business growth opportunities for aftermarket supply chain service providers and maintenance and repair (M&R) service organizations.
- **Operating cost control requirements drive the optimization of the spare parts market structure:** Amid pressure on logistics freight rates and intensifying industry competition, logistics enterprises and individual operators are paying increasing attention to the TCO of vehicles throughout their lifecycle. While ensuring vehicle safety and operational stability, end-users are becoming more acceptive to cost-effective spare parts, driving IAM parts to substitute OES parts. This trend prompts supply chain service providers to continuously optimize their product portfolios and procurement systems, while enabling platform-based enterprises with capabilities in large-scale procurement, quality control, and supply chain integration to further increase their market share.
- **Application of digital technologies triggers upgrades in maintenance and repair (M&R) service models:** With the continued application of IoT, 5G communication, and data analytics technology in the commercial vehicle sector, commercial vehicle service models are gradually shifting from traditional reactive repair to PdM. Through real-time monitoring and analysis of vehicle operating status and key component data, maintenance and repair (M&R) service providers can identify potential fault risks in advance, thereby reducing unplanned vehicle downtime and improving operational efficiency. These digital capabilities boost demand from large logistics clients for comprehensive maintenance and repair (M&R) service solutions and drive the further expansion of the aftermarket service boundaries.

Development Trends of the Global and China Commercial Vehicle Service Market

- **Shift of service model towards TVO management:** The demands of commercial vehicle end-users are gradually evolving from traditional standalone repair services towards comprehensive TVO management covering procurement, operations, maintenance and repair (M&R) and more. With the intensification of the logistics sector and the continuous expansion of fleet sizes, large fleet customers are placing higher demands on service network coverage, fulfillment efficiency, consistency of service standards, and compliance management capabilities. Against this backdrop, service platforms with nationwide service capabilities, standardized operational systems and comprehensive supply chain management capabilities are gaining more and more market share.
- **Digitalization breaks down information silos and drives efficiency improvements across the entire chain:** The commercial vehicle aftermarket is continuously advancing the development of digital systems. Leading enterprises are leveraging big data, algorithmic models, and digital management systems to achieve precise matching and dynamic management of vast inventories of spare part SKUs, thereby gradually enhancing both information transparency and supply efficiency of the traditional auto parts distribution system. Meanwhile, data collaboration capabilities among warehouse management, logistics distribution, and repair terminals continue to strengthen. This helps reduce inventory redundancy, enhance fulfillment efficiency and optimize operational costs, accelerating the industry’s transition from extensive management to refined operations.

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- **Escalating competition and ecological collaboration reshape the industrial landscape:** The focus of competition in the commercial vehicle aftermarket is gradually shifting from individual product supply or repair services to comprehensive capabilities covering supply chain integration, digital capabilities and service network collaboration. OEMs, core parts suppliers (Tier 1) and independent aftermarket service platforms are continuously improving their supply chains, channels and service systems through strategic partnerships, joint ventures, and mergers and acquisitions. The enhanced collaboration across the industry serves to expand customer reach, improve supply chain efficiency, and further raise the barriers to market entry.
- **Accelerated compliance and standardization drive industry consolidation into branded players:** With the gradual improvement of the regulatory system and the standardization of market development, the commercial vehicle aftermarket is continuously enhancing its standardization in terms of repair processes, pricing standards, environmental treatment, and spare parts distribution. The promotion and application of EPCs, product coding systems, and anti-counterfeiting and traceability technologies have further enhanced the transparency of spare parts distribution and the traceability of product quality. These trends help improve the overall service quality of the industry and drive the consolidation of market share into enterprises with brand influence, standardized operational capabilities and nationwide service networks.
- **The penetration of new energy vehicles reshapes the underlying physical architecture and triggers a structural shift in maintenance and repair (M&R) consumption:** The increasing penetration rate of new energy commercial vehicles is gradually changing the structure of aftermarket maintenance and repair (M&R) needs. On the one hand, the increased vehicle weight resulting from power battery systems places higher demands on tire load capacity and wear resistance, driving growth in demand for high-performance specialized tires. At the same time, the increased complexity of the three-electric system and thermal management system also raises demand for related services such as coolant, high-voltage component inspection, and thermal management and maintenance. On the other hand, as the structure of traditional internal combustion engines has been simplified, demand for engine oil and some traditional lubricants has decreased. Overall, the focus of aftermarket maintenance and repair (M&R) is gradually shifting towards specialized areas such as high-voltage system inspection, thermal management and maintenance, and electronic control system repairs.
- **Overseas expansion strategies continue to improve, and the industry’s level of globalization keeps rising:** With the steady growth of the global commercial vehicle market and the deepening of cross-border cooperation, enterprises in the commercial vehicle aftermarket are accelerating their overseas expansion. The industry’s expansion model has evolved from simple product export to a model that combines the coordinated export of domestic supply chains with localized services overseas. Industry players generally adopt differentiated overseas expansion strategies. They build local operation teams and collaborate with local channel partners to improve overseas sales and service networks. Leveraging the cost and resource advantages of China’s integrated supply chain, they have established synergistic links between domestic and overseas production, sales, technology, and after-sales systems. This effectively expands market reach, optimizes revenue structures and drives the industry development towards internationalization and diversification.

COMPETITIVE ANALYSIS OF CHINA’S COMMERCIAL VEHICLE SERVICE MARKET

Participants in China’s commercial vehicle service market can be broadly categorized into three types: OEM-authorized CV service providers, Independent regional CV service providers, and platform-based CV service providers. OEM-authorized CV service providers leverage their brand, technical expertise and genuine parts to develop a deep presence in repair, maintenance and parts supply, aiming to build a comprehensive closed-loop industry chain. Regional independent CV service providers play a key role in niche areas such as local customer outreach. Platform-based CV service providers, meanwhile, utilize flexible service models and cost advantages, combined with extensive customer reach, to offer one-stop services to meet the diverse needs of various downstream customers.

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Comparative Analysis of Commercial Vehicle Service Providers in China, 2025

Type of CV Service Provider	Characteristics and Advantages	Service Network Coverage	Digital Capabilities
OEM-Authorized CV Service Providers	Leveraging after-sales networks derived from vehicle sales channels, primarily offering OEM services within the warranty period.	High in breadth but low in density.	Moderate
Independent Regional CV Service Providers .	Long-tail service providers rooted in the end market, offering flexible service pricing with lower labor costs.	Highly fragmented and dispersed.	Lower
Platform-based CV Service Providers	Reshape distribution channels based on digital infrastructure, directly connect with upstream parts manufacturers, and provide cross-brand, full-category supply chain, maintenance and repair services.	Multi-tiered, three-dimensional network that balances both breadth and density.	Higher

Source: CIC

Overall, China’s commercial vehicle service market is currently at a critical turning point, transitioning from fragmented operations towards large-scale development, digitalization and ecosystem-based growth. Enterprises with nationwide channel networks, robust supply chain integration capabilities and digital capabilities remain scarce. As a typical platform-based CV service provider, the company leverages its strong supply chain integration capabilities and extensive service footprint to effectively address the pain points of traditional supply chains, including excessive distribution tiers, low efficiency and information asymmetry. It delivers full-category and one-stop service solutions to a wide range of downstream customers.

Ranking of Commercial Vehicle Service Providers in China

Ranking of Top Five Commercial Vehicle Service Providers in China, in Terms of Revenue⁽¹⁾, 2025

Rank	Company Name ⁽²⁾	Type of CV Service Provider	CV Service Revenue (RMB100 Million)
1	The Company	Platform-based CV Service Provider	15.6
2	Company A	OEM-Authorized CV Service Provider	12.0
3	Company B	OEM-Authorized CV Service Provider	8.3
4	Company C	Platform-based CV Service Provider	7.8
5	Company D	OEM-Authorized CV Service Provider	5.2
Total of Top Five Companies			48.9

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Source: Expert Interviews, CIC

Note:

- (1) The revenue in the table above refers to each CV service provider’s revenue originated from Chinese Mainland market.
- (2) Company A, established in 2012, located in Sichuan Province, China, primarily engages in the manufacturing and distribution of heavy industry equipment and commercial vehicle components, dedicating to providing related hardware and technical support.

Company B, established in 2012, located in Guangdong Province, China, primarily engaged in the manufacturing and sales of automobile accessories, focusing on the production and supply chain services within the commercial vehicle service industry.

Company C, established in 2017, located in Shanghai, China, is a commercial vehicle aftermarket service company specializing in tire operation platforms. It leverages IT systems and smart hardware to provide standardized maintenance services and supply chain solutions, having covered several thousand service networks and managed tens of thousands of logistics vehicles.

Company D, established in 1992, located in Shandong Province, China, is an auto parts service provider focusing on light commercial vehicles. It provides a comprehensive range of auto accessories and aftermarket services, and has developed to a key commercial vehicle auto parts service providers in northern China.

Entry Barriers and Key Success Factors of the Commercial Vehicle Service Industry

- **Large-scale SKU management and supply chain integration capabilities.** The commercial vehicle features a vast array of parts and complex models, with SKU reaching hundreds of thousands. This places high demands on enterprises’ supply chain integration and lean operation capabilities. Relying on strong capabilities in upstream resource integration, establishing rigorous quality control systems, stable supplier partnerships, and extensive procurement channels, industry leaders typically create “one-stop” procurement platforms and achieve advantages of large-scale procurement. Thereby, they can successfully enhance the supply stability and bargaining power for core and high-value parts, while reducing procurement costs and supply chain management complexity for end customers.
- **Digital infrastructure and multi-tier warehousing and distribution network.** The characteristics of high-frequency operations and cross-regional circulation inherent to commercial vehicles impose stringent requirements on parts supply timeliness and order fulfillment capabilities. Building a nationwide multi-tier warehousing and distribution network requires long-term capital investment, sophisticated network planning, and continuous operational optimization capabilities. Meanwhile, industry-leading companies typically achieve end-to-end data integration across procurement, warehousing, logistics, and finance through deep synergy of digital systems like ERP, WMS and SRM, effectively improving inventory turnover efficiency and operational management levels. Enterprises lacking nationwide allocation capabilities, digitized operational systems and full-process logistics traceability typically struggle to meet commercial vehicle customers’ demands for high availability and rapid response.

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- **Establishment of a unified service system and deep synergy across the industrial ecosystem.** The complexity of commercial vehicle operating scenarios places higher demands on the consistency, standardization and nationwide warranty capabilities of maintenance and repair services. Industry leaders typically achieve this by building extensive service networks with unified standards and implementing standardized management over repair procedures, parts traceability, service workflows, and pricing systems to strengthen customer trust and brand loyalty. In addition, they further reinforce channel barriers and enhance customer stickiness by establishing long-term, stable partnerships with leading regional customers, service outlets, and upstream & downstream industry players, and by strengthening localized operational capabilities through models such as joint ventures, company-owned outlets and in-depth collaboration.
- **Deep industry know-how and a multi-disciplinary talent pipeline.** Commercial vehicle services are characterized by strong professional technical attributes and high barriers of industry experience, which requires enterprises to accumulate multi-dimensional capabilities in products, supply chain, maintenance services and customer operations over a long period of time. Management teams with backgrounds in parts manufacturing, supply chain management experience, and the ability to handle maintenance & repair under complex operating conditions can more effectively navigate industry cyclical fluctuations, shifting customer demands, and complex operational environments. They can also develop organizational strengths and talent barriers that are difficult to replicate in the short term, thereby providing critical support for sustained operations and large-scale expansion of enterprises.

SOURCE AND RELIABILITY

We have engaged CIC to conduct an analysis and prepare a report on the global and China’s commercial vehicle service market. CIC is a market research and consulting firm incorporated in Hong Kong, dedicated to providing professional consulting services across various industries. We have agreed to pay CIC RMB0.43 million as the fee for the preparation of the CIC Report. The data quoted in this section, as well as in the “Summary”, “Risk Factors”, “Business”, “Financial Information” and other sections of this document, is intended to assist [REDACTED] in gaining a more comprehensive understanding of the industry in which we operate. Unless otherwise stated, all data and forecasts in this section are derived from the CIC Report. The data collected by CIC has been analyzed, evaluated and verified using its internal analytical models and methodologies. Primary research was conducted through interviews with key industry experts and leading market participants, while secondary research involved the analysis of publicly available data sources. The market forecasts in the CIC Report are based on the following key assumptions: (i) the overall social, economic and political environments globally and in the People’s Republic of China are expected to remain stable during the forecast period; (ii) the relevant key industry drivers (such as growth in downstream demand, technological advancements, policy support and others) will continue to drive the development of the global and China’s commercial vehicle service market during the forecast period; (iii) no extreme force majeure events or sudden industry regulatory changes that could exert a severe or fundamental impact on the market will occur during the forecast period.