

## INDUSTRY OVERVIEW

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

### OVERVIEW OF THE GLOBAL AND CHINA’S CROSS-BORDER E-COMMERCE INDUSTRY

#### Market Overview

According to the State Administration for Market Regulation, cross-border e-commerce refers to business activities wherein trading entities in different customs territories conduct transactions and make payments and settlements through the internet, and deliver goods and complete transactions through cross-border logistics. Unless otherwise specified, all references to “cross-border e-commerce” herein refer to “B2C cross-border export e-commerce,” which is a trade method where enterprises sell goods directly to individual consumers overseas through cross-border e-commerce platforms.

Cross-border e-commerce addresses issues such as information asymmetry and lengthy transaction chains in traditional foreign trade. With the maturing of e-commerce technology, the cross-border e-commerce market has undergone rapid development and has gradually become a mainstream global trade model. The number of global cross-border e-commerce sellers was approximately 2.1 million in 2020, reaching approximately 3.4 million in 2025, and is projected to reach nearly 4.4 million by 2030. In terms of GMV, the global cross-border e-commerce market size grew from RMB6.9 trillion in 2020 to RMB14.0 trillion in 2025, and is expected to achieve a compound annual growth rate (CAGR) of 9.6% between 2025 and 2030, reaching RMB22.2 trillion by 2030.

An increasing number of Chinese brands are looking overseas with the aim of entering the broader global market. The number of Chinese cross-border e-commerce sellers grew from approximately 0.8 million in 2020 to approximately 1.6 million in 2025, and is projected to reach nearly 2.6 million by 2030. As awareness of “Made in China” and Chinese brands strengthens among overseas consumers, Chinese sellers have significantly enhanced overall operational efficiency in cross-border e-commerce by leveraging their accumulated innovation experience and technological advantages from the internet industry. Against this backdrop, China’s cross-border e-commerce market has experienced rapid growth rate, outpacing the global average. In terms of GMV, the market size of China’s cross-border e-commerce grew from RMB2.2 trillion in 2020 to RMB5.1 trillion in 2025, with a CAGR of 18.3%. It is projected to achieve a CAGR of 12.8% between 2025 and 2030, reaching RMB9.3 trillion by 2030.

#### Drivers and Future Development Trends

The primary drivers and future trends of the global cross-border e-commerce industry are as follows:

- *Online shopping is becoming a global consumption trend and AI is unlocking new growth momentum.* Online shopping has become a mainstream consumption habit and cross-border e-commerce is increasing its percentage of overall e-commerce. According to eMarketer, the number of global online shoppers reached 2.8 billion in 2025, representing approximately one-third of the global population, and consumers worldwide can access goods and services through 24-hour online shopping platforms. In addition, the percentage of cross-border e-commerce in the global e-commerce market increased from 23.4% in 2020 to 26.3% in 2025. Compared with local e-commerce and offline sellers, cross-border e-commerce sellers, with

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integrated global supply chain advantages, attract consumers with more competitive prices and diverse product lines, demonstrating stronger market appeal and development potential. To further fuel this growth, leading cross-border e-commerce platforms are increasingly integrating AI technologies across both the buyer and seller sides, enhancing personalized shopping experiences for consumers while empowering sellers with automated, intelligent operations.

- *Growth potential from developed and emerging markets.* Developed markets such as Europe and North America continue to contribute through mature infrastructure, stable demand, and higher purchasing power. Meanwhile, emerging markets like Latin America and the Middle East are unlocking consumption potential, supported by favorable demographics, economic growth, and rising internet penetration. Together, developed and emerging markets are shaping a more balanced and multi-polar global growth dynamic.
- *The competitive landscape of cross-border e-commerce platforms is being reshaped.* Leading traditional platforms, such as Amazon, are accelerating their penetration into lower-tier markets, while emerging platforms, represented by TikTok Shop and Temu, are rising rapidly. These platforms reconstruct consumption scenarios, enabling rapid scaling and driving the continuous evolution of the global industry.
- *Professional compliance services are becoming essential.* As business operations deepen in various markets, cross-border sellers face increasingly complex regulatory environments in different countries. Against the backdrop of tightening government and platform policies, the demand for compliance continues to increase, transforming compliance into a core competitive advantage. Increasingly complex compliance requirements and higher delivery expectations are expected to accelerate the industry’s upgrade toward AI-enabled intelligent compliance platforms, supporting more efficient, accurate, traceable and scalable service delivery.
- *Demand for sustainable consumption is increasing.* Globally, especially in mature European and American markets, rising consumer demand for sustainable products is accelerating the green transformation of cross-border e-commerce. Companies can actively respond to market demands and regulatory requirements by adopting environmentally friendly packaging, carbon footprint labeling, and environmental certifications, thereby enhancing their brand premium capabilities.

Notably in China, a key driver and future development trend in China’s cross-border e-commerce industry is as follows:

- *Continued development of the “Chinese Brands Going Global” strategy supported by strong local manufacturing and supply chain advantages.* According to the National Bureau of Statistics of China and the World Bank, China’s manufacturing value added reached RMB34.7 trillion in 2025, accounting for approximately 30% of the global total. China is the world’s largest manufacturing economy with a comprehensive industrial system and supply chain network. As domestic demand slows, expanding into global markets has become a critical strategic trend for the majority of domestic enterprises. These advantages enable cross-border e-commerce to achieve extensive product coverage, cost competitiveness, and rapid response capabilities, supporting steady growth in China’s goods exports and maintaining its position as the world’s largest goods trader. With the continuous improvement of cross-border export industrial clusters, the strategic transition from “Made-in-China Going Global” to “Chinese Brands Going Global” is accelerated. Overseas consumers’ perception of Chinese products has evolved from price-based acceptance to comprehensive recognition of quality and brand value.

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### OVERVIEW OF THE GLOBAL AND CHINA’S CROSS-BORDER E-COMMERCE COMPLIANCE SERVICE INDUSTRY

#### Market Overview

Cross-border e-commerce compliance services refer to professional service systems designed to address the multifaceted regulatory and compliance requirements encountered by cross-border e-commerce sellers operating in overseas markets. These services ensure that transactions are conducted in a lawful, compliant, and sustainable manner in the local markets. These services can be categorized by type, including corporate and tax compliance (such as VAT and overseas corporate services), environmental compliance (such as extended producer responsibility (EPR) and carbon compliance), product testing and certification (such as responsible person, testing, inspection and certification), intellectual property protection (IPP) compliance (such as trademarks and patents), and other emerging compliance services (such as platform account compliance, data privacy, customs and clearance, logistics and warehousing, and foreign exchange settlement compliance).

#### Pain Points

The primary pain points faced by cross-border e-commerce sellers under various compliance requirements are as follows:

- *Dual challenges of global tax system differences and frequent policy updates.* Tax systems vary significantly and are characterized by high complexity and volatility, requiring sellers to simultaneously handle tax registration and filing in multiple countries. For instance, VAT rates differ across EU member states. Any filing errors or delays can result in varying degrees of penalties, undermining operational stability. Overseas business registration processes are equally complex. Due to linguistic and cultural barriers, small- and medium-sized sellers often lack local resource support and face significant difficulties in managing compliance matters. These information barriers further increase the complexity of compliant operations.
- *Sales disruption and missed growth opportunities due to non-compliance with environmental standards.* As EU environmental policies tighten, EPR mandates that cross-border e-commerce sellers assume responsibility for waste management across the product cycle. Sellers who fail to complete registrations in a timely manner will face risks such as mandatory tax withholding, fines, or sales bans. Achieving carbon compliance certification and obtaining Amazon’s Climate Pledge Friendly (CPF) badge can enhance a brand’s environmental profile and secure platform traffic incentives, further driving sales. Green certification has emerged as a critical identifier for attracting environmentally conscious consumers.
- *Complex and diverse product testing and certification.* Product entry standards in various countries are continuously upgrading and the certification systems are complex. In the EU market, the CE mark is a mandatory certification. However, obtaining it requires compliance with specific sub-directives based on a product’s functionality and usage. For example, electrical products require Electromagnetic Compatibility (EMC) certification; devices with wireless communication capabilities are subject to the Radio Equipment Directive (RED); and high-voltage electrical equipment requires Low Voltage Directive (LVD) certification. Sellers must continuously monitor the latest regulatory updates in target markets, as any incomplete or expired documentation may result in customs detention or mandatory product removal.
- *High risks of IP infringement involving trademarks and patents.* The cross-border e-commerce sellers are mainly small- and medium-sized enterprises (SMEs) that lack professional legal teams. It is difficult for these sellers to systematically monitor global IP infringements, making them susceptible to unintentional violations involving product designs or technical solutions. Such infractions often lead to legal disputes and severe penalties. According to the 2025 Investigation of Overseas Intellectual Property Disputes involving Chinese Enterprises, Chinese enterprises were involved in 2,018 cross-border e-commerce cases in the U.S. in

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2025. Among them, Chinese enterprises were the defendants in 1,782 cases, representing 88.3% of the total. Trademark litigation and patent litigation cases involving Chinese e-commerce entities in the U.S. totaled 1,447 and 685, respectively.

- *Prevalence of high costs and low efficiency in overseas compliance services.* Many overseas cross-border e-commerce service providers continue to rely heavily on manual operations, leading to core pain points such as long response cycles, error-prone manual judgments, low efficiency in manual data processing, incomplete professional expertise, and loose management of compliance data. Their fee structures are generally higher than those in the Chinese market. For the cross-border export community, which consists primarily of small- and medium-sized sellers, these service providers can hardly meet rapidly evolving business requirements and significantly inflate overall compliance costs.
- *Increased product compliance complexity.* Compliance needs for cross-border e-commerce sellers are expanding from single-platform to multi-platform, while the dimension of compliance is shifting from store-level to product-level, which demands a systematic approach covering the entire product life cycle. For example, according to CIC, the number of active sellers on Amazon reached approximately 1.7 million in 2025, with over 350 million products listed for sale, indicating an average of over 200 products per seller on Amazon. This creates significant operational pressure for sellers, as they need to manage compliance for a growing number of products simultaneously.

### Industry Chain

With service providers as the core hub, the industry chain of the cross-border e-commerce compliance service industry establishes connections between cross-border e-commerce sellers and various e-commerce platforms and regulatory bodies. Sellers are classified into two major categories including cross-border e-commerce platform sellers (sellers on third-party platforms such as Amazon) and independent site sellers (such as brand owners with their own e-commerce sites). Sellers submit their requirements and relevant business documentation to compliance service providers, who subsequently verify the content by leveraging intelligent platforms and professional teams. Upon successful verification, service providers submit the documentation to the relevant authorities and requesting parties, obtain key documents, such as official acceptance receipts and certificates, and ultimately deliver them back to the sellers.

### Business and Monetization Models

Based on the depth of cooperation with overseas firms, compliance service providers are categorized into three models: partnership, joint venture, and self-operated. Most providers adopt the partnership model, establishing business relationships with overseas firms and outsourcing local filings to these partners. The joint venture model involves forming a community of shared interests with an overseas firm through equity investment or the establishment of a joint venture. The self-operated model involves directly establishing their own service entities and professional teams directly within target markets.

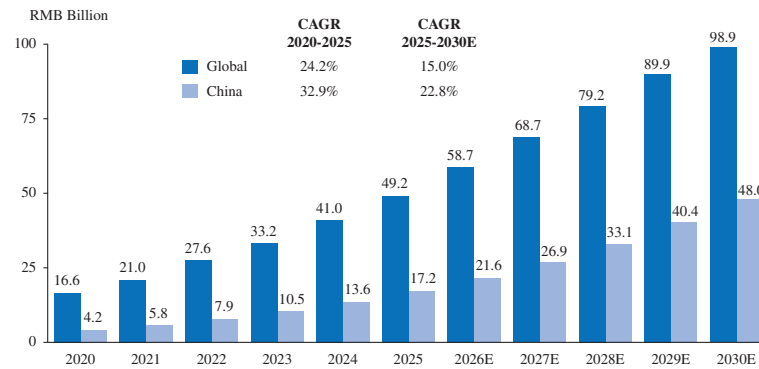
Monetization models for cross-border e-commerce compliance service providers primarily include: periodic subscriptions, charging fixed long-term service fees for ongoing managed compliance services such as annual VAT filings; one-off service purchases, charging for specific items such as individual trademark registrations or VAT registration; and professional service fees charging for customized solutions provided based on clients' specific needs.

### Market Size

In 2025, the global cross-border e-commerce compliance service market reached RMB49.2 billion, of which the Chinese market accounted for approximately 35.0%, reaching RMB17.2 billion. The global cross-border e-commerce compliance service market is projected to grow at a CAGR of 15.0% over the next five years, reaching RMB98.9 billion by 2030. The Chinese market is expected to account for approximately 48.6% of the global market, reaching RMB48.0 billion.

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### Global and China’s Cross-border E-commerce Compliance Service Market Size, in Terms of Sales Value, 2020-2030E

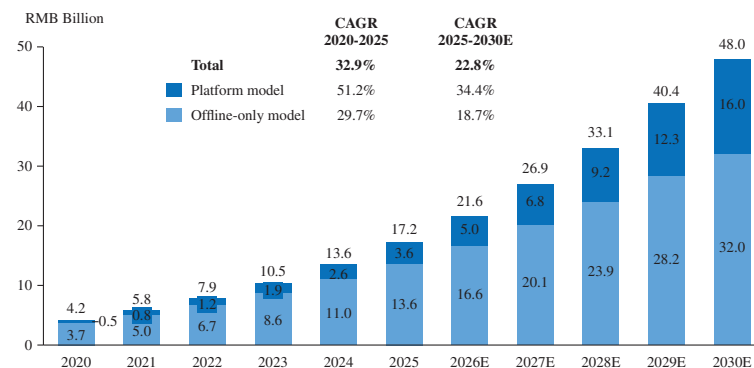


Source: National Bureau of Statistics of the PRC, State Administration for Market Regulation, China Insights Consultancy

In terms of service and delivery, China’s cross-border e-commerce compliance service industry is gradually transitioning from early offline manual agency models toward platform models, which refer to services processed and delivered through online platforms, and is increasingly evolving into intelligent platforms empowered by AI. The platform model significantly reduces labor costs for sellers through process standardization and automation, achieving a leap in service accuracy and efficiency. Leading enterprises have further achieved cost reduction and efficiency gains through technological breakthroughs such as direct API connections, Robotic Process Automation (RPA), multilingual OCR recognition, and automated mail processing. Building on this foundation, AI agents are applied across core service scenarios, including compliance status checking, invoice recognition, trademark naming, accounting and tax filing, and intelligent translation, supporting high-accuracy task execution and continuously improving performance through ongoing optimization, thereby enabling an intelligent upgrade of the entire cross-border e-commerce compliance service value chain.

The market size of China’s cross-border e-commerce compliance platform market grew from RMB0.5 billion in 2020 to RMB3.6 billion in 2025, representing a CAGR of 51.2%. It is projected to grow at a CAGR of 34.4% over the next five years, reaching RMB16.0 billion by 2030. The platform penetration rate of China’s cross-border e-commerce compliance market is expected to increase from 21.2% in 2025 to 33.4% in 2030.

### China’s Cross-border E-commerce Compliance Service Market Size, by Business Model, in Terms of Sales Value, 2020-2030E



Source: China Insights Consultancy

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By 2030, the number of cross-border e-commerce sellers in China and globally is projected to reach approximately 2.6 million and 4.4 million, respectively. Assuming a 100% penetration rate for compliance services, and taking into account historical industry average service fees by service category and the expected expansion of compliance service categories used by sellers, the average service fee per seller for China and global cross-border e-commerce compliance services is estimated at nearly RMB55,000 and over RMB60,000, respectively. Accordingly, the TAM for China and global cross-border e-commerce compliance services could reach RMB141.0 billion and RMB267.3 billion in 2030, respectively.

### Drivers and Future Development Trends

The primary drivers and future development trends of the cross-border e-commerce compliance service industry are as follows:

- *Rapid development of global cross-border e-commerce.* The global cross-border e-commerce market continues to expand as online consumer demand strengthens. Taking the Chinese market as an example, transaction volumes maintain high-speed growth driven by the increasing maturity of the e-commerce ecosystem and the rising recognition of “Made in China” and “Chinese Brands” among overseas consumers. In 2025, China’s cross-border e-commerce market reached RMB5.1 trillion and is projected to grow at a CAGR of 12.8% from 2025 to 2030, reaching RMB9.3 trillion by 2030, further fueling the demand for compliance services.
- *Increasingly stringent and diverse regional policies across different jurisdictions.* Sellers may face compliance obligations across multiple jurisdictions, with frequent updates in these requirements. This creates significant pain points for sellers, such as substantial increase in compliance costs and information barriers. Consequently, enterprises are shifting from aggressive growth toward refined and compliant operations. The AI capabilities of compliance service providers are increasingly embedded across policy monitoring, regulatory interpretation, compliance matching and obligation identification, enabling overseas sellers to identify and fulfill applicable regulatory requirements more efficiently, while reducing compliance costs and operational risks.
- *Continuous expansion of seller client base.* Cross-border e-commerce compliance services will continue to penetrate a broader range of seller client groups, including those in diverse target country markets and industries. At present, the client base for this industry consists primarily of domestic sellers. However, it is expected to expand to global sellers in the future.
- *Expansion of compliance services.* On the one hand, compliance service providers are expanding their reach across traditional e-commerce platforms, social e-commerce platforms, and independent sites to address clients’ compliance needs. On the other hand, compliance is shifting from store-level to product-level, with growing demand for one-stop platforms to meet increasingly diverse compliance requirements. This trend is expected to enhance customer stickiness and position compliance service providers as one-stop cross-border e-commerce compliance infrastructure builders.
- *AI-driven intelligent upgrade of compliance platforms.* As the needs of cross-border e-commerce sellers become increasingly complex, compliance platforms will evolve toward greater intelligence, more verticalized capabilities and more outcome-oriented delivery models within an ecosystem supported by the widespread application of AI. By deploying AI agent networks and agent harnesses across the full compliance service workflow, platforms can coordinate resources to rapidly generate precise execution plans for sellers’ multi-platform and multi-product compliance needs. Furthermore, AI agents enable swift alignment with the evolving requirements of global regulatory authorities and e-commerce platforms by leveraging direct API integrations and real-time policy tracking to continuously update compliance rules, helping sellers efficiently verify and meet product entry requirements to keep pace with the rapid expansion of global cross-border e-commerce. As a result, compliance platforms can evolve from single-point tools into one-stop platform models embedded in sellers’ business processes. With ongoing investment in advanced information technologies, the industry is expected to continue its intelligent development, which may further enhance efficiency and optimize costs for clients, suppliers, and service providers.

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### Industry Challenges

While the cross-border e-commerce compliance service industry is developing rapidly, it still faces challenges. The primary challenges are as follows:

- *Volatile international trade policy environment.* Regulatory policies in global markets are characterized by frequent updates and regional differentiation. Such policy uncertainty compels compliance service providers to establish global policy monitoring systems to help clients manage chain reactions, such as potential tax filing restructurings and product certification updates. Any delay in response to policy changes can result in significant operational risks for clients.
- *Increased supervision and penalties by e-commerce platforms.* To align with various national government policies, cross-border e-commerce platforms are continuously strengthening their scrutiny of sellers, establishing stricter mechanisms to make compliance reviews more proactive and detailed. Taking Amazon as an example, from 13 July 2025, the platform required that product compliance test reports submitted by sellers must originate from its officially recognized laboratories. Sellers must inspect all previously submitted reports or resubmit them for review within a short timeframe to prevent product removals and ensure business continuity. Compliance service providers must help clients establish an end-to-end compliance system, and provide rapid responses to maintain stable operations.
- *High requirements for technology and data management capabilities.* With the full implementation of global data privacy regulations, compliance service providers must build more sophisticated data security protection systems. This includes obtaining international standard certifications such as ISO 27701 and applying technologies such as cloud encryption and firewalls to ensure 24/7 data security and zero data loss. Additionally, extensive research and coordination are required to connect to the official systems and platform data APIs of various countries. Technologies must continuously evolve to adapt to the diverse API specifications.

### IMPACT OF AI ON THE GLOBAL AND CHINA’S CROSS-BORDER E-COMMERCE COMPLIANCE SERVICE INDUSTRY

#### AI Agents and Underlying Technology Infrastructure

AI agents are intelligent systems with autonomous perception, memory, decision-making, interaction and execution capabilities, and represent an important form of AI products and services. Based on user inputs, they orchestrate the entire end-to-end workflow, seamlessly coordinating intent understanding, step planning, intelligent scheduling, security control, and final outcome delivery. With reference to the AI agent maturity framework proposed by the China Academy of Information and Communications Technology, AI applications can be classified into five levels from L1 to L5 based on interaction methods, degree of autonomy and task complexity. Such levels generally range from L1 basic intelligence, which mainly supports low-complexity and repetitive tasks through traditional AI-embedded software, to L5 super intelligence, which is capable of self-iteration, self-learning and autonomous completion of unknown cross-domain tasks. Key infrastructure capabilities supporting AI agents generally include: (i) *Perception and reasoning capabilities.* Foundation models, including LLMs (large language models) and multimodal models, provide natural language understanding, multimodal perception, reasoning, planning and generation capabilities; (ii) *Planning and execution capabilities.* Complex business workflows can be decomposed into executable steps and encapsulated into reusable AI-enabled capabilities, while scheduled tasks and rule-based triggers support recurring monitoring, information capture, status updates and alerts; (iii) *Knowledge and intelligent coordination capabilities.* Intelligent coordination capabilities enable AI agents to coordinate agentic skills, APIs (application programming interfaces), RPA (robotic process automation), and enterprise systems, while domain-specific knowledge and memory provide contextual information and execution details to support complex workflows with high precision; and (iv) *Security control and outcome delivery capabilities.* AI agents implement multi-layered guardrails throughout execution to ensure operational safety and deliver reliable, traceable outcomes. Furthermore, user feedback, retry mechanisms, and end-to-end audit trails continuously refine workflows to improve future deliveries.

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### AI Agents in Cross-border E-commerce Compliance Services

Cross-border e-commerce compliance services are characterized by high complexity, strong knowledge intensity, outcome oriented delivery, with high requirements for regulatory expertise and service reputation. As service delivery typically involves coordinated processes across demand assessment and service matching, supplier coordination and quotation where relevant, document processing and filing, and post-filing tracking and outcome delivery, leading service providers have established robust enterprise-level AI capabilities with unified agent harnesses to significantly improve operational efficiency, expand their competitive edge, and capture new market growth. Under this framework, externally, leading service providers usually offer a single unified interface to simplify the user journey, enabling sellers to easily submit requests, identify compliance obligations, and obtain outcomes. Internally, leading service providers deploy enterprise-level AI agent networks to drive seamless coordination and end-to-end automation across core business scenarios, including regulatory monitoring, product development, supplier sourcing, document review, declaration generation, exception handling, and progress tracking. Representative AI application scenarios in the cross-border e-commerce compliance service industry include:

- *Information processing and compliance workflow automation.* By continuously scanning updated regulatory policies, AI agents help build domain-specific knowledge bases and interpret compliance requirements across different platforms, countries, and product categories. Powered by these insights, AI agents can extract, classify, verify and structure compliance documents for downstream compliance workflows, while automating recurring and rules-based compliance workflows, such as tax calculation, filing preparation, service order review, EPR registration and product compliance submission. For example, in tax filing scenarios, AI agents can identify invoice information relating to deductible items, automatically extract key data and populate the relevant filing fields. Such applications support the standardization of tax filing workflows, reduce reliance on manual data entry and enable service providers to deliver filing services with greater traceability and reliability.
- *Business development and decision support.* Compliance service providers must constantly monitor regulatory shifts, market demands, and competitive dynamics to identify new service opportunities and evaluate their commercial feasibility. AI agent network can help systematically accelerate regulatory research, supplier mapping, and preliminary feasibility analysis. For example, when expanding global EPR compliance services, especially across complex jurisdictions such as the EU, US, and Canada, service providers can deploy specialized AI agents to assist in regulatory research, supplier inquiry and preliminary service feasibility analysis, and in selected use cases have shortened new compliance service research and document organization. Such applications help sales teams respond more quickly to customer requests, reduce potential order loss caused by gaps in service coverage, and support service providers in expanding coverage across markets, platforms and compliance categories.

### COMPETITIVE LANDSCAPE OF THE GLOBAL AND CHINA'S CROSS-BORDER E-COMMERCE COMPLIANCE SERVICE INDUSTRY

#### Competitive Landscape

According to the CIC Report, the competitive landscapes of the global and China's cross-border e-commerce compliance service industry are relatively fragmented, with the top five players accounting for approximately 4.4% and 7.8%, respectively. The Company is the largest cross-border e-commerce compliance service provider both globally and in China, with market shares of 1.7% and 4.6%, respectively (by 2025 sales value). In China's cross-border e-commerce compliance service market, the Company's 2025 sales value exceeded the combined total of the players ranked second to eighth. Among service providers operating under the platform model, the Company also ranks first in China's cross-border e-commerce compliance platform market, with a market share of 21.5% (by 2025 sales value).

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### Ranking and Market Share of the Global Cross-border E-commerce Compliance Service Market by Sales Value, 2025

| Rank | Company Name       | 2025 Sales Value<br>(RMB100 million) | 2025 Market Share |
|------|--------------------|--------------------------------------|-------------------|
| 1... | <b>The Company</b> | <b>8.2</b>                           | <b>1.7%</b>       |
| 2... | Company A          | 4.9                                  | 1.0%              |
| 3... | Company B          | 3.7                                  | 0.7%              |
| 4... | Company C          | 2.6                                  | 0.5%              |
| 5... | Company D          | 2.0                                  | 0.4%              |

Source: China Insights Consultancy

Notes:

Company A is a privately held company founded in 2004. Headquartered in Washington, USA, it primarily provides cross-border e-commerce compliance services.

Company B is a privately held company founded in 2012. Headquartered in Southampton, UK, it primarily provides cross-border e-commerce compliance and logistics services.

Company C is a privately held company founded in 2018. Headquartered in Budapest, Hungary, it primarily provides cross-border e-commerce compliance services.

Company D is a privately held company founded in 2017. Headquartered in Shenzhen, China, it primarily provides cross-border e-commerce compliance services.

### Ranking and Market Share of China’s Cross-border E-commerce Compliance Service Market by Sales Value, 2025

| Rank | Company Name       | 2025 Sales Value<br>(RMB100 million) | 2025 Market Share |
|------|--------------------|--------------------------------------|-------------------|
| 1... | <b>The Company</b> | <b>7.8</b>                           | <b>4.6%</b>       |
| 2... | Company D          | 2.0                                  | 1.2%              |
| 3... | Company E          | 1.6                                  | 0.9%              |
| 4... | Company F          | 1.0                                  | 0.6%              |
| 5... | Company G          | 1.0                                  | 0.6%              |

Source: China Insights Consultancy

Notes:

Company D is a privately held company founded in 2017. Headquartered in Shenzhen, China, it primarily provides cross-border e-commerce compliance services.

Company E is a privately held company founded in 2007. Headquartered in Manchester, UK, it primarily provides cross-border e-commerce compliance, warehousing, and logistics services.

Company F is a privately held company founded in 2013. Headquartered in Shenzhen, China, it primarily provides cross-border e-commerce compliance, warehousing, logistics, and cross-border insurance services.

Company G is a privately held company founded in 2008. Headquartered in London, UK, it primarily provides cross-border e-commerce compliance services.

### Key Success Factors

China’s cross-border e-commerce compliance service industry has high entry barriers. The key success factors are as follows:

- *One-stop compliance service capabilities.* Cross-border e-commerce sellers face complex compliance requirements across multiple platforms, jurisdictions, product types and compliance categories, including tax, environmental compliance, product testing and certification, and intellectual property protection. Leading service providers with broad service coverage and integrated fulfillment capabilities are better positioned to provide one-stop compliance services, enabling sellers to manage cross-country, cross-platform and cross-product compliance needs through a single platform. Such capabilities are increasingly important as compliance requirements expand from store-level to product-level and sellers require more comprehensive support across their business operations.

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- *Enterprise-level AI capabilities.* Leading service providers with large-scale service experience, established technology infrastructure and accumulated industry know-how are better positioned to build enterprise-level AI capabilities through AI agent networks and agent harnesses. Internally, they can support automated task decomposition, document processing, workflow execution, exception handling and progress tracking, enabling service providers to handle more complex scenarios and higher order volumes with greater standardization and scalability. Externally, customer-facing AI agent interfaces provide a highly simplified user experience, enabling sellers to easily submit requests, identify compliance obligations, and track progress through streamlined interactions. By transforming fragmented compliance tasks into coordinated, traceable, and outcome-oriented workflows, service providers with these enterprise-level AI capabilities can significantly improve operational efficiency, accelerate delivery, and strengthen their long-term competitive advantage.
- *Good customer reputation and strong customer accumulation capabilities.* China’s cross-border e-commerce compliance service market is still developing, and service providers with a good market reputation are more likely to gain client trust and achieve continuous customer acquisition. As compliance services become more deeply embedded in sellers’ business processes, service providers that retain historical compliance records, filing data and workflow records can better support service continuity for sellers. Sellers may also face higher switching costs relating to system adaptation, data migration and continuity of ongoing compliance matters. Strong customer reputation and accumulation capabilities therefore help reduce customer acquisition costs, improve customer stickiness and support long-term repurchase.
- *Excellent customer service quality and delivery reliability.* Chinese cross-border e-commerce sellers increasingly prioritize the quality and reliability of compliance services, including metrics such as response speed, application success rates, and the breadth of compliance coverage. Leading providers focus on client needs, assisting them in achieving overseas compliance with greater efficiency, more predictable service delivery and at a lower cost compared to smaller competitors. Consequently, top-tier providers generally achieve higher customer stickiness and repurchase rates.
- *Long-term advantages in overseas supply-side resources, connectivity and qualifications.* Some leading compliance service providers have operated in this sector for many years, and have accumulated extensive overseas resources, including local service teams, professional partners, supplier networks, and relevant qualifications in key target markets. They can directly and efficiently interconnect with regional compliance resources, tax authorities, other regulatory bodies and major e-commerce platforms through API integrations, thereby reducing manual intervention, improving data accuracy and traceability, and shortening service delivery cycles. New entrants find it difficult to accumulate sufficient overseas resources, connectivity and qualifications within a short timeframe.

### SOURCE OF THE INDUSTRY INFORMATION

We engaged CIC, an independent market research consultant, to analyze the global and China’s cross-border e-commerce compliance service industries and prepare a report for use in this document at a fee of RMB614,800. CIC prepared the report based on data published by government agencies and non-governmental organizations, as well as its primary and secondary research. CIC utilized various resources for its primary and secondary research. Primary research involved conducting interviews with key industry experts and leading market participants. Secondary research involved analyzing data from multiple publicly available sources.

The forecasts and assumptions provided in the CIC Report are inherently uncertain due to events or combinations of events that cannot be reasonably foreseen, including, but not limited to, actions by governments, consumers, competitors, and other third parties. Specific factors that may cause actual results to differ materially include, among others, the inherent risks of the cross-border e-commerce compliance service market, social and economic factors, supply risks, regulatory risks, environmental issues, labor risks, financing risks, and force majeure or unforeseeable events. Unless otherwise stated, all data and forecasts contained in this section are derived from the CIC Report. After reasonable and careful consideration, our Directors confirm that there has been no material adverse change in the overall market information since the date of the CIC Report which would constitute a material limitation, contradiction, or impact on such information.