

DIRECTORS AND SENIOR MANAGEMENT

DIRECTORS AND SENIOR MANAGEMENT

Our Board currently consists of seven Directors, including two executive Directors, two non-executive Directors and three independent non-executive Directors. The table below sets out certain information in respect of the members of our Board:

Name	Age	Date of joining our Group	Date of appointment as Director	Position	Roles and responsibility	Relationship with other Director(s) and our senior management
Ng Kam Shing (吳錦勝)	43	27 July 2023	12 August 2026	Executive Director, Chairman of our Board and co-chief executive officer of our Group	Responsible for our Group's strategic planning and supervision of implementation of our Group's policies and serving as the chairman of our Nomination Committee	None
Chan Muk Hing (陳木興)	71	18 July 1996	12 August 2026	Executive Director and co-chief executive officer of our Group	Responsible for supervision of implementation of our Group's policies and overall management of our Group	Mr. Chan is the uncle of Mr. Yeung Kwok Chu, Thompson, our senior management
Wong Pui Tak (黃培德)	40	22 April 2025	12 August 2026	Non-executive Director	Responsible for supervising and providing advice on our Group's strategy and business development to our Board	None
Chan Ching Man (陳靜文)	42	17 August 2026	17 August 2026	Non-executive Director	Responsible for supervising and providing advice on our Group's strategy and business development to our Board and serving as a member of our Nomination Committee	None
Ma Ving Lung (馬詠龍)	56	17 August 2026	17 August 2026	Independent non-executive Director	Supervising and providing independent opinion and judgement to our Board and serving as the chairman of our Audit Committee and a member of our Remuneration Committee and Nomination Committee	None
Choy Wong Hoi Peter (蔡王凱)	47	17 August 2026	17 August 2026	Independent non-executive Director	Supervising and providing independent opinion and judgement to our Board and serving as the chairman of our Remuneration Committee and a member of our Nomination Committee and Audit Committee	None
Coe Harvey (許德之)	64	17 August 2026	17 August 2026	Independent non-executive Director	Supervising and providing independent opinion and judgement to our Board and serving as a member of our Remuneration Committee, Nomination Committee and Audit Committee	None

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Executive Directors

Mr. Ng Kam Shing (吳錦勝) (“**Mr. Ng**”), aged 43, is our executive Director, Chairman of our Board, co-chief executive officer of our Group and our Controlling Shareholder. He was appointed as an executive Director on 12 August 2026. He is the chairman of our Nomination Committee. He has also been a director of AHM since 27 July 2023. He is primarily responsible for our Group’s strategic planning and the supervision of the implementation of our Group’s policies.

Mr. Ng obtained a bachelor’s degree in Social Science from The Chinese University of Hong Kong in December 2005 and a master’s degree in Architecture from The Chinese University of Hong Kong in December 2009.

Mr. Ng has approximately 15 years of experience in the architecture industry, with a focus on architectural design, building consultancy and project management. Mr. Ng is the founder, the principal and a director of Architectural Project Unit Limited, a company principally engaged in master planning, architecture, building consultancy, interior design and building information modelling (BIM) consultancy since 2012. In October 2024, he also founded Giant Panda Group Investment Holdings Limited, a company incorporated in the BVI, which (together with its subsidiaries) are principally engaged in the provision of advisory and consultancy services, venue operation, artificial intelligence, cultural and creative producing and organising live performances.

Professional qualifications and memberships held by Mr. Ng

Mr. Ng holds or has held the following, including but not limited to, professional qualifications and memberships:

The Hong Kong Institute of Architects	Member, BIM Pro (HKIA)
Architects Registration Board	Registered Architect
Hong Kong Construction Arbitration Centre	Ordinary Member
Construction Industry Council (CIC)	CIC-Certified BIM Manager

Immediately following completion of the [REDACTED] and the [REDACTED], Mr. Ng will be interested in [REDACTED] Shares, representing [REDACTED]% of the issued share capital of our Company within the meaning of Part XV of the SFO.

Mr. Ng was a director of the following company prior to its dissolution:

Name of company	Place of incorporation	Principal business activities prior to dissolution	Date of dissolution	Means of dissolution	Reason for dissolution
Papaya Food & Beverage Limited	Hong Kong	Food & Beverage	29 May 2020	dissolved by striking off	cessation of business

Mr. Ng confirmed that he has not been involved in any dispute with the above company’s creditors, shareholders and directors in respect of the dissolution, that the above company has been dissolved with no outstanding liability or claim in relation thereto, had no material non-compliances or litigations before its dissolution and was solvent at the time of dissolution, that the dissolution of the company had not resulted in any liability or obligation being imposed against him, that his involvement in the above company was in relation to his appointment as director of the company and that no misconduct or misfeasance on his part had been involved in the dissolution.

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Mr. Chan Muk Hing (陳木興) (“**Mr. Chan**”), aged 71, was appointed as an executive Director on 12 August 2026. Mr. Chan is the founder and co-chief executive officer of our Group and is responsible for the supervision of the implementation of our Group’s policies and overall management of our Group. He has also been a director of AHM since 18 July 1996.

Mr. Chan has over 40 years of experience in the entertainment production industry. He has served as the managing director of our Group since 1997. He is responsible for our Group’s strategic planning, operations, risk management, stakeholder relations, and business development.

Prior to founding our Group, Mr. Chan was employed by Tom Lee Music Co Ltd from 1984 to 1996. He served as a sound engineer from 1984 to 1989, chief sound engineer from 1989 to 1995 and manager from 1995 to 1996. During his tenure at Tom Lee Music Co Ltd, he was responsible for client relationship management, project oversight, implementing departmental strategies, and performance monitoring and reporting.

Immediately following the completion of the [REDACTED] and the [REDACTED], Mr. Chan will be interested in [REDACTED] Shares, representing [REDACTED]% of the issued share capital of our Company within the meaning of Part XV of the SFO.

Non-Executive Directors

Mr. Wong Pui Tak (黃培德) (“**Mr. Wong**”), aged 40, was appointed as a non-executive Director of our Company on 12 August 2026. He is primarily responsible for supervising and providing advice on our Group’s strategy and business development to our Board.

Mr. Wong obtained a bachelor’s degree in Business Administration from The Chinese University of Hong Kong in December 2009.

Mr. Wong has over 16 years of experience in the audit and financial industry. He worked in Deloitte Touche Tohmatsu as an associate in the audit department from October 2009 to September 2011. He was subsequently promoted to senior and served from October 2011 to February 2012. He later transferred to Deloitte & Touche Financial Advisory Services Limited and served his last position as a senior associate in the M&A transaction services department from February 2012 to December 2013. Mr. Wong subsequently worked at SEAVI Advent Ocean Private Equity Limited from July 2015 to March 2017, with his last position being an investment associate. Mr. Wong is currently a managing director – private equity of Kingsway Financial Services Group Limited and has been its licensed representative since October 2017. He is licensed to conduct Type 1 (dealing in securities) and Type 9 (asset management) activities under the SFO.

Ms. Chan Ching Man (陳靜文) (“**Ms. Chan**”), aged 42, was appointed as a non-executive Director on 17 August 2026. She also serves as a member of our Nomination Committee. She is primarily responsible for supervising and providing advice on our Group’s strategy and business development to our Board.

Ms. Chan obtained a bachelor’s degree in Laws from the University of Hong Kong in December 2006 and a Postgraduate Certificate in Laws from the same university in June 2008. She was admitted as a solicitor of the High Court of Hong Kong in December 2010 and obtained the qualification to practise law in the Guangdong-Hong Kong-Macao Greater Bay Area in 2024.

Ms. Chan was employed as an assistant solicitor in Messrs. Lo and Lo from January 2011 to March 2012 and as a consultant solicitor in Messrs. K.M. Tang & Co from May 2012 to January 2016. She established Messrs. Chan Ching Man & Co in 2016 and has been its principal solicitor since then.

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Ms. Chan has 15 years of experience in representing both corporate and individual clients, including advising on commercial matters and handling dispute resolution cases.

Independent non-executive Directors

Mr. Ma Ving Lung (馬詠龍) (“**Mr. Ma**”), aged 56, was appointed as an independent non-executive Director on 17 August 2026. Mr. Ma is the chairman of our Audit Committee and a member of our Nomination Committee and Remuneration Committee. He is primarily responsible for supervising and providing independent opinion and judgement to our Board.

Mr. Ma obtained a bachelor’s degree in administration studies from the York University in November 1995. He has been a certified public accountant and a fellow of the Hong Kong Institute of Certified Public Accountants since October 2000 and July 2017 respectively, a certificate of member of the American Institution of Certified Public Accountants since July 2000, a chartered global management accountant since July 2024 and a chartered tax accountant since January 2024.

Mr. Ma has over 28 years of experience in auditing, accounting and financial reporting. He worked as an audit assistant in Chan & Tang Certified Public Accountants from July 1995 to July 1996. He subsequently worked in PriceWaterHouseCoopers Limited from September 1996 to May 1999, with his last position being senior associate. From June 1999 to February 2000, Mr. Ma was an accountant of Carrier Hong Kong Limited. He was the financial controller of Vitop Bioenergy Holdings Limited from August 2000 to April 2002. From June 2002 to June 2004, he was a company secretary and qualified accountant of Shanxi Changcheng Microlight Equipment Company Limited, listed on the GEM of the Stock Exchange (stock code: 8286). Mr. Ma was employed by Young Wai Ching CPA as an audit senior from July 2004 to August 2007 and as an audit manager from March 2016 to March 2017. From September 2007 to October 2019, Mr. Ma was an accountant of Zhaojin Mining Industry Co Ltd, listed on the Main Board of the Stock Exchange (stock code: 1818), and a deputy general manager, financial controller and company secretary of Sparky International Co Ltd, a wholly-owned subsidiary of Zhaojin Mining Industry Co Ltd. Since January 2020, he has been a sole proprietor of Nelson Ma & Co. CPA.

Mr. Ma was an independent non-executive director of Mint Incorporation Ltd., a company listed on Nasdaq (stock code: MIMI), from August 2024 to June 2025. He also served as an independent non-executive director of JiaChen Holding Group Limited, listed on the Main Board of the Stock Exchange (stock code: 1937), from January 2020 to September 2021, and of Wanda Hotel Development Company Limited (formerly known as Hengli Commercial Properties (Group) Limited, listed on the Main Board of the Stock Exchange (stock code: 169), from November 2007 to July 2013.

Mr. Choy Wong Hoi Peter (蔡王凱) (“**Mr. Choy**”), aged 47, was appointed as an independent non-executive Director on 17 August 2026. Mr. Choy is the chairman of our Remuneration Committee and a member of our Nomination Committee and Audit Committee. He is primarily responsible for supervising and providing independent opinion and judgement to our Board.

He obtained a bachelor’s degree in Business Administration (Accounting) from The Hong Kong University of Science and Technology in November 2000.

Mr. Choy has around 14 years’ experience in the financial industry. He worked in YBN Services Limited from June 2011 to September 2017 with his last position as deputy chief investment officer. He was employed by Sfund International Investment Fund Management Limited from October 2017 to January 2019 with his last position as deputy investment director of investment department. Since July 2019, Mr. Choy has been a responsible officer of YBN Asset Management Limited, a company providing integrated solutions in clearing, execution, custody, financing and risk management. He is responsible for establishing and managing private equity funds, overseeing overall business operations

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and fund management activities, identifying, evaluating and screening investment opportunities, negotiating investment structures and terms with counterparties, and leading major developments of portfolio companies.

Mr. Coe Harvey (許德之) (“**Mr. Coe**”), aged 64, was appointed as an independent non-executive Director on 17 August 2026. He is a member of our Nomination Committee, Remuneration Committee and Audit Committee. He is primarily responsible for supervising and providing independent opinion and judgement to our Board.

Mr. Coe obtained a bachelor’s degree of Science in Applied Arts and Sciences Business Administration (Finance) in 1984, and a master’s degree in Business Administration from the San Diego State University in 1985. He was admitted as a full member of CPA Australia in 2018.

Mr. Coe has over 12 years experience in financial management. From 2014 to 2022, Mr. Coe was employed by Ernst & Young Group Limited as a partner. He has been a Senior Advisor of Ernst & Young Group Limited since September 2025.

Mr. Coe was a director of the following companies prior to their dissolution:

Name of company	Place of incorporation	Principal business activities prior to dissolution	Date of dissolution	Means of dissolution	Reason for dissolution
Ming Yee Music Center Company Limited	Hong Kong	no business activities	4 May 2012	dissolved by striking off	not in operation
Nanbantei Management (China) Company Limited	Hong Kong	no business activities	6 July 2007	dissolved by striking off	not in operation
Hong Kong Teakwood Works (China) Limited	Hong Kong	Trading	23 December 2011	dissolved by striking off	cessation of Business
Ming Yee Music Education Centre Limited	Hong Kong	Music	20 January 2012	dissolved by striking off	cessation of Business
Success Management Limited	Hong Kong	no business activities	27 May 2011	dissolved by striking off	not in operation
Barbara Fei Music and Cultural Education Foundation Limited	Hong Kong	no business activities	12 August 2026	dissolved by striking off	not in operation

Mr. Coe confirmed that he has not been involved in any dispute with the above companies’ creditors, shareholders and directors in respect of the dissolutions, that the above companies have been dissolved with no outstanding liability or claim in relation thereto, had no material non-compliances or litigations before their dissolutions and were solvent at the time of dissolutions, that the dissolutions of the companies had not resulted in any liability or obligation being imposed against him, that his involvements in the above companies were in relation to his appointments as director of the companies and that no misconduct or misfeasance on his part had been involved in the dissolutions.

Save as disclosed above and in the section headed “Substantial Shareholders” in this document, each of our Directors confirms with respect to himself/herself that: (i) he/she has not held any directorships in the last three years in any public companies, the securities of which are listed on any securities market in Hong Kong or overseas; (ii) he/she does not have any relationship with any other Directors, senior management or substantial or controlling shareholders of our Company; (iii) he/she does not have any interests in our Shares within the meaning of Part XV of the SFO; (iv) there is no

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other information that should be disclosed for him/her pursuant to the requirements under Rules 17.50(2)(h) to (v) of the GEM Listing Rules; and (v) there are no other matters that need to be brought to the attention of holders of securities of our Company.

SENIOR MANAGEMENT

The table below sets out certain information in respect of the members of our senior management:

Name	Age	Date of joining our Group	Current position	Roles and responsibility	Relationship with Director(s) and our other members of senior management
Yeung Kwok Chu, Thompson (楊國柱)	54	1 September 2001	General manager	Responsible for business development and project management of our Group	Mr. Yeung is the nephew of Mr. Chan, our executive Director

Mr. Yeung Kwok Chu, Thompson (楊國柱) (“**Mr. Yeung**”), aged 54, was appointed as our general manager and director of AHM in 2016. He obtained a bachelor’s degree in Arts from the City Polytechnic of Hong Kong (now known as the City University of Hong Kong) in December 1994. Mr. Yeung has over 24 years of experience in the entertainment production sector.

Mr. Yeung joined our Group in 2001 and is responsible for identifying and developing business opportunities, formulating and implementing strategic initiatives aligned with our Group’s long-term objectives, and overseeing overall business direction and operations. He also supervises the execution of large-scale entertainment projects to ensure timely delivery, cost efficiency, and adherence to quality standards, and manages relationships with key clients, business partners, and other stakeholders.

Prior to joining our Group, Mr. Yeung was employed by Toppan Forms (HK) Ltd with his final position as a sales supervisor from 1994 to 2001, where he managed key client accounts, led a sales team, and supported business development and performance reporting.

As at the Latest Practicable Date and the three years immediately preceding, each member of our senior management confirms with respect to himself that he has not held any directorship in the last three years in any public companies, the securities of which are listed on any securities market in Hong Kong or overseas.

COMPANY SECRETARY

Ms. Cheng Hoi Lam (鄭凱霖) (“**Ms. Cheng**”) was appointed as our company secretary on 12 August 2026. She currently serves as a senior manager of company secretarial and advisory services Link Corporate Services Limited. She is responsible for providing corporate secretarial and compliance services to listed companies.

Ms. Cheng has over 12 years of experience in the accounting, company secretarial and corporate governance field. Ms. Cheng obtained a bachelor’s degree in accounting from the Hong Kong Shue Yan University in July 2013. Ms. Cheng is a member of the Hong Kong Institute of Certified Public Accountants.

BOARD COMMITTEES

We have established the following three board committees: an Audit Committee, a Remuneration Committee and a Nomination Committee. The committees operate in accordance with their terms of reference established by our Board.

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Audit Committee

We have established an Audit Committee on [date] with written terms of reference in compliance with Rule 5.28 and Rule 11.07(5) of the GEM Listing Rules and code provision D.3.3 of the CG Code as set out in Appendix C1 of the GEM Listing Rules.

Our Audit Committee has three members, namely Mr. Ma Ving Lung, Mr. Coe Harvey and Mr. Choy Wong Hoi Peter, all of whom are our independent non-executive Directors. The chairman of our Audit Committee is Mr. Ma Ving Lung.

The primary responsibilities of our Audit Committee include, among others, (i) providing an independent view on the effectiveness of the financial reporting process, internal control, compliance and risk management systems of our Group; (ii) overseeing the audit process and performing other duties and responsibilities as assigned by our Board; (iii) developing and reviewing our policies and practices on corporate governance, compliance with legal and regulatory requirements and requirements under the GEM Listing Rules; and (iv) developing, reviewing and monitoring the code of conduct applicable to our employees and Directors.

Remuneration Committee

We have established a Remuneration Committee on [date] with written terms of reference in compliance with Rule 5.34 of the GEM Listing Rules and code provision E.1.2 of the CG Code as set out in Appendix C1 of the GEM Listing Rules.

Our Remuneration Committee has three members, namely Mr. Choy Wong Hoi Peter, Mr. Ma Ving Lung and Mr. Coe Harvey, all of whom are our independent non-executive Directors. The chairman of our Remuneration Committee is Mr. Choy Wong Hoi Peter.

The primary responsibilities of our Remuneration Committee include, among others, (i) making recommendations to our Board on our policy and structure for all remuneration of Directors and senior management and on the establishment of a formal and transparent procedure for developing policies on such remuneration; (ii) reviewing and approving the management’s remuneration proposals with reference to our Board’s corporate goals and objectives; and (iii) making recommendations to our Board on the remuneration packages of Directors and senior management.

Nomination Committee

We established a Nomination Committee on [date] with written terms of reference in compliance with Rule 5.36A of the GEM Listing Rules and code provision B.3.1 of the CG Code as set out in Appendix C1 of the GEM Listing Rules.

Our Nomination Committee has five members, namely Mr. Ng Kam Shing, Ms. Chan Ching Man, Mr. Coe Harvey, Mr. Ma Ving Lung and Mr. Choy Wong Hoi Peter. The chairman of our Nomination Committee is Mr. Ng Kam Shing.

The primary responsibility of our Nomination Committee include, among others, (i) reviewing the structure, size and composition of our Board on a regular basis; (ii) identifying individuals suitably qualified to become Board members; (iii) assessing the independence of independent non-executive Directors; and (iv) making recommendations to our Board on relevant matters relating to the appointment or re-appointment of Directors.

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Corporate governance functions

The terms of reference of our Board include, among others, (i) developing and reviewing our Company’s policies and practices on corporate governance and making recommendations to our Board; (ii) reviewing and monitoring the training and continuous professional development of Directors and senior management; (iii) reviewing and monitoring our Company’s policies and practices on compliance with legal and regulatory requirements; (iv) developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to employees and Directors; and (v) reviewing our Company’s compliance with the Corporate Governance Code set out in Appendix C1 to the GEM Listing Rules and disclosure in the corporate governance report and compliance with the Corporate Governance Code set out in Appendix C1 to the GEM Listing Rules.

BOARD DIVERSITY POLICY

Our Company has adopted a board diversity policy (the “**Board Diversity Policy**”), which sets out its approach to achieve and maintain diversity on our Board in order to enhance the effectiveness of our Board. Our Company recognises and embraces the benefits of the Board diversity to enhance the quality of its performance and endeavours to ensure that our Board has appropriate balance and level of skills, experience and perspectives required to support the execution of its business strategies. Our Company seeks to achieve Board diversity by selection of candidates for our Board through the consideration of a number of factors, including but not limited to gender, age, cultural and education background, professional experience, skills, knowledge and length of service. Our Company has also taken, and will continue to take, into consideration factors based on its own business model and specific needs from time to time in determining the optimum composition of our Board. All Board appointments will continue to be based on meritocracy having due regard for the benefits of diversity on our Board. The ultimate decision will continue to be based on merit and contribution that the selected candidates will bring to our Board.

Our Directors, including our independent non-executive Directors, have a balanced mix of knowledge and experience in the areas of design and engineering, accounting, legal and finance. None of the Directors are related to one another. Furthermore, the ages of our Directors range from 40 years old to 71 years old.

Our Board comprises of seven members, including one female Director. We will review the objectives of the Board Diversity Policy from time to time to ensure their appropriateness and ascertain the progress made towards achieving those objectives. After [REDACTED], we will continue to take steps to maintain such gender ratio at our Board going forward. In particular, we will actively identify female individuals suitably qualified to become our Board members. We target to achieve a board composition comprising at least 10% female Directors as part of our ongoing commitment to fostering diversity and balanced representation. With a view to developing a pipeline of potential successors to our Board that can maintain our gender diversity, our Group will (i) make appointments based on merits with reference to board diversity as a whole; (ii) take steps to promote gender diversity at all levels of our Group by recruiting staff of different gender; and (iii) consider the possibility of nominating female management members who have the necessary skills and experience to our Board. Taking into account our existing business model and specific needs as well as the different background of our Directors, the composition of our Board satisfies the Board Diversity Policy. After [REDACTED], the Nomination Committee will review the Board Diversity Policy and monitor its implementation and assess our Board composition regularly. The Nomination Committee will report annually to shareholders in the corporate governance section of the annual report of the Company on the process adopted in relation to our Board appointments and the consideration given to the diversity on our Board.

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COMPLIANCE ADVISER

Our Company has appointed [Kingsway Capital Limited] as our compliance adviser pursuant to Rule 6A.19 of the GEM Listing Rules. According to Rule 6A.23 of the GEM Listing Rules, the compliance adviser will advise our Company in the following circumstances:

- (i) before the publication of any regulatory announcement, circular or financial report;
- (ii) where a transaction, which might be a notifiable or connected transaction, is contemplated including share issues and share repurchases;
- (iii) where our Company proposes to use the proceeds of the [REDACTED] in a manner different from that detailed in this document or where its business activities, developments or results deviate from any forecast, estimate, or other information in this document; and
- (iv) where the Stock Exchange makes an inquiry regarding unusual movements in the price or trading volume of our Shares.

The term of the appointment shall commence on the [REDACTED] and end on the date when our Company distributes its annual report in relation to its financial results for the first full financial year commencing after the [REDACTED] and such appointment may be subject to extension by mutual agreement.

COMPENSATION OF DIRECTORS AND SENIOR MANAGEMENT

The aggregate amount of remuneration paid by us to our Directors, including salaries, allowances and contributions to retirement benefit scheme, was approximately HK\$1.4 million, HK\$1.4 million and HK\$0.6 million for each of the two years ended 31 December 2024 and 2025 and the five months ended 31 May 2026, respectively.

The aggregate amount of emoluments payable to the five highest paid individuals (including the Directors), including salaries, allowances and contributions to retirement benefit scheme, during each of the two years ended 31 December 2025 and the five months ended 31 May 2026 was approximately HK\$4.6 million, HK\$5.1 million and HK\$2.1 million, respectively.

We have not paid any remuneration to our Directors or the five highest paid individuals as an inducement to join or upon joining us or as a compensation for loss of office during the Track Record Period. None of our Directors has waived any remuneration during the same period.

Under the arrangements currently in force, we estimate that we will pay an aggregate amount of approximately HK\$1.5 million to our Directors as remuneration including benefits in kind payable in respect of the year ending 31 December 2026 (excluding any discretionary bonuses).