

Hong Kong Exchanges and Clearing Limited and The Stock Exchange of Hong Kong Limited take no responsibility for the contents of this announcement, make no representation as to its accuracy or completeness and expressly disclaim any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this announcement.



ALLAN INTERNATIONAL HOLDINGS LIMITED

(Incorporated in Bermuda with limited liability)

(Stock Code: 684)

INTERIM RESULTS 2025/2026

RESULTS

The board of directors of Allan International Holdings Limited (the “**Company**”) announces the unaudited condensed consolidated results of the Company and its subsidiaries (the “**Group**”) for the six months ended 30 September 2025 together with the comparative figures for the six months ended 30 September 2024, as follows:

CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2025

		Six months ended 30 September	
	NOTES	2025 HK\$'000 (Unaudited)	2024 HK\$'000 (Unaudited)
Revenue	3	317,605	276,058
Cost of sales		(281,342)	(255,984)
Gross profit		36,263	20,074
Other income	4	14,051	19,238
Other gains and losses		(853)	(5,331)
Selling and distribution expenses		(9,122)	(7,856)
Administrative expenses		(37,681)	(37,001)
Loss on fair value changes of investment properties		(19,117)	(17,586)
(Impairment loss) reversal of impairment loss under expected credit loss model, net		(544)	136
Finance costs		(58)	(236)
Loss before tax		(17,061)	(28,562)
Income tax expense	5	(1,431)	(929)
Loss for the period	6	(18,492)	(29,491)

		Six months ended	
		30 September	
		2025	2024
<i>NOTE</i>		<i>HK\$'000</i>	<i>HK\$'000</i>
		(Unaudited)	(Unaudited)
Other comprehensive income:			
Items that may be reclassified subsequently to profit or loss:			
Exchange differences arising on translation of foreign operations		4,227	8,998
Net fair value gain on debt instruments at fair value through other comprehensive income		<u>–</u>	<u>33</u>
Other comprehensive income for the period		<u>4,227</u>	<u>9,031</u>
Total comprehensive expense for the period		<u>(14,265)</u>	<u>(20,460)</u>
Loss per share	6		
Basic		<u>HK(5.55) cents</u>	<u>HK(8.85) cents</u>

CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AT 30 SEPTEMBER 2025

		30 September 2025	31 March 2025
	<i>NOTES</i>	<i>HK\$'000</i> (Unaudited)	<i>HK\$'000</i> (Audited)
Non-current assets			
Investment properties	8	367,118	382,789
Property, plant and equipment	9	3,267	3,603
Right-of-use assets		3,307	3,398
Club debentures		10,343	10,343
Deferred tax assets		631	631
		384,666	400,764
Current assets			
Inventories		51,065	41,732
Trade receivables	10	190,014	91,079
Other receivables		24,146	27,051
Mould deposits paid		3,161	3,307
Tax recoverable		186	284
Short-term deposits		183,731	225,897
Bank balances and cash		122,691	147,493
		574,994	536,843
Current liabilities			
Trade payables	11	91,600	55,975
Other payables and accruals		76,243	74,804
Mould deposits received		23,723	22,591
Tax liabilities		33,098	32,671
Secured bank loan		2,979	5,124
		227,643	191,165
Net current assets		347,351	345,678
Total assets less current liabilities		732,017	746,442

		30 September 2025	31 March 2025
	<i>NOTE</i>	HK\$'000	HK\$'000
		(Unaudited)	(Audited)
Non-current liabilities			
Deferred tax liabilities		28,686	28,695
Secured bank loan		<u>–</u>	<u>417</u>
		28,686	29,112
Net assets		703,331	717,330
Capital and reserves			
Share capital	12	33,305	33,305
Reserves		<u>670,026</u>	<u>684,025</u>
		703,331	717,330

NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

FOR THE SIX MONTHS ENDED 30 SEPTEMBER 2025

1. BASIS OF PREPARATION

The condensed consolidated financial statements have been prepared in accordance with Hong Kong Accounting Standard 34 (“**HKAS 34**”) “Interim Financial Reporting” issued by the Hong Kong Institute of Certified Public Accountants (the “**HKICPA**”) as well as with the applicable disclosure requirements of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

2. ACCOUNTING POLICIES

The condensed consolidated financial statements have been prepared on the historical cost basis, except for certain investment properties and financial instruments, which are measured at fair values, as appropriate.

Other than additional/change in accounting policies resulting from application of amendments to HKFRS Accounting Standards, the accounting policies and methods of computation used in the condensed consolidated financial statements for the six months ended 30 September 2025 are the same as those presented in the Group’s annual consolidated financial statements for the year ended 31 March 2025.

Application of amendments to HKFRS Accounting Standards

In the current interim period, the Group has applied the following amendments to HKFRS Accounting Standards issued by the HKICPA, for the first time, which are mandatorily effective for the Group’s annual period beginning on 1 April 2025 for the preparation of the Group’s condensed consolidated financial statements:

Amendments to HKAS 21

Lack of Exchangeability

The application of the amendments to a HKFRS Accounting Standard in the current interim period has had no material impact on the Group’s financial positions and performance for the current and prior periods and/or on the disclosures set out in these condensed consolidated financial statements.

3. REVENUE AND SEGMENT INFORMATION

The principal activities of the Group are manufacturing and trading of household electrical appliance. Revenue of the Group is sales of household electrical appliance.

As at 30 September 2025, all received purchase orders are expected to be completed within 1 year.

Information reported to the Company's executive directors, the chief operating decision maker ("CODM"), for the purposes of resource allocation and assessment of segment performance focuses on geographical regions.

The Group is currently organised into four operating divisions - Europe sales, America sales, Asia sales and other regions sales. The information reported to the Group's CODM for the purposes of resource allocation and assessment of performance is based on these operating divisions. During the six months ended 30 September 2025, the Group had no material change in segment assets and segment liabilities.

The following is an analysis of the Group's revenue and results by reportable and operating segments.

Six months ended 30 September 2025

	Europe HK\$'000 (Unaudited)	America HK\$'000 (Unaudited)	Asia HK\$'000 (Unaudited)	Other regions HK\$'000 (Unaudited)	Consolidated HK\$'000 (Unaudited)
Segment revenue (<i>Note a</i>)	<u>49,516</u>	<u>217,894</u>	<u>42,556</u>	<u>7,639</u>	<u>317,605</u>
Segment loss	<u>(615)</u>	<u>(2,706)</u>	<u>(528)</u>	<u>(95)</u>	<u>(3,944)</u>
Other gains and losses (except net foreign exchange loss)					33
Depreciation					(951)
Loss on fair value changes of investment properties					(19,117)
Impairment loss under ECL model, net					(544)
Finance costs					(58)
Unallocated income and expenses, net (<i>Note b</i>)					<u>7,520</u>
Loss before tax					<u>(17,061)</u>

Six months ended 30 September 2024

	Europe HK\$'000 (Unaudited)	America HK\$'000 (Unaudited)	Asia HK\$'000 (Unaudited)	Other regions HK\$'000 (Unaudited)	Consolidated HK\$'000 (Unaudited)
Segment revenue (<i>Note a</i>)	<u>45,299</u>	<u>172,233</u>	<u>47,078</u>	<u>11,448</u>	<u>276,058</u>
Segment loss	<u>(3,684)</u>	<u>(14,009)</u>	<u>(3,829)</u>	<u>(931)</u>	<u>(22,453)</u>
Other gains and losses (except net foreign exchange loss)					121
Depreciation					(927)
Loss on fair value changes of investment properties					(17,586)
Reversal of impairment loss under ECL model, net					136
Finance costs					(236)
Unallocated income and expenses, net (<i>Note b</i>)					<u>12,383</u>
Loss before tax					<u>(28,562)</u>

Notes:

- (a) The allocation of segment revenue is determined based on destinations of shipment of products.
- (b) Unallocated income and expenses, net, mainly represented certain other income, central administration costs and directors' salaries.

Segment loss represents the loss from each segment without allocation of certain other income, central administration costs and directors' salaries, other gains and losses (except net foreign exchange difference), depreciation, loss on fair value changes of investment properties, (impairment loss) reversal of impairment loss under ECL model, net and finance costs. This is the measure reported to the Group's CODM for the purposes of resource allocation and performance assessment. Revenue reported above represents revenue generated from external customers. There were no inter-segment sales in both periods.

4. OTHER INCOME

	Six months ended 30 September	
	2025	2024
	<i>HK\$'000</i>	<i>HK\$'000</i>
	(Unaudited)	(Unaudited)
Rental income	7,261	8,227
Interest income	3,828	7,788
Building management fee income	2,809	3,089
Others	153	134
	<u>14,051</u>	<u>19,238</u>

5. INCOME TAX EXPENSE

	Six months ended 30 September	
	2025	2024
	<i>HK\$'000</i>	<i>HK\$'000</i>
	(Unaudited)	(Unaudited)
Current tax:		
Hong Kong	–	(6)
People's Republic of China ("PRC") Enterprise Income Tax	<u>1,788</u>	<u>1,521</u>
	<u>1,788</u>	<u>1,515</u>
Deferred taxation	<u>(357)</u>	<u>(586)</u>
	<u>1,431</u>	<u>929</u>

6. LOSS PER SHARE

The calculation of the basic loss per share attributable to the owners of the Company is based on the following data:

	Six months ended 30 September	
	2025	2024
	<i>HK\$'000</i>	<i>HK\$'000</i>
	(Unaudited)	(Unaudited)
Loss for the purpose of basic loss per share:		
– Loss for the period attributable to owners of the Company	<u>(18,492)</u>	<u>(29,491)</u>
	Six months ended 30 September	
	2025	2024
	<i>Number of shares '000</i>	<i>Number of shares '000</i>
	(Unaudited)	(Unaudited)
Weighted average number of ordinary shares for the purpose of basic loss per share	<u>333,055</u>	<u>333,055</u>

No diluted loss per share has been presented for both periods as there were no potential ordinary shares in issue.

7. DIVIDENDS

	Six months ended 30 September	
	2025	2024
	<i>HK\$'000</i>	<i>HK\$'000</i>
	(Unaudited)	(Unaudited)
Dividends recognised as distribution during the period:		
Final dividend		
2025: nil cents (2024: HK2 cents) per ordinary share	–	6,661
Special dividend		
2025: nil cents (2024: HK13 cents) per ordinary share	<u>–</u>	<u>43,297</u>

Subsequent to 30 September 2025, the board of directors has declared that there is no interim dividend (2024: HK2 cents per share and amounting to HK\$6,661,000).

8. INVESTMENT PROPERTIES

The Group's investment properties as at the end of the current interim period were fair valued by RHL Appraisal Ltd., a firm of independent qualified professional surveyor not connected to the Group. The fair value of investment properties located in Hong Kong was determined based on the direct comparison method by reference to market evidence of transaction prices for properties in the similar locations and conditions, and the fair value of investment properties located in the PRC was determined based on term and reversion analysis of investment method by capitalising rental income and the potential reversionary rental income at market level and adjusted to vacancy rate. The resulting decrease in fair value of investment properties of HK\$19,117,000 (six months ended 30 September 2024: HK\$17,586,000) has been recognised directly in profit or loss for the six months ended 30 September 2025.

9. PROPERTY, PLANT AND EQUIPMENT

During the current interim period, the Group's additions on property, plant and equipment were approximately HK\$394,000 (six months ended 30 September 2024: HK\$1,471,000). The additions mainly comprised HK\$390,000 on motor vehicles (six months ended 30 September 2024: HK\$1,471,000 on motor vehicles). No material disposal of property, plant and equipment was made during both periods.

At 30 September 2025 and 31 March 2025, the Group has no material capital commitments.

10. TRADE RECEIVABLES

	30 September 2025 HK\$'000 (Unaudited)	31 March 2025 HK\$'000 (Audited)
Trade receivables		
– sales of goods	191,148	91,669
Less: Allowance for credit loss	(1,134)	(590)
	<u>190,014</u>	<u>91,079</u>

The Group allows credit period ranging from 30 to 180 days to its trade customers. The following is an analysis of trade receivables by age, presented based on the invoice date, which approximated the revenue recognition date:

	30 September 2025 HK\$'000 (Unaudited)	31 March 2025 HK\$'000 (Audited)
0 – 90 days	140,489	56,129
91 – 120 days	29,420	9,634
> 120 days	20,105	25,316
	<u>190,014</u>	<u>91,079</u>

11. TRADE PAYABLES

The following is an analysis of trade payables by age, presented based on the invoice date:

	30 September 2025 HK\$'000 (Unaudited)	31 March 2025 HK\$'000 (Audited)
0 – 90 days	84,796	55,132
91 – 120 days	5,848	360
> 120 days	956	483
	<u>91,600</u>	<u>55,975</u>

12. SHARE CAPITAL

	Number of shares	Amount HK\$'000
Ordinary shares of HK\$0.10 each		
Authorised:		
At 1 April 2024, 30 September 2024, 1 April 2025 and 30 September 2025	<u>600,000,000</u>	<u>60,000</u>
Issued and fully paid:		
At 1 April 2024, 30 September 2024, 1 April 2025 and 30 September 2025	<u>333,054,520</u>	<u>33,305</u>

MANAGEMENT DISCUSSION AND ANALYSIS

For the six months ended 30 September 2025, the Group's sales turnover increased by 15% to HK\$317.6 million (2024: HK\$276.1 million) and the consolidated net loss was HK\$18.5 million (2024: HK\$29.5 million). Basic loss per share of the Group for the period ended 30 September 2025 was HK5.55 cents (2024: HK8.85 cents). The Board has resolved not to declare any interim dividend (2024: HK2 cents) for the six months ended 30 September 2025.

BUSINESS REVIEW

The Group is engaged in design, manufacturing and trading of a wide range of household electrical appliances.

For the six months ended 30 September 2025, we continued to face challenging global business environment against the backdrop of intensifying geopolitical situations, surging protectionism, China/US tension, volatility and uncertainties driven by the changes in the US import tariffs.

The ongoing China/US tension has intensified. From 2 April 2025 onwards, we have witnessed an unprecedented rollercoaster ride of the tariffs imposed on China imports into the US. On 2 April 2025, US President Trump announces a 34% reciprocal tariff on China which would be effective on 9 April 2025. Together with the 20% Fentanyl tariff, that means total tariffs would be 54%. After several rounds of retaliations from both the US and China, the reciprocal tariff on China peaked to 125%, making the total tariffs 145% on 9 April 2025. On 12 May 2025, after diplomatic talks at Geneva, China and the US agreed to reduce reciprocal tariffs to 10% for 90 days, with the US fentanyl tariff of 20% remaining, bringing the effective tariffs to 30%. If no deal is reached after 90 days, the reciprocal tariff will revert to 34%. Subsequently, senior Chinese and US officials held a meeting in London on 9 and 10 June 2025. The two sides have agreed on a framework agreement to uphold the terms of the Geneva trade deal reached in May 2025. The high tariff imposed have a significant impact on our sales to the US. Although the tariff is not borne by us as our trading terms with our customers are FOB basis, the tariff borne by our customer would no doubt significantly drive up the pricing to end consumers. To alleviate this impact, we have been working closely together with our customers on sub-contracting arrangements in Malaysia on manufacturing some of our products to the US.

Sales turnover increased by 15% to HK\$317.6 million. Sales turnover to Europe increased by 9.3% to HK\$49.5 million representing 15.6% of the Group's sales turnover. Sales turnover to America increased by 26.5% to HK\$217.9 million representing 68.6% of the Group's sales turnover. Sales turnover to Asia decreased by 9.6% to HK\$42.6 million representing 13.4% of the Group's sales turnover. Sales turnover to other markets decreased by 33.3% to HK\$7.6 million representing 2.4% of the Group's sales turnover.

Gross profit for the six months ended 30 September 2025 increased by 80.6% to HK\$36.3 million. Gross profit margin increased from 7.3% to 11.4%. The improvement in gross profit margin was mainly due to lower cost of materials and more favourable sales mix. We continued to apply stringent control on all costs as well as streamline and optimize the manufacturing processes to enhance production efficiency and reduce labour costs.

Other income primarily comprises rental and building management fee income and interest income. The decrease of HK\$5.2 million in the period under review was mainly due to decrease in interest income and reduction in rental and building management income.

The Group continued to apply strict control and measures on all overhead costs and expenses. Selling and distribution expenses increased by 16.1% to HK\$9.1 million. As a percentage to sales turnover, selling and distribution expenses increased from 2.8% to 2.9% compared to corresponding period last year. Administrative expenses increased by 1.8% to HK\$37.7 million. As a percentage to sales turnover, administrative expenses decreased from 13.4% to 11.9% compared to corresponding period last year.

At 30 September 2025, the investment property located in Wanchai, Hong Kong was revaluated at HK\$181.6 million (31 March 2025: HK\$198.0 million) resulting in a decrease in fair value of HK\$16.4 million for the period. The investment property located in the PRC at Hui Nam Hi-Tech Industrial Park was revaluated at RMB170,200,000 (HK\$185,518,000) (31 March 2025: RMB172,700,000 (HK\$184,789,000) resulting in a decrease in fair value of HK\$2,717,000 and a translation gain of HK\$3,446,000 for the period.

Net loss for the six months ended 30 September 2025 was HK\$18.5 million (2024: HK\$29.5 million). Net loss margin improved from -10.7% to -5.8% compared to last year.

BUSINESS OUTLOOK

Going forward, we expect to see ongoing uncertainties in global economy. Geopolitical tension, surging protectionism, China/US tensions and disruption caused by changes in US international trade policy and tariffs would inevitably affect demand and supply chain strategies and policies. The impact of high US tariffs on imports on consumers is still unfolding and not yet fully reflected.

On 30 October 2025, following a meeting between President Donald Trump and President Xi Jinping in Busan, South Korea, the US agreed to reduce the fentanyl tariff to 10% effective from 10 November 2025 and the 10% reciprocal tariff rate extended for one year until 10 November 2026. As such, the effective tariff will be 20% in total. We will closely monitor the US tariffs exposure and work closely with our customers on sub-contracting arrangements in Malaysia. We anticipate these tariffs may be altered and renegotiated amidst ongoing China/US tensions.

Through continuous improvement, streamlining and consolidation across all aspects of operations, prudent supply chain management and stringent cost control measures, we will strive to further improve in cost reduction and efficiency. We will stay vigilant and versatile in our manufacturing capacity and resources planning in response to fluctuations in market demand. We will continue to seek to diversify our supply chain. We will also work closely with our customers and other Asian manufacturers and subcontractors on manufacturing some of our products. We will proactively seek growth opportunities through new customers and new product categories as well as the mainland China market and online sales channels. We will also look for business opportunities to create higher value for our shareholders.

With our prudent and pragmatic business approach, financial strength and commitment to excel, we will strive on and tread cautiously to ride through the current and coming difficulties and challenges.

LIQUIDITY AND FINANCIAL RESOURCES

As at 30 September 2025, the Group had total assets of HK\$959.6 million (31 March 2025: HK\$937.6 million) which was financed by current liabilities of HK\$227.6 million (31 March 2025: HK\$191.2 million), long-term liabilities and taxation of HK\$28.7 million (31 March 2025: HK\$29.1 million) and shareholders' equity of HK\$703.3 million (31 March 2025: HK\$717.3 million).

The Group continued to maintain a strong balance sheet and a healthy liquidity position. As at 30 September 2025, the Group held HK\$306.4 million (31 March 2025: HK\$373.4 million) in cash and bank deposits. They were mainly placed in Renminbi, HK dollar and US dollar short term deposits, except for temporary balances held in other currencies as required pending specific payments. For the six months ended 30 September 2025, the Group generated net cash outflow from operating activities of HK\$70.0 million (2024: HK\$36.8 million). As at 30 September 2025, total borrowings were HK\$3.0 million (31 March 2025: HK\$5.5 million) and the gearing ratio (ratio of total borrowings to shareholders' equity) was 0.4% (31 March 2025: 0.8%).

We continue to apply stringent control over the working capital cycle. The inventory balance as at 30 September 2025 was HK\$51.1 million (31 March 2025: HK\$41.7 million). As compared with the corresponding period last year, inventory balance increased by HK\$4.4 million and inventory turnover maintained at 30 days. The trade receivables balance as at 30 September 2025 was HK\$190.0 million (31 March 2025: HK\$91.1 million). As compared with the corresponding period last year, trade receivables increased by HK\$44.4 million and trade receivables turnover increased from 96 days to 109 days. The trade payables balance as at 30 September 2025 was HK\$91.6 million (31 March 2025: HK\$56.0 million). As compared with the corresponding period last year, trade payables decreased by HK\$1.4 million and trade payables turnover decreased from 61 days to 53 days.

Funding for day-to-day operational working capital and capital expenditures are to be serviced by internal cash flow and available banking facilities. For the period ended 30 September 2025, the Group spent approximately HK\$394,000, mostly on addition of a motor vehicle for replacement purpose. There had been no other significant investment in plant and machinery, moulds and tools, equipment, computer systems and other tangible assets for expansion and upgrade to our manufacturing facilities. With a healthy financial position and available banking facilities, the Group is able to provide sufficient financial resources for our current commitments, working capital requirements, further expansions of the Group's business operations and future investment opportunities, as and when required.

The majority of the Group's assets and liabilities and business transactions were denominated in Hong Kong dollars, US dollars, Renminbis. Currently the Group does not implement hedging activity to hedge against foreign currency exposure. However, we will closely monitor foreign currency exposure and consider hedging significant foreign currency exposure should the need arise.

CONTINGENT LIABILITIES

As at 30 September 2025, the Group did not have any significant contingent liabilities.

EMPLOYEE AND REMUNERATION POLICIES

As at 30 September 2025, the Group employed approximately 1,580 employees (2024: 1,550). The majority of our employees work in the PRC. The Group remunerated our employees based on their performance, experiences and prevailing market rates while performance bonuses are granted on a discretionary basis.

PURCHASE, SALE OR REDEMPTION OF SHARES

During the six months ended 30 September 2025, there was no purchase, sale or redemption of the shares by the Company or any of its subsidiaries.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

In the opinion of the Board, the Company had complied with the code provisions of the Corporate Governance Code (the “**CG Code**”) contained in Appendix C1 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Listing Rules**”) during the period ended 30 September 2025.

COMPLIANCE WITH THE MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS OF LISTED ISSUERS

The Company has adopted the “Model Code for Securities Transactions by Directors of Listed Issuers” as set out in Appendix C3 to the Listing Rules as its own code for dealing in securities of the Company by the directors (the “**Model Code**”). Having made specific enquiry to all directors, the Company confirmed that all directors have complied with the required standard as set out in the Model Code during the period ended 30 September 2025.

REVIEW OF UNAUDITED CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

The Audit Committee of the Company has reviewed and discussed with the management of the Company on the unaudited condensed consolidated interim results of the Group for the Reporting Period including the report of the Company and the accounting principles and practices adopted by the Group and is of the view that the financial information and report have been prepared in compliance with the applicable accounting standards, the Listing Rules and other applicable legal requirements, and that adequate disclosure has been made. During the Reporting Period, the Audit Committee comprises three independent non-executive directors, namely, Ms. Choy Wai Shuen, Susan, Mr. Lai Ah Ming, Leon, and Mr. Lo Chor Cheong, Colin.

PUBLICATION OF FINANCIAL INFORMATION

This results announcement is published on the website of The Stock Exchange of Hong Kong Limited at <http://www.hkexnews.hk> (the “**HKEx website**”) and the Company’s website at <http://www.allan.com.hk>.

The Company’s interim report containing all information required by the Listing Rules will also be available for viewing on the HKEx website and the Company’s website, and dispatched to shareholders in due course.

APPRECIATION

On behalf of the Board, I would like to take this opportunity to express our sincere appreciation to our employees, shareholders and business associates for their continual contribution and support.

By Order of the Board
Allan International Holdings Limited
Cheung Lai Chun, Maggie
Chairman

Hong Kong, 27 November 2025

As at the date of this announcement, the Executive Directors are Ms. Cheung Lai Chun, Maggie (Chairman), Mr. Cheung Shu Wan (Managing Director), Ms. Cheung Lai See, Sophie and Dr. Cheung Shu Sang, William. The Independent Non-Executive Directors are Ms. Choy Wai Sheun, Susan, Mr. Lai Ah Ming, Leon and Mr. Lo Chor Cheong, Colin.