



## BUSINESS REVIEW

2004 was a challenging yet fruitful year for Alco. The Group led the market in launching high-value consumer digital products, which generated substantial amount of orders. The Group continued to invest in sophisticated production facilities to ensure our products meet customers' ever-growing expectation for product performance and quality.

During the year, the Group continued to face different challenges. Margin pressure was partly due to keen market competition and partly due to higher prices of raw materials and other components, particularly plastic resin and memory integrated circuits. Nevertheless, by focusing on producing more high-end digital products for OEM and private label customers, adopting prudent cost control measures and boosting economies of scale, we were able to mitigate the pressure and maintained gross profit margin at about 8.7%.

### Audio-visual products

For the year ended 31st March 2005, audio-visual products continued to be the major revenue contributor of the Group. The market responded well to our high-value products such as portable DVD players with built-in TFT-LCD screens, translating into significant income for us during the year. To widen our product portfolio, we also diversified our product range further to cover home-use TFT-LCD TV and DVD recorder products. Other new models have also been added and will be added throughout calendar year 2005, especially to the solid-state memory based digital audio player and hard-disk based digital audio player categories. Though under severe price pressure, our traditional audio products, such as 20-CD home audio systems, micro audio systems and personal CD players, continued to generate stable order and income for the Group.

### Production facilities

Even though we have not expanded our production plants physically, we have continued to upgrade and expand our manufacturing facilities to meet increasing customer demands for our high-value digital products. More "clean zone" facilities, lead-free soldering equipment and advanced Surface Mount Technology ("SMT") facilities were added during the year. To support our consistently expanding digital AV product range, we plan to further expand all these advanced production facilities in 2006. In order to further alleviate our demand for and reliance on labour, we also stepped up automation of our many production processes including the use of robotic arms in the plastic moulding operation and the installation of automatic-spraying facilities.

Continuous investment is critical to ensure that we have the production capacity, ability and flexibility to produce our world-class product range that can cater to the ever-changing needs of our customers and consumers.

### Markets and customers

Part of Alco's success rests on our direct and long-term relationship with mass retail chain stores in North America and Europe. These strong ties allow us to very effectively and quickly ascertain the viability of new products and concepts, and shorten the lead time for us to deliver existing and new models to retail customers.

As for our OEM business, in addition to the existing largely AV-products customer base, we have been manufacturing products for and are bidding on projects related to other product sectors, such as office automation, industrial security systems, and the like. All these activities are part of our efforts to enlarge our customer base for non-AV OEM business.

### LIQUIDITY AND FINANCIAL RESOURCES

The cash position of the Group remained very strong. As at 31st March 2005, our cash on hand and deposits totaled at HK\$858 million. After deducting the interest bearing debts of HK\$207 million, we had net surplus cash of HK\$651 million, as compared with last year's HK\$319 million. The increase in net surplus cash was from profit generated from operations and the lower capital expenditure incurred during the year.

At the continuous effort of the Group to control its working capital, despite the increase in turnover, the inventory level as at 31st March 2005 decreased from HK\$597 million to HK\$550 million and the average inventory turnover dropped from 68 days to 63 days. The average trade receivables turnover also decreased from 48 days to 40 days.

We finance our operations by drawing from a combination of resources including retained profits, trust receipt banking facilities and committed long term bank loan. As at 31st March 2005, the Group had been granted banking facilities of HK\$1,924 million, of which HK\$207 million were used. Among the used facilities, HK\$167 million are repayable within one year and the remaining HK\$40 million are repayable within five years.

To meet the working capital requirements of manufacturing high-value products, especially larger screen TFT-LCD related items, we arranged a 3-year syndicated term loan of HK\$350 million as standby facilities. The securing of the loan not only enhanced the Group's financial position, but also demonstrated our bankers' strong confidence in Alco. No drawing had been made on the loan as at 31st March 2005.

Capital expenditure on fixed assets spent during the year was HK\$90 million (2004: HK\$82 million), mainly on enhancing our various advanced production facilities. At 31st March 2005, we had capital commitments contracted but not provided for in respect of moulds, plant and machinery amounting to HK\$7 million (2004: HK\$2 million).

Our foreign exchange exposure is well managed and as nearly all of our sales, purchases and borrowings are denominated in US dollar and HK dollar, we have natural hedges against currency risks and it is our policy not to engage in speculative activities.

As at 31st March 2005, shareholders' funds amounted to HK\$1,278 million, representing an increase of 16% as compared

with HK\$1,101 million last year. The increased amount mainly constituted profit for the year and the proceeds of HK\$24 million from the issue of new shares through the exercise of warrants. As at 31st March 2005, outstanding warrants numbered at 5,185,951.

As at 31st March 2005, we had approximately 14,000 employees in Hong Kong and the PRC. Remuneration packages are generally structured by reference to market terms and individual qualifications. Salaries and wages are normally reviewed on an annual basis based on performance appraisals and other relevant factors. We also provide other benefits including medical insurance, provident fund and education subsidies to all eligible staff.

### PROSPECTS

Aiming to grow our shares in major markets such as North America and Europe, we are gearing up to expand our product portfolio by developing more high-end and high-value products. Such product advancements are necessary to sustain growth of the Group, as traditional low-end products will eventually be all phased out. This has been the business strategy of the Group for the past few years and we plan to continue to do so consistently and prudently.

During the year, we saw various challenges that affected the entire industry. Factors such as oil prices hike making raw materials such as plastic resin more expensive, labour shortage and power shortage in Mainland China, and the tight supply of certain key components all contributed to the increase in the costs of manufacturing for the industry. The Group alleviated the impact of some of these problems by stepping up automation to lower our reliance on direct labour and beefing up our own power generation facilities for uninterrupted electricity supply. Even though we have no definite plan to relocate our existing production facilities, we have been constantly studying the feasibility of establishing manufacturing facilities in the northern part of Guangdong province where a lower-cost labour pool is available.

On the portable DVD products front, though the Group anticipated tight supply of TFT-LCD panels in the upcoming peak production season, with new generations of TFT-LCD fabrication facilities coming on-stream, the supply and pricing of the panels are expected to improve by the end of 2005. Facing intense competition in the portable DVD market, we have been developing new applications and new products employing medium sized LCD panels. We have also been developing new LCD TV products to further enhance our overall product portfolio and variety in this product segment.

To stay abreast of the changing needs in such a dynamic market, the Group will increase investment in research and development to strategically and selectively grow the number and variety of products. During the year, we expanded our office in Shenzhen to further enhance our research and development resources there. Staffed by high calibre and experienced professionals, our product development teams are dedicated to developing more sophisticated and value-added products that will provide ever-better margins for the Group.

### PURCHASE, SALE OR REDEMPTION OF SHARES

The Company has not redeemed any of its shares during the year. Neither the Company nor any of its subsidiaries has purchased or sold any of the Company's shares during the year.

### COMPLIANCE WITH THE CODE OF BEST PRACTICE OF THE LISTING RULES

The Company has complied with the Code of Best Practice during the year except that independent non-executive directors are not appointed for a specific term as recommended under Appendix 14 of the Listing Rules. According to the By-laws of the Company, independent non-executive directors of the Company will retire by rotation every year and their appointments will be reviewed when they are due for re-election. In the opinion of the Company, this meets the same objective as the Code of Best Practice.

### AUDIT COMMITTEE

The audit committee has reviewed with management the accounting principles and practices adopted by the Group and discussed internal controls and financial reporting matters including the review of the accounts of the Group for the year ended 31st March 2005.

### PUBLICATION OF DETAILED RESULTS ANNOUNCEMENT ON THE STOCK EXCHANGE'S WEBSITE

The detailed results containing all the information required by paragraphs 45(1) to 45(3) of Appendix 16 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Stock Exchange") will be published on the Stock Exchange's website in due course.

### APPRECIATION

We would not have achieved such encouraging performance without the support of our business partners, staff, the management and shareholders. On behalf of the Board, I would like to express my sincere gratitude to all of them for their continuous dedication, commitment and support over the past year.

### LIST OF DIRECTORS

The directors of the Company as at the date of this announcement are Mr Leung Kai Ching, Kimen, Mr Leung Wai Sing, Wilson and Mr Kuok Kun Man, Andrew as executive directors; Mr Wong Po Yan, The Hon Li Wah Ming, Fred and Mr Lau Wang Yip, Derrick as independent non-executive directors.

By Order of the Board  
**LEUNG Kai Ching, Kimen**  
Chairman

Hong Kong, 18th July 2005