Corporate Governance Report

The Board of Directors (the "Board" or the "Directors") and the management of China Gas Holdings Limited (the "Company", together with its subsidiaries, the "Group") are committed to attain high standards of corporate governance that help to ensure:

- Satisfactory and sustainable returns to shareholders
- Risk and opportunity are understood and managed appropriately
- Assets are safeguarded
- Delivery of high-quality services to the customers
- High standards of ethics are maintained

This report describes the Company's corporate governance arrangement and also includes the disclosures recommended by the code provisions of the Code on Corporate Governance Practices (the "Code") set out in Appendix 14 of the Rules Governing the Listing of Securities (the "Listing Rules") on The Stock Exchange of Hong Kong Limited (the "Stock Exchange") and describes how the principles of good corporate governance that are set out in the Code have been applied.

Compliance with the Code

The Company has complied with the Code throughout the year ended March 31, 2007 other than the term of the appointment of non-executive directors.

Composition of the Board

The Board consists of 12 members, five of whom are executive directors, four are non-executive directors and three are independent non-executive directors. Table 1 gives the composition of the Board of the Company.

Name of Directors	Position
Li Xiao Yun	Chairman, Executive Director
Xu Ying	Vice-Chairman, Executive Director
Liu Ming Hui	Managing Director, Executive Director
Zhu Wei Wei	Head of Capital, Executive Director
Ma Jin Long	Executive Director
Feng Zhuo Zhi	Non-Executive Director (nominated by Hai Xia Finance Holdings Limited)
R.K. Goel	Non-Executive Director (nominated by Gail (India) Limited)
Mark Gelinas	Non-Executive Director (nominated by Oman Oil Company S.A.O.C.)
Joe Yamagata	Non-Executive Director (nominated by Asian Development Bank)
Zhao Yu Hua	Independent Non-Executive Director
Mao Er Wan	Independent Non-Executive Director
Wong Sin Yue, Cynthia	Independent Non-Executive Director

Table 1 Composition of the Board

With half of the Board being non-executive and two-third not participating into the management of the Company, the Board is able to exercise independent judgment on corporate affairs and provide the management with a diverse and objective perspective on issues.

Mr. Joe Yamagta, a nominee from Asian Development Bank, was appointed as a non-executive director of the Company in October 2006. On the other hand, Mr. Suresh Raghavanachari, a nominee from GAIL (India) Limited, resigned as a nonexecutive director of the Company due to job deployment and Mr. R.K, Goel was nominated by GAIL (India) Limited as his successor to take up his non-executive director position in December 2006. In addition, Mr. Harrison Blacker, a nominee from Oman Oil Company S.A.O.C., will be appointed as the managing director of China Oman Energy Co. Ltd. and has resigned as a director of the Company. Mr. Mark Gelinas has since then been nominated by Oman Oil Company S.A.O.C. as a successor to be appointed as non-executive director of the Company in July 2007.

Details of the directors are disclosed under the "Biographical Details of Directors" of the annual report. The executive and non-executive directors have a complimentary range of financial, operational, legal and entrepreneurial experience that ensures a balance of viewpoints in the Board.

There is no financial, business, family and other relevant relationship among members of the Board. The roles and responsibilities of the Chairman and Managing Director are clearly separated and the two positions are held by two different members of the Board. The Chairman of the Board is Mr. Li Xiao Yun and he does not participate in the daily operations of the Group though he is an executive director of the Company. Mr. Li is only responsible for the Company's overall strategic planning and for ensuring the effectiveness of the Board. The Managing Director of the Company is Mr. Liu Ming Hui and he is responsible for the overall and daily operations of the Group and the running of the Group's business.

Each of the independent non-executive directors has provided an annual confirmation of his/her independence to the Company pursuant to the requirement of the Listing Rules. The Board considers all of the independent non-executive directors to be independent.

Operation of the Board

The primary role of the Board is to protect and enhance long-term shareholder value. The Board is responsible for setting overall strategy for the Group, overseeing the businesses and affairs of the Group and monitoring the performance of the management.

All the directors are kept informed on a timely basis of major development of the Group's businesses. Directors meet with other senior management and staff of the Group occasionally, have access to advice from the Company Secretary and may take independent legal or other professional advice at the Company's expenses where it is considered necessary for the proper discharge of their duties as Directors.

Meeting agenda of board meetings or committee meetings is generally distributed at least seven business days before the meeting date whereas the relevant board papers are generally distributed in writing to the directors at least three days in advance of the meetings for review by the directors. Sensitive subject matters may be discussed at the meeting without written materials being distributed in advance or at the meeting. Minutes are taken of each meeting of the Board and its committees and any significant concerns raised by any director are recorded in the minutes.

To provide a more manageable process and better control, certain of the Board's power have been delegated to committees. There are four committees at present namely executive committee, audit committee, nomination committee and remuneration committee and the Company Secretary is the secretary of all the committees. Other ad-hoc committees maybe formed from time to time to look into specific areas as and when the need arises.

The Company has adopted the Model Code set out in Appendix 10 of the Listing Rules. The Board confirmed that for the financial year ended March 31, 2007, all of the directors of the Company have complied with the Model Code set out in Appendix 10 of the Listing Rules.

Continuing professional development is a vital part for directors in this fast changing and competitive business environment. In order to meet this challenge, the Company engaged a reputable consultancy firm to launch its first corporate governance program for directors and senior management in Bangkok, Thailand in March 2007. The objective of this program is to provide directors and senior management with additional information on the latest trend and guidelines on corporate governance and to have an overview on the Company's current corporate governance practices.

Operational Management of the Group

The Board delegates the operational management of the Group to the Managing Director and Executive Directors (except for the Chairman of the Board who does not involve in the daily operations of the Group). The Executive Directors maintain day-to-day contact and meet regularly face-to-face or via video conferences with non-board senior management both in the head office and our operating units. The Group currently has over 60 operating units located in 15 provinces/autonomous regions/ directly-administrated cities in China and each operating unit is headed by a general manager who is responsible for the day to day performance of the operating unit.

Directors and Officers' Liabilities

The Company maintains appropriate insurance cover in respect of legal action against the Company's directors and officers when they discharge their duties. The insurance coverage is reviewed on an annual basis.

Board Committees

The principal committees of the Board are Executive Committee, Remuneration Committee, Nomination Committee and Audit Committee. Details of their responsibilities and the works performed during the financial year were described as follows:

1. Executive Committee

The executive committee provides overall strategic direction to the management, to monitor the operations of all operating units and to ensure that funding is adequate for the Group's investment projects.

During the financial year, members of the executive committee include the Vice-Chairman, Managing Director and an executive director. The committee meets as and when required to discuss the daily operations and affairs of the Group. It reviews and approves major investments recommended by the management. Besides, a committee comprising any two of the executive directors has been set up to approve the issue and allotment of shares (i) under the share option scheme of the Company when exercise of share options arose; (ii) conversion rights attached to the convertible bonds.

In order to further assist the executive committee, sub-committees are formed for the purpose of performing detailed due diligence review on proposed investment projects. Members of sub-committees include executive directors and senior management members in different key operational and functional areas and they report to the Managing Director regularly.

2. Remuneration Committee

The remuneration committee consists of all independent non-executive directors with terms of reference approved by the Board. The committee is not currently independently advised by remuneration consultants but it consults with the Chairman/Managing Director of the Board as and when needed.

The committee is responsible for setting the remuneration for all executive directors and to recommend to the Board the remuneration policy, compensation policy, structure for directors and senior management and on the establishment of a formal and transparent procedure for developing such policies. It also ensures that no directors or any of his/her associates are involved in determining his/her own remuneration.

The remuneration of the executive directors and other directors may comprise salary/fee, other allowances and mandatory provident funds and share options. The participation of all the directors in the above arrangements and their total emoluments for the financial year ended March 31, 2007 are summarized in Table 2 below:

	Salary/Fees		Contributions to retirement benefits scheme		Total	
	2007	2006	2007	2006	2007	2006
Executive Directors						
Li Xiao Yun <i>(Note 3a)</i>	370,000	-	-	-	370,000	-
Xu Ying (Note 3b)	1,200,000	-	12,000	-	1,212,000	-
Liu Ming Hui (Note 3c)	-	-	-	-	-	-
Zhu Wei Wei	520,000	520,000	12,000	12,000	532,000	532,000
Ma Jin Long	180,000	60,000	-	-	180,000	60,000
Non-Executive Directors						
Feng Zhuo Zhi	120,000	103,000	-	-	120,000	103,000
Suresh Raghavanachari (Note 1)	106,000	-	-	-	106,000	-
Harrison Blacker (Note 2)	122,000	-	-	-	122,000	-
R.K. Goel	40,000	-	-	-	40,000	-
Joe Yamagata	54,000	-	-	-	54,000	-
Independent Non-executive Directors						
Zhao Yu Hua	200,000	120,000	-	-	200,000	120,000
Mao Er Wan	200,000	120,000	-	-	200,000	120,000
Wong Sin Yue, Cynthia	200,000	120,000	-	-	200,000	120,000

Table 2 Remuneration of each member of the Board for the financial year ended March 31, 2007 (All figures are in HK\$)

Notes:

- 1. Resigned as director on December 1, 2006
- 2. Resigned as director on July 20, 2007
- 3a. For the two financial years ended March 31, 2006 and March 31, 2007, the Company incurred share-based payment expenses of HK\$91,000 and HK\$138,000 respectively in respect of fair value of 5,000,000 share options granted to Mr. Li Xiao Yun by the Company on October 20, 2005 at an exercise price HK\$1.50 with an exercise period from October 20, 2010 to October 19, 2015.

- 3b. For the year ended March 31, 2006, the Company incurred share-based payment expense of HK\$2,261,000 in respect of fair value of 90,000,000 share options granted to Mr. Xu Ying and approved by the shareholders of the Company on November 22, 2004. The exercise of such options is subject to the condition that the consolidated net asset value of the Group which shall be certified by the auditors appointed by the Company as at the date of exercise of the options being not less than HK\$1 billion.
- 3c. For the year ended March 31, 2006, the Company incurred share-based payment expense of HK\$3,265,000 in respect of fair value of 130,000,000 share options granted to Mr. Liu Ming Hui and approved by the shareholders of the Company on November 22, 2004. The exercise of such options is subject to the condition that the consolidated net asset value of the Group which shall be certified by the auditors appointed by the Company as at the date of exercise of the options being not less than HK\$1 billion.

The committee believes that remuneration packages should reward the efforts of all staff and directors since a motivated workforce is a key element of the Group's performance and it recognizes that executive directors bear the greatest responsibility for delivering corporate strategy that underpins long-terms sustainable performance. As part of the remuneration package for all staff and directors, the Company also grants share option to staff and directors under the share option scheme of the Company to ensure that an appropriate balance of reward for responsibilities, motivation, retention and share participation. Share options were granted to directors in financial years 2004, 2005 and 2006 but no share options were granted during the financial period under review and no options were exercise during the period. The interests of directors who have options to subscribe for ordinary shares of the Company, together with movements during the financial year are shown in table 3.

Batch	Exercise Price (HK\$)	Exercise Period		
1	0.80	September 1, 2004 to January 8, 2014		
2a	0.71	March 20, 2005 to October 5, 2014		
2b	0.71	November 22, 2004 to October 5, 2014 [#]		
2c	0.71	January 1, 2005 to October 5, 2014		
3	1.50	October 20, 2010 to October 19, 2015		

The exercise of options will be subject to the condition that the consolidated net asset value of the Group which shall be certified by the auditors appointed by the Company as at the date of exercise of the options being not less than HK\$1 billion.

	Batch	As at April 1, 2006	Granted during year	Exercised during year	As at March 31, 2007
Li Xiao Yun	1	5,000,000	-	_	5,000,000
	3	5,000,000	-	-	5,000,000
Xu Ying	1	5,000,000	-	-	5,000,000
	2b	90,000,000	-	-	90,000,000
Liu Ming Hui	1	5,000,000	-	-	5,000,000
	2b	130,000,000	-	-	130,000,000
Zhu Wei Wei	1	4,000,000	-	-	4,000,000
	2a	6,000,000	-	-	6,000,000
Ma Jin Long	1	9,240,711	-	-	9,240,711
Zhao Yu Hua	1	1,000,000	-	-	1,000,000
	2c	700,000	-	-	700,000
Mao Er Wan	1	1,000,000	-	-	1,000,000
Wong Sin Yue, Cynthia	1	1,000,000	-	-	1,000,000
	2c	700,000	-	-	700,000

Table 3 Interest of each member of the Board in share options for the financial year ended March 31, 2007

The committee met once during the financial year to review and approve the remuneration packages for two executive directors.

3. Nomination Committee

Originally, the committee consisted of one independent non-executive director and two executive directors. However, the composition of the committee changed in July 2007 to catch in line with the best practices of the Code. The committee is currently structured to include majority of independent non-executive directors with term of reference approved by the Board.

The committee is responsible for ensuring that the Board comprises an appropriate balance of skills, knowledge and experience and as part of this role leads the process of recommending candidates for appointment to the Board. The committee also considers those candidates presenting themselves for election at the annual general meeting ("AGM.").

Pursuant to the existing bye-laws of the Company, at each AGM, one-third of the directors shall retire from the office. The retired directors should be those who have been the longest in the office since their last re-election or appointment. New director appointed by the Board during the year shall hold office until the next following AGM and shall then be eligible for re-election at that meeting. The newly appointed director shall not be taken into account in determining the number of directors who are to retire by rotation at that AGM. All retiring directors are eligible for re-election at each AGM of the Company.

Mr. R.K. Goel, the nominee representative of GAIL (India) Limited, Mr. Joe Yamagata, the nominee representative of Asian Development Bank and Mr. Mark Gelinas, the nominee representative of Oman Oil Company S.A.O.C. were appointed as non-executive directors of the Company during the period from the last AGM upto and including July 20, 2007 and they shall hold office until the next following AGM and then eligible for re-election at that meeting.

At present, both non-executive directors and independent non-executive directors are not appointed for a fixed term and this deviates from the code provision of the Code. However they are subject to retirement by rotation and reelection at AGM in accordance with the bye-laws of the Company.

For the fiscal year 2007, the directors who are retiring and who, being eligible, will offer themselves for re-election at the forthcoming AGM, are named below:

Name of Director	Date of first appointment	Date of last-re-election		
Li Xiao Yun	August 22, 2001	-		
Xu Ying	August 22, 2001	August 12, 2004		
Wong Sin Yue, Cynthia	October 21, 2003	August 12, 2004		
Joe Yamagata	October 21, 2006	-		
R.K. Goel	December 1, 2006	-		
Mark Gelinas	July 20, 2007	-		

The committee met three times during the financial year and the work performed by it:

i. review and recommend the appointment non-executive directors; and

ii. review and consider those directors who are presenting themselves for election at the AGM

4. Audit Committee

The audit committee consists of all independent non-executive directors with terms of reference approved by the Board. All the members of the committee have significant relevant financial expertise and are appropriately qualified to undertake their duties as audit committee members.

The main responsibility of the audit committee is to review, with the external auditors and the management, the Company's general policies and internal financial control procedures. It also reviews half-yearly and annual results announcements as well as the financial statements of the Group before they are submitted to the Board for approval. The audit committee also recommends the appointment and re-appointment of the Company's external auditors.

The committee met five times during the fiscal year 2007. The work performed by the audit committee included:

- i. review of the Company's financial statements for the year ended March 31, 2006 and the annual results announcement and provided recommendation to the Board for approval;
- ii. recommend to the Board to re-appoint Deloitte Touche Tohmatsu as external auditors of the Company for the financial year 2007 pending shareholders approval at the 2006 AGM;
- iii. review of the Company's interim financial statements for the six months ended September 30, 2006 and the interim results announcement and provided recommendation to the Board for approval;
- iv. review the report and the management letter submitted by the external auditors for the matters arising from their audit on the Group for the year ended March 31, 2006;
- v. review and discuss with the management and the external auditors the changes in accounting policies arising from the new Hong Kong financial reporting and accounting standards which would have effect on the financial statements for the year ended March 31, 2006;
- vi. review and approve the appointment of external consultant to carry out risk assessment and to examine the Group's internal control system;
- vii. approve the annual audit fee.

The audit committee has reviewed the amount of remuneration paid and payable in connection with the audit and non-audit services provided by Deloitte Touche Tohmatsu for the fiscal year 2007.

Services	Amount (HK\$)
Audit Services	
Final results for the year ended March 31, 2007 (to be agreed)	2,800,000
Final results for the year ended March 31, 2006	2,200,000

Table 4 Amount of remuneration paid and payable to Deloitte Touche Tohmatsu

Individual Director Participation at Meetings

The Board and the Board Committees meet regularly every fiscal year and additional meetings would be arranged if and when necessary. The attendance record of each member of the Board in respect of the Board and Board Committee meetings are set out in the table below.

Name of directors	Board (regular meeting)		Audit Committee		Nominations Committee		Remuneration Committee	
	No. of meetings	No. of meetings	No. of meetings	No. of meetings	No. of meetings	No. of meetings	No. of meetings	No. of meetings
	held	attended	held	attended	held	attended	held	attended
Li Xiao Yun	4	3	-	-	-	-	-	-
Xu Ying	4	4	-	-	3	3	-	-
Liu Ming Hui	4	4	-	-	3	3	-	-
Zhu Wei Wei	4	3	-	-	-	-	-	-
Ma Jinlong	4	4	-	-	-	-	-	-
Feng Zhuo Zhi	4	2	-	-	-	-	-	-
Suresh Raghavanachari								
(Note 1)	1	1						
Joe Yamagata (Note 2)	3	3						
R.K. Goel (Note 3)	3	2						
Harrison Blacker (Note 4)	4	3	-	-	-	-	-	-
Zhao Yu Hua	4	4	5	4	-	-	1	1
Mao Er Wan	4	4	5	5	3	3	1	1
Wong Sin Yue, Cynthia	4	3	5	5	-	-	1	1

Table 5 Directors' attendance at Board and Board Committee Meetings

Notes:

- 1. Resigned on December 1, 2006
- 2. Appointed on October 21, 2006
- 3. Appointed on December 1, 2006
- 4. Resigned on July 20, 2007

Risk Management and Internal Control

The Board acknowledges its responsibilities to establish, maintain, and review the effectiveness of the Group's system of internal control to ensure that shareholders' investment and the Group's assets are safeguarded. In light of this, the Board had engaged a professional consultancy firm to assist them in fulfilling this responsibility by carrying out a risk assessment and conducting a review on the system of internal control during the financial year.

While the Board has the overall responsibility to ensure that sound and effective internal control are maintained, management is charged with the responsibility to design and implement the internal control system. The board has designated specific management staff to assess the performance of risk management and internal control system over time and a steering committee was formed for that purpose. The Board believes that it is important to embed effective internal control throughout the business to provide reasonable assurance regarding the achievement of the Company's objectives. The Board has therefore, put in place an integrated framework of internal controls which is consistent with the COSO (the Committee of Sponsoring Organisations of the Treadway Commission) Internal Control Framework.

During the financial year, the Board has enhanced the internal control system and risk management process in the following ways:

- i. Strengthening the risk management process by conducting a formal board-level risks assessment to identify key risks facing the Company and to ensure appropriate risk management measures are in place;
- ii. Assessing the effectiveness of the organisation structure and putting in place a decentralized structure with defined reporting line, authority limits and responsibilities;
- iii. Enhancing communication and monitoring control over the activities of joint ventures through the Company's representatives on the boards of the joint ventures together with the regular meeting with the management of the relevant entities;
- iv. Implementing a formal performance evaluation system for senior management staff to enable alignment of the individuals' performance with the Company;
- v. Formalising and documenting policies and procedures for investment, acquisition, and capital expenditure;
- vi. Strengthening the control over cash flow management at Group and operating units;
- vii. Requiring each operating unit to formalise and document policies and procedures for all key operational, financial reporting, and compliance functions; and
- viii. Engaging a professional consultancy firm to benchmark the system of internal control to the COSO Internal Control Framework.

Way forward

As a continuous process on improving the Group's system of internal control, several initiatives have been under consideration:

- Enhance the internal audit function to independently monitor the effectiveness of internal control structures across the Group.
- The development of an enterprise risk management framework to enable the Company to effectively deal with uncertainty and associated risk and opportunity.
- Conducting risk assessment at operating units to ensure major risks are identified and managed appropriately.
- Implementation of a control self assessment process to require management in each operating unit to assess the adequacy and effectiveness of controls.

Communication Shareholders

The Board is accountable to the Company's shareholders for the performance and activities of the Group and is very much aware of maintaining good relations and communications with all its shareholders. The reporting calendar is dominated by the publication of interim and final results each year, in which the Board reports to shareholders on its performance of the Company. Information is also communicated to shareholders on a timely basis through corporate announcements and circulars. All of the circulars and the announcements, including the annual reports and interim reports can be easily accessed from the Company's website (www.chinagasholdings.com.hk) and hard copies are available upon request to the Company Secretary.

Shareholders' meeting provides a principal forum for dialogue with shareholders. The Board encourages shareholders to attend and welcomes their participation. For the AGM, notice of the meeting and the related circular are dispatched to the shareholders of the Company at least 21 calendar days before the meeting. Separate resolution for each substantial issue, including the election of director, is proposed at the AGM and details of the poll voting procedures and rights of shareholders to demand a poll are included in the related circular.

Two shareholders' meetings were carried out in September 2006. In the extraordinary general meeting, approval was given by the shareholders of the Company to effect a reduction of the share premium account of the Company to write-off the accumulated losses so as to facilitate the declaration of final dividend for the year ended March 31, 2006. For the 2006 AGM, approval was given by the shareholders of the Company on the amendments of bye-laws which were related to corporate governance and other housekeeping matters. The most important amendment on the bye-laws was that the chairman and managing director of the Company are now subject to retirement by rotation which is in line with the code provisions of the Code. All resolutions put to shareholders were duly passed at both meetings and the Managing Director and senior management of the Company were available at both meetings to answer questions.

Investors and Analysts

The Board acknowledges the importance to establish good relationship with analysts and investors. The Company has established an Investors Relations Department dedicated for communication with institutional investors and analysts. Throughout the financial year, there are regular site visits, luncheons, telephone conferences and non deal roadshows with analysts and investors to update them on the latest business development of the Group.

Besides, the Board also recognises the importance to be readily accessible by the public and retail investors. From time to time press conferences are held so that the public can be informed of recent business developments of the Group. The Company sees this as an effective channel to pass public corporate information to the general investors community.

All investors and public are welcome to give their comments and make their enquiries through the Company's website (www.chinagasholdings.com.hk) or by email at investor@chinagasholdings.com.hk.

Corporate Social Responsibility

The Company recognizes the importance of corporate social responsibility and aims to act in a way that respects the social, economic and environmental interests.

Employee

Treating people fairly, providing them with training, support and equipment they need to do their jobs better is one of the basic aims of the Company on our employees. The Company acknowledges that training and development help create a professional, highly motivated workforce. Opportunities are given to all employees at all grades to join on-job training programs provide by Gas Technology Research Institute of China Gas and Management Institute of China Gas. Both institutes were established by the Company with the support from Harbin Institute of Technology and the two institutes provide over 50 training programs covering areas in general management, production safety, market development, customers service, financial management and application of information technology. Through these extensive training and development programs, the Company hopes to ensure that our employees are skillful and fully equipped for the challenges in a fast-changing market and environment. Furthermore, the Company believes that keeping employees fully informed of business activities of the Group is of great importance. The Group disseminates information to the employees through regular team meetings, annual conference, email, intranet, and monthly in-house magazine.

Environment

The Company cares about the environment even in the areas of paper usage, process waste at printers and the disposal of packaging waste and overdue in-house magazines. The Company is committed to helping the environment by using recycled paper for printing of annual reports, circulars and in-house magazines. The Company encourages all employees to reuse unwanted paper and is actively looking at other ways to reduce printers' wastes. Besides, the Company has established special arrangements with recycled-paper producers for them to make use of our overdue in-house magazines and packaging waste for conversion into recycled fibre.

Directors' Responsibility in Preparing the Financial Statements

The Directors acknowledge their responsibilities in preparing the financial statements and ensure that the financial statements are in accordance to the statutory requirements and applicable accounting standards.

The statement of the Auditors, Messrs. Deloitte Touche Tohmatsu, about their reporting responsibilities on the financial statements is set out in the Auditor's report on page 53 of the 2007 Annual Report.

Continuous Improvement

The Company will continue to improve the corporate governance practices in view of the regulatory requirements and in line with the international developments. The Company will take further steps that can embed risk assessment and internal control further into the Group's operations and to deal with areas for improvement which come to the Board's attention.

The Company recognizes the need for ongoing training and development, not just so our employees can do their job better but they can develop individually. The Company will further strengthen the substance and quality of the training programs provided by Gas Technology Research Institute of China Gas and Management Institute of China Gas to our employees so as to enhance the calibre of our staff and to better prepare our directors and senior management to encounter challenges in this fast-moving market.