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PERFECTECH INTERNATIONAL HOLDINGS LIMITED

威發國際集團有限公司*

(Incorporated in Bermuda with limited liability)
(Stock Code: 00765)

ANNOUNCEMENT OF INTERIM RESULTS FOR THE SIX MONTHS ENDED 30 JUNE 2025

INTERIM RESULTS

The board (the "Board") of directors (the "Directors", and each a "Director") of Perfectech International Holdings Limited (the "Company") is pleased to announce the unaudited condensed consolidated results of the Company and its subsidiaries (the "Group") for the six months ended 30 June 2025 together with the comparative figures for the corresponding period in 2024.

CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Unaudited)

For the six months ended 30 June 2025

		For the six months ended 30 June	
	Notes	2025 HK\$'000	2024 HK\$'000
Revenue Cost of sales	3 & 4	61,958 (41,784)	68,611 (53,951)
Gross profit Other income, gains and losses, net Distribution costs Administrative expenses Finance costs	5	20,174 1,142 (998) (24,164) (776)	14,660 1,739 (962) (34,320) (381)
Loss before tax Income tax expense	6 7	(4,622) (95)	(19,264) (172)
Loss for the period		(4,717)	(19,436)

^{*} For identification purpose only

(Unaudited) For the six months ended 30 June

	30 June		ne
		2025	2024
	Notes	HK\$'000	HK\$'000
Other comprehensive income (expense) for the period,			
net of tax Item that may be reclassified subsequently to profit or loss:			
Exchange differences on translation of foreign			
operations		226	(279)
Total comprehensive expense for the period		(4,491)	(19,715)
Loss for the period attributable to:			
Owners of the Company		(4,284)	(17,806)
Non-controlling interests		(433)	(1,630)
Loss for the period		(4,717)	(19,436)
Total comprehensive expense for the period attributable to:			
Owners of the Company		(4,222)	(17,987)
Non-controlling interests		(269)	(1,728)
Non-controlling interests		(209)	(1,720)
Total comprehensive expense for the period		(4,491)	(19,715)
Loss per share	9		
Basic (HK cents per share)		(1.31)	(5.45)
Diluted (HK cents per share)		(1.31)	(5.45)

CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 30 June 2025

	Notes	(Unaudited) 30 June 2025 <i>HK\$'000</i>	(Audited) 31 December 2024 HK\$'000
NON-CURRENT ASSETS			
Property, plant and equipment	10	14,569	14,762
Right-of-use assets		10,645	11,445
		25,214	26,207
CURRENT ASSETS			
Inventories		18,225	16,601
Trade and other receivables	11	14,650	11,581
Financial assets at fair value through			
profit or loss ("FVTPL")		2,426	2,422
Tax Recoverable		1,140	1,140
Bank balances and cash		19,303	24,547
		55,744	56,291
CURRENT LIABILITIES			
Trade and other payables	12	21,305	19,136
Lease liabilities		1,035	1,451
Tax liabilities		30	26
Amounts due to a director of subsidiaries	13	5,686	6,443
Other borrowings		3,450	1,000
		31,506	28,056
NET CURRENT ASSETS		24,238	28,235
TOTAL ASSETS LESS CURRENT LIABILITIES		49,452	54,442
NON-CURRENT LIABILITIES			
Lease liabilities		11,130	11,432
NET ASSETS		38,322	43,010

	(Unaudited) 30 June 2025 <i>HK\$'000</i>	(Audited) 31 December 2024 HK\$'000
CAPITAL AND RESERVES Share capital Reserves	32,692 (2,371)	32,692 1,851
Equity attributable to owners of the Company Non-controlling interests	30,321 8,001	34,543 8,467
TOTAL EQUITY	38,322	43,010

NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

1. BASIS OF PREPARATION

The condensed consolidated financial statements have been prepared in accordance with the applicable disclosure requirements of Appendix 16 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("Listing Rules") and with Hong Kong Accounting Standard (the "HKAS") 34 Interim Financial Reporting issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA").

The condensed consolidated financial statements are unaudited but have been reviewed by the audit committee of the Company (the "Audit Committee").

2. PRINCIPAL ACCOUNTING POLICIES AND APPLICATION OF NEW AND REVISED HKFRS ACCOUNTING STANDARDS ("HKFRSs")

Except for the adoption of the revised HKFRSs stated below, the accounting policies and methods of computation used in the condensed consolidated financial statements for the six months ended 30 June 2025 are the same as those followed in the preparation of the Group's annual financial statements for the year ended 31 December 2024.

HKAS 21 (Amendments)

Lack of Exchangeability

The adoption of the revised HKFRSs has had no material effect on the Group's financial performance and positions for the current or prior accounting period. Accordingly, no prior period adjustment has been required.

The Group has not early applied the following new or revised HKFRSs that have been issued but are not yet effective:

HKFRS 7 and HKFRS 9 (Amendments)	Classification and Measurement of Financial
	Instruments ¹
HKFRS 18	Presentation and Disclosure in Financial Statements ²
HKFRS 19	Subsidiaries without Public Accountability:
	Disclosures ²
HKFRS 10 and HKAS 28 (Amendments)	Sale or Contribution of Assets between an Investor
	and Associate or Joint Venture ³
HKFRSs (Amendments)	Annual Improvements to HKFRS Accounting
	Standards — Volume 11 ¹

Notes:

- 1 Effective for annual periods beginning on or after 1 January 2026.
- 2 Effective for annual periods beginning on or after 1 January 2027.
- 3 Effective date to be determined.

The Group has already commenced an assessment of the impact of these new and revised HKFRSs but is not yet in a position to state whether these new and revised HKFRSs would have a material impact on its results of operations and financial position.

3. REVENUE

Revenue represents the amounts received and receivable for goods sold by the Group to external customers, less returns and trade discounts during the period.

	(Unaudited) For the six months ended 30 June	
	2025 HK\$'000	2024 HK\$'000
Revenue from contracts with customers recognised at a point in time under HKFRS 15:		
Novelties and decoration products Toy products	61,958	68,611
	61,958	68,611

4. SEGMENT REPORTING

For management purposes, the Group is currently organised into two operating segments, namely the manufacture and sale of novelties and decoration products and the manufacture and sales of toy products.

The following is an analysis of the Group's revenue and results by reportable segment:

For the six months ended 30 June 2025 (Unaudited)

	Novelties and decoration products HK\$'000	Toy products HK\$'000	Consolidated HK\$'000
REVENUE			
External sales and total revenue		61,958	61,958
RESULT			
Segment results	(837)	(992)	(1,829)
Gain on disposal of financial assets at FVTPL			36
Fair value gain on financial assets at FVTPL			53
Unallocated corporate expenses, net			(2,106)
Finance costs			(776)
Loss before tax			(4,622)
Income tax expense			(95)
Loss for the period			(4,717)

At 30 June 2025 (Unaudited)

	Novelties and decoration products <i>HK\$</i> '000	Toy products HK\$'000	Consolidated <i>HK\$'000</i>
ASSETS Segment assets Unallocated corporate assets	3,090	67,199	70,289 10,669
Consolidated total assets			80,958
LIABILITIES Segment liabilities Unallocated corporate liabilities Consolidated total liabilities	(930)	(19,914)	(20,844) (21,792) (42,636)
For the six months ended 30 June 2024 (Unaudited))		
	Novelties and decoration products <i>HK\$</i> '000	Toy products HK\$'000	Consolidated HK\$'000
REVENUE External sales and total revenue		68,611	68,611
RESULT Segment results	(2,043)	(13,759)	(15,802)
Loss on disposal of financial assets at FVTPL Fair value loss on financial assets at FVTPL Unallocated corporate expenses, net Finance costs			(312) (281) (2,488) (381)
Loss before tax Income tax expense			(19,264) (172)
Loss for the period			(19,436)

At 31 December 2024 (Audited)

Novelties and decoration products <i>HK\$'000</i>	Toy products HK\$'000	Consolidated HK\$'000
6 765	72 705	90.560
0,703	13,193	80,560
		82,498
5,402	25,554	30,956 8,532
		39,488
	decoration products HK\$'000	decoration products HK\$'000 6,765 Toy products HK\$'000

Geographical Information

The Group's revenue from external customers by location of customers are detailed below:

	(Unaudited) For the six months ended 30 June	
	2025 HK\$'000	2024 HK\$'000
Revenue by geographical market: Hong Kong Europe United States of America Asia (other than Hong Kong) Others	1,156 1,483 6,455 52,862	11,551 4,645 3,045 49,367
	61,958	68,611

The following is an analysis of the carrying amount of segment assets analysed by the geographical areas in where the assets are located:

	Carrying amount of	
	segment assets	
	(Unaudited)	(Audited)
	30 June	31 December
	2025	2024
	HK\$'000	HK\$'000
Hong Kong	25,914	28,513
The People's Republic of China (the "PRC")	55,044	53,985
	80,958	82,498

5. OTHER INCOME, GAINS AND LOSSES, NET

	(Unaudited)	
	For the six months ended	
	30 June	
	2025	2024
	HK\$'000	HK\$'000
Interest income from financial assets held for cash management		
purposes	30	130
Scrap and sample sales (Note)	_	35
Tooling income (Note)	416	422
Laboratory testing income (Note)	240	184
Subsidies income from the PRC government	37	60
Gain on disposal of property, plant and equipment	15	6
Gain (loss) on disposal of financial assets at FVTPL	36	(11)
Fair value gain on financial assets at FVTPL	53	54
Net foreign exchange gains	85	565
Others (Note)	230	294
	1,142	1,739

Note: These income are the revenue from contracts with customers recognised at a point in time under HKFRS 15.

6. LOSS BEFORE TAX

Loss before tax has been arrived at after charging:

	(Unaudited) For the six months ended 30 June	
	2025	2024
	HK\$'000	HK\$'000
Depreciation		
- property, plant and equipment	1,642	2,091
— right-of-use assets	780	784
	2,422	2,875

7. INCOME TAX EXPENSE

	(Unaudited) For the six months ended 30 June	
	2025	2024
	HK\$'000	HK\$'000
Current tax:		
PRC Enterprise Income Tax	95	172
Total income tax expense recognised in profit or loss	95	172

8. DIVIDENDS

The Board has resolved not to declare any interim dividend for the six months ended 30 June 2025 (2024: Nil).

9. LOSS PER SHARE

The calculation of the basic and diluted loss per share is based on the Group's loss for the period attributable to owners of the Company of approximately HK\$4,284,000 (2024: HK\$17,806,000) and the weighted average number of ordinary shares of 326,923,607 (2024: 326,923,607).

Diluted loss per share for the periods ended 30 June 2025 and 2024 was the same as basic loss per share as there were no dilutive potential ordinary shares in issue for both periods.

10. PROPERTY, PLANT AND EQUIPMENT

During the period, the Group acquired property, plant and equipment of approximately HK\$1,280,000 (2024: HK\$850,000).

11. TRADE AND OTHER RECEIVABLES

Included in trade and other receivables are trade receivables (net of allowance for expected credit loss) of HK\$11,114,000 (31 December 2024: HK\$9,182,000). The Group allows an average credit period of 60 days to its trade customers. The following is an aging analysis of the Group's trade receivables, presented based on the invoice date and net of allowance for expected credit loss at the end of the reporting period:

	(Unaudited) 30 June 2025 HK\$'000	(Audited) 31 December 2024 HK\$'000
0–60 days 61–90 days Over 120 days	11,098 — — — —	8,695 463 24
	11,114	9,182

12. TRADE AND OTHER PAYABLES

Included in trade and other payables are trade payables of HK\$7,721,000 (31 December 2024: HK\$5,966,000). The following is an aging analysis of the Group's trade payables, presented based on the invoice date at the end of reporting period:

	(Unaudited) 30 June 2025 HK\$'000	(Audited) 31 December 2024 <i>HK\$'000</i>
0–60 days	6,648	5,304
61–90 days	369	214
91–120 days	24	176
Over 120 days	680	272
	7,721	5,966

13. AMOUNTS DUE TO A DIRECTOR OF SUBSIDIARIES

The amounts represented amounts due to Ms. Lau Kwai Ngor, which were interest-bearing at a rate of 12% per annum, unsecured, and repayable on demand.

MANAGEMENT DISCUSSION AND ANALYSIS

INTERIM DIVIDEND

The Board has resolved not to declare any interim dividend for the six months ended 30 June 2025 (the six months ended 30 June 2024: Nil).

BUSINESS AND FINANCIAL REVIEW

Affected by the resurgence of trade protectionism, the Group's operating environment remained challenging in the first half of 2025. During the six months ended 30 June 2025, the Group's revenue only decreased by 10% year-on-year to approximately HK\$61,958,000 (2024: HK\$68,611,000) despite facing a tough operating environment. The decrease in revenue was mainly due to decline in sales of toy products. The Group recorded a loss for the period attributable to owners of the Company of approximately HK\$4,284,000 (2024: loss of HK\$17,806,000). The basic and diluted loss per share of the Company ("Share(s)") were both at 1.31 HK cents (2024: both loss of 5.45 HK cents).

For the six months ended 30 June 2025, the Group's core business recorded a loss of HK\$1,829,000 (2024: loss of HK\$15,802,000). The performance of each segment of the Group's core business is discussed below.

Toy products

The revenue of the toy products segment decreased by about 10% year-on-year to approximately HK\$61,958,000 (2024: HK\$68,611,000), and accounted for 100% of the total revenue of the Group. The loss of this segment was approximately HK\$992,000 (2024: loss of HK\$13,759,000). It was mainly attributable to the lower sales in the Hong Kong market.

Novelties and decoration products

No revenue was derived from the novelties and decoration products segment (2024: HK\$Nil) and a loss of approximately HK\$837,000 was recorded which was mainly comprised of staff costs and factory overheads (2024: loss of HK\$2,043,000).

Distribution costs and administrative expenses

Distribution costs increased by about 4% year-on-year to approximately HK\$998,000 (2024: HK\$962,000) as a result of the increase in transportation cost.

Administrative expenses mainly consisted of staff costs (including directors' emoluments), social insurance for the administrative staff in the PRC, depreciation of property, plant and equipment and right-of-use assets, legal and professional fee and other administrative expenses. The administrative expenses decreased by about 30% year-on-year to approximately HK\$24,164,000 (2024: HK\$34,320,000), which was mainly attributable to the decrease in staff costs and directors' emoluments as a result of decrease in the average monthly salary of full time employees of the Group during the six months ended 30 June 2025.

Finance costs

Finance costs increased by about 104% year-on-year to approximately HK\$776,000 (2024: HK\$381,000), as a result of the increase in interest on lease liabilities, amounts due to a director of subsidiaries and other borrowings.

Liquidity and financial resources

As at 30 June 2025, the Group had amounts due to a director of subsidiaries of approximately HK\$5,686,000 (31 December 2024: HK\$6,443,000) and other borrowings \$3,450,000 (31 December 2024: HK\$1,000,000). The Group's gearing ratio, calculated on the basis of the aggregate of the amounts due to a director of subsidiaries and other borrowings over the equity attributable to owners of the Company, was approximately 30% (31 December 2024: 22%).

As at 30 June 2025, the Group had bank balances and cash of approximately HK\$19,303,000 (31 December 2024: HK\$24,547,000). With net current assets of approximately HK\$24,238,000 as at 30 June 2025 (31 December 2024: HK\$28,235,000), the Group had sufficient financial resources to satisfy its commitments and working capital requirements.

Net asset value

The net asset value per Share as at 30 June 2025 was approximately HK\$0.09 (31 December 2024: HK\$0.11), calculated on the basis of the equity attributable to owners of the Company of approximately HK\$30,321,000 (31 December 2024: HK\$34,543,000) over the number of issued Shares on the same date of 326,923,607 (31 December 2024: 326,923,607).

Pledge of Assets

As at 30 June 2025, no asset of the Group was pledged (31 December 2024: Nil).

Contingent Liabilities

There have been no changes in the Group's contingent liabilities since 31 December 2024.

Significant investments

As at 30 June 2025, the Group held financial assets at fair value through profit or loss ("FVTPL") amounted to approximately HK\$2,426,000 (31 December 2024: HK\$2,422,000), including equity securities listed in Hong Kong of HK\$556,000 (31 December 2024: HK\$1,747,000), debt securities listed outside Hong Kong of approximately HK\$63,000 (31 December 2024: HK\$90,000) and unlisted equity-linked notes of approximately HK\$1,807,000 (31 December 2024: 585,000). Gain on disposal of financial assets at FVTPL amounted to approximately HK\$36,000 (2024: loss of HK\$11,000) and fair value gain on financial assets at FVTPL amounted to approximately HK\$53,000 (2024: gain of HK\$54,000) during six months ended 30 June 2025.

Employees and remuneration policies

As at 30 June 2025, the Group employed approximately 620 (31 December 2024: 610) full time employees. The Group remunerates its employees primarily based on prevailing industry practice as well as individual merits. The Group regularly reviews its remuneration policy with reference to the latest laws and regulations, market conditions, and performance of employees and the Group.

Foreign currency exposure

The Group's purchases are mainly denominated in Renminbi ("RMB") and Hong Kong Dollar ("Hong Kong Dollar") while the Group's sales are mainly denominated in RMB and United States Dollar ("US Dollar"). As all of its factories are located in the PRC, expenses incurred there are denominated in RMB. Since Hong Kong Dollar remains pegged to US Dollar, the Group does not foresee a substantial exposure in this area, and will closely monitor the trend of RMB to see if any action is required. As at 30 June 2025, the Group did not use any financial instrument for the hedging of exposure in foreign currencies.

FUTURE PLANS FOR MATERIAL INVESTMENTS

The 2024 Chinese Government Work Report first proposed the launch of the "AI+" initiative, accelerating the deep integration of artificial intelligence ("AI") with the real economy and the transition of society and the economy into a new era of intelligence driven by AI.

"AI+" has stimulated demand for computing power across all industries, driving the rapid development of the computing power industry as pointed out in the "2025 China Artificial Intelligence Computing Power Development Assessment Report". Research of IDC, a market research institution, showed that currently 42% of Chinese enterprises have begun preliminary testing and key concept verification of large models, while 17% have already introduced AI into production and actual business operations. As AI-related academic research advances, computing power surges, and data accumulates, AI will play a critical role in enterprise decision-making, presenting immense market opportunities for enterprise AI applications.

Aligning with this trend, the Company established a wholly-owned subsidiary, Perfectech AI HK Limited ("Perfectech AI HK"), in June 2025, to launch a technology service business centered on AI large models, focusing on constructing foundational models and exploring enterprise applications in database services, computing power services, multi-semantic understanding, multi-modal content generation, and intelligent interaction. The Company is currently forming a team to construct the model framework and conduct pilot deployments around several cooperative scenarios.

Concurrently, the Company is considering the application of large model technology to its existing core business with extensive needs in product design, marketing content generation, consumer interaction, and other areas. Internal testing for related applications are underway and are expected to improve the Company's operational efficiency and user experience in its existing core business.

The Group's management is committed to increasing its investment in this technology service business, adopting a diversified business development strategy, entering new markets, and expanding its business to maintain competitiveness under its "Strengthening the core business + Planning for the future" strategy, while leveraging capital market tools to provide resource guarantees for subsequent product development and market expansion.

Save as disclosed above, as at 30 June 2025, the Group did not have any other future plans for material investments or capital assets for the second half of 2025.

* The English translation of Chinese names or words are included for reference only and should not be regarded as the official English translation of such Chinese names or words.

PROSPECT

As mentioned in the section headed "Future Plans for Material Investments", the Company is launching its technology service business centered on AI large models through Perfectech AI HK. The Directors will exercise caution in assessing the prospect of any related potential investment opportunities, in order to bring additional value and new income streams to the Group and create long-term returns for the shareholders of the Company ("Shareholders").

Meanwhile, the high interest rate and tariff is expected to continue to cast uncertainty on and pose challenges to the Group's operating environment in the second half of 2025. The Group will continue to optimise its existing product mix to meet the demand of the customers, enhance production and operational efficiency, as well as implement stringent cost management in order to minimise the impact of these challenges.

With the joint efforts of all of its employees, the Group endeavors to maintain a good business relationship with its customers, business partners and Shareholders to maximise its corporate value and deliver promising returns to its Shareholders.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the six months ended 30 June 2025, neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Company has adopted a corporate governance code, based on the code provisions (the "Code Provisions") of the latest revised Corporate Governance Code (the "Code") as set out in Appendix C1 to the Listing Rules from time to time.

Throughout the six months ended 30 June 2025, the Company has complied with the Code Provisions save for the following deviation:

Code Provision C.2.1 of the Code stipulates that the roles of chairman and chief executive officer should be separated and should not be performed by the same individual.

After the resignation of Ms. Zhu Yuqi as a non-executive director, the chairman of the Board (the "Chairman") and the chairman of the nomination committee of the Company on 15 December 2020, the duties of the Chairman have been undertaken by all members of the Board and the company secretary of the Company (the "Company Secretary") collectively.

The Board believes that with the support of the management, vesting the role of the Chairman in the Board and the Company Secretary collectively can facilitate the execution of the Group's business strategies and enhance the effectiveness of its operation. Further, the Board considers that the current structure will enhance the balance of power and authority between the Board and the management of the Group as the Board, which comprises experienced and high calibre individuals who met regularly to discuss issues pertaining to the operations of the Company, assumes collective responsibility on the decision making process of the Company's business strategies and operation.

The Board is in the process of identifying suitable candidate with appropriate experience to act as the Chairman, before which the duties of the Chairman will continue to be undertaken by the Directors and the Company Secretary collectively.

After the resignation of Mr. Li Shaohua as the chief executive officer ("CEO") of the Company on 17 November 2022, the duties of the CEO have been undertaken by all executive Directors and the senior management of the Company collectively. The Board is currently in the process of identifying a suitable candidate to act as the CEO.

NON-COMPLIANCE WITH RULE 3.10(1) AND 3.21 OF THE LISTING RULES

Following the resignation of Mr. Xie Xiaohong from the position of independent non-executive Director and a member of each of the remuneration committee, audit committee and nomination committee of the Company with effect on 9 July 2025, the Board comprised of three executive Directors and two independent non-executive Directors and the Audit Committee comprises of two members only. As a result of the foregoing, the Company is not in compliance with the requirements of (i) Rule 3.10(1) of the Listing Rules that the Board must include at least three independent non-executive Directors; and (ii) Rule 3.21 of the Listing Rules that the Audit Committee must comprise a minimum of three members.

The Company is in the process of identifying and will use its best endeavors to ensure that suitable candidate(s) will be appointed to fill the casual vacancy of independent non-executive Director and the member of the audit committee in order to meet the aforementioned Listing Rules requirements as soon as practicable, and in any event within three months from 9 July 2025.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Board has adopted a code of conduct regarding Directors' securities transaction on terms no less exacting than the required standard as set out in the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 to the Listing Rules ("Model Code").

Specific enquiries have been made with all Directors and they have confirmed that throughout the six months ended 30 June 2025, they complied with the required standard set out in the Model Code and the Company's code of conduct regarding Directors' securities transactions.

AUDIT COMMITTEE

The Audit Committee comprises two independent non-executive Directors, Ms. Chan Po Lam and Mr. Lau Shu Yan, who is also the chairman of the Audit Committee. The Audit Committee has reviewed the Group's unaudited consolidated interim results and interim report for the six months ended 30 June 2025.

PUBLICATION OF 2025 INTERIM RESULTS AND INTERIM REPORT

This interim results announcement is published on the website of Hong Kong Exchanges and Clearing Limited (www.hkexnews.hk) and the Company's website (www.perfectech.hk). The interim report for the six months ended 30 June 2025 of the Company containing all the information required by the Listing Rules will be dispatched to the shareholders of the Company and published on the above-mentioned websites in due course.

By order of the Board
Perfectech International Holdings Limited
Li Shaohua
Director

Hong Kong, 29 August 2025

As at the date of this announcement, the Board comprises Mr. Li Shaohua, Mr. Poon Wai Yip, Albert and Mr. Zhong Shihui as executive Directors and Mr. Lau Shu Yan and Ms. Chan Po Lam as independent non-executive Directors.