

BUSINESS

OVERVIEW

We are a major participant in the women’s health service market in Taiwan according to Frost & Sullivan, and we aspire to become a comprehensive women’s health consumption platform across Asia. Since 2011, we have been operating under our flagship brand “Jing Chi” (君綺), adopting a brand-driven business-to-business-to-consumer (B-to-B-to-C) cooperation model through which we provide comprehensive non-medical operational support services to medical aesthetic Clinics operated by licensed Doctors. In 2024, we strategically expanded into the traditional Chinese medicine (TCM) sector, further broadening our footprint in the women’s health consumer market. Leveraging our integrated capabilities in brand management and Member data management, combined with AI-driven data analytics, we effectively unlock and maximise Member value across multiple health and wellness dimensions, including but not limited to medical aesthetics, anti-aging, skin and body rejuvenation, and TCM. While our business is currently focused on Taiwan, we are actively exploring expansion opportunities into the Japanese market. According to Frost & Sullivan, we are one of the largest medical aesthetic services brands in Taiwan in terms of revenue for 2025, and one of the largest aesthetic service platforms in Taiwan in terms of revenue in 2025, accounting for approximately 12.8% of the total market share of the aesthetic service platform industry in Taiwan for that year.

Our business is built upon a brand-driven cooperation model under which we cooperate with licensed medical Doctors to establish and operate Clinics under our flagship brand “Jing Chi” (君綺), whereby we provide comprehensive non-medical operational support, including (i) clinic branding and operation service, comprising brand management and trademark licensing, on-site consumer services and administrative management; (ii) procurement of medical devices, consumables and pharmaceuticals; and (iii) clinic leasing. This integrated platform creates a “plug-and-play” environment, allowing the Doctors to focus exclusively on delivering medical services, while we leverage our brand power to handle all other aspects of operating the Clinics. This division of labour empowers us to ensure standardised, quality service delivery to consumers, and maintain control over supply chains and equipment of the Clinics. The Clinics offer a diversified portfolio of aesthetic solutions, ranging from non-surgical medical aesthetic services (such as laser, anti-aging lifting and sculpting, and injection services) and surgical medical aesthetic services (such as plastic surgeries for facial or body contouring) to TCM health management. As at 31 December 2025, 19 Clinics strategically located in major metropolitan areas across Taiwan, including Taipei, Taoyuan, Hsinchu, Taichung, and Kaohsiung, were operating under our flagship brand.

We believe our brand is one of our most valuable competitive assets. Through more than a decade of consistent, quality service delivery and an unwavering commitment to our core philosophy of “Safe and Reliable Medical Aesthetics” (安心醫美), we have earned deep consumer trust. This trust has enabled us to cultivate a substantial and loyal community of over 500,000 Members as at 31 December 2025, representing a stable and recurring source of revenue for our business. As at 31 December 2025, the Clinics had served over 350,000 Members, with over 90,000 Active Members in 2025.

We believe our operational excellence is further underpinned by data-driven management. Our CRM system and AI-driven data analytics enable us to profile consumer behaviour and preferences with precision, allowing us to design targeted marketing campaigns, deliver personalised treatment recommendations, and optimise advertising spend across digital channels. Through our integrated CRM, CTI, and LINE OA systems, we also sustain long-term loyalty and repeat spending via comprehensive post-treatment care and systematic engagement.

Our ability to attract, manage, and retain Members, and to drive sustained spending at the Clinics, is underpinned by our branding and marketing capabilities. We employ a multi-pronged approach that combines brand building, data-driven marketing, systematic member management, and targeted reactivation campaigns. Our long-standing brand reputation for safety, quality, and reliability serves as a powerful magnet for consumer acquisition, with over 50% of new Members in 2025 from referrals by existing Members, demonstrating deep trust and significantly reducing our Member acquisition costs.

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Our disciplined approach to member management delivers proven results. In 2025, 70% of new Members who visited our Clinics for an initial consultation proceeded to make their first purchase, while approximately 75% of total consumers who spent at the Clinics that year were returning Members, demonstrating strong loyalty and repeat visitation.

We also believe our strong brand equity and membership base help attract medical talent. By affiliating with us, Doctors gain immediate access to a vast pool of potential patients, eliminating the significant customer acquisition costs and years of reputation-building typically required to establish a successful independent practice. The presence of quality Doctors at the Clinics further reinforces our brand’s reputation for superior medical outcomes, which in turn attracts more Members and further solidifies our market leadership. Specifically, we believe our brand-driven platform model addresses the primary pain points of the Doctors, such as the high capital cost of establishing a clinic and procurement of latest medical aesthetic devices, the complexity of supply chain management and marketing and brand management, and other operational and administrative challenges. By providing equipment rental, premises fit-out and renovation, and centralised procurement of medical supplies and operational management, we effectively lower the barrier to entry to the medical aesthetic market for Doctors, enabling them to open and run Clinics with minimal upfront investment and administrative burden. This model has allowed us to attract and retain medical talents.

Our commitment to our brand promise of “Safe and Reliable Medical Aesthetics” is implemented in every detail of our operations. We strive to ensure that every probe, injection, and device used in the Clinics is backed by the quality control and/or technical support of the relevant original manufacturer. Our commitment to sourcing genuine products and maintaining rigorous protocols is fundamental to delivering on our brand promise of safety and reliability, and upholding consumer confidence in our brand.

Continuous training and development are also key to maintaining consistent service quality. For instance, our Jing Chi Academy (君綺學院) conducted around 150 training sessions during the Track Record Period, with over 200 attendances by doctors and nurses, and over 300 attendances by non-medical frontline staff (including Clinic managers, consultation specialists, and beauticians), ensuring that both medical techniques and service delivery meet our high standards. We adhere to strict standard operating procedures (SOPs) for pre-treatment assessment and post-treatment care to ensure service consistency across all Clinics operating under our brand.

According to Frost & Sullivan, the aesthetic service platform industry in Taiwan has witnessed growth driven by increasing disposable income, as well as the growing social acceptance and consumer demand of aesthetic procedures. The market size of the aesthetic service platform industry in Taiwan in terms of revenue reached USD646.3 million in 2025, and is projected to grow at a CAGR of 18.6% to USD1,459.4 million in 2030. We believe our established brand reputation and scalable business model position us well to capture this market growth.

During the Track Record Period, we primarily focused on medical aesthetics. Building on our established platform, we have strategically expanded into the TCM industry under our Jing Chi brand since 2024, as an extension of our “external beauty, internal health” value proposition. Leveraging our existing operational strengths, including our prime Clinic locations, extensive membership base, and marketing expertise, we have been establishing TCM Clinics adjacent to our medical aesthetic Clinics. This integrated approach offers consumers a holistic one-stop service for both aesthetic and wellness needs, providing medical aesthetic and TCM solutions for, among others, weight management, physique conditioning, and anti-aging. This also enables effective cross-selling and membership base expansion. We believe the TCM business, with its high service standardisation and replicability, represents a significant and scalable growth driver that diversifies our service portfolio and captures a broader health and wellness market.

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Our business grew continuously during the Track Record Period. Our total revenue increased by 65.4% from HK\$234.0 million in FY2023 to HK\$387.1 million in FY2024, and further increased by 63.9% to HK\$634.3 million in FY2025. We recorded a net profit of HK\$5.7 million, HK\$71.7 million and HK\$149.0 million in FY2023, FY2024 and FY2025, respectively, representing a CAGR of 411.5% from FY2023 to FY2025.

Looking ahead, we aspire to continue capturing market opportunities in the Asian female health consumer market, which we believe has substantial untapped potential. By leveraging our core strengths in brand management and AI-driven Member data management, we aim to expand our service offerings beyond medical aesthetics and TCM into adjacent health and wellness categories that address the evolving needs of female consumers across Asia. We believe our ability to generate, analyse, and activate Member value across multiple health dimensions, from aesthetic treatments to preventive care and anti-aging solutions, positions us uniquely to become a leading data-driven platform for female health consumption in the region.

OUR COMPETITIVE STRENGTHS

We believe that our competitive strengths as set out below have contributed to our success and differentiated us from our competitors:

Strong brand equity powering a leading scalable and integrated medical aesthetic platform that delivers a superior value proposition to Doctors

We have established Jing Chi (君綺) as one of the largest aesthetic service platforms, and one of the leading medical aesthetics services brands in Taiwan in terms of revenue in 2025, according to Frost & Sullivan, by building a scalable, fully integrated platform that serves as a comprehensive one-stop solution for licensed medical doctors. We believe our flagship brand, Jing Chi, represents one of the most valuable brand equities in Taiwan’s aesthetic medicine industry, and is a critical intangible asset that differentiates us from competitors and serves as the foundation of our sustainable competitive advantage. Built upon more than a decade of consistent, quality service delivery and an unwavering commitment to our core philosophy of “Safe and Reliable Medical Aesthetics” (安心醫美). This brand power is the direct result of our disciplined approach to using only genuine, certified products and maintaining rigorous clinical standards across our entire network. This approach has earned us the confidence of both Doctors and consumers, and the deep-seated trust we have cultivated has enabled us to build a substantial and loyal community of over 500,000 Members as at 31 December 2025, representing a stable and recurring source of revenue for our business. During the year ended 31 December 2025, the Clinics served over 350,000 Members, with over 90,000 Active Members. Our long-standing reputation for safety, quality, and reliability serves as a powerful magnet for consumer acquisition, evidenced by over 50% of new Members in 2025 coming from referrals by existing Members, which not only demonstrates deep trust in our brand but also significantly reduces our Member acquisition costs.

Our brand management capabilities are a core strength of our business. We have developed and consistently executed a comprehensive brand strategy that encompasses all aspects of brand identity, from visual design and corporate image to service standards and consumer communication. Through strategic investments in brand building, including targeted advertising campaigns, social media management, influencer partnerships, and high-profile brand events, we have cultivated a brand that is synonymous with trust, quality, and safety in the minds of consumers. Our dedicated brand management team continuously monitors brand perception, ensures consistency across all touchpoints, and proactively manages our brand reputation, which is critical in an industry where consumer trust is paramount. This disciplined and strategic approach to brand management has created a powerful and enduring brand asset that competitors cannot easily replicate.

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Our platform model empowers Doctors with a “plug-and-play” practice, encompassing every detail from strategic site selection, leasing, and clinic fit-outs to centralised procurement of medical consumables and up-to-date equipment leasing. This significantly reduces the substantial upfront capital investment, allowing Doctors to launch their practice with ease. We also leverage our scale as a major customer of suppliers. These deep, established supplier relationships, further strengthened by the credibility of our brand, enable us to provide Doctors with access to quality medical consumables and equipment at competitive prices, available through both direct purchase and leasing arrangements. Beyond establishment, we provide complete operational support by managing the non-medical patient journey through trained front-desk staff, consultation specialists and beauticians, pre-treatment and post-treatment care, inventory management, and all back-office administrative functions, ensuring a consistent and quality patient experience across all the Clinics we serve. Our Doctors benefit not only from our brand’s drawing power but also from our robust supply chain infrastructure, which guarantees priority access to the latest and most sought-after aesthetic technologies and consumables.

We believe this holistic model de-risks and simplifies clinic ownership by removing the formidable barriers of high setup costs, complex operations, and patient acquisition challenges. Levering our substantial brand equity and our trusted Jing Chi brand, we provide a turnkey solution to Doctors, enabling them to concentrate exclusively on delivering quality medical services while we manage all non-medical related operational complexities. The scalability and effectiveness of our platform is evidenced by our service coverage to 19 Clinics strategically located in major metropolitan areas across Taiwan as at 31 December 2025, all benefiting from this unified, supportive ecosystem powered by our strong brand equity and enduring supplier partnerships.

Big data-driven member segmentation and personalised journey management that systematically builds trust and enhances conversion

We believe our key differentiator from peers lies not merely in the size of our membership base, but in our systematic, data-driven, and highly disciplined membership management programme. While many industry participants rely primarily on advertising spend to drive one-time customer traffic, we have built an established and integrated system that enables us to deeply understand consumer behaviours, preferences, and spending patterns, and to effectively activate our Members to generate sustainable revenue for the Clinics we serve. This systematic approach to Member management represents a significant competitive advantage that is difficult for individual practices or less sophisticated platforms to replicate.

As at 31 December 2025, we had cultivated a substantial and loyal community of over 500,000 Members through strategic brand building and consistent service delivery. Our proprietary membership management program is built upon several key pillars:

- *Comprehensive Member database and analytics:* We have built a large and rich database covering Members who have been served by the Clinics over the years. Leveraging our proprietary database of over 500,000 Members, we apply machine learning models to analyse behavioural patterns and identify high-value cohorts by age, treatment mix, visit frequency, and spending levels. Our CRM and data analytics capabilities allow us to perform precise Member profiling, analyse consumption patterns, and understand the specific demands and preferences of different Member segments. For instance, our analysis shows that over 75% of our Members are aged 35 and above, indicating that our Clinics attract mature consumers with relatively higher spending power.

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This data-driven segmentation enables us to implement targeted engagement strategies: we send targeted reactivation and treatment upgrade reminders to “high-potential but inactive” Members, and tailor treatment recommendations and pricing packages for “first-time consultation” and “trial” segments, thereby lowering the initial decision barrier, reducing the “browsing-only” phase, and accelerating conversion to first purchase.

- *High conversion and retention rates:* Our systematic approach to member management delivers proven results. In 2025, 70% of new Members who visited our Clinics for an initial consultation proceeded to make their first purchase, reflecting the trust in our brand and the effectiveness of our service protocols. Furthermore, approximately 75% of total consumers who spent at the Clinics in 2025 were returning Members, demonstrating the strong loyalty and repeat visitation driven by our membership program. Notably, approximately 86% of returning Members in 2025 had also made purchases in 2024, underscoring the enduring loyalty of our Member base.
- *Member referral as a key acquisition channel:* An analysis of new Member sources reveals that over 50% of new Members in 2025 came from referrals and recommendations by existing Members. This high referral rate is a powerful testament to the reliability and trustworthiness of our brand in the view of our Members, and it significantly reduces our Member acquisition costs compared to peers that rely heavily on paid advertising.
- *Effective Member reactivation capability:* In the first quarter of 2026, we launched a targeted reactivation campaign aimed at approximately 7,100 Members who had accumulated at least NT\$100,000 in spending between 2022 and 2024 but had not made any purchase in 2025. As at the end of March 2026, more than 500 of these Members had returned to our Clinics for consultations, and more than 300 of them made purchases, with an average spending of NT\$52,000 per Member. This average spending level significantly exceeded the overall average Member spending of NT\$34,292 in 2025. This successful reactivation demonstrates that by continuously and precisely engaging the Members in our database through targeted campaigns, we can effectively drive Member spending at the Clinics without incurring substantial incremental advertising costs.
- *Personalised customer journey from curiosity to conversion:* Our CRM system segments Members into distinct stages: prospect, first-visit, regular, and VIP, and designs stage-specific communication and engagement strategies. In the pre-visit phase, we leverage interactive engagement via LINE Official Account groups to filter prospects with clear needs and budget, ensuring that only well-qualified leads proceed to clinic consultations. During the in-clinic phase, our consultation specialists and Doctors present customised treatment proposals based on the Member’s profile, significantly shortening decision time and enhancing the likelihood of first purchase. In the post-treatment phase, automated follow-up via SMS, LINE, and our CTI system reminds Members of optimal return dates, converting a single transaction into a long-term, multi-treatment care plan and maximising member lifetime value.

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We believe that our systematic and established membership management program represents a significant competitive advantage that differentiates us from peers. While other platforms may rely primarily on advertising spend to drive traffic, we have built a self-sustaining ecosystem where our large, well-understood membership base provides a stable and recurring revenue stream for the Clinics, reduces customer acquisition costs through referrals, and enables highly effective targeted reactivation campaigns. This data-driven, systematic approach to member management is difficult for individual practices or less sophisticated platforms to replicate.

Integration of proprietary data systems and AI across our operations, enabling real-time analysis of member behaviour and fostering high member retention through precision marketing and personalised consumer experiences, supported by a fully digitalised management platform

We leverage technology throughout our operations to drive efficiency, enhance decision-making, and optimise customer acquisition. Beyond customer-facing applications, we have built a fully digitalised management platform that integrates and streamlines our internal operations, including advertisement design and posting, staff training, and resource allocation and management:

- *Digitalised Advertising and Content Management:* We utilise AI to produce short-form video content, systematically identifying engaging material and high-performing content trends to maximise audience engagement and conversion rates. This approach to digital marketing enables us to quickly adapt to emerging trends and consumer preferences, scaling successful content across multiple platforms to drive customer acquisition at optimal cost efficiency.
- *Automated Market Intelligence and Industry Data Collection:* Beyond internal operations, our digitalised management platform automatically collects and aggregates information related to the medical aesthetic industry from voluminous local and overseas sources, including industry reports, regulatory updates, competitor activities, emerging treatment trends, and technological advancements. This automated data capture system continuously scans and synthesises relevant information. By systematically harvesting and processing this external intelligence, we are able to formulate competitive strategies, identify emerging market opportunities, and make informed strategic decisions to stay ahead of industry developments.
- *Digitalised Staff Training and Development:* Our Jing Chi Academy (君綺學院) is supported by a digitalised training management system that tracks employee participation, certification status, and skill development progress. Training materials, including standard operating procedures, product knowledge modules, and customer service protocols, are delivered through our digital platform, ensuring consistent and scalable training delivery across our growing network. The system automatically identifies training needs based on employee performance data and role requirements, enabling targeted and efficient resource allocation for staff development.
- *Digitalised Resource Allocation and Management:* Our proprietary CRM system forms the backbone of our integrated data platform, enabling precision marketing and comprehensive consumer trend analysis. Our CRM system is also integrated with LINE OA and CTI, which allows us to track Member preferences, service history, and engagement patterns, enabling personalised care and communication, thereby fostering strong Member relationships and helping improve retention rates.

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Our centralised data platform aggregates non-medical related consumer information from all Clinics. By applying AI-driven analytics to this data, we gain profound insights into consumer behaviour and treatment preferences. This enables us to quickly refine our service and marketing strategies, enhance the customisation of treatment plans, and ultimately drive Member satisfaction and repeat visits.

We believe this technological infrastructure, encompassing not only customer-facing AI and CRM capabilities but also our comprehensive digitalised management platform for advertising, training, and resource allocation, allows us to continuously refine business strategies based on real-time data insights, ensuring our marketing efforts remain highly targeted and effective. Our commitment to technological innovation represents a significant competitive advantage, allowing us to maintain marketing agility and operational efficiency in a rapidly evolving industry landscape. This technological sophistication enables us to provide the Doctors with business intelligence, operational support, and customer acquisition capabilities that would be challenging to develop independently.

Visionary management and proactive market intelligence driving continuous innovation in treatment offerings

Our strategic direction and operational excellence are driven by our visionary founder with a proven track record in the medical aesthetics and wellness industry. Our Chairman, Ms. Chang, possesses extensive business leadership experience and deep industry insight. With a clear vision of the market, Ms. Chang foresaw the vast future prospects of the beauty and health management service industry in Taiwan and developed the Jing Chi brand. Her leadership has been instrumental in navigating our Company’s strategic transformation into a business-to-business-to-consumer (B-to-B-to-C) platform. The corporate restructuring undertaken, including the Spin-off of our medical aesthetics platform business from Deesse Vivante in 2024 to establish JC Taiwan, was a strategic move to sharpen our business focus, enhance operational agility, and unlock value. This decisive action, supported by our shareholders, positions our Company for dedicated growth and capitalises on the distinct market dynamics of our platform business.

Under Ms. Chang’s leadership, we have cultivated a strong corporate culture centred on the core value of “Safe and Reliable Medical Aesthetic” (安心醫美), which has earned high recognition from both the Doctors we serve and consumers. Our management team possesses extensive, hands-on experience in clinic operations, supply chain management for medical devices, consumables and pharmaceuticals, and data-driven, AI-enhanced marketing, ensuring consistent service quality and operational efficiency across our growing network.

Ms. Chang has strategically led our Group into the women’s health consumption platform service market, which we believe has high market potential. Leveraging our integrated capabilities in brand management and Member data management, combined with advanced AI-driven data analytics, we effectively unlock and maximise Member value across multiple health and wellness dimensions, including but not limited to medical aesthetics, anti-aging, skin and body rejuvenation, and TCM. While our business is currently focused on Taiwan, we are actively exploring expansion opportunities into the Japanese market, a strategic initiative driven by Ms. Chang’s visionary leadership and our management team’s deep industry expertise.

Critically, our management team’s deep industry expertise enables us to maintain the competitive edge of the Clinics by ensuring they have continuous access to a dynamic and curated portfolio of the latest and most sought-after medical aesthetics technologies and treatments. Our dedicated procurement team, guided by management’s strategic vision, actively monitors global market trends and technological advancements, leveraging our scale and strong relationships with international suppliers, and top-tier manufacturers, to source and secure innovative devices and consumables which are in high demand for the Clinics.

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Our sourcing strategy is both proactive and responsive. We continuously analyse emerging treatment trends and synthesise direct feedback from our network of Doctors to identify promising new medical aesthetic solutions. Each potential introduction undergoes a rigorous vetting process, where we assess its clinical efficacy, safety profile, and commercial potential before integration. This ensures that the treatment portfolio of the Clinics we serve is not only advanced but also aligned with current consumer preferences. For instance, since 2023, we have strategically guided the Clinics’ service mix towards a higher proportion of non-invasive procedures, such as laser and radiofrequency treatments, in response to strong market demand and a consumer preference for minimal downtime. For instance, revenue from non-invasive procedures represented approximately 88.6%, 90.8% and 92.5% of the aggregated revenue of the Clinics in 2023, 2024 and 2025, respectively.

We believe this capability, driven by our visionary management, provides a significant competitive advantage in the fast-moving medical aesthetic industry. By centrally identifying and securing the latest in-demand equipment and providing access through our procurement and rental models, we enable Doctors to offer frontier treatments without the burden of capital investment or market research. This synergy of strategic leadership, market intelligence, exclusive supplier relationships, and operational support helps ensure that the Clinics we serve consistently lead in treatment innovation and meet evolving market demand. This strong foundation of leadership has been critical to our success, enabling us to develop a resilient and scalable business model and maintain robust financial health, providing a solid platform for our future expansion in Taiwan and Asia.

Standardised service delivery supported by stringent operating procedures, commitment to constant staff training, a robust supply chain management system, and a rigorous Doctor selection process, collectively ensuring consistent and qualified service across our platform

We have built a comprehensive B-to-B-to-C platform that ensures the consistent delivery of quality, Safe and Reliable Medical Aesthetics (安心醫美) services across all Clinics operating under our brand. This integrated ecosystem is digitalised and supported by standardised operating procedures, proprietary training academy, a robust supply chain management system, and a rigorous Doctor selection process. The standardisation and digitalisation of our platform provide significant operational scalability and efficiency, offering substantial benefits to the Clinics and service personnel as outlined below:

- *Rigorous Doctor selection process ensuring clinical excellence:* The foundation of our service quality begins with the Doctors we partner with. We maintain a disciplined and selective process for identifying and onboarding Doctors to establish and operate medical aesthetic Clinics, and more recently, TCM Clinics. The process is initiated by our regional general managers in the Northern, Central, and Southern regions of Taiwan. For medical aesthetic Clinics, these managers, along with on-site clinic managers, actively observe and evaluate the performance and patient satisfaction levels of Doctors practicing within our existing network or the broader market. Key selection criteria include a Doctor’s professional reputation, patient feedback, and clinical competence. Doctors who demonstrate consistent excellence are approached regarding the feasibility of collaborating to establish a new clinic. For TCM Clinics, the identification process is conducted by a dedicated TCM department team, which seeks out qualified TCM practitioners using similar professional benchmarks. This rigorous selection process ensures that every Doctor affiliated with our platform meets our high standards of medical expertise and patient care.

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- *Standardised procedures and stringent quality control:* We have implemented a comprehensive service protocol and internal control system to maintain uniform service standards. Our operational guidelines cover all key aspects of clinic operations, including staff conduct, service preparation, inventory management, and clinic hygiene, which are consistently applied across all Clinics operating under our brand. Quality is assured through our Jing Chi Academy (君綺學院), which conducted around 150 training sessions during the Track Record Period, with over 200 attendances by doctors and nurses, and over 300 attendances by non-medical frontline staff (including clinic managers, consultation specialists, and beauticians). We enforce centralised procurement and quality control for medical products, standardise pre-treatment assessments and post-treatment care, and utilise system integration to streamline administrative processes. This allows medical professionals to focus on delivering quality medical services at Clinics.
- *Experienced service personnel supported by a proprietary training system:* The high professionalism of our on-site service staff ensures stable and superior service delivery. Our Jing Chi Academy (君綺學院) is the cornerstone of our talent development, providing continuous, standardised training. We have assembled a team of over 350 experienced non-medical staff as at 31 December 2025, including communicative clinic managers and on-site consultation specialists who build long-term relationships with consumers, enhancing satisfaction and increasing repeat visit rates. We believe our training system helps ensure that all personnel, from consultation specialists to beauticians, are well-versed in our service protocols, contributing to high client retention and brand consistency.
- *Comprehensive operational support:* Our standardised approach extends beyond training to encompass comprehensive operational support. We provide Clinics with complete administrative services including legal and human resources support, allowing Doctors to focus exclusively on medical practice.
- *Robust supply chain management capabilities:* Our platform features strong supply chain management, including prudent selection of medical devices, consumables and pharmaceuticals, and strict vendor quality control. We primarily source devices and other supplies from global suppliers and their authorised distributors in Taiwan. We have fostered long-standing relationships with international brands and are often one of their top customers in Taiwan, which allows us to secure priority supply and favourable pricing. Our operations are certified under the Good Distribution Practice (GDP) implemented by the Taiwan Food and Drug Administration for both medical devices and pharmaceuticals, and we manage inventory and distribution through an ERP system, ensuring supply stability and consistent quality control for the Clinics. This robust supply chain infrastructure guarantees that the Doctors we serve have reliable access to genuine, quality medical products, which is fundamental to delivering safe and effective treatments.
- *Qualified and well-trained frontline staff driving sales and after-sales excellence:* Beyond clinical expertise, the quality of sales and after-sales services is critical to member satisfaction and retention. Our frontline staff, including consultation specialists and beauticians, undergo rigorous training on communication skills, product knowledge, service protocols, and customer psychology. They are equipped to understand consumer needs, provide treatment information, and deliver consistent post-treatment care. This systematic approach to staffing ensures that every consumer interaction, from initial consultation to post-treatment follow-up, is handled with professionalism and care, thereby enhancing the overall service experience and strengthening member loyalty.

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Our integrated, platform-based operating model allows us to standardise operations, enhance consumer experience, and improve the performance of the Clinics. We continuously invest in our digital infrastructure, utilising data accumulated from daily operations to further refine our service delivery and operational efficiency. Through the combination of rigorous Doctor selection, standardised procedures, continuous staff training, robust supply chain management, and quality sales and after-sales services, we believe we have built a platform that consistently delivers qualified, reliable, and superior service outcomes, creating lasting value for both the Doctors we serve and the Members who trust our brand.

OUR BUSINESS STRATEGIES

Our business objectives are to maintain the sustainable growth of our business and to create long-term shareholders’ value. In this connection, we intend to maintain our position as one of the leading medical aesthetic platform operators in Taiwan and to continue to build on our existing competitive strengths stated above. To achieve our business objectives, we plan to implement the following business strategies:

Strategically expand our integrated medical aesthetic and wellness platform in Taiwan

We intend to solidify our leadership and deepen our service offerings in Taiwan to create a comprehensive beauty and wellness solution for our Members through (i) selective enhancement of our medical aesthetic service coverage; and (ii) expansion of TCM Clinics:

- *Selective enhancement of medical aesthetic service coverage:*

According to Frost & Sullivan, with the steady increase in residents’ income levels and the gradual refinement of aesthetic preferences, medical aesthetic consumption in Taiwan has increasingly shifted toward routine care, driving the continuous expansion of the medical aesthetic services industry in Taiwan. In particular, within the non-surgical segment, such procedures have rapidly penetrated among younger consumer groups and entry-level consumer groups due to their advantages of high safety, short recovery periods, and relatively affordable pricing. In addition, the relatively high frequency of repeat consumption among consumers further contributes to sustained market expansion. In terms of revenue, the market size of the medical aesthetic services industry in Taiwan reached USD2.4 billion in 2025, and is expected to grow at a CAGR of 14.2% to USD4.5 billion by 2030.

Furthermore, from 2020 to 2025, the aesthetic service platform industry in Taiwan demonstrated rapid growth. On the one hand, aesthetic service platforms effectively reduced customer acquisition costs per institution and improved conversion efficiency through the integration of physician resources and unified branding and operational systems. On the other hand, the rapid penetration of non-surgical procedures further enhanced the scalability and replicability of the aesthetic service platform model. In terms of revenue, the market size of the aesthetic service platform industry in Taiwan reached USD 646.3 million in 2025, and is expected to grow at a CAGR of 18.6% to USD1,459.4 million by 2030.

Aligning with market dynamics and our overall development pace, we will continue to prudently expand our service coverage to medical aesthetic Clinic in Taiwan, focusing on setting up sizable Clinics with market potential to reinforce our premium brand positioning. Site selection will be meticulously planned around key transportation hubs, ensuring high visibility and accessibility for the Clinics’ target clientele. This expansion would be carefully managed to prevent cannibalisation between Clinics, typically spacing them two to three subway stations apart.

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We intend to partner with Doctors to establish ten new medical aesthetic Clinics in the next three years, including five, three and two Clinics in 2027, 2028 and 2029, respectively. Each of the new aesthetic Clinics is intended to have a GFA ranging from approximately 500 to 650 sq.m.. On this basis and with reference to market rents of similar premises in the target locations, the average annual rental expenses of each new aesthetic Clinic is expected to be HK\$2.1 million.

We expect to incur a total capital expenditure of approximately HK\$[REDACTED] million for the establishment of the new medical aesthetic Clinics, which primarily include design and fitting out work expenses, rental expenses during the fitting-out process and procurement costs of key medical devices for Clinic operation. The amount of capital expenditure is estimated based on the actual expenditure on the establishment of our existing medical aesthetic Clinics in Taiwan and current market conditions in the relevant cities. Such plan, including the number of aesthetic Clinics, selected location, estimated size and expected capital expenditure of each medical aesthetic Clinic, among others, is subject to changes according to our actual needs and market conditions at the relevant time.

On the assumptions that (i) the operating environment in Taiwan remains stable; (ii) our new medical aesthetic Clinics achieve reasonable level of performance with reference to our existing medical aesthetic Clinics in Taiwan, the initial breakeven period (which represents the period from the establishment of a Clinic to the time when it records monthly net profit for the first time) and the cash investment payback period (represents the time it takes for the accumulated operating cash flow attributable to us from the relevant Clinic to recover the initial investment) for each new medical aesthetic Clinic to be established are expected to approximately four months and approximately 21 months, respectively.

- *Expansion of TCM Clinics:* The introduction of TCM services since 2024 is a strategic move to create a fully integrated service portfolio. We believe there is significant synergy between medical aesthetics that enhance external appearance and TCM that improves internal health and well-being. This combination allows us to offer a more holistic solution, capturing a broader client base with interconnected needs for weight management, body conditioning, and aesthetic enhancement, thereby increasing client stickiness to the Clinics.

Accordingly to Frost & Sullivan, the female population in Asia is relatively large, coupled with the rising demand for comprehensive health management and the shift in healthcare expenditure structure from treatment-oriented to management-oriented, such trends are driving demand to evolve from stage-based to long-term and continuous. In this context, women's health needs are gradually transitioning from a single dimension to a multi-dimensional, full-lifecycle management model encompassing external appearance management and overall health regulation. From the supply side, certain companies with scale and resource integration capabilities are integrating diversified service offerings, including medical aesthetic resources, traditional Chinese medicine regulation and anti-aging management to establish cross-disciplinary service systems that address the multi-dimensional health management needs of female consumers.

In recent years, driven by the combined effects of policy support and increasing health awareness among residents, the TCM market in Taiwan has achieved steady expansion. From an institutional perspective, Taiwan has continuously improved the policy support for the development of TCM through relevant legislation, thereby enhancing the level of industry standardization. From the demand side, following the pandemic, residents' health awareness has increased, and the rising demand for chronic disease management has driven healthcare needs to gradually shift toward continuous health management. In this context, the functional attributes of TCM in prevention and long-term intervention are well aligned with such structural changes in consumer demand, thereby supporting the steady growth of the industry.

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We currently cooperate with TCM Doctors to operate two TCM Clinics in Taiwan. Building on the strong foundation and client base of our existing medical aesthetic clinics, we plan to strategically establish TCM Clinics in locations adjacent to our existing medical aesthetic Clinics. This “one-stop-shop” model allows us to cater to the evolving consumer demand for holistic wellness, including weight management, anti-aging, skin rejuvenation, and body recuperation, alongside aesthetic treatments. We believe that this would enhance diversification of our income streams against economic fluctuations in the pure aesthetic sector.

We intend to partner with Doctors to establish 15 TCM Clinics in the next three years, including 11, two and two TCM Clinics in 2027, 2028 and 2029, respectively. These new TCM Clinics are expected to benefit from significant cross-selling opportunities with our membership base. Each of the TCM Clinics is intended to have a GFA ranging from approximately 165 sq.m. to 265 sq.m. On this basis and with reference to market rents of similar premises in the target locations, the average annual rental expenses of each TCM Clinic is expected to be approximately HK\$0.8 million.

We expect to incur a total capital expenditure of approximately HK\$[REDACTED] million for the establishment of the TCM Clinics, which primarily include design and fitting out work expenses, rental expenses during the fitting-out process, and costs of key medical devices and basic Chinese herbal medicine for TCM Clinic operation. The amount of capital expenditure is estimated based on the actual expenditure on the establishment of our existing TCM Clinics in Taiwan and current market conditions in the relevant districts. Such plan, including the selected locations, estimated size and expected capital expenditure of each of TCM Clinic, among others, is subject to changes according to our actual needs and market conditions at the relevant time.

On the assumptions that (i) the operating environment in Taiwan remains stable; (ii) our new TCM Clinics achieve reasonable level of performance with reference to our existing TCM Clinics in Taiwan, the initial breakeven period (which represents the period from the establishment of a Clinic to the time when it records monthly net profit for the first time) and the cash investment payback period (represents the time it takes for the accumulated operating cash flow attributable to us from the relevant Clinic to recover the initial investment) for each new TCM Clinic to be established are expected to approximately seven months and approximately 22 months, respectively.

It is estimated that the total costs and expenses associated with the above business strategy will be HK\$[REDACTED] million, including capital expenditure of HK\$[REDACTED] million for establishing the ten medical aesthetics Clinics and HK\$[REDACTED] million for establishing the 15 TCM Clinics, HK\$[REDACTED] million for recruitment of onsite personnel in support of the operations of the new medical aesthetic Clinics and new TCM Clinics, and HK\$[REDACTED] million for sales and marketing activities to be implemented to promote the opening of the new Clinics and to drive revenue growth at the new Clinics. These costs and expenses will be fully funded by the [REDACTED] from the [REDACTED]. For details, please see “Future Plans and Use of [REDACTED] – Use of [REDACTED]”.

BUSINESS

Expand market coverage and prudently evaluate acquisition target in Japan

To capture growth in the broader Asia-Pacific region and diversify our geographic revenue streams, we have identified Japan as a key strategic growth driver. According to Frost & Sullivan, the core drivers of the medical aesthetic services industry in Japan were primarily reflected in two aspects: (i) the continuous deepening of population aging, which has formed long-term demand for anti-aging services; and (ii) the gradual shift in consumer aesthetic preferences toward natural and refined improvements, which has driven the continued penetration of non-surgical procedures. In terms of revenue, the market size of the medical aesthetic services industry in Japan reached USD4.4 billion in 2025, and is expected to maintain steady growth at a CAGR of 10.4% to USD6.9 billion by 2030. This presents a significant opportunity for our established platform model.

Our entry strategy is centred on the acquisition of an existing, profitable medical aesthetic platform operator in the Greater Tokyo Area with an established network of clinics under its management. This acquisition-led approach allows us to rapidly establish a market footprint, gain invaluable local operational expertise, and onboard an existing network of clinics and consumers.

We intend to select acquisition targets that maximise strategic synergies and financial returns while minimising integration risks. To this end, we will conduct a rigorous preliminary review and feasibility study on each potential target. When assessing opportunities, we will carefully consider a variety of factors, including but not limited to: the quality, scale, and profitability of the clinics under the target’s management; the cost and strategic benefit of the acquisition in the context of our long-term plan; the synergy between our existing operational platform and the target’s business in terms of technology, service offerings, and management expertise; the local regulatory environment; and the overall enhancement to our competitiveness and sustainability.

Specifically, in selecting and assessing potential acquisition opportunities in Japan, we will apply the following key criteria:

- *Geographical focus:* We will primarily target medical aesthetic platform operators with a strong presence and cluster of Clinics in the Greater Tokyo Area and other major metropolitan areas in Japan, which have high consumer spending power and a concentration of target clientele.
- *Business model:* Our primary targets are platform companies that operate a business-to-business-to-consumer (B-to-B-to-C) model similar to our current platform in Taiwan, providing a suite of services, such as medical device procurement and leasing, brand marketing, and operational support, to affiliated medical aesthetic clinics.
- *Operational scale and financial track record:* We target platform operators with a network of clinics that demonstrates stable revenue and have recorded profit in their latest financial year. We will prioritise targets with an established Clinic base.
- *Management capability and clinic quality:* We will seek targets with an industry experience of approximately five years and possess on experienced local management teams with local industry knowledge and strong relationships with physicians. The affiliated clinics must demonstrate a commitment to high medical standards and quality service, aligning with our core value of “Safe and Reliable Medical Aesthetics.”

BUSINESS

Our Directors believe that such strategic acquisitions in Japan could enable us to (i) achieve leap-frog growth by efficiently entering a new and attractive geographic market; (ii) rapidly gain market share and achieve economies of scale; (iii) enhance our Group’s international brand influence and position us as a leading pan-Asian beauty and wellness platform; (iv) diversify our revenue base by currency and region, mitigating single-market economic risks; and (v) facilitate the cross-border introduction of innovative treatments and operational best practices between Taiwan and Japan. As of the Latest Practicable Date, we had not identified any specific target company for acquisition but are actively evaluating the market landscape.

We intend to use HK\$[REDACTED] million of the [REDACTED] from the [REDACTED] for executing this expansion strategy. For details, please see “Future Plans and Use of [REDACTED] – Use of [REDACTED]”.

Deepen big data and AI-driven member lifecycle management

We plan to further enhance our data platform and AI algorithms to upgrade our member engagement from precision marketing to a fully integrated personalised health management journey. Specifically, we intend to:

- *Enhance our member segmentation models:* We plan to introduce more machine learning models to dynamically identify a Member’s “latent demand stage” and “decision sensitivity”, enabling proactive needs forecasting. We believe this will allow us to anticipate Member preferences and deliver tailored communications and treatment recommendations at the most opportune moments, thereby increasing conversion rates and Member satisfaction.
- *Build an automated customer journey orchestration engine:* We intend to integrate our CRM, LINE Official Account, and Clinic management systems to trigger automated, behaviour-based communications and treatment recommendations. For example, after a Member completes a certain treatment, the system will automatically deliver relevant maintenance services or wellness content at optimal intervals, further increasing repeat visit rates and enhancing long-term Member loyalty.
- *Scale immersive experience-based marketing:* We plan to leverage live streaming platforms to replicate the success of our offline VIP events on a larger, more accessible scale. This will allow prospective clients to remotely experience the entire “diagnosis-to-solution” process, building strong trust before they visit a Clinic. By reducing the initial decision barrier and shortening the consumer decision cycle, we expect to improve the overall efficiency of our conversion funnel and accelerate new Member acquisition.

Cultivate and retain a high-calibre talent pool to support strategic growth

Our ambitious expansion plans are underpinned by our ability to attract, develop, and retain a skilled workforce, including physicians, on-site service personnel, and corporate support staff.

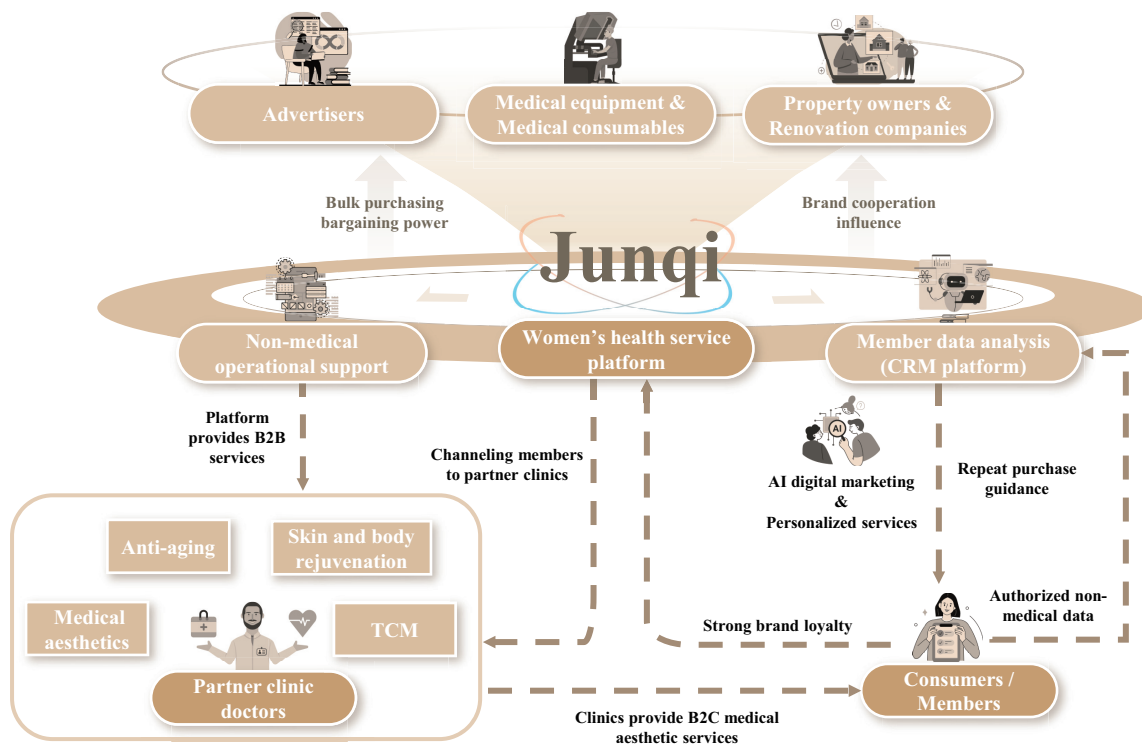
We will continue to leverage and expand the role of our Jing Chi Academy as our primary internal talent incubator. The curriculum will be continuously updated to cover the latest medical techniques, service protocols, and compliance requirements. We are focused on building a robust pipeline of future Doctors by identifying and nurturing talented medical professionals from within the Doctors we serve, offering them a clear path to establishing Clinics with our platform.

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Recognising that our on-site consultation specialists are crucial to the client experience, we have established attractive compensation and bonus structures. To further enhance long-term retention, especially for key personnel, we have implemented a Pre-[REDACTED] Share Option Scheme and a Post-[REDACTED] Share Option Scheme. This initiative is designed to align the interests of our employees with those of our Company and our Shareholders, fostering a culture of ownership and commitment. As part of our human resources strategy to maintain and attract qualified talent for beauty and health management services, we will continue to offering employees competitive salaries, clear career path and other incentives.

As we expand geographically including the Japanese market, we will build localised subsidiaries staffed with local professional talent in finance, legal, and quality control to ensure compliance and operational effectiveness. We will foster a cohesive corporate culture that emphasises our core values of “Safety, Sincerity, and Choosing the Right Path” (安心、真心、擇善), ensuring organisational synergy and maintaining our high service standards across all markets and Clinics.

OUR BUSINESS MODEL



BUSINESS

During the Track Record Period, our revenue was mainly derived from the provision of the following services to the Doctors:

Service category	Brief description of services	Type of revenue
(i) Clinic branding and operation services	Managing brand marketing, social media, customer relationship management (CRM), and licensing the Jing Chi (君綺) trademark to Clinics	- Tiered monthly fee based on the Clinic’s monthly revenue; - Fixed monthly trademark royalty; and - Additional fees for specific marketing campaigns
	Provision of on-site consumer services and administrative management services	Tiered monthly fee based on the Clinic’s monthly revenue
	Comprehensive back-office support, including HR, legal, IT, market research, and general administration to Clinics	Fixed monthly fee
(ii) Procurement of medical devices, consumables and pharmaceuticals	Sourcing pharmaceuticals and other related consumables for onward sales to Clinics	Sales of pharmaceuticals and other related consumables
	Leasing medical devices to Clinics and providing installation, repair, and maintenance services	Fixed monthly rent and maintenance fee
(iii) Clinic leasing	Leasing the clinic premises to Clinics and assisting with or providing fit-out and renovation services	Fixed monthly rent

During the Track Record Period, in addition to providing services to Doctors, we had also provided beauty services such as facials and spa treatments to our Members, and charged these Members directly for such services. As we strategically streamlined our business model to focus primarily on our core platform services to Clinics, we had gradually decreased such direct services to Members and ceased to provide such services since October 2025. For details, please see “– (B) Services to Members – Provision of beauty services to individuals”.

BUSINESS

The following table sets forth a breakdown of our revenue by service offerings for the periods indicated:

	FY2023		FY2024		FY2025	
	HK\$'000	%	HK\$'000	%	HK\$'000	%
<i>Services to Doctors</i>						
– Clinic branding and operation services						
• Provision of brand management services	–	–	63,491	16.4	134,692	21.2
• Trademark license fee	–	–	3,969	1.0	7,667	1.2
• Provision of on-site consumer services and administrative management services	14,836	6.3	118,460	30.6	199,907	31.5
	<u>14,836</u>	<u>6.3</u>	<u>185,920</u>	<u>48.0</u>	<u>342,266</u>	<u>53.9</u>
– Procurement of medical devices, consumables and pharmaceuticals						
• Sales of medical aesthetics products	151,010	64.5	129,974	33.6	213,651	33.7
• Fixed rental income from medical equipment	12,808	5.5	14,820	3.8	13,988	2.2
• Provision of equipment maintenance services	4,304	1.9	4,111	1.1	6,529	1.0
	<u>168,122</u>	<u>71.9</u>	<u>148,905</u>	<u>38.5</u>	<u>234,168</u>	<u>36.9</u>
– Clinic leasing	<u>20,320</u>	<u>8.7</u>	<u>24,232</u>	<u>6.3</u>	<u>26,543</u>	<u>4.2</u>
Subtotal for services to Doctors	<u>203,278</u>	<u>86.9</u>	<u>359,057</u>	<u>92.8</u>	<u>602,977</u>	<u>95.0</u>
<i>Services to Members</i>						
– Provision of beauty treatment services to individuals	<u>30,727</u>	<u>13.1</u>	<u>14,675</u>	<u>3.8</u>	<u>2,355</u>	<u>0.4</u>
<i>Others*</i>	<u>–</u>	<u>–</u>	<u>13,374</u>	<u>3.4</u>	<u>28,953</u>	<u>4.6</u>
Total	<u>234,005</u>	<u>100.0</u>	<u>387,106</u>	<u>100.0</u>	<u>634,285</u>	<u>100.0</u>

**Note:* This includes rental income and related income from our sub-lease of designated retail spaces to Deesse Vivante for sales of its skincare and health supplement products to Members, and sub-lease of office space to Deesse Vivante for office use. For details, please see “Connected Transactions – Non-exempt continuing connected transaction” and “Connected Transactions – Fully exempt connected transactions – 2. Sub-lease of office premises to Deesse Vivante” for details.

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For the discussions on changes in our revenue and gross profit generated from each type of service offerings during the Track Record Period, please see “Financial Information – Review of Historical Results of Operation – FY2024 compared to FY2023” and “Financial Information – Review of Historical Results of Operation – FY2025 compared to FY2024”.

(A) Services to Doctors

During the Track record Period, we primarily provide services to Doctors under our medical aesthetic platform. For each year of the Track Record Period, revenue derived from this services provided to Doctors amounted to HK\$203.3 million, HK\$359.1 million and HK\$603.0 million respectively, representing 86.9%, 92.8% and 95.0% of our total revenue for the respective years.

(i) Clinic branding and operation services

Our Clinic branding and operation services represent an integrated suite of solutions designed to manage all non-medical aspects of Clinics operating under our flagship Jing Chi brand. This comprehensive service offering encompasses two core components: (a) brand management and trademark licensing, through which we grant Doctors the right to operate under our trusted brand and execute all marketing and customer acquisition strategies; and (b) provision of on-site consumer services and administrative management services, whereby we deploy trained frontline personnel such as Clinic managers, consultation specialists, and beauticians to handle all patient interactions and care coordination, and cover back-office support functions including legal compliance, human resources, and IT infrastructure. By centralising these critical non-medical functions under our brand, we ensure consistent service delivery across all Clinics operating under our brand, enhance operational efficiency, and allow Doctors to focus exclusively on delivering clinical care. For each year of the Track Record Period, revenue derived from provision of Clinic branding and operation services amounted to HK\$14.8 million, HK\$185.9 million and HK\$342.3 million respectively, representing 6.3%, 48.0% and 53.9% of our total revenue for the respective years.

(a) Brand management and trademark licensing

Historically and prior to the Spin-off, marketing and promotional activities were conducted directly by the Clinics. As the Jing Chi brand developed significant market recognition over time, we recognised the strategic importance of enforcing a unified marketing strategy across all Clinics operating under our brand to ensure message and brand consistency, and to exercise stringent control over all brand touchpoints in Taiwan, including clinic ambiance, service protocols, and visual marketing identity. Moreover, with the advancement of technology, we identified that operating a data-driven marketing system supported by proprietary CRM and analytical capabilities would allow for deep customer insight, enabling precision marketing and enhancing long-term customer lifetime value. Centralisation of brand management allows Clinics to focus on the delivery of medical services, lowers the aggregate marketing costs for individual Clinics, and enables all Clinics operating under our brand to organise larger-scale, more impactful campaigns, such as cooperation with reputable public figures and celebrities to bolster brand credibility and exposure.

BUSINESS

Consequently, from June 2024 onwards, our operational model transitioned to its current structure whereby Clinics formally delegate brand marketing and management activities to our Group pursuant to the Service Framework Agreements. We have managed all vendor engagements related to brand marketing for the Clinics since then. Under our core proprietary brands, namely Jing Chi Medical Aesthetics (君綺醫美), Jing Chi Young (君綺漾) and Jing Chi TCM (君綺中醫), we provide integrated marketing and brand stewardship services to all Clinics operating under our brand. It should be noted that we are a commercial entity incorporated under the Taiwan Company Act and are not a licensed medical institution under Taiwanese law. Therefore, we function as a commercial brand management and marketing service provider to the Clinics. The provision of all medical services is conducted solely by the Clinics, which are the legally recognised healthcare institutions. For each year of the Track Record Period, (i) revenue derived from provision of branding activities services amounted to nil, HK\$63.5 million and HK\$134.7 million respectively, representing nil, 16.4% and 21.2% of our total revenue for the respective years; and (ii) revenue derived from trademark licensing fees amounted to nil, HK\$4.0 million and HK\$7.7 million respectively, representing nil, 1.0% and 1.2% of our total revenue for the respective years.

Contractual framework

Our brand management and trademark licensing services are governed by our Service Framework Agreement with each Clinic. Under these agreements, we grant each Clinic a non-exclusive, non-transferable license to use our registered trademarks within Taiwan over the term of the agreement.

The scope of brand management services we provide includes: (i) the setup and maintenance of a dedicated customer service hotline; (ii) assistance in managing online communications and the consumer appointment booking system; (iii) consumer relationship management and post-engagement care coordination; (iv) the organisation of exclusive Member events and large-scale brand promotion activities; (v) the operation of social media and short-video accounts to enhance brand awareness; and (vi) the provision of advertising design and strategic planning services, including assistance with regulatory applications for medical advertisements where necessary. The Service Framework Agreement stipulates that our services do not include the performance of medical acts, which remain the sole responsibility of the licensed Clinics.

The intellectual property rights in all marketing materials, campaigns, and systems developed in the execution of these agreements are owned by our Group. Clinics are obligated to use our trademarks strictly in accordance with our corporate identity standards, to maintain the brand’s reputation, and to promptly inform us of any events that may affect the brand image. Upon termination or expiration of the agreement, Clinics must immediately cease all use of our trademarks, branding, and information systems.

BUSINESS

Brand management channels

Our brand management services are designed to generate new customer leads, cultivate a membership base, and drive treatment consultations at Clinics through a synergistic mix of online and offline marketing channels. We aim to associate our brands with clinical quality, personalised consultation, and high service satisfaction, fostering strong customer loyalty:

- *Online marketing and digital engagement:* This includes supporting Clinics to (i) execute targeted digital advertising campaigns across major platforms such as Meta (Facebook, Instagram), Google, LINE, and YouTube; and (ii) implement search engine optimisation (SEO) strategies. We also produce engaging short-form video content based on inputs from Clinics for their dissemination. We assist Clinics in managing the official Clinic websites with detailed treatment and physician profiles. We also maintain LINE Official Accounts for Clinics to foster Member relationships through regular communication, livestreams, and dissemination of educational content. All medical-related information disseminated through these channels are provided by and disseminated by the Clinics.
- *Offline marketing and brand exposure:* We support Clinics in employing traditional out-of-home (OOH) advertising channels, including subway station displays, in-taxi video advertisements, and bus body advertisements. We also arrange both local clinic-level and large-scale corporate-branded events for our Members, which serve as key forums for direct Member engagement and lead generation.
- *Data analytics and strategic planning:* We conduct post-campaign analysis on performance metrics, treatment pricing acceptance, and conversion rates to refine and optimise ongoing and future marketing strategies for Clinics. Utilising our centralised CRM system, we track non-medical consumer data, revisit and repurchase frequency, and average transaction value, enabling precise membership segmentation and targeted promotional activities.
- *Cross-industry collaboration:* We assist Clinics in engaging diversified co-operations, partnering with social media influencers, marketing agencies, and corporate entities to expand their customer reach through experiential campaigns and word-of-mouth promotion.

We operate a joint marketing model with the Clinics. Marketing initiatives are centrally planned by us based on AI-powered market analysis and consumer trend research, to determine promotional focus and cadence. Clinics then formally commission specific campaigns via written authorisations for deployment across agreed media channels. While the core branding and promotional calendar are unified to ensure consistency, individual Clinics may request supplemental services, such as exclusive client appreciation events.

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Prior to publication, marketing materials are subject to a mandatory compliance review by our internal legal team, with the assistance of an AI-powered compliance platform which supports advertisement rules violation screening.

For details of our sales and marketing activities, please see “– Sales and Marketing”.

Service flow

Our standard service cycle involves: (i) market analysis and selection of key treatment offerings for promotion; (ii) collaborative meetings with Doctors to provide advice on treatment pricing; (iii) in-house design of omnichannel advertising content and planning of media placements; and (iv) customer lead management through a centralised customer service centre for appointment booking.

Pricing and revenue recognition

Revenue for our brand management and trademark licensing services is generated from two primary streams:

- *Brand management service fees:* Fees are recognised monthly based on a tiered structure applied to each Clinic’s revenue for that month, as stipulated in the Service Framework Agreement.

During the Track Record Period, the average monthly brand management service fees represented approximately 10.0% to 15.0% of the monthly revenue of a Clinic.

- *Trademark licensing royalties:* A fixed monthly royalty is charged to Doctors for the right to operate under our licensed brands.

We charged fixed monthly royalties of approximately HK\$0.04 million per Clinic.

Revenue from brand management and trademark licensing services is recognised over the course of each month, corresponding to the period during which the services are rendered.

Operational team and expertise

As at 31 December 2025, our dedicated brand management team consisted of 11 members, most of which possess substantial industry experience. Recruitment prioritises candidates with prior experience in medical aesthetics marketing. To ensure continued expertise, team members undergo regular professional training on the latest medical aesthetics trends and marketing techniques.

BUSINESS

Regulatory compliance

(1) Online marketing and digital engagement

There is no single, consolidated statute in Taiwan that specifically regulates the permissibility or licensing requirements for operating an online platform business or providing e-commerce or internet information services. Instead, any licensing, approval, registration, or other regulatory restrictions (if applicable) relating to online platforms and their content are set out across various laws and regulations that apply to particular industry sectors or activities.

Based on the advice of our Taiwan Legal Advisers, our provision of online marketing and digital engagement services through major online platforms is not subject to any licensing requirement under Taiwan law. However, the content of such marketing or digital materials disseminated on these platforms remains subject to advertising requirements prescribed under the relevant regulations. For further information, please refer to “Regulatory Overview – Laws and Regulations relating to our Group’s Business and Operation in Taiwan – Medical Services – Medical Service Advertisement and Pharmaceutical Products, Medical Devices, Cosmetics, Food, and Health Food.”

(2) Advertising and marketing

In Taiwan, the advertising and marketing of our business are strictly regulated under the Medical Care Act, Pharmaceutical Affairs Act, Medical Devices Act, and their corresponding implementing regulations. Our contractual agreements with Clinics expressly require that all services be provided within the permissible scope of these regulations. To ensure compliance, all marketing staff receive training on essential healthcare advertising laws. We have systematised the review process to implement a mandatory, multi-stage legal review. Under this process, the marketing team first conducts an initial screening of all external marketing concepts and materials, after which our internal legal team performs the final review and approval before they are finalised and circulated to Clinics for their use and publication.

As advised by our Taiwan Legal Advisers, our provision of brand management services to Clinics had been materially in compliance with all applicable laws in Taiwan during the Track Record Period and up to the Latest Practicable Date.

(b) Provision of onsite consumer services and administrative management services

We provide comprehensive on-site consumer services and administrative management services to the Doctors, which encompass a wide range of support functions essential for the establishment and operation of medical aesthetic clinics and TCM clinics. These services are delivered within the scope permitted by Taiwan’s medical, pharmaceutical, and medical device regulations. We offer reasonable assistance and support in accordance with each Doctor’s needs to address related operational requirements. For each year of the Track Record Period, revenue derived from provision of such services amounted to HK\$14.8 million, HK\$118.5 million and HK\$199.9 million respectively, representing 6.3%, 30.6% and 31.5% of our total revenue for the respective years.

BUSINESS

Onsite consumer services

Our on-site consumer service encompasses deploying personnel during agreed working hours to provide consumer reception and non-medical cleansing and skincare services. Our on-site consumer services include all non-medical consumer-facing interactions from arrival through post-visit follow-up. Front desk personnel provided by us handle reception, check-in, and the accurate entry of consumer information into our CRM system. This system records non-medical details such as visit history, service preferences, and personal likes or dislikes (for example, preferred beverages or waiting tolerance) while explicitly excluding any medical or clinical data. Our consultation specialists then maintain and deepen client relationships through personalised communication and service coordination. Our beauticians also directly handle pre-treatment cleansing, post-treatment care, and other supportive skincare services, ensuring a comfortable and professional experience throughout the customer journey.

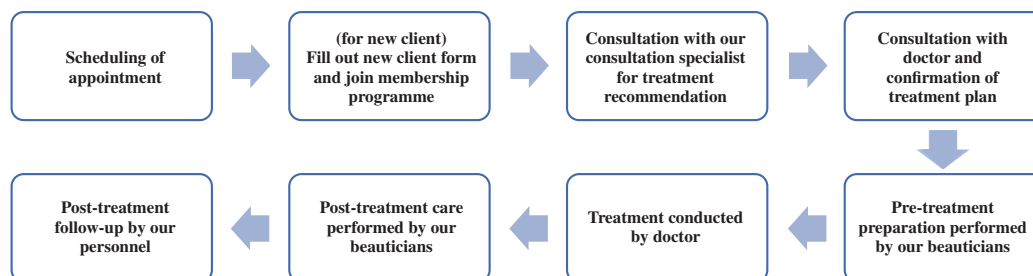
The type and volume of services supplied to each Doctor are determined based on historical operational data and ongoing performance. Our employees assigned to each Doctor are centrally managed by us, and may be flexibly redeployed to serve all Doctors, with reallocation coordinated among clinic managers based primarily on customer traffic and operational demand.

On-site service team

Our on-site service team consists of clinic managers, front desk staff, consultation specialists, beauticians and administrative personnel, with team size scaled according to customer flow. Team members are recruited based on prior experience in customer service or healthcare, and undergo structured interviews and background checks. While no specific medical licenses are required for non-medical roles, all staff receive training in medical communication boundaries, privacy protection, service SOPs, and emergency response, with certain roles such as beauticians holding relevant vocational certifications.

Service flow

The flow chart below outlines the key processes involved from the initial contact of a customer of a Clinic through service completion:



A consumer may schedule an appointment with a Clinic through its LINE Official Account or directly at the Clinic. When a new consumer visits our stores, our front desk staff will ask him/her to fill out a new client form and join our membership programme on the LINE Official Account platform. A consultation specialist would then be assigned to have a consultation with the consumer, who will exam the consumer’s conditions and recommend appropriate service procedures. The consumer would then have a face-to-face consultation with a doctor at the Clinic, who will determine the appropriate plans and procedures for the consumer.

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After the consumer’s consultation with the doctor, our consultation specialist will assist in arranging appointment for the relevant procedure. Our beauticians will assist in pre-treatment preparation and the doctor will perform the intended procedure. Following the treatment, our beauticians will provide post-treatment care to the consumer and examine his/her conditions to ensure that he/she is suitable to leave the Clinic.

Our service framework includes post-treatment follow-up with consumers, multi-channel support via phone, LINE, text-messaging, and in-person channels, treatment outcome tracking and customer satisfaction surveys. In the event of consumer complaints or disputes, frontline service personnel engage directly with consumers to clarify treatment processes. If any service lapse is identified, we coordinate with the relevant Clinic to arrange follow-up medical consultations or discuss solutions, ensuring all communications are thoroughly documented. A formal channel exists for consumers to lodge complaints via the customer service centre, which are then escalated to our regional business supervisors for resolution per internal protocols. For details of our consumer feedback and complaint handling protocol, please see “– Sales and Marketing – Consumer feedback and complaint resolution”.

When such consumer schedules his/her next appointment with the Clinic, our consultation specialist will prepare the consumer’s consumption and other non-medical records in advance to assess the results of treatments already performed on the consumer and recommend appropriate treatments going forward.

For details of the division of labour between (i) the doctors and nurses employed by the Doctor of a Clinic; and (ii) the on-site personnel provided by us to the Clinic, please see “– Service Personnel – Personnel structure at each Clinic”.

Pricing and revenue recognition

Our on-site consumer service fee is recognised and charged to Doctors on a monthly basis, and is calculated using a tiered pricing structure linked to each Clinic’s monthly revenue. The applicable fee tiers are specified in a pricing table in our Service Framework Agreement with each Clinic. During the Track Record Period, the average monthly on-site consumer service fee represented approximately 20% of the monthly revenue of a Clinic.

Data collection and usage

We collect non-medical personal data such as contact details, service history, visit records, and consumer preferences. No medical or sensitive health data is collected. Data is stored electronically in a secure internal system with access controls, encryption, and regular security audits. It is used solely for service personalisation, appointment management, customer communication, and internal operational analysis. Access is restricted to authorised Group personnel who requires it for service delivery and management. Data may be shared with other Clinics and relevant medical staff to facilitate service coordination but is not sold or disclosed to unrelated third parties. We have established procedures for the secure deletion and destruction of personal data in accordance with our data retention policy. For details of our data privacy and protection policies, please see “– Data Privacy And Protection”.

BUSINESS

As advised by our Taiwan Legal Advisers based on the information provided by us and certain compliance letters issued by the competent authorities in Taiwan, our collection, use, sharing, and storage of personal data had been materially in compliance with all applicable laws in Taiwan, including the Personal Data Protection Act during the Track Record Period and up to the Latest Practicable Date.

Administrative management services

Our administrative management services are organised into the following functional areas:

- *Clinic operations management:* We are responsible for the overall operational integrity and efficiency of each Clinic. Led by on-site Clinic managers trained and provided by us, our Clinic operations management service encompasses daily oversight of medical material inventory, including procurement and the maintenance of safety stock levels to ensure uninterrupted service. Our team also manages all staffing functions, including creating schedules, monitoring attendance, and administering ongoing training programmes to maintain service standards.
- *Strategic and advisory services:* We assist in formulating commercial strategies through market research and consultation, and provide advice on treatment package design and pricing.
- *Administrative support services:* This function provides the essential infrastructure that enables smooth and compliant Clinic operations. It includes centralised support for IT, such as maintaining the customer management system and clinic networks; legal and compliance guidance to adhere to industry regulations; human resources administration; and general affairs management, including facility maintenance, procurement of non-medical supplies, and vendor coordination. Together, these services allow Doctors to focus on medical treatments without administrative distraction, while ensuring the Clinic operates within a secure, regulated, and efficiently managed environment.

Pricing and revenue recognition

Our administrative management fee is recognised and charged to each Doctor on a monthly fixed-fee basis, as specified in the Service Framework Agreement. During the Track Record Period, the fixed monthly fee amounted to approximately HK\$0.13 million per Clinic.

(ii) Procurement of medical devices, consumables and pharmaceuticals

Our medical devices, consumables and pharmaceuticals procurement, sales and leasing business forms a core component of our integrated platform, providing the Clinics with reliable access to genuine medical consumables and pharmaceuticals and medical aesthetic equipment. These services leverage our scale, regulatory expertise, and supply chain management capabilities to help deliver quality-assured products and comprehensive equipment solutions, thereby enhancing the operational efficiency and service capabilities of the Clinics. For each year of the Track Record Period, revenue derived from such services amounted to HK\$168.2 million, HK\$148.9 million and HK\$234.2 million respectively, representing 71.9%, 38.5% and 36.9% of our total revenue for the respective years.

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We provide such services through two complementary models:

- **Direct sales:** We centrally procure medical consumables and pharmaceuticals, offering subsequent sales and comprehensive training; and
- **Leasing:** We provide leasing solutions for medical devices, which can be bundled with essential consumables supply, full maintenance coverage, repair services, and scheduled equipment inspections. Under our standard Service Framework Agreement, the Clinic is generally required to prioritise leasing necessary equipment from us, subject to certain limited exceptions. The leased equipment remains our property at all times.

Key medical device, consumables and pharmaceuticals provided

During the Track Record Period, we had supplied a comprehensive range of medical devices and consumables to the Clinics, primarily categorised as follows:

- **Medical device:** This includes photoelectric medical aesthetic equipment such as laser, ultrasound, and radiofrequency devices for skin rejuvenation and tightening, and cryolipolysis (fat-freezing) systems for body contouring.
- **Medical consumables and pharmaceuticals:** Our supplied consumables encompass (i) injectable products, such as dermal fillers, botulinum toxin, and other micro-introduction agents; (ii) device-specific components, such as treatment tips and probes for ultrasound and radiofrequency devices; and (iii) maintenance and operational supplies, including essential repair parts and consumable accessories required for the ongoing operation and maintenance of the leased equipment.

This diverse portfolio enables the Clinics to offer a full spectrum of aesthetic treatments, supported by a reliable supply of both the capital equipment and the necessary consumables for their operation. As of 31 December 2025, we rented over 100 types of medical equipment and devices to Clinics, which support them in providing a wide selection of treatments, including but not limited to energy-based services, injection services and surgical medical aesthetic services.

Pricing and revenue recognition

During the Track Record Period, our pricing for direct sales of medical consumables and pharmaceuticals has consistently followed a cost-plus model, depending on the product category. During the Track Record Period, our average selling prices of medical consumables and pharmaceuticals ranged from approximately HK\$50 to HK\$98,000 per unit.

For equipment leasing, we charge Doctors a monthly rental fee and monthly maintenance fee based on the agreed lists of machine equipment leasing price and machine maintenance price set out in the Service Framework Agreement. During the Track Record Period, monthly rental fees ranged from approximately HK\$300 to over HK\$50,000 per device, and monthly maintenance fees ranged from approximately HK\$700 to over HK\$50,000 per device. The monthly fee is payable irrespective of the extent of the Clinic’s actual usage of the leased equipment in a given period. Our scalable procurement volume and stable relationship with suppliers allow us to maintain these ranges while ensuring consistent profitability and market-aligned pricing.

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Revenue from direct sales is recognised upon delivery to the Clinic, while revenue from leasing arrangements is recognised monthly.

Procurement

We source products exclusively from qualified domestic original manufacturers (OEMs) and authorised distributors. We believe direct sourcing from authorised channels ensures product authenticity. Moreover, all of our suppliers must comply with Taiwan’s regulatory requirements, holding valid permits issued by the Ministry of Health and Welfare, including Medical Device Licenses, Drug Licenses, Medical Device Dealer Licenses, Drug Dealer Licenses depending on the activities they engage in, and relevant distributor authorisation documents. We also hold a Good Distribution Practice (GDP) certification for medical products, ensuring compliant storage, handling, and logistics.

Our procurement strategy is driven by the operational needs of the Clinics, market trends, and inventory management. Clinics submit procurement or leasing requests based on their treatment schedules and inventory levels, which are consolidated and assessed by our procurement team. We also proactively introduce new, clinically validated equipment and consumables in response to technological advancements and market evolution, enabling the Clinics to upgrade services. Inventory levels are managed through our ERP system, monitors real-time stock levels, turnover rates, and supplier lead times to maintain safety stock and avoid overstocking. Our procurement is subject to quality assurance review, ensuring products possess the necessary regulatory permits, demonstrate quality stability, and are backed by reliable supplier service. We maintain stable, long-term relationships with leading suppliers. During the Track Record Period, our major suppliers of medical devices and supplies have remained consistent. Our position as a key customer of our suppliers allows us to secure priority supply and favourable terms. With the economies of scale from centralised procurement and our relationship with suppliers, we could also provide competitive pricing for the Clinics.

Quality control

We enforce rigorous quality control and a clear operational framework across the entire product lifecycle, from supplier qualification to end-of-life disposal.

- *Supplier selection:* Criteria include valid regulatory certifications, technical and maintenance support capability, supply stability, responsive after-sales service, and competitive pricing. For details of our relationship with major suppliers and procurement process, please see “– Suppliers, Procurement and Inventory Management”.
- *Installation, maintenance and repair:* We arrange for the installation, repair, and maintenance of leased equipment. We also insure the leased equipment against property damage.
- *Training and support:* Use of medical device, consumables and pharmaceuticals is strictly limited to Doctors who have completed the designated training and certification programmes provided by our Jing Chi Academy and received our prior approval. We reserve the right to require the Clinic to suspend any operator we deem unsuitable. The Clinic must use all equipment and supplies in compliance with all applicable Taiwanese medical laws, regulations, and ethical guidelines.

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- *Use and liability:* The Clinic is obligated to exercise a duty of care in using, safeguarding, and maintaining the leased equipment. The leased equipment is to be used solely for the Clinic’s contracted business purposes and may not be sublet, transferred, or used as security. The Clinic bears full and final responsibility for any issues arising from the operation of the equipment (including related medical and non-medical disputes), unless caused by our willful misconduct or gross negligence. The Clinic is required to maintain appropriate medical liability insurance. Under our Service Framework Agreement, if the Clinic causes damage to or loss of leased equipment, it is liable for all unpaid rental fees for the remainder of the lease term and must compensate us for all other resulting losses.
- *Maintenance service:* We arrange installation, regular maintenance, repair, emergency technical support, and consumables replenishment. Defective consumables are replaced upon verification, and faulty leased equipment is typically repaired or replaced with a loaner unit within three days. If we receive any complaints or operational queries from doctors relating the use of the medical devices, consumables and pharmaceuticals provided by us, we will assist them in following up with the original manufacturer or supplier for resolution.
- *Lifecycle management:* Our ERP system tracks batch numbers and expiration dates. Products reaching end-of-life are processed through accounting write-offs and coordinated vendor returns for compliant disposal.
- *Regulatory compliance:* We hold all required licenses (Medical Device Seller License, Pharmaceutical Seller License, GDP) for the sales and/or leasing of medical supplies and devices. The Clinics must possess their own operational licenses (Clinic Business License, Responsible Physician Certificate, etc.), which they maintain.

During the Track Record Period and up to the Latest Practicable Date, we had not experienced any major product quality issues or medical incidents attributable to the products we supplied. Our standard contracts clearly delineate responsibilities: we are responsible for ensuring the products we supply have the necessary regulatory approvals and are free from defects, while the Clinic, as the licensed medical institution, bears ultimate responsibility for the appropriate clinical use of the products and any resulting medical outcomes. This allocation is consistent with applicable medical device and pharmaceutical regulations in Taiwan.

(iii) Clinic leasing

Our comprehensive leasing services are dedicated to supporting the expansion and operational needs of the Clinics. Our clinic leasing solution encompasses local market analysis, strategic site selection, lease negotiation, interior design and construction, and ongoing maintenance. This vertically integrated service model ensures consistency in quality, compliance, and brand presentation across all Clinics operating under our brand. For each year of the Track Record Period, revenue derived from such services amounted to HK\$20.3 million, HK\$24.2 million and HK\$26.5 million respectively, representing 8.7%, 6.3% and 4.2% of our total revenue for the respective years.

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Service flow

The flow chart below sets out the key steps of our clinic leasing:



Our service begins with site selection. Our location strategy adapts to market density, operating multiple Clinics in prime urban areas to amplify visibility and client traffic, while generally avoiding same-service overlap in more dispersed regional markets. For details of our site selection criteria and strategy, please see “– Clinics operating under Our Brand – Establishment process of a new Clinic – Site selection”.

Following initial site assessment, we would conduct due diligence on specific potential sites. This includes verifying that the property’s permissible use classification aligns with medical-commercial operations and reviewing foundational building documentation to ensure regulatory compliance.

Subsequently, we engage in lease negotiations with the property owner. As the master lessee, we generally enter into the head lease with property owner of the premises and subsequently enter into a sub-lease with the Clinic for the sublease of the premises.

Once a head lease is secured, we oversee the complete design and renovation cycle. This includes engaging accredited architectural and design firms, comparing fee proposals provided by licensed contractors, obtaining necessary interior decoration permits from relevant local authorities, and managing the construction process through to final inspection. We ensure that all projects receive the required occupancy and fire safety compliance certifications prior to leasing to the Clinics.

We prioritise regulatory adherence and occupant safety through a multi-layered oversight protocol. During the renovation phase, we retain certified fire protection engineers to design and implement life safety systems in accordance with prevailing building and fire codes, ensuring appropriate fire zones and egress pathways. Final approvals from relevant authorities are obtained prior to any clinical operation.

For details of the establishment process of a new Clinic, please see “– Clinics operating under Our Brand – Establishment process of a new Clinic”.

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The following are some images of the Clinic premises:



Reception



Waiting area



Consultation room



Treatment room



Operation theatre



Freshening area

Pricing and revenue recognition

We charge each Doctor a monthly rental fee for the leased premises throughout the lease term, at a rate stipulated in our Service Framework Agreement with each Doctor.

The monthly rental fee is determined on a cost-plus basis with reference to our costs in leasing, renovating and maintaining the Clinic, prevailing general market rates, and the overall nature and status of our cooperation with the Clinic.

Revenue is recognised on a straight-line basis over the lease period.

Clinic portfolio management

As at 31 December 2025, we had entered into head leases for properties that were subleased to Doctors for the operation of 19 Clinics. During the Track Record Period, the head leases entered into between us and the relevant property owners of the Clinic premises typically have an initial term of two years to seven years. Prior to 1 January 2026, the term of subleases entered into by us and Clinics ranged from one to two years, and all such sub-leases had been renewed on 1 January 2026 for a term of two years. For details of our leased properties, please see “– Properties”.

During the Track Record Period, our depreciation of right-of-use assets for these Clinic premises amounted to HK\$21.1 million, HK\$18.7 million and HK\$25.4 million, respectively.

With respect to capital investment, we incurred HK\$36.8 million, HK\$7.5 million and HK\$13.9 million on renovation and customisation for the Clinics in each year of the Track Record Period, respectively. The average capital expenditure for the renovation and customisation of each Clinic historically approximated HK\$7.5 million.

Moving forward, we plan to serve an increasing number of medical aesthetic Doctors and TCM Doctors. This dual-path strategy is designed to capture broader market segments and optimise our portfolio mix.

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Our Clinic portfolio management includes proactive handling of site relocations where necessary. For example, during the Track Record Period, we initiated the closure and relocation of a Clinic in Kaohsiung, Taiwan due to the premises becoming operationally inadequate, primarily attributable to the building’s aging infrastructure. We executed a structured transition plan commencing six months prior to the actual closure. For details of the changes in number of Clinics during each year of the Track Record Period, please see “– Clinics operating under Our Brand”.

Lease termination

Procedures upon the expiration or early termination of a Clinic sublease are stipulated in the sublease agreement. A Doctor that intends to terminate Service Framework Agreement prematurely is required to serve a minimum of 90 days’ prior notice. We would then actively seek an alternative Doctor to operate the relevant Clinic and assume the remaining lease term.

We manage the vacation process, coordinating any necessary restoration work, and ensuring compliance with all contractual conditions under both the relevant head lease and our Service Framework Agreement.

(B) Services to Members

Provision of beauty services to individuals

During the Track Record Period, apart from providing on-site consumer services, we had also provided beauty services such as facials and spa treatments to our Members, and charged these Members directly for such services.

As we strategically streamlined our business model to focus primarily on our core platform services to Clinics, we had gradually decreased such direct services to Members and ceased to provide such services since October 2025.

For each year of the Track Record Period, revenue derived from provision of beauty services to Members amounted to HK\$30.7 million, HK\$14.7 million and HK\$2.4 million respectively, representing 13.1%, 3.8% and 0.4% of our total revenue for the respective years.

(C) Others

During the Track Record Period, we had sub-leased designated retail spaces to Deesse Vivante for sales of its skincare and health supplement products to Members, and sub-leased office space to Deesse Vivante for office use. For details, please see “Connected Transactions – Non-exempt continuing connected transaction” and “Connected Transactions – Fully exempt connected transactions – 2. Sub-lease of office premises to Deesse Vivante” for details. For each year of the Track Record Period, revenue derived from such arrangements amounted to nil, HK\$13.4 million and HK\$29.0 million respectively, representing nil, 3.4% and 4.6% of our total revenue for the respective years.

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CLINICS OPERATING UNDER OUR BRAND

As at 31 December 2025, we served 19 Clinics. The following table sets out the number of Clinics in operation under our brand during the Track Record Period:

	FY2023	FY2024	FY2025
At the beginning of the period	13	16	18
Change of supervising Doctor at existing Clinic(s) ⁽¹⁾	2	4	3
Opening of new Clinic(s)	3	3	2
Closure of Clinic(s) ⁽²⁾	–	1	1
Net increase/(decrease) in the number of Clinics	3	2	1
At the end of the period	<u>16</u>	<u>18</u>	<u>19</u>

Notes:

1. In FY2023, FY2024 and FY2025, there had been a change of the supervising Doctor at two, four and three of our Clinics, respectively, as the original supervising Doctors at such Clinics ceased to collaborate with us due to their other personal and business commitments.
2. In FY2024, we initiated the closure and relocation of a Clinic in Kaohsiung, Taiwan due to the premises becoming operationally inadequate, primarily attributable to the building’s aging infrastructure.

In FY2025, we have closed one medical aesthetic Clinic and re-opened a TCM Clinic at the same location.

Geographic Locations

As of 31 December 2025, the Clinics we served were strategically located in major metropolitan areas across Taiwan, including Taipei, Taoyuan, Hsinchu, Taichung and Kaohsiung. The following table sets forth the breakdown of the number of Clinics in operation by geographical locations during the Track Record Period:

	As of 31 December		
	2023	2024	2025
Taipei	10	12	13
Taoyuan	1	1	1
Hsinchu	1	1	1
Taichung	2	3	3
Kaohsiung	<u>2</u>	<u>1</u>	<u>1</u>
Total	<u>16</u>	<u>18</u>	<u>19</u>

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The following table sets forth a breakdown of our revenue from Clinics based on their geographical locations during the Track Record Period:

	FY2023		FY2024		FY2025	
	HK\$' 000	%	HK\$' 000	%	HK\$' 000	%
<i>Services to Doctors by geographical region of Clinics:</i>						
– Taipei	118,122	50.5	212,130	54.8	361,153	56.9
– Taoyuan	18,157	7.8	31,741	8.2	48,309	7.6
– Hsinchu	16,540	7.1	28,386	7.3	47,574	7.5
– Taichung	34,725	14.8	56,851	14.7	97,575	15.4
– Kaohsiung	15,734	6.7	29,949	9.8	48,366	7.6
	203,278	86.9	359,057	92.8	602,977	95.0
<i>Services to Members</i>	30,727	13.1	14,675	3.8	2,355	0.4
<i>Others</i>	–	–	13,374	3.4	28,953	4.6
Total	234,005	100.0	387,106	100.0	634,285	100.0

Types of Clinics

Our service platform is built upon our established foundation in medical aesthetics, from which we have cultivated deep client trust and insights. In 2024, we strategically expanded our business into the TCM market. This extension allows us to leverage our existing client relationships and industry understanding to address a broader spectrum of health and wellness needs. By providing complementary TCM services alongside our aesthetic offerings, we are able to meet more of consumers’ holistic demands within our platform. This synergistic approach enhances consumer retention and creates opportunities for increased lifetime value.

The following table sets forth the breakdown of the number of Clinics in operation by Clinic type during the Track Record Period:

	As of 31 December		
	2023	2024	2025
Medical aesthetic Clinics	16	17	17
TCM Clinics*	–	1	2
Total	16	18	19

*Note: The first TCM Clinic was established in FY2024.

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The following table sets forth a breakdown of our revenue from Clinics by Clinic type during the Track Record Period:

	FY2023		FY2024		FY2025	
	HK\$' 000	%	HK\$' 000	%	HK\$' 000	%
Services to Doctors by type of Clinics:						
– Medical aesthetic Clinics	203,278	86.9	358,634	92.7	599,038	94.4
– TCM Clinics*	–	–	423	0.1	3,939	0.6
	203,278	86.9	359,057	92.8	602,977	95.0
Services to Members	30,727	13.1	14,675	3.8	2,355	0.4
Others	–	–	13,374	3.4	28,953	4.6
Total	234,005	100.0	387,106	100.0	634,285	100.0

*Note: The first TCM Clinic was established in FY2024.

Key Operating Data of Clinics

The following table illustrates the key operating data of the Clinics:

	FY2024 ⁽²⁾	FY2025
Number of consumer visits	234,559	257,465
Number of Active Members ⁽¹⁾ served	86,921	91,804
Average spending per Active Member (NT\$)	34,200	34,292
Number of visits per Active Member	2.70	2.80

Notes:

- Active Members are Members who had made purchase(s) at the Clinics at least once during the relevant period
- As our CRM system was adopted and implemented during mid-year in FY2023, we only started recording Member-related operating data of the Clinics during mid-year in FY2023. Therefore, the above operating data of Clinics for the full year of FY2023 is not available.

Year-on-Year Comparison between FY2024 and FY2025

From FY2024 to FY2025, the number of consumer visits increased from 234,559 to 257,465 (representing an increase of 9.8%), the number of Active Members grew from 86,921 to 91,804 (representing an increase of 5.6%), the number of visits per Active Member rose from 2.70 to 2.80 (representing an increase of 3.7%), and the average spending per Active Member increased from NT\$34,200 to NT\$34,292 (representing a slight increase of 0.3%).

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The increase in Active Members and visit frequency is primarily attributable to the implementation of enhanced consumer relationship management initiatives focused on existing Member retention and stimulating consumption by less active Members. During FY2025, we introduced systematic, automated reminders and personalised treatment recommendations. This systematic approach proved effective in increasing existing Members’ willingness to return to our Clinics. The automated system ensures that Members receive timely and relevant information, while our service personnel can engage with Members more effectively with personalised follow-ups and care recommendations. This strategy had increased Member loyalty and visit frequency among our existing Member base, thereby driving the overall growth in Active Members and total consumer visits, while maintaining a satisfactory average spending level, in FY2025.

Initial Breakeven Period and Cash Investment Payback Period

The initial breakeven period represents the period from the opening of a Clinic to the time when we record monthly net profit from our services provided to it for the first time. The cash investment payback period for a Clinic represents the time it takes for the accumulated operating cash flow attributable to us from the relevant Clinic to recover the initial investment.

During the Track Record Period, the average initial break-even period and the average cash investment payback period for the medical aesthetic Clinics were approximately 5 months and approximately 23 months, respectively; and the initial break-even period and the estimated cash investment payback period for the first TCM Clinic were approximately 6 months and 28 months, respectively.

Establishment process of a new Clinic

The establishment of a new Clinic is a structured, multi-stage process that begins once a suitable Doctor has been identified and preliminary collaboration terms are deemed feasible. The process is managed centrally by our administration and operations teams.

The following sets forth the key steps of opening a new Clinic:

- *Strategic planning and market research:* Our management will review market data and evaluate our internal resources to determine the areas where we plan to open new Clinics. We will also consider if there is a risk of cannibalisation between new Clinics and existing Clinics.
- *Doctor selection:* Our Doctor selection process is initiated by our regional managers who identify candidates based on professional performance and patient satisfaction, followed by administrative negotiations and final approval by our chairman. For details of our identification and selection of prospective Doctors, please see “– Doctor selection criteria”.
- *Site selection and lease negotiation:* Our business development personnel will make site visit to the target cities, select the location of the new Clinic based on the site selection criteria as disclosed in “– Site selection”, and negotiate and enter into a head lease with the relevant property owners.
- *Design:* We will design the Clinic premises following the applicable Taiwan laws and regulations and in consultation with the Doctor, and file our design plans with the local regulatory authority for approval.

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- *Renovation and decoration of Clinics:* Upon the approval of our design plans by the relevant authorities, we will engage third party contractors to conduct renovation and decoration for our new Clinics.
- *Inspection and commencement of operations:* Upon completing of the construction, the relevant local authorities will conduct an inspection over the Clinic premises in respect of fire safety, environmental compliance and others. Operations should commence after regulatory approval processes and necessary inspections have been completed. We will enter into the Service Framework Agreement with the Doctor when the Clinic premises is ready to commence service.

In addition to the above steps, the opening of a new Clinic may also involve the recruitment of necessary personnel and the purchase of medical devices, consumables and pharmaceuticals. The Doctor is primarily responsible for providing input on clinical layout and medical device suitability, while we handle all administrative and logistical procedures to launch the Clinic.

The typical lead time from the completion of site selection to Clinic opening is approximately six to eight months.

Doctor selection criteria

We primarily select Doctors to establish and operate medical aesthetic Clinics, and more recently, TCM clinics. The process for identifying and selecting Doctors is initiated by our regional general managers in the Northern, Central, and Southern regions of Taiwan. For medical aesthetic Clinics, these managers, along with on-site clinic managers, actively observe and evaluate the performance and patient satisfaction levels of the Doctors. Key selection criteria include a Doctor’s professional reputation, patient feedback, and clinical competence. Doctors who demonstrate consistent excellence are approached regarding the feasibility of collaborating to establish a new clinic. For TCM Clinics, the identification process is conducted by a dedicated TCM department team, which seeks out qualified TCM practitioners using similar professional benchmarks.

Following an expression of mutual interest, our administrative team engages in detailed discussions with the prospective Doctor to negotiate commercial and operational terms. All final decisions on cooperation agreements and contract execution are made by our chairman, ensuring alignment with our Company’s strategic standards and values.

Cooperation with Doctors

We enter into the Service Framework Agreement with the selected Doctor for the establishment and operation of a new Clinic. For a summary of the principal terms of the Service Framework Agreement, please see “– Our Customers – Service Framework Agreement”.

Under the Service Framework Agreement, we provide extensive, turnkey support to the Clinics, encompassing nearly all non-medical operational aspects. This full-service model allows Doctors to concentrate exclusively on medical practice, patient care, and the management of their clinical and nursing staff. Furthermore, we standardise treatment protocols and provide pricing recommendations through regular consultations with the Doctors to ensure consistency and quality across all Clinics.

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We believe Doctors cooperate with us primarily due to the significant operational and branding advantages it offers compared to independent practice. The capital requirement for establishing a large-scale clinic presents a substantial barrier to entry. Our model eliminates this upfront burden for the Doctor. Additionally, the growing complexity of clinic management, including patient service expectations, supply chain management, and regulatory compliance, diverts a Doctor’s focus from clinical work. Our platform absorbs these administrative responsibilities. We also believe that Doctors are attracted to our strong brand reputation, commitment to using genuine, quality medical devices, consumables and pharmaceuticals, stringent safety and procedural standards, and proven capability in generating a steady stream of patients. This model provides Doctors with the stability and support needed for sustainable practice growth, as evidenced by the consistent year-on-year revenue growth of the Clinics.

The division of responsibilities in our model is clearly defined. We are primarily responsible for business operations, administrative functions, and commercial decision-making for non-medical related operations of Clinics. Nonetheless, we employ a collaborative approach for key commercial and service decisions. This includes discussing with Doctors on matters such as the procurement of new types of medical devices, the introduction of new treatment offerings, and the pricing of treatments, which are jointly evaluated by the Doctors and us for market viability and regulatory compliance before implementation across Clinics.

However, the Doctor retains full and exclusive autonomy over all clinical and medical decisions, including patient care, clinical judgment, and the hiring and management of medical professionals, such as other doctors and nurses.

We believe that this collaborative yet distinct structure helps ensure that business operations are scalable and market-responsive while upholding the standards of medical ethics and professional autonomy for Doctor.

Site selection

After successful negotiation of cooperation terms and formal contract signing with the Doctor, we assume responsibility for the comprehensive setup of the Clinic. This includes securing the location under our clinic leasing services division.

We believe the location of a Clinic is critical for a store’s long-term success, and we carefully consider potential markets and conduct a systematic evaluation of each potential new Clinic. Our site selection process begins with a detailed analytical phase focused on evaluating target regions according to key commercial criteria, including:

- demographic trends;
- estimated consumer footfall;
- presence of activity centers, such as offices, shopping complexes and residential areas that generate guest traffic;
- accessibility to major public transportation nodes (particularly mass transit systems);
- our service coverage to Clinic(s), and the number and nature of competitors, in the district;
- rental costs and estimated return on investment; and
- overall market vitality.

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Guided by this analysis, we implement a disciplined geographical strategy designed to maximise market coverage.

In high-density urban centres such as Taipei, we may support the operation of multiple clinics within a broader administrative district to achieve dominant market presence. To mitigate potential cannibalisation while benefiting from aggregated demand, we maintain a defined spatial buffer between Clinic locations, typically ensuring separation by several metro stations and avoiding placement on the same primary thoroughfare. In prime areas with concentrated consumer demand, we collaborate with various Doctors to establish their Clinics in adjacent, complementary locations. For example, we have facilitated the operation of three Clinics in proximate locations within Songshan District (松山區), Taipei, and three clinics in Da'an District (大安區), Taipei. This approach had not negatively impacted individual Clinic performance; rather, it had enhanced collective visibility and amplified client footfall and spending across the grouped locations, during the Track Record Period.

Conversely, in markets with more dispersed populations, our policy generally precludes the establishment of Clinics offering identical core services within the same locality. This approach is designed to optimise catchment areas and operational efficiency. An exception to this policy is the strategic co-location of a medical aesthetic Clinic with a TCM Clinic. This model allows us to serve complementary patient needs and leverage shared operational infrastructure, thereby enhancing service integration and operational synergy.

OPERATION MANAGEMENT AND QUALITY ASSURANCE

Organisational structure

Headquarters

Our headquarters maintains centralised control over critical strategic and operational aspects, including brand strategy, marketing, procurement of medical devices, consumables and pharmaceuticals, information technology systems, legal and regulatory compliance, finance, and expansion planning. We believe standardised management of these functions is essential to ensure consistent service quality, operational efficiency, and effective resource allocation across all Clinics. This centralised, standardised approach forms the foundation for our scalable platform model.

As part of our administrative management services, to effectively supervise all Clinics operating under our brand, which are primarily located in key metropolitan areas across Taiwan, regional managers at our headquarters are responsible for overseeing operational quality assurance, Clinic performance, and organisational management for the Clinics within their assigned regions.

Clinics

The day-to-day medical operations and Clinical services at each Clinic are managed by the Clinic's Doctor. Our platform supports these Clinics through on-site service personnel we provide, including clinic managers, consultation specialists, and beauticians, who handle non-medical client services, administrative support, and operational coordination under the guidance of both the Doctor and our regional management.

Operation management

We maintain rigorous oversight of all Clinics operating under our brand to ensure service quality, operational consistency, and platform efficiency. Our operational management focuses on standardisation, pricing coordination, Clinic performance monitoring, client feedback management, and settlement processes.

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Standardisation

We enforce standardised operating procedures across all Clinics operating under our brand to ensure consistent service quality and client experience. We have established comprehensive protocols covering key non-medical operational aspects, including client reception and consultation processes, pre-treatment and post-treatment care protocols, staff conduct, and training programmes. For instance, the on-site service personnel we provide to Clinics follow standardised guidelines for client interaction and administrative support, allowing Doctors to focus on medical practice. While medical decisions remain the Doctor’s domain, therapeutic protocols and pricing for common treatments are discussed and aligned among the Clinics. This standardisation ensures clients receive a reliable and quality service experience at any Jing Chi branded Clinic and facilitates efficient integration of new Clinics into our platform.

Clinic performance evaluation

We monitor Clinic performance through key operational and financial metrics. For example, we track weekly sales performance records (by Clinic and by consultation specialist) and conduct follow-ups to ensure that the lead generation services provided to the Clinics meet internal targets. In addition, after consumers complete their treatment, our service personnel follow a standard operating procedure (SOP) to perform care outreach, questionnaire surveys, and follow-up mechanisms within two days, thereby enhancing consumer satisfaction and loyalty. We also arrange inspections for quality control checks, such as member monitoring. Our regional managers and headquarters teams conduct regular reviews.

We also emphasise medical quality and safety. During the Track Record Period, our Jing Chi Academy (君綺學院) conducted around 150 training sessions for doctors, nurses, as well as our on-site service personnel to ensure consistent professional standards.

We have a stringent selection process for Doctors, evaluating their professional qualifications, alignment with our “Safe and Reliable Medical Aesthetics” (安心醫美) philosophy, and commitment to quality. For details of our Doctor selection process, please see “– Clinics operating under Our Brand – Establishment process of a new Clinic – Doctor selection criteria”.

Client feedback management

We are committed to quality service and closely monitor client feedback. Client complaints or concerns are primarily addressed at the Clinic level by the on-site Clinic manager and Doctor. We also gather feedback through our CRM system and dedicated customer service channels. Feedback received online or via central channels is directed to the relevant Clinic manager and regional manager for timely follow-up and resolution. We conduct regular Member satisfaction assessments. Our integrated CRM and LINE Official Account systems facilitate appointment booking, service reminders, and post-treatment follow-up. For details of our consumer feedback and complaint handling protocol, please see “– Sales and Marketing – Consumer feedback and complaint resolution”.

Pricing coordination

Our headquarters, in consultation with Doctors, plays a key role in coordinating the pricing for treatments and packages offered at the Clinics to ensure market competitiveness and brand consistency across all Clinics operating under our brand. Pricing considerations include the complexity of the procedure, technology and medical consumables used, market conditions, and competitors’ pricing. The final decision on treatment pricing for their Clinic rests with the Doctor.

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Settlement management

Payments from Members for treatments are made directly to the Clinic. The Clinics then settle fees for our platform services (i.e. clinic leasing, procurement of medical devices, consumables and pharmaceuticals, administrative management services, on-site consumer services and brand management and trademark licensing services) with us according to our Service Framework Agreement. For details of the pricing strategy for each type of services provided by us to Clinics, please see “– Our Services” above.

Our internal financial controls monitor settlement timelines and receivables from Clinics. During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material issues with settlement collection that adversely impacted our business.

Quality assurance

Ensuring quality and safety is a core tenet of our “Safe and Reliable Medical Aesthetics” (安心醫美) philosophy. We implement a multi-layered quality assurance system focusing on medical inputs, service protocols, and personnel training.

Service and operational quality assurance

We operate the Jing Chi Academy (君綺學院), which provides Doctors with continuous annual training on new techniques, safety protocols, and standardised treatments. Similarly, we train the on-site service personnel we provide to Clinics to ensure consistent, quality non-medical client care and administrative support.

We have also established standardised operating procedures for the non-medical client journey, covering consultation protocols, pre- and post-treatment care communication, and clinic environment management. For instance, we have implemented reservation protocols and service standards, ensuring exceptional care and fostering a consumer-focused culture. We have also implemented operational safety guidelines and manuals that detail key steps of our service procedures, from client registration to post-procedure follow-up, including the safe operation of treatment devices. We have also implemented a series of internal management rules that establish clear behavioural standards for all service personnel.

Regarding medical oversight, while we do not practice medicine, our Service Framework Agreement with Clinics emphasises strict adherence to medical safety standards, including the use of qualified medical professional to carry out standardised preoperative assessments and post-operative nursing protocols. We also encourage Clinics to adopt a gradual shift toward non-invasive treatments to mitigate risks.

Medical devices, consumables and pharmaceuticals, and product quality assurance

In providing medical devices, consumables and pharmaceuticals procurement, sales and leasing services, we place importance on the medical devices and medical consumables that are introduced into Clinics to ensure that they are reliable and capable of providing the desired results to consumers. To this end, we have developed policies and procedures for the assessment and evaluation of medical devices and medical consumables. We have developed supplier management rules and supplier qualification management process to ensure that our suppliers provide qualified medical supplies. We source primarily from original manufacturers or authorised distributors to guarantee authenticity. All suppliers must possess valid licenses and permits from the Ministry of Health and Welfare, such as Medical Device Seller Permits and Drug Seller Permits depending on the activities they engage in, which we verify.

BUSINESS

When procuring medical devices, we will select qualified supplier candidates from our supplier list and have preliminary discussions with them. We will ask the suppliers to provide their qualifications and all requisite licenses, certifications and/or regulatory approvals of medical devices for our legal department to review, after which relevant procurement terms will be internally discussed. Once agreed, we will enter into procurement agreement with the relevant medical device supplier. For details, see “–Suppliers, Procurement and Inventory Management” below in this section.

We also maintain necessary qualifications, including Medical Device Good Distribution Practice (GDP) and Pharmaceutical GDP certifications, ensuring our storage and distribution meet regulatory standards. Inventory is managed through an ERP system that tracks batch numbers and expiration dates, with products nearing expiry or identified with issues handled according to regulations, including returns or proper disposal.

Regarding product liability, while we primarily supply products to the Clinics on a B2B basis, the contractual allocation of liability responsibilities between us and Clinics is detailed in our Service Framework Agreement, and we maintain strict quality control from sourcing to delivery to minimise risks.

SERVICE PERSONNEL

The expertise and stability of the operational and service personnel within all Clinics operating under our brand are fundamental to our success. While doctors and nurses at each Clinic are employed directly by the relevant Doctor and are required to be licensed under Taiwan’s healthcare regulations, we play a pivotal role in standardising and enhancing the non-medical client experience through our trained on-site teams.

Qualifications and compliance

Doctors and other medical professionals (including other doctors and nurses) at all Clinics are required to be licensed in accordance with the relevant healthcare administrative authorities in Taiwan. During the onboarding process of Doctors and medical professionals at each Clinic, we assist the Clinic in verifying the licences and qualifications of these professionals. We also closely monitor the licensing and practice records to ensure that all doctors practicing within all Clinics operating under our brand comply with all applicable requirements under Taiwan laws and regulations.

Our business model does not involve the practice of medicine. Instead, we focus on providing comprehensive operational support to Clinics. The on-site consumer service personnel we deploy, including Clinic managers, consultation specialists, and beauticians, are not subject to specific healthcare licensing requirements in Taiwan for their service roles. However, we strive to ensure a high standard of competence through our Jing Chi Academy (君綺學院), which requires all such personnel to complete standardised training before commencing their duties.

Personnel structure at each Clinic

As mentioned, all medical decision-making and performance of treatments at the Clinic are performed by doctors. The on-site service personnel provided by us to the Clinics are responsible for all non-medical aspects of the client experience, allowing Doctors to focus solely on medical practice.

BUSINESS

The table below sets out a breakdown of the key personnel functions at each Clinic:

Service Personnel Category	Primary Function	Employed By
Doctors	Provide all medical diagnoses, perform aesthetic treatments, and make all clinical decisions	Doctor of the Clinic
Nurses	Assist doctors with medical procedures and nursing clinical patient	Doctor of the Clinic
Clinic managers	Oversee daily non-medical operations, administration, staff management, and client service standards at the Clinics	Our Group
Consultation specialists	Provide client consultations, manage relationship development, explain treatment plans, and coordinate pre- and post-procedure care	Our Group
Beauticians	Perform non-invasive, non-medical services such as skincare, facial treatments, and post-procedure maintenance	Our Group
Front desk/reception staff	Manage client reception, appointments, and initial data entry into our centralized CRM system	Our Group

As at 31 December 2025, our Group directly employs and manages a team of 347 on-site service personnel supporting all Clinics operating under our brand, including 31 clinic managers, 93 consultation specialists, 132 beauticians and 91 front desk and other staff.

We believe our experienced operational personnel and standardised training system are key to our success. We generally recruit on-site service personnel with relevant experience or potential and provide them with comprehensive training. We offer competitive compensation packages, which include performance-based bonuses, a positive work environment, and career development opportunities.

The compensation for personnel employed by our Group typically consists of a fixed salary and performance-based bonuses. The bonus structure varies by role. For on-site service personnel (e.g., consultation specialists and beauticians), bonuses are often linked to consumer satisfaction, service quality metrics, and Clinic performance. For clinic managers, bonuses are largely based on the overall operational and financial performance of their assigned Clinic(s). Our employees are prohibited from engaging in excessive or unethical sales practices. Our quality control measures, including consumer satisfaction surveys and management inspections, help monitor and prevent such behaviour.

To ensure quality and consistent service standards across all Clinics operating under our brand, we have established the Jing Chi Academy (君綺學院) as our central training institution. All our on-site service personnel are required to undergo standardised training here before deployment and for ongoing skill development. The academy focuses on service processes, product knowledge, communication skills, and operational standards. We also provide career advancement paths for our employees, from beautician to senior consultant or Clinic management roles.

For details of our employees and human resources policies, please see “– Employees”.

BUSINESS

MEDICAL DEVICES AND EQUIPMENT

The medical devices and equipment we lease to the Clinics are integral to their provision of medical aesthetic services. We primarily supply medical devices, such as laser and radiofrequency devices, and a range of medical consumables including injectables and treatment probes.

We maintain a rigorous procurement and quality assurance process to ensure all devices and consumables meet the highest standards of safety and efficacy. For details, please see “– Operation Management and Quality Assurance – Medical devices, consumables and pharmaceuticals, and product quality assurance”.

To ensure optimal clinical outcomes and patient safety, we mandate comprehensive training for Doctors on all new or significantly upgraded equipment. This training is typically provided by the original equipment manufacturers or their certified agents and covers proper operation methods, standard procedures, and applicable treatment parameters. We believe this commitment to continuous education, supported by our proprietary training institute, Jing Chi Academy, is crucial for maintaining consistent, quality service delivery across all Clinics operating under our brand.

While the operation of medical devices ultimately rests with the Doctors at each Clinic, we implement robust systems to support compliance and safe usage. Our standardised operating procedures for Clinic support include guidelines for pre-treatment device checks and post-delivery support, including installation, routine maintenance, and access to emergency repair services.

We will continuously evaluate and upgrade our portfolio of medical devices and equipment in response to technological advancements and market trends. This ongoing investment in our medical infrastructure is essential for maintaining our competitive edge in the fast-moving medical aesthetic industry.

OUR CUSTOMERS

Our customers are the Doctors who operate the Clinics. As at 31 December 2025, we served 19 Doctors. We have maintained around one to eight years of business relationships with the Doctors.

Top Five Customers

Revenue from our five largest customers in each year during the Track Record Period amounted to HK\$98.5 million, HK\$159.6 million and HK\$258.7 million, accounting for 42.1%, 41.3% and 40.8% of our total revenue, respectively, and sales to our largest customer in each year during the Track Record Period amounted to HK\$24.8 million, HK\$37.1 million and HK\$60.1 million, accounting for 10.6%, 9.6% and 9.5% of our total revenue during the respective periods.

All of our five largest customers in each year during the Track Record Period are Independent Third Parties. To the best of our Directors’ knowledge, none of our Directors or their respective associates or any person who, to the knowledge of our Directors, owns more than 5% of our issued share capital, had any interest in any of our five largest customers in each year during the Track Record Period.

BUSINESS

The table below set out information of our top five customers in each year during the Track Record Period. Each of such top five customers is a Doctor who operates an medical aesthetic Clinic in Taiwan, and purchased services from us pursuant to the terms of the Service Framework Agreement between him/her and us. For a summary of the principal terms of the Service Framework Agreement, including but not limited to credit terms and payment method, please see “– Service Framework Agreement”:

For FY2023

Customer	Years of relationship	Transaction amount <i>HK\$ million</i>	% of our revenue
Dr. Chang Li Pin (張立平醫師), the Doctor in charge of the Jing Chi Xinyi Clinic* (君綺信義診所)	Since 2017	24.8	10.6
Dr. Chen, Chien Chang (陳建璋醫 師), the Doctor in charge of the Jing Chi Modern Clinic* (君綺時尚診所)	Since 2020	20.7	8.8
Dr. Chen, Po-Yu (陳伯瑜醫師), the Doctor in charge of the Jing Chi Clinic (Taoyuan)* (君綺診所(桃園))	Since 2022	18.2	7.8
Dr. Chen Chen Kun (陳振坤醫師), the then Doctor in charge of the Jing Chi Plastic Surgery Clinic* (君綺整形外科診所)	Since 2018	17.5	7.5
Dr. Tsai Yun Ta (蔡昀達醫師), the Doctor in charge of the Jing Chi Zhongxiao Clinic* (君綺忠孝診所)	Since 2021	17.3	7.4
	Total:	98.5	42.1

BUSINESS

For FY2024

Customer	Years of relationship	Transaction amount <i>HK\$ million</i>	% of our revenue
Dr. Chang Li Pin (張立平醫師), the Doctor in charge of the Jing Chi Xinyi Clinic* (君綺信義診所)	Since 2017	37.1	9.6
Dr. Chen, Chien Chang (陳建璋醫 師), the Doctor in charge of the Jing Chi Modern Clinic* (君綺時尚診所)	Since 2020	33.6	8.7
Dr. Chen, Po-Yu (陳伯瑜醫師), the Doctor in charge of the Jing Chi Clinic (Taoyuan)* (君綺診所(桃園))	Since 2022	31.6	8.2
Dr. Chang Chianing (張家寧醫師), the Doctor in charge of the Jing Chi Plastic Surgery Clinic* (君綺整形外科診所)	Since 2024	28.7	7.4
Dr. Huang Chih Hung (黃志宏醫 師), the Doctor in charge of the Jing Chi Aesthetic Clinic (Wenxin)* (君綺美形診所(文心))	Since 2023	28.6	7.4
	Total:	<u>159.6</u>	<u>41.3</u>

BUSINESS

For FY2025

Customer	Years of relationship	Transaction amount HK\$ million	% of our revenue
Dr. Chen, Chien Chang (陳建璋醫師), the Doctor in charge of the Jing Chi Modern Clinic* (君綺時尚診所)	Since 2020	60.1	9.5
Dr. Chang Li Pin (張立平醫師), the Doctor in charge of the Jing Chi Xinyi Clinic* (君綺信義診所)	Since 2017	51.8	8.2
Dr. Hong, Chang Kuei (洪章桂醫師), the Doctor in charge of the Jing Chi Clinic (Taichung)* (君綺診所(台中))	Since 2024	49.5	7.8
Dr. Hsieh, Meng Hsuan (謝孟璇醫師), the Doctor in charge of the Jing Chi Beauty Clinic* (君綺美麗診所)	Since 2022	48.9	7.7
Dr. Wang Kuan Ying (王冠穎醫師), the Doctor in charge of the Jing Chi Aesthetic Clinic (Kaohsiung)* (君綺美形診所(高雄))	Since 2024	48.4	7.6
	Total:	258.7	40.8

Service Framework Agreement

We enter into a standard Service Framework Agreement with each Doctor (on behalf of the relevant Clinic) to govern the provision of our services to the Clinics. Set out below is a summary of the principal terms of our standard Service Framework Agreement:

- **Purpose:** The Service Framework Agreement is a master agreement for a comprehensive brand and operational cooperation. Pursuant to this agreement, the Doctor operates a Clinic under our platform. We provide an integrated suite of services to the Doctor for the purpose of the operation of his/her Clinic.

The agreement explicitly states that the parties are not partners, agents, or employer/employee. The Doctor bears final responsibility for all legal, medical, and operational liabilities arising from the Clinic’s activities.

BUSINESS

- **Term:** The Service Framework Agreement is effective for two years. The agreement will automatically renew for successive one-year periods unless either party provides written notice of non-renewal at least 90 days prior to expiry. The Doctor may terminate early with 90 days’ prior notice, subject to liability for damages caused to us.
- **Services and pricing:** We provide the following services to the Doctor: (i) clinic set-up and leasing; (ii) procurement of medical devices, consumables and pharmaceuticals; (iii) administrative management; (iv) on-site consumer services; and (v) brand management and trademark licensing. Fees are structured across each service module. We reserve the right to adjust prices by providing written notice. For details of the services provided by us to the Doctors, including pricing of our services pursuant to the terms of the Service Framework Agreement, please see “– Our Services”.
- **Credit term:** Payment terms vary by service type: 90 days for (i) clinic set-up and leasing; (ii) procurement of medical devices, consumables and pharmaceuticals; and (iii) administrative management services; and 30 days for (i) on-site consumer services; and (ii) brand management and trademark licensing services. Payments shall be made by bank transfers.
- **Critical obligations of the Doctor:** Pursuant to the Service Framework Agreement:
 - **Exclusive procurement:** The Doctor must prioritise purchasing pharmaceuticals and medical consumables, and leasing equipment from us, with limited exceptions (e.g. purchases made under pre-existing contracts, according to legal restrictions, or with written consent from us).
 - **Compliance and insurance:** The Doctor, as the licensed medical entity, bears full and final responsibility for complying with all applicable medical, pharmaceutical, and healthcare regulations, ethical rules, and data protection laws. Our services are explicitly defined to exclude the practice of medicine or applying for medical advertisements, which remain the Doctor’s responsibility.
 - **Brand control:** The Doctor must operate in accordance with our brand standards, use our trademarks only as authorised, and seek our input on image-related matters.
 - **Incident reporting:** The Doctor must immediately report any medical/non-medical disputes or incidents affecting our brand image to us.
 - **Non-compete:** During the term of the agreement, without our consent, the Doctor cannot engage in, assist, or be employed by any competing businesses.
 - **Confidentiality:** Strict confidentiality obligations are imposed on the Doctor regarding our business secrets, operational systems, and information accessed during cooperation. This obligation survives contract termination.
 - **Assignment restriction:** The Doctor cannot transfer his/her rights or obligations under the agreement without our prior written consent.

BUSINESS

- **Liability and indemnity:** The Doctor bears full responsibility and liability for all medical disputes, legal violations, and third-party claims arising from its operations. The Doctor must indemnify us for all losses, damages, costs, penalties, and harm to brand reputation resulting from the Doctor’s breach of contract, negligence, or non-compliance. Damages specifically include costs for our operational adjustments, legal fees, administrative handling, and reputational harm.
- **Intellectual property and proprietary information:** We grant a non-exclusive, non-transferable license to use its trademarks within the contract term and territory. The Clinic must use the trademarks per our guidelines and cease all use immediately upon contract termination. All IP developed during the contract execution belongs to us.
- **Termination:** Grounds for termination include: expiry, material breach, insolvency events affecting the Clinic, revocation of the Clinic’s license, or the Doctor’s inability to practice. We may terminate the agreement if the Doctor breaches various obligations and can arrange for a successor to take over the Clinic’s operations upon contract expiry or termination. Early termination by the Clinic triggers liability for our damages, including costs for regulatory compliance, operational adjustment, legal fees, and reputational harm.

As at the Latest Practicable Date, we were not aware of any of the Doctors committing any material breaches of the Service Framework Agreement.

SUPPLIERS, PROCUREMENT AND INVENTORY MANAGEMENT

Major purchases and suppliers

During the Track Record Period, our principal procurement comprised medical devices (such as laser and radiofrequency devices) and medical consumables and pharmaceuticals (including injectables and treatment probes), which are utilised in medical aesthetic treatments for, among others, skin tightening, pigmentation removal, whitening, and body contouring.

We maintain close relationships with our major suppliers to ensure stability of supply. During the Track Record Period, we did not experience any interruption in our supplies that had any material adverse impact on our business or results of operations. We also believe we have built up strong relationship with our major suppliers, and our relatively large volume of purchase for supporting all Clinics provides us with significant bargaining power we are able to purchase medical devices, consumables and pharmaceuticals at competitive prices. We had not been subject to material price increases by our suppliers during the Track Record Period. We believe that in the event of price increases, we have the ability to respond to a portion of the price increase by adjusting our service fees under our Service Framework Agreements with the Clinics.

Top Five Suppliers

The aggregate purchases from our five largest suppliers in each year during the Track Record Period amounted to HK\$87.1 million, HK\$108.8 million and HK\$145.5 million, respectively, accounting for 40.0%, 37.3% and 31.7% of our total cost of sales for the respective periods. Our cost of sales and service from our largest supplier in each year during the Track Record Period amounted to HK\$23.7 million, HK\$34.7 million and HK\$47.2 million, accounting for 10.9%, 11.9% and 10.2% of our total cost of sales and services for the respective periods.

BUSINESS

All of our five largest suppliers in each year during the Track Record Period are Independent Third Parties. To the best of our Directors’ knowledge, none of our Directors or their respective associates or any person who, to the knowledge of our Directors, owns more than 5% of our issued share capital, had any interest in any of our five largest suppliers in each year during the Track Record Period.

The table below set out information of our top five suppliers for the periods indicated:

For FY2023

Supplier	Background and principal business nature	Principal products supplied	Years of relationship	Transaction amount <i>HK\$ million</i>	% of our cost of sales and services	Credit terms and payment method
Supplier A	Distributor of medical aesthetic equipment headquartered in Taiwan	Medical aesthetic equipment	Since February 2020	23.7	10.9	Payment within 60 days after reconciliation of accounts for the preceding month; bank transfer
Supplier B	Supplier of, among others, lens care products and non-invasive aesthetics and dermatology medical devices. Headquartered in Canada and listed on the New York Stock Exchange	Medical aesthetic equipment	Since April 2016	23.5	10.8	Payment within 60 days after reconciliation of accounts for the preceding month; bank transfer
Supplier C	Manufacturer of aesthetic products including but not limited to facial injectables and skin care. Its parent company is listed on the New York Stock Exchange	Medical aesthetic consumables	Since December 2014	16.5	7.6	Payment within 60 days after reconciliation of accounts for the preceding month; bank transfer
Supplier D	Supplier and distributor of medical aesthetic devices and consumables that is headquartered in Taiwan and listed on the Taiwan OTC Market under the Taiwan Stock Exchange	Medical aesthetic consumables	Since December 2014	16.4	7.5	Payment within 60 days after reconciliation of accounts for the preceding month; bank transfer
Supplier E	Manufacturer and distributor of medical aesthetic consumables. Its parent company is listed on the SIX Swiss Exchange	Medical aesthetic consumables	Since August 2017	7.0	3.2	Payment within 90 days after reconciliation of accounts for the preceding month; bank transfer
Total:				87.1	40.0	

BUSINESS

For FY2024

Supplier	Background and principal business nature	Principal products supplied	Years of relationship	Transaction amount <i>HK\$ million</i>	% of our cost of sales and services	Credit terms and payment method
Supplier A	See above	Medical aesthetic equipment	Since February 2020	34.7	11.9	Payment within 60 days after reconciliation of accounts for the preceding month; bank transfer
Supplier B	See above	Medical aesthetic equipment	Since April 2016	28.8	9.9	Payment within 60 days after reconciliation of accounts for the preceding month; bank transfer
Supplier F	Pharmaceutical company headquartered in the U.S., which is listed on the New York Stock Exchange	Medical aesthetic consumables	Since February 2024	18.0	6.2	Payment within 60 days after reconciliation of accounts for the preceding month; bank transfer
PRESCO Netmarketing, Inc. (統一數網股份有限公司)	A wholly-owned subsidiary of the Uni-President Group, which is principally engaged in providing digital integrated marketing services	Digital integrated marketing services	Since June 2024	13.8	4.7	Payment within 30 days after reconciliation of accounts for the preceding month; bank transfer
Supplier E	See above	Medical aesthetic consumables	Since August 2017	13.4	4.6	Payment within 90 days after reconciliation of accounts for the preceding month; bank transfer
Total:				108.8	37.3	

BUSINESS

For FY2025

Supplier	Background and principal business nature	Principal products supplied	Years of relationship	Transaction amount <i>HK\$ million</i>	% of our cost of sales and services	Credit terms and payment method
Supplier A	See above	Medical aesthetic equipment	Since February 2020	47.2	10.2	Payment within 60 days after reconciliation of accounts for the preceding month; bank transfer
Supplier F	See above	Medical aesthetic consumables	Since February 2024	29.5	6.4	Payment within 60 days after reconciliation of accounts for the preceding month; bank transfer
PRESCO Netmarketing, Inc. (統一數網股份有限公司)	See above	Digital integrated marketing services	Since June 2024	29.4	6.4	Payment within 30 days after reconciliation of accounts for the preceding month; bank transfer
Supplier B	See above	Medical aesthetic equipment	Since April 2016	24.0	5.2	Payment within 60 days after reconciliation of accounts for the preceding month; bank transfer
Supplier E	See above	Medical aesthetic consumables	Since August 2017	15.4	3.4	Payment within 90 days after reconciliation of accounts for the preceding month; bank transfer
Total:				145.5	31.7	

Procurement process and cost structure

Our procurement process is initiated upon receipt of demand from Clinics or based on market trend analyses. Our purchasing department conducts sourcing, price negotiation, and supplier selection, subject to internal approval protocols.

We maintained a dual-channel procurement strategy, sourcing our supplies directly from original equipment manufacturers and also from authorised domestic distributors.

Our procurement costs constituted a significant portion of our overall cost structure. During the Track Record Period and up to the Latest Practicable Date, we had not experienced major quality disputes with suppliers. Any minor issues related to packaging or appearance had been promptly addressed through returns or replacements facilitated by the suppliers.

BUSINESS

Inventory management

Our inventory primarily consisted of medical consumables and medical equipment parts and accessories. Medical consumables typically had an inventory turnover period of two to six months, while equipment parts and accessories turned over in one to three months. Inventory was managed through a centralised ERP system, which tracked stock levels, batch numbers, and expiration dates. We generally sell our products on a first-in-first-out basis.

We leased a single warehouse located in Nangang District, Taipei for storage. All inventory items were inspected upon receipt by warehouse and quality assurance personnel before being entered into the system. We implemented a monthly cycle count conducted by the warehouse team, supplemented by an annual physical count performed by the accounting department.

Our inventory management policy included a regular assessment for potential obsolescence or impairment. We perform monthly evaluation on products that remained inactive. Historical instances of long-aging inventory were minimal, and corresponding provisions were made, with no material write-offs experienced during the Track Record Period. We adhered to all regulatory requirements for the storage and handling of medical commodities, including those mandated under the Good Distribution Practice (GDP) certification standards which we maintain.

SALES AND MARKETING

Brand foundation and philosophy

Our reputation and sustained growth are fundamentally built upon our unwavering commitment to service quality and our core brand philosophy of “Safe and Reliable Medical Aesthetics” (安心醫美). We believe that positive word-of-mouth referrals from satisfied Members are the most effective marketing channel. Concurrently, we recognise the critical importance of strategic, long-term investment in brand building and consumer education. Therefore, consistent with industry practices, we allocate resources to promote awareness of the Jing Chi brand and our comprehensive platform services, and we plan to continue these investments to support our expansion.

Integrated marketing strategy

As part of our provision of brand management and trademark licensing services to the Clinics, we have designed and implemented a comprehensive marketing strategy that utilises a synergistic combination of online and offline channels to promote our brand and drive business for the Clinics:

- *Online marketing:* Our digital strategy focuses on leveraging major platforms popular in the core markets of the Clinics. We execute targeted advertising campaigns and content marketing on channels such as Meta (Facebook, Instagram), Google, YouTube, and LINE. We leverage social media trends, particularly utilising short-form videos to engage potential customers for the Clinics. We maintain and actively manage the joint official website for the Clinics and their respective LINE Official Accounts to disseminate treatment information and marketing content. Furthermore, we collaborate with social influencers, celebrities, and cross-industry partners for therapeutic experience campaigns and word-of-mouth marketing to enhance brand credibility and reach.

BUSINESS

- *Offline marketing:* Clinics are strategically located in prime, high-traffic areas within major metropolitan centers, often near metro stations, which helps build brand visibility and facilitates customer acquisition. We further adopt offline advertising channels, including metro station billboards, taxi fleet video advertisements, bus body advertisements, and magazine features. We also organise both large-scale brand events and smaller clinic-specific events, including VIP tea parties, to foster direct engagement with potential and existing customers for Clinics.

Marketing operations and structure

Our marketing efforts are coordinated through a dedicated internal brand centre, which collaborates closely with individual Clinics for local execution. The brand centre, as part of our marketing department, sets the overall brand direction, develops annual marketing plans, and creates campaigns for use across all Clinics. As at 31 December 2025, our centralised marketing team consisted of 15 marketing personnel, including campaign planners, designers, and content editors. Our marketing team initiates sales and marketing strategies and produces quality and engaging marketing materials. Our customer service team at each Clinic then implements the centrally developed campaigns and materials locally, adapting tactical execution to their immediate community and clientele as needed.

A Clinic’s new customer acquisition process begins with the potential customers discovering us through targeted online advertisements, which leads them to engage with our customer service team via LINE for initial inquiries, and culminates in a booked consultation and conversion at a Clinic.

Seasonality

Our business exhibits a moderate level of seasonality. While there is no pronounced cyclical or seasonal variation in the medical aesthetics industry overall, our operational and financial performance is influenced by peak consumption periods tied to holidays and promotional events. Specifically, revenue of the Clinics, which is directly co-related to our revenue performance, tends to increase significantly during the Mother’s Day period in May and anniversary sales in October, continuing through the Lunar New Year. These periods represent consistent high-demand seasons for medical aesthetic consumption.

Client relationship and data management

We place significant emphasis on maintaining and deepening relationships with our extensive membership base, which exceeded 500,000 individuals as at 31 December 2025. We employ a self-built CRM system integrated with LINE Official Account and CTI systems to track Member sources, revisit frequency, and average spend. This data-driven approach allows for precise membership analysis, personalised care, targeted remarketing, and loyalty programmes, which drive repeat visit rates and customer lifetime value. Our dedicated customer service centre handles post-treatment satisfaction surveys, ensuring a consistent feedback loop.

Compliance and advertising review

We operate in a highly regulated industry and prioritise strict compliance with all applicable laws and regulations, particularly the Medical Care Act, Pharmaceutical Affairs Act, and Medical Devices Act regarding advertising. We have established robust internal control procedures to mitigate related risks. All external marketing and promotional materials, regardless of channel, must undergo a mandatory legal review process. Our in-house legal team, staffed with relevant expertise, scrutinises all content to ensure it is truthful, accurate, and fully compliant before publication. Furthermore, our marketing personnel receive regular training on essential healthcare advertising laws. This rigorous process has ensured that, to our knowledge, our marketing practices have been in material compliance with regulations.

BUSINESS

Consumer feedback and complaint resolution

We maintain proactive procedures for monitoring consumer feedback. Feedback is gathered through post-service questionnaires, social media monitoring, and direct channels to our customer service centre. Any negative review is promptly escalated to the relevant Clinic’s management and our regional business department for investigation and resolution.

In handling consumer feedback and complaints, we have established clear channels and procedures. Initial complaints are typically addressed on-site by the Clinic manager and Doctor. Consumers may also contact our central customer service team, which coordinates with the Clinic’s regional manager and our legal department as needed to investigate and resolve issues. All complaints and resolutions are logged and tracked for follow-up and systemic improvement. For matters pertaining to medical outcomes, the Clinic’s presiding Doctor leads the response, with support from our Company’s legal and operational teams to ensure proper follow-up, which may include medical reassessment if necessary.

All communication and resolution steps are thoroughly documented. We are committed to addressing client concerns efficiently to maintain trust and our brand reputation.

During the Track Record Period and up to the Latest Practicable Date, we had not received any material consumer complaints. Complaints received were typically related to communication gaps, service expectations, or wait times. We follow a structured complaint handling SOP that ensures immediate acknowledgment and contact within 24 hours, cross-departmental investigation, appropriate resolution such as re-consultation or process adjustment, follow-up to confirm satisfaction, and monthly reviews for continuous improvement. All related records are maintained for audit and compliance purposes.

COMPETITIVE LANDSCAPE

Please refer to “Industry Overview – Overview of Aesthetic Service Platform Industry in Taiwan – Competitive Landscape”.

DATA PRIVACY AND PROTECTION

In the course of our operations, we collect Members’ data related to the services we provide. This primarily includes non-medical information such as names, contact details, service preferences, consumption history, and visit records. We do not collect or process medical data or patient health records, as these are managed solely by the Clinics. The collection of personal information is based on customer consent obtained upon membership enrollment, which is limited to use for internal communication, service planning, and the delivery of our products and services. For details, please see “– Our Services – (iv) On-site consumer services – Data collection and usage”.

We have established internal protocols to ensure that the collection, processing, utilisation, and sharing of personal data comply with the Taiwan Personal Data Protection Act. Members are informed that their data may be used within our Group and are entitled to request the cessation of our collection, processing, or utilisation of their data at any time. Personal data is retained only for the minimum period necessary to fulfill the purposes for which it was collected and in accordance with legal requirements.

BUSINESS

Data security policies and systems

We implement robust technical and organizational measures to protect client information. Our CRM system is utilised to securely store and manage personal data. Access to this system is strictly controlled through permission-based authorisation, ensuring that only designated personnel can retrieve relevant information. Our IT infrastructure incorporates multiple security layers, including network protection and system access logging, to safeguard database integrity and prevent unauthorised access.

Physical security and access control

For any physical records containing client information, we enforce strict access controls. Such documents are stored securely, with access restricted to authorised staff members. These measures are designed to prevent unauthorized physical handling or disclosure of personal data.

Employee confidentiality and training

We maintain strict confidentiality agreements with all employees as part of their employment contracts. These agreements legally bind staff to not misuse confidential information during their tenure, to return all such information upon termination, and to uphold their confidentiality obligations after leaving the company. We reinforce data security awareness through mandatory onboarding and regular on-the-job training programs, requiring employees to acknowledge their understanding and adherence to our data protection policies.

Compliance

Our data collection, sharing, and security practices are designed to comply with applicable Taiwanese laws and regulations. During the Track Record Period and up to the Latest Practicable Date, we had not experienced any material breach of confidential client information or any other data security incident that had, or could have, a material adverse effect on our business, financial condition, or results of operations.

Laws and regulations concerning cybersecurity and data protection continue to evolve. While we strive to maintain full compliance, there are inherent uncertainties in the interpretation and enforcement of these rules. For details, please see “Risk Factors – Risks relating to our business and industry – We could be exposed to risks related to our management of consumer data”. Based on our adherence to current standards and protocols, we believe our operations are in material compliance with the relevant legal requirements for data privacy and protection.

INFORMATION TECHNOLOGY

We leverage a robust digital infrastructure that forms the backbone of our integrated service platform, with a focus on AI-driven growth, operational synergy and efficiency, and service integration across Clinics. Through systematic data management and analytics, we have developed a suite of digital models and management systems that support strategic decision-making, streamline operations, and deepen client relationships.

Data analytics and business intelligence

We employ data-driven models to assist business strategy and daily operations. Each Clinic operates on a unified CRM platform, enabling consolidated analysis of consumer behaviour, spending patterns, and service histories. We perform multi-dimensional data comparisons to quickly adjust marketing tactics and service offerings.

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Our regional development model analyses key indicators such as local Member spending power and team service capability to inform market expansion. For Clinic operations, we utilise an integrated support system, which breaks down information barriers relating to non-medical related data between Clinics and locations, fostering synergy and consistent service quality to both Clinics and Members.

Furthermore, our client analysis model applies data mining and behavioural analytics to profile transaction patterns, consumption habits, and Member lifetime value. This enables personalised treatment solutions, encouraging repeat visits through tailored follow-up treatment reminders and preference-based engagements.

Additionally, our employee development model tracks training attendance, service performance, and client feedback to support career progression and identify talent within our frontline teams.

Leveraging data-driven decision-making to continuously enhance business performance and growth

We have strategically integrated data analytics into our customer journey, from initial consumer consultation to long-term member retention. This end-to-end data-driven approach enables us to systematically optimise conversion rates, enhance customer experience, and maximise member lifetime value, thereby driving sustainable growth for our platform and the Clinics we serve:

Customer relationship and engagement

At the core of our digital ecosystem is a comprehensive CRM system, which tracked over 500,000 high-value Members with detailed behavioural and transactional profiles as at 31 December 2025. The system supports segmentation and targeted engagement, allowing us to anticipate consumer needs, personalise communications, and foster long-term loyalty. We also maintain an active presence on social media and messaging platforms, including LINE Official Account and proprietary mini-programmes, where Members can access Clinic information, book appointments, view Member benefits, redeem promotions, and participate in promotional campaigns, thereby enhancing accessibility and engagement. Post-sales service and consumer support are centrally managed, ensuring consistent and proactive communication. We believe this integrated approach, linking our CRM and CTI systems and LINE Official Account across multiple social media channels, significantly enhances Member stickiness and repeat visit rates.

Information security and compliance

We prioritise data security and regulatory compliance across all digital operations. Our systems adhere to Taiwan Personal Data Protection Act, with strict protocols for data collection, storage, and authorised usage. We employ encryption, access controls, and regular security audits, and have established procedures for secure data disposal and equipment decommissioning to prevent unauthorised information leakage.

Through continuous investment in AI, system integration, and data analytics, we aim to maintain a technologically platform that drives sustainable growth, enhances clinic and consumer experiences, and solidifies our leadership in the beauty and health management industry.

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AWARDS AND RECOGNITIONS

As a testimony to our achievements and the quality of our service, we have received various awards and recognitions. The following table sets forth our major awards and recognitions we received over the years:

Year	Accreditation/Award	Accreditation organization
2025	2025 Apple Beauty Awards – Annual Aesthetic Clinic Award/Silver Award (2025蘋果愛美獎-年度醫美診所大賞/ 銀獎)	Next Apple News ⁽¹⁾
2025	2025 Sales Award – Platinum Crown Clinic Award (2025年度銷售獎項-白金診所獎)	Supplier A ⁽²⁾
2025	Certificate Of Achievement (卓越貢獻獎)	Renaissance Medicare Inc. 瑞群國際股份 有限公司
2025	HIFU V-Max / Merit – Platinum Premium Clinic Award (海芙音波媚必 提白金優質診所獎)	Supplier A ⁽²⁾
2025	Taiwan’s Most Influential Key Opinion Leader Award (台灣最具影響力關鍵 領袖大獎)	Supplier E ⁽³⁾
2024	Thermage FLX (Solta Medical) – Official Genuine Product Sales Champion (美國鳳凰電波thermage FLX-鳳凰電波正貨冠軍)	Solta Taiwan Limited (台灣索塔有限 公司)
2024	2024 Clinic Cell Therapy Quality Certification (醫策會品質認證–2024 診所細胞治療品質認證)	Ministry of Health and Welfare (executed by Joint Commission of Taiwan) (台灣衛生福利部 (由財團 法人醫院評鑑暨醫療品質策進會執 行))
2024	3rd Generation HIFU – Platinum Certified Clinic Award (第三代海芙音 波-白金認證診所獎)	Supplier A ⁽²⁾
2024	Ultraformer MPT (Ultra Wonder) – Annual Sales Champion / Glory Star Clinic Award (超玩美電波-年度銷售 冠軍榮耀之星診所獎)	Brilliance international Ltd. (瑩佳國際有限公司)
2023	第三代海芙音波-白金認證診所獎	Supplier A ⁽²⁾

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Year	Accreditation/Award	Accreditation organization
2022	MINT LIFT Sales Champion Award (MINT LIFT銷售冠軍獎項)	MINT LIFT (Korea)
2021	HIFU (Ultherapy) – Genuine Product Sales Champion (海芙音波-原廠正貨 銷售冠軍)	Supplier A ⁽²⁾
2021	2021 Allergan Partner Award (2021年艾 力根Partner Award)	Allergan Aesthetics
2020	2020 Genuine Product Sales Champion (2020年原廠正貨銷售冠軍)	Supplier D ⁽⁴⁾
2020	2020 Sculptra Platinum Certified Clinic (2020年舒顏萃鉑金認證診所)	Supplier E ⁽³⁾
2020	Clinic Aesthetic Medicine Quality Certification (Gold Seal) (診所美容醫 學品質認證 – 金色標章)	Ministry of Health and Welfare (executed by Joint Commission of Taiwan) (台灣衛生福利部 (由財團 法人醫院評鑑暨醫療品質策進會執 行))

Notes:

1. The 2025 Apple Beauty Awards is an annual aesthetic award organized by Next Apple News in Taiwan. It selects the most popular aesthetic clinics in Taiwan for each year through evaluations by consumers and experts.
2. Supplier A is one of our top five suppliers in FY2023, FY2024 and FY2025.
3. Supplier E is one of our top five suppliers in FY2023, FY2024 and FY2025.
4. Supplier D is one of our top five suppliers in FY2023.

RESEARCH AND DEVELOPMENT

We consider continuous enhancement of our digital infrastructure and data analytics capabilities to be fundamental to our operational efficiency, service quality, and strategic growth. Our development efforts are primarily focused on advancing our information technology systems, which are central to our integrated platform. Key initiatives include the development and optimization of our proprietary CRM system, the integration of CTI with LINE OA for Member engagement, and the deployment of AI-driven tools. These tools are utilised for analysing marketing content performance, generating targeted short-form video scripts, and conducting multi-dimensional data comparisons to rapidly refine our marketing and service strategies. Our dedicated information technology department is responsible for system development, management, and maintenance, supporting our core operational and administrative functions. We remain committed to investing in our digitalisation and AI capabilities to strengthen our platform’s competitive edge and support our expansion plans.

EMPLOYEES

We believe that our success is intrinsically linked to our ability to attract, develop, and retain talented personnel.

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As at 31 December 2025, we had a total of 442 employees, all of which were in Taiwan. Sets forth below is a breakdown of the number of our employees by functions as at 31 December 2025:

Number of employees

Management	4
Business development	3
Service personnel*	347
Administration and legal	15
Finance	11
Sales and marketing	15
Procurement	4
IT	43
TOTAL	442

*Note: This included 31 clinic managers, 93 consultation specialists, 132 beauticians and 91 front desk and other staff.

Recruitment and talent acquisition

We consider our ability to attract, motivate, and retain qualified employees fundamental to our success, and we regard our talent pool as a core strength and competitive advantage. Recruitment is conducted according to the specific requirements of each department and the criteria demanded for each role, including prior work experience and relevant skills. Our recruitment process maintains high standards and follows rigorous procedures through multiple channels such as campus recruitment, advertising, online platforms, internal referrals, and third-party agencies. Candidates are generally assessed through interviews and/or examinations to ensure alignment with both job requirements and our corporate culture.

Training and development

We are committed to providing continuous education and training programmes for our employees. These include regular and specialised trainings provided through our Jing Chi Academy, which are designed to enhance professional knowledge and technical capabilities, and to keep employees updated on the latest industry practices. All new hires receive comprehensive pre-employment induction training and orientation. We also organise various team-building activities to strengthen cohesion and reinforce our corporate culture among employees.

Compensation and career advancement

We offer competitive remuneration packages and career development opportunities, which are determined based on factors such as industry experience, technical ability, qualifications, position, and past performance. We have also adopted the Pre-[REDACTED] Share Option Scheme to further incentivise and retain key talent. We set performance targets aligned with specific roles and departments, with regular reviews informing compensation, bonuses, and promotion decisions.

Employee relations and labour environment

We believe we have maintained stable labour relations and fostered a positive working relationship with our staff. As at the Latest Practicable Date, our employees had not formed any labour union. During the Track Record Period and up to the Latest Practicable Date, we did not engage in any material disputes with our employees, or experience any strike, labour disputes or industrial actions which may have a material adverse impact on our business, financial position and results of operation.

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INSURANCE

We maintain insurance policies appropriate for our operations as a non-medical service platform. Our coverage primarily includes public liability insurance and commercial fire insurance.

As we do not provide any medical services, the responsibility for medical liability and professional indemnity in connection with any medical procedures rests solely with the respective Clinics and Doctors, as governed by their professional obligations and applicable medical regulations. Our contractual arrangements with the Doctors are structured to reflect this division of responsibility. For details, please see “Our Customers – Service Framework Agreement”.

Our Directors consider our insurance coverage to be customary for businesses of our size and type and in line with the industry practice. However, our insurance coverage may not adequately protect us against certain operating risks and other hazards, which may result in adverse effects on our business. For further details, please refer to “Risk factors – Risks relating to our business and industry – Our insurance coverage may not be sufficient to cover all risks involved in our business operations”.

During the Track Record Period and up to the Latest Practicable Date, we had not faced material difficulties in renewing our insurance policies and had not submitted any material insurance claims.

ENVIRONMENTAL SUSTAINABILITY AND SOCIAL RESPONSIBILITY

We are committed to building a lasting brand, and we believe our long-term success is integrally linked to our positive impact on society and the environment. Corporate social responsibility forms a core part of our business philosophy and is pivotal to creating sustainable value for our shareholders. In alignment with this commitment and in accordance with applicable listing rules, we have adopted a comprehensive policy on environmental, social and governance responsibilities, which guides us on integrating responsible practices into our daily operations and strategic planning.

1. Corporate Governance

1.1 ESG Governance

We regard environmental, social, and governance (“**ESG**”) considerations as fundamental to our long-term sustainable growth. With accountability to our shareholders, employees, customers, and the broader community, we are dedicated to continuously strengthening our ESG governance framework, advancing our practices and performance, and contributing to societal wellbeing through a range of ESG initiatives.

1.1.1 ESG governance framework

Our Board assumes ultimate responsibility for shaping and overseeing our Group’s ESG strategy, policies, and disclosures. It provides direction on the setting of ESG targets, evaluates the effectiveness of risk management frameworks, and conducts regular reviews of progress against established objectives. To ensure effective execution, management teams are tasked with implementing ESG initiatives, coordinating efforts across departments, and maintaining compliance with regulatory requirements. This governance framework embeds ESG considerations into strategic decision making and drives continuous improvement in sustainability performance.

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Our Group has established a dedicated ESG oversight structure, led by senior management and composed of cross-departmental representatives to ensure alignment with overall business objectives. This structure is responsible for translating our Board’s strategic direction into actionable plans, monitoring ongoing ESG performance, and providing regular updates to our Board.

1.1.2 ESG risk and opportunities

We identify, prioritise and take a strategic approach to ESG risks that could materially affect our operations, supply chain and the communities in which we operate. Through annual materiality assessments, stakeholder engagement and industry analysis, we evaluate these risks according to their likelihood and potential impact, and allocate responsibility for their mitigation to designated members of management.

At the same time, we recognise that addressing ESG risks also presents opportunities – for example, improving operational efficiency through energy-saving initiatives, strengthening supply chain resilience, and responding to market demand for sustainable products. By embedding ESG considerations within our risk management framework, we aim not only to mitigate potential adverse effects but also to capitalise on opportunities that support our long-term sustainable growth.

1.2 Stakeholder Communication and Materiality

Our Group manages its operations to ensure compliance with environmental and social obligations. As part of its materiality assessment, it actively considers stakeholder views and addresses key concerns. Engagement takes place through established channels, allowing our Group to identify, assess and respond to material ESG issues in line with regulatory requirements and stakeholder expectations.

Stakeholder Category	Communication & Engagement Channels
Shareholders & Investors	• Annual general meetings • Information published on websites of our Company • Direct emails or phone enquiries
Employees	• Internal newsletters • Employee intranet • Training programmes • Staff surveys • Annual and regular appraisal
Suppliers & Partners	• Operational meetings • Contract and performance review

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Stakeholder Category	Communication & Engagement Channels
Customers	- Day-to-day communication through front line staff - Emails - Official websites

Following the collation of stakeholder feedback, our Group conducts internal materiality assessments with relevant managers and external engagement with stakeholders via multiple channels, including liaison groups, panel discussions, workshops, our Company website, emails and hotlines. The key ESG topics identified are set out below:

- Regulatory Compliance:** Compliance with local and international regulations is critical in the medical aesthetics industry. Non-compliance can lead to severe penalties and reputational damage. By implementing robust compliance management systems and staying updated on regulatory changes, we can mitigate risks, ensure integrity, and maintain stakeholder confidence in our operations.
- Member Education and Transparency:** Providing clear and comprehensive information on treatment procedures supports members’ right to make informed decisions and helps build trust. A lack of transparency may result in misunderstandings, dissatisfaction, and reputational risk. By prioritising health education and open communication, our Group can strengthen client relationships and enhance brand loyalty.
- Data Security of Members:** Protecting member data is a critical responsibility in maintaining trust and safeguarding privacy. Inadequate data security may expose sensitive personal information, breach regulatory requirements, and damage brand reputation. By strictly adhering to established protocols for data protection, storage, and access control, our Group demonstrates compliance with applicable regulations, ensures the confidentiality of member information, and reinforces our commitment to responsible and ethical operations.

1.3 Anti-Corruption and Anti-Bribery Practices

We recognise that integrity and ethical conduct are fundamental to our operations and reputation. We maintain a zero-tolerance approach towards bribery and corruption and are committed to conducting all business activities fairly, transparently and accountably. We have implemented dedicated internal policies and procedures to prevent, identify and address bribery and corruption risks across our business. Regular anti-corruption training is provided to employees to enhance their understanding of relevant standards, risks and obligations.

By upholding strict anti-corruption practices and fostering a culture of compliance, we strengthen stakeholder trust and support the sustainable and responsible development of our medical aesthetics business.

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2. Environment

2.1 Environmental Compliance

Our Group is committed to operating in compliance with all applicable laws and regulations regarding environmental protection in the regions where we conduct business. We closely monitor compliance with these requirements and regularly review our operations to ensure that our activities minimise environmental impact, safeguard natural resources, and align with the expectations of regulators, investors, and the communities in which we operate.

2.2 Environmental Management

Recognising our responsibilities, our Group has established a comprehensive Environmental, Social, and Governance (ESG) Policy supported by associated procedures. This policy sets out our commitment to conducting business in a manner that delivers long-term value to our shareholders while minimising our environmental footprint.

2.2.1 Energy Use

We recognise the importance of responsible energy management and the reduction of greenhouse gas (GHG) emissions as essential to addressing climate change and ensuring our long-term sustainability. Given that our operations, including medical aesthetic treatments and facilities, rely on energy consumption, we are committed to exploring and implementing energy-saving practices. Our facilities are equipped with energy-efficient technologies, such as LED lighting and modern energy management systems, to optimise energy use.

In addition to these initiatives, we remain dedicated to supporting the green transformation of our supply chain by encouraging suppliers and partners to adopt sustainable operation methods. This comprehensive approach ensures that every aspect of our value chain contributes actively to reducing greenhouse gas emissions and minimising our environmental impact across all our aesthetic services.

Moreover, our Group has established guidelines to promote efficient energy consumption among staff and workers. These initiatives include:

- Switching off lights and equipment when not in use.
- Maintaining workspaces at optimal energy-efficient temperatures.
- Encouraging the use of natural ventilation instead of air-conditioning whenever feasible.
- Implementing energy-efficient practices during medical procedures and equipment operations.
- Utilising energy-efficient appliances and lighting systems throughout our facilities.
- Providing staff training on energy conservation strategies to enhance awareness and engagement.

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These efforts not only help us comply with evolving environmental regulations but also align with stakeholder expectations for sustainable development and responsible energy management.

The following table details our energy consumption over the Track Record Period:

Item	Unit	Year ended December 31		
		FY2025	FY2024	FY2023
Indirect Energy Consumption	MWh	2,728.02	2,408.35	1,587.33
Purchased Electricity	MWh	2,728.02	2,408.35	1,587.33
Total Energy Consumption	MWh	2,728.02	2,408.35	1,587.33
Energy Consumption Intensity	MWh/thousand HKD revenue	0.004	0.006	0.007

Given the service-based nature of its medical aesthetics operations, we did not record any direct energy consumption, as our Company does not engage in energy-intensive manufacturing or production activities.

2.2.2 Climate Change

We view environmental protection as a fundamental component of our business. Throughout the Track Record Period and up to the Latest Practicable Date, our operations have not encountered significant environmental risks. Additionally, we have not been subject to any fines or penalties for non-compliance with environmental laws in regions we operate, nor have we faced any major administrative sanctions for violating environmental regulations.

Although our business model does not involve extensive resource consumption, we remain conscious that environmental challenges – particularly climate change – may still influence our operations and financial resilience.

Climate change is recognised as one of the most pressing global challenges of our time. As a company committed to sustainable development, we remain vigilant in assessing its potential impacts on our business. In addition to identifying climate-related risks, we are equally focused on harnessing opportunities arising from the transition to a low-carbon economy. By aligning our practices with international climate change mitigation efforts, we aim to contribute meaningfully to a more sustainable future.

Without compromising business growth, we will continue to optimise our energy structure, enhance energy efficiency, and pursue initiatives in energy conservation and carbon reduction. Furthermore, we are exploring innovative solutions and partnerships that can strengthen our sustainability performance, ensuring that our long-term development remains both environmentally responsible and economically sound.

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We recognise that meaningful dialogue with our stakeholders is essential to identifying both climate-related risks and opportunities. Through regular discussions with investors, customers, suppliers, and regulatory bodies, we gain valuable insights into emerging environmental challenges and expectations. In particular, our business may be exposed to both physical and transition risks arising from climate change:

Category	Climate-Related Risk	Potential Impact on Business Operation
Physical Risks	– Increased frequency and severity of extreme weather events (typhoons, storms, heavy rain)	• Temporary clinic closures due to safety concerns or infrastructure damage. • Disruption of patient appointments and treatment schedules, leading to revenue loss. • Increased costs for facility repairs and protective measures.
	– Prolonged high-temperature weather conditions	• Higher electricity and cooling expenses to maintain safe treatment environments. • Potential discomfort for patients and staff, affecting service quality. • Increased risk of temperature-sensitive medication degradation, which may compromise patient safety and treatment efficacy.
	– Sea-level rise	• Flooding risk for clinics located in low-lying or coastal areas, damaging facilities. • Need for relocation or investment in flood defenses, raising operational costs. • Reduced accessibility for patients if surrounding infrastructure is affected.
Transition Risks	– Stricter climate-related regulatory requirements	• Higher administrative costs to comply with stricter climate-related regulations. • Risk to brand reputation if regulatory obligations are not met, potentially damaging customer trust.
	– Mandates for clean energy adoption	• Significant upfront investment needed to adopt renewable energy sources across all clinic locations. • Potential increase in ongoing energy expenses affecting overall profitability.

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Category	Climate-Related Risk	Potential Impact on Business Operation
	– Need to replace existing equipment with lower-carbon alternatives – Rising costs of procuring climate-friendly products	• Early obsolescence of current equipment. • Substantial capital spending required to replace medical devices (such as lasers and ultrasound machines) with newer, more energy-efficient models. • Higher costs for everyday supplies like eco-friendly patient gowns and packaging, which could reduce profit margins or lead to higher prices for services.
Category	Climate-Related Opportunity	Potential Impact on Business Operation
Opportunity	Growing preference for eco-friendly and sustainable products	• Adoption of eco-friendly patient gowns and packaging can enhance brand reputation and customer loyalty, as stakeholders increasingly prioritise sustainability in purchasing decisions.

While these risks could increase compliance costs, affect equipment and medical supply availability, and influence market demand, we also recognise that the transition towards a lower-carbon economy presents opportunities. By proactively managing these risks and focusing on priority areas identified with our stakeholders, we aim to strengthen operational resilience, maintain competitiveness, and align with the expectations of regulators, investors, and customers.

In light of the above, our Board has identified climate change as a material risk factor for our Group, and we have established a target to lower scope 2 emission intensity by 10% by 2030, using 2025 as the baseline, in alignment with relevant policies aimed at combating climate change. Responsibility for overseeing our response to this challenge has been assigned to the management team, which is tasked with formulating and implementing a climate strategy. This strategy focuses on reducing our carbon footprint and is supported by internal policies and procedures designed to address key risk areas, including:

- **Enhancing operational resilience** by strengthening clinic infrastructure and business continuity plans to address climate-related disruptions, such as extreme weather events affecting facilities or patient access.
- **Promoting sustainable service delivery** by integrating environmentally responsible practices into operations, including reducing energy consumption and minimising single-use materials where clinically appropriate.
- **Securing sustainable supply chains** by prioritising suppliers committed to environmental responsibility, investing in energy-efficient medical equipment, and implementing water and electricity conservation measures across our facilities.

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- **Ensuring regulatory compliance** by monitoring evolving climate-related policies and disclosure requirements in Taiwan and internationally and adapting our operations and reporting accordingly.
- **Engaging stakeholders transparently** by aligning climate disclosures with recognised frameworks and responding to the expectations of patients, investors, regulators, and the communities we serve.

During the Track Record Period, the total volume and intensity of our GHG emissions are as follows:

Item	Unit	Year ended December 31		
		FY2025	FY2024	FY2023
Scope 2 GHG emissions	tCO ₂ e	1,350.37	1,192.13	785.73
Scope 2 GHG emission intensity	tCO ₂ e/thousand HKD revenue	0.00213	0.00308	0.00336
Scope 3 GHG emissions¹	tCO ₂ e	14.22	9.29	2.59
Scope 3 GHG emission intensity	tCO ₂ e/thousand HKD revenue	0.0000224	0.0000240	0.0000111

Our Company has no Scope 1 emissions as its aesthetic clinic operations do not involve on-site combustion of fossil fuels, company-owned fuel-powered vehicles, industrial processes, or other direct greenhouse gas emission sources.

2.2.3 Water resources management

Our Group’s water consumption is primarily drawn from municipal supplies to support operations across our clinic network. Water is essential for maintaining clinical hygiene standards, sterilising medical instruments, supporting handwashing and sanitation facilities, and ensuring patient and staff comfort. These activities necessarily generate wastewater, including domestic effluent from restrooms and clinical wastewater from treatment areas. We recognise that water is a valuable resource, and any failure to manage discharge appropriately could result in environmental harm, regulatory penalties, and reputational damage. Furthermore, inefficient water usage contributes unnecessarily to operational expenses.

To address these considerations, our Group has implemented practical measures that are easy for employees to adopt and contribute to overall conservation efforts:

- **Raising awareness** by placing water-saving reminders in staff areas such as restrooms, break rooms, and clinical preparation areas.

¹ Scope 3 emissions include Category 5 (Waste Generated in Operations) and Category 6 (Business Travel).

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- **Preventing leaks** through routine inspections of taps, pipes, and water meters to identify and promptly repair any leaks.
- **Using water efficiently** by maintaining water pressure at the lowest effective level for cleaning and general use.
- **Reusing where possible** by exploring opportunities to recycle suitable water for non-clinical purposes, such as floor cleaning, where regulations permit.
- **Monitoring compliance** by tracking wastewater discharge levels regularly to ensure adherence to local environmental standards.

By embedding these measures into daily operations, our Group aims to reduce water consumption, strengthen employee participation in conservation, and uphold our commitment to sustainable resource management.

During the Track Record Period, the total volume and intensity of our water consumption are as follows:

Item	Unit	Year ended December 31		
		FY2025	FY2024	FY2023
Water Consumption	m ³	16,340	20,943	14,901
Water Consumption intensity	m ³ /thousand HKD revenue	0.03	0.05	0.06

2.2.4 Hazardous and Non-Hazardous Wastes Management

Our Group recognises the importance of responsible waste management and is committed to the proper segregation, handling, and disposal of all waste generated from our operations in accordance with regulatory requirements. All staff receive guidance on applying this principle when using resources and handling waste in their respective roles. Whenever feasible, we prioritise materials and supplies that support waste reduction objectives and explore opportunities to recycle or repurpose items across different areas of our clinics.

Non-hazardous waste from our activities mainly comprises packaging materials such as cartons, plastic wrapping, and administrative paper waste from patient records and office functions. General waste from staff facilities, including break rooms and administrative areas, is also collected and managed through licensed waste contractors.

Given the service-based nature of its medical aesthetics operations, we do not generate hazardous medical waste, as our Company does not engage in clinical practices involving medical procedures.

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The table below sets forth our non-hazardous waste generation and treatment method during the Track Record Periods:

Item	Unit	Year ended December 31		
		FY2025	FY2024	FY2023
Non-hazardous Waste Generated	Kg	35,692.91	32,660.26	22,476.85
Non-hazardous Waste Generation Intensity	Kg/thousand HKD revenue	0.056	0.084	0.096
Non-hazardous Waste Recycled	Kg	13,233.21	12,108.85	8,333.33
Non-hazardous Waste Recycled Intensity	Kg/thousand HKD revenue	0.021	0.031	0.036

3. Social

Our Group is built upon a foundation of integrity, ethical conduct, and transparent engagement with all those connected to our business. We recognise that our long-term success is intrinsically linked to the wellbeing of the communities we serve and the strength of the relationships we cultivate with our stakeholders. These include our dedicated employees, valued patients, trusted suppliers, professional partners, local communities, and the regulatory authorities who oversee our sector.

In shaping our approach to environmental, social, and governance matters, we carefully balance near-term objectives with our broader responsibilities to society. Our ESG strategies, policies, and internal guidelines are developed through a lens that considers not only business imperatives but also the legitimate interests and expectations of our stakeholder groups. We actively seek to understand their perspectives and incorporate these insights into our decision-making processes wherever practicable.

3.1 Employee and Contractors

3.1.1 Employment Practices

Our Group is committed to fostering a supportive and inclusive workplace where every employee feels respected, valued, and empowered to contribute to our shared success. We recognise that our people are central to the quality of care we provide and to the long-term growth and reputation of our business. In all aspects of employment, we adhere strictly to all applicable laws and regulations in the regions where we operate.

Our human resources policies are clearly documented in the Employee Handbook, which outlines the standards and procedures governing the employment relationship. This includes, but is not limited to, recruitment, appointment, working hours, rest days, leave entitlements, performance expectations, and grounds for termination. All employees are engaged under formal contracts that reflect local legal requirements and industry practice. The use of child labour, forced labour, or any form of exploitative employment is expressly prohibited.

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We are committed to providing equal opportunity in all areas of employment, including recruitment, promotion, and access to training and development. Hiring and advancement decisions are based on merit, qualifications, and the requirements of each role, with input from both operational management and the human resources function to ensure fairness and consistency.

3.1.2 Development and Training

Our Group recognises that continuous learning and professional development are essential to maintaining high standards of patient care and service excellence. We are committed to supporting our employees in building their skills and advancing their careers within the organisation.

Training needs are identified through regular performance discussions and in response to evolving clinical practices, patient expectations, and regulatory requirements. Where appropriate, employees are encouraged to participate in professional development programmes, industry seminars, and skills-based workshops relevant to their roles. For clinical staff, we place particular emphasis on maintaining technical proficiency and staying abreast of advancements in aesthetic medicine.

By investing in the growth and capabilities of our people, we aim to enhance service quality, support employee engagement, and build a workforce that is resilient and adaptable to change.

3.1.3 Remuneration and Benefits

Our Group offers remuneration packages that are fair, competitive, and reflective of each employee’s role, experience, and contribution. Salary levels are informed by market data and reviewed periodically to ensure they remain appropriate.

All eligible employees receive statutory benefits in accordance with local legal requirements, including but not limited to pension schemes, social insurance, medical coverage, and leave entitlements. These benefits are administered consistently and in full compliance with applicable regulations.

In addition to base pay, discretionary bonuses may be awarded to recognise individual and collective contributions to our Group’s performance. These awards are determined based on performance appraisal scores, taking into account factors such as business results, operational excellence, and demonstration of our core values.

3.1.4 Health and Wellbeing

Our Group is committed to providing a safe and healthy working environment for all employees. This includes maintaining clinics and facilities to high standards of hygiene and safety, and ensuring that staff have access to the information and equipment they need to perform their roles safely.

We promote a culture of wellbeing that extends beyond physical safety. Employees are encouraged to raise concerns or suggest improvements relating to their working environment, and management is responsive to feedback that supports a positive and sustainable workplace culture.

BUSINESS

3.1.5 Our Workforce

During the Track Record Period, our Group’s workforce was as follows:

	Year ended December 31		
	2025	2024	2023
Total number of employees	442	398	275
By Gender			
Male	19	16	10
Female	423	382	265
By Categories			
Senior Management	6	6	2
Management	31	26	10
General Staff	405	366	263
By Age Group			
Below 30	144	134	113
30 – 50	262	238	154
Over 50	36	26	8
By Location			
Taiwan	442	398	275

Our Group did not have any incidents of non-compliance with relevant laws and regulations that have a significant impact on our Group relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.

3.2 Supply Chain Management

Our Group’s procurement function is responsible for sourcing all medical goods, equipment, and services required to support our clinical and administrative operations. Our procurement activities are organised into two main categories: medical equipments and medical consumables. Each category is managed with due attention to quality, compliance, operational needs, and cost effectiveness.

We are committed to responsible sourcing practices that reflect our dedication to patient safety, ethical conduct, and environmental stewardship. Wherever possible, we prioritise suppliers who demonstrate a commitment to quality, regulatory compliance, and sustainable business practices. Our principal suppliers are based in Taiwan, and we select partners based on their ability to meet our technical specifications, service requirements, and ethical expectations.

Supplier Distribution:

	Year ended 31 December		
	2025	2024	2023 ²
By Type			
Medical Consumables	5	2	NA
Medical Equipment	28	23	NA
Total number of suppliers	33	25	NA

² Due to changes in our Company structure, 2023’s supplier information could not be obtained.

BUSINESS

As part of our broader ESG commitments, we seek to strengthen engagement with our suppliers and promote responsible procurement across our supply chain. This includes:

- Evaluating suppliers on relevant criteria, including product quality, regulatory compliance, and alignment with our environmental and ethical standards.
- Prioritising sustainable options by favouring products and materials that support environmental objectives, such as energy-efficient medical devices or consumables with reduced environmental impact, where clinically appropriate and available.
- Supporting supply chain resilience by maintaining relationships with multiple qualified suppliers and monitoring market developments to anticipate and mitigate potential disruptions.

3.3 Data Security

As a medical aesthetics company handling sensitive personal information, we recognise the critical importance of data security and client privacy. We are committed to implementing robust information security measures, including encryption and access controls, to protect client data against unauthorised access, use or disclosure. All employees undergo regular training on data protection protocols and confidentiality obligations to ensure compliance with applicable laws and industry standards. By fostering a culture of security awareness and prioritising data governance, we uphold the trust placed in us and safeguard the privacy of those we serve.

3.4 Community Relations Management

Our approach to community engagement focuses on understanding local needs and contributing positively where we can. This includes supporting initiatives that promote health and wellbeing, as well as participating in activities that enrich the communities in which our clinics are located. Wherever possible, we encourage our employees to take an active role in community efforts, reflecting our belief that responsible corporate citizenship begins with individual commitment.

To translate these commitments into action, we have implemented targeted community investment initiatives across multiple years, including:

- **Health & Social Welfare Support:** Partnered with non-profit organisations to deliver direct care and relief, including home visits to elderly care centres, donation of electric patient transfer equipment, provision of new clothing for underprivileged children, and distribution of New Year’s meals to vulnerable families. We also collaborated with the Noordhoff Craniofacial Foundation to provide aesthetic care support for disadvantaged groups.
- **Disaster Relief & Emergency Support:** Mobilised company-wide employee donations and in-kind contributions to support disaster relief efforts, including the 2023 Turkey-Syria earthquake, demonstrating our commitment to global humanitarian response.

BUSINESS

- **Education & Youth Development:** Invested in the future of local youth by sponsoring the robotics team of one local secondary school for international competitions in Canada and AI technology competitions in Turkey, and funding after-school learning programs for underprivileged students in Chiayi to reduce educational inequality.
- **Environmental Stewardship:** Organised company-led coastal and river cleanup activities to promote environmental protection and sustainable community development.

PROPERTIES

Owned properties

As at 31 December 2025, we owned a property in Taoyuan City, Taiwan, consisting of a piece of land with total land area of 95.0 sq.m. and a shop space and carpark built upon such land with an aggregate GFA of approximately 776.5 sq.m., which were primarily leased to Doctors as Clinic premises.

Leased properties

As at 31 December 2025, we leased a total of 16 properties with an aggregate GFA of approximately 14,258 sq.m. in Taiwan, of which 13 properties with an aggregate GFA of approximately 13,105 sq.m. were sub-leased to Doctors as Clinic premises. As certain Clinics are established at adjacent locations which were leased to us as one premises, the number of properties leased to us for sub-leasing to Doctors as Clinic premises do not correspond to the number of Clinics operated under our brand. The remaining 3 leased properties were primarily used as our offices and warehouse. We believe this leasing strategy reduces our capital investment requirements and allows more flexibility for our network of Clinics operating under our brand. Our depreciation of right-of-use assets amounted to approximately HK\$21.1 million, HK\$18.7 million and HK\$25.4 million for the FY2023, FY2024 and FY2025, respectively.

All leased properties are leased under head leases which do not contain any covenants, easements, exceptions or reservations of an unusual or unduly onerous nature for an agreement of this nature. Our head leases for operation of Clinic premises typically have an initial term of two years to seven years. Where the terms and conditions of the option period could be accepted by us, such leases will contain an option to renew. Most of the head leases for operation of Clinic premises provide for a stepped rent. Our current head leases for operation of Clinic premises have expiration dates ranging from May 2027 to December 2032. As at the Latest Practicable Date, the number of Clinic head leases expiring in 2026, 2027 and 2028 and beyond were none, three and thirteen, respectively. In the event that we are not able to renew any of our leases, we believe that we could relocate our operations to new properties without due cost or disruption to our business.

Following our lease renewal policy, we keep track of the expiry dates of all our head leases. Most of our head leases include priority renewal rights. Head leases that will expire within one year will be identified, and their financial data analysis reports, market rent comparable and latest premise conditions will be provided to our management for assessment. If we intend to renew the relevant lease, we will issue a letter to the landlord to exercise the renewal option within the stipulated time frame (for leases with an option to renew) or issue a letter to the landlord around six to eight months prior to the expiry of the tenancy to notify them of our intention to renew (for leases without an option to renew). Upon receipt of the renewal offer, we will negotiate with the landlord regarding the terms and conditions of the tenancy, and if an agreement on principal terms and conditions has been reached, such agreement will be passed on to our chairman for final approval.

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Except for situations where lease renewal was not possible due to the building’s age rendering restoration of the premises impractical, our Directors confirmed that we had not encountered any material difficulties in the renewal of leases during the Track Record Period.

As at 31 December 2025, we leased nine properties which are subleased to third party tenants. Pursuant to Rules 5.01A and 5.01B of the Listing Rules, if the carrying amount (as defined in Rule 5.01(1) of the Listing Rules) of a property interest (as defined in Rule 5.01(3) of the Listing Rules) that forms part of an applicant’s property activities is or is above 1% of the applicant’s total assets, the document must include the full text of a valuation report for such property interest. As at 31 December 2025, being the date of which the most recent audited consolidated statements of the financial position of our Group, the carrying amount of our investment properties exceeds 1% of our total assets. Thus, Jones Lang LaSalle Corporate Appraisal and Advisory Limited, an independent property valuer, was engaged to value such properties (“**Valued Properties**”) based on certain assumptions. Please see “Valuation Report” in Appendix III to this document for the valuation of the Valued Properties. Save and except for the Valued Properties, our Directors confirmed that as at 31 December 2025, no single property interest of ours (i) which formed part of our property activities had a carrying amount of 1% or more of our total assets, and the total carrying amount of property interests not valued did not exceed 10% of our total assets; and (ii) which did not form part of our property activities had a carrying amount of 15% or more of our total assets.

INTELLECTUAL PROPERTY

We believe that the success of our business and our competitive position depend on our brands and customer awareness of our brands. We recognise the importance of protecting and enforcing our intellectual property rights. We take appropriate steps to protect our intellectual property rights. Details of our intellectual property rights which we consider material to our business operation are more particularly set out under the paragraph headed “Statutory and General Information – B. Further Information about our Business – 3. Our Material intellectual property rights” in Appendix V to this document. We may take necessary legal action if any infringement of our Group’s trademarks and/or business names or any misappropriation of our Group’s intellectual property rights, brand names and/or goodwill is found. As at the Latest Practicable Date, we were not aware of any disputes or infringement of trademarks and patents that resulted in any material adverse effect on our Group.

LICENCES AND PERMITS

As advised by our Taiwan Legal Adviser, during the Track Record Period and up to the Latest Practicable Date, our Group had obtained all material licences and registrations required from the relevant authorities for its business and operations in all material respects. All such licences and registrations remain valid and in full force and effect. Further information on the material licences and permits necessary for the operation of our business is set out in “Regulatory Overview”.

We are required to renew certain licences and registrations from time to time. Throughout the Track Record Period and up to the Latest Practicable Date, we had not encountered any material difficulties in the renewal or application processes for these licences and registrations. We do not anticipate any material difficulties in future renewals or applications, as we are committed to continue to comply with all applicable requirements and conditions set forth by the relevant laws and regulations.

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The following table sets forth a list of our material licences and registrations necessary for our business and operations:

No.	Name of Holder	Licence/ Registration	Issuing Authority	Term of Validity/ Issuance Date
1.	Deesse Vivante (before Spin-off)	Drug Dealer License	Department of Health, Taipei City Government (台北市政府衛生局)	19 July 2018*
2.	Deesse Vivante (before Spin-off)	Medical Device Dealer License	Department of Health, Taipei City Government (台北市政府衛生局)	24 August 2023*
3.	JC Taiwan (before the company name was officially approved to be changed from Tenfei Biotech Co., Ltd to JC Taiwan on 20 September 2024)	Drug Dealer License	Department of Health, Taipei City Government (台北市政府衛生局)	10 January 2024*
4.	JC Taiwan (before the company name was officially approved to be changed from Tenfei Biotech Co., Ltd to JC Taiwan on 20 September 2024)	Medical Device Dealer License	Department of Health, Taipei City Government (台北市政府衛生局)	10 January 2024*
5.	JC Taiwan (before Merger)	Drug Dealer License	Department of Health, Taipei City Government (台北市政府衛生局)	10 September 2025*
6.	JC Taiwan (before Merger)	Medical Device Dealer License	Department of Health, Taipei City Government (台北市政府衛生局)	6 September 2024*
7.	JC Taiwan (before Merger)	Medical Device Good Distribution Practice (GDP) Certification (醫療器材良好運銷規範認證)	Taiwan Food and Drug Administration (衛生福利部食品藥物管理署)	12 March 2025 – 12 March 2028
8.	JC Taiwan (before Merger)	Western Medicine Good Distribution Practice (GDP) Certification (西藥良好運銷規範認證)	Taiwan Food and Drug Administration (衛生福利部食品藥物管理署)	5 March 2025 – 16 January 2028

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No.	Name of Holder	Licence/ Registration	Issuing Authority	Term of Validity/ Issuance Date
9.	JC Taiwan (upon completion of Merger)	Drug Dealer License	Department of Health, Taipei City Government (台北市政府衛生局)	12 February 2026*
10.	JC Taiwan (upon completion of Merger)	Medical Device Dealer License	Department of Health, Taipei City Government (台北市政府衛生局)	12 February 2026*

*Note: This licence is not subject to any expiration date.

LEGAL PROCEEDINGS AND COMPLIANCE

Legal proceedings

From time to time we have been, and may in the future be occasionally, involved in routine legal proceedings or disputes in the ordinary course of business that are common for our industry, including minor employment disputes, customer complaints and contract disputes with our suppliers or service providers. During the Track Record Period and up to the Latest Practicable Date, we had not been involved in any litigation or arbitration proceedings pending or, to our knowledge, threatened against us or any of our Directors that could have a material adverse effect on our business, reputation, financial condition or results of operations.

Legal compliance

During the Track Record Period and up to the Latest Practicable Date, we complied with the relevant laws and regulations in relation to our business in all material respects and there were no material breaches or violations of the laws or regulations applicable to our Group that would have a material adverse effect on our business or financial condition taken as a whole.

INTERNAL CONTROL AND RISK MANAGEMENT

Our Directors and senior management are responsible for the formulation of and for overseeing the implementation of the internal control measures and the effectiveness of risk management system, which is designed to provide reasonable assurance regarding the achievement of objectives relating to operations, reporting and compliance.

In accordance with the applicable laws and regulations, we have established procedures for developing and maintaining internal control systems. Such systems cover corporate governance, operations, management, legal matters, finance and auditing, as appropriate for our needs. We believe that our internal control systems and current procedures are sufficient in terms of comprehensiveness, practicability and effectiveness.

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To monitor the ongoing implementation of our risk management policies and corporate governance measures after the [REDACTED], we have adopted or will continue to adopt, among other things, the following risk management measures:

- establishment of an audit committee to review and supervise our financial reporting process and internal control system. Our audit committee consists of three independent non-executive Directors. For details of the qualifications and experience of these committee members, see “Directors and Senior Management”;
- adoption of various policies to ensure compliance with the Listing Rules, including but not limited to aspects related to risk management, connected transactions and information disclosure; and
- continuous arrangement of training sessions for our Directors and senior management in respect of the relevant requirements of the Listing Rules and duties of directors of companies listed in Hong Kong.

In preparation for the [REDACTED], we have engaged an independent third-party consultant (the “**Internal Control Consultant**”) to perform a review over selected areas of our internal controls over financial reporting in January 2026 (the “**Internal Control Review**”). The scope of the Internal Control Review performed by the Internal Control Consultant was agreed between us, the Sole Sponsor and the Internal Control Consultant. The selected areas of our internal controls over financial reporting that were reviewed by the Internal Control Consultant included entity-level controls and business process level controls, including store management, revenue and receivables, purchases and payables, inventory and logistics, payroll, fixed assets and intellectual property, treasury, insurance, financial reporting, tax, contract and general controls of information technology.

The Internal Control Consultant performed a follow-up review in April 2026 on the status of the management actions taken by our Group to address the initial findings of the Internal Control Review (the “**Follow-up Review**”). The Internal Control Consultant did not have any further recommendation in the Follow-up Review. The Internal Controls Review and the Follow-up Review were conducted based on information provided by the Group and no assurance or opinion on internal controls was expressed by the Internal Control Consultant.

Following the advice from the Internal Control Consultant, we have adopted and implemented a series of new internal control policies as well as measures and procedures designed to provide further assurance on effective and efficient operations, reliable financial reporting and compliance with applicable laws and regulations. Going forward, we will continue to regularly review and improve these internal control policies, measures and procedures.

Our Directors are of the view that our enhanced internal control system is adequate and effective for our current operations.

BUSINESS

Corporate Governance

We continuously strive to strengthen the role of our Board as a body responsible for decision-making concerning our fundamental policies and upper-level management issues, and supervising the execution of our operation. Our Board includes three independent non-executive Directors to ensure transparency in management and fairness in business decisions and operations. The independent non-executive Directors contribute to the enhancement of corporate value by providing advice and oversight based on their extensive administrative experience and specialised knowledge.

We have strengthened our auditing system to ensure the appropriate functioning of the risk management and operation oversight systems. We have established the audit committee which comprises three independent non-executive Directors to review and monitor the effectiveness of our financial controls, internal control and risk management systems. In addition, we have established an internal audit department that is responsible for undertaking extensive audits which cover the conduct of business by all members of our Group.