PERFECT MEDICAL HEALTH MANAGEMENT LIMITED
完美醫療健康管理有限公司
(Incorporated in the Cayman Islands with limited liability)
(Stock Code: 1830)

FINAL RESULTS ANNOUNCEMENT FOR THE YEAR ENDED 31 MARCH 2026

HIGHLIGHTS

- Revenue decreased by 14.7% to HK$962.3 million, with the rate of decline narrowing significantly to 6.1% in the second half of the Year.
- Profit attributable to equity holders decreased by 13.6% to HK$178.7 million. Net profit in the second half of the Year increased by 27.1% period-on-period to HK$83.9 million.
- Net profit margin improved to 18.6%.
- Excluding the charitable donation of HK$6.3 million, profit attributable to equity holders decreased by 10.6% to HK$185.1 million, while net profit margin improved to 19.2%.
- The Board has proposed a final dividend of HK7.0 cents per share. Total dividend for the Year is HK14.6 cents per share, representing a payout ratio of 102.8%.
- The Group has maintained a dividend payout ratio of 100% or above for the eleventh consecutive year, demonstrating its strong commitment to delivering sustainable returns to shareholders.

FINAL RESULTS

The board of directors (the "Board") of Perfect Medical Health Management Limited (the "Company") announces the results of the Company and its subsidiaries (collectively referred to as the "Group") for the year ended 31 March 2026 (the "FY2026"), together with the comparative figures for the year ended 31 March 2025 (the "FY2025") as follows:

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 March 2026

	Note	**2026** *HK$'000*	2025 *HK$'000*
Revenue	3	**962,349**	1,127,863
Other income		**5,453**	4,196
Other losses — net		**(2,419)**	(393)
Cost of inventories and consumables		**(20,991)**	(17,826)
Employee benefit expenses	4	**(333,674)**	(408,885)
Marketing expenses		**(117,181)**	(140,305)
Depreciation of property, plant and equipment		**(55,466)**	(67,491)
Depreciation of right-of-use assets	6	**(97,767)**	(110,850)
Expenses related to short-term leases of stores and offices	6	**(8,783)**	(7,591)
Donations		**(6,338)**	(178)
Other operating expenses		**(112,197)**	(126,904)
Operating profit		**212,986**	251,636
Finance income	5	**6,144**	11,991
Finance costs	5	**(7,949)**	(11,078)
Finance (costs)/income — net	5	**(1,805)**	913
Profit before income tax		**211,181**	252,549
Income tax expenses	7	**(32,842)**	(46,179)
Profit for the year		**178,339**	206,370
Attributable to:			
Equity holders of the Company		**178,725**	206,895
Non-controlling interests		**(386)**	(525)
Profit for the year		**178,339**	206,370

	Note	**2026**	2025
		HK$'000	*HK$'000*
Other comprehensive income/(losses):			
Item that has been reclassified or may be reclassified subsequently to profit or loss:			
Currency translation differences		**4,526**	(146)
Item that will not be reclassified subsequently to profit or loss:			
Currency translation differences		**(74)**	7
Investments at fair value through other comprehensive income:			
Fair value (losses)/gain taken to reserves		**(13,416)**	31,518
Total other comprehensive (loss)/income for the year, net of tax		**(8,964)**	31,379
Total comprehensive income for the year		**169,375**	237,749
Attributable to:			
Equity holders of the Company		**169,835**	238,267
Non-controlling interests		**(460)**	(518)
		169,375	237,749
Earnings per share attributable to equity holders of the Company for the year			
— Basic	8	**HK14.2 cents**	HK16.5 cents
— Diluted	8	**HK14.2 cents**	HK16.5 cents

CONSOLIDATED BALANCE SHEET
As at 31 March 2026

	Note	**2026** **HK$'000**	2025 *HK$'000*
ASSETS			
Non-current assets			
Property, plant and equipment		**75,348**	109,712
Right-of-use assets	6	**127,431**	205,771
Deposits and prepayments		**31,964**	38,288
Financial assets at fair value through other comprehensive income		**228,406**	95,513
Deferred income tax assets		**15,321**	15,016
		478,470	464,300
Current assets			
Inventories		**5,238**	13,962
Trade receivables	10	**30,156**	28,362
Other receivables, deposits and prepayments		**25,401**	34,729
Term deposits with initial terms of over three months		**148,235**	137,727
Pledged bank deposits		**5,597**	7,754
Cash and cash equivalents		**141,102**	249,074
		355,729	471,608
Total assets		**834,199**	935,908

	Note	2026 HK$'000	2025 HK$'000
EQUITY			
Capital and reserves attributable to the Company's equity holders			
Share capital		**125,619**	125,619
Reserves		**263,926**	254,330
		389,545	379,949
Non-controlling interests		**(1,681)**	(1,221)
Total equity		**387,864**	378,728
LIABILITIES			
Non-current liabilities			
Provision for reinstatement costs		**7,101**	14,025
Lease liabilities	6	**76,205**	116,370
Deferred revenue		**2,691**	2,686
Deferred income tax liabilities		**24,677**	24,857
		110,674	157,938
Current liabilities			
Provision for reinstatement costs		**5,228**	1,938
Trade payables	11	**2,360**	861
Accruals and other payables		**40,809**	52,800
Lease liabilities	6	**58,379**	100,277
Deferred revenue		**193,687**	197,453
Tax payables		**35,198**	45,913
		335,661	399,242
Total liabilities		**446,335**	557,180
Total equity and liabilities		**834,199**	935,908

1 GENERAL INFORMATION

Perfect Medical Health Management Limited (the "Company") and its subsidiaries (together, the "Group") are principally engaged in the provision of medical, aesthetic medical and beauty and wellness services and sales of products in Hong Kong ("HK"), Chinese Mainland (the "PRC"), Macau, Australia and Singapore.

The Company was incorporated in the Cayman Islands on 11 March 2011 as an exempted company with limited liability under the Companies Law, Cap. 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands. The address of its registered office is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, Cayman Islands. The Company's shares were listed on the Main Board of the Stock Exchange of Hong Kong Limited (the "Stock Exchange") on 10 February 2012.

These consolidated financial statements are presented in Hong Kong dollars ("HK$"), unless otherwise stated, and have been approved for issue by the Board of Directors on 30 June 2026.

2 BASIS OF PREPARATION AND SUMMARY OF ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

The consolidated financial statements of the Company have been prepared in accordance with HKFRS Accounting Standards and the disclosure requirements of the Hong Kong Companies Ordinance (Cap. 622). The financial statements have been prepared on a historical cost convention, as modified by the revaluation of financial assets at fair value through other comprehensive income which are carried at fair value.

The preparation of the consolidated financial statements in conformity with HKFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Group's accounting policies.

(a) Amended standards adopted by the Group

Amendments to HKAS 21 and HKFRS 1	Lack of Exchangeability

The adoption of the amended standards listed above did not have material impact on the Group's accounting policies and consolidated financial statements.

(b) New and amended standards and interpretation issued that are not yet effective

Amendments to HKFRS 9 and HKFRS 7	Classification and Measurement of Financial Instruments[(1)]
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature-dependent Electricity[(1)]
HKFRS 1, HKFRS 7, HKFRS 9, HKFRS 10 and HKAS 7	Annual Improvements to HKFRS Accounting Standards — Volume 11[(1)]
HKFRS 18	Presentation and Disclosure in Financial Statements[(2)]
HKFRS 19	Subsidiaries without Public Accountability: Disclosures[(2)]
Amendments to HKFRS 19	Subsidiaries without Public Accountability: Disclosures[(2)]
Amendments to Hong Kong Interpretation 5	Presentation of Financial Statements — Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause[(2)]
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture[(3)]

(1) Effective for the Group for annual periods beginning on or after 1 January 2026
(2) Effective for the Group for annual periods beginning on or after 1 January 2027
(3) Effective for the Group for annual periods beginning on or after a date to be determined

Except for new HKFRS 18 mentioned below, the Group is commencing an assessment of the impact of these new or amended standards and interpretation, certain of which are relevant to the Group's operations. According to the preliminary assessment made by the Group, no material impact on the financial performance and position of the Group in the current or future reporting period and on foreseeable future transactions is expected when they become effective.

HKFRS 18 sets out requirements on presentation and disclosures in financial statements and it will replace HKAS 1 Presentation of Financial Statements. The new standard introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. Minor amendments to HKAS 7 Statement of Cash Flows are also made. HKFRS 18 will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. The Group does not plan to early adopt HKFRS 18. HKFRS 18 will impact the presentation of financial statements, and is not expected to have significant impact on the financial performance and position of the Group.

3 SEGMENT INFORMATION

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. As the Group is principally engaged in the provision of medical, aesthetic medical and beauty and wellness services and sales of products, which are subject to similar business risk, and resources are allocated based on what is beneficial to the Group in enhancing the value as a whole rather than any specific component, the Group's chief operating decision-maker considers that the performance assessment of the Group should be based on profit before income tax of the Group as a whole. Therefore, management considers there to be only one operating segment under the requirements of HKFRS 8.

The Group primarily operates in Hong Kong as well as regions outside Hong Kong which include the PRC, Macau, Australia and Singapore (the "Regions outside Hong Kong"). Its revenue was derived from the following regions:

	2026	2025
	HK$'000	*HK$'000*
Hong Kong	**765,591**	893,804
Regions outside Hong Kong	**196,758**	234,059
	962,349	1,127,863

The consolidated profits before income tax of the Group, prior to certain intra-group recharges, was attributable to the profits of the following regions:

	2026	2025
	HK$'000	*HK$'000*
Hong Kong	**144,840**	179,188
Regions outside Hong Kong	**66,341**	73,361
	211,181	252,549

The Group's total non-current assets other than deferred income tax assets and financial assets at fair value through other comprehensive income were located in the following regions:

	2026	2025
	HK$'000	*HK$'000*
Hong Kong	**189,847**	274,354
Regions outside Hong Kong	**44,896**	79,417
	234,743	353,771

The Group's capital expenditures were incurred in the following regions based on where the assets were located:

	2026	2025
	HK$'000	*HK$'000*
Hong Kong	**23,302**	20,872
Regions outside Hong Kong	**1,324**	12,666
	24,626	33,538

4 EMPLOYEE BENEFIT EXPENSES

	2026	2025
	HK$'000	*HK$'000*
Wages and salaries	**308,254**	373,338
Pension costs — defined contribution plans *(Note a)*	**9,002**	14,622
Share-based payment expenses	**1,810**	3,444
Other staff welfares	**14,608**	17,481
Total employee benefit expenses (including directors' remunerations)	**333,674**	408,885

(a) Pension costs — defined contribution plans

Hong Kong

The Group has arranged for its Hong Kong employees to join the Mandatory Provident Fund Scheme (the "MPF Scheme"), which is a defined contribution scheme managed by an independent trustee. Under the MPF Scheme, each of the Hong Kong subsidiaries of the Group and its Hong Kong employees make monthly contributions to the scheme at 5% of the employees' earnings as defined under the Mandatory Provident Fund legislation. The respective monthly contributions made by the Group and the employee are subject to a cap of HK$1,500 with contributions beyond these amounts being voluntary.

The PRC

As stipulated under the relevant rules and regulations in the PRC, the subsidiaries operating in the PRC contribute to state-sponsored retirement plans for its employees. Depending on the provinces of their registered residences and their current regions of work, the employees contribute based on their basic salaries, while the subsidiaries contribute also based on the basic salaries of its employees and have no further obligations for the actual payment of pensions or post-retirement benefits beyond the contributions. The state-sponsored retirement plans are responsible for the entire pension obligations payable to the retired employees.

Australia and Singapore

The Group is required to contribute a certain percentage of the salaries of the employees in Australia by joining the superannuation funds and in Singapore under Central Provident Fund, and has no further obligations for the actual payment of pensions or post-retirement benefits beyond the contributions.

5 FINANCE (COSTS)/INCOME — NET

	2026	2025
	HK$'000	*HK$'000*
Interest income on bank deposits	**6,144**	11,991
Interest expenses on lease liabilities	**(7,949)**	(11,078)
Finance (costs)/income — net	**(1,805)**	913

6 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

(a) The Group's leasing activities and how these are accounted for

The Group leases various stores and offices. Rental contracts are typically made for fixed periods of 2 to 6 years (2025: 2 to 6 years). Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

(b) Movement of right-of-use assets

	2026	2025
	HK$'000	*HK$'000*
At 1 April	**205,771**	260,748
Acquisition of leases	**23,637**	56,482
Termination of leases	**(6,382)**	—
Depreciation of right-of-use assets	**(97,767)**	(110,850)
Exchange differences	**2,172**	(609)
At 31 March	**127,431**	205,771

(c) Amounts recognised in the consolidated balance sheet

The consolidated balance sheet shows the following amounts relating to leases:

	2026	2025
	HK$'000	*HK$'000*
Right-of-use assets		
Properties	**127,431**	205,771
Lease liabilities		
Non-current	**76,205**	116,370
Current	**58,379**	100,277
	134,584	216,647

(d) Amounts recognised in the consolidated statement of comprehensive income

The consolidated statement of comprehensive income shows the following amounts relating to leases:

	2026	2025
	HK$'000	*HK$'000*
Depreciation of right-of-use assets		
— Properties	**97,767**	110,850
Interest expenses on lease liabilities *(Note 5)*	**7,949**	11,078
Expenses related to short-term leases of stores and offices	**8,783**	7,591
Gains on termination of leases	**308**	—

(e) During the years ended 31 March 2026 and 2025, the total cash outflows for leases were analysed as below:

	2026	2025
	HK$'000	*HK$'000*
Cash flows from operating activities *(Note)*		
Payments for short-term leases in respect of stores and offices	**8,783**	7,591
Cash flows from financing activities		
Payment of interest element of lease liabilities	**7,949**	11,078
Payment of principal element of lease liabilities	**99,942**	107,600
	107,891	118,678

Note:

Payments for short-term leases were not shown separately, but included in the line of "profit before income tax" in respect of the net cash generated from operations using the indirect method.

7 INCOME TAX EXPENSES

The Group is not subject to taxation in the Cayman Islands and the British Virgin Islands. Hong Kong profits tax has been provided for at the rate of 16.5% (2025: 16.5%) for the year on the estimated assessable profits arising in or derived from Hong Kong. Companies established and operating in the PRC are subject to PRC corporate income tax at the rate of 25% (2025: 25%). Companies incorporated and operating in Macau are subject to Macau complementary tax, under which taxable income of up to MOP600,000 is exempted from taxation with amounts beyond this amount to be taxed at a fixed rate of 12% for the years ended 31 March 2026 and 2025. Companies incorporated in Australia are subject to Australian income tax at the rate of 30% (2025: 30%). Companies incorporated in Singapore are subject to Singapore income tax at the rate of 17% (2025: 17%).

	2026	2025
	HK$'000	*HK$'000*
Current income taxation		
— Hong Kong profits tax	**21,017**	31,242
— PRC and Macau income tax	**13,658**	15,475
	34,675	46,717
Over-provision in prior years	**(4,667)**	(6,530)
Total current income taxation	**30,008**	40,187
Deferred taxation	**2,834**	5,992
	32,842	46,179

8 EARNINGS PER SHARE

Basic

Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Company by the weighted average number of ordinary shares in issue during the year.

	2026	2025
Profit attributable to equity holders of the Company *(HK$'000)*	**178,725**	206,895
Weighted average number of ordinary shares for the purposes of basic earnings per share *(thousands of shares)*	**1,256,197**	1,256,197
Basic earnings per share *(HK cents)*	**14.2**	16.5

Diluted

During the years ended 31 March 2026 and 2025, the exercise of the outstanding share options would be anti-dilutive and diluted earnings per share is of the same amount as the basic earnings per share.

9 DIVIDENDS

	2026	2025
	HK$'000	*HK$'000*
Interim, paid, of HK7.6 cents (2025: HK11.2 cents) per ordinary share *(Notes i and iii)*	**95,471**	140,694
Special, not proposed (2025: HK0.1 cent per ordinary share) *(Note i)*	**—**	1,256
Final, proposed, of HK7.0 cents (2025: HK5.3 cents) per ordinary share *(Notes ii and iv)*	**87,934**	66,578
	183,405	208,528

Notes:

(i) At a board meeting held on 29 November 2024, the directors declared an interim and special dividend for the year ended 31 March 2025 of HK11.2 cents and HK0.1 cent per ordinary share, totalling approximately HK$140,694,000 and approximately HK$1,256,000 respectively, which were paid on 31 December 2024 and were reflected as an appropriation of retained earnings and share premium for the year ended 31 March 2025.

(ii) At a board meeting held on 27 June 2025, the directors recommended the payment of a final dividend of HK5.3 cents per ordinary share, totalling HK$66,578,000, which were paid on 5 September 2025 and were reflected as an appropriation of retained earnings for the year ended 31 March 2026.

(iii) At a board meeting held on 28 November 2025, the directors declared an interim dividend for the year ended 31 March 2026 of HK7.6 cents per ordinary share, totalling approximately HK$95,471,000, which were paid on 31 December 2025 and were reflected as an appropriation of retained earnings for the year ended 31 March 2026.

(iv) At a board meeting held on 30 June 2026, the directors recommended the payment of a final dividend of HK7.0 cents per ordinary share, totalling HK$87,934,000. The dividend was not reflected as dividends payable in these consolidated financial statements, but will be reflected as an appropriation of retained earnings for the year ending 31 March 2027 after receiving the shareholders' approval at the forthcoming annual general meeting.

10 TRADE RECEIVABLES

	2026	2025
	HK$'000	*HK$'000*
Trade receivables	**30,156**	28,362

The Group's trade receivables were denominated in the following currencies:

	2026	2025
	HK$'000	*HK$'000*
HK$	**28,494**	26,814
RMB	**1,268**	998
MOP	**204**	339
AUD	**1**	121
SGD	**189**	90
	30,156	28,362

There is no concentration of credit risk with respect to trade receivables as there is a dispersed number of financial institutions with high individual credit ratings through which the credit card and instalment sales arrangements are entered into.

The credit terms of the Group's trade receivables generally range from 3 days to 120 days (2025: 3 days to 120 days). The ageing analysis of trade receivables by the dates on which the relevant invoices are issued is as follows:

	2026	2025
	HK$'000	*HK$'000*
Less than 60 days	**24,083**	22,571
60 days to 90 days	**3,206**	3,036
91 days to 120 days	**2,867**	2,755
	30,156	28,362

As at 31 March 2026, trade receivables of approximately HK$221,000 (2025: HK$385,000) were past due but not impaired because they were mainly debtors of high credit ratings with no recent history of default. The ageing analysis of these trade receivables by the days of overdue repayment is as follows:

	2026	2025
	HK$'000	*HK$'000*
Less than 60 days	**221**	385

The credit quality of trade receivables neither past due nor impaired has been assessed by reference to historical information about the counterparty default rates. The existing counterparties do not have significant defaults in the past.

As at 31 March 2026 and 2025, no collateral was received from these counterparties.

As at 31 March 2026 and 2025 and during the years then ended, no trade receivables were impaired.

11 TRADE PAYABLES

Payment terms with majority of the suppliers are on open account. Certain suppliers grant credit period ranging from 30 days to 180 days (2025: 30 days to 180 days).

At 31 March 2026 and 2025, the ageing analysis of trade payables based on invoice date is as follows:

	2026	2025
	HK$'000	*HK$'000*
Less than 60 days	**2,359**	803
60 days to 120 days	**1**	—
Over 120 days	**—**	58
	2,360	861

The Group's trade payables were denominated in the following currencies:

	2026	2025
	HK$'000	*HK$'000*
HK$	**1,563**	433
RMB	**712**	283
MOP	**84**	21
AUD	**1**	124
	2,360	861

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW

Perfect Medical Health Management Limited (the "Company"), together with its subsidiaries (collectively, the "Group"), is pleased to announce its annual results for the year ended 31 March 2026 (the "Year"). After navigating a complex consumer environment during the first half of the Year, the Group has witnessed increased market visibility and has successfully steered its business operations back into a strong growth trajectory in the second half of the Year.

The Group's revenue for the full year stood at HK$962.3 million (FY2025: HK$1,127.9 million). While representing an overall year-on-year transition of 14.7% due to first-half macro headwinds, our top-line performance showed significant sequential improvement in the second half of the Year, narrowing to a modest 6.1% decrease period-on-period. Concurrently, profitability achieved a powerful turnaround. Profit attributable to equity holders for the Year reached HK$178.7 million (FY2025: HK$206.9 million), with the full-year year-on-year change narrowing to 13.6%. This bottom-line optimization was significantly narrower than the drop recorded in the interim results, primarily propelled by a robust operational surge in the second half of the Year, which delivered an extraordinary period-on-period net profit increase of 27.1% to HK$83.9 million (FY2025 H2: HK$66.0 million).

This resilient recovery reflects the high efficacy of the Group's timely and decisive operational adjustments made to overcome prevailing macroeconomic difficulties. Underpinned by rigorous cost-optimization programs, an optimized and stable store network footprint, and a reinvigorated, AI-driven sales strategy, this turnaround reaffirms the Group's structural agility to navigate intense market volatility while maintaining its market-leading position and core earnings power.

Strategic Agility and Footprint Optimization

During the Year under review, the operating environment in our core Hong Kong market initially displayed an uneven development, characterized by structural headwinds including evolving local consumption habits and intense competition from outbound travel. However, the general retail landscape subsequently demonstrated strong resilience and increased visibility as market conditions shifted favorably. This broad-based recovery was underpinned by a steady rebuilding of consumer confidence, corroborated by 12 consecutive months of total retail sales growth from May 2025 through to April 2026, as reported by the Census and Statistics Department.

Unlike smaller operators who chose to exit the market or significantly downsize, the Group's management excellence and decisive execution of a proactive strategy placed us in a highly competitive and advantageous position. By maintaining a stable operational presence and choosing to halt further shop closures in the second half of the Year, we validated our focus on the correct store format and optimized centralized operations. This operational stability ensured we were perfectly positioned to capture rebounding demand and maximize same-store sales efficiency as market sentiment improved. Furthermore, our core capability to deliver high-value, efficacy-driven treatments allowed us to reinforce relations with our loyal customer base while successfully attracting new premium clients who prioritize quality and proven results.

Commitment to Shareholders

The Group remains steadfast in its commitment to maximizing shareholder returns. Supported by robust cash flow generation and an impeccable, debt-free capital position, the Group continues to proudly uphold its landmark tradition of declaring a dividend payout ratio of 100% or above for the eleventh consecutive year. This progressive policy underscores management's absolute confidence in our structural earning power and reinforces our long-term vision for sustainable value delivery to our shareholders.

FINANCIAL PERFORMANCE

Revenue and Profitability

The Group recorded total revenue of HK$962.3 million for the Year (FY2025: HK$1,127.9 million), representing an overall year-on-year decline of 14.7%. This decline was mainly driven by weaker consumer spending during the first half of the financial year, caused by Hong Kong residents' outbound travel and a cautious macroeconomic environment.

Encouragingly, revenue showed significant improvement in the second half of the year, with a modest 6.1% decrease year-on-year. Profitability also saw a strong sequential increase. Consequently, profit attributable to equity holders for the Year was HK$178.7 million (FY2025: HK$206.9 million), representing a decrease of 13.6% year-on-year. This decline in net profit was significantly narrower than the drop recorded in the interim results, primarily driven by a robust period-on-period net profit increase of 27.1% during the second half of the Year. This resilient recovery provides clear evidence that our decision to maintain our store network in the second half, combined with robust sales growth and cost control, has driven a powerful turnaround in earnings power and operating leverage as consumer confidence stabilized.

Margin Analysis

- EBITDA: Earnings before interest, tax, and depreciation of property, plant, and equipment ("EBITDA") tracked the top-line performance with a 15.9% transition to HK$268.5 million (FY2025: HK$319.1 million). Benefiting from our timely internal cost-optimization programs, the Group successfully defended its core operational profitability, keeping the EBITDA margin steady at 27.9% (FY2025: 28.3%), demonstrating continued resilience despite a modest contraction.

- Operating Profit: Operating profit stood at HK$213.0 million (FY2025: HK$251.6 million), representing a 15.4% change in line with the broader macroeconomic environment. Through disciplined cost controls and an optimized organizational framework, the Group fully absorbed these revenue fluctuations to maintain absolute structural stability, sustaining a consistent operating margin of 22.1% (FY2025: 22.3%).

- Net Profit Margin: Profit attributable to equity holders reached HK$178.7 million (FY2025: HK$206.9 million), yielding a solid and expanding net profit margin of 18.6% (FY2025: 18.3%). While full-year profit recorded a moderate 13.6% year-on-year decrease, this headline figure masks a powerful structural turnaround in the second half of the Year. Following a challenging first half (Net Profit: HK$94.8 million vs. FY2025 H1: HK$140.8 million), our decisive operational rightsizing sparked a robust recovery in the second half, with net profit surging to HK$83.9 million — a remarkable 27.1% period-on-period growth compared to HK$66.0 million in FY2025 H2. This acceleration confirms that the Group's optimized structure has successfully restored our earnings momentum.

Revenue breakdown by region:

	Year ended 31 March			
	2026		2025	
	HK$'000		*HK$'000*	
Hong Kong	**765,591**	**79.6%**	893,804	79.2%
Regions outside Hong Kong	**196,758**	**20.4%**	234,059	20.8%
	962,349	**100.0%**	1,127,863	100.0%

Hong Kong

Revenue from Hong Kong operations was HK$765.6 million, accounting for 79.6% of the Group's total revenue. Reflecting a powerful operational turnaround, our annual sales trajectory demonstrated a dramatic structural improvement, narrowing from a 22.3% year-on-year decline in the first six months to a 14.3% decline for the full year. This top-line acceleration was propelled by a robust rebound in customer traffic and discretionary spending during the second half of the Year.

During the Year under review, the Group demonstrated exceptional strategic agility in our core Hong Kong market, transforming early structural headwinds into a high-throughput operational model. In the first half, we executed a disciplined store consolidation program by closing underperforming outlets and merging smaller operations into high-traffic flagship centers to streamline operational overhead. Capitalizing on a subsequent retail market recovery, the Group halted further closures in the second half, maintaining a leased service area of approximately 145,000 square feet as of 31 March 2026 to maximize same-store productivity.

This operational stability proved crucial, as a subdued retail environment and shifting consumption habits initially drove local consumers to seek alternative spending avenues in neighboring regions, particularly during weekends and holidays. This dynamic presented a dual challenge for the Group: stabilizing top-line revenue streams against compressed customer spending, while simultaneously reinforcing client retention and attracting new demographics amid tightened discretionary budgets. In response to these evolving consumer preferences, the Group strategically adapted its service approach by rolling out highly compelling, value-driven service structures, flexible installment plans, and diversified treatment packages. These proactive commercial adjustments successfully enhanced our overall market competitiveness, broadened our customer acquisition funnel, and secured a resilient baseline for long-term growth.

Regions Outside Hong Kong

For the Year under review, revenue generated from our operations outside Hong Kong — encompassing Mainland China, Macau, Singapore, and Australia — amounted to HK$196.8 million (FY2025: HK$234.1 million), representing 20.4% of the Group's total revenue matrix. As of 31 March 2026, the total leased service area outside Hong Kong stood at approximately 98,000 square feet. Operational performance across these regions was divergent, requiring highly customized, region-specific strategies to navigate local macroeconomic variations and discretionary spending patterns.

Key Cost Components

	Year ended 31 March		
	2026	**2025**	Change
	HK$'000	***HK$'000***	
Cost of inventories and consumables	**20,991**	**17,826**	17.8%
Employee benefit expenses	**333,674**	**408,885**	(18.4%)
Marketing expenses	**117,181**	**140,305**	(16.5%)
Depreciation of property, plant and equipment	**55,466**	**67,491**	(17.8%)
Rental lease related expenses *(Note 1)*	**131,975**	**147,891**	(10.8%)
Other operating expenses	**94,721**	**108,532**	(12.7%)
	754,008	**890,930**	(15.4%)

Note 1: The rental lease related expenses include "depreciation of right-of-use assets", "expenses related to short term leases of stores and offices", "interest expenses on lease liabilities" and "building management fees".

During the Year, the Group executed its cost-optimization program with precision, proactively aligning its core operational expenses to cushion the impact of fluctuating revenue streams. By shifting to high-ROI digital channels and maintaining highly flexible manpower deployment, the Group successfully enhanced its structural efficiency across all key cost categories.

Cost of Inventories and Consumables: This component stood at HK$21.0 million, compared to HK$17.8 million in the previous year, with the strategic increase reflecting our proactive investment in high-quality medical aesthetic consumables to support our expanding multi-brand treatment tiers and the rollout of premium service offerings.

Employee Benefit Expenses: These expenses were optimized by 18.4% to HK$333.7 million, as therapist scheduling and headcount allocation were dynamically matched to actual customer traffic flows. This variable cost structure ensured optimal operational productivity without compromising service quality or client satisfaction.

Marketing Expenses: Driven by the systematic elimination of low-efficiency traditional promotions, marketing costs were optimized by 16.5% to HK$117.2 million. The saved budget was deployed into precision digital marketing campaigns and AI-driven membership retention initiatives that yielded significantly higher customer lifetime returns.

Rental Lease Related Expenses: This segment was optimized to HK$132.0 million, representing a drop of 10.8%, propelled primarily by successful rent negotiations in a soft commercial leasing market and our strategic store rightsizing and consolidation program executed in the first half of the Year. The structural cost benefits of this initial consolidation successfully carried forward to optimize our long-term rental obligations and establish a disciplined cost baseline. This positioned the Group to maintain an optimized network footprint during the second half of the year, allowing us to maximize floor space utilization and efficiently capture rebounding consumer demand as market visibility improved.

Dividend

The Board has proposed a final dividend of HK7.0 cents per share, to shareholders on record as of Friday, 21 August 2026. Together with the interim dividend of HK7.6 cents per share, the total annual dividend is expected to be HK14.6 cents per share, with a total payout ratio of 102.8%.

BUSINESS OVERVIEW

Hong Kong Operations: Agility, Turnaround, and Ecosystem Expansion

During the Year under review, the Group's core Hong Kong market demonstrated strong resilience, generating HK$765.6 million in revenue and contributing 79.6% of the Group's total turnover pipeline. The operating landscape initially exhibited an uneven recovery, characterized by evolving local consumption trends and rising outbound travel. However, market visibility steadily improved, supported by a broad-based rebuilding of consumer confidence that was corroborated by 12 consecutive months of local retail sales growth leading up to April 2026.

Faced with compressed average customer spending and tightened discretionary budgets across the region, management chose a highly proactive path rather than a defensive withdrawal. We systematically restructured our commercial approach by deploying value-driven service matrixes, and highly customizable treatment bundles. These timely commercial adjustments sharply enhanced our market competitiveness, successfully cushioned the business against regional macro-volatility, and drove a powerful second-half acceleration — narrowing our top-line year-on-year contraction from a steep 22.3% in the first six months to 14.3% for the full year.

This financial turnaround was structurally locked in by a two-phased footprint optimization strategy:

— First-Half Rightsizing: Management executed a disciplined consolidation program, closing underperforming outlets and merging smaller footprints into neighboring high-traffic flagship hubs. These actions eliminated idle overhead and improved store-level contribution margins through greater operating efficiency at the consolidated locations.

— Second-Half Stabilization: As market sentiment normalized, the Group halted further closures and maintained a lean, stable total leased service area of approximately 145,000 square feet as at 31 March 2026. This stability enabled the Group to maximize floor-space utilization, reduce duplicate labor costs and increase same-store customer throughput as consumer demand began to recover.

The Group's core medical aesthetics segment effectively leveraged this optimized footprint to capture pent-up demand for results-driven treatments while offering more compelling value-for-money propositions to a wider customer base. To protect margins against industry-wide cost pressures, the Group accelerated the integration of artificial intelligence across its marketing and customer relationship management platforms. Data-driven predictive algorithms helped lower customer acquisition costs and improve long-term member retention.

This digital capability was further strengthened by strategic developments across the multi-brand portfolio. The rollout of "Oracle", the Group's premium dermatologist-led Korean medical beauty concept featuring Korean-like fashion elements, was well received and successfully broadened the customer demographic to include a younger segment. At the same time, the non-aesthetic wellness businesses — encompassing specialized snoring treatment, advanced pain management and premium Japanese-style sleep therapy — delivered strong operational efficiency. These segments served as efficient, low-friction entry points for new members and created attractive cross-selling opportunities into the Group's higher-margin core aesthetic services.

Operations Outside Hong Kong: Prudence, Protection, and Cash Flow Resilience

For the year under review, revenue from operations outside Hong Kong — encompassing Mainland China, Macau, Singapore and Australia — amounted to HK$196.8 million, representing 20.4% of the Group's consolidated revenue. As at 31 March 2026, the total leased service area across these markets stood at approximately 98,000 square feet. Performance varied materially by geography, requiring tailored, market-specific strategies to protect the Group's balance sheet and preserve cash flow resilience.

Mainland China and Macau

The beauty services industry in Mainland China faced a challenging operating environment characterized by cautious discretionary spending and a broad shift toward consumption downgrades. At the same time, the regulatory landscape continued to tighten, accelerating structural consolidation and pushing less optimized or non-compliant operators out of the market.

In response, the Group adopted a highly disciplined and defensive operational posture. Priority was given to long-term margin preservation over short-term volume growth. The Group maintained its core presence strictly within major premium metropolitan cities, successfully shielding operations from regional price competition that compressed competitor margins. Operational focus shifted decisively toward high-net-worth client retention and lifetime value maximization through premium, results-oriented treatments, enhanced member privileges and bespoke concierge-style service. This measured approach protected long-term brand equity and positioned the Mainland China platform to capture high-value demand as macroeconomic sentiment improves.

Macau operations remained modest in scale but contributed stable revenue. The Group maintained a prudent and focused presence, leveraging synergies with the Hong Kong and Mainland networks to serve high-value clients efficiently while exercising strict cost discipline.

Australia and Singapore

Operations in Australia and Singapore recorded steady, incremental improvement as local market uncertainties gradually eased. To mitigate ongoing inflationary pressures and elevated overseas operating costs, the Group implemented targeted rightsizing of outlets, optimized the local service mix and maintained rigorous overhead discipline. These proactive cost-containment measures ensured that both markets remained structurally resilient and continued to generate predictable, healthy operating cash flows for the Group.

FINANCIAL REVIEW

Liquidity, Financial Resources and Capital Structure

The Group continues to maintain a strong financial position as of 31 March 2026, with bank balances and cash amounting to HK$294.9 million (31 March 2025: HK$394.6 million), and no external bank borrowings. Total equity stood at HK$387.9 million (31 March 2025: HK$378.7 million). The Group primarily funds its operations through internally generated cash flows. Based on its short and long-term interest-bearing borrowings and shareholders' equity, the Group's gearing ratio as at 31 March 2026 was Nil (31 March 2025: Nil). As at 31 March 2026, the Group had net current assets amounted to approximately HK$20.1 million (31 March 2025: HK$72.4 million).

Net cash generated from operating activities during the year was HK$339.5 million (FY2025: HK$332.9 million). Supported by substantial cash and bank balances, the Group maintained strong liquidity and had sufficient financial resources to fund future expansion and acquisition plans while meeting ongoing working capital requirements.

Capital Expenditure

During the year ended 31 March 2026, the Group incurred total capital expenditure of HK$24.6 million, which were mainly used in leasehold improvement and equipment in connection with the new service network.

Capital Commitments

	2026	2025
	HK$'000	*HK$'000*
Capital expenditure contracted for but not yet incurred in respect of acquisition of property, plant and equipment	**621**	2,482

Contingent Liabilities

As at 31 March 2026, the Group did not have any significant contingent liabilities.

Foreign Exchange Risk

The Group primarily operates in Hong Kong, Mainland China, Macau, Australia and Singapore. Subsidiaries in these regions conduct most of their transactions in Renminbi (RMB), Macau Pataca (MOP), Australian Dollar (AUD), and Singapore Dollar (SGD). Since such transactions are generally denominated in the respective functional currencies of each Group entity, the Group did not encounter significant foreign exchange risk during the reporting year. No hedging contracts were entered into.

Treasury Policy

The Group adopts a prudent approach in treasury and investment activities. Surplus funds are primarily placed in time deposits and savings accounts with reputable banks and in listed equity securities as long-term investments. The Board continues to review the Group's investment portfolio, enforcing strict risk controls to minimize the impact of market fluctuations, and regularly monitors investment performance to mitigate financial risks and maximize shareholder value.

Charges on the Group's Assets

As at 31 March 2026, some of the Group's banking facilities in respect of credit card and instalment sales arrangement were secured by pledged bank deposits.

Employees and Remuneration Policy

The Group firmly believes that its employees are among its most valuable assets. Human resources are highly valued, as attracting and retaining talented staff is essential to long term success. As of 31 March 2026, the Group employed a total of 787 staff (31 March 2025: 971). The remuneration policy is aligned with prevailing market practices and is based on individual performance and experience. The Group regularly reviews employee compensation to maintain competitiveness within the industry.

Major Acquisitions and Disposals

Save as disclosed in this announcement, there was no material acquisition and disposal processed by the Group during the year.

Subsequent Event

On 28 April 2026, the Board proposed to conditionally grant 50,000,000 share options to Dr. Au-Yeung Kong, who is Chairman, chief executive officer, executive Director and controlling shareholder of the Company under the 2026 Share Option Scheme (the "Conditional Grant"). The Conditional Grant to the grantee was conditional upon (i) the approval by the Shareholders of the adoption of the 2026 Share Option Scheme at the extraordinary general meeting held on 18 June 2026 (the "EGM"); and (ii) the approval by the independent shareholders of the Company of the Conditional Grant at the EGM. The exercise price of the options granted was HK$1.184 per Share. On 18 June 2026, the adoption of the 2026 Share Option Scheme and the Conditional Grant were approved by the independent shareholders. For details, please refer to the announcements of the Company dated 28 April 2026 and 18 June 2026, and the circular of the Company dated 2 June 2026.

Save as disclosed in this announcement, there was no significant subsequent event occurred since the end of the year and up to the date of this announcement which requires disclosure.

Future Plans for Material Investments or Capital Assets

Save as disclosed in this announcement, the Group had no other future plans for material investments or capital assets.

PROSPECTS

The Group enters the new financial year with a stabilized operational foundation, underpinned by the recovery and positive sales momentum established in the second half of the Year. This momentum has continued into the early months of FY2027, with encouraging performance recorded in April and May 2026. This provides a solid baseline for the periods ahead.

As macroeconomic conditions and retail sentiment in Hong Kong continue to stabilize, the Group expects to leverage its optimized flagship network and high-efficacy service offerings to capture recovering consumer demand while maintaining its competitive position.

Outside Hong Kong, the Group will adopt a pragmatic and progressive approach. In Mainland China, amid ongoing market consolidation and tightening regulatory standards, the Group aims to leverage its premium brand reputation and focused presence in high-end metropolitan cities to capture high-value demand. In Australia and Singapore, the Group will continue to optimize local operations and service portfolios to sustain resilient cash flows as consumer spending patterns gradually recover.

To drive customer acquisition and rebuild growth momentum, the Group will continue to refine its multi-brand ecosystem. This includes strengthening the market position of the flagship "Perfect Medical" and "New Beauty" brands while selectively scaling other high-potential concepts to attract different demographics. The Group will also utilize its non-aesthetic medical services and wellness offerings as accessible entry points to generate cross-selling opportunities and enhance overall customer lifetime value.

Operational efficiency will be further enhanced through the systematic integration of artificial intelligence across marketing and customer relationship management platforms. AI-driven tools are expected to help optimize customer acquisition costs, improve retention through personalized engagement, and streamline administrative processes.

Backed by a healthy, debt-free balance sheet and robust operating cash flows, the Group remains committed to disciplined cost control and a sustainable dividend policy, with the objective of delivering steady, long-term value to shareholders.

DIVIDENDS

The Directors recommended a payment of a final dividend of HK7.0 cents per share for the year ended 31 March 2026 subject to the approval of the Shareholders at the forthcoming annual general meeting of the Company to be held on Friday, 7 August 2026 (the "AGM") to the Shareholders whose names appear on the register of members of the Company on Friday, 21 August 2026. After taking into account an interim dividend of HK7.6 cents per share, a total annual dividend for the year ended 31 March 2026 will amount to HK14.6 cents per share. The final dividend is expected to be paid on or about 4 September 2026.

CLOSURE OF REGISTER OF MEMBERS

The register of members of the Company will be closed from Tuesday, 4 August 2026 to Friday, 7 August 2026 (both dates inclusive) during which period no transfer of shares will be registered. In order to attend and vote at the AGM, all transfers of shares accompanied by the relevant share certificates and transfer forms must be lodged with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, for registration no later than 4:30 p.m. on Monday, 3 August 2026.

The proposed final dividend is subject to the approval of the shareholders at the AGM. The record date for the proposed final dividend is at the close of business on Friday, 21 August 2026. For determining the entitlement to the proposed final dividend, the register of members of the Company will be closed from Tuesday, 18 August 2026 to Friday, 21 August 2026 (both dates inclusive), during which period no transfer of shares will be registered. In order to qualify for the proposed final dividend, all relevant transfer document(s) and share certificate(s) must be lodged with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, for registration no later than 4:30 p.m. on Monday, 17 August 2026.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES OF THE COMPANY

During the year ended 31 March 2026, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities.

CORPORATE GOVERNANCE PRACTICES

During year ended 31 March 2026, the Company has complied with the Corporate Governance Code (the "CG Code") contained in Appendix C1 of the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules"), except the deviations mentioned in the following paragraphs:

According to the code provision C.2.1 of the CG Code, the roles of the chairman and the chief executive officer should be separated and should not be performed by the same individual. During the year ended 31 March 2026, Dr. Au-Yeung Kong is both the chairman of the Board (the "Chairman") and the chief executive officer of the Company (the "CEO"); therefore, the Group does not at present separate the roles of the Chairman and the CEO.

The Board considered that Dr. Au-Yeung Kong has in-depth knowledge and experience in the medical and aesthetic medical industry and is the appropriate person to manage the Group. Therefore, the roles of the Chairman and the CEO performed by the same individual, Dr. Au-Yeung Kong, is beneficial to the business prospects and management of the Group. The Board believes that vesting the roles of both Chairman and Chief Executive Officer in the same individual can provide the Company with strong and consistent leadership and allows for effective and efficient planning and implementation of business decisions and strategies. Notwithstanding the above, the Board will review the current structure from time to time. If any candidate with suitable leadership, knowledge, skills and experience can be identified within or outside the Group, the Company may consider to make necessary arrangements.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 to the Listing Rules (the "Model Code"). Specific enquiry has been made to each of the Directors and all Directors have confirmed that they have complied with the Model Code during the year ended 31 March 2026.

AUDIT COMMITTEE

The audit committee of the Company (the "Audit Committee") was established on 5 December 2011 with written terms of reference which was revised on 20 March 2012, 15 January 2016 and 28 December 2018 in compliance with the CG Code and is available on the websites of the Stock Exchange and the Company. The primary duties of the Audit Committee are to review the financial information of the Group, oversee the financial reporting process and risk management and internal control procedures of the Group, and oversee the relationship with the Company's external auditor.

The Audit Committee comprises four independent non-executive directors, namely, Ms. Hsu Wai Man, Helen, Mr. Chi Chi Hung, Kenneth, Ms. Cho Yi Ping and Mr. Chuk Sai Cheong Simon. Ms. Hsu Wai Man, Helen is the chairman of the Audit Committee.

The Audit Committee has reviewed the accounting standards and practices adopted by the Group and discussed with the management about the risk management, internal control and financial reporting matters, including reviewing the financial statements and annual results for the year ended 31 March 2026.

SCOPE OF WORK OF PRICEWATERHOUSECOOPERS

The figures in respect of the Group's consolidated balance sheet, consolidated statement of comprehensive income, and the related notes thereto for the year ended 31 March 2026 as set out in this preliminary announcement have been agreed by the Group's auditor, PricewaterhouseCoopers, to the amounts set out in the Group's audited consolidated financial statements for the year. The work performed by PricewaterhouseCoopers in this respect did not constitute an assurance engagement in accordance with Hong Kong Standards on Auditing, Hong Kong Standards on Review Engagements or Hong Kong Standards on Assurance Engagements issued by the Hong Kong Institute of Certified Public Accountants and consequently no assurance has been expressed by PricewaterhouseCoopers on this preliminary announcement.

PUBLICATION OF ANNUAL RESULTS ANNOUNCEMENT AND ANNUAL REPORT

This annual results announcement is published on the Company's website (https://www.perfectmedical.com/) and the Stock Exchange's website (http://www.hkex.com.hk). The 2026 annual report for the year ended 31 March 2026 containing all the information required by the Listing Rules will be despatched to the shareholders and available on the same websites in due course.

By order of the Board
Perfect Medical Health Management Limited
Dr. Au-Yeung Kong
Chairman

Hong Kong, 30 June 2026

As at the date of this announcement, the Board comprises Dr. Au-Yeung Kong, Ms. Au-Yeung Wai, Ms. Au-Yeung Hung and Mr. So Hin Lung as executive Directors and Ms. Hsu Wai Man, Helen, Ms. Cho Yi Ping, Mr. Chi Chi Hung, Kenneth and Mr. Chuk Sai Cheong Simon as independent non-executive Directors.