All-Link Air & Sea Limited
(Company Registration No: 202144515K)
(Incorporated in the Republic of Singapore on 24 December 2021)

For Immediate Release

All-Link Air & Sea Limited Outlines Growth Priorities After SGX Mainboard Debut

- **The Group's post-IPO priorities centre on diversifying its customer base and expanding across ASEAN**
- **Vietnam and Thailand are primary ASEAN expansion targets, supported by a call option over a 30.0% interest in the paid-up charter capital in All-Link Vietnam**
- **Customer concentration is easing: the TikTok Group fell from approximately 98.0% of revenue in FY2024 to approximately 45.4% in FY2025, with a new US-listed tech customer at approximately 33.6%**
- **A Non-Compete and Collaboration Deed with All-Link PRC secures priority customer referrals into ASEAN**
- **Malaysia and the Philippines together reached approximately 9.6% of FY2025 revenue, up from negligible contributions, aided by the August 2025 MF Logistics acquisition**

*Unless otherwise defined, all capitalised terms used herein shall have the same meaning as defined in the prospectus of the Company dated 28 July 2026 and registered by the Monetary Authority of Singapore on 28 July 2026 (the "**Prospectus**").*

SINGAPORE, 6 August 2026 – All-Link Air & Sea Limited ("**All-Link**" or the "**Company**", and together with its subsidiaries, the **"Group"**), commenced trading on the Mainboard of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") on 5 August 2026, under the ticker symbol "ALK", following the completion of its initial public offering (the "**IPO**").

The IPO comprised 35,824,500 Shares by way of placement to investors (the "**Placement Shares**") and 2,100,000 Shares by way of a public offer (the "**Public Offer Shares**" and together with the Placement Shares, the "**Offering Shares**"), at the offering price of S$0.53 per Offering Share (the "**Offering Price**").

CGS International Securities Singapore Pte. Ltd. is the Issue Manager, Underwriter and Placement Agent for this Offering (the "**Issue Manager, Underwriter and Placement Agent**").

Firm Investor Demand

At the close of the Offering at 12 noon on 3 August 2026, 409 valid applications for the 2,100,000 Public Offer Shares were received. These applicants applied for an aggregate of 10,181,800 Public Offer Shares, with application monies received amounting to approximately S$5.4 million, which translates to the Public Offer being approximately 4.85 times subscribed.

Strong indications of interest were also received for the Placement Shares. Of the 35,824,500 Placement Shares, indications of interest were received for approximately 44,348,323 Placement Shares (excluding applications by connected persons and persons mentioned in Rule 240 of the Listing Manual), resulting in the placement being approximately 1.24 times subscribed. Based on the valid applications received for the Public Offer Shares as at the close of the Offering and the aggregate indications of interest received for the Placement Shares (excluding applications by connected persons and persons mentioned in Rule 240 of the Listing Manual), the Offering was approximately 1.44 times subscribed.

Substantial applications were received from three investors, with each subscribing for more than 5.0% of the 37,924,500 Offering Shares comprised in the Offering: Lion Global Investors Limited (as investment manager for and on behalf of its clients), Singapore Enterprises Private Limited, and Mr Kuah Ann Thia. Other notable investors which participated in the Offering include ASDEW Acquisitions Pte Ltd, ICHAM Master Fund VCC – YZJ Ploutos Fund, Ascend Open Master Fund VCC – ICH and Pheim Asset Management (Asia) Pte Ltd.

Asset-Light Model Positioned for ASEAN Growth

Headquartered in Singapore, All-Link is a regional logistics solutions provider, principally engaged in the provision of logistics and freight forwarding services, delivering end-to-end logistics, freight solutions and supply chain management services internationally, with a focus on the ASEAN region and in particular, the cross-border e-commerce ecosystem and electronics shipments from China, Vietnam and Thailand.

The Group operates an asset-light business model focusing primarily on freight forwarding, coordination, and value-added logistics services rather than owning fixed assets such as aircraft, vessels or warehouse infrastructure. Strategically positioned to capitalise on structural global trade lane shifts and "China+1" diversification strategies, the Group maintains an established operational footprint spanning core hubs in Singapore, Malaysia, and the Philippines, alongside localised network partnerships across Thailand and Vietnam.

Through its dedicated account management framework and a service-oriented approach, the Group delivers reliable and tailored logistics solutions for established multinational and blue-chip customers.

Funding Growth, Rewarding Shareholders

The IPO successfully raised gross proceeds of approximately S$20.1 million. All-Link plans to use the proceeds primarily for:

- Expanding operations, including setting up new subsidiaries and offices, and upgrading existing office and support infrastructure;
- Pursuing strategic acquisitions, joint ventures and alliances;
- Investing in technology and digital capabilities to improve operational efficiency and scalability;
- Funding payments to airlines, carriers and co-loaders for the Group's freight forwarding operations, and general working capital to grow the scale of operations and market share;
- General and administrative expenses; and
- Expenses of the Offering.

Post-IPO Priorities: Further Customer Diversification and ASEAN Expansion

Looking beyond the listing, the Group's immediate priorities are to broaden its customer base and expand its geographical footprint in ASEAN. Diversification is already underway: the TikTok Group's contribution to the Group's revenue was reduced from approximately 98.0% in FY2024 to approximately 45.4% in FY2025, while a new major customer — a multinational global technology company headquartered in the United States and listed on the New York Stock Exchange — contributed approximately 33.6% of FY2025 revenue. The Group intends to further diversify its revenue base, in line with the strategies set out in its Prospectus.

The Group's competitive strength is anchored in its longstanding collaboration with Shanghai Chuansheng International Freight Co., Ltd. (上海传盛国际货运有限公司) ("**All-Link PRC**"), formalised through the Non-Compete and Collaboration Deed, under which All-Link PRC accords the Group priority in customer referrals for shipments into or within the ASEAN region. All-Link PRC also provides operational support services in the PRC to the Group under the Support Services Agreement.

In Malaysia and the Philippines, the Group intends to build on operations that are already gaining scale: the two markets together contributed approximately 9.6% of the Group's revenue in FY2025 (the Philippines: approximately 6.4%; Malaysia: approximately 3.2%), up from negligible contributions in FY2024. In Malaysia, this follows the Group's acquisition of the freight forwarding business of MF Logistics Sdn Bhd in August 2025.

In Vietnam the Company has entered into a call option agreement in respect of Mr Xu Hao's 30.0% interest in the paid-up charter capital of Vietnam ALLLink-TNR International Logistics Co., Ltd. ("**All-Link Vietnam**"). The Company expects to exercise the option within one year of the Listing Date, subject to, amongst others, prevailing market conditions, customary due diligence, valuation and the requisite approvals. According to the independent industry report by Frost & Sullivan, the Group handled approximately 12.0% of Vietnam-origin air cargo to the United States in 2025. Vietnam and Thailand remain the Group's primary target markets for ASEAN expansion.

While All-Link does not have a fixed dividend policy, its Board intends to recommend dividends of not less than 30% of the Group's net profit after tax attributable to its shareholders for FY2026, FY2027 and FY2028.

Commenting on the listing and the Group's outlook, All-Link's CEO Mr Peter Neo said:

> ***"We are heartened by the confidence investors have placed in All-Link, and grateful for the strong support shown across both our public offer and placement. This debut reflects the market's recognition of our asset-light model and the role we play in the region's evolving trade flows.***

As global supply chains continue to reconfigure around 'China+1' strategies and cross-border e-commerce, we are well-positioned to grow alongside our customers across ASEAN. The proceeds from this listing will allow us to deepen our network, invest in our digital capabilities and pursue opportunities that build long-term value — value that we remain committed to sharing with our shareholders."

#End#

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Important Notice

This Press Release does not constitute or form a part of any offer, solicitation or invitation of the Offering in any jurisdiction.

Accordingly, any decision in connection with the subscription or acquisition of securities of All-Link Air & Sea Limited pursuant to or in connection with any offering must be made solely on the basis of the information contained in the registered Prospectus at the launch of the IPO, issued by All-Link Air & Sea Limited in connection with such offering. The information in this Press Release should not be relied on as representation of All-Link Air & Sea Limited.

The information and views expressed herein are based on, and qualified in their entirety by, information found in the Prospectus dated 28 July 2026 registered with the Monetary Authority of Singapore and issued by All-Link Air & Sea Limited. This Press Release includes forward-looking statements, which are statements that are not historical facts, including statements about All-Link Air & Sea Limited's beliefs and expectations, provided with respect to, among others, the anticipated financial position, business strategies, future plans and prospects of All-Link Air & Sea Limited and its subsidiaries. Forward-looking statements are, by their nature, subject to substantial risks and uncertainties and other factors that may cause the Group's actual results, performance or achievements, or industry results, to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements, and investors should not unduly rely on such statements. No representations or warranties are made as to the accuracy or reasonableness of these forward-looking statements.

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