

NORDIC GROUP LIMITED

(Incorporated in the Republic of Singapore)
(Company Registration No.: 201007399N)

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting of Nordic Group Limited (the “**Company**”) will be held at Singapore Recreation Club, B Connaught Drive, Singapore 179682 on Wednesday, 29 April 2026 at 10.00 a.m. (Singapore time) to transact the following business:

ROUTINE BUSINESS

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| 1. | To receive and adopt the Directors’ statement and audited financial statements of the Company for the financial year ended 31 December 2025 together with the Auditor’s Report thereon. | Resolution 1 |
| 2. | To declare a final one-tier tax exempt dividend of 1.0745 Singapore cents per ordinary share for the financial year ended 31 December 2025. | Resolution 2 |
| 3. | To re-elect Ms Teo Ling Ling, who is retiring pursuant to Regulation 106 of the Constitution of the Company, as a Director of the Company.
(See Explanatory Note (i)) | Resolution 3 |
| 4. | To re-elect Mr Siau Kai Bing, who is retiring pursuant to Regulation 106 of the Constitution of the Company, as a Director of the Company.
(See Explanatory Note (i)) | Resolution 4 |
| 5. | To approve additional Directors’ fees of S\$7,755 for financial year ended 31 December 2025.
(See Explanatory Note (ii)) | Resolution 5 |
| 6. | To approve Directors’ fees of S\$137,000 for the financial year ending 31 December 2026, payable half-yearly in arrears. | Resolution 6 |
| 7. | To re-appoint Messrs RSM SG Assurance LLP as Auditor of the Company and to authorise the Directors to fix their remuneration. | Resolution 7 |

SPECIAL BUSINESS

To consider and, if thought fit, to pass the following resolutions as Ordinary Resolutions, with or without amendments:

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| 8. | Authority to allot and issue shares | Resolution 8 |
| | That pursuant to Section 161 of the Companies Act 1967 and Rule 806 of the Listing Manual of the Singapore Exchange Securities Trading Limited (“ SGX-ST ”), the Directors of the Company be authorised and empowered to: | |
| | (a) | (i) allot and issue shares in the Company (“ Shares ”) whether by way of rights, bonus or otherwise; and/or |
| | | (ii) make or grant offers, agreements or options (collectively, “ Instruments ”) that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into Shares, |

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company may in their absolute discretion deem fit; and

- (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue Shares in pursuance of any Instruments made or granted by the Directors of the Company while such authority was in force,

provided that:

- (1) the aggregate number of Shares to be issued pursuant to this authority (including Shares to be issued in pursuance of Instruments made or granted pursuant to this authority) shall not exceed fifty per centum (50%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below) ("**Issued Shares**"), of which the aggregate number of Shares to be issued other than on a *pro-rata* basis to the existing shareholders of the Company (including Shares to be issued in pursuance of Instruments made or granted pursuant to this authority) shall not exceed twenty per centum (20%) of the total number of Issued Shares;
- (2) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (1) above, the percentage of Issued Shares shall be based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time of the passing of this Resolution, after adjusting for:
 - (a) new Shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and outstanding or subsisting at the time this Resolution is passed, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual of the SGX-ST; and
 - (b) any subsequent bonus issue, consolidation or subdivision of Shares;
- (3) in exercising the authority conferred by this Resolution, the Directors shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and
- (4) unless revoked or varied by the Company in a general meeting, this authority shall continue in force until the conclusion of the next annual general meeting of the Company or the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier.

(See Explanatory Note (iii))

That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act 1967 (the "**Companies Act**"), the Directors of the Company be and are hereby authorised to exercise all the powers of the Company to purchase or otherwise acquire ordinary shares in the capital of the Company ("**Shares**") not exceeding in aggregate the Maximum Limit (as hereinafter defined), at such price(s) as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereinafter defined), whether by way of:
- (i) on-market purchases (each a "**Market Purchase**") transacted through the trading system of the Singapore Exchange Securities Trading Limited ("**SGX-ST**"), through one or more duly licensed stockbrokers appointed by the Company for that purpose; and/or
 - (ii) off-market purchases (each an "**Off-Market Purchase**") pursuant to an equal access scheme(s) as may be determined or formulated by the Directors of the Company as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act,

and otherwise be in accordance with all other laws, regulations and rules of the SGX-ST as may for the time being be applicable (the "**Share Purchase Mandate**");

- (b) any Share that is purchased or otherwise acquired by the Company pursuant to the Share Purchase Mandate shall, at the discretion of the Directors of the Company, either be cancelled or held in treasury and dealt with in accordance with the Companies Act;
- (c) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the passing of this Resolution and expiring on the earliest of:
- (i) the date on which the next annual general meeting of the Company is held or is required by law to be held;
 - (ii) the date on which Share purchases have been carried out to the full extent mandated; or
 - (iii) the date on which the authority conferred by the Share Purchase Mandate is varied or revoked by an ordinary resolution of shareholders of the Company in general meeting;
- (d) for purposes of this Resolution:

"**Maximum Limit**" means 10% of the total number of issued Shares (excluding any treasury shares and subsidiary holdings) of the Company as at the date of passing of this Resolution, unless the Company has reduced its share capital in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period (as hereinafter defined), in which event the total number of issued Shares of the Company shall be taken to be the total number of issued Shares as altered (excluding any treasury shares and subsidiary holdings);

“Relevant Period” means the period commencing from the date of the passing of this Resolution and expiring on the date on which the next annual general meeting of the Company is held or required by law to be held, whichever is the earlier;

“Maximum Price” in relation to a Share to be purchased, means the purchase price (excluding brokerage, commission, applicable goods and services tax and other related expenses) not exceeding:-

- (i) in the case of a Market Purchase, 105% of the Average Closing Price of the Shares; and
- (ii) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Average Closing Price of the Shares,

where:

“Average Closing Price” means the average of the closing market prices of a Share over the last five Market Days on which the Shares are transacted on the SGX-ST or, as the case may be, such securities exchange on which the Shares are listed or quoted, immediately preceding the day of the Market Purchase by the Company or, as the case may be, the day of the making of the offer pursuant to the Off-Market Purchase, and deemed to be adjusted, in accordance with the rules of the SGX-ST, for any corporate action that occurs during the relevant five-day period and the day on which the Market Purchase is made or, as the case may be, the day of the making of the offer pursuant to the Off-Market Purchase;

“day of the making of the offer” means the day on which the Company makes an offer for the purchase or acquisition of Shares from holder of Shares, stating therein the relevant terms of the equal access scheme for effecting the Off-Market Purchase; and

“Market Day” means a day on which the SGX-ST is open for trading in securities; and

- (e) any of the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including without limitation, to execute all such documents as may be required and to approve any amendments, alterations or modifications to any documents), as they or he may consider desirable, expedient or necessary to give effect to the transactions contemplated by this Resolution.

(See Explanatory Note (iv))

- 10. To transact any other business which may be properly transacted at an Annual General Meeting.

Explanatory Notes:

- (i) Information on Ms Teo Ling Ling and Mr Siau Kai Bing can be found under the section entitled “Additional Information on Directors Seeking Re-election at the Annual General Meeting” in the Company’s Annual Report 2025.
- (ii) Directors’ fees of S\$137,000 for financial year ended 31 December 2025 have been approved by the shareholders at the annual general meeting held on 29 April 2025. The Board has recommended additional fees of S\$7,755 to be paid to the Independent Directors for financial year ended 31 December 2025.
- (iii) The proposed Resolution 8, if passed, will empower the Directors of the Company to allot and issue Shares and convertible securities in the Company. The number of Shares and convertible securities, which the Directors may allot and issue under this Resolution shall not exceed 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) of the Company at the time of passing this Resolution. For allotment and issue of Shares and convertible securities other than on a *pro-rata* basis to all shareholders of the Company, the aggregate number of Shares and convertible securities to be allotted and issued shall not exceed 20% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) of the Company. This authority will, unless previously revoked or varied at a general meeting, expire at the next annual general meeting or the date by which the next annual general meeting is required by law to be held, whichever is the earlier.

- (iv) The proposed Resolution 9, if passed, will empower the Directors of the Company, from the date of the annual general meeting until the date on which the next annual general meeting is held or is required by law to be held, whichever is the earlier, to repurchase (whether by way of Market Purchases or Off-Market Purchases on an equal access scheme) from time to time, up to 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) at prices up to but not exceeding the Maximum Price.

NOTICE OF RECORD DATE AND DIVIDEND PAYMENT DATE

NOTICE IS HEREBY GIVEN that the Share Transfer Books and Register of Members of the Company will be closed from 5.00 p.m. on 8 May 2026 for the purpose of determining members' entitlements to the final one-tier tax exempt dividend (the "**Final Dividend**") to be proposed at the Annual General Meeting of the Company to be held on 29 April 2026.

Duly completed registrable transfers in respect of the shares in the Company received up to 5.00 p.m. on 8 May 2026 by the Company's Share Registrar, Tricor Barbinder Share Registration Services, 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619 will be registered to determine members' entitlements to the proposed Final Dividend. Members whose Securities Accounts with The Central Depository (Pte) Limited are credited with shares in the Company as at 5.00 p.m. on 8 May 2026 will be entitled to such proposed Final Dividend.

The proposed Final Dividend, if approved at the Annual General Meeting, will be paid on 18 May 2026.

By Order Of the Board

Chia Meng Ru
Company Secretary

14 April 2026

Notes:

1. The Annual General Meeting ("**AGM**") will be held in a **wholly physical format** at Singapore Recreation Club, B Connaught Drive, Singapore 179682 on Wednesday, 29 April 2026 at 10.00 a.m.. There will be no option for members to participate virtually.
2. This Notice of AGM and the accompanying Proxy Form, the Annual Report 2025 and the Letter to Shareholders dated 14 April 2026 have been published and may be accessed at the Company's website at <https://nordicgrouplimited.com/investor-relations/annual-and-sustainability-reports/> and the SGX website at <https://www.sgx.com/securities/company-announcements>. Printed copies of this Notice of AGM and the accompanying Proxy Form as well as a Request Form will be sent to members by post. Members who wish to receive a printed copy of the Annual Report 2025 and the Letter to Shareholders dated 14 April 2026 may complete and return the Request Form.
3. Arrangements relating to attendance at the AGM by members, including CPF and SRS investors, submission of questions relating to the resolutions to be tabled for approval at the AGM in advance of the AGM, and asking questions or voting at the AGM by members, including CPF and SRS investors, or (where applicable) duly appointed proxy(ies), are set out in the Appendix to this Notice of AGM.
4. (a) A member who is not a relevant intermediary (as defined in Section 181 of the Companies Act 1967) is entitled to appoint not more than two proxies. Where a member appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the Proxy Form.
(b) A member who is a relevant intermediary is entitled to appoint more than two proxies, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the Proxy Form.

A member can appoint the Chairman of the Meeting as his/her/its proxy, but this is not mandatory. CPF and SRS investors who wish to appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven working days before the date of the AGM.

5. A proxy need not be a member of the Company.

6. The Proxy Form, duly executed in accordance with the instructions on the Proxy Form, must be submitted to the Company in the following manner:
- (a) via email to ir@nordicgrouplimited.com; or
 - (b) by post to the Company's Share Registrar, Tricor Barbinder Share Registration Services at 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619,

in either case, to be received by 10.00 a.m. on 26 April 2026, being no later than 72 hours before the time set for the AGM.

Members are strongly encouraged to submit completed Proxy Forms electronically via email to ir@nordicgrouplimited.com to ensure that they are received by the Company by the stipulated deadline.

Personal Data Privacy

By submitting an instrument appointing a proxy(ies) and/or representatives to attend, speak and vote at the Annual General Meeting of the Company and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the Annual General Meeting of the Company (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting of the Company (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

APPENDIX

Steps for registration, submission of questions and voting at the AGM

No. Steps Details	Steps	Details
1.	Register to attend the AGM in person	<p>Shareholders, including CPF and SRS investors, and (where applicable) duly appointed proxies can attend the AGM in person.</p> <p>To do so, they will need to register in person at the registration counter(s) outside the AGM venue on the day of the event. Registration will commence at 9.00 a.m. on that day. Please bring along your NRIC/ passport to enable the Company to verify your identity.</p>
2.	Submit questions in advance of the AGM or ask questions at the AGM	<p>Shareholders, including CPF and SRS investors, can submit questions in advance of the AGM or ask questions at the AGM.</p> <p>Submission of questions relating to the resolutions to be tabled for approval at the AGM in advance of the AGM. Shareholders can submit questions related to the resolutions to be tabled for approval at the AGM in advance of the AGM, in the following manner:</p> <p>(a) via email to the Company at ir@nordicgrouplimited.com; or</p> <p>(b) by post to the Company's Share Registrar, Tricor Barbinder Share Registration Services at 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619.</p> <p>To ensure that questions are received by the Company by the stipulated deadline, shareholders are strongly encouraged to submit questions by email.</p> <p>When submitting questions by email or by post, shareholders should also provide us with the following details:</p> <ul style="list-style-type: none"> ● your full name ● your address ; and ● the manner in which you hold shares in the Company (e.g. via CDP, CPF or SRS). <p>Deadline to submit questions in advance of the AGM. All questions submitted in advance of the AGM via any of the above channels must be received by 5.00 p.m. on 22 April 2026.</p> <p>Asking questions at the AGM. Shareholders, including CPF and SRS investors, and (where applicable) duly appointed proxies can also ask questions related to the resolutions to be tabled for approval at the AGM, at the AGM itself.</p> <p>Addressing questions. The Company will endeavour to address substantial and relevant questions received from shareholders by the submission deadline in advance of the AGM by publishing its response to such questions on the Company's website at www.nordicgrouplimited.com and the SGX website at www.sgx.com by 10.00 a.m. on 24 April 2026. The Company will address any subsequent clarifications sought, or substantial and relevant questions received after the submission deadline, as well as substantial and relevant questions received at the AGM, at the AGM itself.</p>

No. Steps Details	Steps	Details
3.	Vote, or submit proxy forms appointing a proxy(ies), to vote at the AGM	<p>Shareholders can vote at the AGM themselves or through duly appointed proxy(ies). Shareholders who wish to appoint a proxy(ies) <u>must</u> submit a proxy form in accordance with the instructions on the proxy form.</p> <p>Submission of proxy form. Shareholders who wish to submit proxy forms must do so in the following manner:</p> <p>(a) if submitted by post, the proxy form must be sent to the Company's Share Registrar, Tricor Barbinder Share Registration Services at 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619; or</p> <p>(b) if submitted electronically, the proxy form must be submitted via email to the Company at ir@nordicgrouplimited.com,</p> <p>in each case, to be received by 10.00 a.m. on 26 April 2026.</p> <p>Deemed revocation of proxy appointment if shareholder attends the AGM in person. Completion and submission of the proxy form by a shareholder will not prevent him/her from attending, speaking and voting at the AGM if he/she so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the shareholder attends the AGM in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant proxy form to the AGM.</p> <p>CPF and SRS investors:</p> <p>(a) may vote at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies; or</p> <p>(b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven working days before the date of the AGM.</p>