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ALL-LINK AIR & SEA LIMITED

(Company Registration No. 202144515K)

(Incorporated in the Republic of Singapore on 24 December 2021)

OFFERING IN RESPECT OF 37,924,500 ORDINARY SHARES OF ALL-LINK AIR & SEA LIMITED (THE “OFFERING SHARES”) AT THE OFFERING PRICE OF S\$0.53 PER SHARE (THE “OFFERING PRICE”) COMPRISING:

- I. AN INTERNATIONAL PLACEMENT OF 35,824,500 OFFERING SHARES, INCLUDING INSTITUTIONAL AND OTHER INVESTORS IN SINGAPORE AND FOREIGN INSTITUTIONAL AND SELECTED INVESTORS OUTSIDE THE UNITED STATES, IN RELIANCE ON REGULATION S UNDER THE SECURITIES ACT (“PLACEMENT”); AND
- II. AN OFFERING OF 2,100,000 OFFERING SHARES BY WAY OF A PUBLIC OFFER IN SINGAPORE (“PUBLIC OFFER”),

All capitalised terms used in this announcement, unless otherwise defined, 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 (the “**Authority**”) on 28 July 2026.

CGS International Securities Singapore Pte. Ltd. is the sole Issue Manager, Underwriter and Placement Agent for the Offering.

TOTAL NUMBER OF SHARES COMPRISED IN THE OFFERING

The total number of Shares comprised in the Offering is 37,924,500 Offering Shares, comprising (a) 35,824,500 Offering Shares under the Placement and (b) 2,100,000 Offering Shares under the Public Offer.

APPLICATION RESULTS

Following the close of the Public Offer at 12.00 noon (Singapore time) on 3 August 2026, the Company and the Issue Manager, Underwriter and Placement Agent are pleased to announce that the indications of interest received for the Placement and applications received for the Public Offer as at the close of the Offering are as follows:

- (a) The Placement
Based on the 35,824,500 Offering Shares available under the Placement (excluding applications by connected persons and persons mentioned in Rule 240 of the Listing Manual), indications of interest were received for approximately 44,348,323 Shares under the Placement, resulting in the Placement being approximately 1.24 times subscribed.
- (b) The Public Offer
As at the close of the Public Offer at 12.00 noon (Singapore time) on 3 August 2026 (excluding applications by connected persons and persons mentioned in Rule 240 of the Listing Manual), there were 409 valid applications made by way of Application Forms or Electronic Applications for 10,181,800 Shares, with application monies received from these applications amounting to approximately S\$5.4 million. Based on the 2,100,000 Public Offer Shares available to the public for subscription, such valid applications represent approximately 4.85 times of the available Public Offer Shares.

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 is approximately 1.44 times subscribed.

SPREAD IN RELATION TO THE PLACEMENT

The spread of the placees under the Placement is as follows:

Range of Offering Shares allocated under the Placement	Number of placees
1,000 – 9,900	46
10,000 – 49,900	45
50,000 – 99,900	19
100,000 – 499,900	60
500,000 – 999,900	12
1,000,000 and above	7
Total	189

APPLICATION RESULTS FOR THE PUBLIC OFFER

To ensure a reasonable and equitable spread of shareholders, the Issue Manager, Underwriter and Placement Agent, in consultation with the Company, have decided on the following basis of allocation for the Public Offer:

Range of Offering Shares applied for	Balloting ratio	Number of Offering Shares allocated per successful applicant	Percentage of total number of Offering Shares available under the Public Offer	Number of successful applicants
1,000 to 4,900	10 : 10	1,000	7.57%	159
5,000 to 9,900	10 : 10	3,400	7.77%	48
10,000 to 19,900	9 : 10	4,900	17.03%	73
20,000 to 49,900	9 : 10	7,500	15.71%	44
50,000 to 99,900	9 : 10	12,200	15.10%	26
100,000 to 199,900	9 : 10	18,100	28.44%	33
200,000 and above	8 : 10	43,900	8.36%	4
Total			100.0%	387

Based on the above basis of allocation, there were a total of 387 successful applicants in the Public Offer.

RULES 232 AND 240 OF THE LISTING MANUAL

Pursuant to Rules 232 and 240 of the Listing Manual of the SGX-ST, and to the best of the knowledge and belief of the Issue Manager, Underwriter and Placement Agent after having taken all reasonable steps and making all reasonable enquiries, the following persons have been allocated the following number of Offering Shares in the Offering:

Name of Shareholder	Relationship	Number of Offering Shares allocated	Circumstances giving rise to the interest
Heng Su-Ling Mae	Director of All-Link Air & Sea Limited	50,000	Allocated under the Placement
Total		50,000	

Should it subsequently come to the attention of the Issue Manager, Underwriter and Placement Agent that there are such other persons specified under Rules 232 and 240 of the Listing Manual who have acquired Shares pursuant to the Offering, an appropriate announcement, through the SGXNET, will be made before trading commences at 9.00 a.m. (Singapore time) on 5 August 2026.

SUBSTANTIAL APPLICATIONS

In addition, to the best of the knowledge and belief of the Issue Manager, Underwriter and Placement Agent, the following parties have applied for and have been allotted more than 5.0% of the 37,924,500 Offering Shares comprised in the Offering:

Name of Shareholder	Number of Shares	Circumstances giving rise to the interest
Lion Global Investors Limited (as investment manager for and on behalf of its clients)	2,900,000	Allocated under the Placement
Singapore Enterprises Private Limited	2,000,000	Allocated under the Placement
Kuah Ann Thia	2,000,000	Allocated under the Placement

COMMENCEMENT OF TRADING AND REFUNDS

The Shares are expected to commence trading on the SGX-ST on a “ready” basis at 9.00 a.m. (Singapore time) on 5 August 2026, subject to the SGX-ST being satisfied that all conditions necessary for the commencement of trading in the Shares on a “ready” basis have been fulfilled. There will be **NO** trading on a “when issued” basis.

Monies paid in respect of unsuccessful applications using printed Application Forms are expected to be returned (without interest or any share of revenue or other benefit arising therefrom, at the applicant’s own risk and without any right or claim against the Company or the Issue Manager, Underwriter and Placement Agent) to the applicants by ordinary post, in the event of over-subscription for the Public Offer Shares, within 24 hours after the balloting of applications (or such shorter period as the SGX-ST may require provided that the remittance accompanying such application which has been presented for payment or other processes has been honoured and the application monies received in the designated share issue account). Where an application using a printed Application Form is accepted or rejected in part only, the balance of the application monies (as the case may be) will be refunded (without interest or any share of revenue or other benefit arising therefrom, at the applicant’s own risk and without any right or claim against the Company or the Issue Manager, Underwriter and Placement Agent) to the applicant by ordinary post within 14 Market Days after the close of the Offering, provided that the remittance accompanying such application which has been presented for payment or other processes has been honoured and the application monies received in the designated share issue account.

Where an Electronic Application is unsuccessful, the full amount of the application monies will be refunded (without interest or any share of revenue or other benefit arising therefrom, at the applicant’s own risk and without any right or claim against the Company or the Issue Manager, Underwriter and Placement Agent) to the applicant by being automatically credited to the applicant’s bank account with the Participating Bank, within 24 hours of the balloting (or such shorter period as the SGX-ST may require), provided that the remittance in respect of such application which has been presented for payment or other processes has been honoured and the application monies received in the designated share issue account.

Where an Electronic Application is rejected or accepted in part only, the balance of the application monies will be returned (without interest or any share of revenue or other benefit arising therefrom, at the applicant’s own risk and without any right or claim against the Company or the Issue Manager, Underwriter and Placement Agent) to the applicant by being automatically credited to the applicant’s bank account with the Participating Bank, within 14 Market Days after the close of the Offering, provided that the remittance in respect of such application which has been presented for payment or other processes has been honoured and the application monies received in the designated share issue account.

For enquiries on the results of their applications, applicants may call The Central Depository (Pte) Limited (the “**CDP**”) at +65 6535 7511 using their T-PIN. To sign up for the service, applicants may contact CDP customer service officers for an application form.

The Board of Directors of the Company wishes to thank all applicants who have applied for the Offering Shares, the relevant authorities and all who have helped in one way or another in the initial public offering.

The results of the Public Offer as set out in this announcement will be published in The Business Times on 5 August 2026.

Issued by
CGS International Securities Singapore Pte. Ltd.

For and on behalf of
All-Link Air & Sea Limited

4 August 2026

IMPORTANT NOTICE

This advertisement or publication has not been reviewed by the Monetary Authority of Singapore.

This announcement is for information purposes only and does not constitute or form part of an offer, invitation or solicitation of the Offering in any jurisdiction nor should it or any part of it form the basis of, or be relied upon in connection with, any contract or commitment whatsoever.

The value of the Shares and the income derived from them may fall as well as rise. Shares are not obligations of, deposits in, or guaranteed by, the Company or the Issue Manager, Underwriter and Placement Agent or any of their respective affiliates. An investment in the Shares is subject to investment risks, including the possible loss of the principal amount invested. Listing of the Shares on the SGX-ST does not guarantee a liquid market for the Shares.

Nothing in this announcement constitutes or forms a part of any offer or solicitation to purchase or subscribe for securities in the United States or any other jurisdiction where it is unlawful to do so. The Shares have not been and will not be registered under the Securities Act or the securities laws of any State or other jurisdiction of the United States, and may not be offered, sold, pledged or otherwise transferred within the United States except pursuant to an exemption from, or in a transaction not subject to, the registration requirements under the Securities Act and in compliance with any applicable state securities laws. Accordingly, the Shares are being offered and sold only outside of the United States in “offshore transactions” as defined in, and in reliance on, Regulation S under the Securities Act. There will be no public offering of the Shares in the United States.

This announcement is not to be distributed or circulated outside of Singapore. Any failure to comply with this restriction may constitute a violation of United States securities laws or the laws of any other jurisdiction.