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 Receives Strong Investor Demand for IPO

- **35,824,500 Placement Shares were approximately 1.24 times subscribed by international and local institutional and accredited investors**
- **2,100,000 Public Offer Shares were approximately 4.85 times subscribed**
- **The Offering Shares will raise gross proceeds of approximately S$20.1 million**
- **Trading debut on SGX Mainboard at 9 a.m. on Wednesday, 5 August 2026**

**SINGAPORE, 5 August, 2026 –** All-Link Air & Sea Limited ("**All-Link**" or the "**Company**", and together with its subsidiaries, the "**Group**"), has received strong support from institutional, high net-worth and retail investors for its initial public offering ("**IPO**") of 37,924,500 Offering Shares (the "**Offering**") on the Mainboard of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**").

The IPO comprises 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**").

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 is approximately 1.44 times subscribed.

Substantial demand was received from three investors, with each subscribing for more than 5% of the Offering Shares: 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 participating in the Offering include ASDEW Acquisitions Pte Ltd, ICHAM Master Fund VCC – YZJ Ploutos Fund, and Ascend Open Master Fund VCC – ICH.

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.

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.

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 strong investor support for the IPO, All-Link's CEO Mr Peter Neo said: ***"We are deeply encouraged by the strong investor response to our IPO. This support reflects confidence in our position as a 'China+1' diversification specialist — operating across Singapore, the Philippines and Malaysia, three of the fastest-growing nodes in the ASEAN–US trade corridor — and recognition of our proven track record in scaling complex, high-value logistics mandates for global clients. The IPO marks an important milestone in our growth strategy, with the proceeds enabling us to expand our operations, invest in technology and digital capabilities, and pursue strategic acquisitions, joint ventures and alliances. With our asset-light model and proven capabilities, we believe we are well-positioned to capitalise on favourable sector dynamics whilst delivering sustainable value for all our stakeholders."***

The listing and trading of All-Link's shares on the Mainboard of SGX-ST is expected to commence at 9.00 a.m. on Wednesday, 5 August 2026, under the stock code "ALK".

**#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. Prospective investors applying for the Offering Shares will need to make an application in the manner set out in the Prospectus.

The information and views expressed herein are based on, and qualified in their entirety, by information found in the registered prospectus issued by All-Link Air & Sea Limited, which is subject to further verification, updating, revision, amendments and completion in the Prospectus registered with the MAS 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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