

SALT INVESTMENTS LIMITED
(Company Registration No. 198700983H)
(Incorporated in Singapore)
(the “**Company**” together with its subsidiaries, the “**Group**”)

MINUTES OF ANNUAL GENERAL MEETING

PLACE : 3 Chin Bee Crescent, Singapore 619891

DATE : 29 September 2026

TIME : 10.00 a.m.

PRESENT : As per attendance record maintained by the Company

IN ATTENDANCE : As per attendance record maintained by the Company

CHAIRMAN : Mr. Jasper Goh Yang Jun

QUORUM

The Chairman of the Company, Mr. Jasper Goh Yang Jun (the “**Chairman**”), welcomed the attendees at the Annual General Meeting (the “**AGM**” or “**Meeting**”) and proceeded to declare the Meeting opened at 10.05 a.m. after ascertaining that a quorum was present.

NOTICE

The Notice convening the Meeting was taken as read.

INTRODUCTION AND OPENING ADDRESS

The Chairman welcomed everyone present at the Meeting including the Shareholders who were present in person or by proxy. The Chairman proceeded to introduce the Directors, the members of the Management team, the Joint Company Secretary, the Auditors (RT LLP), the Scrutineer (CACS Corporate Advisory Pte. Ltd.), and the Share Registrar (B.A.C.S. Private Limited).

The Chairman noted as follows:

- (i) the requisite quorum for the Meeting was present, proxies lodged have been checked and found to be in order; and
- (ii) no objection was raised by the Shareholders present to take the Notice of Annual General Meeting dated 14 September 2026 (“**Notice**”) as read given that it had been in the hands of the Shareholders for the statutory period.

The Chairman further noted that the Company had not received (prior to the Meeting) any question relating to the Meeting and/or the resolutions set forth in the Notice (the “**Resolutions**”).

The Chairman informed that all Resolutions tabled at the Meeting would be voted by way of poll in accordance with the Company’s Constitution and in compliance with the Listing Manual of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”). The completed poll slips would be collected after all the Resolutions to be tabled at the Meeting had been duly voted on. CACS Corporate Advisory Pte. Ltd. was appointed as the Scrutineer for the purposes of the poll at the Meeting.

The Chairman proceeded to invite the Scrutineer to explain to the Shareholders present in person or by proxy the procedures for the poll to be conducted.

The Chairman informed the Shareholders that the Minutes of the Meeting would be published by the Company within one month on SGXNet and the Company’s corporate website.

PRESENTATION BY THE CHIEF EXECUTIVE OFFICER

Before proceeding with the tabling and voting on the Resolutions, the Chairman invited the Chief Executive Officer of the Company, Mr. Dennis Goh (“**CEO**”), to give a presentation on the Group’s performance for financial year ended 31 March 2026 (“**FY2026**”) as well as provide an update on the Group’s business and strategic directions.

<u>Meeting Note:</u>	A presentation deck (annexed hereto and marked as “ Appendix 1 ”) was referred to for the purposes of the CEO’s presentation.
<u>Post-Meeting Note:</u>	For completeness, the corresponding and <u>audited</u> key financial figures for FY2026 have been inserted into Slide 10 of the presentation deck appended hereto as Appendix 1 . All of such key financial figures had been previously announced and released via the SGXNet together with the Rule 704(5) material variance announcement on the FY2026 financial statements on 14 September 2026.

The CEO began his presentation with a note of thanks to the Shareholders for their kind understanding in waiting for the Company to achieve a turnaround and to arrive at where the Group is today.

The CEO then proceeded to present to the Shareholders an overview of the Company’s business, recent milestones, growth opportunities, financial performance and general outlook.

Business overview. The CEO highlighted the Company’s three core business segments: (i) marine infrastructure, comprising marine engineering, infrastructure and ship management services through the subsidiary, Prosper Excel Engineering Pte. Ltd. (“**Prosper Excel**”); (ii) marine and industrial lubricants, conducted through the subsidiary, TT Oil (Singapore) Pte. Ltd. (“**TT Oil**”); and (iii) the oil supply chain, covering oil distribution, fuel bunkering and oil waste management and recycling. He explained that these services anchor Singapore’s position as a global transshipment and bunkering hub and are intended to underpin the Company’s longer-term objective of digitising the maritime supply chain through an integrated maritime technology platform.

Strategic and operational updates. The CEO reported continued momentum into the new financial year, including but not limited to: (i) steps taken by the Group to enter into the oil waste management and recycling market and a strategic collaboration with Mencast Offshore & Marine Pte. Ltd.; (ii) the introduction of institutional investors aligned with the Company’s strategy; a new lubricants distributorship with the Sinova Group (specifically, the distribution of the EUROTECH brand lubricants) - in addition to the existing commercial activities involving the distribution of PetroChina Group’s KUNLUN brand lubricants; and (iii) the acquisition of the Company’s first vessel to improve margins and operational standing in connection with the oil supply (distribution) chain activities. The CEO further explained that the oil supply (distribution) chain business is funded primarily by trade and equivalent finance rather than shareholder equity, making growth non-dilutive, and that initial trades had been completed. The Group is looking into obtaining trade financing facilities to scale the business. The CEO also explained briefly how the various businesses (including the oil supply (distribution) business) work. In particular, the more efficient the Group is in deploying the funding available in turning around the distribution and supply of oil and fuel-related products, the higher the revenue generated and, in turn, the margins.

Market conditions. The CEO noted that Singapore is benefiting from a consolidation of oil trade flows and financing activity, attributable in part to Middle East tensions, which he viewed as a structural rather than purely cyclical shift. He also noted the potential growth in demand for industrial and automotive lubricants, including from the electric vehicle sector.

Technology platform. The CEO outlined the integrated maritime technology platform, explaining that the technology licence has been secured, development was underway, pilot programmes have been planned (hopefully to be implemented in the coming months). The proposal is to first deploy the platform within the Group before being licensed to the wider industry. The CEO also noted that at some point in time, AI will be deployed in the Group’s integrated technology platform. However, the Group will be mindful of the costs involved and will validate first before embarking on it.

Financial performance and general outlook. The CEO reported accelerating revenue, improved gross profit and gross margin, and a narrowing adjusted EBITDA loss, with further progress in the first half of the current financial year expected in the absence of unforeseen circumstances. He identified the priorities for the current financial year as scaling the oil supply (distribution) chain, delivering profitability for the current financial year, and building towards shareholder returns as profitability and cash flows are being established. The preliminary numbers from the first half of the current financial year have been extremely encouraging.

The CEO concluded his presentation by stating that the Company's current priority was to narrow losses and achieve break-even, with the objective of moving into profitability within the current financial year. The Company will be building towards shareholder returns. As profitability and cash flows improve and are established, the Company will evaluate the right means of returning value to Shareholders.

Following the presentation by the CEO, the Chairman proceeded with the tabling of the Resolutions to be dealt with at the AGM.

ANNUAL GENERAL MEETING

ORDINARY BUSINESS

Resolution 1 – Directors' Statement and the Audited Financial Statements for Financial Year ended 31 March 2026

Resolution 1 on the receipt and adoption of the Directors' Statement and the Audited Financial Statements of the Company for FY2026 and the report of the Auditors thereon, was tabled by the Chairman for the Meeting's consideration.

A Shareholder (Mr. A.P. Chong ("**Mr. Chong**") requested for clarification on a restatement that was made in respect of the financial statements for financial year ended 31 March 2025 ("**FY2025**"), in particular, whether such restatement would affect the Group's business. Management explained that the restatement was in relation to an intellectual property asset which was acquired by the Company and which would be further developed post-acquisition (the "**IP Asset**"). Following discussions with the Auditors, the Company was advised to split the IP Asset into two components (i.e., the IP Asset itself and the post-acquisition asset development), with the amortisation of the IP components commencing on 1 January 2025 and spread over five years. Accordingly, S\$100,000 of amortisation was recognised in FY2025, resulting in a non-cash restatement of the FY2025 profit and loss account. This was the only restatement relating to FY2025. Management also confirmed, in response to Mr. Chong's further question, that the audited financial statements for FY2026 are not qualified. Management further clarified that the amortisation of the IP components is a non-cash accounting entry that does not diminish the underlying value of the asset.

In response to Mr. Chong's questions regarding the impairment recognised in FY2026, Management explained that the principal impairment related to the acquisition of Prosper Excel and arose primarily from the applicable accounting treatment. First, part of the acquisition consideration was satisfied through the issuance of shares. For accounting purposes, those shares were measured by reference to their market price on the completion date, which was significantly higher than the agreed issue price determined when the acquisition agreement was entered into, having regard to the then-prevailing volume-weighted average price of the Company's shares. This increased the goodwill recognised on the acquisition by approximately S\$4 million, which was subsequently impaired. Management noted that, correspondingly, a higher market price for the Company's shares on completion, relative to the market price when the acquisition agreement was entered into, resulted in a higher amount of goodwill being recognised. Second, a significant projected revenue stream was excluded from the year-end valuation because the relevant activities commenced only in FY2027 and, accordingly, could not be recognised as at 31 March 2026 under the Singapore Financial Reporting Standards. Management further explained the nature of goodwill and the applicable accounting treatment, as well as clarified that the amortisation and impairment charges referred to were non-cash accounting adjustments. Management noted that these matters related to historical transactions and were not expected to

constitute a material concern going forward. Following the relevant amortisation and impairment adjustments, the remaining goodwill was approximately S\$2.79 million.

Responding to another question from Mr. Chong on whether acquisitions and investments would be resorted to as a driver of profitability, the CEO clarified that the Company is investing in the organic growth of the businesses of its own subsidiaries and is not aggressively pursuing further acquisitions of new businesses. However, the Company would not rule out any acquisition that is presented to it and should a compelling opportunity arise. Acquisition price and the potential value that would be created in making any acquisition would be taken into consideration when deciding if an opportunity should be pursued.

There being no further question from the floor, the Chairman requested for a proposer and a seconder for Resolution 1. Mr. H.B. Loh proposed and Ms. YX Lim seconded. The Chairman then invited the Shareholders to cast their votes and complete the poll voting slips in respect of Resolution 1, and proceeded to deal with the next item on the Agenda.

Resolution 2 – Re-election of Mr. Goh Hao Kwang, Dennis, as a Director of the Company

Resolution 2 on the re-election of Mr. Goh Hao Kwang, Dennis (“**Mr. Goh**”) as a Director of the Company retiring pursuant to Article 92 of the Company’s Constitution, was tabled by the Chairman for the consideration of the Shareholders.

It was noted that upon re-election as a Director of the Company, Mr. Goh would continue as an Executive Director and the CEO of the Company.

There being no question from the floor, the Chairman requested for a proposer and a seconder for Resolution 2. Mr. H.B. Loh proposed and Ms. YX Lim seconded. The Chairman then invited the Shareholders to cast their votes by completing the poll voting slips in respect of Resolution 2 and proceeded to deal with the next item on the Agenda.

Resolution 3 – Directors’ Fees for Financial Year ending 31 March 2026

Resolution 3 on the approval of Directors’ fees of S\$160,000 for the financial year ending 13 March 2027 (“**FY2027**”) to be paid on a current year basis, was tabled by the Chairman for the Shareholders’ consideration.

There being no further question from the floor, the Chairman requested for a proposer and a seconder for Resolution 3. Mr. H.B. Loh proposed and Ms. YX Lim seconded. The Chairman then invited the Shareholders to cast their votes by completing the poll voting slips in respect of Resolution 3 and proceeded to deal with the next item on the Agenda.

Resolution 4 – Re-appointment of RT LLP as auditors of the Company

Resolution 4 on the re-appointment of the retiring auditors, RT LLP, was tabled by the Chairman for the Shareholders’ consideration.

There being no question from the floor, the Chairman requested for a proposer and a seconder for Resolution 4. Mr. H.B. Loh proposed and Ms. YX Lim seconded. The Chairman then invited the Shareholders to cast their votes by completing the poll voting slips in respect of Resolution 4 and proceeded to deal with the next item on the Agenda, being a special business to be considered at the Meeting.

SPECIAL BUSINESS

Resolution 5 – Share Issue Mandate

The Chairman explained that Resolution 5, if approved, would authorise, and empower the Directors to issue and allot shares pursuant to Section 161 of the Companies Act 1967 of Singapore (the “**Companies Act**”) and Rule 806 of the Listing Manual of SGX-ST (“**Share Issue Mandate**”). The Chairman further note that the authority, unless revoked or varied, will continue until the conclusion of

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.

Resolution 5 was tabled by the Chairman for the Shareholders' consideration.

Mr. Chong asked the Company for the price at which the shares would be issued. Management, with the help of the Company Secretary, explained that the Company was seeking the Shareholders' approval for the Share Issue Mandate to be put in place, and that it did not necessarily mean that there would be new share issuance in the upcoming year. It was further explained to the Shareholders that under the Share Issue Mandate, new shares might be issued at a premium or discount to the volume weighted average price of the Company's shares provided that any discount given would be limited to 10% off such price. The number of new shares that could be issued under the Share Issue Mandate would be up to 50% of the total number of shares in issue as at the date of the Meeting if such shares were to be issued to all Shareholders pursuant to a rights issue, or up to 20% if issued other than on pursuant to an offer on a *pro rata* basis to all Shareholders. It was also explained to the Shareholders the process that a placement of shares under the Share Issue Mandate would involve. In response to Mr. Chong's question on whether share split would also come within the Share Issue Mandate, the Company Secretary clarified that any share split proposal would need to be tabled to the Shareholders for approval – separate from the Share Issue Mandate.

There being no question from the floor, the Chairman requested for a proposer and a seconder for Resolution 5. Mr. H.B. Loh proposed and Ms. YX Lim seconded. The Chairman then invited the Shareholders to cast their votes by completing the poll voting slips in respect of Resolution 5.

NO OTHER BUSINESS TABLED

The Chairman informed the Shareholders that there had not been any other business proposed or requested to be tabled at the Meeting. The Chairman then directed that the Meeting proceed to completing the polling process.

POLLING PROCESS

The Shareholders were requested to hand over the duly completed poll voting slips to the Scrutineer for verification and vote counting purpose.

The Meeting was then adjourned by the Chairman, pending the results of the poll. Shareholders and other attendees at the Meeting were invited to proceed to the foyer for food and drinks.

POLL RESULTS

The Meeting was resumed at about 11.10 a.m. to declare the poll results in relation to each Resolution tabled at the Meeting for the Shareholders' consideration. The Chairman then proceeded to read out the poll results in respect of each Resolution, as set out below.

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Resolution and details	Total number of shares represented by votes For and Against the relevant resolution	For		Against	
		Number of shares	As a percentage of total number of votes 'For' and 'Against' the resolution (%) ¹	Number of shares	As a percentage of total number of votes 'For' and 'Against' the resolution (%) ¹
As Ordinary Business					
Ordinary Resolution 1 To receive and adopt the Directors' Statement and the Audited Financial Statements of the Company for the financial year ended 31 March 2026 and the report of the Independent Auditors thereon	13,386,570,109	13,386,370,109	100.00	200,000	0.00
Ordinary Resolution 2 Re-election of Mr. Goh Hao Kwang, Dennis, as an Executive Director and Chief Executive Officer	13,386,570,109	13,386,370,109	100.00	200,000	0.00
Ordinary Resolution 3 Approval of Directors' Fees for the financial year ending 31 March 2027	12,425,427,252	12,425,227,252	100.00	200,000	0.00
Ordinary Resolution 4 Re-appointment of RT LLP as Auditor and authority be given to the Directors to fix the remuneration	10,942,762,467	1,464,441,900	13.38	9,478,320,567	86.62
As Special Business					
Ordinary Resolution 5 Share Issue Mandate	12,425,427,252	12,258,351,052	98.66	167,076,200	1.34

Note:

1. Rounded to the nearest two decimal points.

Other than Resolution 4, all Resolutions tabled at the Meeting were accordingly declared as duly passed by the Chairman.

CONCLUSION

There being no other business to transact, the Chairman declared the Meeting closed at 11.20 a.m. and thanked everyone for their attendance.

Certified as True Record

Signed - Goh Yang Jun, Jasper

Goh Yang Jun, Jasper
Chairman
Salt Investments Limited

4 October 2026

Appendix 1
(AGM Presentation Deck)



SALT INVESTMENTS LIMITED

Annual General Meeting 2026

29 September 2026

Financial year ended 31 March 2026

Salt Investments Limited | SGX Mainboard: FQ7



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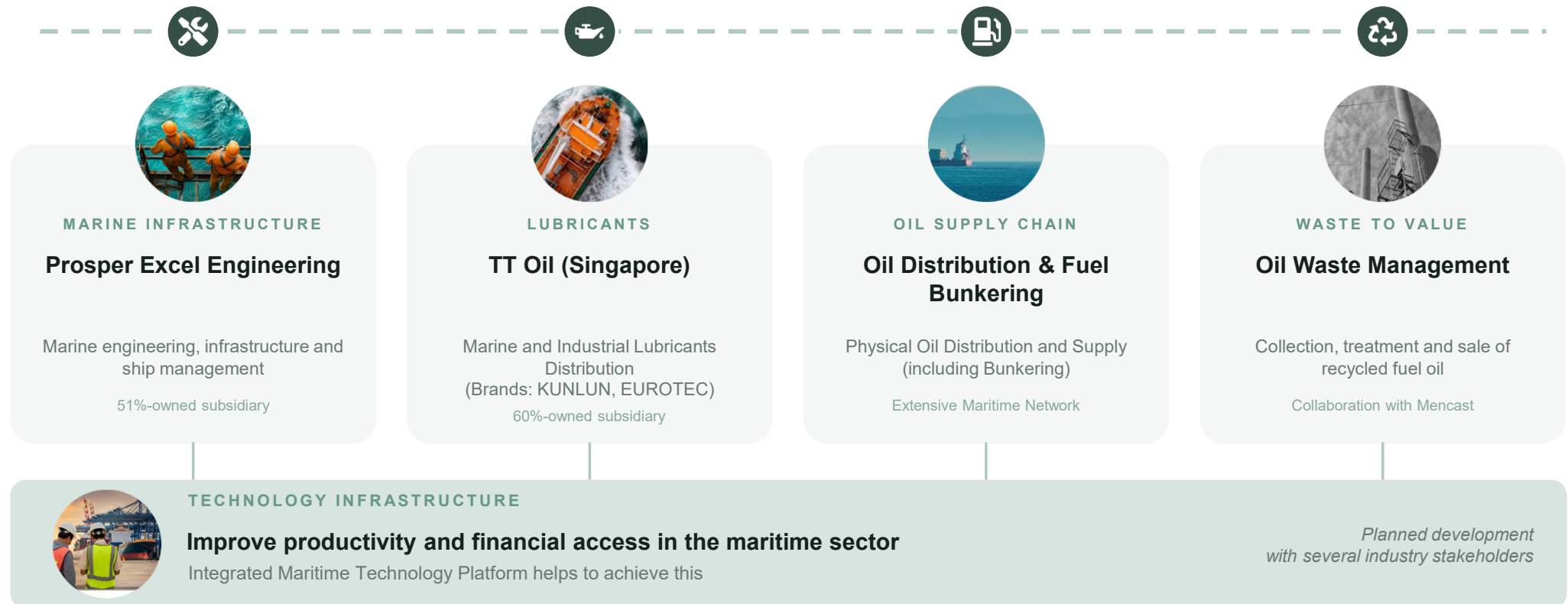
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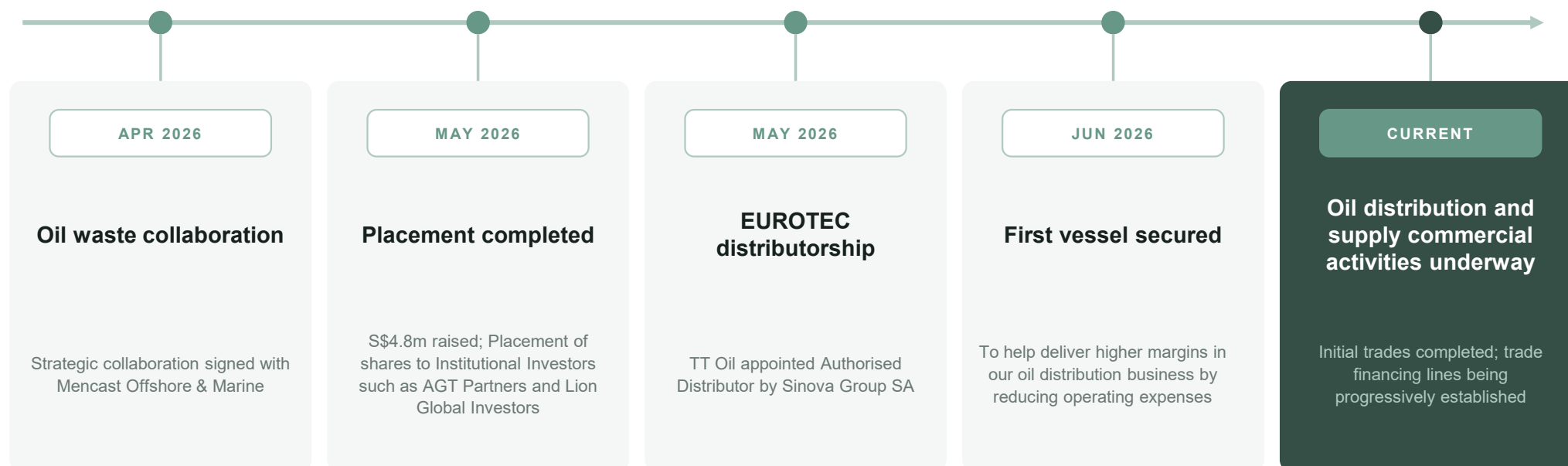


Driving growth across Singapore's maritime sector



Four operating businesses from the same port, serving a common customer base, supported by one technology platform.

Momentum has continued after the year end

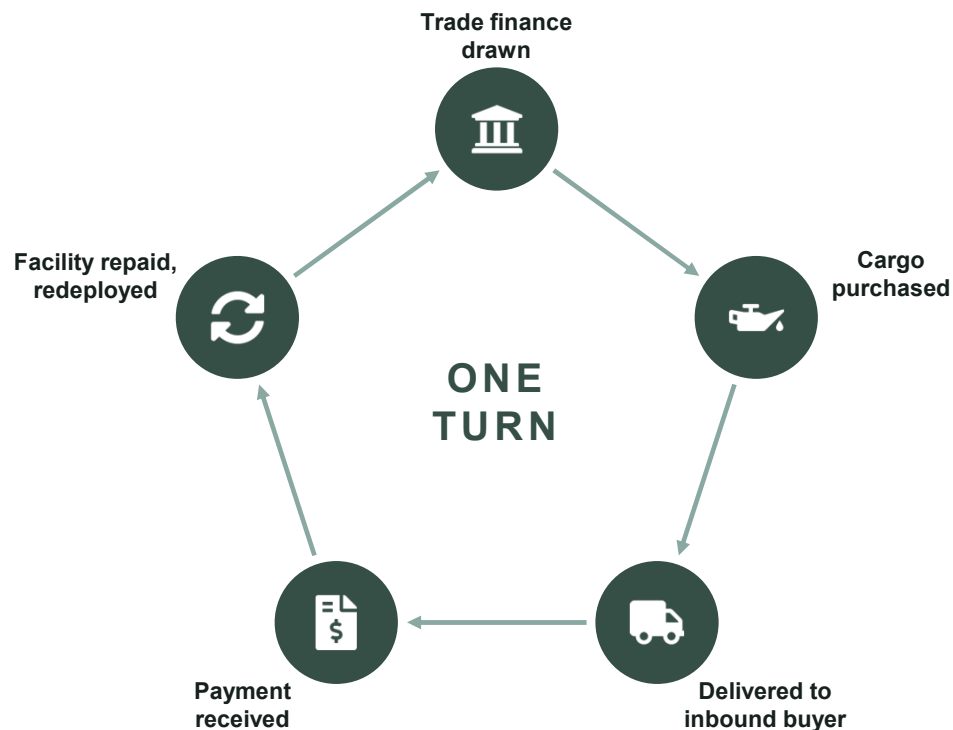


Barring any unforeseen circumstances, the Group is expecting to record profits for 1H2027

Forward-looking statement. Subject to funding availability, counterparties, regulatory requirements where applicable and market conditions. Wording subject to legal review.

Oil Distribution: Efficient Capital Recycling Across Turns

The oil supply chain business buys and sells as well as ensure distribution of physical oil on trade finance, and each completed sale being one turn.



➔ Demand is inbound: Fuel always needed, and we receive orders through incoming leads

\$ Funded by trade finance secured on cargo, not shareholder equity, so growth is non-dilutive

↻ Each additional turn improves efficiency of capital deployed

Singapore's moment in global oil trade



World's largest bunkering hub

Every major shipping line fuels in Singapore; demand arrives at the Group's home port



Oil trade flows consolidating in Singapore

Physical oil trade, and the financing that supports it, is moving towards Singapore as tensions in the Middle East continue²



Record traffic through the port

>130,000 vessel arrivals in 2025, recording 3.22 billion gross tonnage in 2025, further cementing Singapore's position as the top transshipment hub in the world³

¹ Maritime and Port Authority of Singapore, [Singapore Posts Record Port Performance in 2025](#), 13 January 2026

² BusinessMirror, [Oil traders head for Singapore as new risks build](#), 7 September 2026

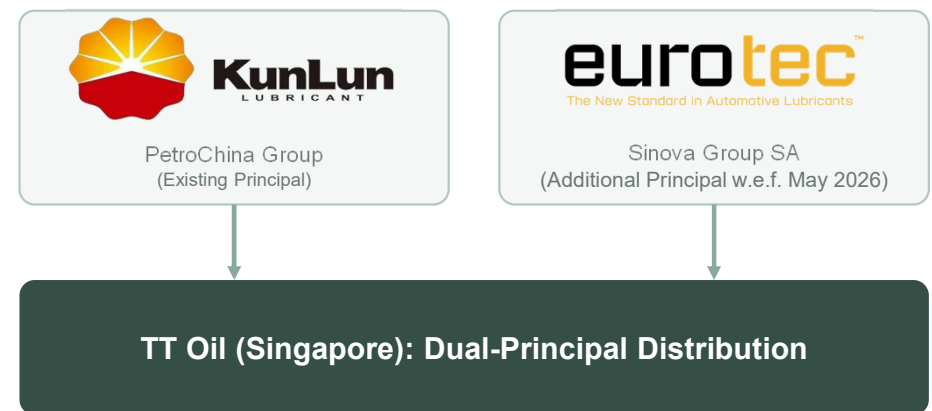
³ Reuters, [Marine fuel sales in Singapore bunker hub scale fresh highs in 2025](#), 13 January 2026

TT Oil: growing the lubricants franchise

TT Oil appointed Authorised Distributor of EUROTEC brand lubricants by Sinova Group SA in May 2026, adding a second principal alongside its ongoing distribution of PetroChina Group's KUNLUN brand lubricants.



Regions indicative, for illustration of distribution reach. ASEAN markets jointly selected by Sinova Group SA and TT Oil.



Two principals reduce reliance on a single supply channel, continued diversification will continue



Structural demand: lubricant use keeps growing, especially with the rise of electric vehicles who require more specialized lubricants for their drivetrains and thermal management*

* Lubes'N'Greases, [Electric Vehicles: Lubricant Trends](#), January 2026

Integrated Maritime Technology Platform

Improve productivity and financial access in the maritime sector

WHY THE PLATFORM AND WHAT IS THE PLATFORM

- Maritime supply chains largely still operate manually today
- Productivity remains low and, and smaller operators face persistent financing and digitalisation gaps
- The platform is intended to digitalise transactions across the supply chain
- Once operational, it will provide productivity solutions and financing options to the maritime industry, especially to the underserved and underbanked segments

TWO WAYS IT CREATES VALUE

Used inside the Group

Digitalises the Group's own operations, including testing productivity solutions and connecting to financial institutions

Licensed to the industry

Exclusive rights to distribute and sublicense the platform to maritime end-users

WHERE IT STANDS

COMPLETED

Technology License secured

Worldwide maritime exclusivity



NOW

In development

Use cases formulated. Feasibility studies and a technology consortium are being progressed



NEXT

Strategic Partners in discussion

Expected within next 12 months

Under development; not available for commercial deployment at 31 March 2026.

FY2026 financial highlights

UNAUDITED FY2026 RESULTS

Revenue **S\$14.69m**
+589% on FY2025

Gross Profit **S\$1.98m**
+814% on FY2025

Gross Profit Margin **13.5%**
FY2025: 10.2%

Adjusted EBITDA loss **S\$1.05m**
70% better than FY2025

AUDITED FY2026 RESULTS

Revenue **S\$9.84m**
+361% on FY2025

Gross Profit **S\$1.71m**
+1,092% on FY2025

Gross Profit Margin **17.3%**
FY2025: 6.7%

Adjusted EBITDA loss **S\$1.34m**
62% better than FY2025

Audited results for the financial year ended 31 March 2026. Revenue and gross profit increased following post-acquisition contributions from TT Oil and Prosper Excel Engineering. The FY2026 loss includes S\$9.60m of non-cash goodwill impairment. Adjusted EBITDA is a non-SFRS(I) financial measure.

The audited FY2026 results differ from the unaudited figures presented at the AGM following audit adjustments.

Please refer to the Company's Rule 704(5) Material Variance Announcement released on 14 September 2026 for details of the material variances and related explanations.

FY2027 priorities



Scale the oil supply chain

Ramp up oil distribution and supply commercial activities (including fuel bunkering) as the key drivers of the FY2027 performance – in tandem with establishment of trade financing lines



Deliver profitability

Achieving strong profitability in FY2027, barring unforeseen circumstances, is the Management team's foremost priority



Build towards shareholder returns

As profitability and cash flows are established, the Board will evaluate appropriate means of returning value to shareholders

WHAT WE ARE WATCHING



Trade Financing (including Letters of Credit availability) would drive our pace of scaling



Driving for new customers in our core operating segments



Key strategic moves that could unlock greater margins



Global trade volumes and macroeconomic conditions

Forward-looking statements; wording subject to legal review. No impairment charges at anything like the FY2026 level are expected in FY2027.



Thank you



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