Annual Report 2025

Air Greenland Group

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Photo: Aputsiaq Hansen


Photo: Air Greenland

Introduction

Strategy and financial targets

Financial and non-financial performance

Sustainability report

Corporate governance and shareholder information

Financial Reporting

Accounting Policies

Statements

Introduction

Photo: Visit Greenland

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Message from the Chair of the Board

"We are ready every time" is a core part of Air Greenland's mission and a vital element in supporting Greenland.

In 2025, this mission was truly put to the test. The first half of 2025, in particular, presented extraordinary challenges in the form of especially poor weather and airport-related issues in Nuuk.

These challenges have placed heavy demands on Air Greenland's employees, who in 2025 have emphatically lived up to the commitment of being ready. I would therefore like to take this opportunity to thank the company's employees for an extraordinary effort in 2025.

Our customers also significantly felt the impact of the extraordinary amount of irregularity, combined with high demand and a lack of accommodation facilities. Air Greenland's business model is built on taking care of our customers from start to finish, doing our utmost to ensure accommodation, catering, and transport along the way. I would like to thank everyone who chose to travel with Air Greenland in 2025—the year where customers truly gained more options.

Finally, I wish to thank Air Greenland's Board of Directors and owners for their excellent cooperation during the past year. Air transport in Greenland is an extremely complex task with many dynamics that, above all, requires close cooperation both within the Board and with the owners; 2025 has been a prime example of this.

With a strong comeback in the second half of 2025, the outlook for the future remains bright, and the opportunities for both Air Greenland and Greenland are many. You can read more about all of this in this annual report.

Malik Hegelund Olsen
Chair of the Board

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Executive review

A unique year marked by major operational challenges and solid growth

Operations and development
Air Greenland operates with the dual purpose of delivering critical public infrastructure while competing commercially in a competitive market. This takes place in an operationally demanding and often unpredictable Arctic environment, where resilience, flexibility, and expertise are essential to maintaining stable operations.

2025 proved to be one of the most operationally challenging years in a long time. A combination of unusually severe weather across large parts of the country and significant operational hurdles at the new Nuuk Airport resulted in performance that, at times, fell below both our own and our customers' expectations. These conditions impacted employees, customers, and the year's financial results, which overall are deemed unsatisfactory.

Despite these circumstances, Air Greenland's employees made an extraordinary effort to keep Greenland connected. They managed capacity constraints, logistical hurdles, and a shortage of accommodation facilities—yet still succeeded in transporting passengers, cargo, and mail.

In the latter part of 2025, weather conditions normalized, and production adjustments contributed to a markedly more stable operation. This is reflected in the financial accounts, which remains unsatisfactory but significantly improved compared to mid-year expectations.

Financial results
The Air Greenland Group realized a profit before tax of DKK 3.3 million in 2025, which is lower than expected and below the levels of previous years. While revenue increased, costs were impacted by significant irregularity, particularly during periods of frequent weather-related cancellations. Additionally, variable production costs were higher, partly due to excess capacity in the spring that proved difficult to sell. This was corrected during the autumn.

Jacob Nitter Sørensen
Chief Executive Officer

Photo: Air Greenland – Emil Stach

Photo: Air Greenland

The expected passenger growth was partially realized. This growth primarily materialized on international routes outside the peak season, where both hotel capacity and the competitive environment provide better conditions.

As anticipated, domestic feeder traffic has declined following the opening of direct international flights to Nuuk. This has reduced activity and revenue, and because feeder passengers in the new structure have longer average journeys, it is not possible to scale down production proportionally.

In 2025, Air Greenland invested a further DKK 245.8 million in fixed assets, increasing the need for liquidity. At year-end, DKK 450.0 million had been drawn from the established credit facility of DKK 500.0 million. To ensure continued investment, improved financial results are necessary in the coming years.

Market development
2025 marked the first full year with Nuuk as the country's central traffic hub. Direct access to Greenland's capital has strengthened demand and attracted more international travelers. Despite the operational challenges of the period, this development must be considered a success. However, a lack of hotel capacity during the peak season sets a natural limit on growth potential.

Domestically, there has been a slight but positive development, while feeder traffic has fallen significantly as a direct consequence of the opening of Nuuk Airport. When Ilulissat Airport opens in the autumn of 2026, a further decline is expected, as Nuuk and Ilulissat historically accounted for approximately 60% of all feeder traffic.

On helicopter routes operated under service contracts for the Government of Greenland, development was slightly negative. With the opening of Qaqortoq Airport in the spring of 2026, the need for helicopter transport in South Greenland will decrease, which will naturally affect passenger numbers.

Strategy and the future
Air Greenland maintains its vision of being the customers' natural choice, both regarding commercial growth and the stable, secure delivery of essential infrastructure. A focus on the Arctic and the region's growing strategic importance has been a central part of the Group's strategy for several years. This is expected to create new opportunities within tourism, defense, and cruise activities in the years ahead.

To remain competitive, we must continue to deliver efficient operations, attractive products, and a modern sustainability profile. These elements are integrated into Air Greenland's forward-looking plan.

The ongoing transformation of Greenland's infrastructure will intensify with the opening of the airports in Qaqortoq and Ilulissat. The focus is on ensuring a smooth transition with stable operations and positive experiences for both customers and employees. The new airports create new travel opportunities, which Air Greenland will support through the launch of new routes and products.

Simultaneously, the company is preparing for the introduction of the new A320neo Atlantic aircraft, scheduled for delivery in December 2026. Training activities for pilots, cabin crew, and technicians are in full swing, and the aircraft, named Unaaq, is expected to enter service in the spring of 2027 following painting and necessary modifications.

A message of thanks to our employees
Air Greenland's employees are the foundation of the company's operations and development. In 2025, they once again delivered an outstanding effort under difficult conditions. On behalf of the Executive Management, I would like to extend a huge thank you for your commitment, flexibility, and professional approach throughout the year.

Jacob Nitter Sørensen
Administrerende direktør

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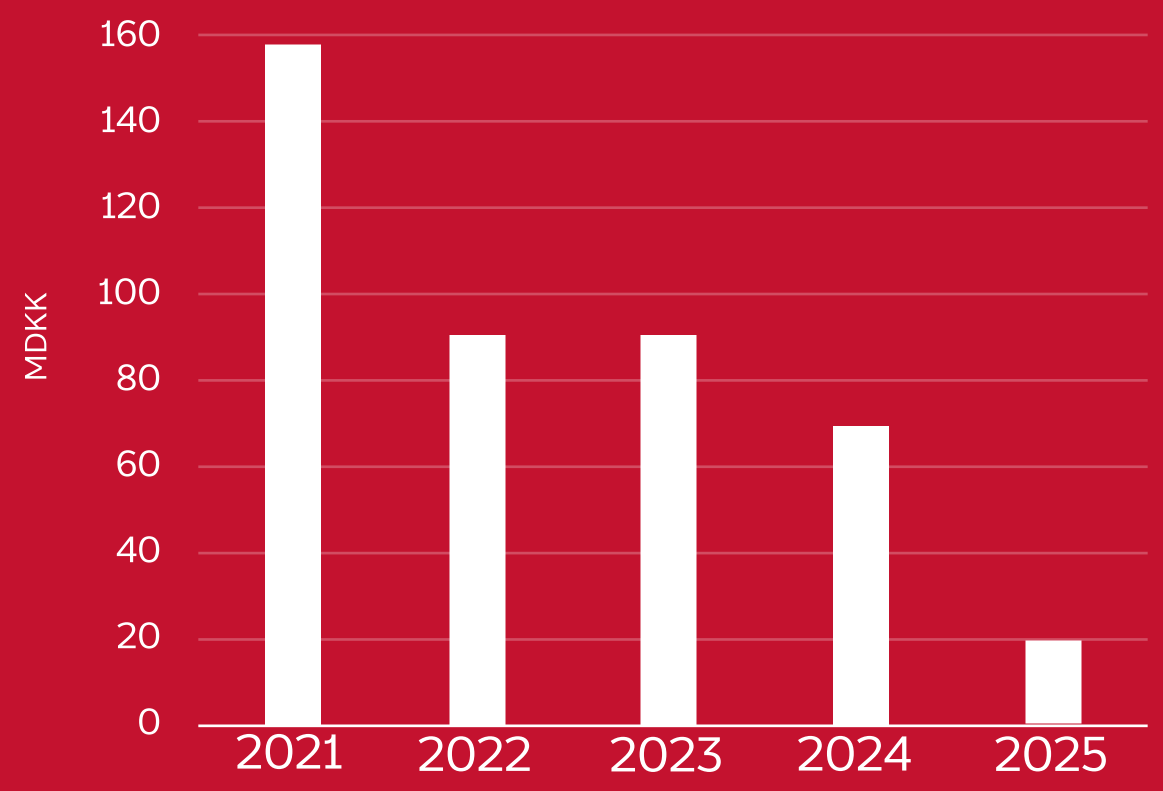
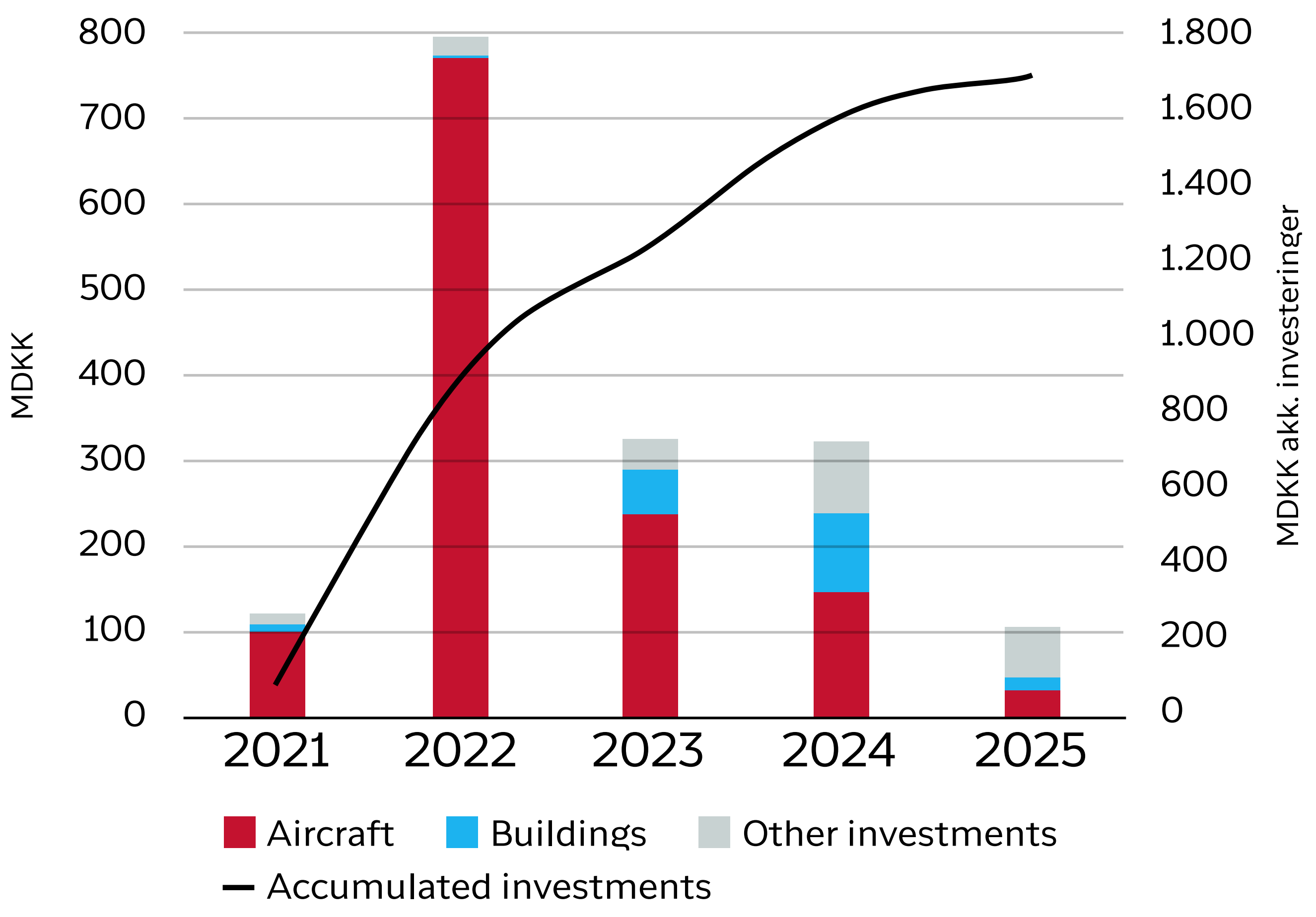
Highlights 2025



Earnings before interest and taxes (EBIT)

In 2025, EBIT declined and remains at an unsatisfactory level.

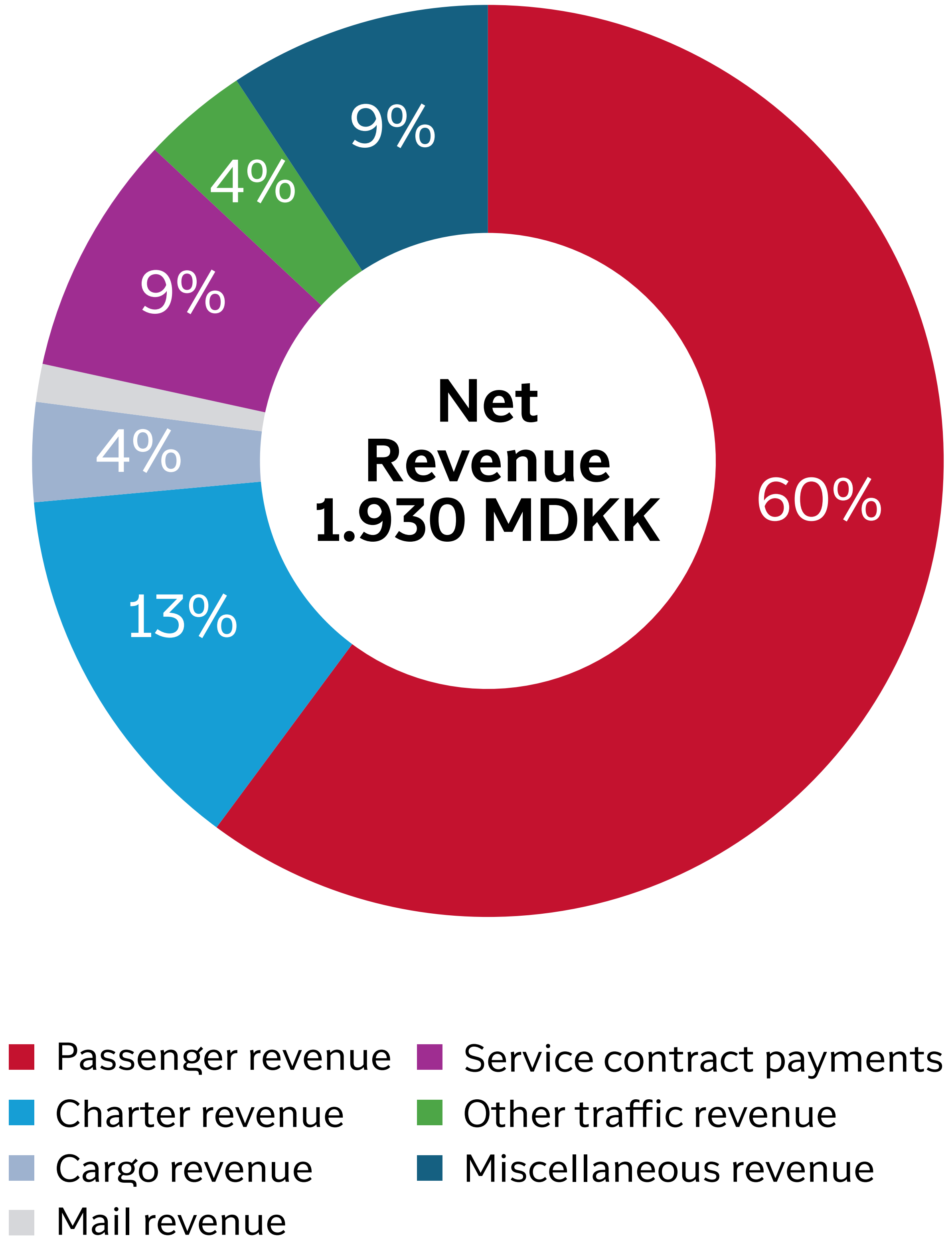


Capital Expenditure

Prior to 2019, there was a lack of completed investments, which has necessitated total investments of DKK 1,671 million during the 2021–2025 period, in addition to DKK 269.3 million in ongoing investments. For the period 2022–2026, investments of DKK 475 million are being carried out; these are derived from the new infrastructure and are necessary to maintain domestic flights.

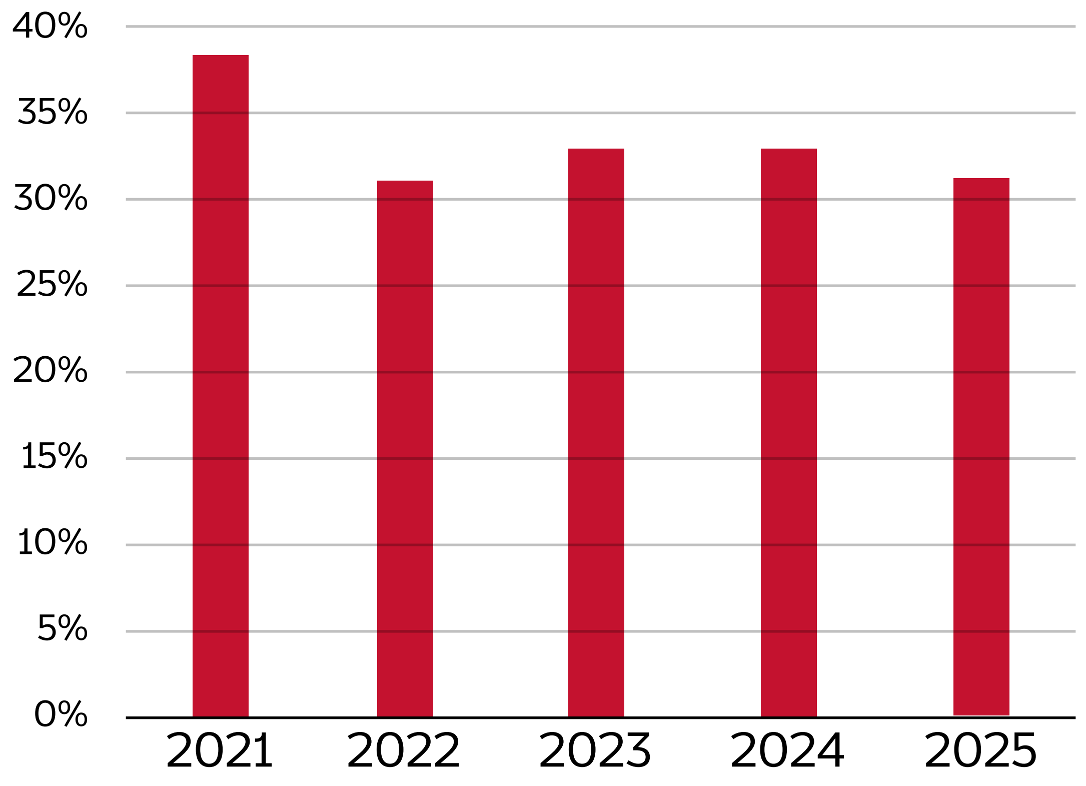
Net Revenue 2025

Net revenue increased by 3.6% in 2025, driven by passenger revenue. Other revenue streams remain stable.



Solvency Ratio

The solvency ratio has decreased due to an expanded balance sheet and a lower positive result.



+3,6%

Net Revenue

Net revenue increased by 3.6% in 2025, primarily due to passenger revenue. Other revenue remains stable.

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Consolidated Key Figures and financial ratios

	Unit	2025	2024	2023	2022	2021
Results						
Net Revenue	MDKK	1.930,1	1.863,9	1.776,7	1.645,6	1.214,4
Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA)	MDKK	171,0	212,0	219,6	220,7	268,9
Earnings Before Financial Items	MDKK	19,6	69,2	90,4	89,7	156,8
Earnings Before Tax (EBT)	MDKK	3,3	60,8	84,5	76,5	153,6
Net Profit	MDKK	1,1	44,3	62,0	58,6	111,0
Balance Sheet						
Total Assets	MDKK	2.588,2	2.405,7	2.252,4	2.237,6	1.692,2
Equity	MDKK	796,8	803,0	747,0	692,5	647,6
Liquidity	MDKK	216,3	92,0	204,7	393,3	345,5
Long-term Debt Obligations (including short-term portion)	MDKK	837,5	912,9	987,3	1.060,6	633,0
Net Interest-Bearing Debt	MDKK	1.071,2	995,9	782,5	667,3	287,5
Cash Flow						
Cash Flow from Operating Activities	MDKK	166,1	113,4	230,2	221,1	235,8
Cash Flow from Investing Activities	MDKK	-241,4	-326,8	-345,5	-600,8	-372,8
of which Investment in Tangible Fixed Assets	MDKK	227,1	339,3	347,4	620,3	398,5
Cash Flow from Financing Activities	MDKK	199,6	100,7	-73,3	427,6	287,0
Key Figures						
Profit Margin	%	1,0%	3,7%	5,1%	5,5%	12,9%
Equity Ratio	%	31%	33%	33%	31%	38%
Return on Invested Capital after Tax (ROIC)	%	0,8%	3,1%	4,7%	5,9%	15,0%
Return on Equity (ROE)	%	0,1%	5,7%	8,6%	8,7%	19,2%
Operating Liquidity in Relation to Net Interest-Bearing Debt	%	16%	11%	29%	33%	82%
Leverage	x	6,3x	4,7x	3,6x	3x	1,1x
Traffic Data						
Number of Flights	Number	30.221	35.995	35.991	35.392	33.074
Number of Passengers	1,000	477	548	556	507	346
Available Seat Kilometers (ASK), Scheduled Traffic	1,000	966.993	865.887	842.484	768.998	519.113
Cabin Factor, Scheduled Traffic	%	72%	77%	79%	78%	69%
Flight Hours	Number	22.695	22.631	22.061	21.937	18.126
Employees						
Employees at Year-End	Number	683	677	664	653	578
Average Number of Employees	Number	714	715	690	653	574

Photo: Lloyd Horgan

Strategy and financial targets

We are Air Greenland

Together, we uplift Greenland

We are Greenland's national airline. We ensure our connection to one another and to the rest of the world. Our vision is to be the natural first choice for locals and the preferred partner and provider of tourism. Our attitudes and behavior—and the way we conduct our business and exist in the world—are shaped by our values: Attractive to the customer; Good for each other; Connected for society.

We know what it takes to operate safely and punctually in an Arctic climate. As the country's national airline, aviation is our core business. But we are more than that. We also provide search and rescue services, and we are the ones who deliver mail and vital supplies.

We are critical infrastructure and the country's lifeline—always with a focus on safety and excellent customer service, and with respect and care for our unique and rugged nature.

Through our business areas Greenland Travel, Hotel Arctic, and World of Greenland, we are represented across the entire value chain with air travel, charter flights, accommodation, and, not least, experiences—culinary, cultural, and out in the Greenlandic wilderness. With this foundation, we also play a central role in the development of the country's tourism.

In Greenland, air transport is a necessity. And so is sustainability. With the new airports, we will develop tourism, expand our aircraft fleet, and offer more and better routes and departures.

For us, sustainability and social responsibility are an obligation, a natural responsibility, and a strong driving force in everything we do. As a workplace, we aim to be frontrunners in development and in identifying opportunities—whether regarding apprenticeships, internships, and jobs, or tourism across the country. Furthermore, we are committed to optimizing fuel consumption and reducing CO2 emissions per unit transported.

Our business model

We provide transport across Greenland and connect people in towns and settlements

Our Purpose and What We Want

"We are a part of Greenlan, and Air Greenland is the national airline that ensures our connection to one another and to the rest of the world."

"Our vision is to be the natural first choice for locals and the preferred partner and supplier of tourism."

Our Compentencies

- Unique experience in operating safely and on time in Arctic climates
- Simple and effecient operations with a new fleet that ensures competitiveness, reliability, and reduces fuel consumption
- A truly unique local knowledge. We are a part of Greenland. We live and thrive here.

What We Deliver to Our Customers

We ensure that locals and visitors can easily travel to and from Greenland

We transport mail and freight across Greenland

We are the search and rescue service

We deliver life-critical supplies

Greenland Travel, Hotel Arctic, and World of Greenland, which are part of Greenland, plan and arrange travel, stays, and experiences in Greeland. In close collaboration with local operators.

The Value We Add

- We provide critical infrastructure and serve as an important lifeline for Greenland
- We ensure freight, mail, and critical supplies to all of Greenland
- We provide a robust preparedness for SAR (search and rescue) operations
- We deliver unique travel experiences and contribute to the development of Greenland's tourism

Our strategy

Air Greenland's ambition is to benefit our country

We achieve this best by developing our core business in line with the opportunities provided by the new airports, strengthening critical infrastructure, and pursuing business opportunities that benefit both the country and the company.

Developing our core business within new infrastructure
The new airport in Nuuk is currently Air Greenland's hub for all aviation in and out of Greenland. The Nuuk hub enables faster connections to the rest of the world and makes it easier for visitors to reach Greenland.

In 2026, the airports in Ilulissat and Qaqortoq will open, serving as further catalysts to elevate Greenland's development to a new level.

Combined with the increased international interest in Greenland, these airports will contribute to new business opportunities, job creation, and further growth in tourism—a development capable of driving significant economic progress for the country.

In 2024, a Strategy Committee was established by the Board of Directors. In close collaboration with Air Greenland's executive management, this committee evaluates new potential business opportunities, including new types of tasks for authorities. Simultaneously, the committee and management continuously assess the need for strategic adjustments and focus in step with global developments.

The coming years will be characterized by the extensive restructuring of Greenland's traffic patterns. Air Greenland will ensure that critical infrastructure is maintained during this transition period and will continuously adapt flight schedules.

Our strategy is to create growth in the core business through reliability, efficiency, and competitiveness, combined with attractive products and services for both residents and visitors.

Fleet renewal and capacity expansion
We are well-prepared for the future and the new market landscape. We have invested in fleet renewal and capacity expansion. All new acquisitions consume less fuel than the previous fleet, ensuring a reliable and more sustainable infrastructure for the benefit of our society.

Simple and efficient operations
A key part of our strategy is the continued reduction of unit costs. A Lean approach will be a primary element, combined with increased digitalization and the application of AI. We are

working systematically to implement Lean across the organization with the goal of creating a better and more efficient operation.

Collaboration and new destinations

A central part of our strategy is entering into partnerships, interline, and codeshare agreements with other airlines. Currently, Air Greenland has interline agreements with Icelandair, Finnair, SAS, and Canadian North, as well as a partnership with Hurtigruten. More collaborations are expected to be established in 2026.

In the coming years, we will form strategic alliances with both airlines and other transport companies. These collaborations will ensure that residents have easy and fast access to destinations worldwide, while making it simple and attractive for visitors to travel to Greenland.

During the peak season, Air Greenland currently operates a weekly route to Iqaluit, Canada. This initiative aims to increase accessibility to North America while making it easier for tourists from new geographical regions to visit our country. More new destinations will be added in the coming years.

Sustainable tourism

We will invest in and enter into local partnerships where opportunities exist for profitable growth and the development of sustainable tourism. Through engagement and investment across the entire value chain, we ensure growth opportunities and increased competitiveness in a new market environment.

The expansion of tourism infrastructure will continue through our individual business units. These investments will help ensure the availability and quality of tourism products, enabling the expected growth in visitor numbers. Furthermore, the investments aim to develop a professional tourism industry with year-round demand.

The customer journey – we take care of our customers

Our strategy is to optimize the entire customer journey, from the moment a trip is planned and booked until it is completed.

Unpredictable weather and frequent changes in air traffic are a reality in Greenland. We always work to minimize inconvenience for our customers and ensure they feel well-taken care of throughout their journey. We constantly optimize and develop our products and services to better meet customer needs at every stage of their travel experience.

It should be easy to find us when planning a visit to Greenland, and booking a trip or receiving assistance with travel planning should be seamless. The journey itself—including check-in and the boarding process—must be easy, and the onboard experience should give the feeling that the Greenlandic adventure has already begun. As a visitor in Greenland, one should feel safe, secure, and well-informed about travel conditions, experiencing professional and empathetic customer service, whether regarding travel, accommodation, or experiences with us.

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Industry and market trends

The aviation industry is experiencing strong growth

Global growth again in 2025
Air traffic reached new heights in the summer of 2025. Data from IATA shows a global growth of 5.3% measured in passenger kilometers and a historically high load factor of 83.6 percent. International travel activity is driving this growth, with Europe standing out with the highest load factor across all markets.

IATA expects the aviation industry to continue its growth in 2026, with earnings strengthening despite continued cost pressures, while air freight grows moderately. However, the industry still faces capacity challenges, particularly due to delays in aircraft deliveries and high capital costs.

Geopolitical unrest creates uncertainty
In 2025, Greenland once again became a focal point in the Arctic and moved to the very top of the global geopolitical agenda. The island's strategic location, security policy significance, and vast untapped natural resources triggered a new wave of international interest and debate regarding Greenland's future role. This increasing tension and uncertainty are expected to continue into 2026.

The customer experience remains a central competitive parameter in a market characterized by high demand, increased competition, and rising expectations. Digitalization makes it possible—and necessary—to deliver personalized, seamless, and pleasant journeys. Simultaneously, geopolitical uncertainty increases the need for trust and loyalty.

Shortage of qualified labor
The aviation industry continues to experience a labor shortage, particularly among pilots, technicians, and ground handling personnel. This situation presents challenges regarding higher wage costs, recruitment, operational disruptions, and limited opportunities to expand capacity.

Artificial intelligence plays an increasing role
In 2025, airlines began utilizing AI in earnest to make operations more efficient and the customer journey smoother. Among other things, the technology helped improve route planning, predict maintenance, save fuel, and make customer service, boarding, and security better and faster.

In the coming years, the industry is expected to scale this technology across entire organizations to a greater extent. The journey will become more digital and interconnected.

Cybersecurity has become an increasingly important priority
As airlines, airports, and air traffic systems become more digital and connected, the risk of cyberattacks increases significantly. This means the industry must increasingly protect both critical communication systems and the vast amounts of data constantly moving through the global aviation network.

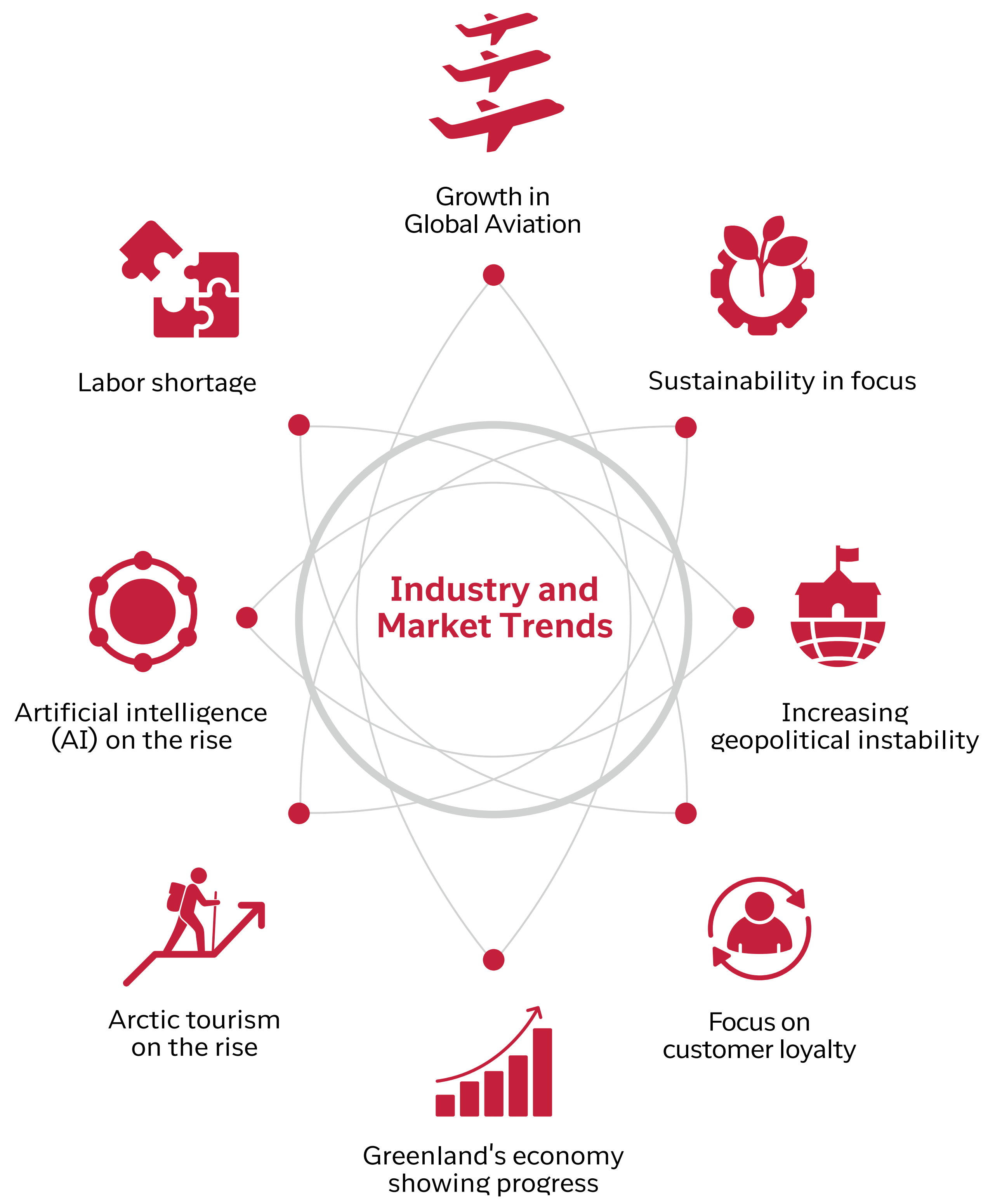
In the coming years, cybersecurity is therefore expected to gain even greater importance for airlines. It will be an area requiring significant investment in new technology, improved monitoring, and employee training to ensure that safe and stable operations can be maintained.

Continued focus on sustainability
Sustainability in aviation is primarily about reducing the climate footprint. The industry continues to work on lowering CO_2 emissions by optimizing routes, reducing fuel consumption, and increasing the use of Sustainable Aviation Fuel (SAF). Currently, sustainability is about making flying more climate-friendly in both the short and long term.

Greenland's economy in a period of subdued growth
Greenland's economy has entered a period of subdued growth. Following several years of major investments and infrastructure projects, growth has slowed. A decline in fishing and the conclusion of large construction projects have dampened activity. Increased tourism is seen as a vital future economic pillar, but it requires continued investment.

Despite lower activity, there is low unemployment and a shortage of skilled labor, and demographic trends—with fewer people of working age and more elderly—increase the pressure on public finances.

Politically, the coalition intends to maintain a stable economic course and implement reforms to strengthen and develop the industrial base.



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Expectations for 2026

Improving regularity and optimizing capacity

The experiences gained in 2025 have provided us with a solid foundation to address both operational challenges and expected demand. Overall, we have established a more robust planning basis. Consequently, the flight schedule has been adjusted, which will strengthen flexibility and improve financial performance in 2026.

The start-up challenges at Nuuk Airport were reduced throughout 2025, and similar issues are not expected at the two new airports opening in 2026. This will strengthen regularity and lead to lower irregularity-related costs.

Air Greenland will continue to strive for growth while competition persists. Overall, a consolidated profit before tax of DKK 60–70 million is expected for 2026. The result is negatively impacted by the ongoing restructuring of the infrastructure, which increases uncertainty and limits the opportunities to optimize the traffic system.

Photo: Air Greenland

In 2026, focus is expected to be on the following areas:

- Completing the IOSA certification with the expectation of becoming an IATA member.
- Strengthening the customer experience through enhanced customer dialogue.
- Improving production utilization across the airline, hotels, and lodges via closer collaboration throughout the Group's value chain.
- Focusing on on-time performance and improving regularity.
- Developing the charter business, including through long-term agreements.
- Elevating the quality of freight handling.

Photo: Air Greenland

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Capital structure and dividend policy

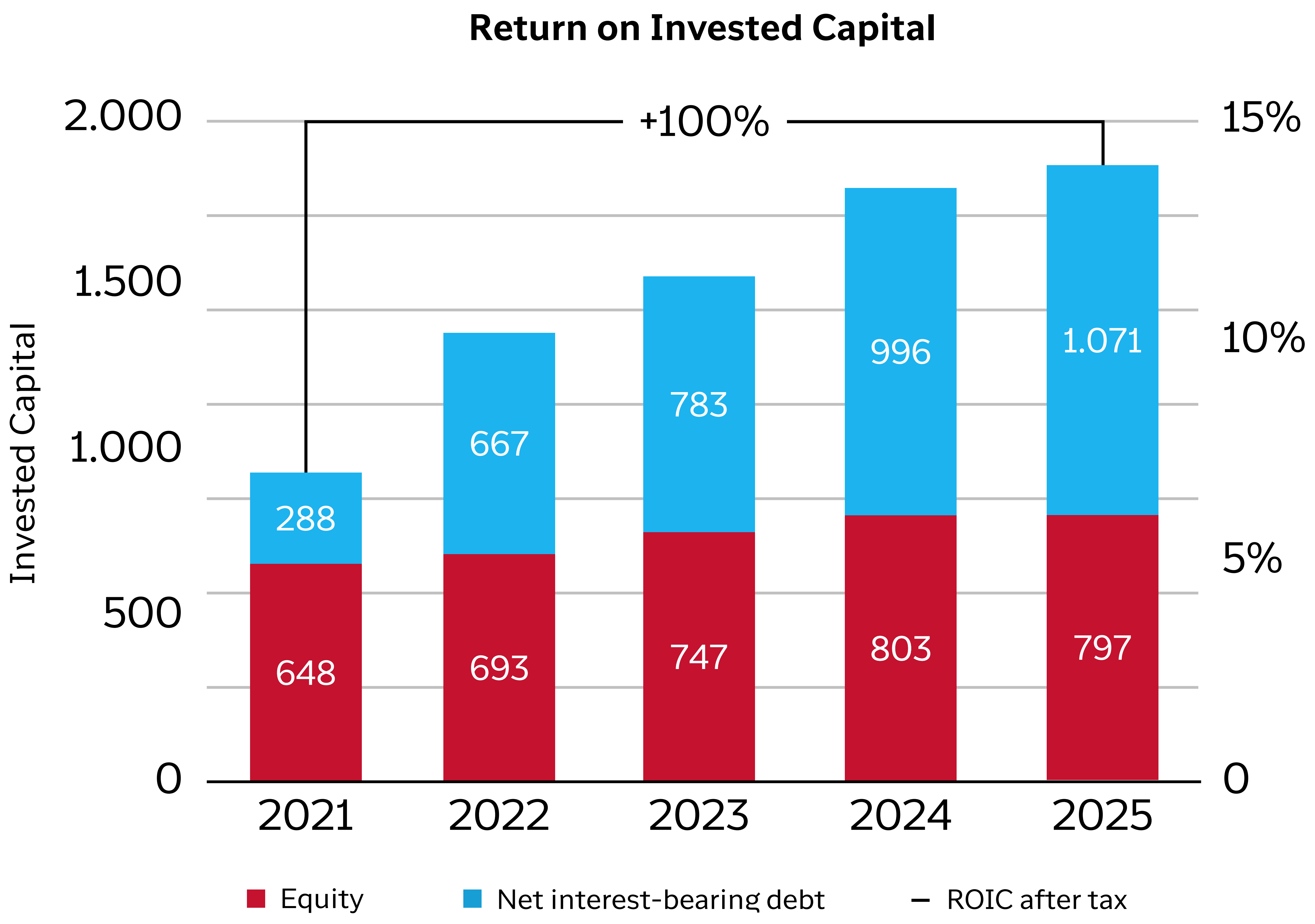
An attractive borrower with a transparent dividend policy

Capital structure
The Air Greenland Group's ambition is to maintain sufficient financial flexibility to achieve our strategic goals. This includes ensuring competitive and modern flight operations, as well as developing tourism throughout the value chain.

The new runways in Nuuk, Ilulissat, and Qaqortoq have required, and continue to require, direct capital expenditure in hangars, cargo terminals, housing, and equipment, totaling an expected DKK 530 million for the 2022–2027 period. These investments are necessary to operate at the airports and to maintain domestic flights; however, the investments do not in themselves result in a better product offering for the customer.

Consequently, these capital investments will lead to a reduced return on total invested capital moving forward, unless earnings from domestic traffic are improved.

Net interest-bearing debt has increased during the period, partly as a result of the completed fleet renewal. Bond debt as of December 31, 2025, was issued in 2021 with fixed-rate financing in DKK and a maturity of up to 15 years. Ongoing investments have been financed through increased bank debt.



Capital expenditure within the Group is financed via the parent company, Air Greenland A/S, which secures external debt. In connection with upcoming capital investments and the refinancing of existing debt, new bond debt of DKK 1,012 million was issued in March 2026, with maturities of 10 and 15 years.

To remain an attractive borrower, Air Greenland underwent and achieved a satisfactory private (non-public) rating from KBRA Europe in December 2025.

Dividend policy
In 2023, Air Greenland adopted a dividend policy based on guidelines from the international credit rating agency Standard & Poor's, maintaining a moderate risk profile. According to the dividend policy, up to 33% of the previous year's profit after tax may be distributed, provided the following three key ratios are met following a dividend payment:

1. The company's net interest-bearing debt relative to earnings (EBITDA) must not exceed 2.5x after the dividend payment.
2. Cash flow from operations relative to net interest-bearing debt must be a minimum of 35%.
3. There must be sufficient liquidity according to the current financial policy, plus a 20% buffer for the coming period to cover future investments and repayments.

The dividend policy is approved by the owner and aims to ensure that Air Greenland remains sufficiently transparent to external financing sources and, through this, remains an attractive borrower.

Financial and non-financial performance

Photo: Air Greenland

Financial review

An unsatisfactory year marked by numerous challenges

A flexible business model
The Air Greenland Group delivered an unsatisfactory result for 2025, a year in which weather, airports, and capacity management all presented significant challenges. The first half of the year was particularly problematic operationally, as the new Nuuk Airport faced start-up issues combined with more severe weather than previously experienced.

Furthermore, Air Greenland had anticipated higher international passenger growth, including a larger positive ripple effect on the domestic network than what was realized. The capacity offered in the flight schedule exceeded actual demand, particularly during the first half of the year.

Based on the experiences from the first six months, the planned capacity was adjusted downward, which contributed to an improved load factor. Simultaneously, operational challenges were reduced due to both improved weather and Nuuk Airport gaining better control over its operational procedures.

Given the year's challenges, the organization has been under immense pressure while navigating numerous changes derived from both the new hub in Nuuk and increased competition. Through the adjustments implemented in the second half of the year, it was possible to improve the annual result, once again demonstrating a flexible business model where the organization is ready to adapt whenever necessary.

Income Statement (DKK million)	2025	2024	Growth
Revenue	1.973,7	1.901,1	3,8%
Expenses / Costs	-1.802,7	-1.689,1	6,7%
EBITDA	170,9	212,0	-19,4%
Depreciation and amortization	-151,4	-142,8	6%
EBIT	19,6	69,2	-71,7%
Net financials / Interest	-16,2	-8,4	92,6%
Profit before tax	3,3	60,8	-94%

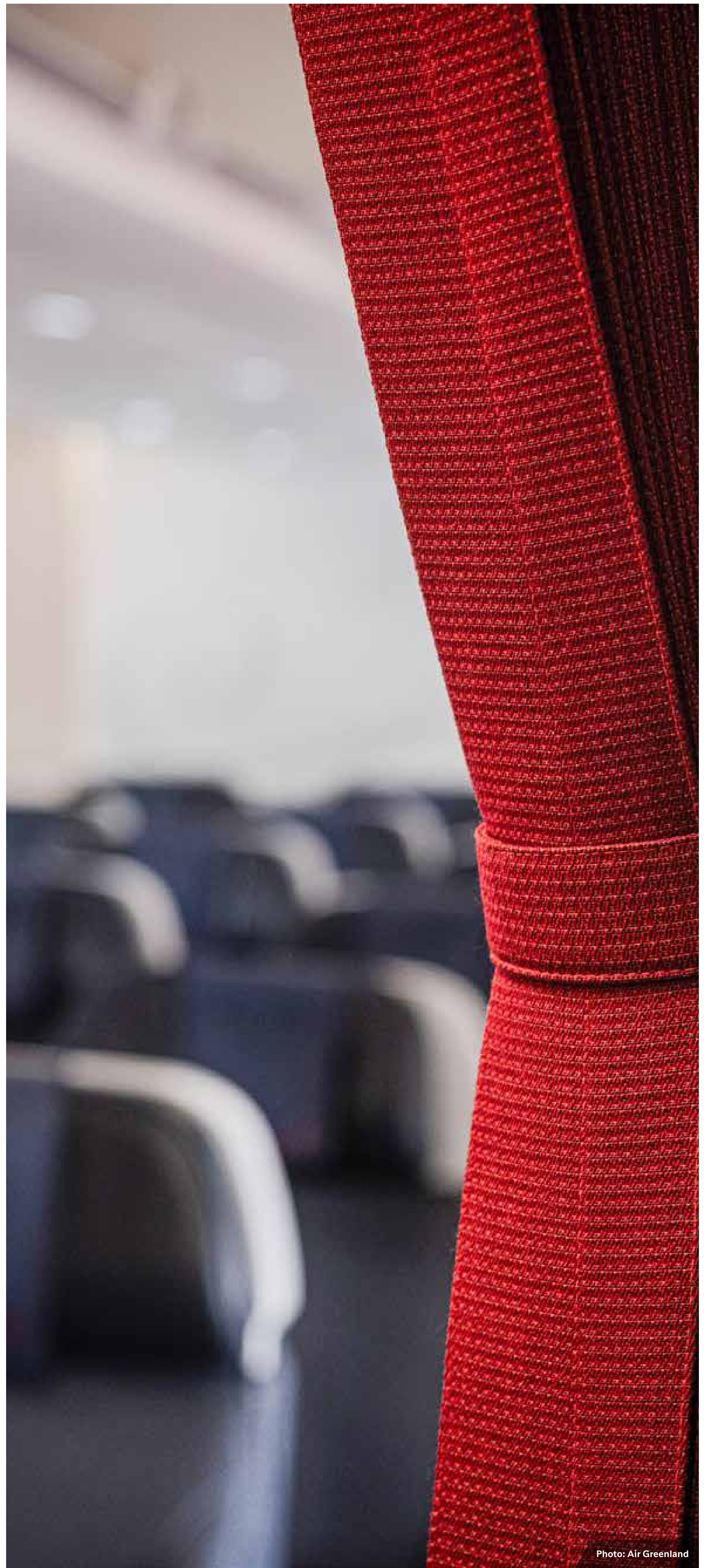


Photo: Air Greenland

Investments continued in 2025, with capital expenditure totaling DKK 245.8 million. These investments are primarily related to the upcoming airports in Qaqortoq and Ilulissat, both of which are expected to open in 2026.

For 2025, expectations were a profit of DKK 65–75 million before tax; the actual result of DKK 3.3 million is therefore unsatisfactory. While the Group was aware of the risks and potential challenges for 2025, it was not sufficiently prepared for more than DKK 135 million in irregularity costs resulting from operational challenges. These irregularity costs are estimated to be DKK 50–75 million higher than five years ago, when measured relative to passenger revenue.

Net interest-bearing debt has increased as planned, following the growth in fixed assets. Equity stands at DKK 796.8 million, corresponding to a solvency ratio of 31%.

The performance of each individual company is detailed in the following sections.

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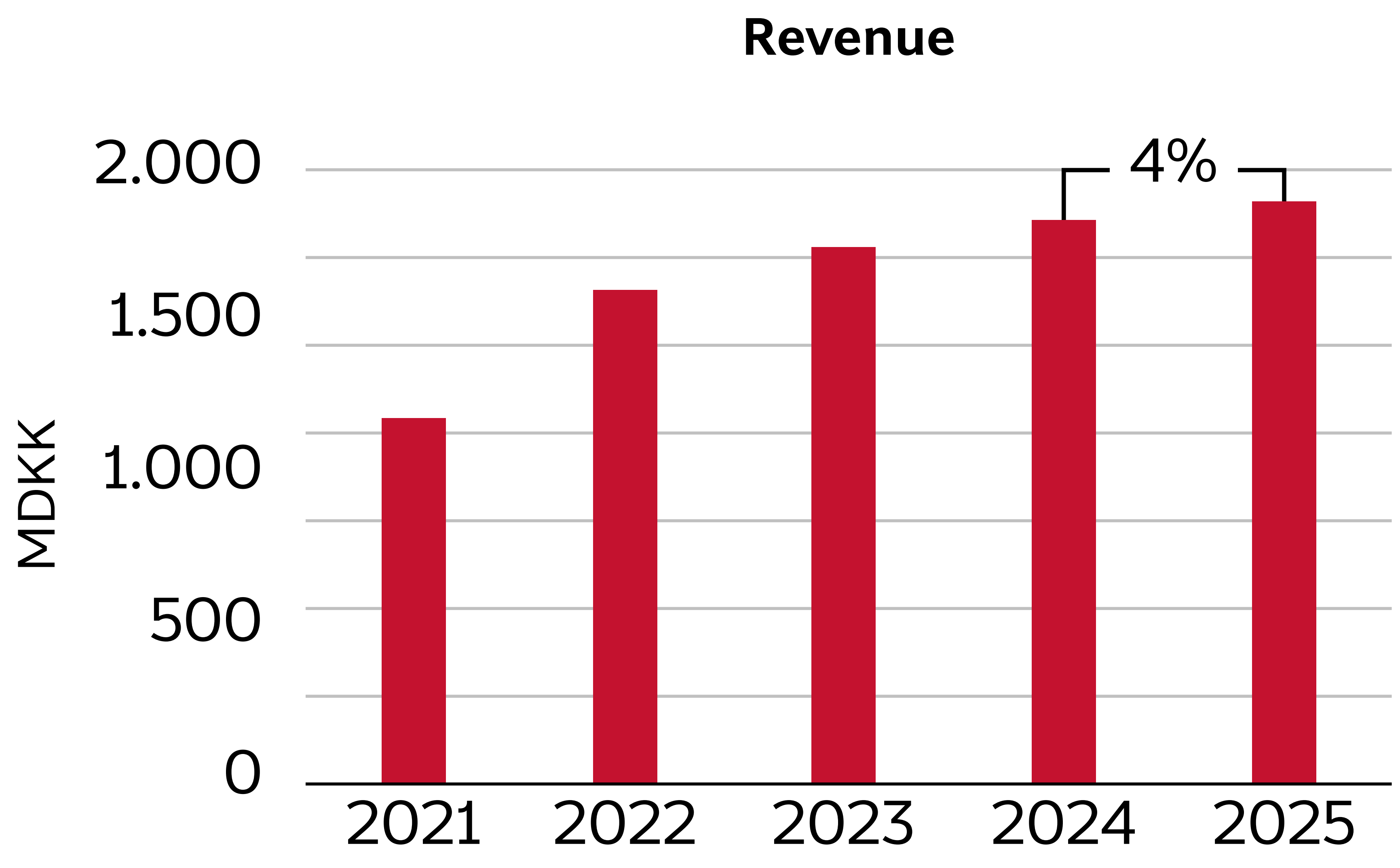
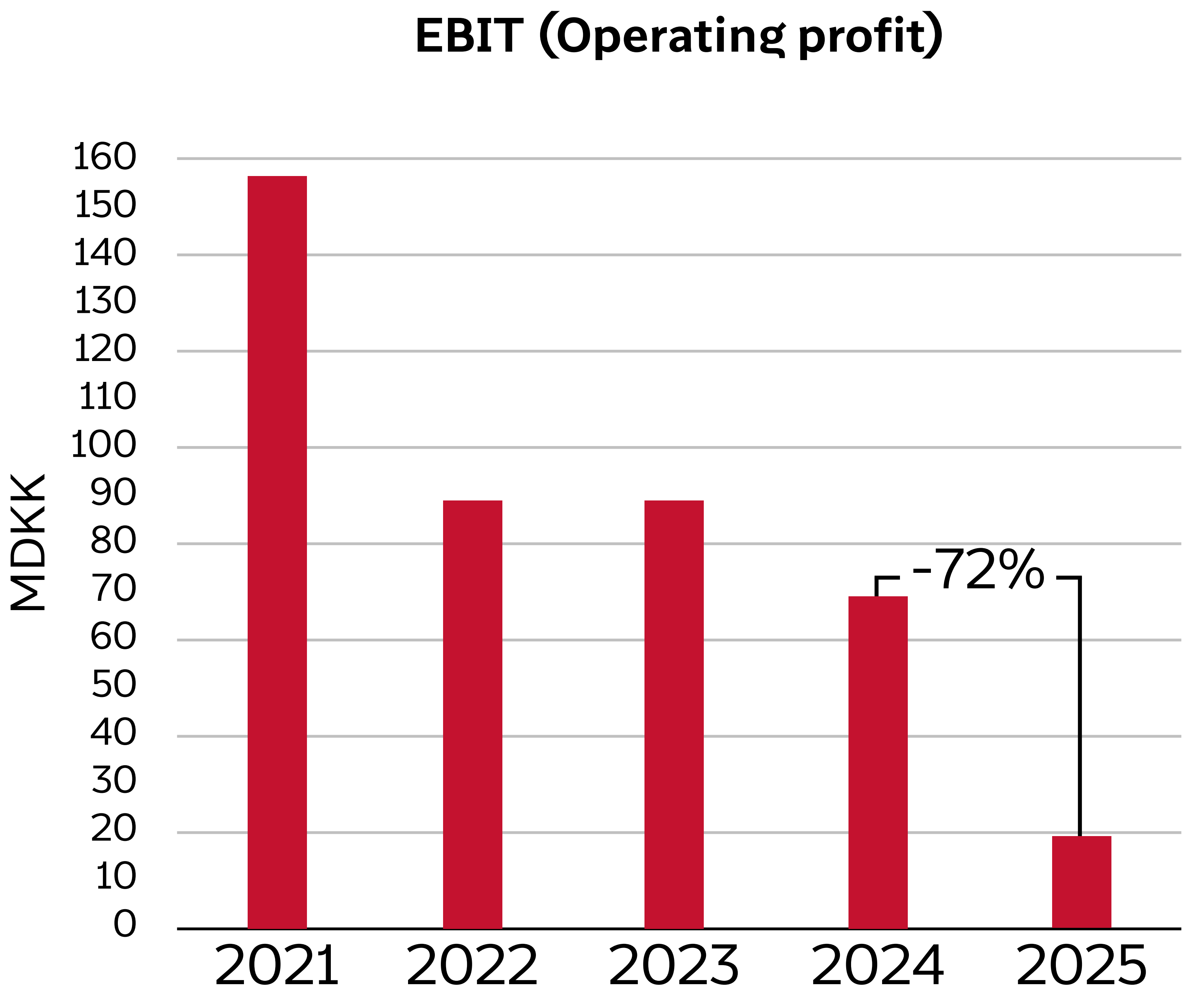
Results

Revenue

Net revenue increased by 3.6% compared to last year, driven by higher passenger revenue in Air Greenland, while other revenue streams remained overall at the same level as previous years.

The revenue growth is considered satisfactory, given the significant decline in domestic traffic resulting from the relocation of the company's hub from Kangerlussuaq to Nuuk.





EBIT (Profit before interest)

The Group experienced a 72% decline in EBIT, primarily due to lower earnings in Air Greenland, driven by rising costs. The cost increase stems mainly from expanded production, but also from unplanned events caused by weather, runway conditions, and technical challenges. The planned high production level was intended to ensure sufficient capacity for the expected growth, while also anticipating that international growth would have a greater ripple effect on the domestic market. This excessive production contributed to a lower load factor.

EBIT by Company (MDKK)	2025	2024	Growth
Air Greenland	11,3	60,5	-81%
Greenland Travel	2,7	6,3	-58%
Arctic Hospitality Corporation	5,6	2,4	138%
Profit before tax	19,6	69,2	-72%

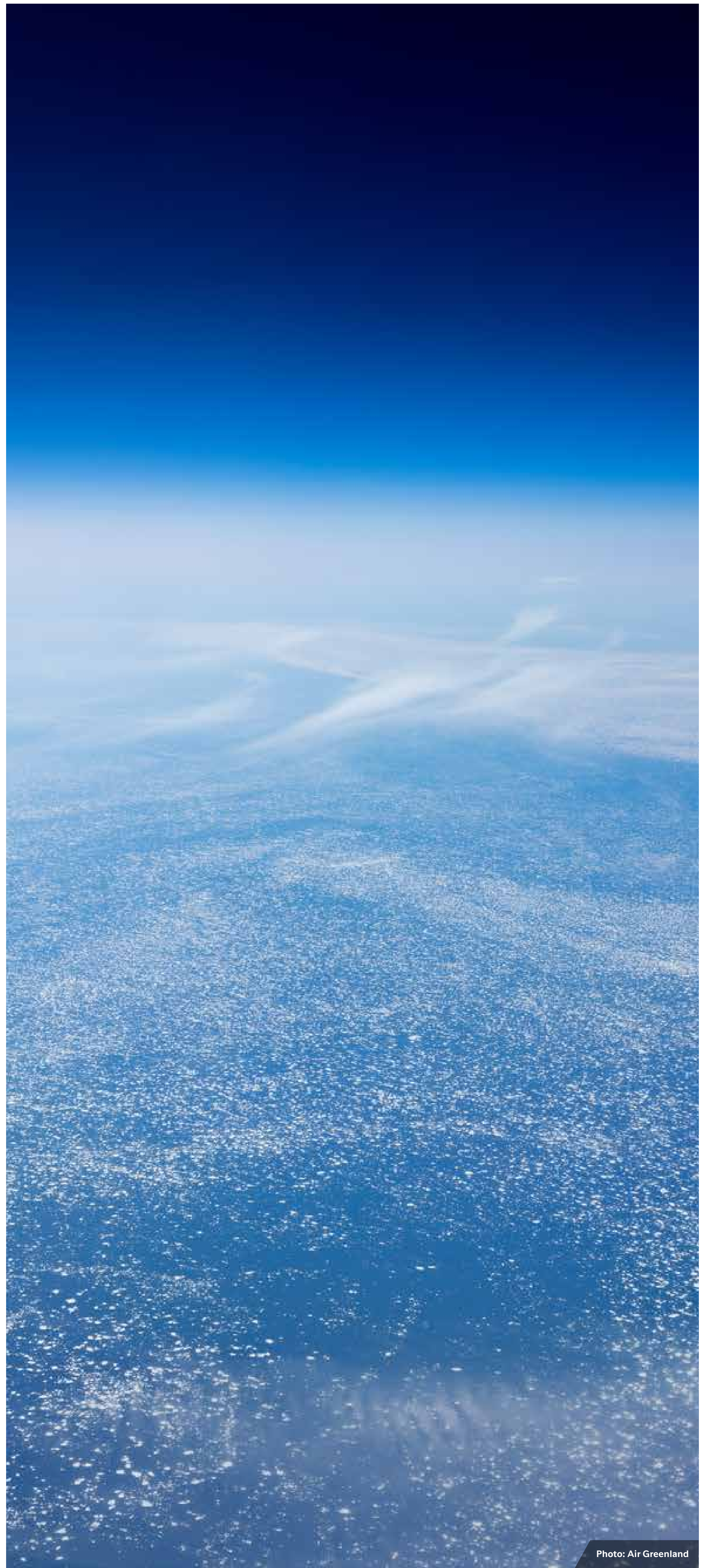


Photo: Air Greenland

Cash flow

Cash flow from operating activities improved by 46%, primarily due to a negative change in working capital in 2024. The Group continues to maintain a high level of investment, which can mainly be attributed to capital expenditures resulting from the ongoing infrastructure transformation.

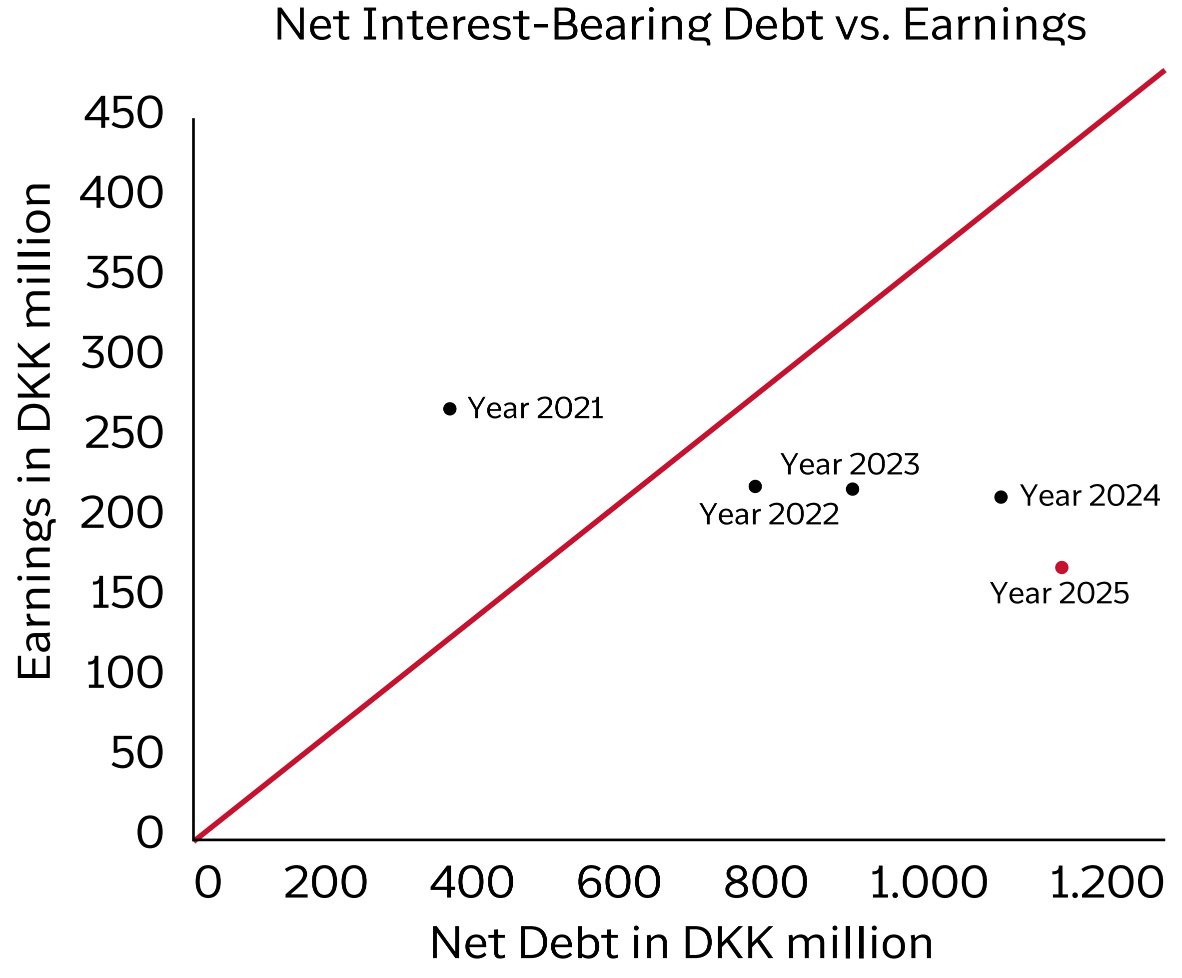
EBIT (MDKK)	2025	2024	Growth
Cash flow from operating activities	166,1	113,4	46%
Cash flow from investing activities	-241,4	-326,8	-26%
Proceeds from new debt	275,0	175,0	57%
Repayment of debt	-75,4	-74,3	1%
Change in cash and cash equivalents	124,3	-112,7	210%
Cash and cash equivalents	216,3	92,0	135%

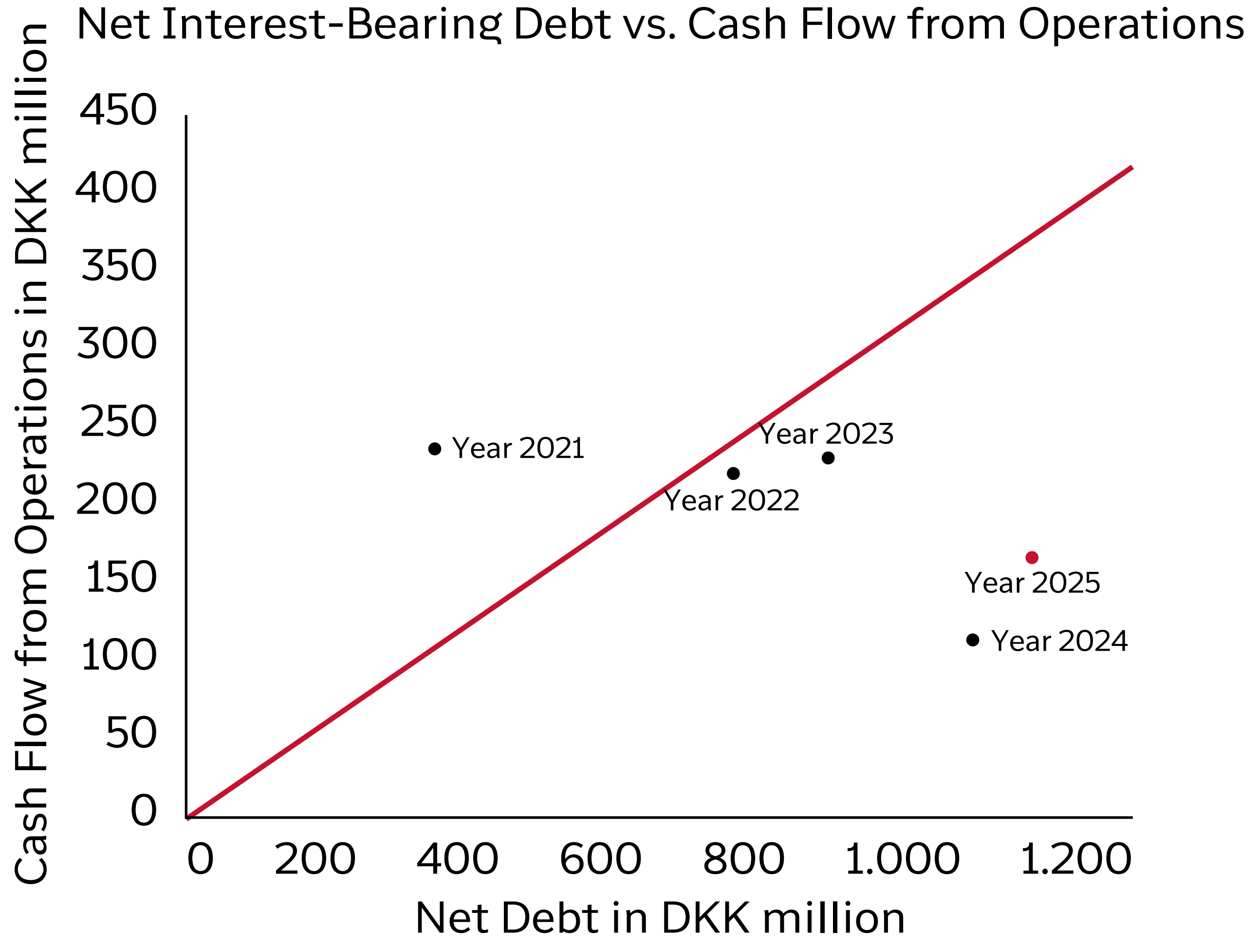
Capital structure and dividends

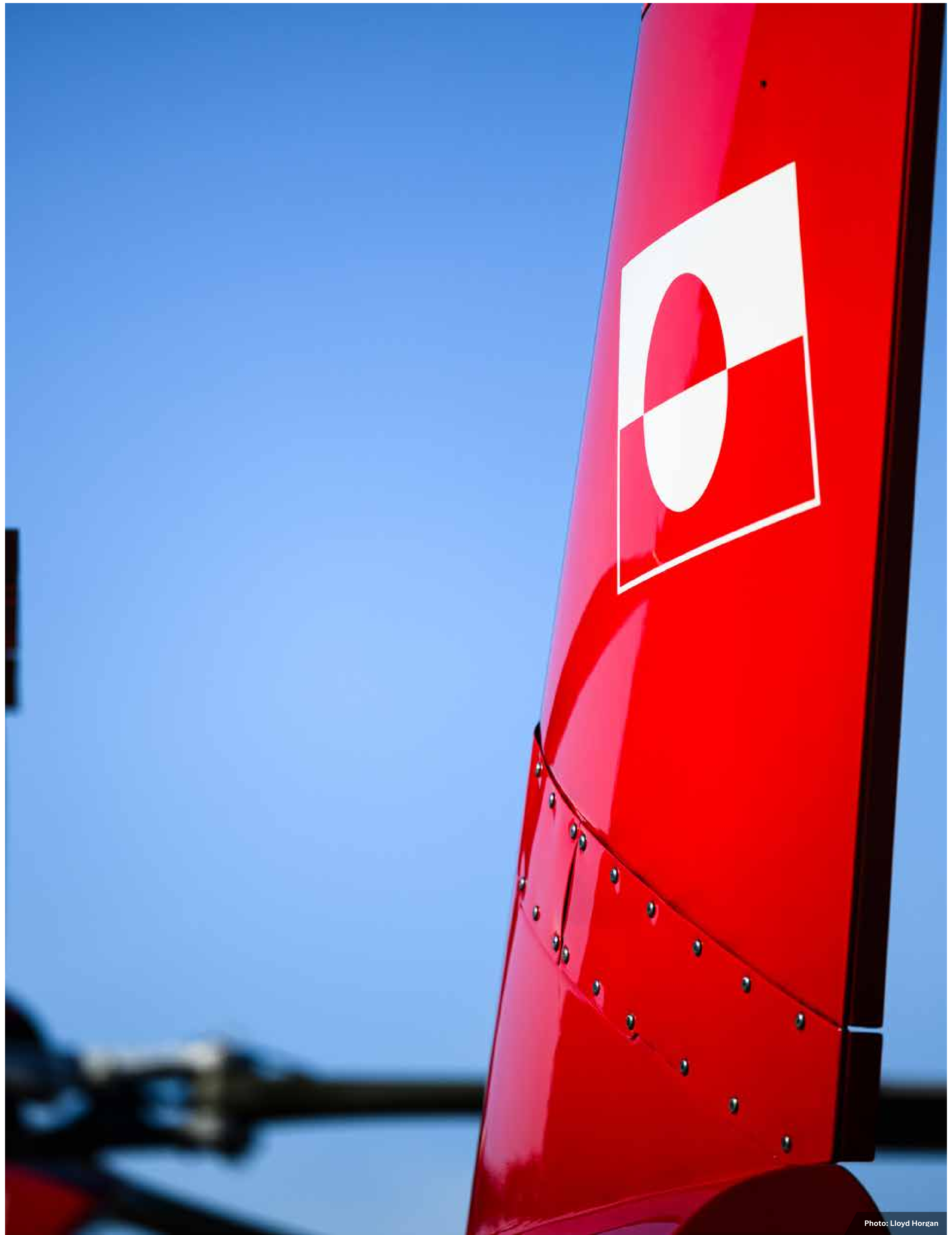
Capital Structure

In line with increasing investments, the Group's net debt has increased as planned by DKK 75.3 million to a total of DKK 1,071.2 million. Air Greenland's dividend policy is based on a moderate risk profile, with one key metric being the ratio of earnings to net debt. Earnings in 2025 would have needed to increase by DKK 257.6 million to meet this specific target.

Cash flow from operations is the second key metric in the dividend policy. This was recorded at DKK 166.1 million, which is DKK 208.8 million below the target level of 35% of net interest-bearing debt. This higher risk profile has been accepted by the Board of Directors for a transitional period. It is a consequence of historical underinvestment, particularly in the aircraft fleet, combined with capital expenditures necessitated by the transformation of the infrastructure. With significant investments expected to continue for a short period due to the infrastructure changes, there is an ambition to increase earnings to ensure a moderate risk profile in the long term.





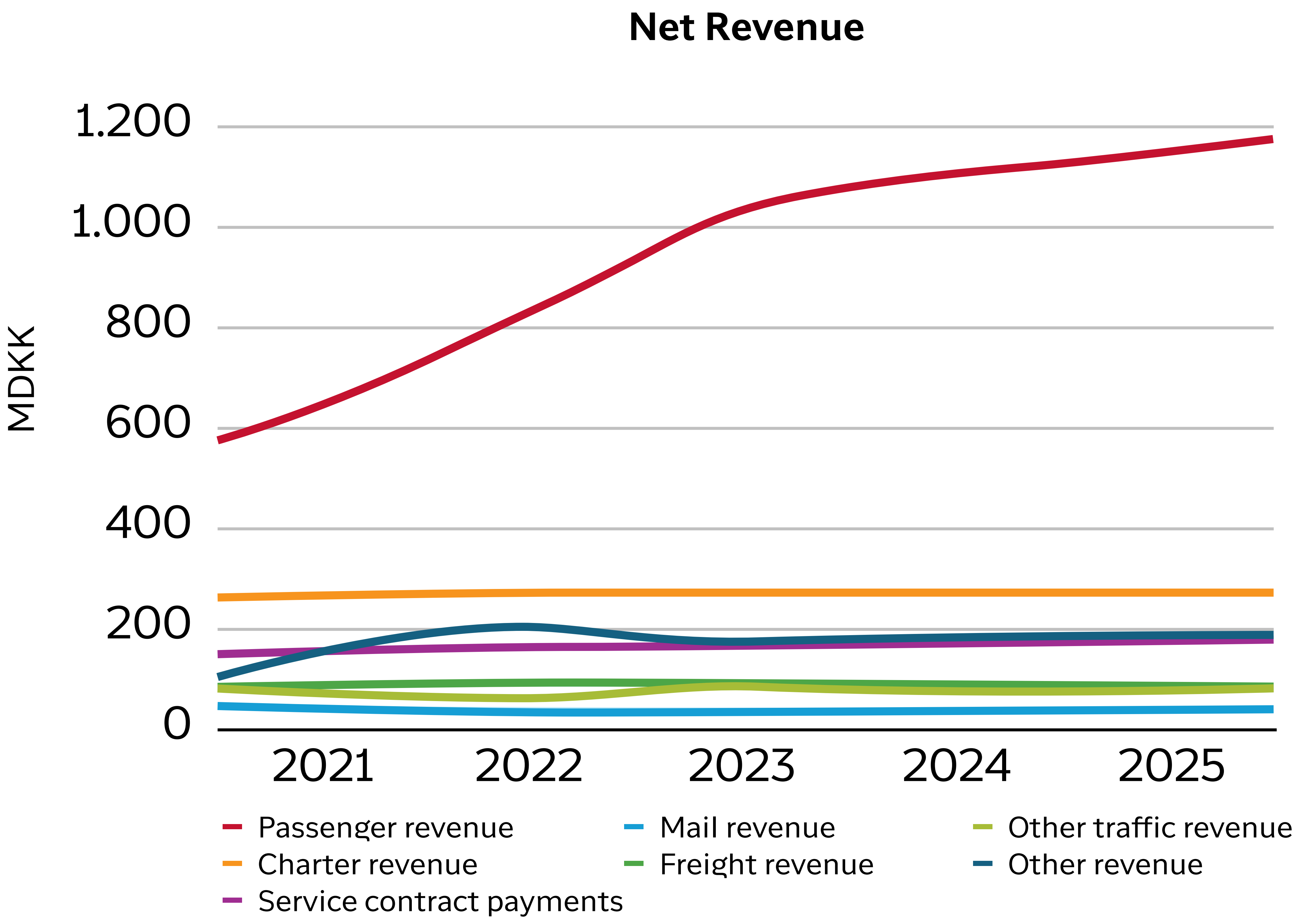


Air Greenland operations

Air Greenland operates flights in, to, and from Greenland, utilizing its diversified fleet to handle various market needs. In addition to scheduled flights from Denmark (Copenhagen, Billund, and Aalborg), Iceland (Keflavik), and Canada (Iqaluit), the company operates a route network serving Greenland's 13 airports and 45 heliports. This network ensures that passengers, cargo, and mail reach their destinations as quickly as possible, even when challenged by the weather.

Furthermore, the company handles extensive specialized tasks, including charter assignments, long-line sling operations, heli-skiing, medical evacuations (medevac), Search and Rescue (SAR), and other transport tasks on both an ad hoc and long-term contract basis.

These diverse tasks require a complex organization, fleet, and regulatory framework, resulting in Air Greenland holding one of the most complex Air Operator Certificates (AOC) in Europe. In a country like Greenland, these various services are essential; however, individual business areas often lack sufficient activity to be independently profitable. It is only through the cross-utilization and sharing of fixed costs—such as operational buildings and administration—that the business as a whole achieves profitability and can offer these specialized operations on reasonable economic terms.



Activity and revenue
Revenue increased by 3.6%, primarily driven by higher passenger revenue. Revenue Passenger Kilometers (RPK) increased by 10%, despite a 13% decrease in the total number of passenger legs.

This is partly due to a decrease in domestic passengers following the hub relocation from Kangerlussuaq to Nuuk; passengers from Nuuk now avoid the previous transit flight to Kangerlussuaq, thereby reducing the total leg count. Conversely, the remaining domestic passengers are flying approximately 50% further than in 2024, which increases RPK alongside growth on international routes to Nuuk.

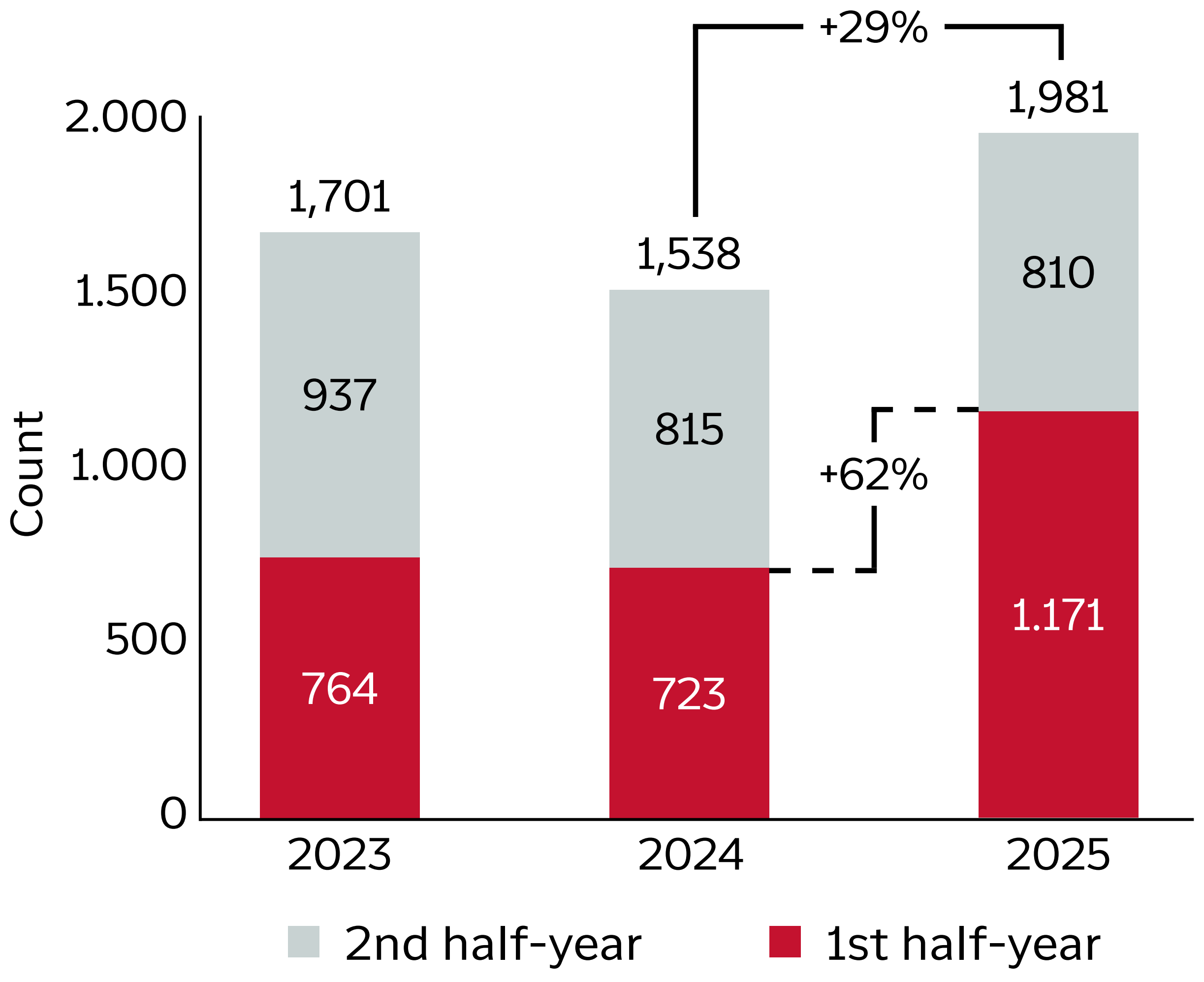
Cargo and mail activity declined, partly because direct flights to Nuuk have reduced domestic activity by making the Kangerlussuaq–Nuuk route unnecessary. Additionally, a significant decrease in the transport of fruit and vegetables to remote destinations was noted.

Charter activity and other revenue streams remain on par with previous years.

Operational stability and costs
2025 was another operationally challenging year for Air Greenland. Start-up issues at Nuuk Airport, combined with exceptionally poor weather—particularly in the first half of the year—were significant drivers of rising costs. Additionally, the increased production level led to substantially higher expenses.

Technical challenges also persisted in 2025. Notably, the earlier acquisition of an eighth Dash 8 aircraft helped reduce the number of Dash 8 cancellations due to technical issues by 9%. Unfortunately, weather-related Dash 8 cancellations increased by 29% for the full year, with a 62% increase in the first half of the year alone, confirming the extraordinary challenges faced during that period.

Weather-Related Dash 8 Cancellations



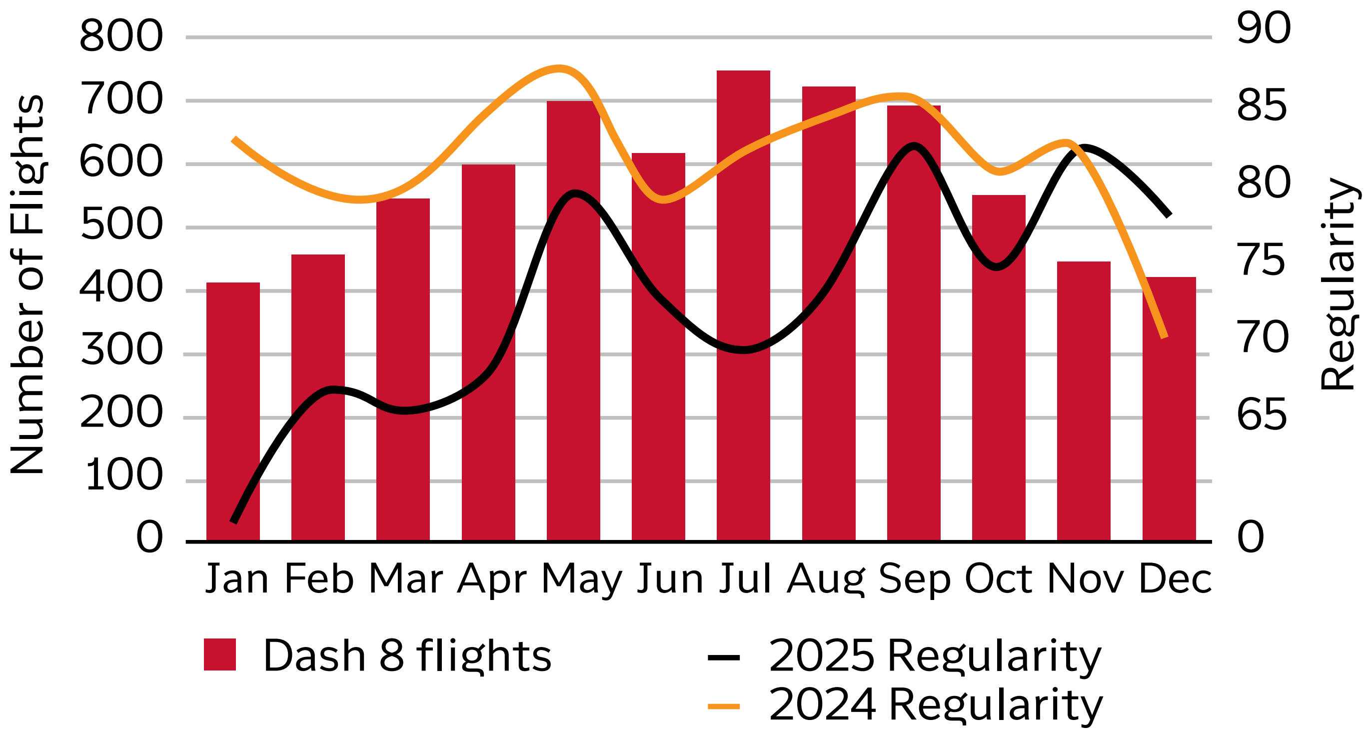
In contrast, the seven H155 helicopters utilized in the service contract areas have generally experienced fewer technical cancellations. A significant portion of this improvement is attributed to a better understanding of the aircraft type and the fact that spare parts inventory has been optimized based on experiences since its introduction. Due to limited backup capacity, there is a strong focus on avoiding technical downtime, as we are fully aware of the significant inconvenience this causes in the specific regions where these helicopters operate.

Regularity for Dash 8 flights was 73%, compared to 83% in previous years. However, regularity improved throughout the year, and by the fourth quarter, it was nearly on par with previous levels.

Overall regularity for jet departures ended at 90%, compared to 96% in previous years. Specifically, jet departures out of Nuuk were 90% in 2025, compared to 97% for departures from Kangerlussuaq in 2024. In total, 48 jet departures from Nuuk were canceled in 2025, compared to 7 departures from Kangerlussuaq in 2024.

These operational disruptions have a major impact on irregularity costs, which in 2025 increased by nearly 35% to over DKK 135 million, covering expenses incurred due to disruptions in passenger traffic. Particularly during periods of poor weather, Air Greenland has chosen to cover more expenses than required by law. This stems from a desire to ensure that passengers feel financially secure when flying with Air Greenland, meaning they do not have to personally cover meals and hotel costs during weather-related delays when away from their home town. Due to a lack of hotel capacity, particularly in Nuuk, there were several days where stranded guests had to be accommodated in facilities other than hotels, which is not an ideal situation.

Dash 8 flights and regularity throughout the year



Jet flights and regularity throughout the year

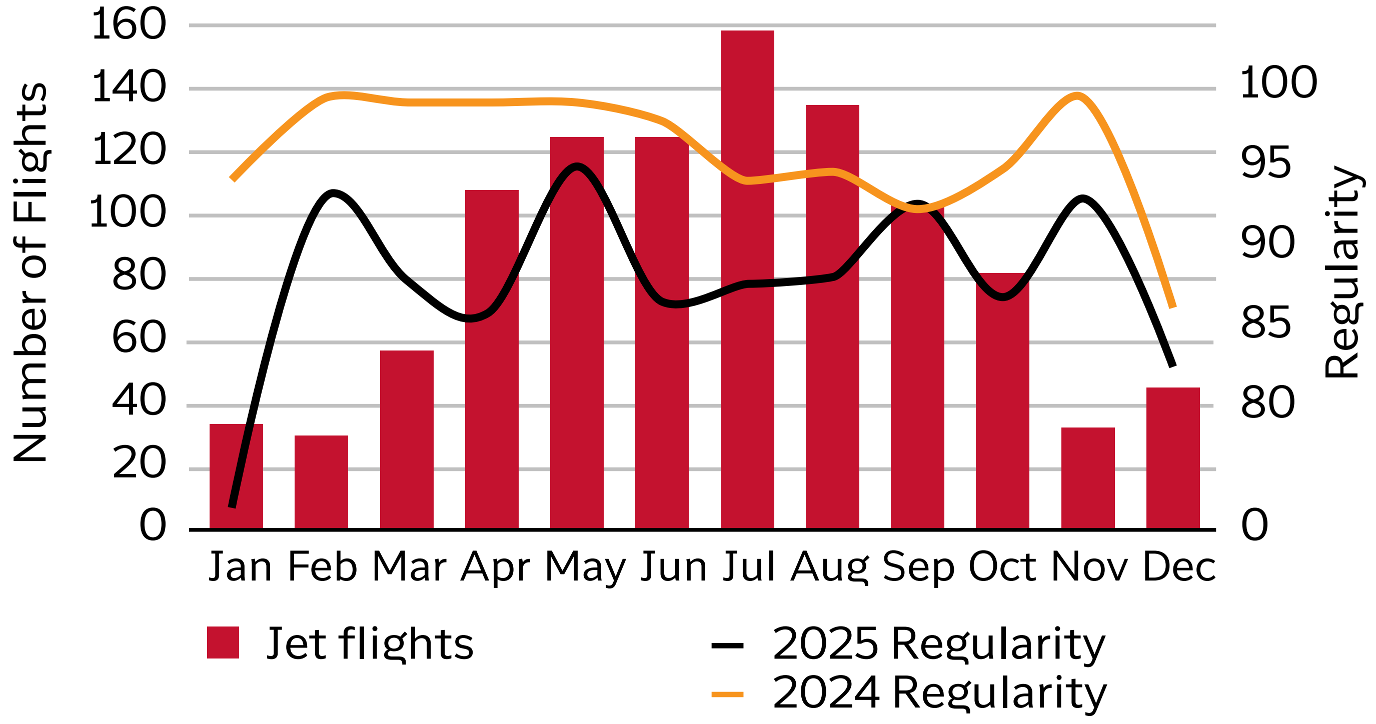


Photo: Bjarne Hjortborg

Investments

The need for investment continued in 2025, with capital expenditure primarily targeted at buildings considered critical for maintaining domestic flight operations. These investments are directly derived from the new runways in Nuuk, Qaqortoq, and Ilulissat. As of the end of 2025, the accumulated sum for these infrastructure-related investments reached DKK 390 million, with further investments of approximately DKK 85 million expected in 2026 and 2027.

Other investments in 2025 totaled DKK 87.8 million, covering the replacement of aircraft components and IT investments, as well as an increased ownership stake in Norlandair.

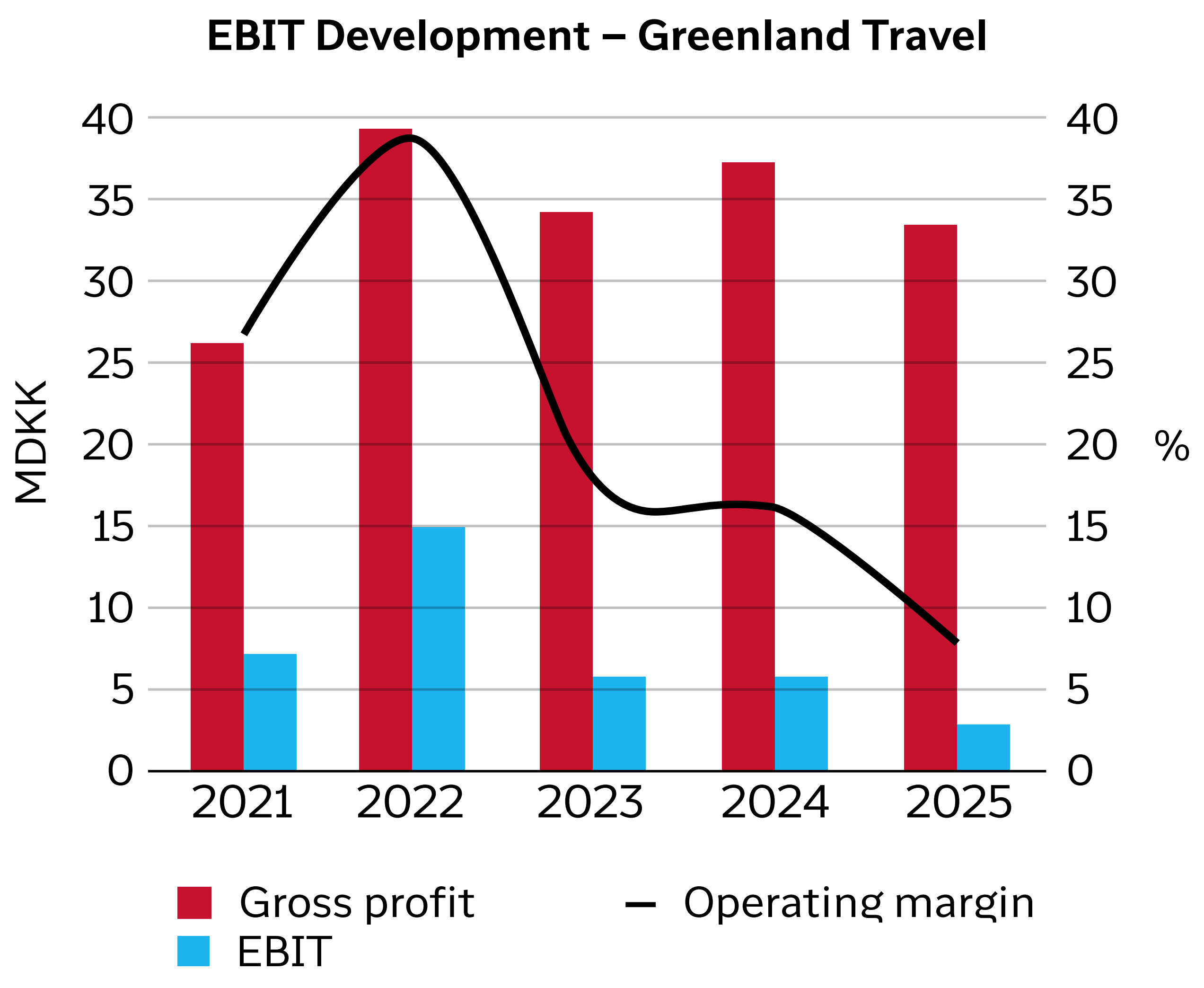
Greenland Travel

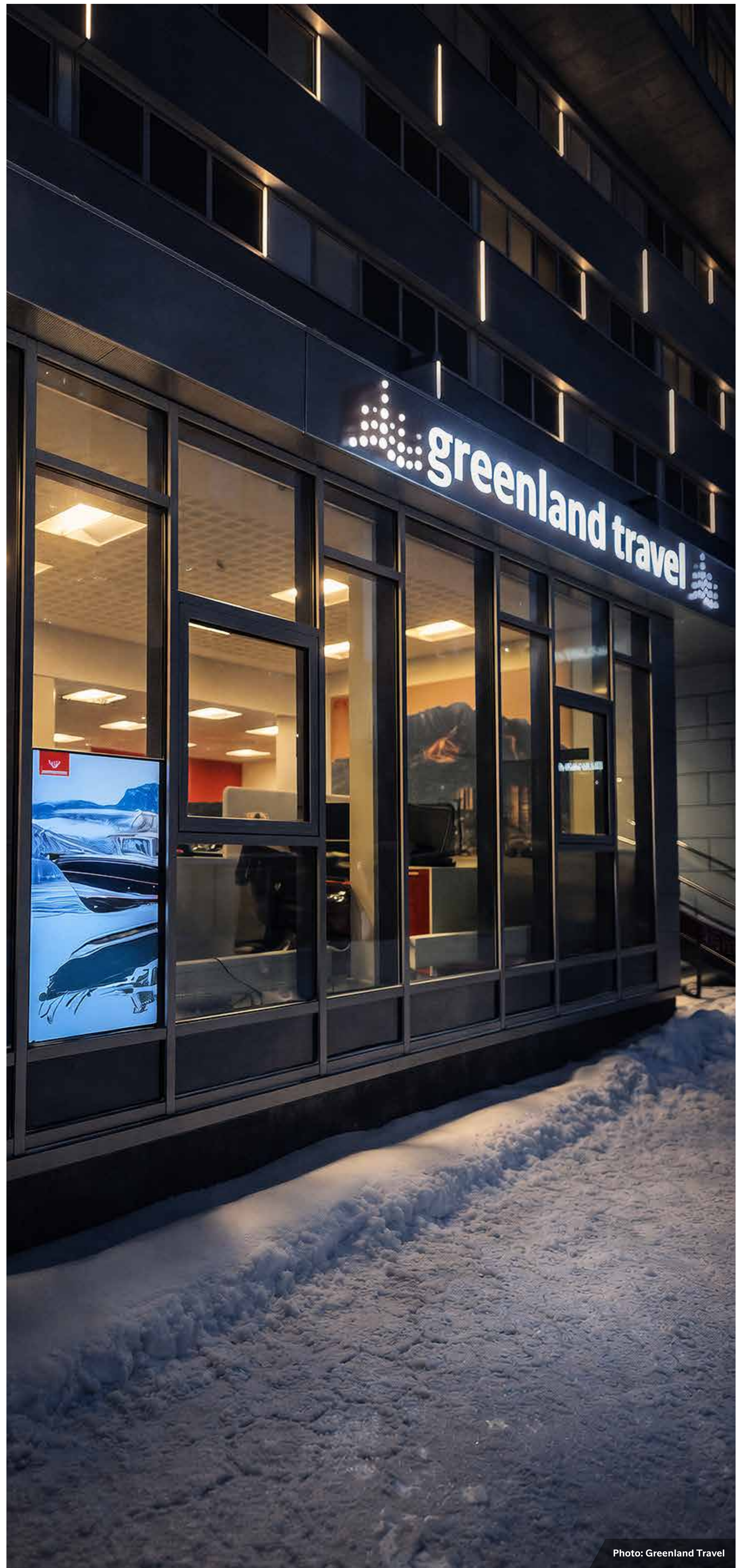
Greenland Travel is the Air Greenland Group's largest agent and Greenland's largest travel agency. Its primary activities include sales and consultancy within business and leisure travel.

At the end of 2025, the company had a total of 52 employees based at the head office in Nuuk and sales offices in Copenhagen, Ilulissat, and Sisimiut.

Business travel
The business travel division manages the sale of travel services to public and private customers, primarily in Greenland and Denmark, and is based on long-term customer relationships and contracts. Sales and services are provided through personal assistance and increasingly via the self-service portal NAIA, which continues to see high demand. The increased use of digital solutions supports efficient service, improved accessibility, and the enforcement of customers' travel policies.

The business travel division delivered a satisfactory performance in 2025, despite significant operational disruptions in traffic execution within Greenland.





Tourism
The tourism division continues to see a high level of activity, supported by international demand for Greenland as a destination. Greenland Travel works purposefully to contribute to the expansion of the tourist season, including winter tourism, and to strengthen the visibility of locally anchored tourism products through the online platform Arctic Excursions.

Despite the high activity level, the tourism division did not perform as expected in 2025. This was primarily due to operational disruptions—particularly weather—and the implementation of Nuuk Airport as Greenland's new main hub, which resulted in an unusually high volume of refunds to travelers. These refunds are mandatory under the Package Travel and Linked Travel Arrangements Act (the "Package Travel Act").

The strategic goal of reaching more international guests was met in 2025, and this trend is expected to continue in 2026. This is positive, as the Danish market remains highly competitive. Consequently, Greenland Travel is strengthening its position as the preferred travel agency for trips to Greenland for both B2C and B2B customers.

Financial development
Greenland Travel continues to deliver solid gross profit and maintains healthy liquidity, but the result for the year is below the desired level. Focus is therefore directed toward improving earnings and cost-efficiency across the business, while maintaining and preferably strengthening the company's role within the Group's overall value chain.

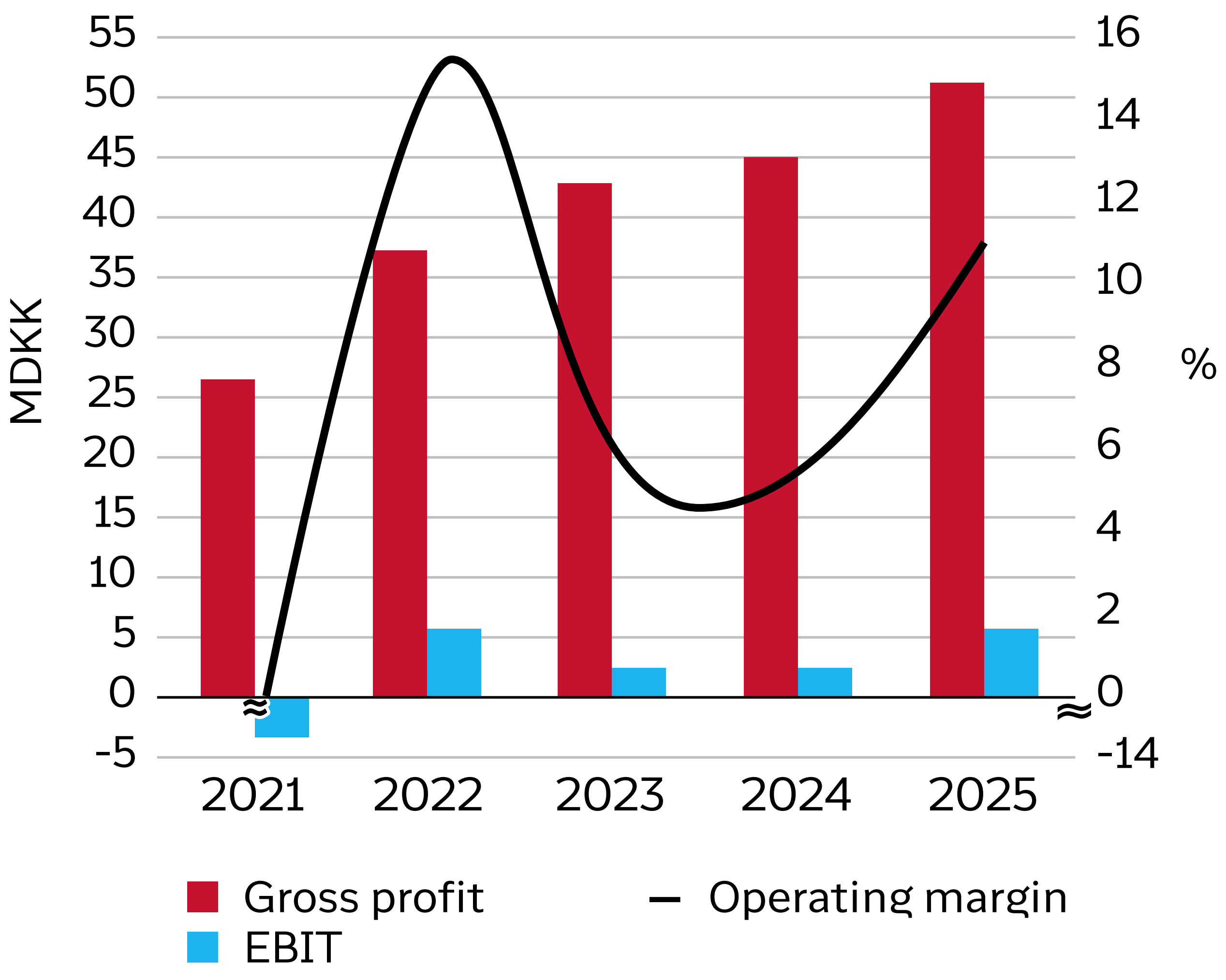
Management assesses that the company has a strong foundation for future value creation through continued digitalization, efficient operations, and close synergy with the Group's other activities.

Arctic Hospitality Corporation

The company was established in 2024 through the merger of two existing entities, Hotel Arctic A/S and World of Greenland A/S. Both Hotel Arctic and World of Greenland now operate as brands under the same corporate umbrella.

By the end of 2025, Arctic Hospitality Corporation had 75 full-time equivalent positions, with employees representing eight different nationalities.

EBIT Development
Arctic Hospitality Corporation



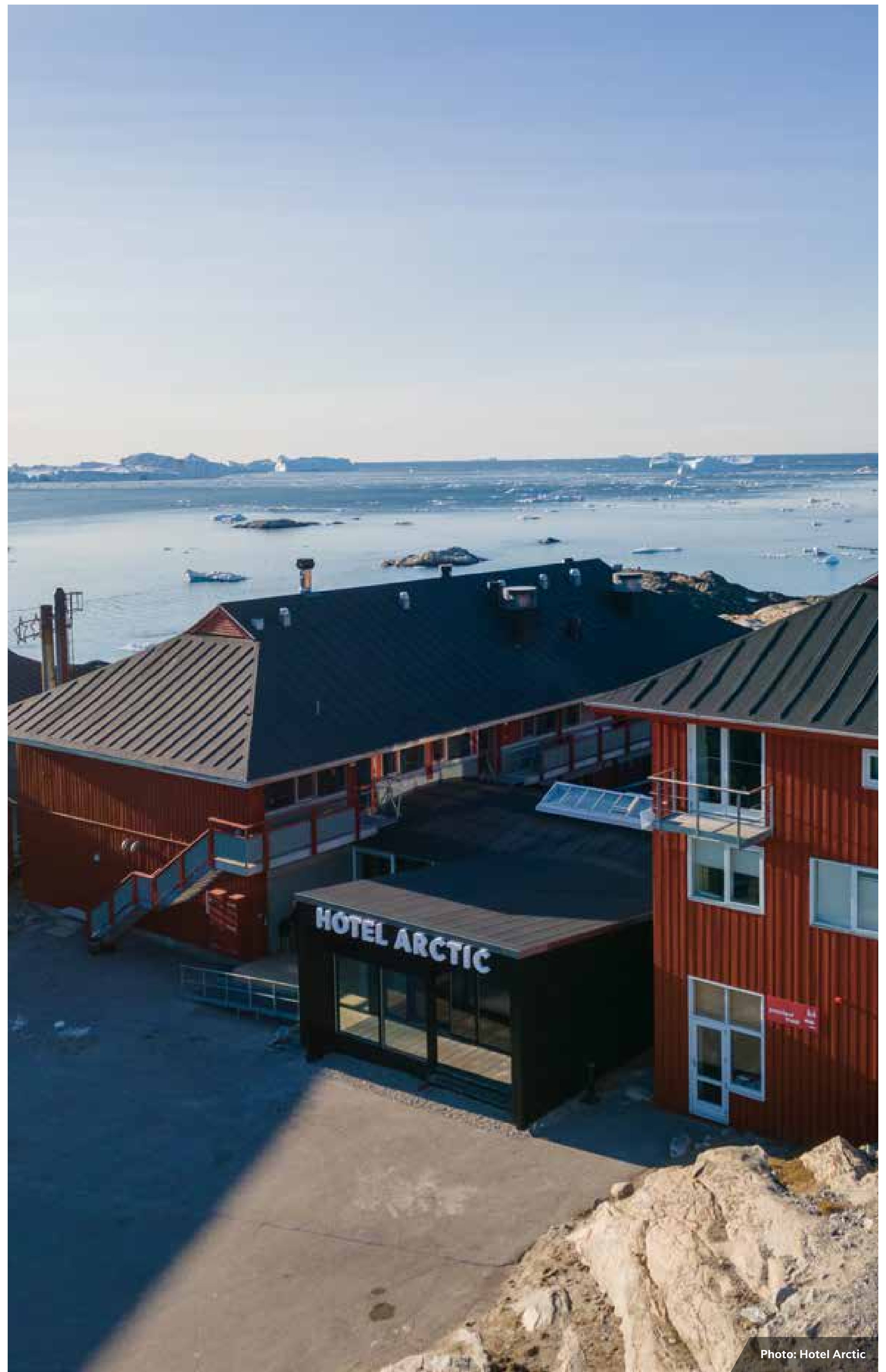


Photo: Hotel Arctic

Hotel Arctic

Hotel Arctic is a four-star Superior hotel and the only one in Greenland featuring a five-star conference center. It is located in Ilulissat, the primary tourist destination in Greenland. In 2025, the hotel offered 107 rooms and 220 beds. The guest distribution was as follows: 32% from Greenland, 32% from Denmark, and the remaining 36% from other international markets.

Due to its high standards, prime location, and excellent service, the hotel has maintained its position as one of Greenland's leading hotels. The hotel works continuously to enhance its service levels and facilities, with the ambition of meeting international top-tier standards.

Hotel Arctic prioritizes the employment and training of local labor, and the performance in this area for 2025 was considered satisfactory.

In 2025, the hotel achieved higher occupancy rates than in previous years, partly through the establishment of new sales agreements. In 2026, efforts will focus on improving capacity utilization outside the peak summer season.

Conference activity remained at a low level in 2025, as most conferences continue to be held in Nuuk. Ongoing initiatives are in place to change this trend, given that the conference facilities at Hotel Arctic are unique.

The "Nordlys" (Northern Lights) cabins associated with the hotel also provide a unique experience. In 2025, there was strong demand and very positive feedback for this product across all seasons.

The new Restaurant ULO and the cocktail bar on the hotel's first floor continue to deliver a very high standard. The concept is Fine Dining based exclusively on Greenlandic products, and the restaurant, which accommodates approximately 30 guests, continues to receive excellent feedback.

World of Greenland

World of Greenland is the business unit within the Group responsible for providing the customer's "reason-to-go." Based in Ilulissat, the unit focuses primarily on the sales, operation, and development of the company's lodges: Glacier Lodge Eqi, Ilimanaq Lodge, and Igloo Lodge, as well as tours and excursions around Ilulissat.

Igloo Lodge, which opened in 2019, is a product that has significantly strengthened the "reason-to-go" outside the high season. Located in the backcountry of Ilulissat, it offers guests an authentic Greenlandic winter experience. Customer feedback has been extraordinary, and the lodge saw growth again in 2025. Unfortunately, the lodge was destroyed by fire in September 2025. Reconstruction is underway, but it was not possible to have the lodge ready for the 2026 winter season; it is now expected to reopen in January 2027.

Ilimanaq Lodge faced specific logistical challenges in 2025. These are now expected to be resolved, and the lodge is anticipated to return to satisfactory occupancy and activity levels in 2026.

Glacier Lodge Eqi remains the most visited lodge. Located between 2 and 3.5 hours by boat north of Ilulissat, it offers direct views of the Eqip Sermia glacier. In 2025, the lodge was expanded with improved restaurant facilities to accommodate the high number of guests. Continued growth in visitor numbers is expected for 2026. Challenges regarding energy supply in Eqi persist, and sustainable solutions are currently being explored. Plans are in place to establish a new pier in 2026 to improve the guest experience during embarkation and disembarkation.

In 2024, the supplier market in Ilulissat was assessed as mature enough to deliver high-quality experiences. Consequently, World of Greenland refrained from producing these services itself in Ilulissat during 2025. Excursions are still offered in connection with lodge stays, utilizing external local suppliers whenever possible. While this shift had a negative impact on short-term revenue and earnings, the long-term expectation is that it will contribute to a better and more diverse local offering of tourist experiences.

Photo: Jürgen Metz

Norlandair

Norlandair is an Icelandic associate company, in which Air Greenland holds a 41.5% ownership stake. In 2025, this ownership share was increased in connection with the acquisition of a competing business, which required additional capital.

Headquartered in Akureyri, Iceland, the company operates charter services in both East and West Greenland, service contracts between Akureyri and Nerlerit Inat for the Government of Greenland, service contracts and ambulance flights in Iceland, as well as other charter operations within Iceland. These flights are conducted using Twin Otter and King Air aircraft.

The company remains the market-leading operator in Northern Iceland and has 47 full-time employees. Norlandair collaborates with Air Greenland on specialized charter operations in Greenland that require close coordination.

In 2025, the company delivered improved and satisfactory earnings compared to 2024. This positive trend is expected to continue, as several opportunities for growth are identified, particularly within the Icelandic market.

EBIT Development Norlandair

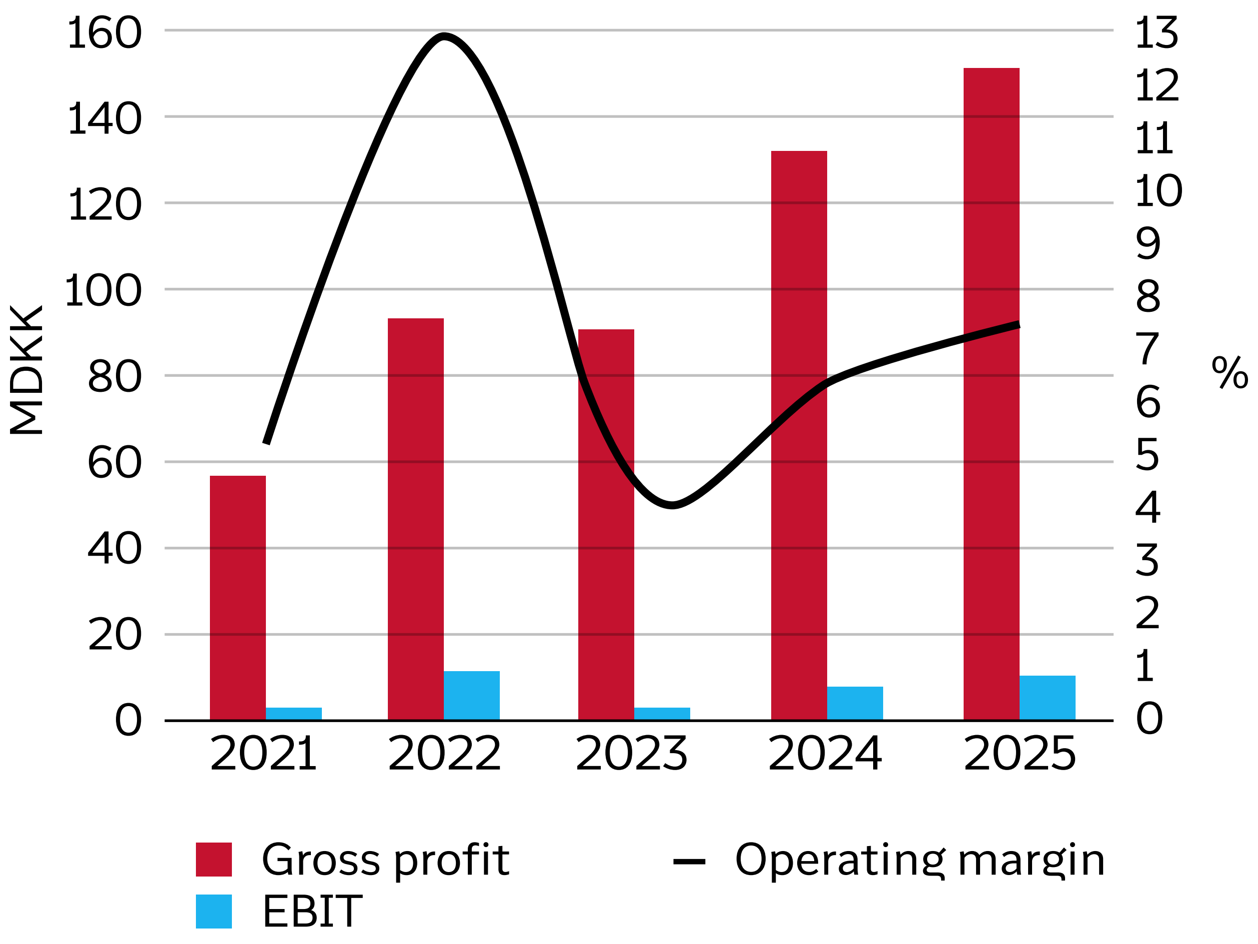


Photo: Nordlandair

Sustainability report

Air Greenland Group

Ukiumoortumik nalunaarut 2025

Photo: Visit Greenland

air greenland group

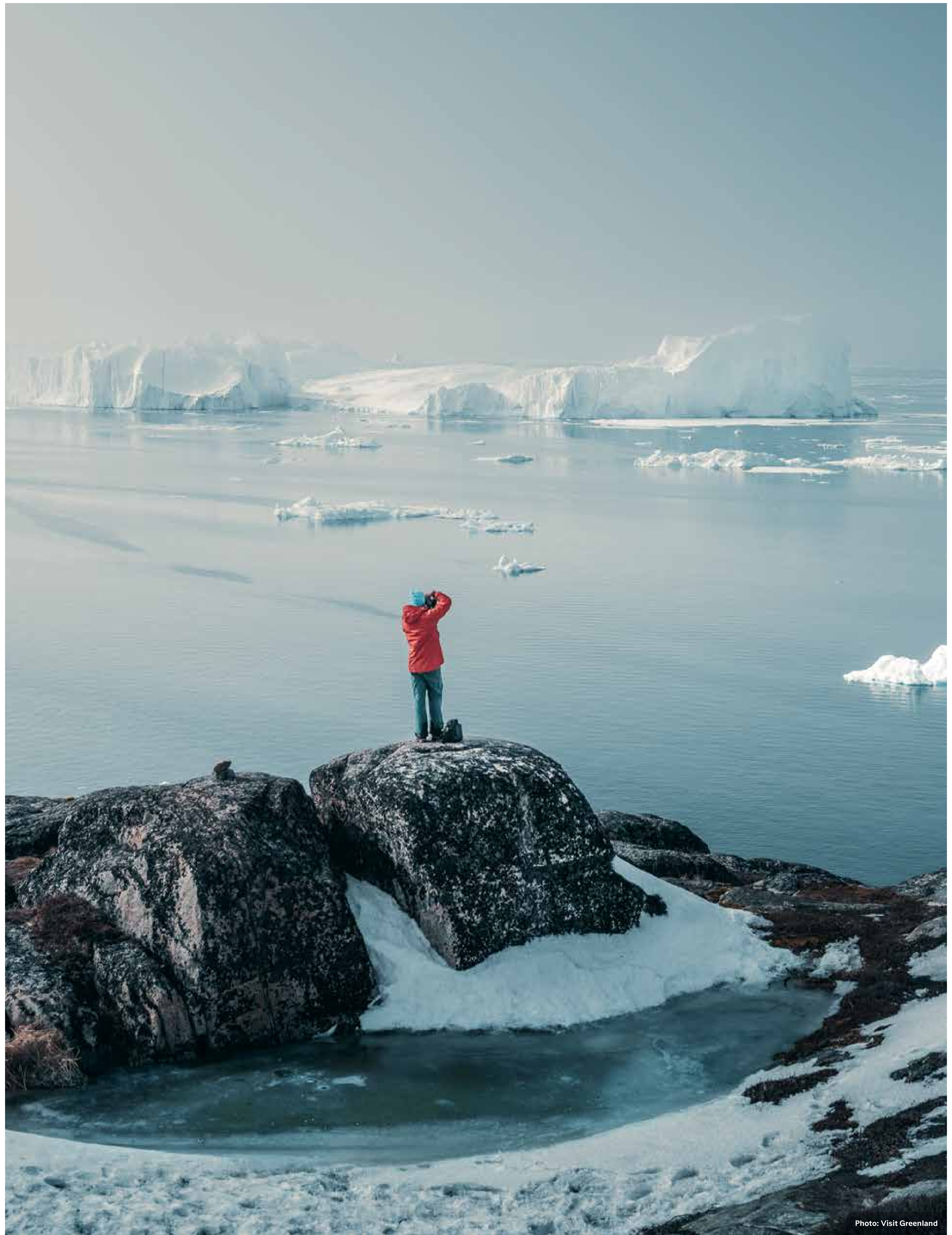


Photo: Visit Greenland

Introduction

2025 has been a year characterized by historical changes and significant operational challenges for the Air Greenland Group

2025 has been a year characterized by historical changes and significant operational challenges for the Air Greenland Group.

The relocation of the traffic hub from Kangerlussuaq to the newly opened international airport in Nuuk in November 2024 marked a major milestone in Greenland's aviation history. However, the commissioning of the first of three new airports in the aviation infrastructure has also brought about a series of challenges.

In addition to a general increase in irregularity nationwide due to weather conditions, operational challenges during the startup period at Nuuk Airport further contributed to delays and cancellations.

Slippery runway conditions, delays in security checks, fuel delivery challenges, and tightened airspace security restrictions collectively had a significant impact on regularity.

These combined operational hurdles have affected not only daily regularity but also the Group's overall operational stability.

The transition to the new international airport in Nuuk and the associated changes in traffic execution have tested the Group's resilience and adaptability. The elevated irregularity and extraordinary operational activities have had a direct impact on our ESG key performance indicators (KPIs), particularly within climate and employee well-being, where resource demands and operational complexity have been considerably higher than expected.

In 2026, we expect a stabilization of operations at Nuuk Airport, which will enable a renewed focus on punctuality and regularity. At the same time, the implementation of the new aviation infrastructure continues with the opening of two new airports: a regional airport in Qaqortoq and an international airport in Ilulissat.

The lessons learned from the implementation in Nuuk are being actively incorporated into planning and operational preparations to mitigate known risks through close dialogue with Greenland Airports, the operator of Greenland's airports.

The new infrastructure will naturally affect operations, but the goal is to ensure a robust transition to a flight schedule that supports the desire for better regularity, increased employee well-being, and a continued reduction of our carbon footprint.

About the report

This sustainability report covers the fiscal year from January 1 to December 31, 2025, for the Air Greenland Group.

The reporting encompasses the Air Greenland Group as a whole, including the subsidiaries Greenland Travel, Arctic Hospitality Corporation (Hotel Arctic & World of Greenland), and Norlandair, unless otherwise specifically stated.

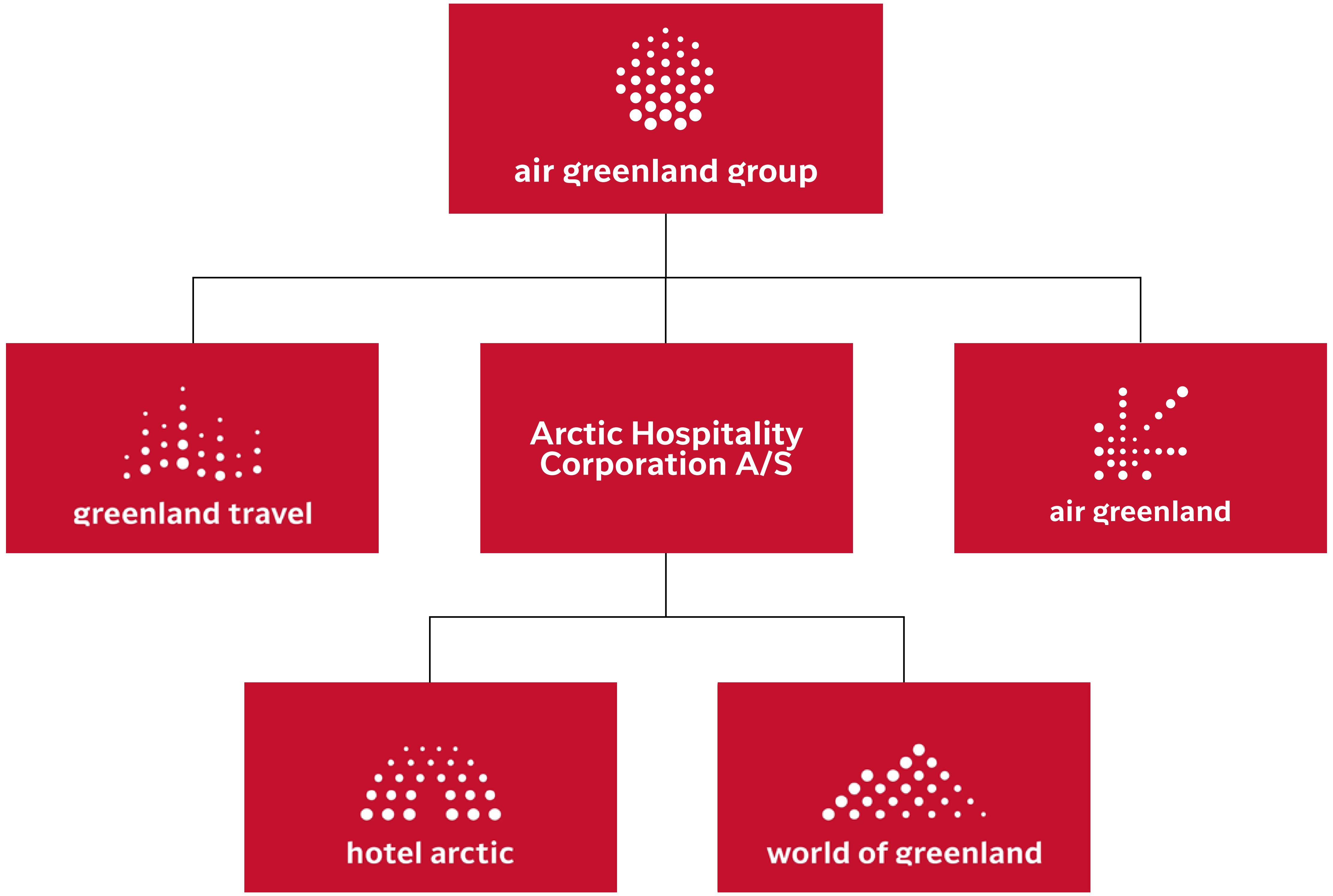
The report is based on the provisions of the Danish Financial Statements Act, section 99a, and the Government of Greenland's (Naalakkersuisut) management document according to the ownership policy of March 28, 2023. This policy expresses an expectation to use the EU's Corporate Sustainability Reporting Directive (CSRD) as a reference framework.

The reporting structure is developed with inspiration from the European Sustainability Reporting Standards (ESRS) and the voluntary standard for SMEs (VSME) to ensure relevant data points. This sustainability report is based on an updated Double Materiality Assessment (DMA) conducted in the autumn of 2025.

The DMA forms the foundation for our sustainability reporting, ensuring that the Group, for the first time, reports systematically and in a data-driven manner on the issues that matter most to both the world around us and our business, as well as how we practically manage our material impacts.

The reporting focuses on strategic ESG key performance indicators (KPIs), statutory statements, and financially material matters.

For further information regarding the Group's broader social engagement, qualitative cases, and detailed descriptions of local initiatives, please refer to Air Greenland's Impact Report 2025, which will be published later in 2026.



Materiality and relevance

In the autumn of 2024, the Air Greenland Group conducted an update of its Double Materiality Assessment (DMA) based on the EU's Corporate Sustainability Reporting Directive (CSRD). The objective was to identify specific environmental, social, and governance factors that constitute material risks or business opportunities for the Group.

The materiality assessment is based on the two dimensions defined by the CSRD:

1. **Impact materiality:**
   The Group's actual or potential positive and negative impacts on people and the environment over the short, medium, and long term.

2. **Financial materiality:**
   Financial risks and opportunities that have, or could have, a material influence on the Group's cash flows, development, and financial position.

The methodology followed a structured process facilitated by external advisors. This included mapping the value chain, identifying a "gross list" of impacts, risks, and opportunities (IROs), and performing objective scoring based on severity, scale, irremediability, and likelihood.

This update builds upon the process established in 2024, which included interviews and workshops where sustainability areas were assessed on a 5-point scale for impact and financial significance, characterized by IRO (Impact, Risk, and Opportunity).

Furthermore, the 2025 update expanded stakeholder engagement in the materiality assessment. This year's process included interviews with customers, suppliers, NGOs, and the owner, as well as four internal workshops focusing on E, S, G, and financial materiality, followed by an internal validation meeting.

Stakeholder input particularly confirms the materiality of critical infrastructure, security of supply, and climate impact.

The DMA identifies 8 out of 10 ESRS standards as material for Air Greenland, with a specific focus on E1 Climate Change, S1 Own Workforce, and G1 Business Conduct.

The DMA results have been validated by the Executive Management and the Board of Directors.

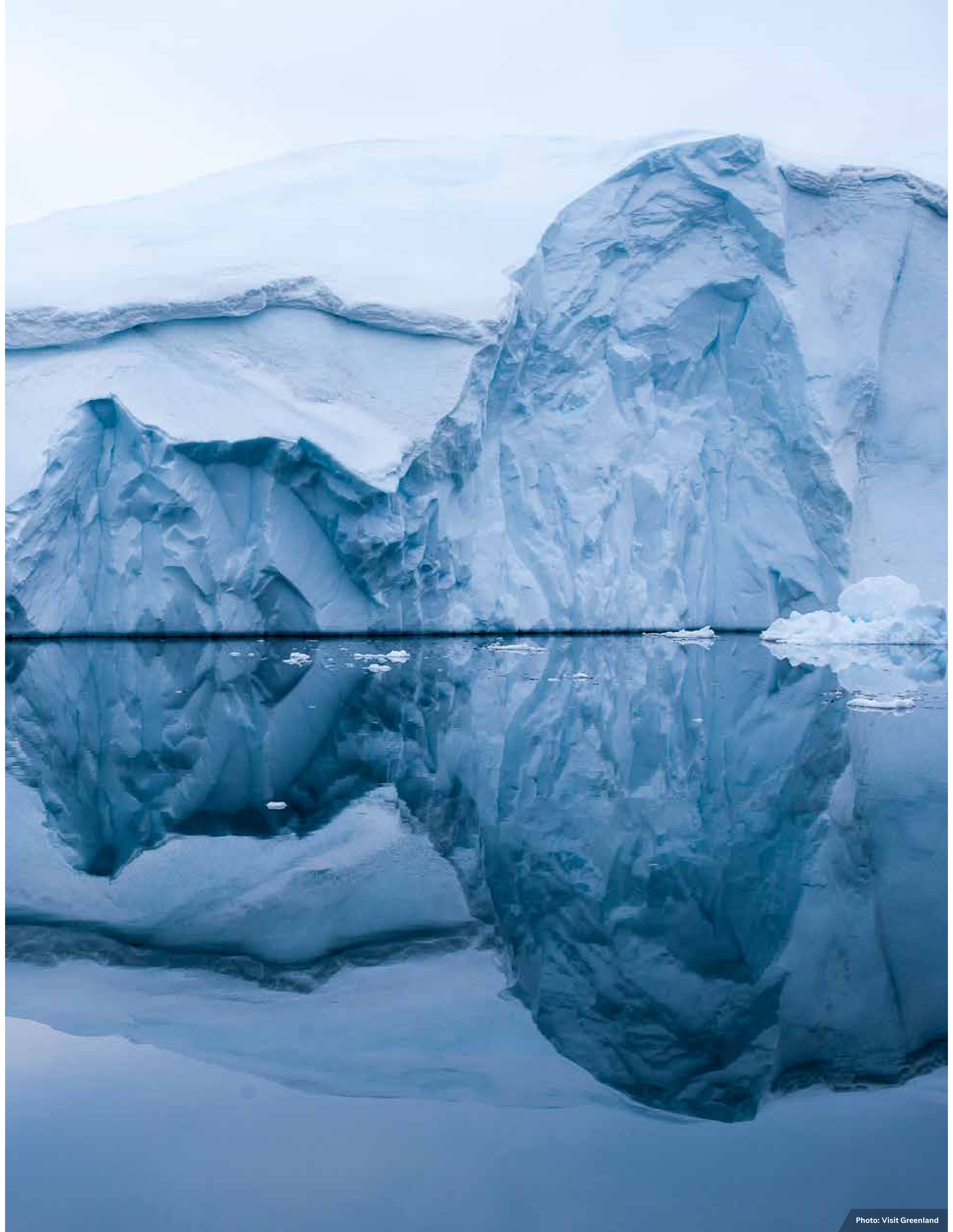


Photo: Visit Greenland

Environment and climate

Air Greenland's business model is primarily based on aviation, which is an emission-intensive industry. Our operations impact the global climate through greenhouse gas emissions, as well as the local environment through air pollution, noise, and waste.

Consequently, our double materiality assessment has identified esrs e1 – climate change, esrs e2 – pollution, and esrs e5 – resource use and circular economy as material topics.

4.1 Material topics and sub-topics

ESRS E1 – Climate change
Climate change is the group's most significant environmental topic. Under esrs e1, it is divided into three sub-topics: climate change adaptation, climate change mitigation, and energy. Our double materiality assessment identifies all three areas as material.

Climate change adaptation constitutes a financially material topic for Air Greenland, as changing weather patterns and extreme conditions increase the risk of operational disruptions and irregularity. This leads to financial risks in the form of increased costs for accommodation, compensation, and extra flights.

Simultaneously, a financial opportunity arises: by utilizing advanced weather data and improving collaboration with suppliers, Air Greenland can adapt operations to climate risks, complete more flights, and increase earnings.

Climate change mitigation is both impact-material and financially material. The group's greenhouse gas emissions have a negative impact on the climate, and rising co^2 taxes and stricter climate regulations increase operating costs.

However, Air Greenland has already taken key steps to reduce its carbon footprint through a targeted fleet upgrade, modernizing both jet and helicopter operations with a focus on fuel efficiency. The turboprop operation is more dependent on investments in longer runways.

Meanwhile, investments in sustainable aviation fuel (SAF) represent a financial opportunity by reducing dependence on volatile fossil fuel prices and strengthening the company's reputation as a responsible actor.

Energy is both impact-material and financially material for Air Greenland. Flight operations have high energy consumption and are heavily dependent on fossil fuels.

Requirements for increased use of cleaner fuels and the energy transition increase financial risks for Air Greenland, as they necessitate investments in fleet upgrades and infrastructure adaptation.

ESRS E2 – Pollution
Pollution is assessed as a material environmental topic due to negative impacts on the local environment around airports. Esrs e2 is divided into six sub-topics, three of which are assessed as material for Air Greenland: air pollution, water pollution, and microplastics.

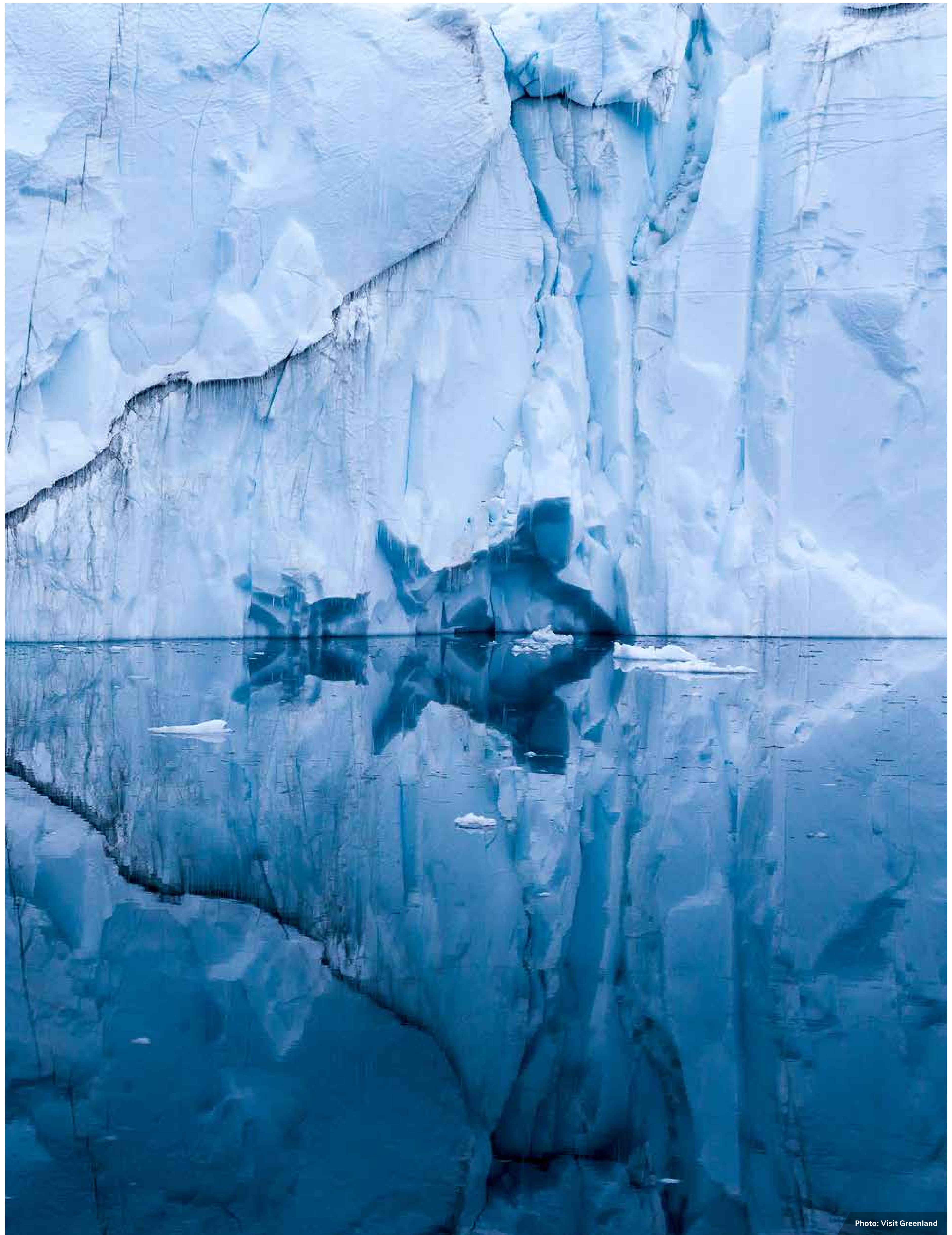


Photo: Visit Greenland

air greenland group

Photo: Artëm Tchaikovski

Air pollution is a material topic as the group's flight operations and ground handling result in local emissions of particulates (nox, pm and so_2) from fuel combustion..

Water pollution is a material topic in our value chain due to the use of de-icing fluids and other chemicals required for safe operations in an arctic climate.

Although drinking water reservoirs are typically protected through environmental impact assessments (EIA), a risk of runoff and seepage into surrounding natural and aquatic environments has been identified if the collection and handling of these substances are not sufficiently systematic.

Microplastics are a potentially material topic at certain airports, as wear from aircraft and vehicle tires can generate particles that may spread via wind and surface water.

ESRS E5 – resource use and circular economy

Circular economy is assessed as a material environmental topic due to the group's dependence on imported resources and the infrastructural challenges of waste management in greenland. Both sub-topics—resource inflows and resource outflows, as well as waste—are material for Air Greenland.

Resource inflows constitute an impact-material topic for Air Greenland's upstream value chain, as operations depend on significant resources for maintenance, including spare parts containing critical raw materials such as aluminum and titanium.

This creates a significant financial risk for supply chain disruptions and spare part shortages, which can threaten operational stability and increase maintenance costs.

Resource outflows regarding products and services are a material sub-topic where inefficient equipment management and lack of timely replacement can lead to unplanned maintenance. This results in a negative impact through increased consumption of materials and man-hours, directly burdening operating finances.

Waste is an area where Air Greenland has a significant negative impact in the downstream value chain through the generation of catering and cabin waste, as well as waste from workshops and facilities in a society with limited recycling infrastructure. Challenges with local sorting mean that waste streams, including single-use plastics and electronics, often end up in incineration or landfills, necessitating an increased focus on responsible disposal and waste minimization.

4.2
Ambitions and policies related to environment and climate

Air Greenland has an ambition to reduce its climate and environmental footprint and contribute actively to sustainable development in greenland and the arctic, as well as the green transition of the aviation industry. Air Greenland's corporate social responsibility policy defines the group's environmental and climate ambitions.

The policy commits the group to actively reducing its carbon footprint through fleet renewal with fuel-efficient aircraft, the use of sustainable fuels, and resource optimization.

Air Greenland also sets environmental requirements for the value chain through the supplier code of conduct and the procurement policy, which integrates environmental criteria into tenders and contracts.

The group's environmental ambitions are supported by the following initiatives:

- **Investments in Sustainable Aviation Fuels (SAF)** - like the rest of the aviation industry, Air Greenland considers saf and synthetic fuels (e-fuels/ptx) as key instruments and a necessary part of the path to achieving the un climate goal of net-zero emissions by 2050.

  Since 2024, Air Greenland has followed the saf requirements applicable at copenhagen airport (cph) under the refueleu regulations. However, the company has been ahead of regulatory developments for several years.

  As early as 2022, Air Greenland agreed to purchase 5% saf for the atlantic route as part of the acquisition of the factory-new A330-800neo. In 2024, the company chose to take 1.5% SAF, exceeding the eu requirement of 1%.

  From 2025, Air Greenland has taken 2% saf in accordance with eu regulations. Furthermore, the company has chosen to calculate the saf share based on total annual fuel consumption—not just on the Copenhagen – Nuuk route.

Photo: Artëm Tchaikovski

- **Fleet renewal and technology** - in addition to purchasing SAF, Air Greenland has modernized its aircraft fleet since 2019 with a focus on fuel efficiency. Where possible, older aircraft types have been replaced with more fuel-efficient models, including the A330-800neo and newer helicopters with more efficient engines.

- **Fuel optimization in flight operations** - Air Greenland actively works to reduce fuel consumption in dash 8 operations through continuous improvements in flight behavior.

  Opportunities to replace these aircraft with more fuel-efficient models are limited, as the short runways in the domestic network place specific demands on aircraft performance.

  In October 2024, new operating practices were introduced where pilots use more fuel-efficient speeds on selected routes.
  This initiative aims to reduce total fuel consumption without affecting regularity and with only a marginal impact on total travel time.

- **Electrification of ground handling** - to reduce direct emissions from airport ground operations, a practice of continuously replacing diesel-powered and hybrid vehicles with electric forklifts and electric cars in ground handling has been implemented, significantly reducing fuel consumption for ground equipment.

IATA estimates that by 2050, 65% of all aviation fuel used globally must be SAF to achieve the net-zero emission target.

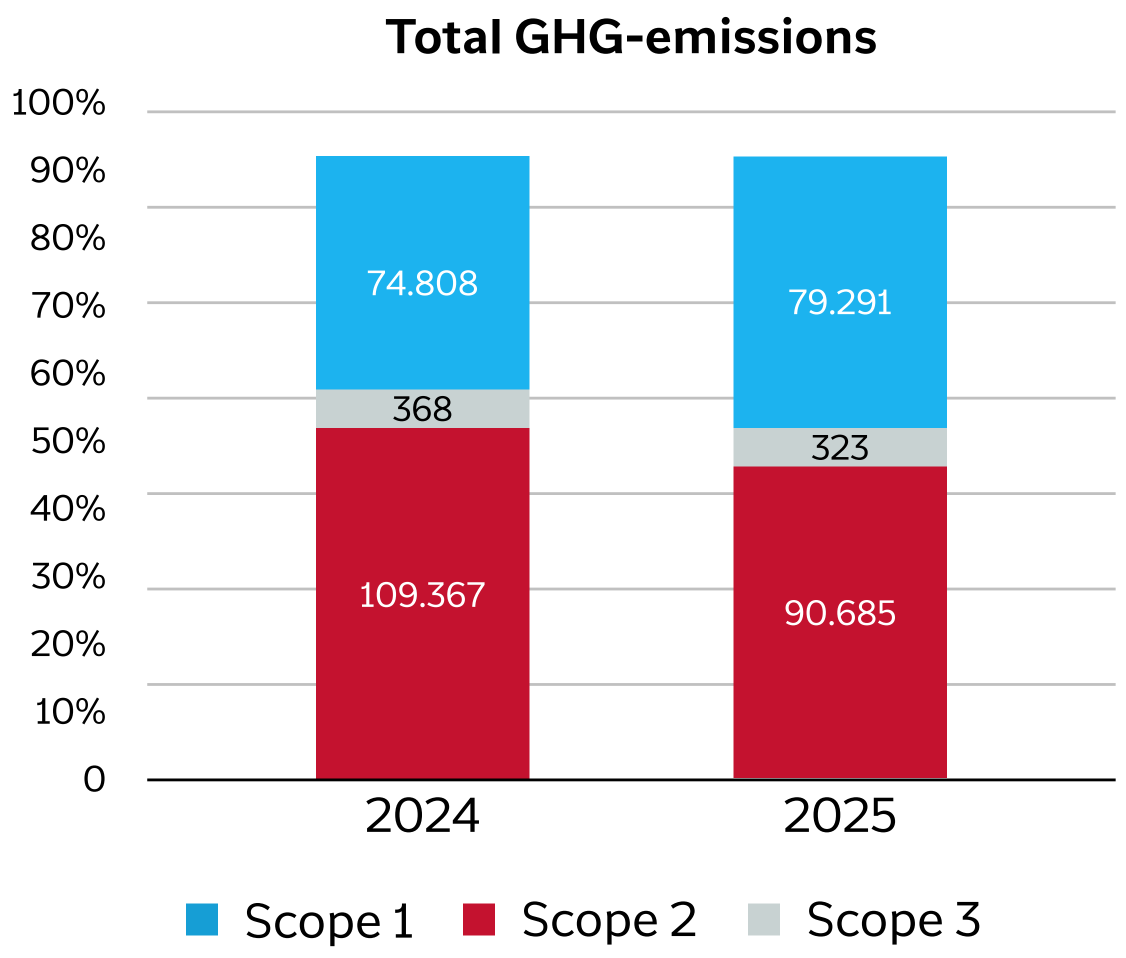
In Europe, the EU's ReFuelEU Aviation regulation has been adopted, mandating that all European airports and fuel suppliers blend at least 2% SAF into aviation fuel starting January 1, 2025. This requirement increases every five years to 6% in 2030, 20% in 2035, 34% in 2040, 42% in 2045, and 70% in 2050. Within these targets, PtX-based e-fuels must account for 1.2% in 2030, rising to 35% by 2050.

4.3 Targets and data related to environment and climate

ESRS E1 - Climate
To calculate the Air Greenland Group's CO^2 emissions, data collected for 2025 was entered into "Klimakompasset" (The Climate Compass), a digital tool that calculates Scope 1, 2, and 3 CO^2 emissions. These calculations were performed with assistance from an external expert to ensure the correct application of the tool.

In 2025, our ambition was to increase data transparency through more precise emission data, the collection of fuel consumption from maritime operations (boat trips), and improved CO^2 data from suppliers. While these initiatives were launched as intended, they have not yet been fully realized.

In 2026, work will begin on establishing concrete climate targets, with the ambition of making them fully SBTi-aligned, in accordance with the SBTi's aviation sector guidance. This guidance assists companies in developing 1.5°C-compatible reduction targets, as well as the temporary Interim 1.5°C Aviation Pathway.



ESRS E2 – Pollution
Air Greenland has currently not defined specific targets or data points for pollution, including particulate emissions to air and water, as well as microplastics.

ESRS E5 – Resource use and circular economy
Air Greenland has currently not defined specific targets or data points for resource use and circular economy, including resource inflows, resource outflows, and waste.

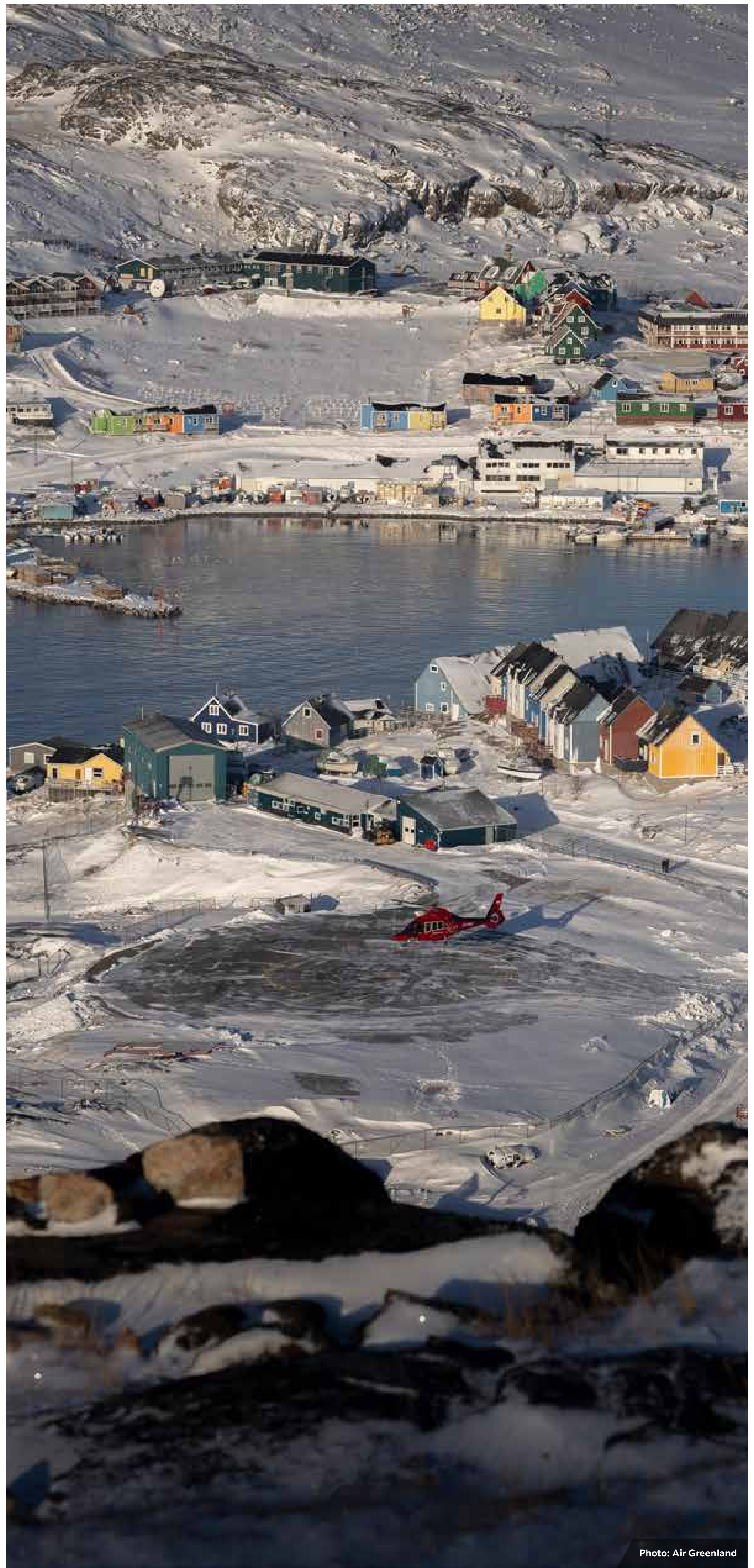


Photo: Air Greenland

Social matters

In our double materiality assessment, all four social ESRS standards were assessed as material.

In this chapter, we outline how Air Greenland (excluding subsidiaries) addresses the identified material impacts, risks, and opportunities related to our own workforce, workers in the value chain, affected communities, and consumers and end-users.

5.1 Material topics and sub-topics

ESRS S1 – Own workforce
In our double materiality assessment, all four social ESRS standards were assessed as material.

In this chapter, we outline how Air Greenland (excluding subsidiaries) addresses the identified material impacts, risks, and opportunities related to our own workforce, workers in the value chain, affected communities, and consumers and end-users.

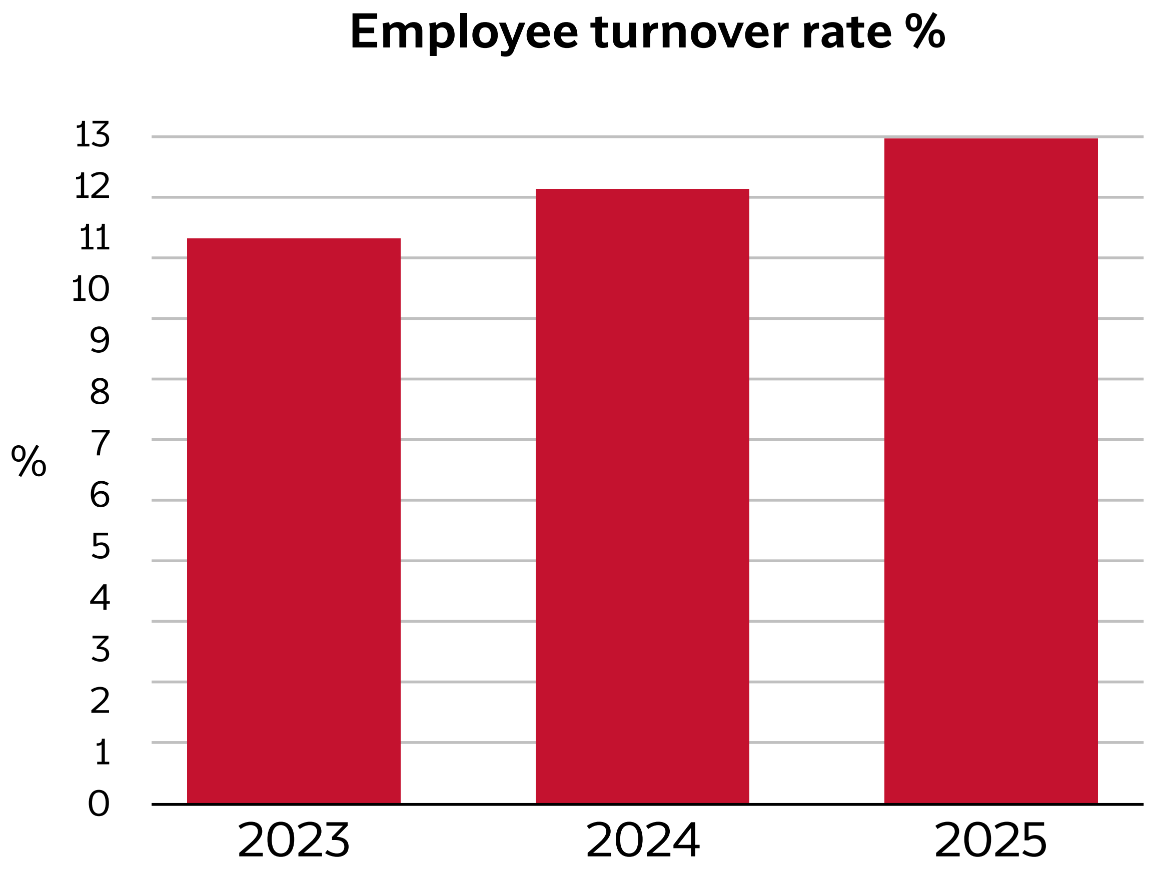
Working conditions constitute a material topic for Air Greenland, as stress and long working hours in operations have a negative impact on employee well-being while increasing financial risks; employee dissatisfaction or strikes can have significant financial consequences. The financial risk is highest for flight crews. However, Air Greenland follows an operational regulatory framework that sets rules for working hours and rest periods, which significantly reduces this risk.

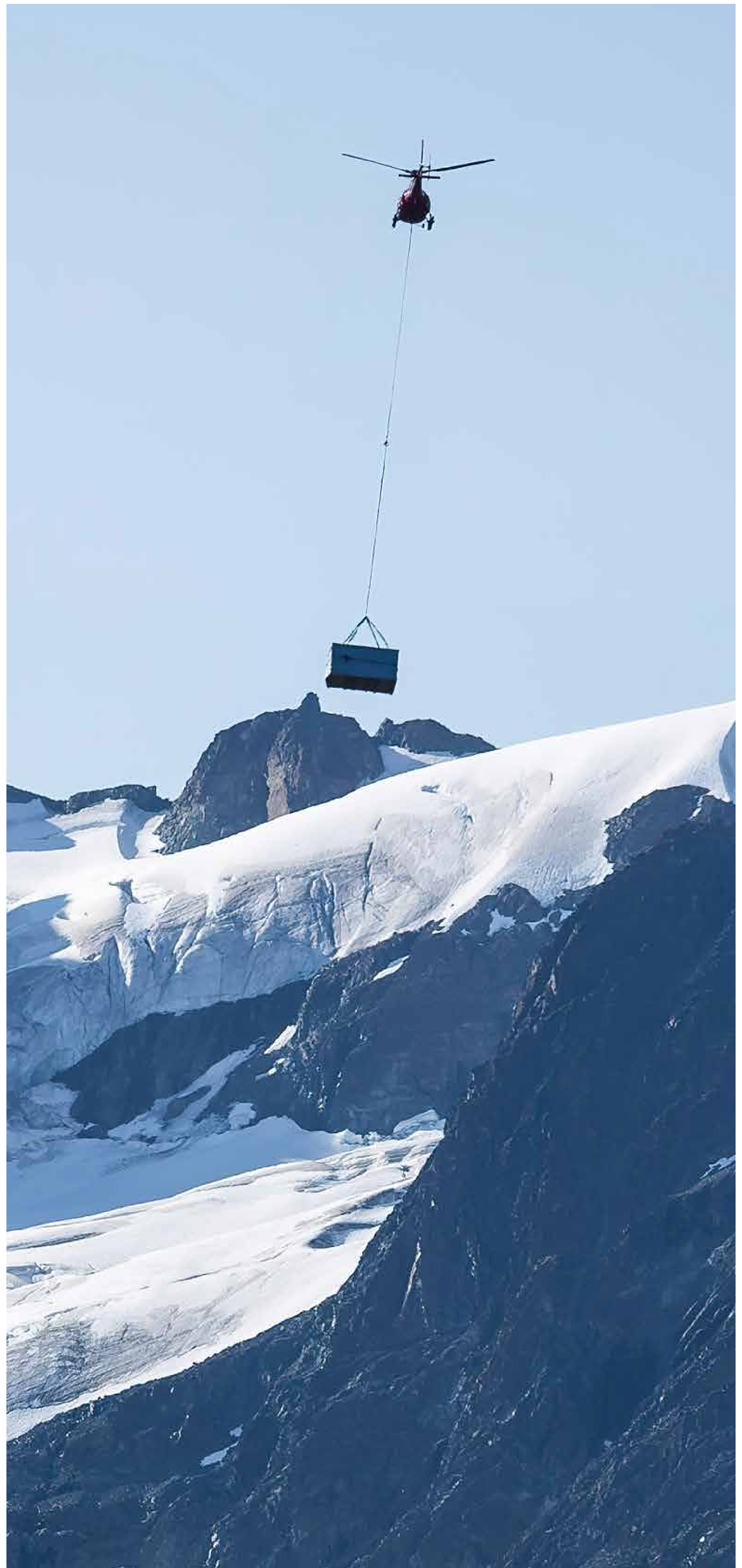
Health and safety is an impact-material sub-topic, as Air Greenland operates in an industry where employees may be exposed to various health and safety risks. Staff in maintenance roles may come into contact with hazardous substances and face occupational health and safety risks. Flight crews, loaders, and ramp personnel may experience challenges such as noise, atypical working hours, and the handling of emergencies.

Equal treatment and equal opportunity is both an impact-material and financially material sub-topic. We face challenges with gender balance as we operate in a traditionally male-dominated industry. Simultaneously, a shortage of qualified—including English-speaking—labor creates recruitment and retention challenges that can affect our growth and finances. However, an international recruitment focus presents a financial opportunity, as it allows us to attract new competencies, strengthen competitiveness, and improve operational performance.

Training and skills development is an area where Air Greenland has a positive impact through our targeted education and upskilling initiatives, which strengthen our employees' skills and support a robust, future-proof workforce.

Photo: Air Greenland





ESRS S2 – Workers in the value chain

Our double materiality assessment has identified workers in the value chain as a material topic, as there is a risk of negative impacts on those working in our upstream and downstream value chain. The DMA identifies potential negative impacts on working conditions, health and safety, and other work-related human rights.

Working conditions for workers in the value chain are a material sub-topic, as parts of Air Greenland's value chain include low-wage and seasonal migrant workers, where there is a risk of inadequate working conditions.

Health and safety also constitute a material sub-topic because workers in the value chain may be exposed to occupational health and safety risks such as noise, chemicals, machinery, and aircraft parts, particularly at airports. Irregular working hours and shift work can further lead to physical and psychological strain.

Other work-related human rights in the value chain are also an important sub-topic, as Air Greenland relies on several suppliers where the risk of breaches of international human rights standards lies outside our direct control. This emphasizes the need for robust due diligence and closer supplier monitoring.

ESRS S3 – Affected communities

Affected communities are a material topic for Air Greenland, as our activities generate significant positive social contributions, particularly through critical infrastructure, education, and local economic development. However, our activities can also lead to significant negative impacts on people and local communities, especially due to increased tourism.

ESRS S3 is divided into three areas: communities' economic, social, and cultural rights; communities' civil and political rights; and particular rights of indigenous peoples.

Communities' economic, social, and cultural rights constitute a material topic for Air Greenland because we play a crucial role in maintaining Greenland's connection to the outside world through transport, supplies, Search and Rescue (SAR), and medical evacuation missions (Medevac). Furthermore, we contribute positively to local communities through job creation, tourism development, collaboration with local suppliers, educational initiatives, and sponsorships. At the same time, there is a risk that we are linked to negative impacts, as increased tourism and aviation activity can place a strain on local infrastructure and the natural environment. Additionally, noise from aircraft and helicopter engines during takeoff and landing, as well as activities in terminal areas, affects nearby residential areas.

Particular rights of indigenous peoples are material because tourism activities and an increased presence in natural and coastal areas can negatively impact the traditional hunting, fishing, and lifestyles of indigenous residents.

ESRS S4 – Consumers and end-users

Air Greenland's activities can have negative impacts on consumers through safety, health, and service-related issues. At the same time, we play a vital role in ensuring security, inclusion, and the responsible management of the passenger experience in a challenging Arctic environment.

Information-related impacts are material because a lack of English-speaking personnel can cause frustration, confusion, and uncertainty among international passengers. This may result in passengers failing to understand their rights or lacking access to information intended to protect those rights.

Personal safety for consumers and end-users is a key sub-topic, as inadequate safety measures could compromise passenger security, both in relation to external threats and health and safety risks during flights. Simultaneously, Air Greenland makes a conscious choice to ensure passenger

Photo: Air Greenland

security during operational disruptions through extra service and compensation, which increases customer satisfaction but also raises our financial risk.

Social inclusion of consumers and/or end-users is material because Air Greenland maintains a strong focus on medical transfers and passengers with special needs.

5.2 Ambitions and policiesp

ESRS S1 – Own workforce
Air Greenland strives to ensure good, healthy, and safe working conditions for all employees.

Each year, an Employee Satisfaction Survey (ESS) is conducted, incorporating a Workplace Assessment (WPA). The ESS measures well-being and collaboration, while the WPA identifies factors affecting the physical and psychological working environment. Following the survey, management action plans are monitored to ensure that necessary improvements are implemented.

The Works Council (Samarbejdsudvalget) is a central forum for dialogue between management and employees. The council, which operates under a formalized set of procedures, consists of union representatives from each employee group as well as management representatives. It meets regularly to discuss collaboration, well-being, and occupational health and safety challenges, as well as to identify solutions.

Air Greenland also maintains an Occupational Health and Safety Policy, which describes both the health and safety organization (AMO) and the process for reporting industrial injuries. The AMO is the forum where managers and employees

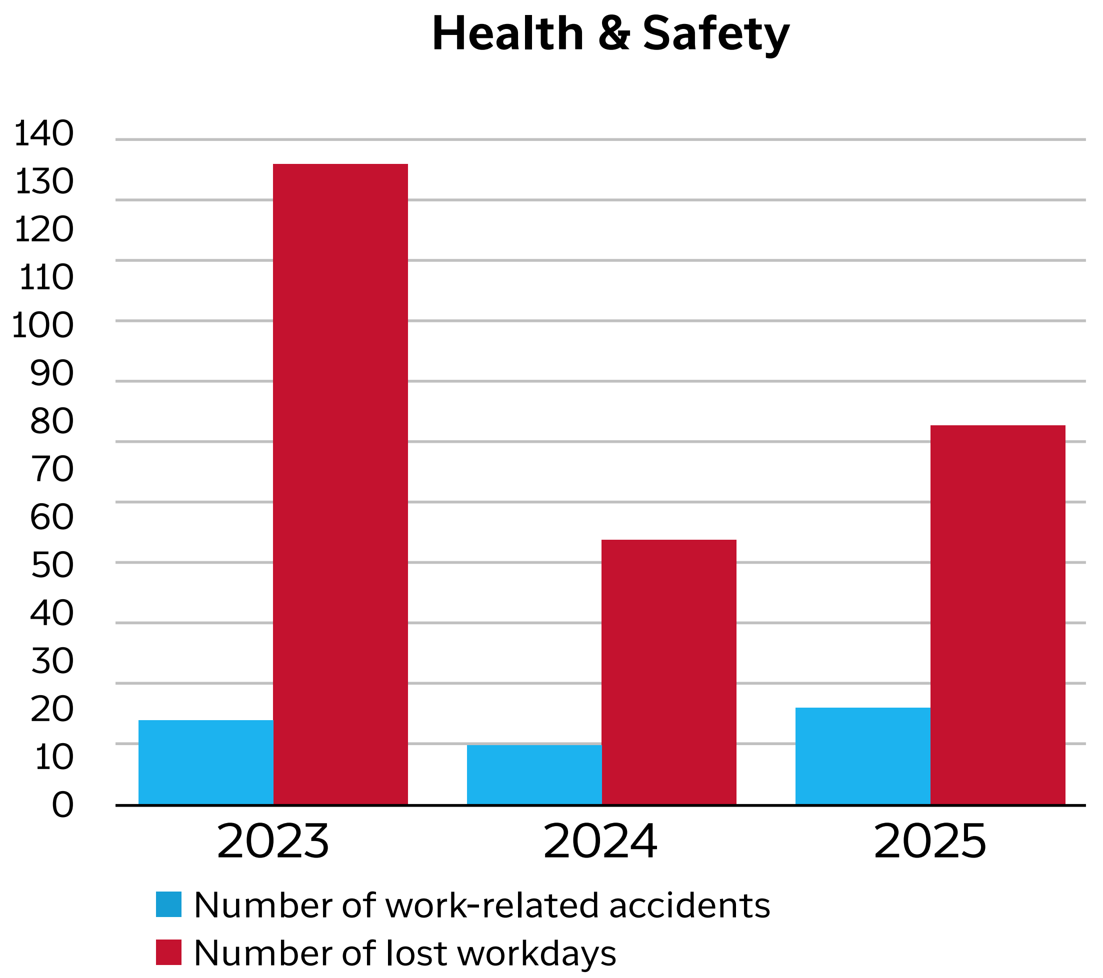
collaborate to develop and implement preventive health and safety activities, ensuring a continuous focus on safety and health.

The company also works actively to promote equal treatment and equal opportunity. Our Policy on Bullying, Cyberbullying, and Sexual Harassment prohibits all forms of discrimination and ensures a respectful working environment. The Disability Policy outlines our approach to supporting employees with functional impairments. As a concrete initiative, Air Greenland has introduced the Sunflower Lanyard to increase awareness of invisible disabilities and strengthen an inclusive culture.

Air Greenland's approach to education and upskilling is anchored in the company's Education Policy and Talent Development Policy. The Education Policy describes the annual Employee Development Interview (EDI) held with all staff, forming the basis for an individual development plan. The policy also stipulates that employees may enroll in internal courses. The Talent Development Policy outlines four talent tracks designed to develop selected employees for future key roles.

ESRS S2 – Workers in the value chain
Air Greenland has an ambition to help ensure responsible conditions for workers throughout our value chain.

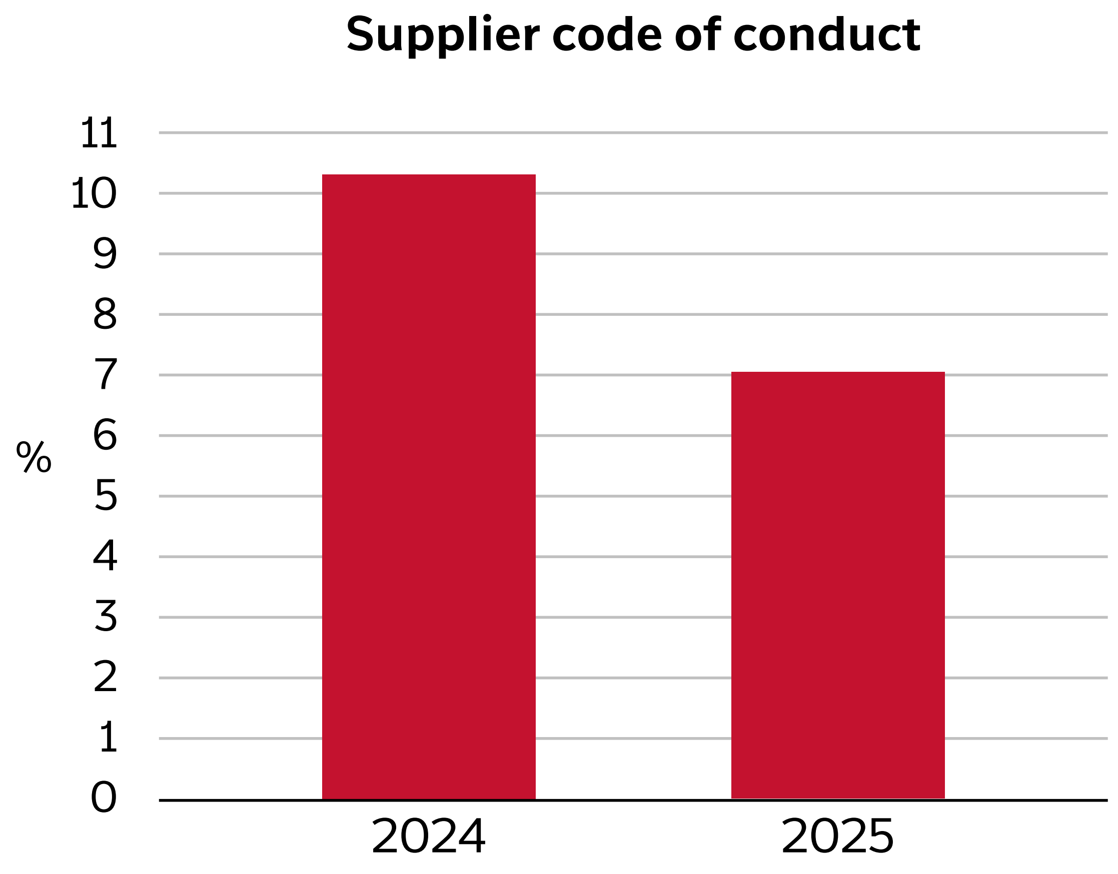
To support this, we have a Supplier Code of Conduct that establishes minimum requirements for suppliers regarding fair and transparent working conditions. This includes written employment contracts, regulated working hours,



fair wages, voluntary overtime, and access to grievance and whistleblower mechanisms. This is particularly relevant in parts of the value chain that employ low-wage, seasonal, or migrant workers, where the risk of inadequate working conditions is elevated.

Regarding health and safety, the Supplier Code of Conduct mandates safe and healthy working environments, systematic occupational health and safety management, access to training, appropriate personal protective equipment (PPE), and the prevention and reporting of industrial accidents and work-related incidents.

Furthermore, the Supplier Code of Conduct contributes to the management of other work-related human rights by requiring respect for fundamental human rights, the prohibition of child labor, forced labor, harassment, and discrimination, as well as respect for the freedom of association and collective bargaining.



We are aware that our Supplier Code of Conduct currently only covers parts of the upstream value chain and that we have yet to establish a comprehensive approach to ensuring proper working conditions and rights for all workers in our value chain, including downstream.

We have not yet established a formal grievance mechanism or a systematic approach to ongoing dialogue with workers in the value chain.

However, our whistleblower channel is available to everyone and is described in further detail in the Governance chapter of this sustainability report. In 2025, the company assesses that significant human rights risks remain, both internally and particularly within the value chain. These risks are specifically related to working conditions, as well as health and safety.

In 2025, Air Greenland did not identify any instances of human rights violations in its own operations or within the company's value chain.

ESRS S3 – Affected communities
Air Greenland's ambition is to support social cohesion, development, and resilience.

Therefore, in our Corporate Social Responsibility Policy, we have committed to supporting internationally recognized human rights.

We also commit to collaborating with authorities, the business community, and other social stakeholders to promote sustainable development in Greenland.

In practice, we address these topics by, among other things, taking on students and apprentices from vocational, short-term, and medium-term higher education programs, alternating between school and internships in close cooperation with educational institutions.

Air Greenland further contributes to local communities through sponsorships, donations, and partnerships that support cultural and social activities.

Additionally, Air Greenland actively engages in the development of tourism in collaboration with relevant partners, focusing on supporting sustainable tourism.

Air Greenland's ambition is to demonstrate responsibility and consideration in its social approach and to engage in dialogue with relevant stakeholders to ensure that the company's activities contribute positively and do not undermine local rights, culture, and living conditions.

We have not yet established a formal grievance mechanism or a systematic approach to ongoing dialogue with affected communities. However, our whistleblower channel is available to everyone and is described in further detail in the Governance chapter of this sustainability report.

Air Greenland's social contributions and initiatives regarding affected communities are further described in the company's Impact Report 2025, which will be published later in 2026 and provides more detailed insight into focus areas, partnerships, and results.

ESRS S4 – Consumers and end-users
Air Greenland has an ambition to create safe, inclusive, and responsible travel experiences for all passengers.

Furthermore, Air Greenland works purposefully to ensure that all passengers are aware of their rights and can easily engage in dialogue with us regarding them.

To this end, information is easily accessible on our website, and passengers have several options for contacting Air Greenland as needed.

Air Greenland also has a firm and well-established practice where stranded passengers are offered meals and accommodation to the extent locally possible.

Coordination is managed across the organization by the Operations Control Center (OCC), flight operations, and stations, and is an integrated part of Air Greenland's way of operating.

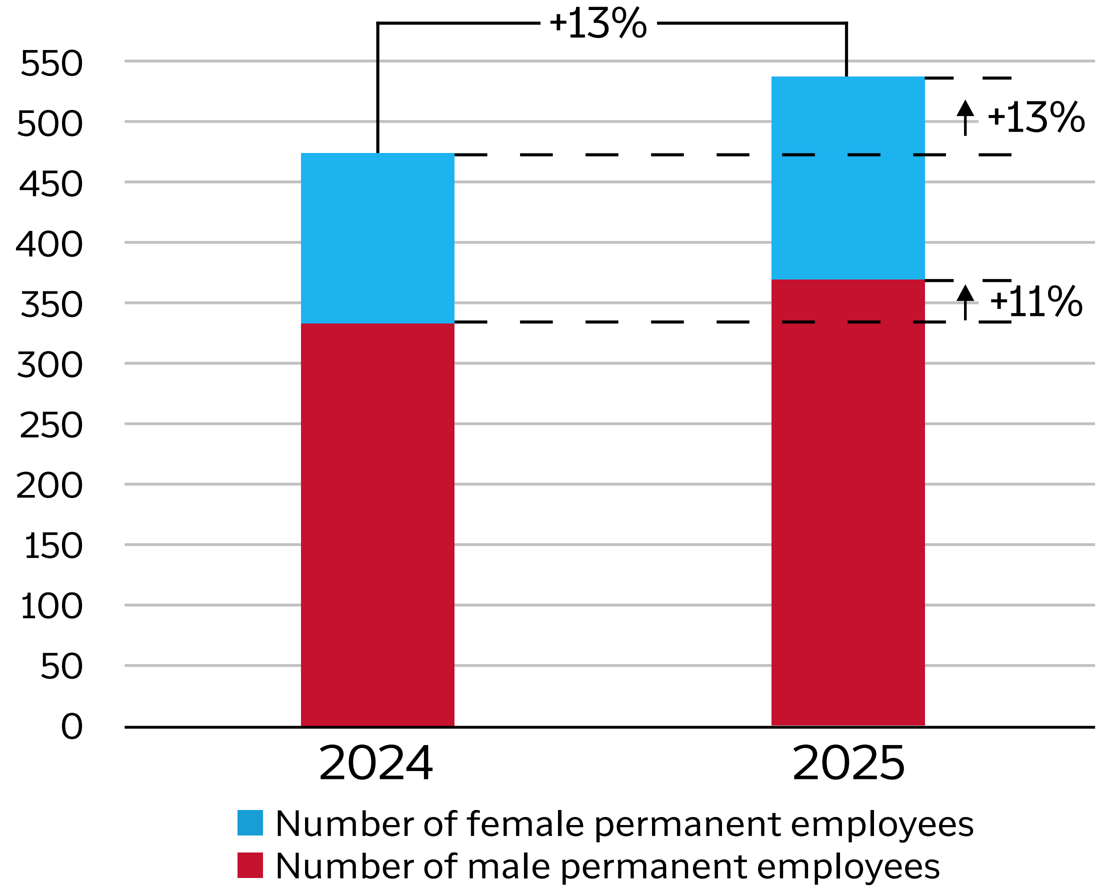
5.3 Targets and data related to social matters

ESRS S1 – Own workforce

Air Greenland targets a minimum 60/40 distribution of the underrepresented gender at the highest management level by 2030, while simultaneously supporting IATA's industry target of having 25% of positions in the aviation industry held by women by 2025.

Air Greenland has also set targets for the number of students and apprentices we aim to employ. Our Student and Apprentice Policy stipulates that there must be a minimum of 50 students/apprentices employed during the course of a year.

Number of employees



For health and safety, Air Greenland has a target of less than 3% sickness absence.

Staff sickness rate

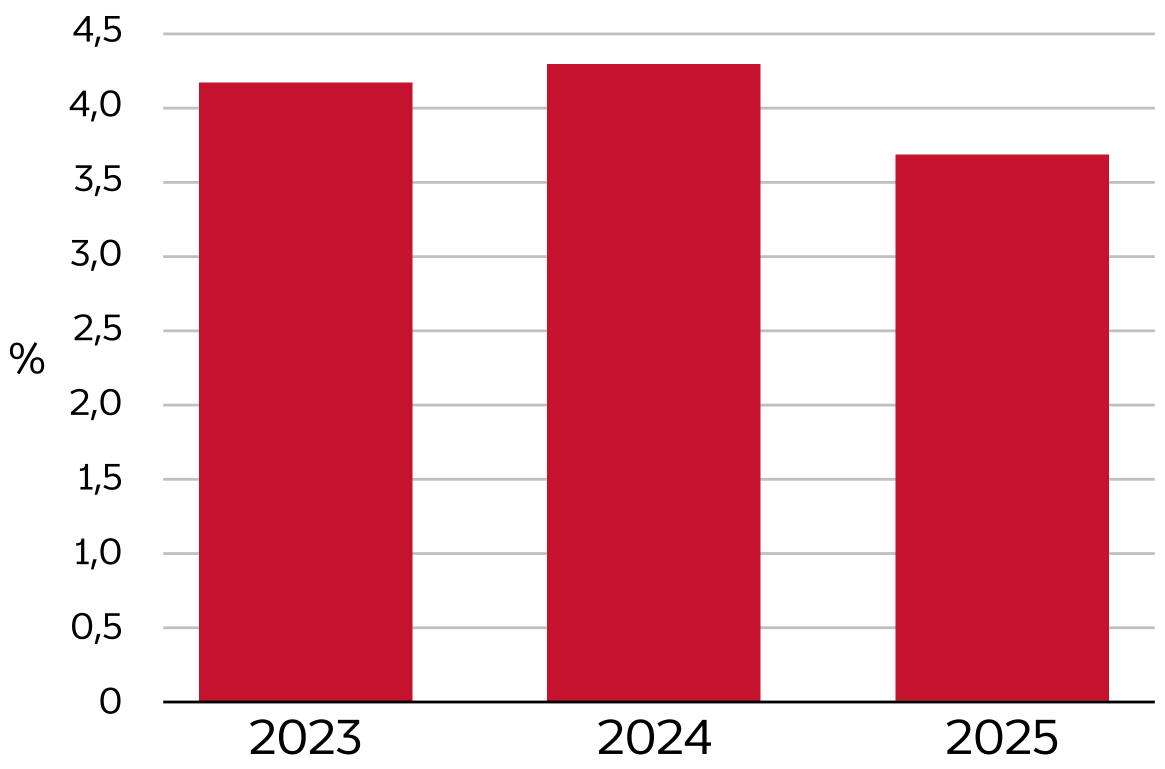
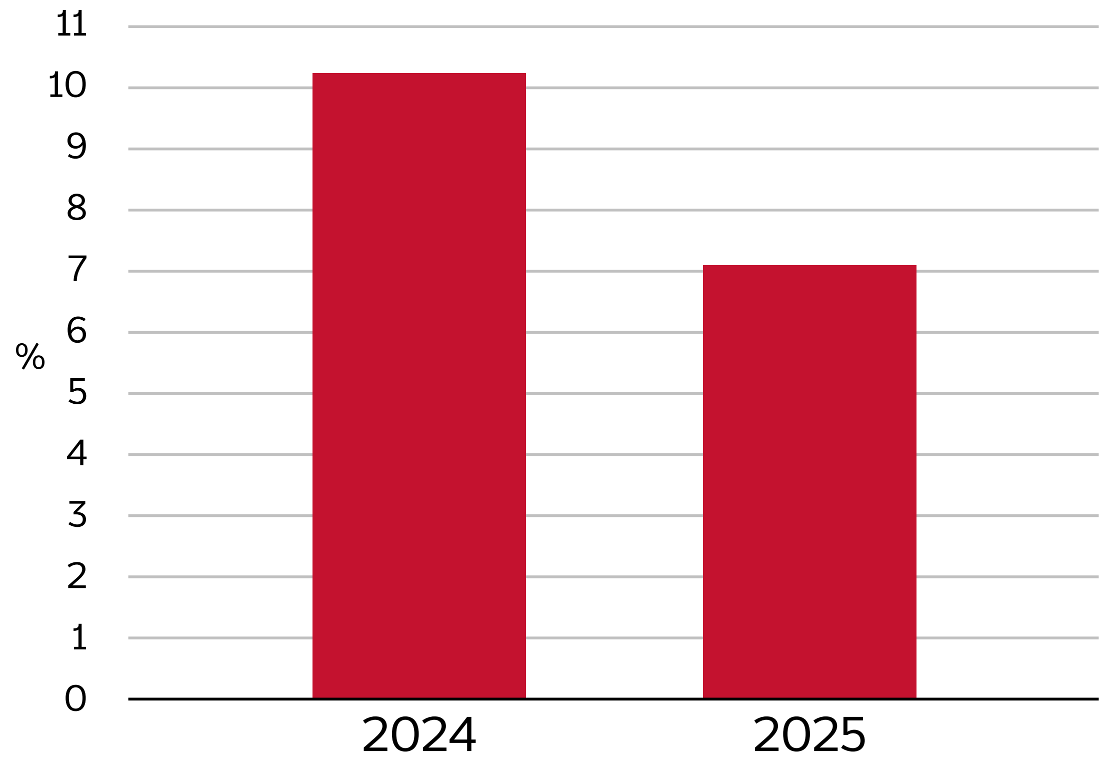


Photo: Air Greenland

ESRS S2 – Workers in the value chain

Air Greenland has a target for 90% of the company's 100 largest suppliers to sign Air Greenland's Supplier Code of Conduct.

Supplier code of conduct



ESRS S3 – Affected communities

Air Greenland has currently not defined specific targets or data points regarding the topic of affected communities.

ESRS S 4 – Consumers and end-users

Air Greenland has not defined specific targets or data points for consumers and end-users.

Governance

Air Greenland believes in doing business with integrity and being a trustworthy partner.

Our double materiality assessment has identified corporate culture, management of relationships with suppliers, and corruption and bribery as material topics for our business conduct.

ESRS G1 – Business conduct

Material sub-topics
Corporate culture is material because stress, well-being challenges, and long working hours can arise when our employees must compensate for unpredictable operational conditions and technical challenges.

However, Air Greenland also maintains a strong reporting and Just Culture, which promotes learning, improvements, and the open reporting of near-miss incidents.

Our new values also support better collaboration and customer focus, but insufficient implementation could weaken the culture and lead to employee turnover and recruitment challenges.

Management of relationships with suppliers is material because a lack of supplier due diligence increases the risk of human rights violations and inadequate working conditions.

Operational disruptions at key partners, including airports, can further result in significant financial consequences and negatively impact the customer experience.

Corruption and bribery are material as we are aware that a lack of transparency in our supplier selection can damage partnerships and trust.

In a small society like Greenland, there is also a real risk of nepotism and favoritism in both recruitment and partnerships, even in the absence of direct regulatory breaches.

Ambitions, policies, and initiatives
Air Greenland's whistleblower scheme allows employees, customers, suppliers, and other partners to report concerns to an external administrator, either anonymously or by name.

The scheme handles suspicions of criminal offenses and serious breaches of legislation, internal rules, or legal obligations when these cannot be resolved through regular internal channels.

The external administrator assesses reports, ensures anonymity, and forwards relevant cases to Air Greenland's designated contact person or the Board of Directors. Reporters are protected against retaliation.

Air Greenland manages relationships with suppliers through our Supplier Code of Conduct and our Procurement Policy.

The Code of Conduct describes the requirements we place on suppliers regarding human rights, the environment, and business conduct.

The Anti-Corruption Policy, which was updated in 2025, establishes Air Greenland's overall approach to the prevention and management of corruption.

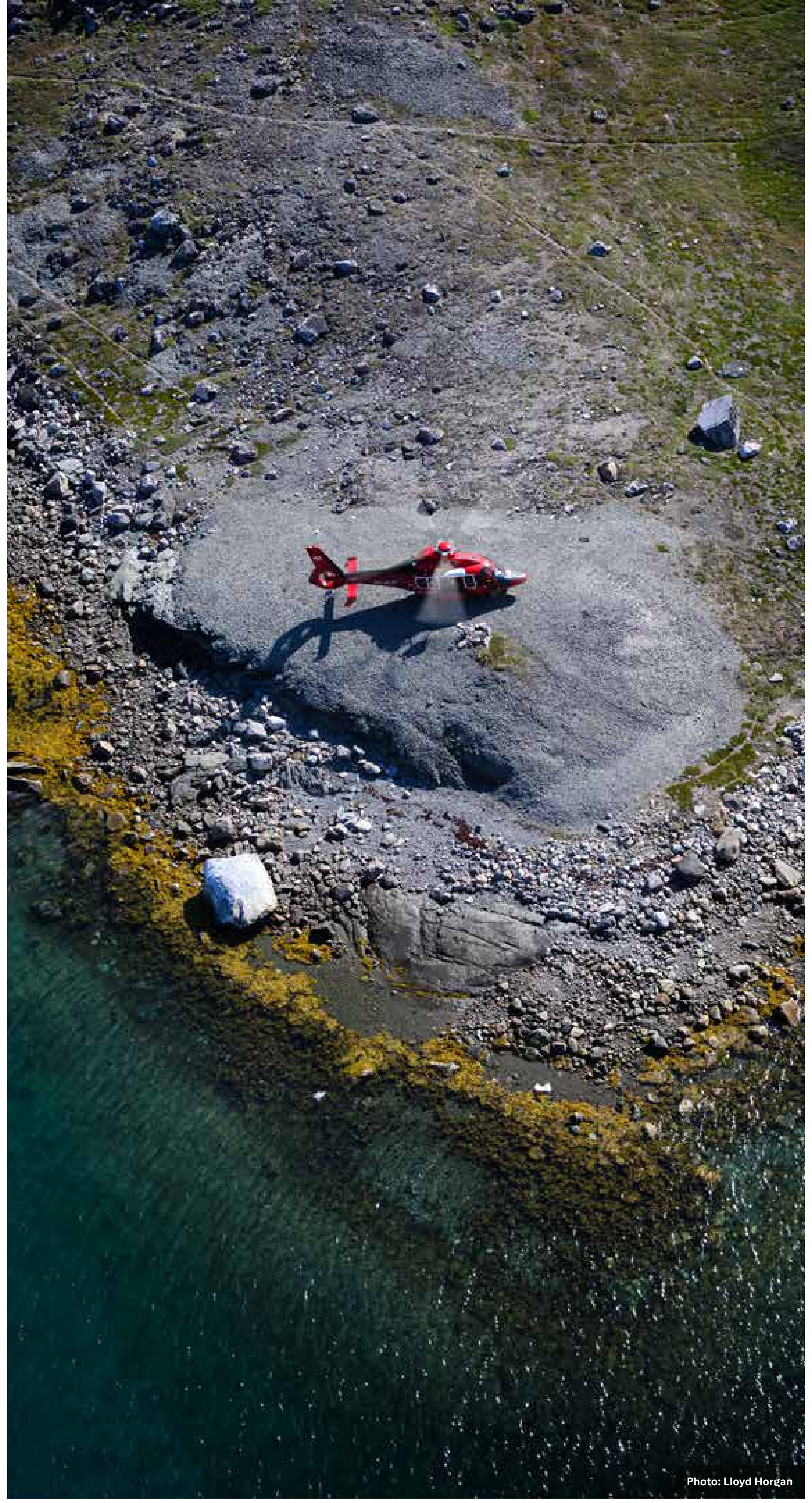


Photo: Lloyd Horgan

The policy applies to all employees, management, the Board of Directors, partners, and suppliers acting on behalf of Air Greenland.

The policy covers the prevention of bribery, the handling of gifts, invitations, and events, rules regarding conflicts of interest and nepotism, as well as requirements for transparency, loyalty, and proper conduct.

To ensure compliance, the policy is supported by mandatory training on its content and strong leadership commitment.

Data Point	2025	2024	2023
Anti-corruption and bribery			
Number of convictions and sanctions, including fines, related to corruption or bribery	0	0	0
Percentage of employees who have completed anti-corruption training	88,31	-	-
Whistleblower			
Number of cases reported to the whistleblower channel	0	0	0

6 Report on gender distribution (§99b) and diversity (§107d)

Air Greenland has an ambition for the underrepresented gender to constitute at least 40% of both the highest governance body and other management levels by 2030.

On the balance sheet date in 2025, Air Greenland had an equal gender distribution in its highest governance body.

Consequently, the company assesses that there is no longer a need to maintain a separate target figure for this level.

The target for the highest governance body has therefore been discontinued, as the objective of an equal gender distribution has already been achieved. In other management levels, women remain underrepresented.

In May 2025, an additional woman joined the management team, bringing the total to two women out of eight managers.

It remains the ambition that the share of the underrepresented gender in other management levels shall constitute a minimum of 37.5% by 2030.

Air Greenland is working to strengthen the representation of the underrepresented gender in other management levels.

The company is committed to an inclusive recruitment process and encourages everyone, regardless of background, to apply.

Air Greenland values diverse perspectives and experiences and considers diversity an important foundation for supporting the Group's development.

Efforts include inclusive recruitment practices, gender-neutral language in job advertisements, and a focus on identifying and developing leadership talent from the underrepresented gender.

Air Greenland follows the sole shareholder's governance document for government-owned limited liability companies, which establishes requirements and expectations for the board's composition, appointment, and work.

The policy emphasizes that the Board of Directors is appointed based on relevant competencies, diversity, and gender equality, ensuring a balance between national and international experience.

At the same time, efforts are made to ensure continuity in the board through longer election periods and structured succession planning.

In 2025, Air Greenland worked to strengthen diversity and equal opportunity within other management levels.

The company does not have a formally adopted diversity policy but follows the sole shareholder's governance document as a guiding framework for ensuring broader representation across management and the Group as a whole.

In 2025, Air Greenland specifically focused on inclusive recruitment, gender-neutral language in job postings, and increased visibility for leadership talent from the underrepresented gender.

Additionally, the Diversity Working Group has implemented initiatives that strengthen an equal and inclusive working environment.

Air Greenland assesses that the efforts in 2025 have contributed to more balanced candidate pools and increased awareness of equal access to leadership development.

In the coming years, the company expects to consolidate this work into a clearer diversity policy for other management levels and the Group as a whole.

	Unit	2025	2024	2023
Gender Distribution – Highest Governance Body (Board of Directors)				
Total number of board members	Number	9	9	9
Underrepresented gender (women) in %	Procent [%]	44	44	44
Number of women	Number	4	4	4
Number of men	Number	5	5	5
Gender Distribution – Other Management Levels (incl. Executive Management)				
Total number of executives	Number	8	8	**8**
Underrepresented gender (women) in %	Procent [%]	25	13	**13**
Percentage of men in other management levels	Procent [%]	75	87	**87**
Number of women in other management levels	Number	2	1	**1**
Number of men in other management levels	Number	6	7	**7**
Target figure in %	Procent [%]	37,5	37,5	**37,5**
Year of achievement for target figure	Year	2030	2030	**2030**

7 Report on data ethics (§99d)

Air Greenland has a policy for the processing of personal data, which establishes how the company collects, uses, stores, and protects personal data in accordance with the General Data Protection Regulation (GDPR).

The policy applies in both Denmark and Greenland and describes the fundamental principles, processes, and responsibilities that ensure lawful and responsible data processing. The policy outlines the categories of personal data processed by the company, as well as the rights of data subjects, such as access, rectification, and erasure.

It also establishes requirements for Data Processing Agreements (DPAs), retention and deletion (including specific rules for email), as well as procedures for security breaches and the handling of requests from data subjects.

In 2025, work on information security continued to be anchored in the ISO 27001 standard. No data security breaches were identified during the financial year.

8 References and commitments

An overview of ESG key performance indicators (KPIs) in accordance with the VSME standard can be found in the notes to this report on the following pages.

For further information regarding our social impact, please refer to the Group's separate Impact Report 2025.

Photo: Daniel Skoglund

Notes to the Sustainability Report

E – environmental and climate

Scope 1 GHG Emissions	Unit	2025	2024	2023
Total Scope 1 CO2e emissions	**tCO2eq**	**79.291**	**74.808**	**74.430**
Aviation	tCO2eq	78.157	73.353	-
Ground Operations	tCO2eq	190	367	-
Heating	tCO2eq	887	1.088	-

Scope 2 GHG Emissions	Unit	2025	2024	2023
Total Scope 2 CO2e emissions	**tCO2eq**	**323**	**368**	**399**

Relevant scope 3 GHG Emissions	Unit	2025	2024	2023
Total Scope 3 CO2e emissions	**tCO2eq**	**90.685**	**109.367**	**138.787**
3.1 Purchased goods and services	tCO2eq	23.661	10.398	9.891
3.2 Capital goods	tCO2eq	9.624	30.463	56.159
3.3 Fuel- and energy-related activities	tCO2eq	17.399	16.249	16.308
3.4 Upstream transportation and distribution	tCO2eq	2.144	2.106	2.150
3.5 Waste generated in operations	tCO2eq	2.077	245	0
3.6 Business travel	tCO2eq	2.630	2.693	1.916
3.9 Downstream transportation and distribution	tCO2eq	33.149		

Total (tCO2eq)	Unit	2025	2024	2023
Total GHG emissions (location-based)*	**tCO2eq**	**170.299**	**184.542**	**213.615**
CO2 intensity (Total CO2e emissions relative to net revenue) Air Greenland	tCO2eq/mio. DKK	68	74	-
CO2 intensity (Total CO2e emissions relative to net revenue) Greenland Travel	tCO2eq/mio. DKK	68	76	-
CO2 intensity (Total CO2e emissions relative to net revenue) Arctic Hospitality Coperation	tCO2eq/mio. DKK	43	-	-

Total Energy consumption	Unit	2025	2024	2023
Total Energy consumption	**MWh**	**99.086**	**10.626**	**10.025**

Energy consumption	Unit	2025	2024	2023
Non-renewable sources	MWh	99.080	497	337
Renewable sources	MWh	6.040	10.129	9.689
Renewable energy share	Procent (%)	0	95	97

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E – Environmental and Climate

S - Social

Own workforce	Unit	2025	2024	2023
Total number of permanent employees	Number	537	474	526
Number of female permanent employees	Number	167	141	160
Number of male permanent employees	Number	370	333	366
Employee turnover	Procent (%)	13	12	11

Health and Safety	Unit	2025	2024	2023
Average annual sickness absence	Procent (%)	3,69	4,29	4,17
Number of fatalities as a result of recordable work-related injuries	Number	0	0	0
Number of fatalities as a result of recordable work-related ill health	Number	0	0	0
Number of recordable work-related injuries	Number	20	13	18
Number of lost workdays as a result of recordable work-related injuries and work-related ill health among the company's employees	Number	80	56	135

Supplier Code of Conduct	Unit	2025	2024	2023
Share of major suppliers who have signed Air Greenland's Supplier Code of Conduct	Procent (%)	7,06	10,26	0

G - Business

Anti-corruption and anti-bribery	Unit	2025	2024	2023
Number of convictions and sanctions, including fines, related to corruption or bribery	Number	0	0	0
Percentage of employees who have completed anti-corruption training	Procent (%)	88,31	-	-

Whistleblower System	Unit	2025	2024	2023
Number of cases reported to the whistleblower channel	Number	0	0	1

Gender Distribution – Highest Governance Body (Board of Directors)	Unit	2025	2024	2023
Total number of board members	Number	9	9	9
Underrepresented gender (women) in %	Procent (%)	44	44	44
Number of women	Number	4	4	4
Number of men	Number	5	5	5

Gender Distribution – Other Management levels (incl. Executive Board)	Unit	2025	2024	2023
Total number of directors (Executive Board)	Number	8	8	8
Underrepresented gender (women) in %	Procent (%)	25	13	13
Percentage of men in other management	Procent (%)	75	87	87
Number of women in other management	Number	2	1	1
Number of men in other management	Number	6	7	7
Target figure in %	Procent (%)	37,5	37,5	37,5
Target year for achievement	Year	2030	2030	2030

Corporate governance and shareholder information

Air Greenland Group

Annual Report 2025

Photo: Bjarne Hjortborg

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Risk Management

Air Greenland's risk management strategy is an essential element in the management of the company, ensuring the maximization of returns on strategic objectives and priorities.

Risk management is divided into two primary areas:
- Aviation safety-related risks, managed through our approved Safety Management System (SMS) with an Accountable Manager holding ultimate responsibility.
- Business risks (Enterprise Risk), which fall under the responsibility of the Board of Directors and are managed daily by the Executive Board in collaboration with the Board's Audit and Strategy Committee.

Business risks include strategic, operational, and financial risks.

Risk management process
Our risk management process is dynamic; senior management evaluates business risks every three weeks by reviewing and prioritizing the risk register based on impact and likelihood. This process follows internationally recognized risk management standards, including the identification, assessment, treatment, and reporting of risks.

Reporting is categorized into general areas with sub-topics, as shown in the following table:

Category	Topic	Risk	Management/Mitigation
Market Risk	Competition	🔴	Close monitoring and management of supply and follow-up on demand
	Customers and Image	🔴	Continuous NPS measurements throughout the value chain
	Product	🟡	Benchmarking and continuous adjustment to the market
Operations	Safety management	🟡	Managed through Air Greenland's Management System
	Stable Operations	🔴	Measurement, follow-up, and continuous improvements via LEAN
	Unit Costs	🟡	Measurement, follow-up, and continuous improvements via LEAN
	Fuel Prices	🟢	Managed via financial policy
Financial	Currency	🟢	Managed via financial policy
	Interest Rates	🟡	Interest rate and currency hedging on existing loans
	Financial Preparedness, Liquidity, and Refinancing	🟢	Managed via financial policy
Staff	Competencies and Motivation	🟡	Measurement, follow-up, and initiatives through programs targeted at recruitment, retention, and employee satisfaction surveys
	Working Environment	🟡	Managed via the Health and Safety Organization
	Processes and Systems	🟢	Managed through both LEAN and the Management System
	Conflict	🟡	Continuous dialogue with trade unions and federations
Legal and Political	GDPR	🟢	Policies, routines, and training to ensure compliance with GDPR legislation
	Insurance	🟡	Dedicated broker
	Other Legislation	🟡	Continuous evaluation of upcoming legislation and membership of various interest organizations
IT	Cyber Risk	🔴	The company has completed ISO 27001 certification
	IT Resilience	🟡	Regular testing and external support
ESG	Environment	🟡	Transition to CSRD reporting initiated
	Social	🟢	
	Governance	🟢	

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Market Risk

Competition
Competition intensified in 2025, and this trend is expected to continue, particularly during the attractive peak season. The peak season is crucial as it is when Air Greenland generates the majority of its annual earnings; however, it is also the period where the company is most exposed to competition. Air Greenland's business model is based on year-round operation across the entire country with sufficient frequencies to ensure that critical societal functions are maintained and all citizens have access to travel.

Nonetheless, significant challenges have arisen within the domestic network due to a loss of volume following the opening of Nuuk Airport on November 28, 2024, which was particularly evident during the first half of 2025.

Previously, domestic operations were positively impacted by the relatively high number of international passengers traveling to and from Nuuk via Kangerlussuaq. These feeder passengers supported a higher volume of flights, ensuring a more attractive timetable with more frequent departures.

Air Greenland is working purposefully and strategically, including entering into agreements with other carriers and distribution channels, to ensure that international passengers arriving in Nuuk continue their journey into the rest of Greenland. This will benefit both Air Greenland and the country as a whole. In 2025, as expected, hotel capacity in Nuuk was very limited. For more guests to experience Greenland, it is essential that the domestic network is utilized and that local tourism infrastructure in other towns is developed.

Customers and image
The company serves a wide range of customers, including B2B, B2C, and B2G segments across scheduled, charter, and freight activities. This diversification helps spread risk across multiple markets but also requires continuous adaptation to varying needs and preferences.

Macroeconomic fluctuations, changes in public budgets, or shifts in consumer travel and transport habits can all affect demand differently across these segments.

To maintain a healthy and stable business, the company constantly monitors customer needs and market trends, adjusting product offerings, pricing strategies, and service concepts to ensure a consistently attractive and competitive solution for all customer groups. Net Promoter Score (NPS) measurements have been implemented throughout the organization's value chain to ensure progress in supporting strategic goals.

Product
Air Greenland's ability to adapt products and services to changing market and customer needs is essential for mitigating product-related risks.

In 2026, the company will continue to focus on increasing flexibility in both ticketing and service concepts, providing passengers with more choices regarding travel times, travel classes, and in-flight services.

Furthermore, new discount options and tailored promotional offers have been introduced, supporting the tourism segment while making travel more attractive for both business and private customers.

This continuous adaptation of the product portfolio reduces the risk of outdated offerings and strengthens Air Greenland's competitiveness.

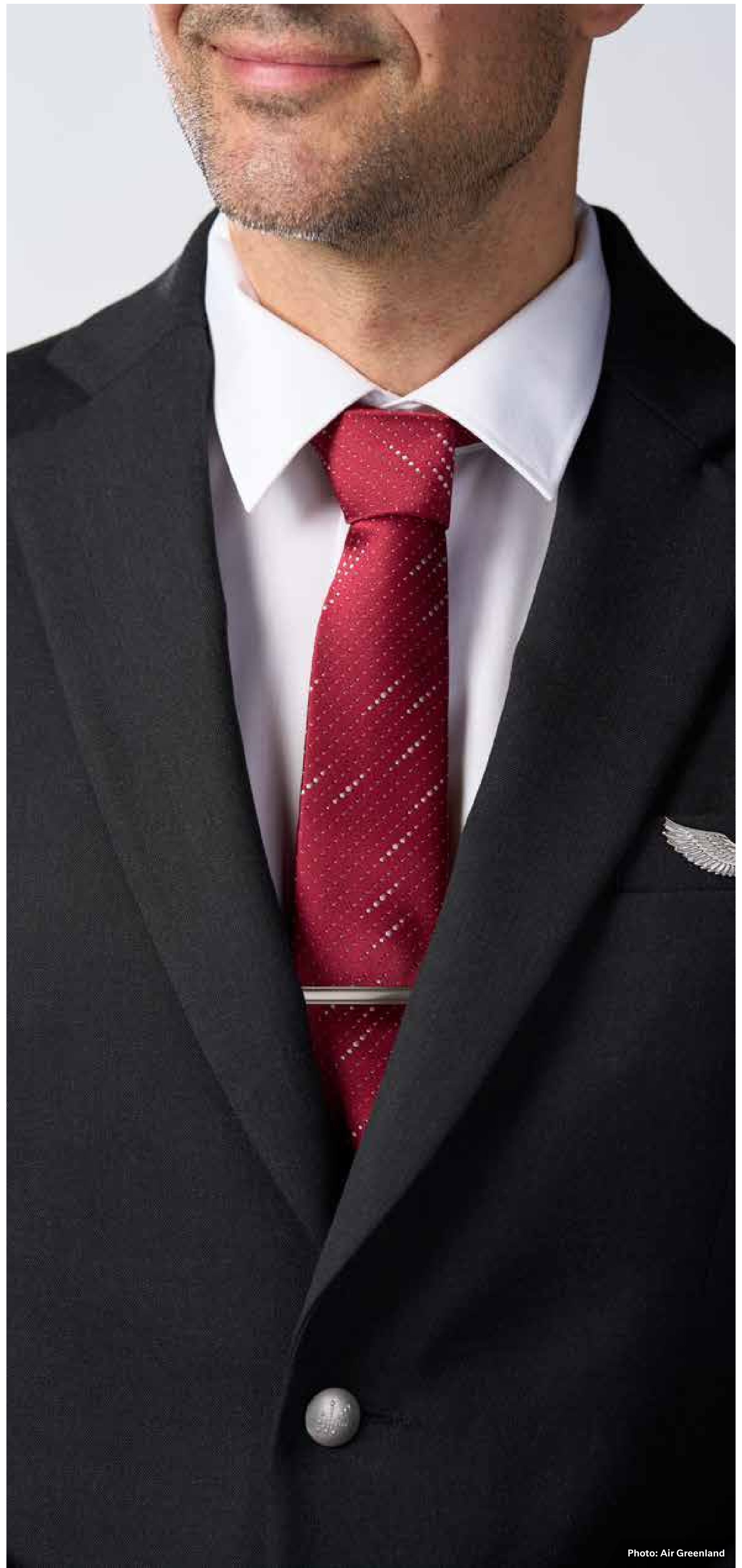

Photo: Air Greenland

Operations

Safety management
Air greenland's safety management system (sms) is the foundation for a structured, continuous, and proactive management of all flight safety-related matters within the company.

As part of an annual external assessment in 2025, baines and simmons rated air greenland's sms as "operating," bordering on "effective." This conclusion is further supported by the ongoing renewal of the company's bars gold certification. The bars certification is specifically targeted at the mineral sector, where specialized helicopter operations under challenging conditions are critical and require high standards to be executed safely.

To further strengthen safety and ensure process transparency, air greenland continues to work towards iosa certification. Preparations were completed in 2024, followed by an audit and response phase in 2025. The final feedback from iata is expected in early q2 2026. This effort has been resource-intensive for the organization and is expected to remain a significant part of future compliance work, as the company continuously prioritizes development in this area to achieve an even higher degree of safety and quality in its operations.

With the iosa certification, air greenland will qualify for codeshare agreements with other major international airlines as part of strengthening its service offering and market position.

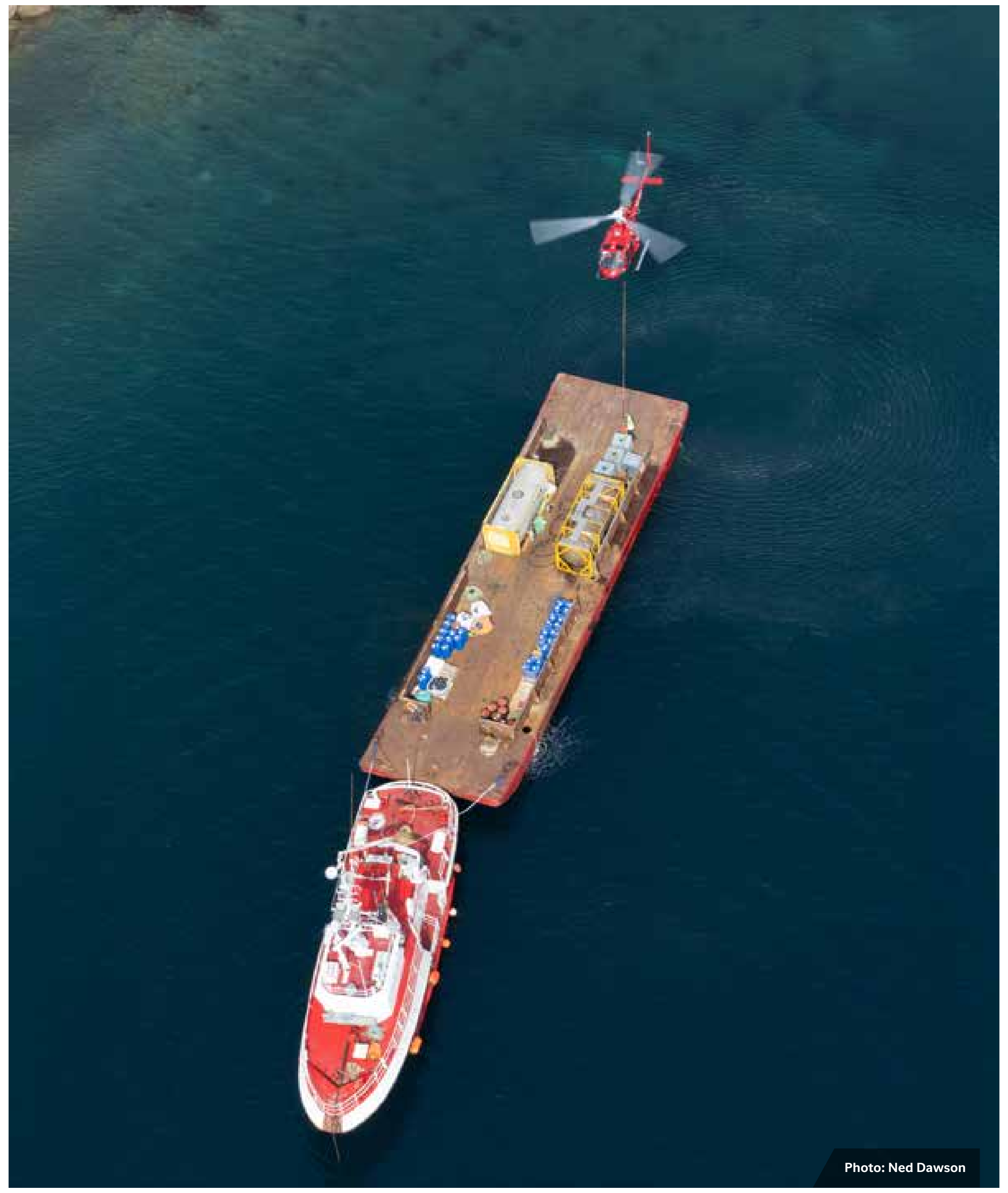
Photo: Ned Dawson

Stable operations
Stable flight operations and on-time performance are essential parameters for both customer satisfaction and cost levels.

The key metrics are regularity and punctuality, and both areas were severely challenged in 2025, resulting in significant irregularity costs. This was primarily due to weather conditions and challenges related to the transition to the new airport in nuuk.

Unit costs
Control over unit costs is a continuous focus area for air greenland, with domestic and jet operations measured separately.

In 2025, both jet and domestic operations experienced rising costs. A significant portion was driven by irregularity-related expenses, as well as increasing costs from technical suppliers.

Regarding personnel, collective agreements and contracts are continuously optimized and balanced to ensure the company remains an attractive workplace while maintaining a competitive price level.

Financial
Financial risks—focusing on fluctuations in fuel prices, exchange rates, interest rates, and financial preparedness—are managed through the financial policy. Financial instruments are frequently utilized to mitigate these risks.

Staff
Competencies and motivation
The aviation industry places high demands on employees' competencies, experience, and adaptability. It is therefore crucial for air greenland to attract and retain skilled employees while ensuring high levels of knowledge and motivation across the organization. To meet this, the company has for many years made targeted investments in education and competency development.

Air greenland continuously prioritizes employee satisfaction and the working environment by allocating significant resources to surveys, dialogue, and follow-up initiatives. Overall, employee satisfaction remains high; however, there are challenges within the operational units directly affected by extensive changes


Photo: Air Greenland

in infrastructure and operations. Among other employees, a decline in satisfaction has been noted, primarily attributed to the many changes and irregularities.

Working environment
Air greenland has a strong focus on creating a safe, healthy, and motivating working environment. The company works systematically through both preventive and developmental initiatives to ensure a secure and efficient workplace.

Safety is an integrated part of the corporate culture, and risk assessments, training activities, and emergency drills are conducted regularly to minimize work-related risks. Furthermore, well-being and the psychosocial working environment are highly prioritized through close dialogue, regular workplace assessments (apv), and targeted initiatives to strengthen engagement and job satisfaction.

The company complies with all regulatory requirements and collaborates closely with relevant authorities and occupational health and safety organizations.

Processes and systems
Since 2018, air greenland has utilized lean as its primary management system. The lean approach ensures a uniform way of working and a continuous focus on follow-up and improvement. Regarding robust processes and systems, lean is supplemented by the safety management system and the ongoing iosa certification process.

Photo: Air Greenland

Conflict
Historically, aviation is an industry characterized by frequent conflicts between employers and unions. It has been a long time since air greenland experienced an actual conflict involving work stoppages, but as part of the bargaining model, strike notices are issued from time to time. Air greenland and the labor organizations operate within the framework of "the danish model," meaning disagreements are often resolved through the official conciliator.

Legal and political
Changes in legislation and framework conditions, including insurance risks, continue to evolve with increased complexity due to business growth. Through continuous monitoring and the use of specialists—including internal staff—these risks are considered managed.

IT
Cyber risk and it resilience remain high-priority areas with persistent threats that could paralyze operations. Risks are managed through preventive measures, including employee training, structured change management, and the monitoring of up-to-date systems. Additionally, focus is placed on the ability to re-establish systems as quickly as possible following a confirmed incident.

ESG
Air greenland has been a member of the un global compact since 2010 and finds it natural to follow the evolution of standards and reporting as they mature. Through dedicated positions and the use of external consultants, the company expects to remain aligned with market requirements.

air greenland group

Corporate Governance

Management structure

The board of directors defines and supervises the overall vision, strategy, and goals for the group's business activities.

The executive board is responsible for the execution of these activities and for the day-to-day management of the group. The executive board also prepares and supports the work carried out by the board of directors.

The senior management team in air greenland, along with the management teams of the subsidiaries, is responsible for managing operational activities, supported by central group functions.

The board of directors

Composition of the board
The board of directors shall consist of three to six members elected at the general meeting, as well as three members elected by the employees. Board members are elected for a one-year term, while employee-elected members are elected for a four-year term. Employee elections were held in 2025.

After eight years on the board, henrik maule steinbacher chose not to stand for re-election. Jon wilche also chose not to stand for re-election due to retirement, and tina chemnitz was not re-elected. The board thanks all the employee-elected members for their dedicated efforts, noting in particular their contribution to ensuring a nuanced decision-making process.

The remainder of the board has remained unchanged since may 2024. All members elected at the general meeting are considered independent in accordance with the recommendations on good corporate governance.

Board competencies
The board of directors is composed to ensure that its members' competencies are diverse and business-relevant, enabling the board to perform its duties as intended.

The board is assembled to ensure, as far as possible, sufficient collective knowledge regarding: operational and commercial aviation, international commercial experience, strategy, accounting, economics and finance, communication, and sustainability, as well as experience in m&a, risk management, it, and hr.

Competencies and experience
For a description of the individual members' competencies and experience, please refer to the following section regarding the board of directors.

Board self-evaluation
Once a year, the board evaluates its own composition, competencies, and performance during the year. Topics evaluated include diversity, internal management collaboration, succession planning, and strategic focus areas for the coming year.
The chair of the board is responsible for initiating and conducting the evaluation process, which includes a combination of questionnaires and interviews. The final results are presented to and discussed by the board.

At least every third year, external advisors are engaged to assist in conducting the annual self-evaluation. External advisors were last utilized in 2022. The involvement


Photo: Visit Greenland – Aningaaq Rosing-Carlsen

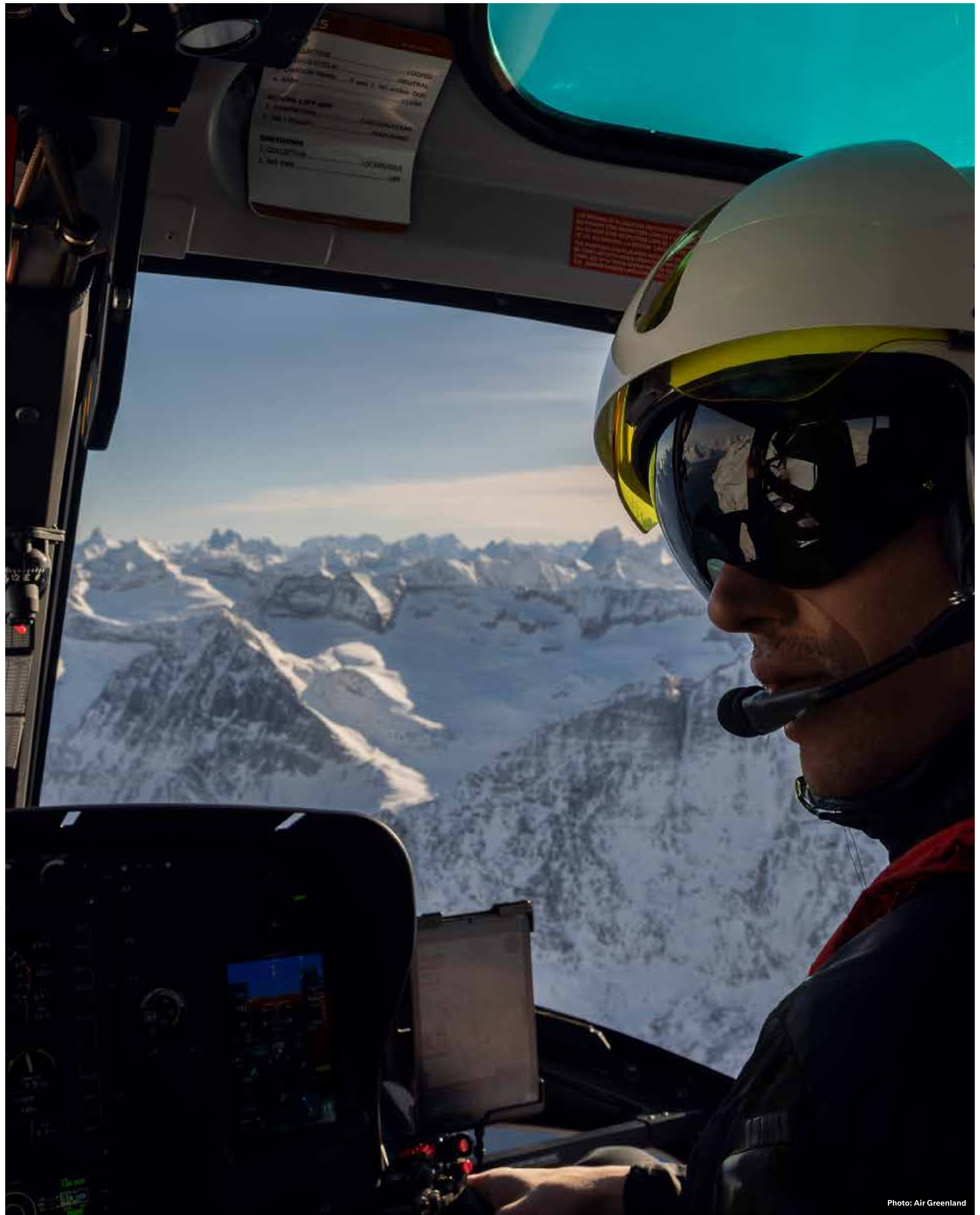
Photo: Air Greenland

of external advisors helps provide an independent perspective on the board's performance and composition.

An evaluation with external advisors is planned for 2026, as an external evaluation was not conducted in 2025 due to prioritization of other matters.

The 2024 self-evaluation addressed several topics—including the board members' composition of competencies and insight into areas such as digitalization and esg regulation. The summary report contained no reservations regarding these topics and confirmed that the current board composition is appropriate.

In addition to the internal evaluations, the owner conducts board evaluations via annual questionnaires, which are reviewed with the chair and representatives from the owners (the ministry of the premier). These evaluations are also reviewed and discussed by the board.

Board committees
The board of directors has established an audit committee and a strategy committee. Each is responsible for performing preparatory tasks within the board's primary areas of responsibility.

The committees also assist the board by preparing and assessing management and strategic proposals presented to the board, ensuring a solid and informed basis for decision-making.

Board meetings
In 2025, the board of directors held six ordinary meetings. The agenda for each meeting is defined in accordance with the board's annual cycle to ensure that the group's strategic and operational frameworks are always up to date and aligned with the board's priorities.

Beyond the work outlined in the annual cycle, the board's focus this year has mainly been on operational challenges, plans and initiatives for the coming years—including the phasing in of the leased airbus a320—as well as the financial situation and funding.

Furthermore, the board has maintained a strong focus on employee satisfaction throughout 2025.


Photo: Air Greenland

Board of Directors

Malik Hegelund Olsen (Chair)

Board member since 2019, appointed by the Government of Greenland. Chair of the Board since 2024.

Current Positions and Directorships:
Ice Trawl Greenland, Chair of the Board

Educational Background:
HD-O, Ilisimatusarfik (University of Greenland)
Production Engineer, Engineering College of Copenhagen
Executive Board Education, INSEAD Executive Education, Paris.

Competencies and Experience:
Board leadership, strategy, sales, sustainability, personnel management, project management.

Steen Jensen (Vice Chair)

Board member since 2019, appointed by the Government of Greenland.
Vice Chair since 2020, Chair of the Audit Committee since 2021.

Professional positions and directorships:
Attorney and Partner, Novi-Attorneys
Chair of the Board, Jespers Torvekøkken A/S and associated group companies
Board member, Ikano Property FE A/S and Next11 Technologies ApS

Educational background:
Master of Laws (Cand.jur.), University of Copenhagen
LLM, University of London
Certificate in Corporate Governance, INSEAD IDP66

Competencies and experience:
Stock exchange and capital markets, financing, regulatory affairs, corporate law, strategy, and corporate governance.

Bodil Marie Damgaard

Board member since 2016, appointed by the Government of Greenland.
Chair of the Board 2019-2023. Member of the Audit Committee since 2024.

Professional positions and directorships:
EVP HR & Communication, Royal Greenland (2023)
Chair of the Board, Tusass

Educational background:
MA in Communication, Roskilde University (RUC)
BA in Business Studies

Competencies and experience:
Communication, marketing, HR, management and strategy, and corporate governance.

Charlotte Pedersen

Board member since 2023, appointed by the Government of Greenland.
Chair of the Strategy Committee since 2023.

Professional positions and directorships:
Business Owner, Pegasus Consilium Sàrl
Senior Independent Director and Committee Chair, Wizz Air Holdings Plc
Board member, Alpha Trains Group Sàrl
Senior Advisor, Swiss Life Asset Managers

ducational background:
Certified International Director, INSEAD, ECODA og ILA.
Master of Business Administration (MBA)
Officer and Pilot, Royal Danish Air Force

Competencies and experience:
Corporate governance, strategy, international business development, ESG, risk and crisis management, and hospitality.

Ella Grødem

Board member since 2024, appointed by the Government of Greenland.
Member of the Audit Committee in 2024. Member of the Strategy Committee since 2025.

Professional positions and directorships:
Business Owner - Two Ravens ApS

Educational background:
MA in Business, Language and Culture (Cand.merc.ling.) – International Communication and Marketing, Aarhus School of Business
BA in Business Administration and Modern Languages, University of Southern Denmark
Management 2 (Ledelse2), Relead

Kompetencer og erfaring:
Tourism, communication, marketing, digital platforms, and strategy.

Rob Gurney

Board member since 2024, appointed by the Government of Greenland.
Member of the Strategy Committee since 2024.

Professional positions and directorships:
CEO, Strategic Advisor
Advisory Board Member, Spotnana

Educational background:
Bachelor of Business Economics and Finance, Edith Cowan University, Western Australia
Strategic Management (Postgraduate), Harvard Business School

Competencies and experience:
Former CEO of oneworld Alliance, CEO and Board Director of Helloworld Travel, CCO of Qantas Airways Limited.
Various senior positions with British Airways and Emirates Airline.
Former Chairman of Tour East Group.

Mogens Motzfeldt-Haahr

Employee Representative since 2025.
Member of the Strategy Committee since 2025.

Professional positions and directorships:
Captain and Flight Instructor

Educational background:
Pilot Training
Upper Secondary School Diploma (STX) with a focus on Business Economics and Marketing

Competencies and experience:
People management, project management, and organizational understanding.

Suluk Lyberth

Employee Representative since 2025.
Member of the Audit Committee since 2025.

Professional positions and directorships:
CAMO Manager and NPCA (2024)
Team Leader, Rotorwing Mechanics (2022)
CAMO Engineer, Rotorwing (2021)
Safety and Compliance Auditor/Investigator (2020)
Aircraft Maintenance Technician (2012)
Chairman of the Board, FIG (The Association of Aircraft Mechanics) (2023)

Educational background:
Pilot (2018)
Aircraft Maintenance Technician (2007)

Competencies and experience:
Management and strategy, aviation, technical expertise, and extensive knowledge of Air Greenland's operations.

Heidi Schermer

Employee Representative since 2025.
Member of the Audit Committee since 2025.

Professional positions and directorships:
Cargo Operations Manager, Air Greenland (2026)
Station Manager, Air Greenland (2007)
Duty Station Manager, Air Greenland (2005)

Educational background:
Academy Profession (AP) Degree in Leadership (2022)
Project Management, IPMA Level D Certification (2011)
Traffic Assistant (2004)

Competencies and experience:
Strategic management, organizational development, risk management, aviation compliance and safety, LEAN and change management, competency development, and facilitation of processes and workshops.

Shareholder information

Air Greenland was founded in 1960. From 1990 to 2019, the company was owned by the government of Greenland (37.5%), SAS (37.5%), and the Danish state (25%).

In 2019, Air Greenland Inc. became 100% owned by the government of Greenland. This transition was supported by an extraordinary dividend payment of dkk 461 million, which contributed to the financing of the change in ownership.

The purpose of the ownership by the government of Greenland is to ensure that Air Greenland provides a cohesive transport network across Greenland via air, including during challenging periods and to remote destinations. Consequently, Air Greenland is considered critical infrastructure.

To enable Air Greenland to deliver optimal performance, there is a particular focus on:

Optimal fleet:
The aircraft fleet must remain sufficiently modern to maintain efficient operations. As a result, the entire fleet has been renewed since the change in ownership.

Operations in Greenland are classified by aviation authorities as operating in a "hostile environment". This imposes specific requirements on equipment as well as a high level of resilience to ensure that passengers, freight, and mail reach their destinations as quickly as possible—even during periods of challenging weather.

The value chain and tourism development
The fishing industry is by far the largest economic activity in Greenland. However, the government of Greenland has a strategic ambition to increase tourism, which is one of the primary reasons for the investment in new 2,200-meter runways in Nuuk and Ilulissat, and a 1,500-meter runway in Qaqortoq.

Air Greenland supports this ambition through a value chain strategy. This means the group is represented across multiple stages of the travel experience, all aimed at enhancing the tourist's "reason-to-go."

Beyond supporting the delivery of attractive value propositions to customers, the strategy also aims to ensure that quality is generally improved across all stakeholders over time.

Education and training
Greenland has a population of approximately 56,600 inhabitants, which places specific demands on ensuring that all citizens receive the best possible education. The Air Greenland Group has 60–70 people in training every year and has, over time, trained many employees who remain with the group or contribute their skills to other companies.

The Air Greenland group considers it particularly relevant that all operators in Greenland take responsibility for raising the educational level over time, while also reducing the long-term reliance on foreign labor for specialized positions.

Financial Reporting

Photo: Air Greenland – Emil Stach

air greenland group

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Income Statement for the period 1 January to 31 December

(in 1.000 DKK)	The Group			The Parent Company	
	2025	2024	Notes	2025	2024
Revenue	1.930.111	1.863.938	1	1.750.663	1.689.531
Other operating income	43.539	37.173	2	37.118	36.930
External expenses	(1.252.294)	(1.164.330)		(1.149.682)	(1.071.274)
Staff costs	(550.369)	(524.796)	3	(488.517)	(462.631)
EBITDA	(151.402)	(142.766)	4	(138.262)	(132.033)
Profit/loss before financial items	19.585	69.220		11.320	60.523
Income from investments in group enterprises	-	-	10	4.830	5.763
Income from investments in associates	2.397	2.046	10	2.397	2.046
Other financial income	5.094	4.801	5	5.963	5.646
Financial expenses	(23.729)	(15.278)	6	(22.993)	(14.939)
Profit/loss before tax	3.347	60.788		1.518	59.039
Tax on profit/loss for the year	(2.207)	(16.509)	7	(379)	(14.760)
Profit/loss for the year	**1.139**	**44.279**		**1.139**	**44.279**
Proposed distribution of profit:			25		
Dividend for the financial year				-	-
Reserve for net revaluation according to the equity method				6.846	8.022
Retained earnings				(5.707)	36.257
				1.139	44.279

Balance Sheet as at 31 December

(in 1.000 DKK)	The Group			The Parent Company	
	2025	2024	Note	2025	2024
Software	18.553	14.727		17.728	14.629
Intangible assets	18.553	14.727	8	17.728	14.629
Buildings	357.912	359.521		194.241	200.017
Aircraft and major aircraft components	1.257.526	1.326.877		1.257.526	1.326.876
Other aircraft components	73.198	68.899		73.198	68.897
Other fixtures and fittings, tools and equipment	128.796	100.627		102.605	85.732
Prepayments and assets under construction	269.276	145.658		269.276	131.600
Property, plant and equipment	2.086.708	2.011.582	9	1.896.846	1.813.122
Investments in group enterprises	-	-	10	117.416	112.586
Investments in associates	36.631	24.582	10	36.631	24.582
Receivables from group enterprises	-	-	10	108.125	112.725
Other receivables	7.046	3.837	10	6.531	3.360
Udskudte skatteaktiver	626	37	15	-	-
Financial assets	44.303	28.457		268.703	253.253
Non-current assets	2.149.564	2.054.766		2.183.277	2.081.004
Inventories	60.157	68.515	11	54.145	62.183
Trade receivables	121.414	148.241		101.679	116.588
Receivables from group enterprises	-	-		1.627	292
Receivables from associates	18	12		18	12
Other receivables	28.021	32.395	12	19.028	27.748
Prepayments	12.715	9.710	13	10.555	8.440
Receivables	162.168	190.358		132.907	153.080
Cash and cash equivalents	216.285	92.021		157.440	45.660
Current assets	438.610	350.893		344.492	260.923
Assets	**2.588.174**	**2.405.659**		**2.527.769**	**2.341.927**

air greenland group

Balance Sheet as at 31 December

(in 1.000 DKK)	The Group			The Parent Company	
	2025	2024	Notes	2025	2024
Share capital	24.000	24.000	14	24.000	24.000
Reserve for net revaluation according to the equity method	8.997	6.779		54.948	48.281
Reserve for hedging transactions	1.759	8.909		1.759	8.909
Retained earnings	762.014	763.273		716.064	721.771
Equity	796.771	802.961		796.771	802.961
Deferred tax liabilities	153.902	155.439	15	141.009	143.395
Provisions	153.902	155.439		141.009	143.395
Bond debt	569.273	836.704		569.273	836.704
Non-current liabilities	569.273	836.704	16	569.273	836.704
Current portion of non-current liabilities	268.240	76.230	16	268.240	76.230
Other bank debt	450.000	175.000		450.000	175.000
Trade payables	97.234	83.882		64.092	61.263
Payables to group enterprises	-	-		627	604
Corporate tax	1.560	1.008		-	-
Other payables	110.950	125.623	17	102.371	118.660
Deferred income	140.244	148.812	18	135.385	127.109
Current liabilities	1.068.228	610.555		1.020.715	558.867
Liabilities	1.637.502	1.447.259		1.589.989	1.395.571
Equity and liabilities	**2.588.174**	**2.405.659**		**2.527.769**	**2.341.927**
Pledges and contingent liabilities, etc.			19-20 21-26		

air greenland group

Cash Flow statement

(in 1.000 DKK)	The Group 2025	The Group 2024	Notes	The Parent Company 2025	The Parent Company 2024
Operating profit/loss (EBIT)	19.585	69.220		11.320	60.523
Depreciation, amortisation and impairment	151.402	142.766		138.262	132.033
Gain on sale of non-current assets	(2.337)	(19.822)		(1.560)	(19.753)
Change in working capital	13.537	(67.720)	21	13.525	(63.559)
	182.187	124.443		161.547	109.244
Financial income received	5.094	4.801		5.963	5.646
Financial expenses paid	(23.729)	(15.278)		(22.993)	(14.939)
Income tax paid	(102)	(540)		-	-
Cash flows from operating activities	163.449	113.426		144.517	99.951
Additions of intangible assets	(5.179)	(10.275)		(4.308)	(10.177)
Additions of property, plant and equipment	(227.072)	(339.257)		(225.384)	(308.717)
Sale of property, plant and equipment	6.943	30.260		6.166	27.235
Additions of financial assets	(13.452)	(7.801)		(13.384)	(35.301)
Disposals of financial assets	-	278		4.600	7.389
Cash flows from investing activities	(238.760)	(326.796)		(232.310)	(319.572)
Proceeds from debt to credit institutions	275.000	175.000		275.000	175.000
Repayment of non-current liabilities	(75.420)	(74.340)		(75.420)	(74.340)
Cash flows from financing activities	199.580	100.660		199.580	100.660
Change in cash and cash equivalents	124.269	(112.709)		111.786	(118.961)
Cash and cash equivalents at 1 January	92.016	204.725		45.654	164.615
Cash and cash equivalents at 31 December	216.285	92.016		157.440	45.654

air greenland group

Statement of Changes in Equity as at 31 December 2025

The Group
(in 1.000 DKK)

	Share capital	Reserve for net revaluation according to the equity method	Retained earnings	Reserve for hedging transactions	Total
Equity at 1 January 2024	24.000	4.937	720.072	(1.970)	747.038
Value adjustment of derivative financial instruments	-	-	-	14.505	14.505
Profit/loss for the year	-	2.046	42.233	-	44.279
Exchange rate adjustment of foreign associates	-	978	-	-	978
Tax on equity movements	-	(213)	-	(3.626)	(3.839)
Other adjustments	-	(968)	968	-	-
Equity at 31 December 2024	24.000	6.779	763.273	8.909	802.961
Value adjustment of derivative financial instruments	-	-	-	(9.533)	(9.533)
Profit/loss for the year	-	2.397	(1.258)	-	1.139
Exchange rate adjustment of foreign associates	-	(561)	-	-	(561)
Tax on equity movements	-	382	-	2.383	2.765
Equity at 31 December 2025	24.000	8.997	762.014	1.759	796.771

The Parent Company

	Share capital	Reserve for net revaluation according to the equity method	Retained earnings	Reserve for hedging transactions	Total
Equity at 1 January 2024	24.000	43.645	681.363	(1.970)	747.038
Value adjustment of derivative financial instruments	-	-	-	14.505	14.505
Profit/loss for the year	-	8.022	36.257	-	44.279
Exchange rate adjustment of foreign associates	-	978	-	-	978
Tax on equity movements	-	(213)	-	(3.626)	(3.839)
Other adjustments	-	(4.151)	4.151	-	-
Equity at 31 December 2024	24.000	48.281	721.771	8.909	802.961
Value adjustment of derivative financial instruments	-	-	-	(9.533)	(9.533)
Profit/loss for the year	-	6.846	(5.707)	-	1.139
Exchange rate adjustment of foreign associates	-	(561)	-	-	(561)
Tax on equity movements	-	382	-	2.383	2.765
Equity at 31 December 2025	24.000	54.948	716.064	1.759	796.771

air greenland group

Notes to the Annual Report

(in 1.000 DKK)	The Group		The Parent Company	
	2025	2024	2025	2024
1. Revenue / Nettoomsætning				
Passenger revenue	1.160.910	1.098.345	1.160.910	1.098.345
Charter revenue	258.723	260.479	258.723	260.479
Cargo revenue	67.938	82.447	67.938	82.447
Mail revenue	25.960	27.287	25.960	27.287
Payment for service contracts	164.824	161.240	164.824	161.240
Other traffic revenue	72.308	59.733	72.308	59.733
Other income	179.447	174.407	-	-
	1.930.110	1.863.938	1.750.663	1.689.531
2. Other operating income				
Other operating income	34.833	24.073	29.189	23.830
Handling revenue	6.369	827	6.369	827
Gain on sale of property, plant and equipment	2.337	12.273	1.560	12.273
	43.539	37.173	37.118	36.930

air greenland group

Notes to the Annual Report

(in 1.000 DKK)	The Group		The Parent Company	
	2025	2024	2025	2024
3. Staff costs				
Wages and salaries	476.326	454.419	418.914	399.192
Pension costs	24.389	23.047	20.517	19.382
Other social security costs	49.654	47.330	49.086	44.057
	550.369	524.796	488.517	462.631
Of which total remuneration to the Parent Company's:				
- Executive Board			3.860	3.784
- Board of Directors			1.642	1.603
			5.502	5.387
Average number of employees	714	715	583	582

The Executive Board is remunerated in accordance with contracts providing a fixed monthly salary, including pension, housing, and a company car in accordance with applicable regulations.

The company's CEO may be terminated with 18 months' notice, and the CEO may resign with 12 months' notice.

Remuneration for the year to the Parent Company's Executive Board can be specified as follows:

Fixed salary	3.860	3.784

air greenland group

Notes to the Annual Report

(in 1.000 DKK)	The Group		The Parent Company	
	2025	2024	2025	2024
4. Depreciation, amortisation and impairment				
Software	1.353	139	1.209	115
Buildings	15.933	13.058	7.843	7.101
Aircraft and aircraft components	105.423	109.056	105.423	109.056
Other aircraft components	7.498	6.104	7.498	6.104
Other fixtures and fittings, tools and equipment	21.196	14.409	16.289	9.656
	151.402	142.766	138.262	132.033
5. Other financial income				
Interest income from bank deposits	3.076	4.708	1.812	3.467
Interest income from group enterprises	-	-	2.167	2.143
Foreign exchange gains	1.996	73	1.984	36
Other interest income	22	20	-	-
	5.094	4.801	5.963	5.646
6. Financial expenses				
Interest expenses from bank debt	9.814	2.999	9.814	2.999
Interest and amortisation of non-current liabilities	12.981	11.870	12.981	11.870
Foreign exchange losses	8	-	8	-
Other interest expenses	926	409	190	70
	23.729	15.278	22.993	14.939
7. Tax on profit for the year				
Current tax	2.418	1.741	-	-
Deferred tax for the year	(211)	14.768	379	14.760
	2.207	16.509	379	14.760

Notes to the Annual Report

(in 1.000 DKK)	The Group	The Parent Company
	Software	Software
8. Intangible assets		
Cost at 1 January 2025	52.111	47.615
Additions	5.179	4.308
Disposals	(3.311)	-
Cost at 31 December 2025	53.979	51.923
Amortisation and impairment at 1 January 2025	37.384	32.986
Amortisation for the year	1.353	1.209
Reversal of amortisation on disposals	(3.311)	-
Amortisation and impairment at 31 December 2025	35.426	34.195
Carrying amount at 31 December 2025	18.553	17.728

air greenland group

Notes to the Annual Report

The Group
(in 1.000 DKK)

	Buildings	Aircraft and aircraft components	Other aircraft components	Other fixtures and fittings, tools and equipment	Prepayments for property, plant and equipment	Total
9. Property, plant and equipment						
Cost at 1 January 2025	717.909	1.924.151	123.836	260.573	145.662	3.172.131
Additions	3.897	31.468	11.800	35.463	144.444	227.072
Disposals	(6.347)	-	-	(10.694)	(1.158)	(18.199)
Transfers	10.451	4.605	-	4.616	(19.672)	-
Cost at 31 December 2025	725.910	1.960.224	135.636	289.958	269.276	3.381.004
Depreciation and impairment at 1 January 2025	358.388	597.275	54.940	149.946	-	1.160.549
Depreciation and impairment for the year	15.933	105.423	7.498	21.196	-	150.050
Reversal of depreciation on disposals	(6.323)	-	-	(9.980)	-	(16.303)
Depreciation and impairment at 31 December 2025	367.998	702.698	62.438	161.162	-	1.294.296
Carrying amount at 31 December 2025	357.912	1.257.526	73.198	128.796	269.276	2.086.708

The Parent Company

	Buildings	Aircraft and aircraft components	Other aircraft components	Other fixtures and fittings, tools and equipment	Prepayments for property, plant and equipment	Total
9. Property, plant and equipment (continued)						
Cost at 1 January 2025	475.436	1.924.151	123.836	189.412	131.600	2.844.435
Additions	-	31.468	11.800	33.162	144.349	220.779
Disposals	(3.046)	-		-	-	(3.046)
Transfers	2.068	4.605		-	(6.673)	-
Cost at 31 December 2025	474.458	1.960.224	135.636	222.574	269.276	3.062.168
Depreciation and impairment at 1 January 2025	275.419	597.275	54.940	103.680	-	1.031.314
Depreciation and impairment for the year	7.843	105.423	7.498	16.289	-	137.053
Reversal of depreciation on disposals	(3.045)	-	-	-	-	(3.045)
Depreciation and impairment at 31 December 2025	280.217	702.698	62.438	119.969	-	1.165.322
Carrying amount at 31 December 2025	194.241	1.257.526	73.198	102.605	269.276	1.896.846

air greenland group

Notes to the Annual Report

The Group
(in 1.000 DKK)

	Investments in associates	Other receivables	Total
10. Financial assets			
Cost at 1 January 2025	15.543	3.807	19.351
Additions	10.213	3.239	13.452
Disposals	-	-	-
Cost at 31 December 2025	25.756	7.046	32.803
Net revaluations at 1 January 2025	9.039	-	9.039
Exchange rate adjustment	(561)	-	(561)
Share of profit/loss for the year	2.397	-	2.397
Net revaluations at 31 December 2025	10.875	-	10.875
Carrying amount at 31 December 2025	36.631	7.046	43.678

air greenland group

Notes to the Annual Report

The Parent Company
(in 1.000 DKK)

	Investments in group enterprises	Investments in associates	Receivables from group enterprises	Other receivables	Total
10. Financial assets (continued)					
Cost at 1 January 2025	57.249	15.543	112.725	3.360	188.878
Additions		10.213	-	3.171	13.384
Disposals		-	(4.600)	-	(4.600)
Cost at 31 December 2025	57.249	25.756	108.125	6.531	197.663
Net revaluations at 1 January 2025	55.336	9.039	-	-	64.375
Exchange rate adjustment	-	(561)	-	-	(561)
Share of profit/loss for the year	4.830	2.397	-	-	7.228
Net revaluations at 31 December 2025	60.166	10.875	-	-	71.042
Carrying amount at 31 December 2025	117.416	36.631	108.125	6.531	268.703

	%	Nominal value	Equity
Group Enterprises and Associates (The Parent Company and The Group):			
Arctic Hospitality Corporation A/S, Ilulissat	100%	32.000	83.015
Greenland Travel A/S, København	100%	1.500	33.940
Air Greenland ATO A/S, København	100%	500	461
Norlandair ehf., Akureyri	41,5%	11.191	84.607

Breakdown of profit/loss from group enterprises:	2025	2024
Profit/loss before tax, Air Greenland ATO A/S, Copenhagen	(24)	18
Profit/loss before tax, Arctic Hospitality Corporation, Ilulissat	3.493	304
Profit/loss before tax, Greenland Travel A/S	3.189	7.190
Profit/loss from group enterprises before tax	6.658	7.512
Tax in subsidiaries	(1.828)	(1.749)
Profit/loss from group enterprises after tax	4.830	5.763

Notes to the Annual Report

(in 1.000 DKK)	The Group		The Parent Company	
	2025	2024	2025	2024
11. Inventories				
Spare parts	54.059	62.079	54.059	62.079
Other inventories	6.098	6.436	86	104
	60.157	68.515	54.145	62.183
12. Other receivables				
Positive fair value of hedging instruments	3.448	13.828	3.448	13.828
Prepayments for purchase of goods	670	670	670	670
Other receivables	23.903	17.897	14.910	13.250
	28.021	32.395	19.028	27.748

13. Prepayments

Prepayments consist of prepaid expenses regarding subscriptions, etc.

14. Share capital

The share capital of DKK 24 million consists of 40 shares of DKK 500,000, 384 shares of DKK 10,000 and 160 shares of DKK 1,000.

The shares are not divided into classes with special rights. Each share of DKK 1,000 carries one vote.

There have been no changes in the share capital during the past five years.

air greenland group

Notes to the Annual Report

(in 1.000 DKK)	The Group 2025	The Group 2024	The Parent Company 2025	The Parent Company 2024
15. Deferred tax				
Provision for deferred tax relates to the following items:				
Intangible assets	4.432	3.657	4.432	3.657
Property, plant and equipment	124.185	125.881	124.213	125.918
Financial assets	17.761	16.336	17.761	16.336
Current assets	(2.330)	(1.833)	(2.330)	(1.833)
Current liabilities	-	-		-
Other receivables	586	2.970	586	2.970
Tax loss carryforwards	(12.463)	(11.865)	(11.865)	(11.865)
Undistributed dividends	-	-	8.212	8.212
	132.171	135.146	141.009	143.395
The net value is recognised in the balance sheet as follows:				
Deferred tax assets	(626)	(37)	-	-
Deferred tax liabilities	153.902	155.439	141.009	143.395
	153.276	155.402	141.009	143.395
Movement for the year can be specified as follows:				
Deferred tax at 1 January	155.403	136.719	143.396	124.796
Deferred tax for the year	639	14.844	379	14.760
Tax on equity movements	(2.766)	3.839	(2.766)	3.839
Deferred tax at 31 December	153.276	155.402	141.009	143.395

Notes to the Annual Report

The Parent Company
(in 1.000 DKK)

	Due within 1 year	Due in 2 - 5 years	Due after 5 years	Nominal liabilities, total
16. Non-current liabilities				
Debt to credit institutions	268.240	319.370	249.903	837.513
Non-current liabilities at 31 December 2025	268.240	319.370	249.903	837.513

The Group

	Due within 1 year	Due in 2 - 5 years	Due after 5 years	Nominal liabilities, total
Debt to credit institutions	268.240	319.370	249.903	837.513
Non-current liabilities at 31 December 2025	268.240	319.370	249.903	837.513

air greenland group

Notes to the Annual Report

(in 1.000 DKK)	The Group		The Parent Company	
	2025	2024	2025	2024
17. Other payables				
Wages, salaries and social security contributions, etc. payable	12.990	8.530	10.303	6.863
Holiday pay obligations	39.679	38.730	34.587	34.277
Other accrued expenses	57.178	76.412	56.378	75.569
Negative fair value of hedging instruments	1.103	1.951	1.103	1.951
	110.950	125.623	102.371	118.660
18. Deferred income				
Deferred income consists of tickets sold which have not yet been recognised as income.				
19. Pledges				
Cash and cash equivalents deposited for the benefit of the Danish Travel Guarantee Fund and other trade payables.	-	1.800	-	-

Notes to the Annual Report

(in 1.000 DKK)	The Group		Moderselskabet	
	2025	2024	2025	2024
20. Lease obligations				
Lease obligations	-	1.443	-	-
Of which fall due within 1 year	-	255	-	-
21. Change in working capital				
Change in inventories	8.358	(8.165)	8.038	(6.501)
Change in receivables	16.889	(38.711)	9.799	(31.582)
Change in trade payables, etc.	(11.711)	(20.844)	(4.313)	(25.476)
Total change in working capital	13.537	(67.720)	13.525	(63.559)
22. Fees to auditors appointed at the general meeting				
Fees to the parent company's auditors appointed at the general meeting, PwC, for the financial year:				
Statutory audit	798	798	553	553
Other assurance engagements	143	143	135	135
Tax and VAT advisory services	302	299	175	268
Other services	475	295	439	259
	1.718	1.535	1.302	1.215
Fees to the parent company's auditors appointed at the general meeting, GRK, for the financial year:				
Statutory audit	315	315	188	188
Other assurance engagements	25	27	25	27
Tax advisory services	40	90	30	53
Other services	114	98	5	85
	494	530	248	353

Notes to the Annual Report

23. Related parties

Related parties are considered to be members of the company's Board of Directors and Executive Management, the company's sole shareholder, the Government of Greenland, as well as the Group's subsidiaries and associates.

Significant transactions conducted with the company's owner, the Government of Greenland, are based on service contracts concluded between the company and the Government of Greenland. Transactions include, among others, patient transport for the Health Authorities, sale of tickets, settlement of traffic charges, as well as the operation of heliports/airports with Mittarfeqarfiit, etc. Transaktioner gennemført med direktion og bestyrelse består af vederlag jf. note 3.

Transactions conducted with Executive Management and the Board of Directors consist of remuneration, cf. note 3.

All transactions with related parties have been conducted on arm's length terms.

24. Shareholder information

The following shareholders own more than 5% of the company's share capital:
- Government of Greenland (100%)

The Parent Company	2025	2024
25. Distribution of profit/loss		
(in 1.000 DKK)		
Proposed distribution of profit/loss:		
Transferred to reserve for net revaluation under the equity method	6.846	8.022
Retained earnings	(5.707)	36.257
	1.139	44.279

26. Events after the balance sheet date

No events have occurred after the balance sheet date that have a significant influence on the assessment of the annual report.

Accounting Policies

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Accounting Policies

The annual report has been prepared in accordance with the provisions of the Greenlandic Financial Statements Act for reporting class D. The accounting policies are unchanged from 2024

Recognition and measurement
Assets are recognised in the balance sheet when it is probable as a result of a prior event that future economic benefits will flow to the group, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when the group has a legal or constructive obligation as a result of a prior event, and it is probable that future economic benefits will flow out of the group, and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. Measurement subsequent to initial recognition is effected as described for each inventory item below.

Anticipated risks and losses that arise before the time of presenting the annual report and that confirm or invalidate affairs and conditions existing at the balance sheet date are considered at recognition and measurement.

Income is recognised in the income statement when earned, whereas costs are recognised by

Photo: Lloyd Horgan

the amounts attributable to this financial year, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changes in accounting estimates of amounts previously recognised in the income statement.

Consolidated financial statements
The consolidated financial statements comprise Air Greenland A/S (the parent company) and the enterprises (subsidiaries) controlled by the parent company. Control is achieved by the parent company, either directly or indirectly, holding more than 50% of the voting rights or which it otherwise controls.

Enterprises in which the group, directly or indirectly, holds between 20% and 50% of the voting rights and exercises significant, but not controlling influence, are regarded as associates.

Basis of consolidation
The consolidated financial statements are prepared on the basis of the financial statements of Air Greenland A/S and its subsidiaries. The consolidated financial statements are prepared by combining items of a uniform nature.

On consolidation, intra-group income and expenses, intra-group accounts and dividends as well as profits and losses on transactions between the consolidated enterprises are eliminated.

The financial statements used for consolidation have been prepared applying the group's accounting policies.

Investments in subsidiaries
Investments in subsidiaries are set off against the proportionate share of the subsidiaries' net assets at the time of acquisition measured at fair value.

Newly acquired or newly established subsidiaries are recognised in the consolidated financial statements from the time of acquiring control and time of establishment, respectively. Divested or wound-up subsidiaries are recognised in the consolidated income statement until the time of divestment or winding-up, respectively.

Foreign currency translation
Danish kroner (DKK) is used as the presentation currency. All other currencies are regarded as foreign currencies. Transactions in foreign currencies are translated on initial recognition at the exchange rates at the transaction date.

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Exchange differences arising between the transaction date rates and the rates at the dates of payment and the balance sheet date, respectively, are recognised in the income statement as financial items.

Property, plant and equipment, intangible assets, inventories and other non-monetary assets that have been purchased in foreign currencies are translated at historical rates. If currency positions are considered cash flow hedges, value adjustments are recognised directly in equity.

On recognition of foreign associates, the share of profit/loss is translated at average exchange rates for the year, and the share of net asset value is translated at the exchange rates at the balance sheet date.

Exchange differences arising on the translation of the share of net asset value at the beginning of the year to the exchange rates at the balance sheet date and on the translation of the share of profit/loss from average rates to the exchange rates at the balance sheet date are recognised directly in equity.

Derivative financial instruments
Derivative financial instruments are initially recognised in the balance sheet at cost and are subsequently measured at fair value. Derivative financial instruments are recognised under other receivables and other payables, respectively.

Changes in the fair value of derivative financial instruments classified as and complying with the requirements for hedging the fair value of a recognised asset or a recognised liability are recorded in the income statement together with changes in the value of the hedged asset or the hedged liability.

Changes in the fair value of derivative financial instruments classified as and complying with the

Photo: Air Greenland

requirements for hedging future transactions are recognised directly in equity.

When the hedged transactions are realised, the accumulated changes are recognised as part of cost of the relevant financial statement items.

For derivative financial instruments that do not comply with the requirements for being treated as hedging instruments, changes in fair value are recognised currently in the income statement as financial items.

Segment information on net revenue
The group has divided its revenue into different business segments. Reference is made to the breakdown in the note for net revenue.

Photo: Air Greenland

Income statement

Net revenue
Net revenue from the sale of tickets, cargo, mail and charter is recognised in the income statement when transport has taken place.

Passenger taxes collected are included in revenue. Sold traffic documents that have not been used before expiry are recognised as income.

Service contracts are recognised as income over the period covered by the contract consideration. The company's service contracts flown under contract for the Government of Greenland are considered part of the group's primary activities and are therefore considered part of the group's net revenue.

Other operating income
Other operating income comprises income of a secondary nature as regards the group's main activities, including fees, rent of premises, income from hotel operations, ticket and tour sales and handling income.

Other external expenses
Other external expenses comprise expenses for aircraft maintenance, fuel, leased aircraft capacity, duties as well as expenses for passenger accommodation, premises, administration, sales and marketing, etc.

Staff costs
Staff costs comprise wages and salaries as well as social security contributions, pensions, etc. for the company's staff.

Financial items
Financial items comprise interest income and expenses, the interest portion of finance lease payments, realised and unrealised capital gains and losses on securities, payables and transactions in foreign currencies, amortisation of premium/discount on mortgage debt, etc.

Tax
Tax for the year, which consists of current tax for the year and changes in deferred tax, is recognised in the income statement by the portion attributable to the profit/loss for the year and directly in equity by the portion attributable to entries directly in equity.

In Greenland, there is a tax deduction for dividends in the year of payment. The tax value of the dividend provided for in the annual report is therefore posted directly to equity.

Current tax liabilities or current tax receivables are recognised in the balance sheet as calculated tax on the expected taxable income for the year, adjusted for tax on taxable income for previous years and for tax paid on account.

Deferred tax is recognised on all temporary differences between the carrying amount and the tax-based value of assets and liabilities, where the tax-based value of the assets is calculated based on the planned use of each asset.

Deferred tax is measured on the basis of the tax rules and tax rates of the respective countries that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax.

Any changes in deferred tax due to changes to tax rates are recognised in the income statement. Deferred tax assets, including the tax base of tax loss carryforwards, are recognised in the balance sheet at the value at which the asset is expected to be realised, either by elimination in deferred tax liabilities or as net tax assets.

Balance sheet

Intangible assets
Acquired goodwill and software are measured at cost less accumulated amortisation. Goodwill is amortised on a straight-line basis over the economic useful life, which is assessed at 5 years. Software is amortised over 3–5 years.

Property, plant and equipment
Buildings, aircraft including significant aircraft components, other aircraft components as well as other fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost comprises the purchase price, expenses directly attributable to the acquisition and expenses for preparing the asset until such time as the asset is ready for use. For self-constructed assets, cost comprises direct and indirect costs of materials, components, sub-suppliers and labour.

The basis of depreciation is cost less the expected residual value after the end of the useful life. Depreciation is performed on a straight-line basis, cf. however below regarding significant aircraft components, based on the assessment of the assets' expected useful lives and residual values.

Air Greenland A/S' aircraft can be divided into the aircraft/helicopter itself and significant components. The aircraft/helicopter itself is depreciated on a straight-line basis according to the above principles.

The significant components are depreciated as they are used until the next maintenance check. When a component is subsequently sent for a maintenance check, the existing asset will be retired, and the expenses for the maintenance check will be capitalised and depreciated until the next maintenance check.

This ensures that maintenance expenses are allocated over the period in which the components are used. Property, plant and equipment are written down to the recoverable amount if this is lower than the carrying amount.

Profits and losses from the disposal of property, plant and equipment are calculated as the difference between the selling price less selling costs and the carrying amount at the time of sale.

Profits or losses are recognised in the income statement as an adjustment to depreciation and impairment losses or under other operating income to the extent the selling price exceeds the original cost.

	Depreciation period	Residual value
Buildings	10-50 år	0-50%
Aircraft/helicopters	10-20 år	0-40%
Other components	6-20 år	0-20%
Other fixtures and fittings, tools and equipment	3-10 år	0%
Software	3-5 år	0%
Goodwill	5 år	0%

Photo: Air Greenland

Business combinations
Acquisitions of subsidiaries are accounted for using the purchase method, according to which the identified assets and liabilities of the acquired enterprise are measured at their fair values at the time of acquisition.

Acquired contingent liabilities are recognised in the consolidated financial statements at fair value to the extent the value can be measured reliably.

The time of acquisition is the time when the group obtains control of the acquired enterprise.

The cost of the acquired enterprise consists of the fair value of the agreed consideration, including considerations conditional on future events. Transaction costs directly attributable to the acquisition of subsidiaries are recognised in the income statement as incurred.

Positive differences between the cost of the acquired enterprise and the identified assets and liabilities are recognised in the balance sheet under intangible assets as goodwill, which is amortised on a straight-line basis in the income statement over the expected useful life. Amortisation of goodwill is allocated in the consolidated financial statements to the functions to which the goodwill relates. If the difference is negative, this is recognised immediately in the income statement.

If the purchase price allocation is not final, positive and negative differences from acquired subsidiaries may, due to changes in recognition and measurement of the identified net assets, be adjusted for up to 12 months from the time of acquisition. These adjustments are also reflected in the value of goodwill or negative goodwill, including in depreciation and amortisation already made.

If the cost contains conditional considerations, these are measured at fair value at the time of acquisition. Subsequently, conditional considerations are re-measured at fair value. Value adjustments are recognised in the income statement.

In the case of step acquisitions, the value of the existing holding of investments in the acquired enterprise is re-measured at fair value at the time of acquisition. The difference between the carrying amount of the existing investment and the fair value is recognised in the income statement.

Investments in subsidiaries and associates
Investments in subsidiaries and associates are recognised and measured according to the equity method, which means that the investments are measured at the proportionate share of the enterprises' net asset value plus or minus unamortised positive or negative goodwill and minus or plus unrealised intra-group profits and losses.

The parent company's share of the enterprises' profit/loss after elimination of unrealised intra-group profits and losses and minus or plus amortisation of goodwill and negative goodwill, respectively, is recognised in the income statement.

Net revaluation of investments in subsidiaries and associates is transferred in connection with the distribution of profit/loss to the reserve for net revaluation according to the equity method.

Inventories
Inventories are measured at cost, calculated according to the FIFO method, or net realisable value, whichever is lower.

The cost of spare parts comprises the purchase price plus delivery costs. The net realisable value of inventories is calculated as the expected selling price less costs to be incurred to effect the sale.

Receivables
Receivables are measured at amortised cost, which usually corresponds to nominal value, less write-downs for bad debts.

Prepayments (assets)
Prepayments recognised under assets comprise incurred costs relating to subsequent financial years. Prepayments are measured at cost.

Equity
The company has presented value adjustments for hedging future cash flows under a separate reserve in the statement of changes in equity; "reserve for hedging transactions". The reserve is not restricted.

Dividends
Dividends are recognised as a liability at the time of adoption at the general meeting. The proposed dividend for the financial year is shown as a separate item in equity.

Debt to credit institutions
Debt to credit institutions is measured at the time of borrowing at cost, corresponding to the proceeds received less transaction costs incurred.

Subsequently, mortgage debt is measured at amortised cost. This means that the difference between the proceeds from the borrowing and the nominal value to be repaid is recognised in the income statement over the loan period as a financial expense.

Leases
Lease obligations regarding finance leased assets are recognised in the balance sheet as liabilities and are measured at the time of entering into the contract at the present value of the future lease payments.

Subsequent to initial recognition, lease obligations are measured at amortised cost. The difference between the present value and the nominal value of the lease payments is recognised in the income statement over the term of the contracts as a financial expense.

Lease payments regarding operating leases are recognised on a straight-line basis in the income statement over the lease term.

Other financial liabilities
Other financial liabilities are recognised at amortised cost, which usually corresponds to nominal value.

Deferred income (liabilities)
Deferred income recognised under liabilities comprises received income for recognition in subsequent financial years. Deferred income is measured at cost.

Cash flow statement
The cash flow statement for the parent company and the group is presented using the indirect method and shows cash flows regarding operating, investing and financing activities as well as the parent company's and the group's cash and cash equivalents at the beginning and the end of the year.

The liquidity effect of acquisitions and divestments of enterprises is shown separately under cash flows regarding investing activities. In the cash flow statement for the group, cash flows regarding acquired enterprises are recognised from the time of acquisition, and cash flows regarding divested enterprises are recognised until the time of sale.

Cash flows regarding operating activities are calculated as the operating profit/loss adjusted for non-cash operating items, change in working capital and corporation tax paid.

Cash flows regarding investing activities comprise payments in connection with acquisitions and divestments of enterprises, activities and financial assets as well as the purchase, development, improvement and sale, etc. of intangible assets and property, plant and equipment.

Cash flows regarding financing activities comprise changes in the size or composition of the parent company's share capital and costs associated herewith as well as the raising of loans, entering into finance leases, repayment of interest-bearing debt, purchase of treasury shares and payment of dividends.

Cash and cash equivalents comprise cash at bank and in hand.

Photo: Air Greenland

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Definition of Key Figures ratios

Financial ratios are prepared in accordance with the recommendations and guidelines issued by the Danish Finance Society.

NOPLAT (Net operating profit less adjusted taxes) is defined as earnings before interest and tax (EBIT) adjusted for calculated tax of 25%.

Net interest-bearing debt is calculated as interest-bearing debt less cash and cash equivalents.

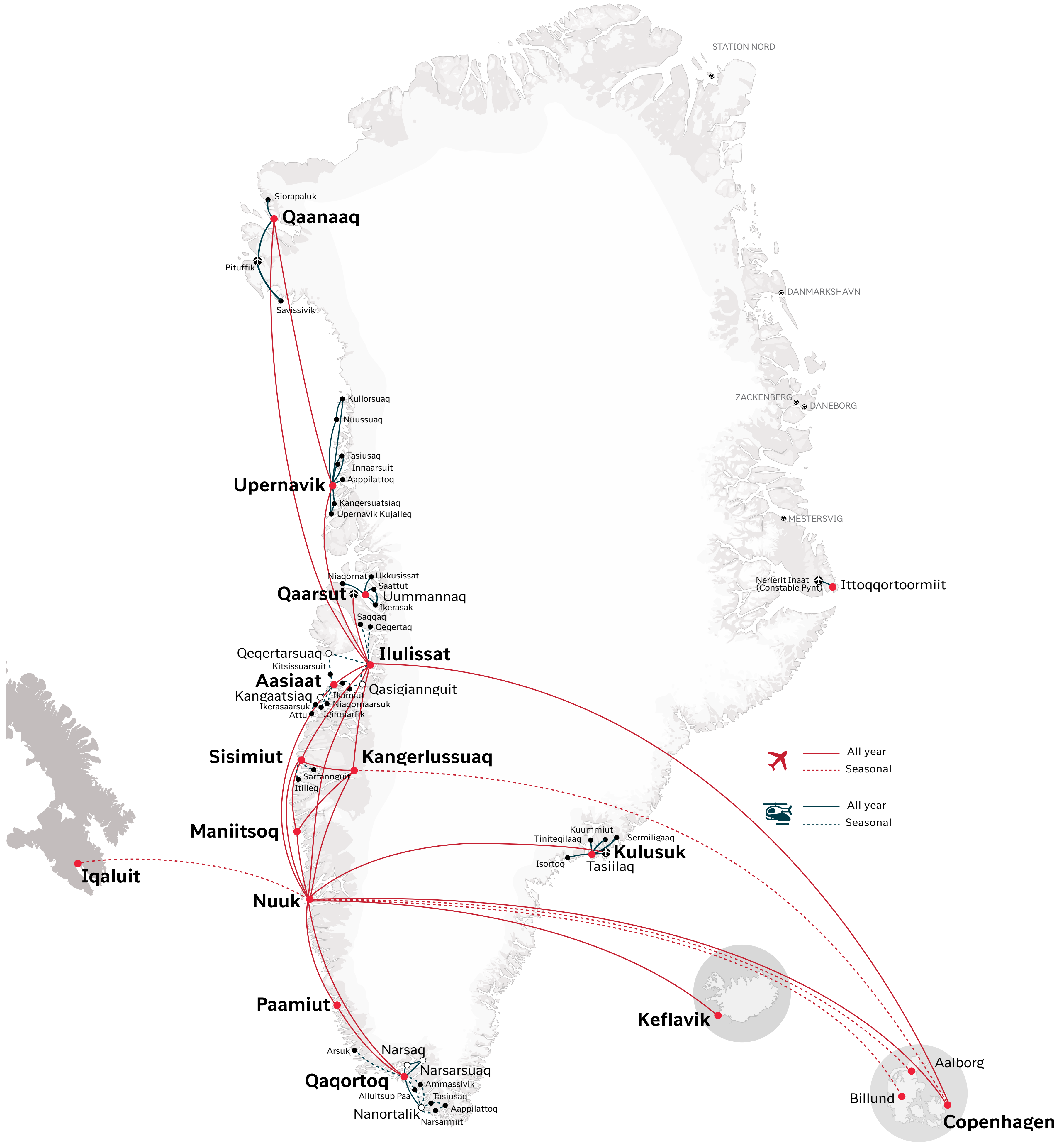
Invested capital including goodwill is defined as equity plus net interest-bearing debt.

Financial ratio	Calculation formula	Expression
Operating margin (EBIT margin) (%)	Operating profit (EBIT) / Revenue	The company's operational profitability
Solvency ratio	Equity / Total assets	The company's financial strength
Return on invested capital after tax including goodwill (%)	NOPLAT / Avg. invested capital	The return generated by the company on investors' funds
Return on equity (%)	Profit or loss for the year / Avg. equity	The return on the capital invested by the owners
Operating cash flow to net debt	Cash flows from operating activities / Net interest-bearing debt	The company's ability to repay debt using liquidity from operations
Leverage	Cash flows from operating activities / EBITDA	The company's financial risk

Group overview and route network

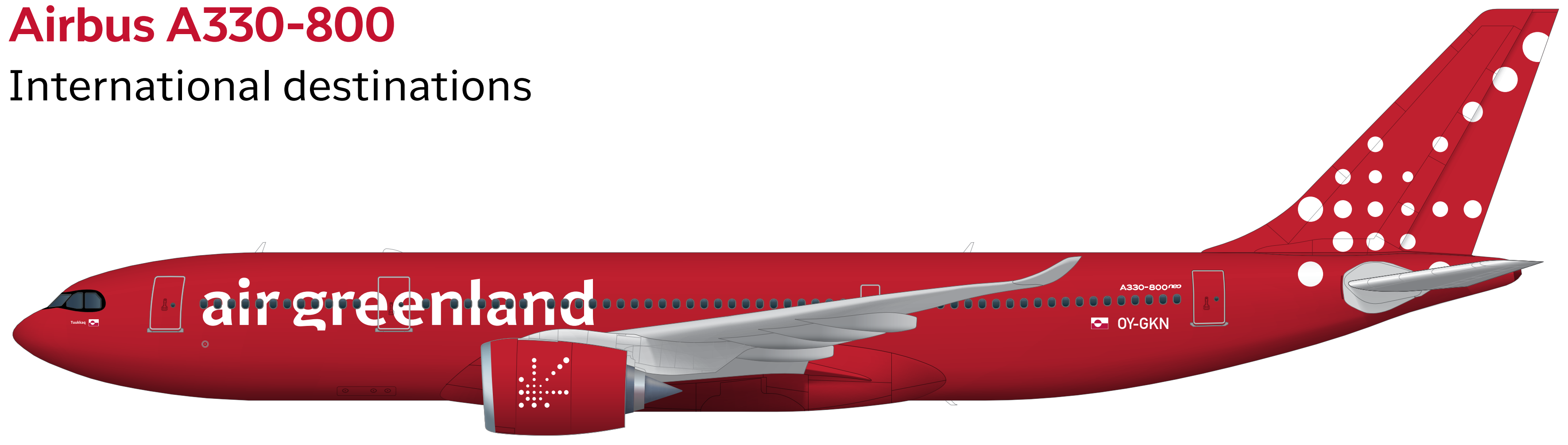
Air Greenland A/S

- **Greenland Travel A/S** 100%
- **Arctic Hospitality Corporation A/S** 100%
- **Air Greenland ATO A/S** 100%
- **Norlandair ehf.** 41,5%



Our fleet

Airbus A330-800
International destinations



Quantity: 1
Max. seating capacity: 305
Average speed (km/h): 870
Max. flight altitude (m): 13.666

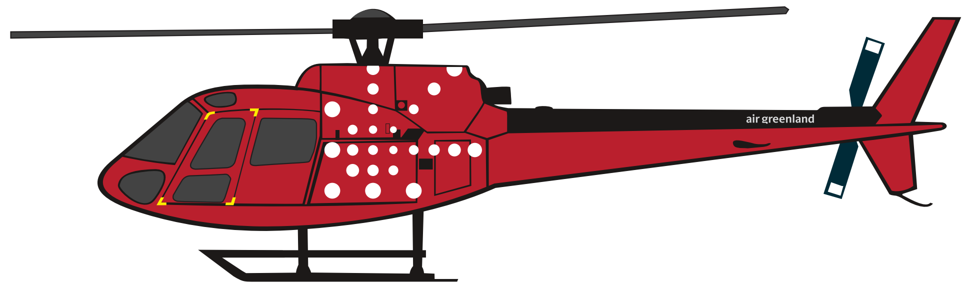
Dash 8-200
Domestic destinations

Quantity: 8
Max. seating capacity: 37
Average speed (km/h): 537
Max. flight altitude (m): 7.620

Airbus H155
Domestic destinations

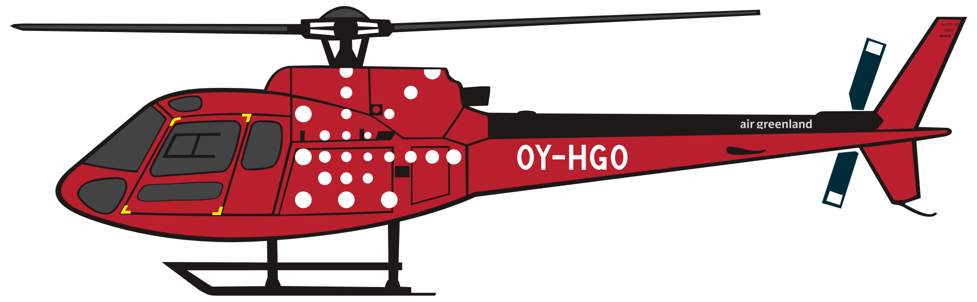
Quantity: 7
Max. seating capacity: 13
Average speed (km/h): 277
Max. flight altitude (m): 4.570

Airbus H125
Charter



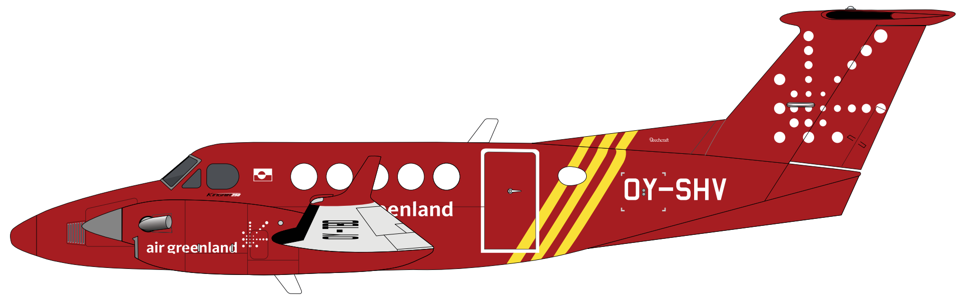
Quantity: 9
Max. seating capacity: 5
Average speed (km/h): 252
Max. flight altitude (m): 7.000

Airbus AS350
Charter



Quantity: 4
Max. seating capacity: 5
Average speed (km/h): 234
Max. flight altitude (m): 7.000

Kingair
Domestic destinations



Quantity: 1
Max. seating capacity: Medevac (8)
Average speed (km/h): 480
Max. flight altitude (m): 10.670

Airbus H225
Search and rescue

Quantity: 2
Max. seating capacity: SAR (19)
Average speed (km/h): 262
Max. flight altitude (m): 6.095

Statements

air greenland group

air greenland group

Statement by Management

The board of directors and the executive management have today considered and approved the annual report of Air Greenland A/S for the financial year 1 January – 31 December 2025

The annual report has been prepared in accordance with the Greenlandic Financial Statements Act.

In our opinion, the parent company financial statements and the consolidated financial statements give a true and fair view of the company's and the group's assets, liabilities and financial position at 31 December 2025 and of the results of the company's and the group's operations and cash flows for 2025.

In our opinion, the management review contains a true and fair account of the development in the company's operations and financial matters, the results for the year and of the company's financial position, as well as a description of the most significant risks and uncertainty factors facing the company.

The annual report is recommended for approval by the general meeting.

EXECUTIVE MANAGEMENT

Jacob Nitter Sørensen
CEO

BOARD OF DIRECTORS

Malik Hegelund Olsen
Chair of the Board

Steen Jensen
Vice chairperson

Charlotte Pedersen

Bodil Marie Damgaard

Ella Cathrine Grødem

Robert Gurney

Heidi Schermer Nielsen

Mogens Motzfeldt-Haahr

Suluk Karl-Johan Lyberth

Independent Auditor's Report

To the shareholder of Air Greenland A/S

Opinion
In our opinion, the consolidated financial statements and the parent company financial statements give a true and fair view of the group's and the company's assets, liabilities and financial position at 31 December 2025 and of the results of the group's and the company's operations and cash flows for the financial year 1 January – 31 December 2025 in accordance with the Greenlandic Financial Statements Act.

We have audited the consolidated financial statements and the parent company financial statements of Air Greenland A/S for the financial year 1 January – 31 December 2025, which comprise income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including accounting policies, for the group as well as the company ("the financial statements").

Basis for opinion
We conducted our audit in accordance with international standards on auditing (ISAs) and the additional requirements applicable in Greenland. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of the group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Greenland, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Statement on the management review
Management is responsible for the management review. Our opinion on the financial statements does not cover the management review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the management review and, in doing so, consider whether the management review is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the management review provides the information required under the Greenlandic Financial Statements Act.

Based on the work performed, in our opinion, the management review is in accordance with the consolidated financial statements and the parent

Photo: Lloyd Horgan


Photo: Jügen Metz

company financial statements and has been prepared in accordance with the requirements of the Greenlandic Financial Statements Act. We did not identify any material misstatement of the management review.

Management's responsibilities for the financial statements

Management is responsible for the preparation of consolidated financial statements and parent company financial statements that give a true and fair view in accordance with the Greenlandic Financial Statements Act. Management is also responsible for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the group's and the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless management either intends to liquidate the group or the company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Greenland will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Greenland, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's and the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's and the company's ability to continue as a going concern. If we conclude that a material

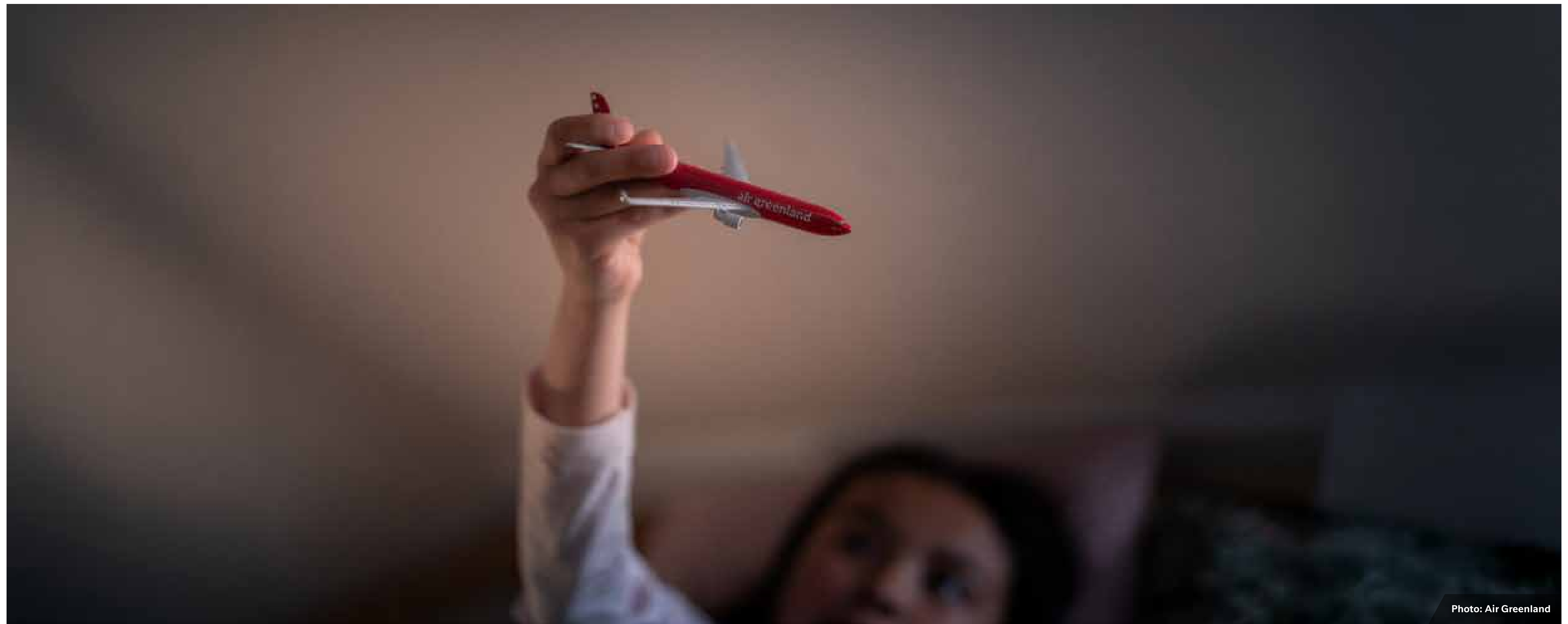


Photo: Air Greenland


Photo: Air Greenland

uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group and the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Plan and perform the group audit to obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements and the parent company financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PricewaterhouseCoopers
State Authorised Public Accountants

CVR-nr. 33 77 12 31
Thomas Wraae Holm
State Authorised Public Accountant mne30141

Grønlands Revision Approved
Public Accountants

CVR-nr. 46 20 15 15
Per Jansen
State Authorised Public Accountant mne21323