

ICELANDAIR GROUP HF. – ANNUAL GENERAL MEETING 12 MARCH 2026

Electronic Meeting - Live from The Icelandair House, Flugvellar 1, 221 Hafnarfjörður - 4.00 pm

The Board of Directors has decided that Icelandair Group's Annual General Meeting on 12 March 2026 will be held electronically, cf. Article 4.6 of the Company's Articles of Association. Shareholders who intend to participate in the meeting shall notify the Company with 2 days notice thereof and submit written questions regarding the agenda or documents to be presented at the meeting which they require answers to, cf. Article 4.4 of the Company's Articles of Association. Registration at the meeting takes place at www.lumiconnect.com/events/icelandairgroupagm2026. Registered participants will receive information via e-mail prior to the meeting on how to participate and cast their votes together with a link to a live stream of the meeting. The meeting will be live streamed from The Icelandair House, Flugvellar 1, 221 Hafnarfjörður but will be open for physical attendance. Voting and discussions will be electronic only. The meeting will be conducted in Icelandic but live English translation will be offered both at the live stream and at The Icelandair House.

AGENDA

1. The Board of Director's report on Icelandair Group's operations in 2025
2. Confirmation of Annual Accounts and decision on the handling of profit or loss for the financial year
3. Decision on payments to Board Members
4. Proposal of the Board of Directors regarding the Remuneration Policy
5. Report and proposal from the Nomination Committee regarding Board Membership
6. Election of Board Members
7. Election of two members of the Nomination Committee
8. Nomination of Audit Committee member
9. Election of Auditors
10. Authorization to purchase Treasury Shares
11. Other lawfully submitted matters

PROPOSALS

a) *Annual Accounts (Item 2)*

The Board of Directors proposes to the Annual General Meeting that the Annual Accounts of the Company for 2025 will be approved.

b) *Dividends payments (Item 2)*

The Board of Directors proposes to the Annual General Meeting that no dividends will be paid for the 2025 financial year.

c) *Remuneration to Board Members (Item 3)*

The Board of Directors proposes to the Annual General Meeting that remuneration to Board Members and Sub-Committee Members be as follows: Each Board Member will receive ISK 430,000 per month, the Chairman will receive ISK 855,000 per month, the Deputy Chairman will receive ISK 640,000 per

month, Sub-Committee Members will receive ISK 140,000 per month, the Chairman of the Audit Committee will receive ISK 295,000 per month and the Chairman of other sub-committees will receive ISK 170,000 per month. The Board of Directors will decide on compensation for the members nominated by shareholders in the Nomination Committee. Compensation will be paid on hourly basis.

d) Remuneration Policy (Item 4)

The Board of Directors proposes to the Annual General Meeting that the attached updated Remuneration Policy will be approved. No changes have been proposed to the policy.

e) Nomination Committee (item 5)

Icelandair Group's Nomination Committee proposes that the following candidates, listed in alphabetical order, will be elected to the Board of Directors of Icelandair Group hf. on the Company's Annual General Meeting:

1. Guðmundur Hafsteinsson
2. John F. Thomas
3. Matthew Evans
4. Nina Jonsson
5. Svafa Grönfeldt

f) Audit Committee (item 8)

The Board of Directors proposes that Mrs. Auður Þórisdóttir will be nominated to the Company's Audit Committee as an independent Committee member.

This proposal is put forward in accordance with Article 108 (a)(2) of the Icelandic Act on Annual Accounts no. 3/2006.

g) Auditors (Item 9)

The Board of Directors proposes to the Annual General Meeting that KPMG ehf. will be the Company's auditors.

h) Authorization to purchase Treasury Shares (Item 10)

The Board of Directors of Icelandair Group proposes to the Annual General Meeting that the Company will be authorized to purchase in the next 18 months up to 10% of its own shares in accordance with Article 55 of the Icelandic Companies Act No 2/1995 in order to set up a formal buy-back programme in accordance with the provisions of Article 5 of MAR (Regulation (EU) No 596/2014 of the European Parliament and of the Council), which has been transposed into Icelandic legislation with Act No 60/2021, as well as the provisions of the Commission Delegated Regulation (EU) 2016/1052 which contains regulatory technical standards for the conditions applicable to buy-back programmes.

For further information:

*Ari Guðjónsson, General Counsel
Email: ari@icelandairgroup.is or Tel: +354 661-2188*
