



19 February 2026

Alliance Aviation Services Limited
ABN 96 153 361 525
ASX code: AQZ

Alliance Aviation Services Limited

A.C.N. 153 361 525 | A.B.N. 96 153 361 525

PO Box 1126
EAGLE FARM QLD 4009

Telephone
+61 7 3212 1212

Facsimile
+61 7 3212 1522
www.allianceairlines.com.au

Appendix 4D
For the half year ended 31 December 2025

Results for announcement to the market

Revenue and profit after tax Comparison to previous period	Increase / Decrease	Change %		To \$'000
Revenue from ordinary activities	Increase	7.9%	to	359,282
Loss from ordinary activities after tax attributable to members	Decrease	466.6%	to	(105,811)
Loss for the period attributable to members	Decrease	466.6%	to	(105,811)

Dividends/distributions

There is no interim dividend declared for the half year ending 31 December 2025.

Additional information

Net tangible asset backing

	Dec 2025	Jun 2025
Net tangible asset backing per ordinary share	2.22	2.70

Audit status

This report has been based on the consolidated financial statements for the half year ended 31 December 2025 which have been subject to an audit review by PricewaterhouseCoopers. The audit report contains no qualifications.

Additional information and commentary

The statement of comprehensive income, balance sheet, statement of cash flows, statement of changes in equity and the accompanying notes to these statements is contained in the Financial Report for the half year ended 31 December 2025 as released on the Australian Stock Exchange and published on the Company's website www.allianceairlines.com.au.

For more information contact:

Simon Vertullo
Chief Financial Officer
Alliance Aviation Services Limited
+61 7 3212 1201

This page has been left blank intentionally.

Resilience.
Reliability.
Sustainability.

2026

INTERIM REPORT
FOR THE HALF YEAR ENDED 31 DECEMBER 2025

Alliance
AIRLINES

Alliance Aviation Services Limited

INTERIM REPORT FOR THE HALF YEAR ENDED 31 DECEMBER 2025

THIS PAGE HAS BEEN LEFT BLANK INTENTIONALLY

Alliance Aviation Services Limited

INTERIM REPORT FOR THE HALF YEAR ENDED 31 DECEMBER 2025

CONTENTS

Directors' Report	4
A Revenue and Other Income	15
B Cash Management.....	15
C Capital Management.....	16
D Other Assets	17
E Income Tax	20
F Equity	20
G Related Party Transactions.....	21
H Other Items.....	21
I Basis Of Preparation	21
J Changes In Accounting Policies	22

Directors' Report

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

DIRECTORS' REPORT

Your directors are pleased to present their report on the consolidated entity (referred to hereafter as the "Group") consisting of Alliance Aviation Services Limited (the "Company") or ("Alliance") and the entities it controlled at the end of, or during, the half year ended 31 December 2025.

DIRECTORS

The following persons were Directors of Alliance Aviation Services Limited during the whole of the half year and up to the date of this report, unless otherwise noted:

Directors Name	Position	Appointed	To
James Jackson*	Chairman, Non-executive Director	12-Feb-2025	Ongoing
Mark Stanton	Independent Non-executive Director	10-Jul-2024	Ongoing
Bernard Campbell	Independent Non-executive Director	12-Feb-2025	Ongoing
Simon Lange	Independent Non-executive Director	15-Oct-2025	Ongoing
Jason Korman	Non-independent Non-executive Director	03-Dec-2025	Ongoing
Scott McMillan	Managing Director	26-Oct-2011	19-Aug-2025
	Joint Managing Director	20-Aug-2025	07-Nov-2025
Stewart Tully	Joint Managing Director	20-Aug-2025	07-Nov-2025
	Managing Director	07-Nov-2025	Ongoing

*James Jackson was appointed as Independent Non-executive Director on 10-Jul-2024 and was appointed as Chairman on 12-Feb-2025.

GROUP OVERVIEW

The principal activities of the Group are the provision of contract, charter, and allied aviation services to the resource industry and airlines, both domestically and internationally. In the half year the Group has also provided specialised aviation services to airlines and clients including aircraft dry leasing, airport management, aircraft trading, part sales, engine leasing and engineering services.

FINANCIAL REVIEW

Statutory Financial Review

EBITDA*	PBT ex Aviation Services	TOTAL PBT	NPAT	NET ASSETS	OPERATING CASH#
(\$78.3m)	(\$148.8m)	(\$151.1m)	(\$105.8m)	\$357.9m	(\$5.8m)
1H25: \$101.2m	1H25: \$40.6m	1H25: \$41.3m	1H25: \$28.9m	FY25: \$468.6m	1H25: (\$15.1m)

* This is not a statutory number. # Operating cashflow is net of aircraft purchased for inventory.

The following adjustments have been made to statutory results to derive the underlying performance:

- An impairment charge of \$151.9 million recognised in Impairment Costs, reducing the carrying value of the Fokker fleet, engines and Right of Use (ROU) Assets (refer Note D2 & D3).
- A \$12.9 million charge recognised in Parts and Inventory Costs, reducing Fokker inventory balances within Inventories (refer Note D1).
- A \$1.2 million decrease to Labour and Staff Related Costs reflecting payroll tax expenses attributable to FY2025.
- A \$0.3 million increase to Revenue from Continuing Operations relating to prior-year revenue adjustments.
- \$14.0 million relating to the purchase of aircraft for on sale has been excluded from the Operating Cash Flow.

Underlying Financial Review

EBITDA*	PBT ex Aviation Services	TOTAL PBT	NPAT	NET ASSETS	OPERATING CASH#
\$87.4m	\$16.9m	\$14.6m	\$11.9m	\$474.5m	\$8.2m
1H25: \$101.2m	1H25: \$40.6m	1H25: \$41.3m	1H25: \$28.9m	FY25: \$468.6m	1H25: \$27.2m

* This is not a statutory number. # Operating cashflow is net of aircraft purchased for inventory.

Directors' Report

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

STRATEGIC TURNAROUND

The Group is focussed on improving profitability, cash flow generation and strengthening the balance sheet following several years of accelerated growth.

Accordingly, a comprehensive business review currently underway is expected to identify opportunities to increase contract income, grow wet lease revenue and margins, reduce repairs and maintenance and overheads/support functions and improve capital productivity.

The Group remains focused on maintaining high safety standards and management will continue to prioritise operational excellence, and long-term client partnerships as the key drivers of sustainable shareholder value.

FLEET RENEWAL

The review of Alliance's business will also incorporate a fleet renewal strategy as the Fokker F70 and F100 aircraft are approaching the end of their useful economic life. The Company is working through a detailed long term fleet plan to manage the progressive retirement of these aircraft. As part of this plan, the Company will consider lease and purchase options as well as the redeployment of aircraft.

IMPAIRMENTS & WRITE-DOWNS

The Group made an announcement to the ASX on 12 February 2026 that various asset impairments and inventory write-downs would be recorded in the half year result totalling approximately \$160 million. Subsequent to this announcement a further \$7.2 million of impairments were recorded in the result in relation to ROU assets with respect to leases for sites operated by the Group outside of Brisbane and a small amount for Intangibles (internally generated software) bringing total impairments and write-downs to \$164.8 million.

The impairments and write-downs relate principally to Alliance's Fokker aircraft fleet, engine and parts. An independent specialist aircraft valuation firm has valued the Company's Embraer E190 fleet, as at 31 December 2025, at approximately \$67 million above the aggregate carrying values recorded in the Company's accounts. In line with accounting policies and standards, no upward revaluation has been recognised.

REVENUE FROM CONTINUING OPERATIONS

The Group delivered a consistent underlying operational performance for the half year ended 31 December 2025, with increased revenue and activity levels across the fleet.

While no significant contract renewals occurred during the half year, ongoing pricing discussions with key clients remain constructive. Demand across core segments continues to be supported by strong on-time performance and the Group's reputation for reliability in high-utilisation environments.

Total revenue growth for the half year ended 31 December 2025 was driven by Wet Lease and Aviation Services.

CONTRACT	CHARTER	WET LEASE	RPT	OTHER	TOTAL
\$152.6m	\$7.1m	\$170.1m	\$5.8m	\$23.7m	\$359.3m
▼ Decrease: 0.7%	▼ Decrease: 1.4%	▲ Increase: 6.3%	▼ Decrease: 1.7%	▲ Increase: 282.3%	▲ Increase: 7.9%
1H25: \$153.6m	1H25: \$7.2m	1H25: \$160.1m	1H25: \$5.9m	1H25: \$6.2m	1H25: \$333.0m

- ▶ **Wet Lease Revenue** reported an increase of \$10.0 million or 6.3% when compared to the prior comparative period (\$160.1 million). The improvement reflects full aircraft deployment and continued strength in on-time performance. The result highlights the Group's operational reliability and reinforces its status as a preferred provider in high-utilisation markets.
- ▶ **Contract revenue** decreased by \$1.0 million or 0.7% when compared to the prior comparative period (\$153.6 million). Growth from new customers partially offset the impact of the nickel market downturn experienced in the second half of FY2025. Contract operations continued to provide a stable earnings base, supported by contract renewals and sustained client demand. The segment remains a key contributor to predictable cash flows and long-term value creation.
- ▶ **Charter Revenue** reported a decrease of \$0.1 million or 1.4% when compared to the prior comparative period (\$7.2 million). Tourism-related charter activity resumed during the period; however, capacity constraints limited further growth. The segment remains well positioned to capture additional demand as aircraft availability improves.
- ▶ **RPT Revenue** reported a decrease of \$0.1 million or 1.7% when compared to the prior comparative period (\$5.9 million). Regular Public Transport (RPT) revenue decreased in line with the Group's strategic focus on higher-yield Wet Lease and Contract Charter operations.

Directors' Report

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

- ▶ **Other Revenue (including aviation services and dry leasing)** reported an increase of \$17.5 million or 282.3% when compared to the prior comparative period. This growth reflects higher activity in parts and engineering services, including the final two of twelve engine sales under the Beatech Power Systems LLC agreement.

CASH FLOW

OPERATING	INVESTING	FINANCING	NET CASH FLOW
(\$5.8m)	(\$43.4m)	\$11.1m	(\$38.1m)
▲ Increase: \$9.3m 1H25: (\$15.1m)	▲ Increase: 60m 1H25: (\$103.4m)	▼ Decrease: 1H25: \$106.9m	▼ Decrease: 1H25: (\$11.6m)

Net Cash Outflow from Operating Activities for the half year was \$5.8 million, an increase of 61.6% or \$9.3 million from the previous financial year. The following are factors that affected the operating cash flow in the first half:

- ▶ Payments to suppliers included two aircraft purchased for inventory at \$12.0 million and initial payments of \$1.9 million for an additional 6 E190 aircraft compared to the prior comparative period; and
- ▶ Interest costs increased by \$3.8 million due to higher debt levels from the Group's growth program.

Net Cash Outflow from Investing Activities for the half year were \$43.4 million or \$60 million lower when compared to the prior comparative period.

- ▶ Embraer program costs, including two additional E190 aircraft, totalling \$25.4 million, being the key cash outflow in the period.
- ▶ On-going heavy maintenance and related activities of \$18.0 million was expended and capitalised.

Net Cash Inflow from Financing Activities during the half year was an inflow of \$11.1 million, being \$95.8 million lower than the prior financial year.

- ▶ In December 2025, the Group drew down an additional \$23.0 million from the Pricoa facility.
- ▶ The Group made total repayments of \$5.7 million towards ANZ term loan facilities II and IV.
- ▶ In November 2025, the Group paid \$4.8 million in dividends in respect of FY2025.

CAPITAL EXPENDITURE

Capital expenditure for the period was \$97.8 million (1H25: \$145.7 million).

EXISTING CAPEX	AIRCRAFT ACQUISITIONS	TOTAL CAPEX
\$66.8m	\$31.0m	\$97.8m
▲ Increase: \$7.1m 1H25: \$59.7m	▼ Decrease: \$55.0m 1H25: \$86.0m	▼ Decrease: \$47.9m 1H25: \$145.7m

Capital expenditure on existing fleet and services was \$66.8 million with engine and base maintenance costs being the key drivers. The Group's base maintenance program has maintained three lines, which will continue throughout FY26 and beyond.

New capital expenditure incurred during the half-year was \$31 million which included the acquisition of two E190 aircraft and entry into service costs.

A summary of the capital expenditure is shown below. Investing cash flows per the Condensed Consolidated Statement of Cash Flows totalling \$43.4 million incorporate the aircraft acquisitions, base maintenance providers and other miscellaneous costs from the table below.

Directors' Report

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

Reconciliation of Capital Expenditure	31 December 2025 \$ million	31 December 2024 \$ million
Existing Fleet Capital Expenditure		
Cash outflows		
Base maintenance providers	19.7	19.5
Engine care program		12.0
Other Miscellaneous	(1.7)	3.8
Operating costs capitalised	6.1	2.5
Total Cash outflows	24.1	37.8
Inventory Used for Capital Expenditure		
Parts from inventory used in base maintenance	42.7	21.9
Total Existing Fleet Capital Expenditure	66.8	59.7
Aircraft Acquisitions		
Cash outflows		
Costs associated with aircraft acquisitions	25.4	48.5
Brisbane Hangar Costs	-	19.6
Operating Costs capitalised	3.2	1.4
Total Cash outflows	28.6	69.5
Inventory Used for Capital Expenditure		
Parts from inventory used in base maintenance	2.4	16.5
Total Aircraft Acquisitions	31.0	86.0
Total Capital Expenditure	97.8	145.7

SUMMARY OF OPERATIONAL METRICS

FLEET

The Group operates an all-jet fleet of Fokker and Embraer aircraft. The fleet consists of two types of Fokker aircraft, namely F100 (100 seat aircraft) and F70 (80 seat aircraft) and one type of Embraer aircraft, the E190 (with three cabin configurations, either 94, 97 or 100 seats).

FOKKER 70 12 ▼ Decreased by 1 1H25: 13	FOKKER 100 24 ▼ Decreased by 1 1H25: 25	
EMBRAER E190 45* ▲ Increased by 4 1H25: 41	TOTAL FLEET 81 ▲ Increased by 2 1H25: 79	

*This includes 5 aircraft on dry lease (1H25: 4 aircraft on dry lease). 1H25 has been restated to include Dry Lease aircraft.

Directors' Report

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

FLIGHT HOURS

The flights hours for 1H26 have increased by 845 or 1.4% compared to the prior comparative period.

CONTRACT	CHARTER	WET LEASE	RPT	FERRY / MAINT	TOTAL
13,816	505	43,940	435	511	59,207
▼ 3.1% Decrease 1H25: 14,265	▼ 15.1% Decrease 1H25: 595	▲ 2.9% Increase 1H25: 42,682	▲ 2.8% Increase 1H25: 423	▲ 28.7% Increase 1H25: 397	▲ 1.4% Increase 1H25: 58,362

OTHER KEY METRICS

The metrics below represent the key indicators the Company uses to monitor operational performance.

 EMPLOYEES (FTE) 1,429 ▼ 0.1% Decrease 1H25: 1,430	 ON TIME PERFORMANCE 96% ▲ 3pcp Increase 1H25: 93%	 CONTRACTED % TOTAL REVENUE [^] 90% ▲ 3pcp Increase 1H25: 94%	 REVENUE PER FTE \$258k ▲ 9.3% Increase 1H25: \$237k
--	--	--	---

[^]Total Revenue from Continuing Operations

SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

On 7 November 2025, Alliance advised the market that expected FY26 results are materially below analyst consensus, with guidance reflecting higher depreciation, increased operating costs, a contract dispute and additional first-quarter expenses, while confirming continued profitability, strong operating cash flow and compliance with banking covenants.

Wet Lease client demand has softened resulting in reduced forward schedules, which in the absence of these wet leases being negotiated is expected to impact utilisation and financial performance through the remainder of FY26 and beyond.

In response, the Group has commenced operational and organisational realignment initiatives which will be actioned in 2H26 which will have an impact on our workforce.

Other than disclosed elsewhere in this report, there were no further significant changes in the state of affairs of the Group during the half year ended 31 December 2025.

AUDITORS INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration required under section 307C of the *Corporations Act 2001* is on page 6.

ROUNDING OF AMOUNTS

The Company is of a kind referred to in the Australian Securities and Investment Commission (ASIC) Legislative Instrument 2016/191, relating to the 'rounding off' of amounts in the Directors' Report and Financial Report. Amounts in the Directors' Report and Financial Report have been rounded off in accordance with the instrument to the nearest thousand dollars, or in certain cases, to the nearest dollar.

Directors' Report

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

This report is made in accordance with a resolution of the Directors of Alliance Aviation Services Limited.



James Jackson

Chairman

Brisbane

Date: 19 February 2026

Auditor's Independence Declaration

FOR THE HALF YEAR ENDED 31 DECEMBER 2025



Auditor's Independence Declaration

As lead auditor of Alliance Aviation Services Limited financial report for the half-year ended 31 December 2025, I declare that to the best of my knowledge and belief, there have been:

- (a) no contraventions of the auditor independence requirements of the Corporations Act 2001 in relation to the review of the financial report; and
- (b) no contraventions of any applicable code of professional conduct in relation to the review.

This declaration is in respect of Alliance Aviation Services Limited and the entities it controlled during the period.

A handwritten signature in black ink that reads 'J. P. Raabe'.

Josh Raabe
Partner
PricewaterhouseCoopers

Brisbane
19 February 2026

pwc.com.au

PricewaterhouseCoopers, ABN 52 780 433 757
480 Queen Street, BRISBANE QLD 4000,
GPO Box 150, BRISBANE QLD 4001
T: +61 7 3257 5000, F: +61 7 3257 5999, www.pwc.com.au

Liability limited by a scheme approved under Professional Standards Legislation.

Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

	Note	31 December 2025	31 December 2024
		\$'000	\$'000
Revenue and Income			
Revenue from continuing operations	A1	359,282	333,036
Net foreign exchange (losses)/gains		1,909	(89)
Other Income		7,942	5,960
Total Revenue and Income		369,133	338,907
Expenses			
Direct flight costs		(63,701)	(64,453)
Parts and inventory costs (Incorporates inventory write-down)	D1	(73,662)	(29,640)
Labour and staff related costs		(143,161)	(130,577)
Repairs and maintenance costs		(1,399)	(1,108)
Accommodation and utility costs		(1,691)	(1,104)
IT and communication costs		(4,478)	(3,624)
Other administrative costs		(7,464)	(7,180)
Impairment Costs	D2,D3	(151,872)	-
Finance costs		(17,468)	(16,047)
Depreciation & amortisation	D2,D3	(55,315)	(43,861)
Total Expenses		(520,211)	(297,594)
Profit/(Loss) before income tax for the period		(151,078)	41,313
Income tax (expense) / benefit	E1	45,267	(12,453)
Profit/(Loss) for the period		(105,811)	28,860
Other Comprehensive Income			
Items that may be classified to profit or loss		-	-
Other Comprehensive Income for the period net of tax		-	-
Total Comprehensive income for the period		(105,811)	28,860
Total Comprehensive income for the period is attributable to:			
Owners of Alliance Aviation Services Limited		(105,811)	28,860

The above Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income should be read in conjunction with the accompanying notes.

Earnings per Share for Profit from Continuing Operations Attributable to the Ordinary Equity Holders of the Company

	Cents	Cents
Basic Earnings per Share	(65.72)	17.95
Diluted Earnings per Share	(65.72)	17.91

Condensed Consolidated Balance Sheet

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

		31 December 2025	30 June 2025
		\$'000	\$'000
Assets	Note		
Current Assets			
Cash and cash equivalents	B1	58,426	96,489
Receivables		86,852	85,660
Inventories	D1	104,726	86,546
Total Current Assets		250,004	268,695
Non-Current Assets			
Property, plant & equipment	D2	800,537	901,879
Intangibles		-	109
Right of use assets	D3	25,544	34,429
Total Non-Current Assets		826,081	936,417
Total Assets		1,076,085	1,205,112
Liabilities			
Current Liabilities			
Trade and other payables		92,908	83,337
Borrowings	B2	11,452	11,452
Current tax liabilities		-	-
Lease liabilities	D3	4,657	4,540
Provisions		25,321	25,535
Total Current Liabilities		134,338	124,864
Non-Current Liabilities			
Borrowings	B2	480,356	463,082
Provisions		5,486	3,810
Deferred tax liability		65,152	110,418
Lease liabilities	D3	32,884	34,397
Total Non-Current Liabilities		583,878	611,707
Total Liabilities		718,216	736,571
Net Assets		357,869	468,541
Equity			
Contributed equity	F1	289,000	288,801
Reserves		(110,467)	(110,238)
Retained earnings		179,336	289,978
Total Equity		357,869	468,541

The above Condensed Consolidated Balance Sheet should be read in conjunction with the accompanying notes.

Condensed Consolidated Statement of Cash Flows

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

		31 December 2025 \$'000	31 December 2024 \$'000
Cashflow from Operating Activities	Note		
Receipts from customers (Inclusive of GST)		396,905	393,848
Payments to Suppliers (Inclusive of GST)		(386,997)	(396,682)
Interest received		282	224
Interest paid		(16,012)	(12,378)
Income tax (paid)/refunded		-	(157)
Net Cash Inflow (Outflow) from Operating Activities		(5,822)	(15,145)
Cash Flows from Investing Activities			
Payments for property, plant and equipment		(43,362)	(103,411)
Proceeds from sale of property, plant and equipment		10	14
Net Cash Inflow (Outflow) from Investing Activities		(43,352)	(103,397)
Cash Flows from Financing Activities			
Proceeds from borrowings		23,000	111,705
Repayment of borrowings		(5,726)	(3,726)
Dividends Paid	C1	(4,831)	-
Principal elements of lease payments		(1,332)	(1,065)
Net Cash Inflow (Outflow) from Financing Activities		11,111	106,914
Net Increase (Decrease) in Cash and Cash Equivalents		(38,063)	(11,627)
Cash and Cash equivalents at beginning of the year		96,489	31,230
Effects of exchange rate on cash and cash equivalents		-	-
Cash and Cash Equivalents at end of year.	B1	58,426	19,603

The above Condensed Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes.

Condensed Consolidated Statement of Changes in Equity

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

31 December 2025		Contributed Equity	Reserves	Retained Earnings	Total Equity
	Note	\$'000	\$'000	\$'000	\$'000
Balance as at beginning of period		288,801	(110,239)	289,978	468,540
Profit for the period		-	-	(105,811)	(105,811)
Other comprehensive income		-	-	-	-
Total Comprehensive Income for the Period		-	-	(105,811)	(105,811)
Transactions with owners in their capacity as owners:					
Share-based payment reserve		199	(272)	-	(73)
Employee share plan issue		-	-	-	-
Dividend Paid	C1	-	-	(4,831)	(4,831)
Foreign currency translation reserve		-	44	-	44
Balance as at end of period		289,000	(110,467)	179,336	357,869

30 June 2025	Notes	Contributed Equity	Reserves	Retained Earnings	Total Equity
		\$'000	\$'000	\$'000	\$'000
Balance as at beginning of period		288,206	(110,121)	232,655	410,740
Profit for the period		-	-	57,323	57,323
Other comprehensive income		-	-	-	-
Total Comprehensive Income for the Period		-	-	57,323	57,323
Transactions with owners in their capacity as owners:					
Share-based payment reserve		47	109	-	156
Employee share plan issue		548	-	-	548
Foreign currency translation reserve		-	(227)	-	(227)
Balance as at end of period		288,801	(110,239)	289,978	468,540

The above Condensed Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

A REVENUE AND OTHER INCOME

A1 REVENUE FROM CONTINUING OPERATIONS

The Group recognises revenue at a point in time once control of the goods or services passes to the customer. Revenue is derived from contract air charter services, ad-hoc air charter services, wet lease services, regular public transport (RPT) services and several allied aviation services including engine and part sales, aircraft, engine and parts leasing, aerodrome management services and other engineering services.

The Group's operations and revenue streams are consistent with those described in the Group's Annual Report for the year ended 30 June 2025.

In the following table revenue has been disaggregated by revenue type.

	31 December 2025	31 December 2024
	\$'000	\$'000
Contract Revenue	152,610	153,650
Charter Revenue	7,073	7,174
Wet Lease Revenue	170,126	160,103
RPT Revenue	5,840	5,908
Aviation Services Revenue	18,705	4,932
Other Revenue	4,928	1,269
Total Revenue from Continuing Operations	359,282	333,036

B CASH MANAGEMENT

B1 CASH AND CASH EQUIVALENTS

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits, other short term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash, and which are subject to an insignificant risk of changes in value.

	31 December 2025	30 June 2025
	\$'000	\$'000
Cash and cash equivalents	58,426	96,489
Total cash and cash equivalents	58,426	96,489

B2 BORROWINGS

The Group's borrowings increased in the half year ended 31 December 2025 to \$491.8 million (FY25: \$474.6 million).

The Pricoa facilities allow the Group to drawn down up to USD \$225 million and provides the option to have the drawdown issued and repayable in either AUD or USD based on the prevailing exchange rate. To date the Group has elected to process all drawdowns in AUD therefore minimising ongoing exchange variation risks.

In December 2025, the Group drew against its debt facilities with Pricoa Private Capital in an amount of AUD \$23 million. This additional Note is due and payable on 19 December 2035. The increased facilities have provided the funding required for the Group to settle its aircraft acquisition commitments. The Group has elected to repay in Australian dollars.

As at 31 December the Group has fully drawn the USD \$225 million facility with Pricoa which is equivalent to AUD \$322.3 million.

The term loans, working capital multi option facility and the senior secured guaranteed notes are subject to certain quarterly financial covenants and restrictions such as debt service cover ratios, leverage ratios and loan to value ratio. The Group has complied with all financial covenants attached to its borrowings during the reporting period and as at 31 December 2025.

Notes to the Financial Statements

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

B CASH MANAGEMENT (CONTINUED)

B2 BORROWINGS (CONTINUED)

FACILITIES

Funding Mechanism	Financier Limit		Available at		Utilisation
	ANZ	Pricoa	NAIF	Bal Date	
		\$'000	\$'000	\$'000	\$'000
AUD Mechanisms	AUD	AUD	AUD	AUD	AUD
Term loan facility I	10,153	-	-	-	10,153
Term loan facility II	79,000	-	-	-	79,000
Term loan facility III	12,500	-	-	-	12,500
Term loan facility IV	46,905	-	-	-	46,905
Northern Australia Infrastructure Facility (NAIF)	-	-	21,000	-	21,000
Senior secured guaranteed notes		322,250	-	-	322,250
Sub-total AUD Borrowings	148,558	322,250	21,000	-	491,808
Working capital multi option (Facility I)	4,000	-	-	3,956	44
Bank guarantee facility	1,000	-	-	141	859
Total AUD Mechanisms	153,558	322,250	21,000	4,097	492,712

C CAPITAL MANAGEMENT

The Group's objective, when managing capital, is to safeguard the ability to continue as a going concern so that the Group can continue to provide returns for shareholders and benefits for other stakeholders and maintain an optimal capital structure. To maintain or adjust the capital structure, the Group may adjust the dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Management and the Board continue to monitor risks relating to the current operating environment and ensure that risk mitigation strategies are in place should the current political and financial environment present challenges to the performance of the business.

C1 DIVIDENDS & FRANKING CREDITS

DIVIDENDS

	31 December 2025 \$'000	31 December 2024 \$'000
Ordinary Shares		
In respect of Financial Year ended 30 June 2025, a fully franked dividend of 3.0 cents per fully paid ordinary share was paid out of retained earnings on 3 November 2025.	4,831	-
Ordinary Shares		
In respect of Half Financial Year ended 31 December 2025, no dividends have been declared.	-	-

FRANKING CREDITS

	31 December 2025 \$'000	31 December 2024 \$'000
Franking credits available for subsequent reporting based on tax rate of 30% (2024: 30%)	3,896	5,966
	3,896	5,966

Notes to the Financial Statements

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

D OTHER ASSETS

D1 INVENTORY

Inventory consists of spare aircraft and engine parts, spare aircraft, spare engines, and components. The following balances contain inventory for the Fokker and Embraer fleet types. The increase in inventory includes the purchase of E190 aircraft for spares or sale.

	31 December 2025			30 June 2025
	\$'000	\$'000	\$'000	\$'000
Aircraft, aircraft spares and spare engines	Pre Write-Down	Write-Down	Statutory	
Fokker	35,545	(12,912)	22,633	26,136
Embraer	62,962	-	62,962	42,063
Total aircraft, aircraft spares and spare engines	98,507	-	85,595	68,199
Consumables	19,131	-	19,131	18,347
Total Inventory	117,638	(12,912)	104,726	86,546

WRITE-DOWN OF INVENTORY

During the half year ended 31 December 2025, the Group recognised a \$12.9 million write-down of Fokker inventories to net realisable value in accordance with AASB 102. The write-down has been recorded in Inventories on the Condensed Consolidated Balance Sheet and in the Parts and Inventory Costs within the Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income. This adjustment reflects the ageing profile of the aircraft, the condition of, and market for, related inventory, and the Group's future fleet strategy, which makes certain inventory surplus to requirements.

AMOUNT RECOGNISED IN PROFIT AND LOSS

Inventory recognised as an expense during the half year ended 31 December 2025 amounted to \$19.8 million (FY25: \$3.7 million) and is included in parts and inventories costs.

D2 PROPERTY, PLANT & EQUIPMENT

31 December 2025	Aircraft Assets	Property, Plant and Equipment	Total
	\$'000	\$'000	\$'000
Balance at beginning of the period			
Cost	1,359,186	87,351	1,446,537
Accumulated depreciation	(517,649)	(27,009)	(544,658)
Net book value at the beginning of the period	841,537	60,342	901,879
Opening net book value	841,537	60,342	901,879
Additions	120,157	400	120,557
Impairment - net adjustment	(144,573)		(144,573)
Transfers - Inventory and other	(22,748)	-	(22,748)
Disposals at Cost	-	(1,452)	(1,452)
Disposals - accumulated depreciation	-	424	424
Depreciation charge	(50,940)	(2,610)	(53,550)
Closing net book value at the end of the period	743,433	57,104	800,537

Notes to the Financial Statements

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

D OTHER ASSETS (CONTINUED)

D2 PROPERTY, PLANT & EQUIPMENT (CONTINUED)

IMPAIRMENT OF PROPERTY, PLANT & EQUIPMENT

The Group recognised an impairment loss of \$127.9 million against the Fokker aircraft and \$16.7 million against Fokker engines as at 31 December 2025. This impairment is presented in the table above and reflected in the Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units — CGU). The Directors have determined that the Group has one CGU, being aircraft charter and aviation services.

Indicators of impairment were identified for the CGU at 31 December 2025, reflecting increasing operating and maintenance costs, changing customer requirements, a decision to progressively retire and replace the Fokker aircraft fleet and the market capitalisation being below the net assets of the Group.

Accordingly, an impairment test was completed as at 31 December 2025.

The Group has recognised an impairment loss of \$127.9 million against the Fokker aircraft fleet and a further \$16.7 million against Fokker engines and \$7.2 million relating to Right of Use (ROU) assets. This impairment is reflected in the Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income under Impairment Costs.

The Group has assessed the recoverable amount of the CGU under a value in use methodology and allocated the impairment proportionately to assets of the CGU. The allocation of the impairment was limited to the fair value less cost to dispose of assets within the CGU.

The FVLCD has been determined by reference to an independent external valuation for Aircraft and recent market transactions and internal valuations for other Property, Plant and Equipment (PPE).

For the impairment testing, the Group recognised three asset groupings: Aircraft, other Property, Plant & Equipment including hangars, and ROU assets. A foreign exchange rate of AUD:USD 0.6673 has been assumed for impairment testing.

AIRCRAFT

A specialised aviation valuer was engaged to provide an independent valuation of the aircraft fleet, drawing on their extensive knowledge of the secondary market in Fokker and Embraer aircraft. The fair value measurement was performed in accordance with AASB 13 Fair Value Measurement, which requires the use of observable market inputs where available. An active secondary market exists for Fokker and Embraer aircraft. In addition to the market price, current exchange rates and significant unobservable inputs are used in determining the aircrafts valuation, which include the proximity of the aircraft to the airframe and engines next significant maintenance event, and current airframe and component flight hours and flight cycles.

The cost-of-disposal estimates of 4% were informed by recent aircraft transactions undertaken by the Group. This valuation led to the impairment of the Fokker aircraft by \$127.9 million while the Embraer aircraft valuation exceeded their written down value (WDV) by \$67 million resulting in no impairment of the Embraer aircraft.

Previously included in the PPE of the Group was various Fokker engines with a WDV of \$16.9 million and which required assessment and further expenditure for realisation. For the reasons associated with the impairment of the Fokker aircraft it was no longer considered that these engines would be required by the Group while there is limited demand in the secondary market for the engines. Accordingly, these engines were fully impaired.

PROPERTY, PLANT AND EQUIPMENT

Property agents were engaged to provide marketing support for the realisable value of hangars at Brisbane Airport, which was delivered to Management in January 2026. The Group has considered their market feedback on value and the intrinsic link between any sale of the hangars and the associated ROU assets (i.e. land leases) held which would be assigned with any sale of the hangars. In addition, the Group consider recent transaction prices paid for the acquisition of hangars on an arm's length basis. On this basis it has been deemed that these assets are not impaired as at 31 December 2025.

Based on the recent modern construction of the Rockhampton hangar in 2023, its cost of construction was considered a reasonable basis to estimate its fair value.

In relation to other PPE, it was considered that these assets had been depreciated below fair value and had a considerable remaining economic life. Fair value was considered to be in excess of the WDV based on the above factors, as well as market feedback and the fact that the property related PPE could be realised with the Brisbane and Rockhampton hangars and ROU assets of the Group.

Notes to the Financial Statements

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

D OTHER ASSETS (CONTINUED)

D2 PROPERTY, PLANT & EQUIPMENT (CONTINUED)

RIGHT OF USE (ROU) ASSETS

In relation to ROU assets that are not intrinsically linked to Property, these assets have been impaired resulting in an impairment of \$7.2 million being recognised. This is detailed further below in Note D3.

ADDITIONS AND TRANSFERS

Additions to property, plant & equipment for the period ended 31 December 2025 include any aircraft entered into service, all aircraft heavy maintenance and the addition of major modifications and significant components. Transfers relate to the removal of rotatable parts from the aircraft which are transferred to inventory.

D3 RIGHT OF USE ASSETS (LEASES)

The ROU assets relate to leases for:

- ▶ Brisbane and Rockhampton hangars (the buildings for these hangars form part of Property Plant & Equipment)
- ▶ Operational locations principally outside of Brisbane, specifically in Adelaide, Perth, Darwin, Townsville, and Cairns where the Group leases offices and warehouses and rental contracts are typically made for fixed periods of six months to eight years but may have extension options.

As discussed in Note D2, in relation to ROU assets that are not intrinsically linked to Property Plant & Equipment, these assets have been impaired resulting in an impairment of \$7.2 million being recognised.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

This note provides information for leases where the Group is a lessee.

AMOUNTS RECOGNISED IN THE BALANCE SHEET

The Balance Sheet shows the following amounts in relation to leases:

	31 December 2025			30 June 2025
	\$'000	\$'000	\$'000	\$'000
Right of Use Assets	Pre Impairment	Impairment	Statutory	
Property, Plant and Equipment	32,761	7,217	25,544	34,429
Total Right of Use assets	32,761	7,217	25,544	34,429
Lease Liabilities				
Current	4,657	-	4,657	4,540
Non-Current	32,884	-	32,884	34,397
Total Lease Liabilities	37,541	-	37,541	38,937

AMOUNTS RECOGNISED IN THE CONDENSED CONSOLIDATED INCOME STATEMENT

Payments associated with short-term leases of equipment and vehicles, and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a negotiated lease term not in excess of twelve months.

Extension and termination options are typically included in property leases across the Group. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. The majority of the extension and termination options held are exercisable only by the Group and not by the respective lessor.

Notes to the Financial Statements

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

E INCOME TAX

E1 INCOME TAX

	31 December 2025 \$'000	31 December 2024 \$'000
A. Income Tax Expense		
Current Tax		
Adjustment for current tax of prior periods	-	-
Total current tax expense	-	-
Deferred Income Tax		
Decrease/(increase) in deferred tax assets	(22,810)	(3,772)
(Decrease)/increase in deferred tax liabilities	(22,457)	16,225
Adjustments for deferred tax of prior periods	-	-
Total deferred tax expense / (benefit)	(45,267)	12,453
Income tax on profit from continuing operations	(45,267)	12,453
Effective tax rate	30.0%	30.1%
B. Numerical Reconciliation of Income Tax (Benefit)/Expense to Prima Facie Tax Payable		
Profit/(Loss) before income tax expense	(151,078)	41,314
Tax at Australian Corporate Tax rate of 30% (1H25: 30%)	(45,323)	12,394
Tax effect of amounts not deductible/(taxable) in calculating taxable income		
Sundry	56	59
Total Income tax expense	(45,267)	12,453
C. Amounts recognised directly in equity		
Aggregate deferred tax arising in the period and directly credited to equity	-	-

F EQUITY

F1 CONTRIBUTED EQUITY

	31 December 2025		31 December 2024	
	No. Shares	\$'000	No. Shares	\$'000
Share Capital				
Ordinary shares - fully paid	161,027,077	289,000	160,950,999	288,801
Total Contributed Equity	161,027,077	289,000	160,950,999	288,801
Movement in Ordinary Share Capital Issued and Fully Paid				
Balance at beginning of period	160,950,999	288,801	160,734,697	288,206
Dividend reinvestment plan issues	-	-	-	-
Performance incentive shares granted and exercised	76,078	199	17,015	47
Employee share plan issues	-	-	199,287	548
Balance at end of period	161,027,077	289,000	160,950,999	288,801

Notes to the Financial Statements

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

G RELATED PARTY TRANSACTIONS

G1 RELATED PARTY TRANSACTIONS

Where transactions are entered into with Key Management Personnel (KMP), these are approved by the Board. Board members who have an interest in the matter either directly or via related party do not participate in the Board approval process. No new arrangements have been entered into since the annual report for year ended 30 June 2025.

H OTHER ITEMS

H1 CONTINGENCIES AND COMMITMENTS

CONTINGENT LIABILITIES

Alliance has on issue six bank guarantees relating to existing leases totalling \$0.86 million (FY25: \$0.86 million).

CAPITAL COMMITMENTS

The Group entered into a sale and purchase agreement for an additional 30 Embraer E190 jet aircraft from AerCap Ireland Limited in February 2023.

The final purchase price for each aircraft will be adjusted for the maintenance status of the airframe and the two fitted engines in the week preceding each delivery. Accordingly, there is a significant degree of variation in the unit cost, and a firm fleet price is unable to be given at this time. A total of four aircraft were settled in 31 December 2025 leaving six aircraft yet to be settled. The last aircraft to be settled in 2H26. The final purchase price of the remaining aircraft purchases is estimated to be approximately USD \$46 million.

H2 EVENTS OCCURRING AFTER BALANCE DATE

The Directors are not aware of any other matters or circumstances not otherwise dealt with in the interim financial report that have significantly affected or may significantly affect the operations of the Consolidated Group, the results of those operations or the state of the consolidated Group in the period subsequent to the half year ended 31 December 2025.

I BASIS OF PREPARATION

I1 COMPLIANCE

This is the condensed consolidated interim financial report for Alliance Aviation Services Limited (the “Company”) and its controlled entities (collectively referred to as “Alliance” or “the Group”) for the half year ended 31 December 2025

The interim financial report has been prepared in accordance with Accounting Standard AASB 134 Interim Financial Reporting and the Corporations Act 2001. The interim report does not include all the notes of the type normally included in an annual report. Accordingly, this report is to be read in conjunction with the annual report for the year ended 30 June 2025 and any public announcements made by the Group during the interim reporting period in accordance with the continuous disclosure requirements of the Corporations Act. 2001.

I2 GOING CONCERN

The interim financial report has been prepared on a going concern basis, which assumes the Group will be able to meet its obligations as and when they fall due in the ordinary course of business.

As at 31 December 2025, the Group’s financial position and performance included:

- ▶ A consolidated loss of \$105.8 million for the half-year (31 December 2024: profit of \$28.9 million) including an impairment and write-down of assets totalling \$164.8 million (refer to notes D1,D2,D3)
- ▶ Net current assets of \$115.7 million (30 June 2025: \$143.8 million)
- ▶ Net asset position of \$357.9 million (30 June 2025: \$468.5 million)
- ▶ Cash and cash equivalents at \$58.4 million (30 June 2025: \$96.4 million)
- ▶ Net cash outflow from operating activities of \$5.8 million for the half-year (31 December 2024: \$15.1 million)
- ▶ ☒ Under the terms of the ANZ facility A\$49m is due for repayment in February 2027

Notes to the Financial Statements

FOR THE HALF YEAR ENDED 31 DECEMBER 2025

I BASIS OF PREPARATION (CONTINUED)

I2 GOING CONCERN (CONTINUED)

In December 2025, the Group drew down an additional \$23 million from its debt facilities with Pricoa Private Capital to fund aircraft acquisitions, resulting in all available facilities being fully utilised as at 31 December 2025.

Furthermore, as disclosed in Note H1 – Contingencies and Commitments, the Group has outstanding capital commitments of approximately USD \$46 million relating to the planned purchase of six Embraer E190 jet aircraft from AerCap Ireland Limited.

An active process to sell the six Embraer E190 jet aircraft has recently commenced, however as at the date of this report no unconditional sales contracts have been agreed. The sale of these aircraft is expected to be settled prior to 30 June 2026 and have been included in financial forecasts.

As a result of the above there is a material uncertainty that may cast significant doubt on the Group's ability to continue as a going concern and, that it may be unable to realise its assets and discharge its liabilities in the normal course of business.

As at the date of this report, the Directors have considered the above matters and are confident that the Group will be able to continue as a going concern for a period of at least 12 months from the date of the financial report for the following reasons:

- ▶ The Group expects to be successful in entering into sale agreements to fund the purchase of these six aircraft and has historically achieved this.
- ▶ Financial forecasts indicating continued compliance with all debt covenants for at least the next 12 months.
- ▶ The Group's proven ability in the past to raise additional funding when required based on its profitable trading and asset position.

The financial statements do not include any adjustments that may be appropriate relating to the recoverability and classification of recorded asset amounts nor to the amounts and classification of liabilities that might be necessary should the Group not continue as a going concern.

J CHANGES IN ACCOUNTING POLICIES

J1 NEW ACCOUNTING STANDARDS AND INTERPRETATIONS ADOPTED BY THE GROUP

The accounting policies adopted are consistent with those of the previous financial year and corresponding reporting period. Several amended standards became applicable for the current reporting period. The group did not have to change its accounting policies or make retrospective adjustments as a result of these standards.

Directors' Declaration

In the Directors' opinion:

- a. The financial statements and notes set out on pages 11 to 22, are in accordance with the *Corporations Act 2001*, including:
 - i. complying with Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements, and
 - ii. giving a true and fair view of the consolidated entity's financial position as at 31 December 2025 and of its performance for the half year ended on that date, and
 - iii. there are reasonable grounds to believe that Alliance Aviation Services Limited will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Directors.



James Jackson

Chairman

Brisbane

Date: 19 February 2026

Independent Auditor's Report to Members



Independent Auditor's review report to the members of Alliance Aviation Services Limited

Report on the half-year financial report

Conclusion

We have reviewed the half-year financial report of Alliance Aviation Services Limited (the Company) and the entities it controlled during the half-year (together the Group), which comprises the Condensed consolidated balance sheet as at 31 December 2025, the Condensed consolidated statement of changes in equity, Condensed consolidated statement of cash flows, Condensed consolidated statement of profit or loss and other comprehensive income, for the half-year ended on that date, selected explanatory notes and the directors' declaration.

Based on our review, which is not an audit, we have not become aware of any matter that makes us believe that the accompanying half-year financial report of Alliance Aviation Services Limited does not comply with the Corporations Act 2001 including:

1. giving a true and fair view of the Group's financial position as at 31 December 2025 and of its performance for the half-year ended on that date;
2. complying with Accounting Standard AASB 134 Interim Financial Reporting and the Corporations Regulations 2001.

Basis for conclusion

We conducted our review in accordance with ASRE 2410 *Review of a Financial Report Performed by the Independent Auditor of the Entity* (ASRE 2410). Our responsibilities are further described in the *Auditor's responsibilities* for the review of the financial report section of our report.

PricewaterhouseCoopers, ABN 52 780 433 757
480 Queen Street, BRISBANE QLD 4000,
GPO Box 150, BRISBANE QLD 4001
T: +61 7 3257 5000, F: +61 7 3257 5999, www.pwc.com.au

pwc.com.au

Liability limited by a scheme approved under Professional Standards Legislation.

Independent Auditor's Report to Members



We are independent of the Group in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to the audit of the annual financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

Material uncertainty relating to going concern

We draw attention to Note I2 in the half-year financial report, which describes the directors' assessment of the ability of the Group to continue as a going concern. The events or conditions as stated in Note I2 indicate that a material uncertainty exists that may cast significant doubt on the Group's ability to continue as a going concern. Our conclusion is not modified in respect of this matter.

Responsibilities of the directors for the half-year financial report

The directors of the Company are responsible for the preparation of the half-year financial report, in accordance with Australian Accounting Standards and the *Corporations Act 2001*, including giving a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of the half-year financial report that is free from material misstatement whether due to fraud or error.

Auditor's responsibilities for the review of the half-year financial report

Our responsibility is to express a conclusion on the half-year financial report based on our review. ASRE 2410 requires us to conclude whether we have become aware of any matter that makes us believe that the half-year financial report is not in accordance with the *Corporations Act 2001* including giving a true and fair view of the Group's financial position as at 31 December 2025 and of its performance for the half-year ended on that date, and complying with Accounting Standard AASB 134 *Interim Financial Reporting* and the *Corporations Regulations 2001*.

Independent Auditor's Report to Members



A review of a half-year financial report consists of making enquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Australian Auditing Standards and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

PricewaterhouseCoopers

PricewaterhouseCoopers

J. P. Raabe

Josh Raabe
Partner
PricewaterhouseCoopers

Brisbane
19 February 2026