Norwegian Red Cross

Annual Report 2025

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Cover: Princess Ingrid Alexandra and Prince Sverre Magnus greeted all Red Cross volunteers during the launch of the summer emergency response programme in June 2025. Photo: Ingeborg Øien Thorsland/ Red Cross

Layout: Sigurd Eriksen

Family reunification in Libya.

Photo: Robin Waudo / ICRC

The fundamental principles of the Red Cross

Humanity
The Norwegian Red Cross, born of a desire to bring assistance without discrimination to the wounded on the battlefield. The Norwegian Red Cross endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality
The Norwegian Red Cross makes no discrimination as to nationality, race, religious beliefs, class or political opinions. The Norwegian Red Cross endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality
In order to continue to enjoy the confidence of all, the Norwegian Red Cross may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence
The Norwegian Red Cross is independent. The national societies, whilst auxiliaries in the humanitarian services of their governments and subject to laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Red Cross.

Voluntary service
The Red Cross is a voluntary relief movement not prompted in any manner by desire for gain.

Unity
There can be only one Red Cross society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality
The Red Cross is a worldwide movement in which all societies have equal status and share equal responsibilities and duties in helping each other.

Adopted at the 20th International Red Cross Conference in Vienna in 1965.

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The winning team from Møre og Romsdal. Eight regional teams from across the country competed in the National Rescue Corps Championship, which took place in Haugesund on the weekend of 5-7 September 2025.

Humanity in more challenging times

2025 was a year characterised by significant humanitarian needs, growing unrest and a more challenging risk situation, globally and here at home.

Wars and protracted crises have had a significant impact on civilians. Climate change has led to increased vulnerability in many local communities. At the same time, uncertainty, economic hardship and social exclusion have shaped the daily lives of many people in Norway.

Throughout the year, the Red Cross has been there for people who need help, support and security. This work has included emergency response, search and rescue, social inclusion and preventive work in local communities throughout the country. It also entailed providing safe meeting venues, organising activities for children and young people and efforts to combat loneliness and social exclusion, as well as support for individuals in vulnerable situations.

Our volunteers are at the heart of these efforts. In 2025, the number of Red Cross volunteers increased and the figure had grown to around 40,000 by the end of the year. Together with 139,000 members and 352 local societies, volunteers constitute a humanitarian force with a strong presence throughout the country. This presence is what makes the Red Cross such a strong organisation. Volunteers know local communities, people and needs. They mobilise when something happens, but they are also present before crisis strikes and after the emergency response is over.

Photo: Karoline Reilstad/Red Cross

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Photo: Ingeborg Øien Thorsland

Volunteers from the Red Cross Search and Rescue Corps demonstrate water rescue and CPR at an event on Kadettangen in Bærum.

"Our work would not have been possible without our volunteers, employees, members, donors, partners and the authorities."

Internationally, the Norwegian Red Cross has continued its efforts through the Red Cross and Red Crescent movement. In partnership with our sister societies, the ICRC and IFRC, we have contributed to locally managed humanitarian efforts in countries affected by armed conflict, protracted crises and climate-related disasters. The primary focus was on primary health and protection, as access to healthcare and security for civilians is essential when communities are under pressure.

Humanitarian principles form the basis for all that we do. Humanity, impartiality, neutrality and independence are not just words in a set of values. They are prerequisites for us to be able to provide aid where the needs are greatest, including in situations where trust, access and protection are at risk.

Our work would not be possible without our volunteers, employees, members, donors, partners and the authorities. You all contribute in your own way to ensure that the Red Cross can be there for people who need us, in Norway and throughout the world.

Thank you to all those who turn up and everyone who gives their time, skills and trust. Together, we help provide safety, hope and humanity during more challenging times.

Siri Hatlen

Siri Hatlen
President of the Norwegian Red Cross

Grete Herlofson

Grete Herlofson
Secretary General of the Norwegian Red Cross

The Norwegian Red Cross

The Norwegian Red Cross is the country's largest humanitarian organisation with approximately 139,000 members and 40,000 active volunteers throughout the country. Emergency response, search and rescue, social inclusion and prevention are the core areas of the Red Cross' efforts in Norway.

935 people and one dog set a world record when they formed the world's largest human red cross on the roof of the National Opera in Oslo.

Photo: The Norwegian Red Cross

Volunteering is a cornerstone of Norwegian emergency preparedness.

1,456
search and rescue missions carried out.

75%
of Norwegian municipalities have an emergency preparedness agreement with a local Red Cross society.

62,000
people attended face-to-face first-aid training.

30,000
approximately 30,000 new blood donors were recruited.

Volunteers from the Red Cross Search and Rescue Corps participated in the search for a missing American tourist on Folgefonna. The tourist was found alive following several days of extensive searching in challenging terrain and difficult weather conditions.

Photo: Voss Red Cross/Jørgen Bergo and Frida Halvorsen

Saving lives in Norway

In 2025, Red Cross volunteers made extensive efforts to strengthen emergency preparedness, save lives and make local communities more resilient.

With 1,456 search and rescue missions, the search and rescue corps maintained a high level of activity throughout the year. Overall, the Red Cross boasts around 40,000 volunteers across 340 local societies, forming a nationwide network that is ready to respond when crises strike.

2025 was characterised by a more challenging risk situation. Both climate changes and growing international unrest are placing new demands on emergency preparedness. Storm Amy and several extreme weather events posed challenges for local communities and critical infrastructure and demonstrated how crucial the interaction between public, private and voluntary stakeholders is. The Red Cross also contributed to the relocation of Stavanger University Hospital and was present from the fjords and mountains to large events in the cities.

In 2025, the search and rescue service was strengthened through new technology, including Joint Action Support Tools (JAST), which have led to improved situational understanding and more effective coordination between voluntary and professional stakeholders. Health preparedness was also strengthened: nearly 30,000 new blood donors were recruited and the Red Cross also maintained high levels of activity within migration.

In 2025, the significance of self-preparedness and psychosocial resilience also became clearer. A nationally representative opinion poll on mental preparedness, carried out by Opinion on behalf of the Red Cross in December 2025, showed that two out of three people feel that they are mentally resilient enough to deal with another pandemic. At the same time, far fewer people state that they are prepared for war or armed conflict. Many people believe that reflecting on their own reactions would help in a crisis, but fewer people have carried out such preparatory measures. The findings highlight the importance of practical resources, clear information and social support to strengthen mental resilience.

With 2026 designated The Year of Total Defence, the role of volunteering in overall emergency preparedness has been further accomplished. Volunteer efforts must have a clear place in planning and drills as proper interaction between the authorities, emergency services and volunteer sector is crucial in utilising the overall capacity.

Esrom and Noah often attend help with homework sessions together after school.

Safe Childhoods

Many of the greatest humanitarian challenges in Norway affect children and families with young children or they start in childhood or adolescence.

In 2025, , the Red Cross also prioritised prevention and early intervention to help promote social equality and reduce the impact of difficult childhoods.

Poverty, mental illness, violence, neglect and juvenile crime are some of the challenges the Red Cross encounter in its work with children and young people. Through a wide range of activities for children, young people and families, we create safe meeting venues, improve life skills and contribute to inclusion. In 2025, we saw continued growth in participation across several of our initiatives, confirming that we meet the needs that exist at local level.

The Red Cross' national youth club initiative, Fellesverket, saw record high visitor figures in 2025, with nearly 128,000 check-ins. Many young people highlight that they appreciate the offer of a hot meal at the youth club, Fellesverket. The conflict prevention programme, Street Mediation, reached nearly 4,500 young people across approximately 300 workshops. Help with Homework and Digital Help with Homework supported 12,500 children and young people with their schoolwork and learning skills.

The Children's Red Cross is a programme that is undergoing significant growth, with a total of 7,000 children participating in 2025. The Holidays for All programme provided 5,521 participants with a break from everyday life across 110 holiday stays throughout the country.

In 2025, the Cross my Heart chat service received 26,588 enquiries and provides an important overview of the challenges encountered by children and young people. During the year, the service was expanded to offer a response service in Northern Sami, improving accessibility for children and young people throughout the country. The same year, the Red Cross elected to focus on the reality of children from low-income families through the release of the report 'Insights from the Support Service: a survey of low-income families'. We also developed Psykt vanlig, a new workshop scheme for young people that aims to strengthen mental health, self-esteem and community and can be used in activities for young people under the auspices of the Red Cross.

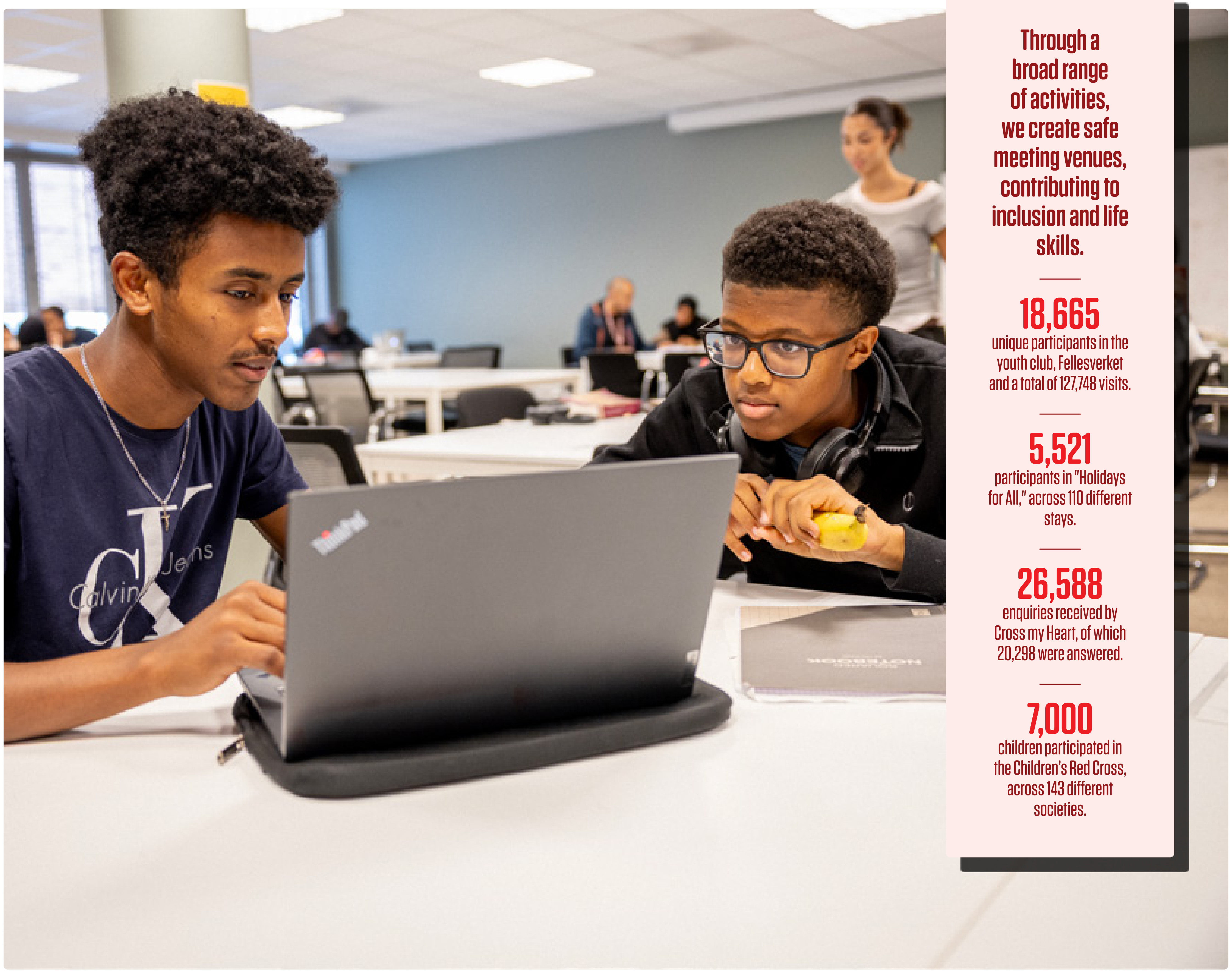

Photo: Morten Ødegaard/Red Cross

Through a broad range of activities, we create safe meeting venues, contributing to inclusion and life skills.

18,665
unique participants in the youth club, Fellesverket and a total of 127,748 visits.

5,521
participants in "Holidays for All," across 110 different stays.

26,588
enquiries received by Cross my Heart, of which 20,298 were answered.

7,000
children participated in the Children's Red Cross, across 143 different societies.

Smiles and laughter at Senior Holidays at Merket in May 2025.

Community and life skills

A community with growing needs, continued high levels of refugee arrivals and a welfare system under pressure makes the efforts of the Red Cross more important than ever.

Today, many people feel excluded from the community, whether due to loneliness, a fresh start in a new country or a challenging life situation.

Amid all this, there are meeting venues where people find a sense of community, build relationships and find space to be themselves.

More than 25,000 people participate in the visiting service each year. This is a space for positive conversations, shared experiences and new relationships. For many people, this means having someone to talk to, spend time with or just the opportunity to share parts of everyday life with someone else.

When it comes to migration, many people also meet through activities and community initiatives. About 17,000 people participate in activities at asylum centres and more than 19,000 people attend Norwegian lessons, which totals around 58,000 people throughout the year. This is about more than language: it is about getting to know people, building networks and finding your place in society. Through the Refugee Guide project, many people get the opportunity to get to know their local community but there are still people on the waiting list.

For people involved with crime and drugs, there are also venues available for contact and support. More than 9,000 inmates participate in the visitor service, which provides a break from everyday life through conversations and activities. Nearly 1,000 people participate in the network after serving time in prison, focusing on creating structure, belonging and new opportunities. In addition, 6,600 witnesses receive support in connection with lawsuits, which helps provide security during challenging situations.

At health centres for undocumented migrants, 648 people received healthcare in 2025 and these centres constitute a key service for a group with extremely limited access to services.

Together, this shows how people meet, share experiences and create community – and how dignified lives are created, together.

People lead safe and dignified lives and have opportunities to thrive

25,000
participants in the visitor service.

17,000
participants in activities at asylum centres.

19,000
participants in Norwegian language training.

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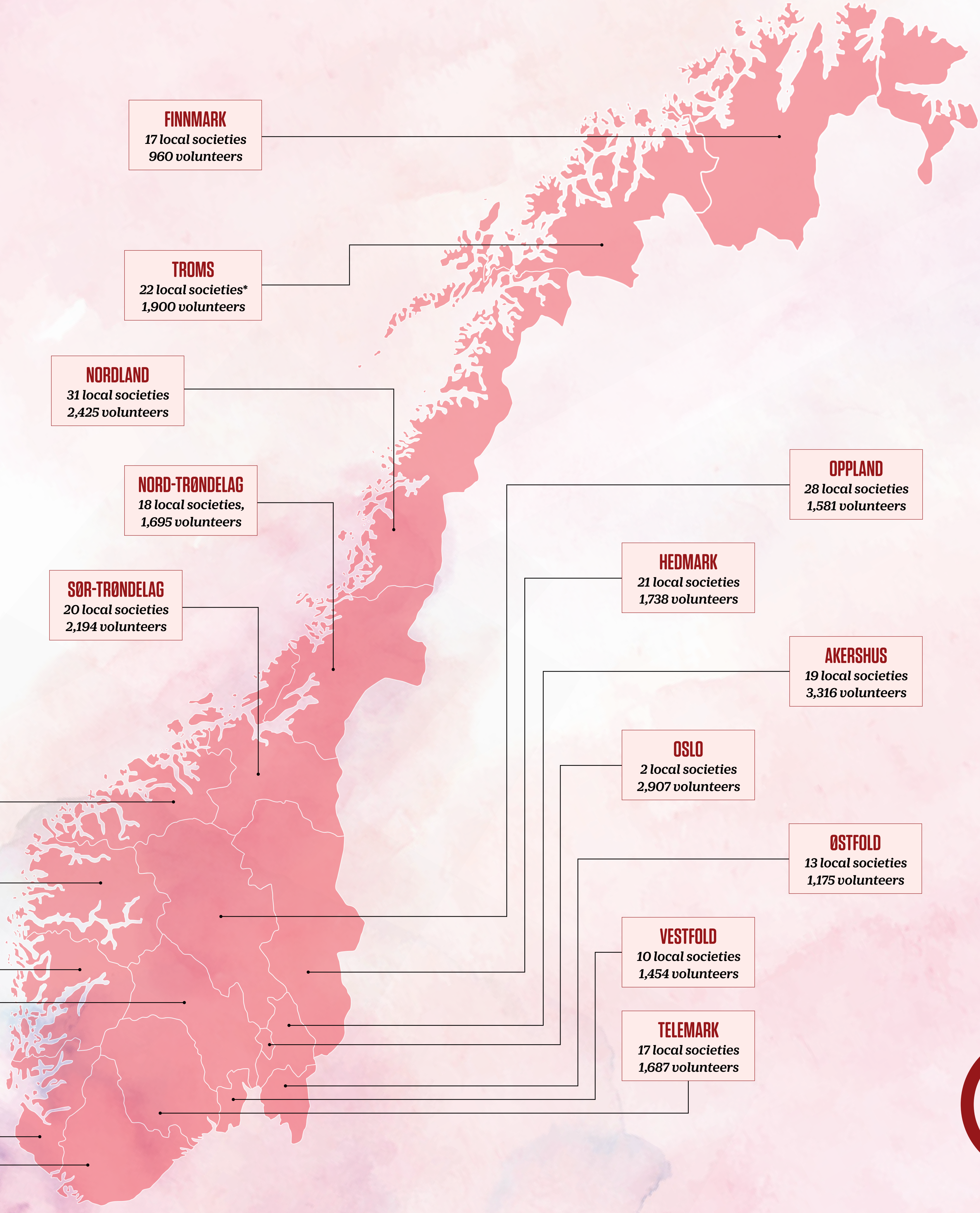
Where we are

In 2025, the Norwegian Red Cross had about 40,000 active volunteers in 352 local societies from Finnmark in the north to Agder in the south. Our activities are organised through 18 regions.



*Longyearbyen is one of Troms' 22 local societies

40,000
active volunteers (rounded figures) in Norway as of December 31 2025

352
local societies.

18
regions.

5,059
active volunteer members of the search and rescue corps.

8,887
volunteers in the Visitor Service.

HOW THE NORWEGIAN RED CROSS USES FUNDS RAISED

- **90%** go to special-purpose expenses
- **6%** go to acquiring new funds
- **4%** go to administration

Graphics: Spoon AS

The Red Cross internationally

The Norwegian Red Cross is part of the Red Cross and Red Crescent movement, which comprises 192 national societies and is the world's largest humanitarian organisation, working through regional offices in Europe, the Middle East and North Africa, Africa, Asia and the Americas.

International Humanitarian Law

In response to an increasingly challenging geopolitical landscape and serious violations of international humanitarian law, the Norwegian Red Cross has stepped up its advocacy efforts to ensure humanitarian access and the protection of civilians, healthcare professionals and aid workers. Attention has also been drawn to the need to combat misinformation and disinformation that prevent humanitarian access. The Norwegian Red Cross collaborates closely with the ICRC and has supported its campaign against the use of explosive weapons in densely populated areas.

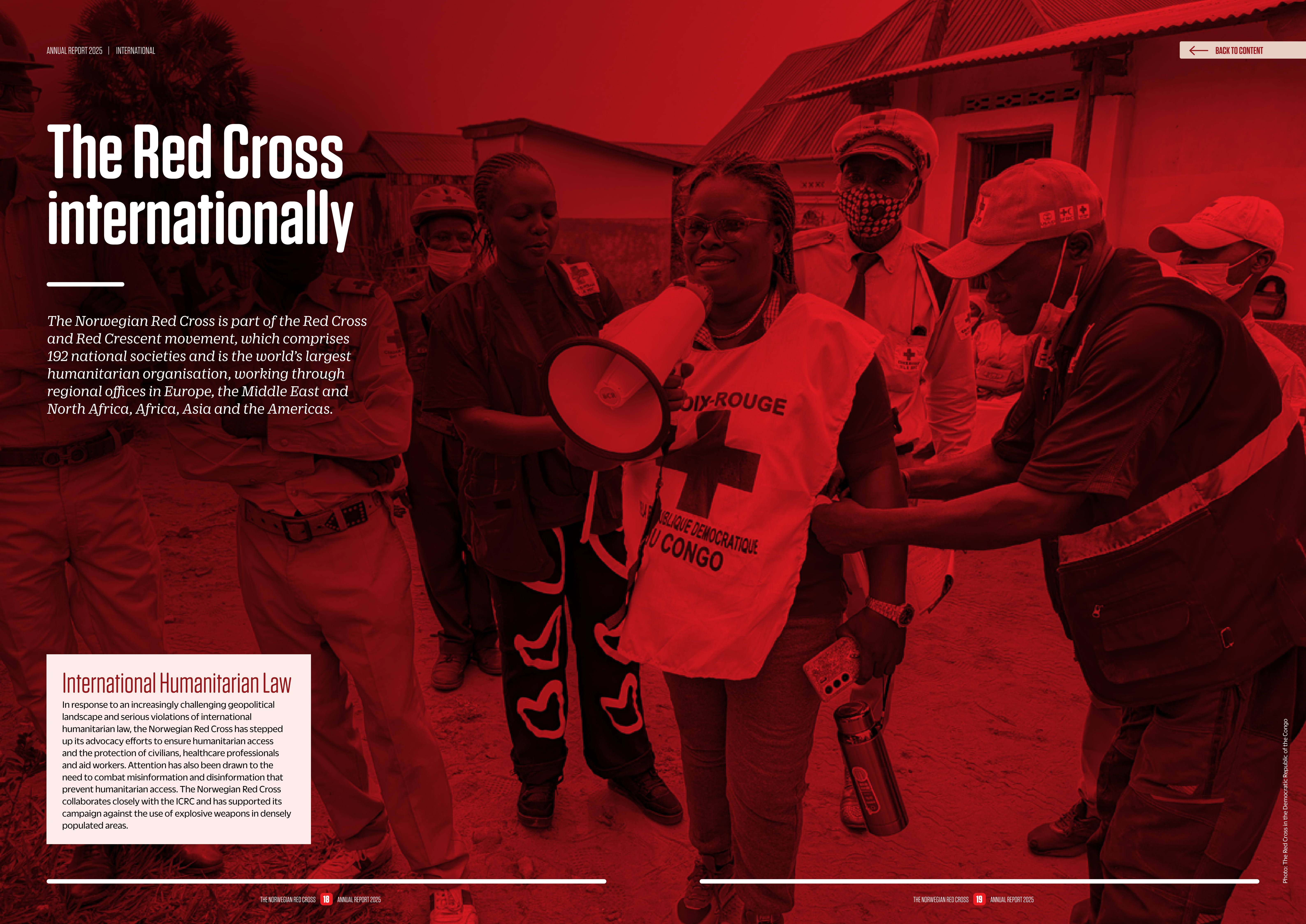


Photo: The Red Cross in the Democratic Republic of the Congo

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Luul Hashi Biihi (30) and her son Safwan at the mobile Higlo clinic in Somalia. Safwan is taking a high-energy dietary supplement to gain weight.

Photo: Somalia Red Crescent

Significant growth in humanitarian needs

The Norwegian Red Cross contributes professional expertise and financial support to a broad range of international activities and emergency aid efforts. In 2025, the Norwegian Red Cross collaborated bilaterally with 20 national societies (see map on page 22).

The three main thematic priorities were access to healthcare, strengthening the financial development (compliance and auditing) of national societies and humanitarian diplomacy associated with international humanitarian law.

2025 was characterised by worsening of ongoing conflicts and a sharp increase in humanitarian needs. Famine was declared in Palestine and parts of Sudan and more than 300 aid workers lost their lives in service. A powerful earthquake struck Myanmar and climate change resulted in flooding, drought and heatwaves that destroyed the livelihoods of millions of people. At the same time, the resources required to deal with these crises reduced significantly after governments worldwide elected to reduce aid budgets.

Despite violence and political unrest, the Norwegian Red Cross, together with its Red Cross and Red Crescent partners, managed to reach 3.5 million people with humanitarian aid. In 2025, the Red Cross reached most people through its work in Syria, Afghanistan, the Occupied Palestinian Territories, Somalia and Burkina Faso.

Syria

In Syria, 380,000 people received access to primary health services. Red Crescent volunteers conducted hundreds of public health campaigns in schools, prisons and local communities. They shared important information about women's health, cardiovascular disease, diabetes and vaccinations.

Afghanistan

In Afghanistan, the Red Crescent provided healthcare facilities and treatment for more than 793,000 people – two third of which were women and girls. Mobile health teams travelled across challenging mountain terrain to reach isolated local communities.

The Occupied Palestinian Territories

In the Occupied Palestinian Territories, the ICRC's hospitals and emergency medical teams were a lifeline for many of the 1.3 million people who have been forced to flee.

Somalia

Free primary and specialist health services provided by the Red Cross movement have saved lives. In Somalia, efforts to improve maternity and children's health continues to yield good results and are contributing to improved health for women and children. Volunteers also helped detect and rapidly respond to a diphtheria outbreak.

Burkina Faso

In Burkina Faso, an extensive training programme for volunteers and local healthcare professionals resulted in improved health outcomes for people affected by conflict. Simple measures, such as teaching parents to measure and weigh their children, were crucial in reducing malnutrition. In 2025, more than 40,000 children were examined and those who required additional nutrition received high-energy dietary supplements to help them grow and develop.

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Where we work

In 2025, the Norwegian Red Cross provided funding to 20 Red Cross societies affected by conflict and climate changes.

The main areas of priority are health, economic development and international humanitarian law.

Emergency response/preparedness
through global tools in partnership with the ICRC/IFRC

Partnership programmes

Twinning partnership agreements
(friendly collaboration between national societies)

People reached in 2025

3.59 mill
people received humanitarian aid.

2.61 mill
people received access to primary health services.

70,802
people received access to improved sources of water.

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Farous Mansour Abdallah (25) has taken her son, Ahmed Eltayb Suliman (17 months), who is malnourished, to a mobile health clinic. They receive follow-up care in the form of dietary supplements and treatment.

Life-saving healthcare in Sudan

The conflict in Sudan constitutes the world's greatest humanitarian crisis. More than 9.5 million people have been forced to flee and more than 40,000 people have been killed.*

The scale of the war, the lack of international funding and repeated attacks on healthcare facilities have led to a dramatic decline in health services.

30 million people, 60 per cent of the population, are in need of emergency aid. 150,000 have been killed and 12 million people have been displaced.

The Norwegian Red Cross provides healthcare through more than 50 health clinics, some permanent and some mobile. Twenty of these are in Darfur, which has been hardest hit by the conflict.

In addition to providing basic health services, the Norwegian Red Cross employees in Sudan work closely with partners to improve services for survivors of rape and domestic violence. Targeted surveys identified major shortcomings in the service relating to gender-based violence and this formed the basis for important measures such as dedicated counselling services for survivors and specialised employee training.

The Red Crescent's response to the cholera outbreak involved volunteers mapping the spread of infection, sharing preventive health information, increasing access to clean water and treating patients with rehydration salts.

*IOM, May 2025.

Photo: Truls Brekke/Red Cross

Support for the Sudan Red Crescent Society

170,189
people received access to primary health services – 60% were women and 1 in 5 were under the age of 5

18,968
people reached through the cholera prevention efforts.

Support for the Palestinian Red Crescent Society

15
healthcare facilities supported

305,841
people in conflict-affected communities in the Gaza Strip and the West Bank.

ICRC field hospital in Rafah:

216,000
consultations.

14
experts dispatched by the Norwegian Red Cross (doctors, midwives, nurses and electricians).

10,000
operations

940
assisted births

Photo: Palestine Red Crescent

Palestine Red Crescent ambulance staff at work.

300,000 people assisted in Gaza and the West Bank

Access to health services in the occupied Palestinian territories has been severely affected by three years of conflict.

Nearly the entire population of Gaza has been displaced and the shortage of shelter, food, clean water, health care and education is dire. Damaged infrastructure, chronic fuel shortages and restrictions on emergency aid have severely hampered humanitarian health efforts. The ongoing violence and disease outbreaks have led to more than 66,000 deaths*.

To meet these enormous needs, the Norwegian Red Cross continues to support both the Palestine Red Crescent Society and the ICRC in their efforts to provide primary and specialised health services. In 2025, supported initiatives reached more than 300,000 people in Gaza and the West Bank.

Source: The Palestinian Ministry of Health

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Yegor is one of thousands of children receiving health care from the Ukrainian Red Cross.

Comprehensive healthcare in war-torn Ukraine

The war in Ukraine escalated in 2025. Widespread drone attacks killed more than 2,000 people and destroyed homes and critical infrastructure.

The Ukrainian Red Cross is the largest recipient of funding from the Norwegian Red Cross. The funds are used for e.g. emergency response, mobile clinics and home-based care services for the elderly.

In addition to emergency health response, the Ukrainian Red Cross, in collaboration with the health authorities, has helped professionalise nursing through new national standards that ensure correct and qualitative treatment.

Iryna Kostina is the mother of Yegor Kostin (9). They are from Mariupol. They have been here in the Chortkiv area since September 2024. They fled here because the mother saw no other options for her son, who has special needs.

In the early days following the occupation, there were few or no health services available. In May 2022, the area was occupied and there were some medical facilities reserved exclusively for the Russian military, so she didn't dare ask for help.

Iryna says that it is difficult to be a mother to a child with special needs, especially during wartime. Before the war, she received some help from family and neighbours. Now she is alone with her son and unable to work.

Photo: Olav A. Saltbones/Norwegian Red Cross

Support for the Ukrainian Red Cross

79,000
people received access to primary health services

131,000
home visits

23,000
people received psychosocial support

36
mobile ERUs supported

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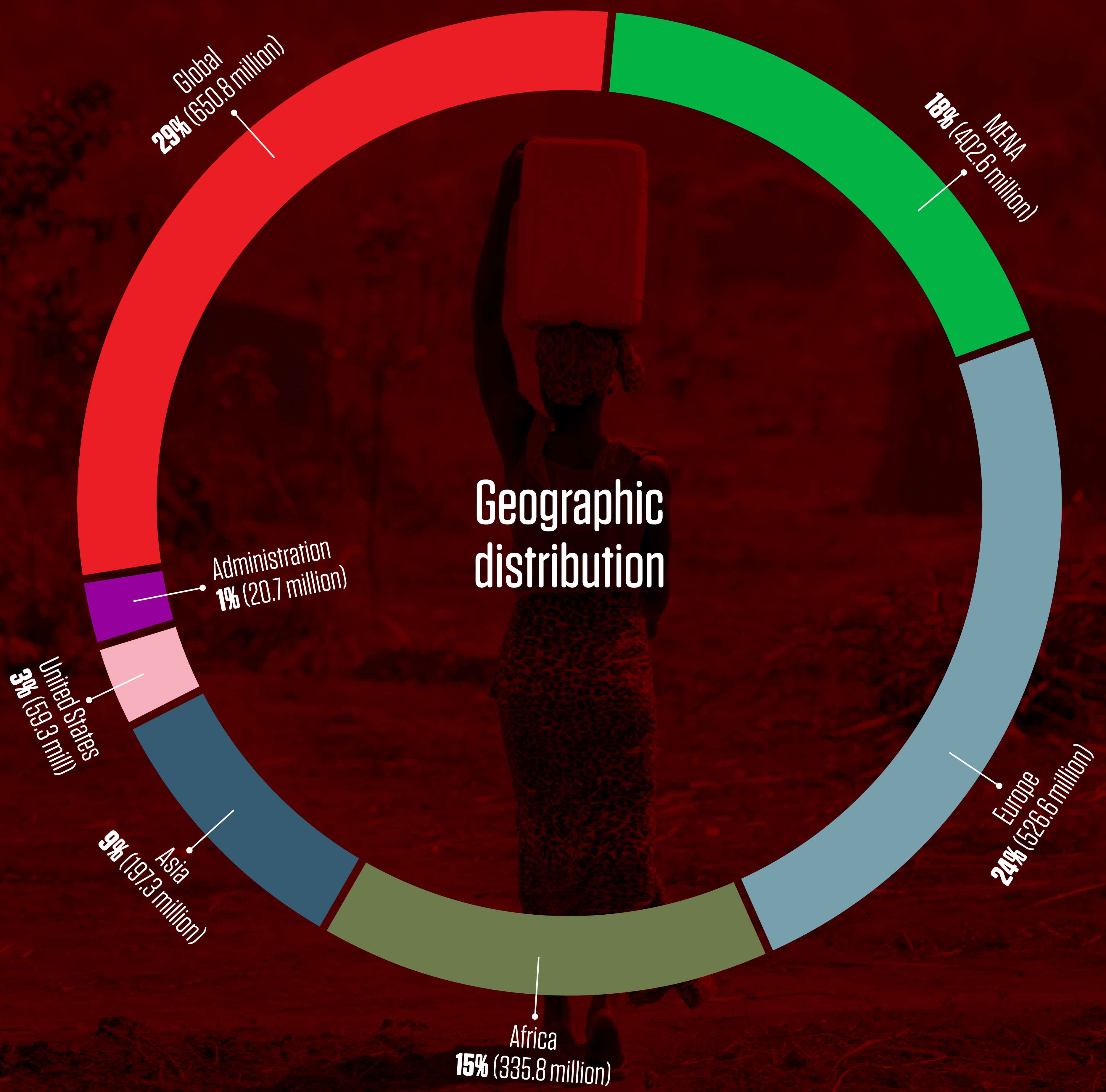

Donors and allocation of funds

In 2025, the Norwegian Red Cross spent NOK 2.2 billion on programmes linked to joint activities with partners in the Red Cross movement.

The largest contribution came from Norad and totalled NOK 1.8 billion. Private donations earmarked for international activities account for a significant proportion of the remaining amount, while the rest is covered by an increased proportion funded through EU funding and other national Red Cross societies.

Geographically, the largest share of funding was spent in Ukraine, where a significant proportion was implemented by our partner, the Ukrainian Red Cross. The second largest recipient was the Syrian Arab Red Crescent, followed by significant allocations to our partners in Afghanistan, Palestine, Somalia and Yemen.

Ruth Stevens is on her way home from the water source in Pakamwa, in Chikwawa District. She is one of more than 600 flood victims who have been relocated by the authorities to a place closer to their farmlands, after spending months in a refugee camp.

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Annual Report 2025

The Norwegian Red Cross was founded with the purpose of ensuring impartial assistance to the wounded on the battlefield. Today, the Norwegian Red Cross carries out a wide range of humanitarian activities around the world, adapted to different contexts and humanitarian needs.

The Norwegian Red Cross is the country's largest voluntary humanitarian organisation with approximately 139,000 members, 352 local societies and around 40,000 volunteers as of 31 December 2025. The Norwegian Red Cross is Norway's auxiliary for the Norwegian authorities.
The Norwegian Red Cross

- **We uncover and prevent need**
- **We provide rapid response and relief when crises strike**
- **We help strengthen local communities**

The Norwegian Red Cross is part of a worldwide movement. Internationally, the Norwegian Red Cross works through the Red Cross and Red Crescent movement, which comprises national Red Cross/Red Crescent sister societies, the ICRC (the International Committee of the Red Cross) and the IFRC (the International Federation of Red Cross and Red Crescent Societies). Through partnerships with national societies and other partners within the movement, the Norwegian Red Cross contributes to locally managed humanitarian efforts that strengthen access to health services and protection. The Norwegian Red Cross operates through its regional offices in Europe, the Middle East and North Africa, Africa, Asia and the Americas.

As an emergency response organisation, the Norwegian Red Cross is present in local communities throughout the country before, during and after a crisis. Emergency response, search and rescue, social inclusion and prevention are the core areas of the Red Cross' efforts in Norway. International efforts primarily focus on primary health and protection in countries affected by armed conflicts, protracted crises and climate-related disasters.

The 2023 General Assembly set the course for the Norwegian Red Cross' humanitarian efforts in four overarching areas:

- Humanitarian values
- Saving lives, globally and locally
- Safe childhoods
- Community and life skills

The Norwegian Red Cross' national efforts to prevent exclusion and promote community, efforts within search and rescue and the Norwegian Red Cross' work with young people are conducted by volunteers. In 2025, the organisation experienced an increase in the number of volunteers. The organisation entered 2025 with just under 39,000 volunteers and ended the year with around 40,000 volunteers.

Since October 2023, the National Board has been chaired by President and Chair of the Board, Siri Hatlen and Vice Presidents, Solveig Ugland and Åsmund Mjåland. Grete Herlofson was appointed as the new Secretary General, succeeding Anne Bergh, taking office on 13 October 2025.

Financial Highlights

The annual accounts cover the Norwegian Red Cross, a not-for-profit humanitarian organisation. The consolidated accounts include the society's accounts and the subsidiaries Røde Kors Eierskap AS, Røde Kors Sentrene AS, Røde Kors Førstehjelp AS and Røde Kors Tøy og Tekstil AS. The consolidated accounts show total revenue and profit/loss in underlying subsidiaries, excluding transactions between societies.

The accounts do not include regional and local Red Cross societies in Norway as these are independent legal entities with separate boards. In the accounts, transfers from the Norwegian Red Cross to the regional and local societies are included.

The activity statements for 2025 show a result for the year of NOK 88 million for societies and NOK 86 million for the group. The society's profit for the year is allocated with NOK 198 million in inflows into other purpose capital, a transfer of NOK 94 million from purpose capital with external restrictions and a transfer of NOK 16 million from purpose capital with internal restrictions.

The Norwegian Red Cross presents its annual accounts for 2025 by activity in accordance with good accounting practices for non-profit organisations. In 2025, the Norwegian Red Cross spent NOK 3,156 million on humanitarian work (NOK 3,192 million including subsidiaries). Special-purpose expenses accounted for 93.6% of the society's total expenditure. The Norwegian Red Cross spent NOK 64 million on the administration of the organisation, including financial expenses. This constitutes 1.9 per cent of total expenditure. In addition to purely administrative expenses, NOK 204 million was spent on joint expenses such as ICT, HR, financial functions, service centres and property in 2025.

Gross funds obtained for humanitarian purposes in 2025 were NOK 3,458 million for the society and NOK 3,666 million inclusive of subsidiaries. In 2025, the Norwegian Red Cross had government revenues of NOK 2,071 million, of which NOK 1,858 million was for the international work of the Norwegian Red Cross. The Norwegian Red Cross also received NOK 383 million as its share of the profit from Norsk Tipping. The authorities' contribution to the work of the Norwegian Red Cross is an important part of the funding and recognition of the Norwegian Red Cross' efforts.

In 2025, the Norwegian Red Cross had NOK 340 million in revenue from fundraising and donations from private donors and the business sector. Cooperation agreements with the business sector and rental income, etc. contributed an additional NOK 55 million. The Norwegian Red Cross owns 40 per cent of the company Norsk Pantelotteri AS, which operates the deposit refund lottery. The Norwegian Red Cross receives the entire statutory purpose share from the company, which totalled NOK 150 million in 2025. Cooperation agreements with the business sector and income from Pantelotteriet are included in the activity accounts item "activities that create revenues". In 2025, DNV and Equinor

were the main partners of the Red Cross.

Private donors, exclusive of membership income, contributed almost NOK 318 million to the Norwegian Red Cross' national and international work. The Norwegian Red Cross had a fundraising rate of 70.6 per cent in 2025 (the percentage of gross funds raised that goes toward the organisation's mission, after deducting fundraising costs), while the average for the past five years has been 79.6 per cent. The fundraising rate was influenced by extraordinarily high fundraising income in 2022 and 2023 in connection with the efforts in Ukraine.

The return on the financial portfolio generates an annual contribution to the humanitarian work of the Norwegian Red Cross. This contributes to a stable income and long-term funding. No funds raised or public funding are invested in the financial portfolio. The portfolio was established using previously saved funds and no new funds are placed in the portfolio. At of the end of the year, the Norwegian Red Cross had NOK 3,575 million invested in market-based current financial assets. All investments are placed in accordance with responsible investment guidelines. The Norwegian Red Cross does not invest in companies that breach international conventions on human rights, working conditions, child labour and the environment, or companies which contribute to serious violations of the rights of individuals in war or conflict situations. The Norwegian Red Cross does not invest in funds that own shares in companies that invest in or manufacture weapons, tobacco, pornography, alcohol, cannabis or coal. The Norwegian Red Cross has a target of ensuring a climate-neutral financial portfolio by 2040 at the latest and will have a lower proportion of carbon in its portfolio than the market in general. Similarly, no investments are made in companies from which the Government Pension Fund of Norway has withdrawn.

The Norwegian Red Cross had a positive cash flow of NOK 46 million in 2025. The main reason for this is strong financial markets. The increase in fixed assets is primarily due to major investments in a new ERP system and in a new building at the Red Cross Centre in Eidene on Tjøme. The increase in supplier and other short-term liabilities is due to an increase in the provision of incurred but unpaid expenditure and unused funding. The increase in accounts receivable and other short-term receivables is primarily due to outstanding balances with other Red Cross branches. The liquidity holding of cash/cash equivalents at the end of the year was NOK 4,127 million and liquidity is considered solid.

Financial risk

Financial assets have been put together to ensure long-term expected returns on the basis of the society's ability to bear financial risk and liquidity needs. The Norwegian Red Cross has distributed its investments to reduce the portfolio's risk and unrestricted equity is divided into equities and bonds that have a geographical spread, as well as real estate, money market and banking. All investments in the financial portfolio are in securities funds. The interest portfolio carries a moderate credit risk and has a good spread of issuers and number of securities. The Norwegian Red Cross has satisfactory liquidity and no measures have been adopted to change the liquidity risk. There is an inherent market risk that entails a risk of changes in the value of assets as a result of changes in market conditions – including changes in share prices, interest rates, and exchange rates. The Norwegian Red Cross' long-term approach to, and portfolio management of, investments reduces the consequences of this risk.

There is a low risk of breach of loan terms.

Directors' and officers' liability insurance has been taken out for the members of the National Board, the Secretary General and all subsidiaries in the group. The insurance also covers executive directors and regional board members of Red Cross regional societies, as well as all local society board members and executive directors of local societies. The insurance policy includes the insured's personal liability for asset losses incurred by the insured as a result of personal management liability in the business. The sum insured per claim and the total sum insured per year are both set to NOK 20 million.

Organisation

As of 31 December 2025, the Norwegian Red Cross had a total of 715 FTEs. Of these, 343 FTEs are assigned to the regional offices and support local management and volunteers. There are an additional 132 FTEs in Oslo Red Cross. In total, there are 847 full-time equivalents at the national office and all regional offices.

Follow-up of the working environment

In recent years. HSE efforts have been strengthened significantly through a more systematic approach and clearer procedures. Throughout 2025, priority was given to continuing work on risk assessments, organisational reviews and safety rounds. Together with an overview of sick leave, working hours violations, non-conformities and reports of concerns, this provides a comprehensive understanding of the working environment, both physically and psychosocially.

To ensure continued progress in our HSE efforts, a new HSE action plan will be drawn up and implemented going forward. The intention is that this will ensure a better overview and simplified follow-up.

The Working Environment Committee (WEC) held four meetings in 2025 and works closely with the safety service, which consists of 40 safety representatives and is led by the chief safety representative. In addition, Falck serves as the Red Cross's external occupational health service. In 2025, 83 managers also completed HSE training for managers and 26 safety representatives completed safety representative training.

The average absence due to illness in 2025 was 6.78 per cent, with 5.47 percent at the national office and 8.16 per cent in the regions. In 2024, the corresponding absence due to illness ratio was 5.89 overall, with 5.17 per cent at the national office and 6.61 per cent in the regions.

There were no serious injuries or accidents related to employees in 2025.

Diversity and inclusion efforts at the Norwegian Red Cross

This is reported in a separate Sustainability, Climate, Environment, Diversity and Inclusion Report that is published on the Norwegian Red Cross website at www.rodekors.no/om/rapporter/.

Climate, environment and sustainability

At the 2023 General Assembly, it was decided that the Red Cross would:
"Risk-assess the climate and environmental impact of initiatives introduced, reduce our environmental footprint and work towards a climate footprint as close as possible to net zero by 2040, while maintaining emergency preparedness."

The Red Cross is preparing climate accounts that will cover all activities within the organisation but there are shortcomings in terms of data. In 2025, efforts were made to increase the amount of data collected. Compared with previous years, reported data and coverage has been increased in this year's accounts. Tools have also been developed to estimate consumption and emission for the areas for which there are shortcomings in data. This improves the quality and ensures that the climate accounts provide a more comprehensive and accurate picture of the actual emissions of the Norwegian Red Cross and will provide better data for initiating measures.

Travel activities generate significant emissions that may have a negative impact on climate, nature and the environment. Such travel activity grows in line with the growth in organisational activity and as a result of the global situation. Focus has therefore been placed on this by looking at measures that could lead to an actual reduction. In 2025, solar panels were installed on the roof of the national office and at the newbuild, Søndre, on Eidene, one of the Red Cross' Centres. These are important measures for producing zero-emission energy and becoming more self-sufficient. There is also a growing focus on the procurement of zero-emission vehicles as long as this does not negatively impact on humanitarian efforts.

For further details on our work on climate, environment and sustainability, please refer to our separate Sustainability, Climate, Environment, Diversity and Inclusion Report, which is published on the Norwegian Red Cross website at www.rodekors.no/om/rapporter/.

The Transparency Act

The Norwegian Red Cross is subject to the Norwegian Transparency Act, which came into force on 01/07/2022, and publishes an annual Transparency Report on its website, www.rodekors.no/innkjop. The requirements the Red Cross imposes on itself and the requirements imposed on partners are all published on the website. The Norwegian Red Cross is a member of Ethical Trade Norway and submits annual sustainability reports.

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Future development and going concern assumption

At the General Assembly in autumn 2026, a new main programme for the 2027-2029 period will be adopted, among other things. This will also provide direction for the Norwegian Red Cross' plans and the board's strategy during this next period.

There are risks associated with future income. The Norsk Tipping gaming monopoly remains under pressure, with competition from foreign gambling companies. In February 2026, Pantelotteriet was granted a license for another 9 years. In-store reverse vending machines can face competition from other players such as collecting from people's homes, or other deposit systems.

There are political risks associated with public subsidies, including tighter public budgets. The geopolitical and economic situations entails greater uncertainty as to how states will prioritise aid funds. The Norwegian Red Cross was not directly affected by this in 2025, but several organisations within the Red Cross and Red Crescent movement have lost significant funds for their work on the basis of the changing priorities of states. There is also greater awareness and lower budgets among many business players, as well as increasing competition from other organisations. The Norwegian Red Cross has adopted an income strategy where the ambition is to increase independent income and secure various forms of funding of the activities.

In accordance with Section 3-3a of the Norwegian Accounting Act, the national board confirms that the prerequisites for a going concern are present. This is based on updated profit forecasts for 2026 and the long-term strategic forecasts for the Norwegian Red Cross for the years ahead.

The Norwegian Red Cross is in a healthy economic and financial position.

Events after the balance sheet date

There have been no significant events since the balance sheet date that affect the annual report and financial statements for 2025.

The National Board's approval of the 2025 Annual Report

Oslo, 24 April 2026

Siri Hatlen
President (Chair of the Board)

Grete Herlofson
Secretary General

Solveig Ugland
Vice-President

Åsmund Mjåland
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Øivind Granlund

Trond Midtbøen

Jarle Bjørge Øverland

Marte Eika

Kjell Roger Andersen

Øystein Valde

Azra Numanovic

Pernille Bacher Lemming

Gunnar Halstadtrø

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STATEMENT OF ACTIVITIES

All amounts in thousands of NOK

CONSOLIDATED ACCOUNTS 2025	CONSOLIDATED ACCOUNTS 2024		Note	SOCIETY ACCOUNTS 2025	SOCIETY ACCOUNTS 2024
		Acquisition of funds			
42,631	42,279	Income from membership fees		42,631	42,279
2,071,054	1,904,299	Public grants	1	2,069,446	1,904,299
494,110	488,974	Contributions from others	2	494,110	488,974
340,418	297,036	Revenue from fundraising and donations	3, 4	340,418	295,428
86,546	67,723	- operational activities that fulfil the organisation's objectives	5	54,517	37,836
340,994	348,166	- activities that create revenues		169,422	180,198
289,915	416,462	Financial and investment income		287,612	414,521
51	561	Other revenues		51	561
3,665,720	**3,565,501**	**Gross revenue acquired for humanitarian purposes**		**3,458,207**	**3,364,097**
		Funds expended	6, 7, 8, 9, 10 11		
		Expenditure on generating funds			
100,056	68,427	- fundraising costs	12, 4	100,052	68,427
222,628	235,677	- other expenditure on generating funds	12, 4	49,606	62,233
		Expenditure on special purposes			
		- costs of activities/contributions that fulfil org. objectives			
		Main programme 2025			
		2.1 Humanitarian values	13		
446	39,170	Contributions to ICRC/IFRC/sister societies		446	39,170
9,952	4,451	Contributions to regional/local societies		9,952	4,451
75,956	109,515	Costs of activities		75,956	109,515
		2.2 Saving lives	13		
1,480,494	1,279,365	Contributions to ICRC/IFRC/sister societies		1,480,494	1,279,365
40,630	33,589	Contributions to regional/local societies		40,630	33,589
807,803	805,529	Costs of activities		807,803	805,529
		2.3 Secure childhoods	13		
	105	Contributions to ICRC/IFRC/sister societies			105
187,811	166,524	Contributions to regional/local societies		187,811	166,524
41,203	37,559	Costs of activities		41,203	37,559
		2.4 Community and life skills	13		
61,104	58,087	Contributions to regional/local societies		61,104	58,087
59,929	62,692	Costs of activities		25,459	28,353

STATEMENT OF ACTIVITIES (continued)

All amounts in thousands of NOK

CONSOLIDATED ACCOUNTS 2025	CONSOLIDATED ACCOUNTS 2024		Note	SOCIETY ACCOUNTS 2025	SOCIETY ACCOUNTS 2024
		3.1 Strengthening volunteering			
113,763	109,022	Contributions to regional/local societies		113,763	109,022
62,953	55,666	Costs of activities		62,953	55,666
		3.2 Open and inclusive			
500	264	Contributions to ICRC/IFRC/sister societies		500	264
112,184	104,564	Contributions to regional/local societies		112,184	104,564
89,394	74,236	Costs of activities		89,394	74,236
		3.3 Sustainable future			
0	-435	Contributions to ICRC/IFRC/sister societies		0	-435
64	3,628	Contributions to regional/local societies		64	3,628
46,573	59,012	Costs of activities		46,573	59,012
66,129	63,730	Resources used on organisational administration	4, 9	64,439	60,434
3,579,574	**3,370,648**	**Total**		**3,370,386**	**3,159,299**
86,146	**194,853**	**Activity surplus/deficit for the year**		**87,822**	**204,797**
		Increase/decrease in equity			
-94,212	-69,206	Designated equity with external restrictions		-94,212	-69,206
-16,124	4,174	Designated equity with internal restrictions		-16,124	4,174
196,481	259,885	Other equity		198,157	269,829
86,146	**194,853**	**Total allocated**	**14**	**87,822**	**204,797**

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BALANCE SHEET

All amounts in thousands of NOK

GROUP 2025	GROUP 2024	ASSETS	Note	ASSOCIATION 2025	ASSOCIATION 2024
		Fixed assets			
		Intangible assets and tangible fixed assets			
209,489	172,112	Intangible assets	11	202,769	166,208
287,094	239,160	Land, buildings and other property	11	286,907	238,949
22,981	26,106	Operating equipment, fixtures, equipment and means of transport	11	12,681	16,878
519,564	**437,378**	**Total intangible assets and tangible fixed assets**		**502,357**	**422,035**
		Financial fixed assets			
		Investments in subsidiaries	15	37,516	37,516
19,533	19,533	Investments in shares and bonds	16	19,533	19,533
		Other long-term receivables	17	18,210	19,500
19,533	**19,533**	**Total financial fixed assets**		**75,259**	**76,549**
539,096	**456,910**	***Total fixed assets***		**577,616**	**498,583**
		Current assets			
11,708	13,284	Inventory	18	0	0
158,545	89,001	Accounts receivable		140,982	73,171
164,586	123,618	Other receivables	19	162,135	120,705
3,575,382	3,560,882	Market-based financial assets	20	3,570,580	3,556,324
587,859	555,645	Cash, bank deposits etc	21	556,759	524,829
4,498,080	**4,342,430**	**Total current assets**		**4,430,456**	**4,275,029**
5,037,176	**4,799,341**	**TOTAL ASSETS**		**5,008,072**	**4,773,613**

BALANCE SHEET (continued)

All amounts in thousands of NOK

GROUP 2025	GROUP 2024	EQUITY AND LIABILITIES	Note	ASSOCIATION 2025	ASSOCIATION 2024
		Equity			
188,528	282,683	Designated equity with external restrictions	14	188,528	282,683
60,270	76,394	Designated equity with internal restrictions	14	60,270	76,394
4,125,888	3,929,455	Other equity	14	4,117,564	3,919,406
4,374,686	**4,288,533**	**Total equity**		**4,366,362**	**4,278,484**
		Long-term liabilities			
43,750	46,337	Loans from credit institutions	22	43,750	46,250
43,750	**46,337**	**Total long-term liabilities**		**43,750**	**46,250**
		Current liabilities			
259,183	202,737	Accounts payable to suppliers		239,246	188,185
47,641	57,384	Public duties and tax payable		40,814	48,875
72,480	100,918	Unused public funds	1	72,480	100,918
239,437	103,432	Other short-term liabilities	23	245,420	110,902
618,740	**464,471**	**Current liabilities**		**597,960**	**448,879**
662,490	**510,808**	**Total liabilities**		**641,710**	**495,129**
5,037,176	**4,799,341**	**TOTAL EQUITY AND LIABILITIES**		**5,008,072**	**4,773,613**

The National Board's approval of the 2025 Annual Report
Oslo, 24 April 2026

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Kjell Roger Andersen

Øystein Valde

Azra Numanovic

Pernille Bacher Lemming

Gunnar Halstadtrø

CASH FLOW STATEMENT

All amounts in thousands of NOK

GROUP			ASSOCIATION	
2025	**2024**		**2025**	**2024**
86,146	194,853	**Activity surplus/deficit for the year**	87,822	204,797
		Items in the activity accounts that do not have a direct bearing on liquidity		
31,256	20,288	+ depreciation, write-downs and reversal of write-downs	28,354	13,814
0	0	+/- loss/profit on disposal of other tangible fixed assets	0	0
117,402	**215,141**	**Total**	**116,176**	**218,612**
		Investment, disposal and financing activities		
-113,615	-168,777	- acquisition of other tangible fixed assets	-108,677	-164,001
0	42,150	+ selling price on disposal of other tangible fixed assets	0	41,818
0	0	+/- cost recognition of previous activations	0	0
0	0	+/- net investment/disposal of investments	0	0
0	0	+ repayment/- assumption of current and non-current receivables	1,290	900
-2,587	-5,325	- repayment/+ assumption of non-current liabilities	-2,500	-2,500
-116,202	**-131,952**	**Total**	**-109,887**	**-123,783**
		Other changes		
-110,332	130,874	+/- changes in accounts receivable and other receivables	-109,183	129,857
154,269	-136,640	+/- changes in accounts payable and other current liabilities	149,081	-124,910
1,575	13,486	+/- change in inventory	0	138
		+/- change in other accruals		
45,512	**7,720**	**Total**	**39,898**	**5,085**
46,713	90,908	**Total changes in cash//cash equivalents over the year**	46,186	99,913
4,116,528	4,025,620	+ Holdings of cash/cash equivalents as at 1 January.	4,081,153	3,981,239
4,163,241	**4,116,528**	**= Holdings of cash/cash equivalents as at 31 December.**	**4,127,339**	**4,081,152**

Cash and cash equivalents include cash, bank deposits and financial assets assessed at fair value.

Photo: Einar Irjan Ananiassen

Photo: Denis Onyodi/Malawi Red Cross

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NOTES

The annual accounts cover the Norwegian Red Cross, a not-for-profit humanitarian organisation. The consolidated accounts include the subsidiaries specified in Note 15. The annual accounts therefore do not include the regional or local societies of the Norwegian Red Cross. These are independent organisations with independent statutes and are not controlled by the Norwegian Red Cross.

Accounting principles
The annual accounts have been prepared in accordance with the Norwegian Accounting Act and the preliminary accounting standard "Good accounting practices for non-profit organisations",cf. Sections 4-1 and 1-2(9) of the Norwegian Accounting Act.

Consolidation principles
The consolidated accounts include the society's accounts and the subsidiaries Røde Kors Sentrene AS, Røde Kors Eierskap AS, Røde Kors Førstehjelp AS, Hogst AS and Røde Kors Tøy og Tekstil AS. The consolidated accounts have been prepared as if the group was a single economic entity. Transactions and balances between group companies have been eliminated. The consolidated accounts have been prepared according to uniform principles, with the subsidiaries adhering to the same accounting principles as the parent company.

Acquired subsidiaries are included in the consolidated accounts based on the parent company's acquisition cost. The acquisition cost is linked to identifiable assets and liabilities in the subsidiary, which are entered in the consolidated accounts at fair value at the time of acquisition. Any excess value over and above that which can be linked to identifiable assets and liabilities is entered in the balance sheet as goodwill. Excess value in the consolidated accounts is depreciated on a straight line basis over the expected lifetime of the acquired assets.

Subsidiaries/associated companies
Subsidiaries and associated companies are assessed according to the cost method in the society accounts and associated companies are assessed according to the cost method in the consolidated accounts. The investment is assessed at acquisition cost for the shares unless write-down has been necessary. Writing down to fair value is carried out when the reduction in value is due to causes that cannot be deemed temporary and when it is deemed necessary in accordance with good accounting practice. Write-downs are reversed when the basis for the write-down is no longer present.

Revenue recognition
Revenue from members is recognised when it is received. Contributions from the public authorities to which restrictions are attached, are recognised as income in line with expenditure linked to the supported activity. Contributions that have not been recognised as income are entered on the balance sheet as a liability under "Unused public funds". Contributions and donations from other donors and revenues earned from activities are recognised to income when the organisation has the legal right of ownership to the contribution or donation, and the value can be reliably measured. The value of funds raised and donations is appraised at fair value on the date of receipt.

Time of recognition of funds distributed to partners
Funds distributed to partners are recognised on the disbursement date. If, after the annual accounts have been presented, it transpires that the funds have not been used in accordance with the terms and conditions, costs shall be corrected at the time at which this information becomes known. **Classification of expenditure**
In the activity accounts, expenditure is divided into three main categories: expenditure on generating funds, expenditure to achieve objectives and administrative expenses. Further details can be found in Notes 4, 6, 7 and 12.

Transfers of funds to related parties are posted as a cost in the accounts at the time of transfer. Further details can be found in Note 10.

Classification and evaluation of assets and liabilities
Current assets and current liabilities comprise items that fall due within one year of the balance sheet date, as well as entries linked to circulation of stock. Other items are classified as fixed assets/long-term liabilities. The first year's repayment of a long-term liability is classified as a long-term liability.
Current assets are valued at the lower of acquisition cost and fair value.
Fixed assets are valued at purchase price but are written down to fair value unless the reduction in value is not expected to be temporary.

Receivables
Accounts receivable from customers and other receivables are entered on the balance sheet at face value less a provision for expected losses.

Inventory
Inventory is valued at the lower of acquisition cost and fair value.

Tangible fixed assets and rights
Tangible fixed assets and rights are entered in the balance sheet and depreciated on a straight line basis over the expected lifetime of the asset. Direct maintenance of operating equipment is entered under operating expenses on an ongoing basis, while additional costs or improvements are added to the cost price of the fixed asset and depreciated in line with the fixed asset.

Market-based financial assets
All of these financial investments are in highly liquid money mar-

ket, bond and equity funds for which daily rates are listed in active markets, primarily the Oslo Stock Exchange.

Market-based financial assets are appraised at fair value on the balance sheet date without any deductions for expenses associated with the sale. A portion of the money market funds is held primarily for the purpose of sales or buy-backs in the short term, while the remaining funds are placed in a long-term portfolio of identified instruments which are managed together. Any changes in fair value are recognised in the income statement as financial and investment income/expenses. Market value and cost price for the various investments are specified in Note 20 on the accounts.

Pension obligations

The Norwegian Red Cross's pension scheme in the Norwegian Public Service Pension Fund is a defined-benefit pension scheme for the employees, i.e. they have a right to a future pension based on factors such as the length of service and salary at the time of retirement. Consequently, in principle, the employer has an obligation to the employees to contribute to this pension. The Norwegian Public Service Pension Fund has not made sufficient information available to allow this obligation to be calculated. Therefore, the scheme cannot be treated as a defined-benefit pension scheme for accounting purposes. Recommended practice in Norway allows pension schemes like this to be treated as contributory pension plans for accounting purposes, which in practice means that the period's pension costs are equal to the period's contributions.

From and including 1 January 2022, the Norwegian Red Cross has established a defined contribution pension scheme with Sparebank 1. Through the defined contribution scheme, the Norwegian Red Cross pays contributions to an insurance company. The Norwegian Red Cross has further establishment obligations after contributions have been paid. The contributions are recognised as payroll costs. Any prepaid contributions are recognised as assets (pension funds) to the extent that the contribution can be refunded or reduce future contributions.
Future employees of the Norwegian Red Cross will be covered under the defined contribution scheme with Sparebank 1.

The society is obliged to have an occupational pension scheme for its employees in accordance with the Norwegian Mandatory Occupational Pensions Act. The society's pension scheme fulfils the requirements of this legislation.

Foreign currency

Foreign currency transactions are converted in accordance with the DnB exchange rates at the time of the transaction. Exotic currencies that are not included on the official DnB bank exchange list as of 31 December will be retrieved from Uniconverter.net. Monetary items in foreign currency on the balance sheet date are converted to Norwegian kroner by using the exchange rate on the balance sheet date. Changes in foreign currency exchange rates are recognised as profits or losses at year end under other financial items in the accounts.

Cash flow statement

The cash flow statement is prepared in accordance with the indirect method. Cash and cash equivalents include cash, bank deposits and financial assets assessed at fair value.

Note 1

Contributions from public authorities

	Group		Association	
All amounts in NOK thousands	**2025**	**2024**	**2025**	**2024**
The Norwegian Ministry of Foreign Affairs	1,503	16,927	1,503	16,927
Norad	1,856,731	784,797	1,856,731	784,797
The Norwegian Ministry of Justice and Public Security	0	46,469	0	46,469
The Norwegian Directorate for Children and Family Affairs	80,034	58,305	78,426	56,697
The Norwegian Directorate of Integration and Diversity (IMDI)	4,299	5,117	4,299	5,117
Innovation Norway	3,185	-158	3,185	-158
The Norwegian Directorate of Health/Ministry of Health and Care Services	21,054	20,542	21,054	20,542
VAT credit	50,071	45,653	50,071	45,653
The Directorate of the Norwegian Correctional Service	5,848	5,102	5,848	5,102
Others	48,330	7,153	48,330	7,153
Total	**2,071,054**	**1,905,907**	**2,069,446**	**1,904,299**

Grants must be repaid if the scale of activities fails to correspond to the assumptions on which they are based.
In total, unused public funds are NOK 72 million at year-end.
These funds are expected to be recognised as revenue in 2026 based on ongoing activities, accrued as unused public funds.

Note 2

Contributions from others

	Group and society	
All amounts in thousands of NOK	**2025**	**2024**
The Norwegian Gaming and Foundation Authority, gambling profits Norsk Tipping	383,190	334,396
Contributions from sister societies	33,987	65,689
Echo	39,815	62,209
DAM fund, Health and rehabilitation	9,305	13,468
The Norwegian Children and Youth Council (LNU)		64
Others	27,813	13,147
Total	**494,110**	**488,974**

Note 3

Revenue from fundraising and donations

	Group		Association	
All amounts in NOK thousands	**2025**	**2024**	**2025**	**2024**
Endowments	-	597	-	597
Unrestricted donations/contributions	799	2,757	799	1,149
Donor programme	229,574	221,624	229,574	221,624
Gifts from the business sector	21,836	20,362	21,836	20,362
Fundraising	52,959	45,948	52,959	45,948
Memorial donations	501	587	501	587
Donations given as goods and services	-	5	-	5
Legacies	34,749	5,155	34,749	5,155
Total	**340,418**	**297,035**	**340,418**	**295,428**

Note 4

Administration, percentage on special purposes and fundraising percentage - society

According to accounting standards for non-profit organisations, administration refers to those activities carried out in order to run the organisation and those expenses that cannot be attributed to specific activities. These expenses include costs relating to senior management, audit and legal fees, preparation of public accounts, as well as costs associated with the National Congress and committees. The distribution of joint expenses is described in Note 5. The administration has its share of distributed joint expenses. Financial expenditure is reported as a proportion of resources used in managing the organisation.

All amounts are in MNOK.	**2025**	**2024**	**2023**	**2022**	**2021**
Total administrative expenses	64	60	69	58	49
Total expenditure	3,370	3,159	3,714	2,741	2,169
Percentage administration	**1.9%**	**1.9%**	**1.9%**	**2.1%**	**2.3%**
Expenditure on special purposes	3,156	2,968	3,532	2,594	2,038
Total expenditure	3,370	3,159	3,714	2,741	2,169
Percentage on special purposes	**93.6%**	**94.0%**	**95.1%**	**94.6%**	**94.0%**
Fundraising percentage:	**2025**	**2024**	**2023**	**2022**	**2021**
Revenue from fundraising and donations	340	295	386	637	279
Total funds raised	**340**	**295**	**386**	**637**	**279**
Expenditure on generating funds	150	131	113	89	81
Expenditure on generating funds other than fundraising costs	-50	-62	-38	-26	-26
Expenditure on generating funds	**100**	**68**	**74**	**64**	**55**
Net funds raised	240	227	312	573	223
Fundraising percentage	**70.6%**	**76.8%**	**80.7%**	**90.0%**	**80.1%**

Note 5

Revenues that fulfil the organisation's objectives

	Group		Association	
All amounts in NOK thousands	**2025**	**2024**	**2025**	**2024**
Delegate fees	1,100	1,259	1,100	1,259
Rental revenues	27,045	23,764	27,045	23,764
Sales revenue primary customers	52,808	32,791	20,779	2,904
Other revenues	5,593	9,910	5,593	9,910
Total	**86,546**	**67,723**	**54,517**	**37,836**

Note 6

Distribution of joint expenses - society

All amounts in NOK thousands

All employees of the Norwegian Red Cross are employed to work on one or more objective activity/activities and the costs for these persons are distributed over the various activities. Joint expenditure is distributed over main activities according to the number of man-years linked to the activity.

Joint expenses consist of the following

	2025	**2024**
HR	30,257	25,211
Service & property	17,974	17,476
ICT	122,093	113,470
Financial administration	33,967	11,709
Total	**204,291**	**167,865**

Joint expenses	**HR**	**Service/ property**	**ICT**	**Financial administration**	**Total**	
Total	**30,257**	**17,974**	**122,093**	**33,967**	**204,291**	
Fundraising costs	2,120	1,259	8,554	2,380	14,312	7%
Expenditure on generating funds	1,582	940	6,385	1,776	10,684	5%
Special-purpose expenses:						
2321 Humanitarian values	2,846	1,690	11,483	3,195	19,214	9%
2322 Saving lives	12,533	7,446	50,572	14,070	84,620	41%
2323 Safe childhoods	3,481	2,068	14,048	3,908	23,505	12%
2324 Community and life skills	2,125	1,263	8,577	2,386	14,351	7%
2331 Strengthening volunteering	3,147	1,869	12,698	3,533	21,247	10%
2332 Open and inclusive	-1,537	-913	-6,202	-1,725	-10,377	-5%
2333 Sustainable future	372	221	1,499	417	2,509	1%
Administration costs	3,588	2,131	14,478	4,028	24,225	12%
Total	**30,257**	**17,974**	**122,093**	**33,967**	**204,290**	**100%**

Negative values on 2332 – Open and inclusive are due to changes in how costs are allocated to projects versus financial entries in the new ERP system In Agresso, all costs were linked to an activity and a goal.

In FO, costs are linked to a project or to a cost centre/account.
Most of the shared costs were related to operational projects in Agresso (Dxxx activity) and account 2332.
In FO, most of the shared costs are linked only to cost centres/accounts
As a result, the shared costs have been posted to accounts other than 2332 – while the offsetting entry has been posted to 2332,

Note 7

Classification by type

All amounts in NOK thousands

Group			Association	
2025	**2024**		**2025**	**2024**
		Revenues		
2,071,087	1,904,299	Public grants	2,069,446	1,904,299
494,110	488,974	Contributions from others	494,110	488,974
340,418	297,036	Donations and contributions	340,418	295,428
470,222	459,781	Other operating income	266,621	260,874
3,375,837	**3,150,091**	**Total revenues**	**3,170,595**	**2,949,575**
		Expenses		
278,228	351,739	Cost of goods	171,770	258,849
731,776	664,880	Payroll costs	670,222	612,909
31,951	20,288	Depreciation	28,354	13,814
497,289	507,420	Other operating costs	461,314	448,749
2,012,266	1,809,820	Cash contributions	2,012,266	1,809,820
3,551,510	**3,354,147**	**Total expenses**	**3,343,926**	**3,144,141**
-175,673	**-204,056**	**Operating surplus/deficit**	**-173,331**	**-194,566**
45,974	32,065	Interest income	43,914	31,176
243,942	383,345	Change in value of financial assets	243,698	383,345
-29	-57	Tax payable	2	-
28,126	16,558	Interest charges	26,458	15,159
261,819	**398,909**	**Net financial items**	**261,152**	**399,363**
86,146	**194,853**	**Surplus/deficit for the year**	**87,822**	**204,797**

Allocation of net income		
Transfer to/from equity/external restrictions	-94,211	-69,206
Transfer to/from equity/internal restrictions	-16,124	4,174
Transfer to other equity	198,157	269,829
Total allocated	**87,822**	**204,797**

Note 8

Number of full-time equivalents

	Group		Association	
	2025	**2024**	**2025**	**2024**
Number of FTEs - permanent employees	758	746	680	662
Number of FTEs - temporary employees	35	29	35	29
Total	**793**	**774**	**715**	**690**

The average number of FTEs in the society in 2025 was 716, divided between 680 permanent and 35 temporary positions. The FTEs are distributed between 372 FTEs at the national office and 344 FTEs at regional offices such as Oslo. There are an additional 132 FTEs in Oslo Red Cross.

Note 9

Remuneration to management

All amounts in NOK thousands

Remuneration to senior executives	**Secretary General**	**National Congress**
Salaries	859	0
Pension costs	13	0
Other benefits	5	0

There was an acting Secretary General during the period from 1 April to 13 October 2025.
Remuneration paid to this individual has not been included in remuneration to senior executives.

Auditor's fees are distributed as follows (incl. VAT):	**Group**	**The Norwegian Red Cross**
Auditing services	893	558
Other certification services	1,585	1,556
Advice on taxes and duties	45	25
Other assistance	300	156
Total	**2,823**	**2,295**

Note 10

Transactions with close associates

The Norwegian Accounting Act requires disclosure of transactions with close associates. The International Federation of Red Cross and Red Crescent Societies (IFRC), all Red Cross regional offices, local Red Cross branches, subsidiaries and the Norwegian Red Cross Humanitarian Fund are close associates of the Norwegian Red Cross. An overview of important transactions with these parties is shown below.

Employer responsibility for staff at the Norwegian Red Cross and 18 of the 19 regional offices lies with the Norwegian Red Cross. The regional offices are invoiced monthly for salary costs. The regional offices also receive a proportion of pro bono joint services such as switchboard, ICT, HR, accounts and payroll.

All amounts in NOK thousands

	2025	**2024**
From the IFRC		
Direct contributions to international activities	14,036	62,511
To the IFRC		
Contributions to various programmes	201,247	164,285
Membership fees	9,952	9,664
To Norwegian Red Cross regional offices		
General grants	107,602	100,902
Transfers to "Holidays for All"	49,850	47,156
Support for various local activities	8,393	8,099
Support for care activities	36,235	36,980
Support for disaster preparedness and search and rescue corps work	32,492	23,078
Transfers of proportion of membership fees		2,977
Transfers of business sector support		5,645
DAM Foundation	6,640	7,744
Support for child and youth activities	137,718	115,999
Migration	24,869	19,046
Skills enhancement	6,638	9,100
To local societies		
Transfers of proportion of membership fees	31,626	29,566
Support for various local activities	2,007	243
Transfers of share of Pantelotteriet	73,129	67,647
Transfers from FriFond		1,208
To subsidiaries		
Purchase of stays at centres and first-aid products	4,599	5,078
From subsidiaries		
Rent and telephony	5,003	7,632
From the Norwegian Red Cross Humanitarian Fund		
Contributions for special purposes	799	587

The Norwegian Red Cross Humanitarian Fund is an independent foundation, but has the same board as the Norwegian Red Cross.

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Note 11

Facilities

All amounts in NOK thousands

CONSOLIDATED ACCOUNTS 2025	**Facilities under construction**	**Intangible assets**	**Land, buildings, real estate**	**Operating equipment, fixtures, equipment,**	**Transport funds**	**Total operating equipment, fixtures, equipment, means of transport**	**Total tangible fixed assets**
Acquisition cost as at 1 January	72,825	100,531	327,713	51,885	0	51,885	552,954
Transfer between facilities throughout the year	0					0	-
Additions during the year	108,522	84,074	52,080	3,142		3,142	247,818
Disposals during the year	-134,204				0		-134,204
Acquisition cost as at 31 December	**47,143**	**184,605**	**379,793**	**55,027**	**-**	**55,027**	**666,569**
Accumulated depreciation as at 1 January	0	-4,088	-88,764	-22,897		-22,897	-115,749
Ordinary depreciation for the year	0	-20,657	-4,122	-4,071	0	-4,071	-28,850
Acc.depreciation decrease							
Accumulated depreciation as at 31 December	**-**	**-24,745**	**-92,886**	**-26,968**	**-**	**-26,968**	**-144,599**
Accumulated write-downs as at 1 January	0	0	0	0	0	0	-
Ordinary write-downs for the year	0	0	0	-2,406	0	-2,406	-2,406
Reversal of write-downs	0	0	0	0	0	0	-
Accumulated write-downs as at 31.12	0	0	0	-2,406	0	-2,406	-2,406
Book value as at 31 December	0	0	0	0	0	0	0
	47,143	**159,861**	**286,907**	**25,653**	**-**	**25,653**	**519,564**
Economic life		0-10 years	50-100 years	3 - 5 years	3 - 5 years		

Straight line depreciation has been used for all tangible fixed assets, except plots. Intangible assets in the balance sheet also consist of deferred tax advantages in the subsidiaries.

SOCIETY 2025	**Facilities under construction**	**Intangible assets**	**Land, buildings, real estate**	**Operating equipment, fixtures, equipment,**	**means of transport**	**Total operating equipment, fixtures, equipment, means of transport**	**Total tangible fixed assets**
Acquisition cost as at 1 January	70,927	99,238	327,713	26,263		26,263	524,141
Transfer between facilities throughout the year	-					-	-
Cost recognition of previous activations	-					-	-
Additions during the year	108,522	80,227	52,080	155	-	155	240,984
Disposals during the year	-132,307	-			-		-132,307
Acquisition cost as at 31 December	**47,142**	**179,465**	**379,793**	**26,418**	**-**	**26,418**	**632,818**
Accumulated depreciation as at 1 January	-	-3,959	-88,764	-9,385		-9,385	-102,108
Ordinary depreciation for the year	-	-19,880	-4,122	-1,945	-	-1,945	-25,947
Acc.depreciation decrease				-	-	-	-
Accumulated depreciation as at 31 December	**-**	**-23,839**	**-92,886**	**-11,330**	**-**	**-11,330**	**-128,055**
Accumulated write-downs as at 1 January	-		-	-	-	-	-
Ordinary write-downs for the year	-	-	-	-2,406	-	-2,406	-2,406
Reversal of write-downs	-	-	-	-	-	-	-
Accumulated write-downs as at 31.12	-	-	-	-2,406	-	-2,406	-2,406
Book value as at 31 December	**47,142**	**155,626**	**286,907**	**12,682**	**-**	**12,682**	**502,357**
Economic life		0-10 years	50-100 years	3 - 5 years	3 - 5 years		

Straight line depreciation has been used for all tangible fixed assets, except plots. Intangible assets consist mainly of activated IT systems. The financial service life of these varies based on investment type. General intangible assets have an estimated service life of 0-5 years, while the core elements of our IT platform investments have a longer estimated usage time/service life. The depreciation period for these investments is aligned with the estimated financial service life.

Note 12

Expenditure on generating funds

	Group		**Association**	
All amounts in NOK thousands	**2025**	**2024**	**2025**	**2024**
Fundraising costs				
Contributions and donations	85,744	62,524	85,744	62,524
Other joint expenses	14,312	5,904	14,312	5,904
	100,056	**68,427**	**100,056**	**68,427**
Other expenditure on generating funds				
Costs of maintaining membership numbers and affiliation	3,035	1,366	3,035	1,366
Gambling/royalties	1,306	1,152	1,306	1,152
Proportion of staff functions	34,583	49,531	34,583	49,531
Expenses in subsidiaries	173,019	173,444	-	-
Share of joint expenses members	289	341	289	341
Share of joint expenses other fundraising costs	10,396	9,843	10,396	9,843
Total	**222,628**	**235,677**	**49,609**	**62,233**

Note 13

Main Programme 2024-2026

All amounts in NOK thousands	**2025**	**2024**
2.1 Humanitarian values		
Internationally	14,566	39,169
Nationally	52,676	92,694
Share of joint expenses	19,214	21,271
	86,456	**153,134**
2.2 Saving lives		
Internationally	2,129,051	1,279,365
Nationally	115,959	791,917
Share of joint expenses	84,620	47,200
	2,329,630	**2,118,482**
2.3 Secure childhoods		
Internationally	-	105
Nationally	205,510	184,983
Share of joint expenses	23,505	19,100
	229,015	**204,118**
2.4 Community and life skills		
Internationally	-	-
Nationally	72,212	71,213
Share of joint expenses	14,351	15,227
	86,563	**86,441**
Total Note 13	**2,731,664**	**2,562,245**

Note 14

Equity

All amounts in thousands of NOK

The Norwegian Red Cross Group	Equity with external restrictions	Equity with internal restrictions	Other equity	Total equity
Equity at 1 January	282,683	76,394	3,929,455	4,288,533
Funds carried over	298,371	10,000	198,157	506,528
Funds transferred to activities	392,583	26,124	1,676	420,382
Profit/loss for the year	**-94,212**	**-16,124**	**196,481**	**86,147**
Correction of previous years' errors			-48	-48
Equity at 31 December	**188,528**	**60,270**	**4,125,888**	**4,374,686**

Association	Equity with external restrictions	Equity with internal restrictions	Other equity	Total equity
Equity at 1 January	282,683	76,394	3,919,406	4,278,484
Funds carried over	298,371	10,000	198,157	506,528
Funds transferred to activities	392,583	26,124		418,707
Profit/loss for the year	**-94,212**	**-16,124**	**198,157**	**87,822**
Equity at 31 December	**188,528**	**60,270**	**4,117,564**	**4,366,362**

Purpose capital with external restrictions (restricted funds) are the funds donated subject to requirements from the donor for the funds to be used for a specific purpose. The reduction in restricted funds of NOK 94.2 million is a function of how much has been collected during the year and how much of the collected funds have been used. This is in line with current practices, in which income is recognised in the year received and costs recognised at the time of use

Purpose capital with internally imposed restrictions are designated funds that the National Board or General Assembly have set aside for specific purposes subject to defined restrictions. The reduction of NOK 16.1 was due to the sum of depreciations (NOK 0.2 million) relating to the renovation of H7 in 2018, which was financed through borrowing: NOK 20 million to finance the Hjelpekorpsløftet initiative and NOK 5.9 million to finance the additional Finnmark initiative, to be spent in 2025, as well as a provision of NOK 10 million for unforeseen events.

Other purpose capital (unrestricted funds) are funds that the National Board can use freely within the purposes of the Red Cross and the direction laid down by the General Assembly.

Note 15

Investments in subsidiaries/associated companies

All amounts in NOK thousands

As at 31 December 2025, the Norwegian Red Cross owns the following companies:

Company	Year of acquisition	Voting share/ Ownership share	Cost price	Recognised 31 December 2025	Recognised 31 December 2025	Equity as of 31 December 2025	Profit/loss share 2025
Røde Kors Eierskap AS, Hausmannsgt 7, 0186 Oslo	2004	100%	71,335	37,516	37,516	5,795	-20

As of 31 December 2025, Røde Kors Eierskap AS owns the following companies:

Company	Year of acquisition	Voting share/ Ownership share	Cost price		Recognised 31 December 2025	Equity as of 31 December 2025	Profit/loss share 31 December 2025
Norges Røde Kors Sentrene AS, Hausmannsgt 7, 0186 Oslo	2016	100%	1,008		1,008	12,105	-416
Røde Kors Førstehjelp AS, Sandbrekkveien 95, 5225, Nesttun	2016	100%	17,882		17,882	13,864	-1,753
RK Tøy og Tekstil AS, Hausmannsgt 7, 0186 Oslo	2017	100%	17,220		7,320	14,362	2,925
Hogst AS, Klæbuveien 118, 7031 Trondheim	2016	40%	4,000		-	894	10

Note 16

Shares in other companies

All amounts in thousands of NOK

	Voting share/ Ownership share	Acquisition Cost	Recognised 31 December 2025	Recognised 31 December 2025
Shares in Norsk Pantelotteri AS	40%	28,000	19,369	19,369
Other		164	164	164
Total		**28,164**	**19,533**	**19,533**

Note 17

Other long-term receivables

All amounts in thousands of NOK

	Group		Association	
Other long-term receivables	**2025**	**2024**	**2025**	**2024**
Loans to subsidiaries			18,210	19,500
Total	**0**	**0**	**18,210**	**19,500**

Note 18

Inventory

All amounts in thousands of NOK

	Group		Association	
	2025	**2024**	**2025**	**2024**
Other goods	11,708	13,284	0	0
Total	**11,708**	**13,284**	**0**	**0**

Note 19

Other receivables

All amounts in thousands of NOK

	Group		Association	
Other receivables	**2025**	**2024**	**2025**	**2024**
Accrued income	575	1,277	575	403
Pre-paid expenses	16,060	91,055	14,986	89,861
Other short-term receivables	147,951	31,286	146,574	30,442
Total	**164,586**	**123,618**	**162,135**	**120,705**

Other receivables of the society total 146.5 million, of which 76.5 million consist of uncollected revenues from Pantelotteriet.

Note 20

Market-based financial assets

All amounts in thousands of NOK

GROUP ACCOUNTS

2025

Type of fund	**Market value**	**Cost price**	**Return**	**Return in %**
Bond funds	1,227,844	1,165,638	67,516	5.74%
Money market funds	561,109	553,743	31,842	5.18%
Equity funds	1,786,429	1,009,347	142,346	8.74%
Total	**3,575,382**	**2,728,728**	**241,704**	**7.11%**

2024

Type of fund	**Market value**	**Cost price**	**Return**	**Return in %**
Bond funds	1,192,328	1,184,303	37,212	3.56%
Money market funds	662,818	656,101	36,134	5.49%
Equity funds	1,705,736	949,575	306,333	19.62%
Total	**3,560,882**	**2,789,979**	**379,679**	**11.90%**

SOCIETY

2025

Type of fund	**Market value**	**Cost price**	**Return**	**Return in %**
Bond funds	1,227,844	1,165,638	67,516	5.74%
Money market funds	556,307	553,743	31,599	5.18%
Equity funds	1,786,429	1,009,347	142,346	8.74%
Total	**3,570,580**	**2,728,728**	**241,461**	**7.11%**

2024

Type of fund	**Market value**	**Cost price**	**Return**	**Return in %**
Bond funds	1,192,328	1,184,303	37,212	3.56%
Money market funds	658,260	656,101	35,891	5.49%
Equity funds	1,705,736	949,575	306,333	19.62%
Total	**3,556,324**	**2,789,979**	**379,436**	**11.90%**

The Norwegian Red Cross has invested NOK 3,575 million in market-based shares and bonds. All of the investments are in securities funds and have been designed to take account of safety, the spread of risk, liquidity and ethical considerations, in accordance with the guidelines laid down by the Board.

The Norwegian Red Cross adopts a conscious attitude to relative risk in the various markets in which it invests. In order to manage the risk relative to the index/market, some parts of the interest and equity portfolio will always be attempted to be invested under index-linked or near-index-linked management. Relative risk is an indication of how much the active return on the fund may fluctuate both positively and negatively in relation to the market (i.e. in relation to the reference index).

The active returns on investments in 2025 were as follows:	
Norwegian shares:	3.4%
Foreign shares:	2.3%
Norwegian bonds:	0.9%
Norwegian money market:	0.2%
Foreign bonds:	0.5%

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Note 21

Cash and bank deposits

All amounts in NOK thousands

	Group		Association	
	2025	**2024**	**2025**	**2024**
Cash and bank deposits	**587,859**	**555,645**	**556,759**	**524,829**
Of which the following is restricted:				
Withholding tax	21,470	26,627	19,369	24,495
Unused public funds	52,432	100,918	52,432	100,918
Total restricted funds	**73,901**	**127,545**	**71,801**	**125,413**
Liquid funds at the disposal of the Norwegian Red Cross	**513,958**	**428,100**	**484,958**	**399,416**

Note 22

Other long-term liabilities

All amounts in thousands of NOK

	Group		Association	
Loans from credit institutions	**2025**	**2024**	**2025**	**2024**
Loans due later than one year constitute:		87		
Mortgage, renovation Hausmannsgate 7	43,750	26,250	43,750	46,250
Total long-term liabilities	**43,750**	**46,337**	**43,750**	**46,250**

In 2019, the Norwegian Red Cross took out a mortgage of NOK 65 million from DNB with a maturity of four years in connection with the renovation of Hausmannsgate 7. In 2023, the mortgage was extended by three years until 22 February 2026. The loan is granted at floating interest rates with a margin of 1.3% p.a. The loan is taken up with 1st priority mortgage rights in Gnr/Bnr 208/906 - Hausmannsgate 7.

Note 23

Other short-term liabilities

All amounts in thousands of NOK

	Group		Association	
	2025	**2024**	**2025**	**2024**
Allocated holiday pay	61,771	50,357	56,281	50,357
Accrued interest on Ministry of Foreign Affairs/NORAD funds	1,482	4,936	1,482	4,936
Income to be redistributed	48	-51	48	-51
Other short-term liabilities	179,676	48,190	187,609	55,659
Total	**239,437**	**103,432**	**245,420**	**110,901**

Note 24

Events after the balance sheet date

There have been no significant events after the balance sheet date.

Photo: Ecuador Red Cross

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BDO AS
Bygdøy allé 2
Postboks 1704 Vika
0121 Oslo

To the Control Committee of Norges Røde Kors

Independent Auditor's Report

Opinion

We have audited the financial statements of Norges Røde Kors.

The financial statements comprise:	In our opinion:
• The financial statements of the Organisation, which comprise the balance sheet as at 31 December 2025, the activity statement and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and • The financial statements of the Group, which comprise the balance sheet as at 31 December 2025, the activity statement and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.	• The financial statements comply with applicable statutory requirements. • The financial statements of the Organisation give a true and fair view of the financial position of the Organisation as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway. • The financial statements of the Group give a true and fair view of the financial position of the Group as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organisation and the Group as required by relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The National Board and the Secretary General (management) is responsible for the other information. The other information comprises the National Boards' report. Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with

the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinion on the National Boards' report

Based on our knowledge obtained in the audit, in our opinion the National Boards' report

- is consistent with the financial statements and
- contains the information required by applicable legal requirements.

Responsibilities of the National Board and the Secretary General for the Financial Statements

The National Board and the Secretary General (management) are responsible for the preparation of financial statements that give a true and fair view in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and 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 Organisation's and Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting insofar as it is not likely that the enterprise will cease operations.

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 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.

For further description of Auditor's Responsibilities for the Audit of the Financial Statements reference is made to:
https://revisorforeningen.no/revisjonsberetninger

24.06.2026

BDO AS

Cathrine Sæther Karlsen
State Authorised Public Accountant
(This document is signed electronically)

Note: Translation from Norwegian prepared for information purposes only.

THE ORGANISATION 2025

SECRETARY GENERAL

Anne Bergh *(until 1 April 2025)*
Simen Saxebøl *(acting) (1 April - 15 October 2025)*
Grete Herlofson *(effective 15 October 2025)*

NATIONAL CONGRESS

President	**Siri Hatlen**
Vice-President	**Solveig Ugland** **Åsmund Mjåland**
Board member	**Einar Buø,** **Trine Lise Fossland,** **Mawra Mahmood,** **Sven Flo,** **Margit Hermundsgård,** **Pernille Backer Lemming**
Board member from the Central Council	**Øivind Granlund,** **Gunnar Halstadtrø,** **Trond Midtbøen,** **Synøve Sande** *(until April 2025)* **Øystein Valde** *(effective April 2025)*
Board member from the Red Cross Search and Rescue Corps	**Jarle Bjørge Øverland**
Board member from the Red Cross Care Services	**Marte Eika**
Board member from the Red Cross Youth	**Azra Numanovic**
Board member, employee representative	**Kjell Roger Andersen**
Deputies	**Tor Eivind Moss** **Inger Marit Borch**

NATIONAL BOARD *(continued)*

Co-opted from the Central Council	**Bjørn Arild Fjeldsbø** *(until June 2026)* **Øystein Valde** *(until April 2026)* **Steinar Lian** *(until June 2026)* **Harald Halum** **Jørn Andre Kårstad Idsal** *(until June 2026)* **Harald Halum** *(effective 13 June 2026)* **Inger-Ruthgerda Wellendorf, Nord-Trøndelag** *(effective 13 June 2026)* **Karina Linde Giertsen, Hordaland** *(effective 13 June 2026)* **Kjell Engkrog, Troms** *(effective 13 June 2026)*
Co-opted member from the Red Cross Search and Rescue Corps	**Roy Worum**
Co-opted member from the Red Cross Care Services	**Kirsti Tørbakken**
Co-opted member from The Red Cross Youth	**Benedicte Andersen**
Co-opted member, employee representative	**Ihna Stallemo**

BOARD OF TRUSTEES

Chair	**Geir Waaler**
Vice-Chair	**Åse Lill Kimestad**
Member	**Kjell Hasselgren** **Eileen Gjerde** **Inger Annie Gaathaug**
Co-opted member	**Reidar Falkensten** **Dag Rødberg**

CENTRAL NOMINATION COMMITTEE

Chair	**André Støylen**
Vice-Chair	**Gabriella Jurisic Ottosen**
Member	**Bente Skeibrok** **Para Paranthaman** **Jon Atle Sagebø Riise**
Co-opted member	**Thomas Enoksen**

HONOURS AWARDED IN 2025

Norwegian Red Cross Merit Medal

Gerd Berit Røren, *Agder*
Ingeborg Mæhlum, *Hedmark*
Grethe Bakken, *Hedmark*
Kjellaug Fjørtoft, *Møre og Romsdal*
Tore Fjerdingen, *Nord-Trøndelag*
Jørn André Kårstad Idsal, *Rogaland*
Jorunn Selseng Aasen, *Sogn og Fjordane*
Nina Heggenes Gjermundstad, *Sogn og Fjordane*
Ragnar Arne Slensvik, *Østfold*
Guri Troøien, *Sør-Trøndelag*

Norwegian Red Cross Search and Rescue Corps Merit Medal

Thomas Dønnestad, *Agder*
Arild Vadset, *Møre og Romsdal*
Geir Ola Auning, *Møre og Romsdal*
Ole Andreas Sæther, *Møre og Romsdal*
Tormod Eldholm, *Møre og Romsdal*
Roar Blyverket, *Oppland*
Trond Vidar Solheim, *Oppland*
Frode Nilsen, *Sør-Trøndelag*
Jan Kåre Lokna, *Sør-Trøndelag*
Tor Stendahl Rambraut, *Sør-Trøndelag*

Norwegian Red Cross Care Services Merit Medal

Kari Bente Bjørkavåg, *Møre og Romsdal*
Gunhild Bjørnes, *Nord-Trøndelag*

Norwegian Red Cross Youth Merit Medal

Joakim Gjerde, *Rogaland*

Hawa Yussuf (24) is looking forward to the new lentil harvest. She began farming for the first time a little over a year ago, after receiving cash assistance from the Kenyan Red Cross. The crops have improved the family's standard of living.

Photo: Aki Kolehmainen / Finnish Red Cross