

Annual Report

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Annual Report

2025

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DIRECTOR'S INTRO

Geopolitical tensions, conflicts, and climate-related challenges continue to shape the global landscape. Wars and humanitarian crises have deepened vulnerabilities for millions of people, while shifts in international cooperation and growing uncertainty underscore the importance of reliable, research-based knowledge. These developments reinforce the role of CMI as a provider of high-quality, policy-relevant research addressing some of the most pressing challenges of our time.

Throughout the year, CMI continued to strengthen its research portfolio and competitiveness. We secured funding from the Research Council of Norway for seven new research projects addressing key societal challenges, spanning climate adaptation, global health, and migration and welfare. These long-term projects illustrate both the breadth of our research and the strength of our collaboration with partners. We also celebrated the award of a prestigious ERC Starting Grant to one of our researchers for a project on digital participation in armed conflict. In addition, we welcomed the Research Council's decision to fund the Norwegian Centre for International Economics (NORCIE), where CMI is a partner in this new eight-year initiative led by the University of Oslo.

Our research continues to inform policy and practice. In 2025, CMI researchers contributed to a major review of Norway's engagement in Afghanistan, and to the evaluation of the Nansen Support Programme for Ukraine, Norway's largest aid initiative to date. We welcomed Norway's Minister of International Development for a dialogue on how research can strengthen development policy, highlighting areas such as taxation, anti-corruption, rights activism, and long-term academic collaboration in fragile contexts. These engagements demonstrate the relevance of our work for decision makers navigating an increasingly complex world. Long-term partnerships remain at the core of CMI's work. Our collaboration with partners across Africa, Asia, and beyond ensures that our research is grounded in local knowledge and contributes to equal knowledge production. Through the U4 Anti-Corruption Resource Centre, we continue to support



international development actors with research, advisory services, and training that strengthen efforts to address corruption and promote accountability globally. Similarly, the Development Learning Lab (DLL) plays a key role in bridging research and practice in development cooperation.

Initiatives such as Bergen Global and the Bergen Exchanges, organised by the Centre on Law and Social Transformation, both reflect our close collaboration with the University of Bergen and continue to provide important arenas for dialogue between researchers, practitioners, and policymakers.

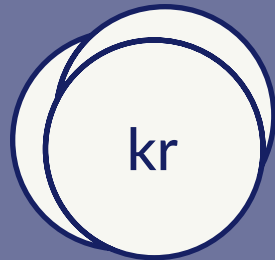
At the same time, 2025 has been a year of consolidation. We have focused on strengthening our organisation and adapting to a changing funding landscape. Increased competition and shifts in funding sources require us to be both strategic and flexible. While the financial results reflect these challenges, we remain on a solid footing with a clear direction for the years ahead.

CMI's strategy for 2023–2028 guides our work. Our main priorities, high-quality research, impact for societal change, and equal knowledge production, are supported by our commitment to being an inclusive workplace and a responsible and sustainable organisation. These priorities are essential for delivering knowledge that not only advances academic understanding but also contributes to meaningful change.

As we move forward, we remain committed to strengthening our partnerships, engaging with decision makers and communities, and contributing knowledge that helps address global challenges. In an increasingly uncertain world, the need for independent, high-quality research is greater than ever.

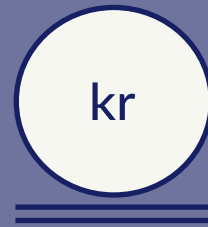
Espen Villanger
DIRECTOR

2025 *in numbers*



120

mill. NOK
total revenue



-6,5

mill. NOK
annual result



51

publications
by CMI staff



42

U4 webinars, workshops
and courses



47

events hosted by Bergen
Global



62

externally funded
projects



4

new employees



94

total employees

CMI's organisation 2025

BOARD

Synnøve Bendixen (until August 2025)
Kikki (Helga) Flesche Kleiven
Chair

MANAGEMENT

Espen Villanger
Director

HR

Hanna Fløysvik
Director of HR &
Organisational Development

ADMINISTRATION

Lars Petter Sjøberg
Administration &
Finance Director

COMMUNICATION

Mia Kolbjørnsen
Communications
Director

RESEARCH GROUPS AND THE U4 CENTRE

**Poverty &
Global Health
Tax**

Vibeke Wang
Research Director

**Climate &
Natural Resources
Democracy &
Governance**

Antonio De Lauri
Research Director

**Humanitarianism
& Migration
Rights & Gender**

Torunn Wimpelmann
Research Director

**U4 ANTI-CORRUPTION
RESOURCE CENTRE
Corruption**

Hilde Beate Selbervik
Director

Monica Kirya
Deputy Director

CENTRES

**DEVELOPMENT
LEARNING LAB
(DLL)**

Ottar Mæstad
Director

**CENTRE ON LAW
AND SOCIAL
TRANSFORMATION**

**Liv Tønnessen and
Siri Gloppen**
Directors

**CENTRE FOR
INTERVENTION
SCIENCE IN
MATERNAL AND
CHILD HEALTH
(CISMAC)**

This is a cooperation with
Centre for International
Health at the University of
Bergen and other national
and international partners.

BERGEN GLOBAL

A collaboration between
CMI and the University of
Bergen to support academic
engagement with global
challenges.

Report from the Board

Vision and mission

Founded in 1930, Chr. Michelsen Institute (CMI) is an independent, multi-disciplinary research institute, located in Bergen, Norway.

Inspired by its vision *Research for a just and equal world*, the Institute addresses global development challenges by providing research-based knowledge that inspires and shapes policy and practice. The Institute has a particular focus on challenges facing poor and vulnerable groups in the global South, and the primary audience are national and international actors who influence international development.

The Institute carries forward the legacy of its founder, the late Christian Michelsen, to promote respect, understanding and amicable relations between nations and peoples. The work is carried out in close collaboration with partners from all over the world, including the people to whom the research is most important.

Strategic and Structural priorities

In 2023 the new strategy for the period 2023-2028 was approved by the CMI Board.

CMI's mission is to: *Address global challenges by providing research-based knowledge that inspires and shapes policy and practice.*

CMI strives to be *increasingly recognised internationally for cutting-edge, interdisciplinary academic and policy-relevant research.* The priorities of the 2023-2028 strategy are:

- **Strategic Priorities**
 - High Quality Research
 - Impact for Societal Change
 - Equal Knowledge Production
- **Structural Priorities**
 - An inclusive Workplace
 - A Developing and Sustainable Organisation
 - Social Responsibility

Organisation

CMI had a total of 94 employees as of 31.12.2025 and conducted 73,8 person-years (full time equivalents) during the year. Throughout the year, 111 persons in total were employed at the institute.

The research is organized in seven multi-disciplinary research groups:

- Tax
- Rights & Gender
- Democracy & Governance
- Poverty & Global Health
- Climate & Natural Resources
- Corruption
- Humanitarianism & Migration

CMI runs the *U4 Anti-Corruption Resource Centre*. The centre provides knowledge that can reduce the harmful effects of corruption on development. The Centre is funded by Denmark, Finland, Germany, Norway, Sweden, Switzerland, and the UK.

CMI is a partner in four cross-institutional centres:

- **Centre on Law & Social Transformation (LawTransform)** - LawTransform brings together scholars, students and practitioners who share an interest in how law shapes societies, and in the use of rights and courts as tools for social change. The annual Bergen Exchanges on Law and Social Transformation is a flagship event. The centre is a cooperation with the Department of Comparative Politics at the University of Bergen.
- **Bergen Global** - is a hub for research communication on global challenges and hosts a comprehensive library. In 2025, the centre organised 47 events about topics such as democratic development, natural resource management, international law, health, gender and migration. The centre engages researchers and audiences through in person and hybrid meetings, all free and open to the public. Bergen Global is a cooperation with the University of Bergen.
- **Centre for Intervention Science in Maternal and Child Health (CISMAC)** This is as a *Centre of Excellence*, assigned by the Research Council of Norway. The centre is a cooperation with Centre for International Health at the University of Bergen as well as other national and international partners.
- **Development Learning Lab (DLL)** - is a research and learning centre aiming to enhance learning and

improve the results of development cooperation. DLL partners with development organisations and governments to provide evidence and do research along with the implementation of development programmes. The center is a collaboration with UiB and NHH/SNF.

The members of the Board per 31.12.2025 were Kikki Kleiven (chair), Catharina Bu, Aditya Bahadur, Alexander Cappelen, Matthew Gichohi, Liv Tønnessen, and Arne Strand (substitute).

Publications and media

In 2025 (2024 numbers in brackets), the institute published 2 (3) books and anthologies, 51 (58) peer-reviewed articles, and 16 (22) book chapters.

We also published 26 (26) reports and issue papers, 41 (33) briefs, working papers, insights and project disseminations, 37 (25) op-eds/newspaper articles/radio and tv appearance, and 35 (42) blog posts. Our researchers contributed 36 (36) conference papers/presentations, and 36 (38) popular dissemination/presentations.

CMI researchers continue to be important sources for journalists, both nationally and internationally. In 2025, CMI appeared in 336 news articles (1951). The decline from 2024 is expected, as CMI received exceptionally high media attention that year due to the evaluation of UNRWA. 84 percent of CMI's news coverage was online.

CMI has maintained an active and growing presence on social media in 2025, with a primary focus on LinkedIn and Facebook. Over the past year, CMI's LinkedIn audience has expanded significantly, growing by 35 percent this year from 3500 to 4800 followers. The year also saw the introduction of a series of branded shareable graphics, increasing the visibility and accessibility of CMI's research, publications, and events across digital platforms.

FINANCIAL PERFORMANCE

Revenue

The Institute's total revenue decreased from NOK 130.8 mill. in 2024 to NOK 119.7 mill. in 2025. CMI carried out externally funded projects of a total value of NOK 96.1 mill., compared to NOK 108.1 mill. in 2024. Fee revenues decreased from NOK 76.0 mill. to NOK 70.5 mill., while the number of researcher / project staff decreased from 62.3 to 54.9 full time equivalents.

Core funding from the Norwegian Research Council amounted to NOK 21.3 mill., while NOK 2.4 mill. was contributed from the Chr. Michelsen Fund (CMF).

Projects with funding from the Research Council of Norway (RCN) constitute 26,3 % of external revenue, compared to 33,2 % in 2024 (core funding not included).

Revenue from international sources continues to grow and accounted for NOK 51.6 mill. in 2025, driven by increase in EU-funded projects and growth at the U4 Centre. Revenue from Norwegian sources decreased as many RCN-funded projects ended during the year.

The Norwegian government administration (Ministry of Foreign Affairs and Norad) represents important clients for the Institute, accounting for 16.5 % of project revenues. As a share of project revenue this is an increase from previous years.

CMI aims to develop an even broader funding base. The Institute has succeeded in widening the international funding base and works systematically to increase income from commissioned research in Norway.

Result and continued operation

In 2025, CMI had a negative operating result of NOK -5.26 mill., compared to NOK -5.3 mill. in 2024. The operating result can be explained by a lower reduction in operating costs than operating income and is mainly driven by lower project activity that was only partly offset by a reduction in payroll costs.

The annual result of 2025 is negative by NOK -6.5 mill. The negative financial result is shaped by reduced interest income and unfavourable currency exchange differences. The payable tax on commissioned research this year amounts to NOK 0.0 mill.

Current liabilities have increased by 17 % mainly due to higher prepayments on projects. There is a drop in the equity ratio from 24.9% to 18.8% as total equity has decreased by NOK -6.5 mill. To NOK 23.9 mill.

In accordance with the Accounting Act, section 3-3a, the Board confirms that the requirements for continued operations are fulfilled.

Cash flow, investments, finances and liquidity

The Institute's liquidity reserves increased from NOK 58.7 mill. to NOK 66.6 mill. during 2025. In 2025 we had a positive cash flow mainly from an increase in pre-invoiced/pre-paid projects.

As of 31.12.2025, the Institute's liquid reserves cover 77 % of short-term debts. In 2025, the working capital decreased from NOK 4.5 mill. to NOK -1.4mill.

The risk of loss, except from exchange rate fluctuations, is minimal as revenue comes mainly

from Norwegian and international development aid agencies.

The increase in total capital from NOK 122.6 mill. to NOK 127.3 mill. is mainly attributed to an increase in pre-invoiced/pre-paid projects by NOK 13.4 mill.

In the view of the Board, the annual accounts of 2025 provide an accurate picture of the Institute's assets and liabilities, financial position, and result.

Market and financial risks

CMI has seen increased competition when applying for grants from the Research Council of Norway, particularly from the university sector. The Norwegian development aid budget is a main source of income for the institute and is subject to political pressure for reallocations towards other parts of the national budget. The overall opportunities for future development of the Institute are satisfactory, but we have to be dynamic in order to adapt to the current changes to aid and geopolitics.

CMI is exposed to fluctuations in exchange rates. The exposure is increasing due to an increasing share of revenue in foreign currency, and a high share of international costs for some research projects. 35.5 % of the Institute's external project revenue is financed by international funding sources. In recent years the Institute has seen a net exchange gain on our currency reserves. But in 2025, there was a significant negative effect related to the EUR/NOK exchange rate as the Norwegian kroner strengthened throughout the year.

The Institute has implemented routines for risk assessment and mitigation, and access to highly qualified and motivated staff that attract funding is considered one of the most important factors to sustain revenue. After years of high growth, the institute expects a period of consolidation both in terms of revenue and number of staff.

Working environment and personnel

2025 employment statistics	Men	Women	Total
Number of employees	44 [40,7%]	67 [59,3%]	111 [FTE.: 79,84]
Temporary employees [with bistillinger/ associated researchers]	15	21	28
Temporary employees	8	11	19
Associated employees [bistilling]	6	7	13
Part-time employees [bistillinger/associated researchers in parenthesis]	13 (7)	18 (9)	31 (16)

Management	3	5	8
Sick-leave	2%	10,8%	7,2%

Please note that Post Doc. researchers and Doctoral Researchers (PhD) fall into the category 'temporary employees'. The table shows all employees throughout the year of 2025 and differs from the number of employees at the end of the year (94) and the number of FTEs conducted (73.8). The latter is due to sick-leave.

Gender equality

Among the Institute's 111 employees during 2025, 67 are women and 44 are men. 50% of the members of the Board are women, as are 62,5% of the management team (5 of 8 leaders are women). Of the three new employees CMI hired in 2025 through open calls published in JobbNorge, 2 were women and 1 was a man. In the recruitment processes in 2025, the applicants were 62,5% men and 37,5% female. CMI received applications from candidates of all ages: 2,5% were aged between 20-29 years of age, 56,3% of all candidates were between the ages of 30-39 years of age and 32,5% of the candidates were between the ages of 40-49. Of the applicants in 2025, only 7,5% were over the age of 50. The average age of the hired candidates in 2025 was 44,6 years of age, but the age span of the hired candidates was from 36 to 59 years of age.

In 2025 women took out a total of 50,1 weeks of parental leave, while men took out a total of 35,4 weeks of parental leave.

CMI conducts a wage analysis on the basis of gender every other year, please refer to the 2024 Annual report for the latest wage analysis.

2024 gender and pay statistics	% Women	Women's pay as % of men's pay
Researcher 1 (or equivalent)	50%	96.5%
Researcher 2 (or equivalent)	56%	89.7%
Post Doc. (or equivalent)	40%	100.6%
Doctoral researcher	100%	N/A
Senior executive officer	100%	N/A

Diversity and inclusion

Through recruitment policies, CMI seeks to ensure equal opportunities for all, and to prevent discrimination based on a person's country of origin, ethnicity, religion, or beliefs. We see that we have broad reach through our recruitment system and have many candidates of different nationalities.

In 2025, 64% of applicants were from countries outside of the EU/EEA and the U.K, 26% of the applicants were from the U.K, or an EU/EEA country and 9% of applicants were from Norway. In 2025 CMI hired 3 new employees through open calls, of these 1 were from Norway, and 2 were from

a country outside of the EU/EEA/UK. One direct recruitment was completed in 2025, this female candidate is from the EU/EEA/UK.

CMI has given staff access to recruitment support in the form of interview guide-templates, information regarding a professional recruitment process, information regarding what topics one legally cannot address in an interview etc. In addition, CMI provides job analysis templates to support the recruitments, and recruitment committees are required to use the job analysis to define the selection criteria for the position. Finally, the committees are required to prepare interview guides for the interview and to ensure that all candidates are treated in the same manner and assessed according to the established selection criteria. These resource materials and the routine contribute to eliminating unconscious bias and allow the recruitment processes to treat each candidate with the same, professional, systematic approach.

CMI seeks to ensure that working conditions allow all individuals to enjoy equal work opportunities regardless of disability and age. CMI has an active working environment committee (Arbeidsmiljøutvalg) where any working environment issues or concerns may be addressed. CMI conducted a working environment survey (AMIS) in December 2024, and the results from this survey were used in 2025 to establish action plan to promote a good working environment. In addition, CMI has worked actively with the strategic priority identified in the new CMI Strategy (2023-2028) "Inclusive Workplace".

In addition, CMI is committed to completing the Activity and Reporting obligation each year, which includes establishing an annual action plan to work to promote equality and prevent discrimination. Finally, CMI has a Gender, Equality, and Inclusion plan that we adhere to. CMI offers inclusion training to CMI staff twice a year. Finally, CMI established a Whistleblowing portal in 2025.

Accidents and injuries

None of the Institute's employees or associates were involved in any serious accident and / or injury in 2025.

Directors & Officers insurance (styreansvarsforsikring)

The Chr. Michelsen Institute has Directors & Officers insurance for the members of the board and the management.

Statement of compliance with the Norwegian Transparency act (Åpenhetsloven)

This statement is made pursuant to §5, of the Norwegian Act relating to enterprises' transparency and work on fundamental human rights and decent working conditions (Transparency Act) and sets out the steps CMI has taken to identify, mitigate and prevent adverse impacts on fundamental human rights and decent working conditions in our supply chains or in any part of CMI's operations. CMI will publish our account of due diligence on our website at cmi.no/about/transparency-act by 30 of June each year.

Environmental report

The Institute's activities are not regulated by licenses or directives, and do not have a direct impact on the external environment. However, extensive travels contribute to greenhouse gas emissions. The Institute has started processes to reduce its environmental footprint.

Annual profit/loss and allocations

The annual result of NOK -6.5 mill. is subtracted from existing equity. The Institute had NOK 8.6 mill. in unrestricted equity as of 31.12.2025, in addition to paid in and restricted equity of NOK 15.3 mill.

Bergen, 17 March 2026

Helga Flesche Kleiven (Chair)

Alexander Cappelen

Catharina Bu

Aditya Bahadur

Matthew Gichohi

Liv Tønnessen

Espen Villanger, Director

Income statement 2025

Amounts in 1000 NOK

	Note	2025	2024
Operating revenues			
Project revenues	1	119 713	130 802
Other revenues	2	45	40
Total operating revenues		119 758	130 842
Operating expenses			
Project expenses		25 580	32 091
Payroll expenses	3,4	86 410	89 474
Depreciation	5	1 999	2 133
Other operating expenses	2,3	11 031	12 439
Total operating expenses		125 020	136 137
Operating result		-5 263	-5 296
Financial income/expenses			
Interest income	6	527	1 301
Other financial income	6	188	2 853
Interest cost mortgage loan		-1 135	-1 255
Other financial costs		-866	-608
Total financial income/expenses		-1 286	2 291
Ordinary result before tax		-6 548	-3 005
Tax	11	0	0
NET RESULT		-6 548	-3 005

Cash flow statement 2025

Amounts in 1000 NOK

	2025	2024
Cash flow from operating activities		
Annual result	-6 548	-3 005
Depreciations	1 999	2 133
Changes in pension scheme assets/liabilities	0	0
Changes in long term receivables	-157	748
Changes in trade receivables	-20	-2 104
Changes in other short term receivables	1 582	-4 859
Changes in trade payable and other short term liabilities	12 270	-6 018
Net cash flow from operating activities	9 125	-13 104
Cash flow from investments		
Purchase of tangible fixed assets	-208	-530
Net cash flow from investments	-208	-530
Cash flow from financing activities		
Repayment of long term loans	-1 000	-1 000
Changes of shares	0	0
Changes in value, shares and bonds	0	0
Net cash flow from financing activities	-1 000	-1 000
NET CHANGE IN CASH FLOW TOTAL	7 916	-14 635
Cash and cash equivalents at 1 January	58 662	73 296
Cash and cash equivalents at 31 December	66 578	58 662
Change in cash and cash equivalents	7 916	-14 635

Balance sheet as of 31 Dec 2025

Amounts in 1000 NOK

	Note	2025	2024
ASSETS			
FIXED ASSETS			
Tangible fixed assets			
Building at Jekteviksbakken	5	39 154	40 458
Equipment, inventory etc.	5	1 172	1 658
Total tangible fixed assets		40 326	42 117
Financial fixed assets			
Long term receivables	7	2 253	2 096
Total fixed assets		42 579	44 213
CURRENT ASSETS			
Debtors			
Accounts receivable	8	13 426	13 406
Others debtors		4 704	6 286
Total debtors		18 131	19 692
Investments			
Shares in other companies		0	0
Cash and bank deposits	9	66 578	58 662
Total current assets		84 709	78 354
TOTAL ASSETS		127 288	122 566

	Note	2025	2024
EQUITY AND LIABILITIES			
EQUITY			
Paid-in capital			
Original fund	10	15 300	15 300
Retained earnings			
Other equity	10	8 632	15 180
Total equity		23 932	30 480
LIABILITIES			
Pension funds	4	0	0
Long term liabilities			
Long-term loans	11	17 250	18 250
Current liabilities			
Accounts payable		5 277	6 710
Public duties payable		6 752	6 511
Other short term liabilities		74 077	60 677
Tax payable	12	0	-61
Total current liabilities		86 106	73 836
Total liabilities		103 356	92 086
TOTAL EQUITY AND LIABILITIES		127 288	122 566

Bergen, 17 March 2026



Helga Flesche Kleiven (Chair)



Alexander Cappelen



Catharina Bu



Aditya Bahadur



Matthew Gichohi



Liv Tønnessen



Espen Villanger, Director

Accounting principles

The annual report is prepared according to the Norwegian Accounting Act 1998 and generally accepted accounting principles.

Project Revenues

Grants and other contributions are recognized at the time of remittance. Revenues from external commissioned research are recognized by the level of project completion. The level of completion is an estimate based on accrued hours and other costs held against estimated total hours and other costs.

Classification and valuation of assets and liabilities

Net current assets comprise creditors due within one year, and entries related to goods circulation. Other entries are classified as fixed assets and/or long-term creditors.

Current assets are valued at the lower of acquisition cost and fair value. Short term creditors are recognized at nominal value.

Fixed assets are valued by the cost of acquisition, in the case of non-incidentally reduction in value the asset will be written down to the fair value amount. Long term creditors are recognized at nominal value.

Receivables

Accounts receivable and other receivables are listed in the balance sheet at nominal value.

Currency

Closed projects/accounts receivable/accounts payable held in foreign currency are valued by the exchange rate on 31 Dec.

Short-term investments

Short term investments (stocks and shares are valued as current assets) are valued at the lower of acquisition cost and fair value at the balance sheet date. Dividends and other distributions are recognized as other financial income.

Fixed assets

Property and equipment are capitalized and depreciated over the estimated useful economic life. Direct maintenance costs are expensed as incurred, whereas improvements and upgrading are assigned to the acquisition cost and depreciated along with

the asset. If carrying value of a noncurrent asset exceeds the estimated recoverable amount, the asset is written down to the recoverable amount. The recoverable amount is the greater of the net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value.

Cash flow

The cash flow statement is presented using the indirect method. Cash and cash equivalents include cash, bank deposits and other short term highly liquid placement with original maturities of three months or less.

Pensions

The premium cost is regarded as the pension cost for the period and classified as wage cost in the profit and loss statement.

Tax

Tax expenses in the profit and loss account comprise of tax payable for the accounting period. Deferred tax is not recognized in the profit and loss account or in the balance sheet as future taxable income is not made probable.

NOTE 1 PROJECT REVENUES

	2025	2024
Project revenues exclusive of cooperating partners*	96 059 483	108 055 558
Grants	21 253 520	20 496 242
Chr. Michelsen Fund	2 400 000	2 250 000
TOTAL PROJECT REVENUES	119 713 003	130 801 800

* External project revenues are stated without contributions to cooperating partners, NOK 13 607 284 in 2025

* Interest for 2025 on prepaid project funds, NOK 419 089, was recognized as project revenue. The corresponding amount for 2024 was NOK 919 303.

Geographic distribution	2025	2024
Norway	75 809 638	84 401 862
Abroad	43 903 365	46 399 938

NOTE 2 JOINT PROPERTY

CMI and Nygårdshøyden Eiendom (a real-estate company under the University of Bergen) own the building in Jekteviksbakken 31. They have established a joint housing ownership, Sameiet Jekteviksbakken 31, to manage the property. The joint ownership's income is first and foremost contributions to a maintenance fund for future upgrading and maintenance of the building, and the owners' parts of the costs related to insurance premium and accounting. CMI owns 44.41% of the joint property. Income and costs from the joint property are included in the CMI accounts according to the owner's share. This is included in the income statement under respectively Other revenue and Other operating expenses.

CMI'S SHARE	2025	2024
Income	19 751	19 297
Cost	3 400	1 691

NOTE 3 SALARIES AND SOCIAL COSTS

	2025	2024
Salaries	66 511 250	69 088 592
Social security taxes	10 260 544	10 557 900
Pension costs	6 116 154	5 677 992
Other benefits	967 119	1 371 937
Other social costs	2 555 006	2 777 270
TOTAL	86 410 073	89 473 691

Person-years	79.8	85.8
--------------	------	------

Leadership remuneration	2025	2024
Director's salary	1 404 780	1 346 186
Other benefits	13 512	24 466
Pension costs paid by CMI	178 278	145 985
	1 596 570	1 516 637

Board remuneration including Payroll Tax was 319 981 in 2025.

CMI and CMF share the same Board. Board members' fees are paid 2/3 by CMI, NOK 213 321 and 1/3 by CMF, NOK 106 660 in 2025.

There are no contractual obligations (bonuses or shares) in the event of termination of employment.

Long-term loans to employees amount to NOK 1 018 597. The interest rate equals the standard rate offered in employment relationships.

Auditor's fees (excluding VAT)	2025	2024
Audit for accounts	316 538	265 834
Consultant fees regarding pension and tax	17 750	5 240
Other services	199 947	70 000
TOTAL	534 235	341 074

NOTE 4 PROVISION FOR PENSION LIABILITIES, PENSION COSTS

CMI has a pension scheme in place satisfying the Act of Obligatory Pension Scheme. In relation to the transition as of 01.01.2017 from defined benefit plan to defined contribution scheme, an agreement was entered between CMI and the employees to compensate their future loss. The compensation consists of a yearly payment, which is dependent of the member still being employed by CMI. Compensation for loss of pension was recorded as salary with NOK 233 446 in 2025.

Defined-contribution pension scheme

The defined-contribution pension scheme concerns all staff in 20 % position or more. Premiums are paid with 7 % of salaries up to 7.1 G, and 25.1 % for salaries between 7.1 G and 12 G.

88 persons at CMI are enrolled in this scheme by 31 Dec 2025.

	2025	2024
Deposits	4 815 670	3 426 525
Net costs	4 815 670	3 426 525
Payroll Tax	679 009	483 140
RESULT	5 494 679	3 909 665

Defined-contribution pension scheme - employees' share is 2 % of pension base, NOK 1 355 700 in 2025.

AFP - Early Retirement Scheme

CMI participates in the LO/NHO-agreements, which enables all employees to choose to retire and receive AFP (Early retirement agreement) from the age of 62. This arrangement gives a life-lasting addition to the ordinary public pension, and is financed by payment of a premium, which in 2025 is 2.7 % of all salary between 1 G and 7.1 G for employees under the age of 62. This is a defined contribution pension scheme and the premiums are charged as expenses continuously.

NOTE 5 TANGIBLE FIXED ASSETS

	Property Jekteviken	Installations building	Office furniture, inventory	Office machinery	Sum
Acquisition cost 01.01	56 924 358	798 364	5 128 929	6 024 260	68 345 476
Acquisition this year	-	-	-	208 280	208 280
Decline/sales this year	-	-	-	-	-
Acquisition cost 31.12	56 924 358	798 364	5 128 929	6 232 540	69 084 191
Accumulated depreciation 01.01	16 465 935	290 529	4 439 193	5 372 244	26 759 138
Depreciation this year	1 304 412	79 836	192 120	422 665	1 999 033
Balance value 31.12	39 154 011	427 999	306 379	437 630	40 326 020
Expected life (year)	50	10	5 and 10	3	
Depreciation per year	2%	10%	10% & 20%	33 %	

Depreciation of property is related to the new building in Jekteviken as from 1 Aug 2009.

NOTE 6 FINANCIAL INCOME

	2025	2024
Bank interest earnings	461 837	1 247 853
Other interest earnings	65 368	53 551
TOTAL INTEREST INCOME	527 205	1 301 404
	2025	2024
Currency gain	188 591	2 826 405
Other financial income	-550	26 342
TOTAL OTHER FINANCIAL INCOME	188 041	2 852 747

The year-on-year decrease in interest income and foreign exchange gains is primarily attributable to a materially lower average EUR cash balance in 2025 (EUR 1.2 million), compared with 2024 (EUR 3.3 million), reducing both interest-bearing exposure and the underlying basis for currency translation effects.

NOTE 7 FINANCIAL FIXED ASSETS

	2025	2024
Running account Sameiet Jekteviksbakken 31	1 014 771	876 793
Deposit fund - pension*	32 547	28 263
Loans to employees **	1 205 661	1 190 847
TOTAL	2 252 979	2 095 903

* In 2024, NOK 735.027 was deducted from the deposit fund to cover pension premium

** Loans to employees includes both long-term and short-term loans

CMI issued a subordinated loan of NOK 17.4 mill to Chr. Michelsen Research (CMR) in connection with the split in 1992. The loan agreement was reconfirmed in a new agreement dated 5 May 2004. There is no repayment and no interest payments from the loan, but CMI has the right to convert the loan to shares in case the share capital is expanded. CMR has merged with several other research institutes to become NORCE AS. Due to the precautionary principle/uncertainty on when this conversion might happen, the claim is not in CMI's balance, but CMI upholds these rights towards NORCE.

NOTE 8 RECEIVABLES

	2025	2024
Accounts receivable	4 532 212	3 433 664
Earned, non-invoiced revenues	9 343 953	9 972 013
TOTAL	13 876 165	13 405 677
Provisions for losses on trade debtors	-450 000	0
Pre-invoiced/Advances from customers	56 690 258	-44 014 875

NOTE 9 DEDUCTED EMPLOYEE TAX

By 31 Dec NOK 3 460 121 is deposited on a separate bank account. The corresponding figure at 31 December 2024 was NOK 3 578 034.

Unpaid deducted Employee tax as of 31 December 2025 is NOK 3 274 592.

NOTE 10 EQUITY

	Retained earnings	Paid-in capital	Total
Equity as of 01.01	15 180 431	15 300 000	30 480 431
Net result of the year	-6 548 282	-	-6 548 282
Equity as of 31.12	8 632 149	15 300 000	23 932 149

NOTE 11 LONG-TERM DEBT

	2025	2024
Mortgage loan DNB	17 250 000	18 250 000
Total	17 250 000	18 250 000

The property in Jektevikbakken 31, g.nr. 164 bnr. 1436 snr. 2 in Bergen kommune, is pledged as security for DNB mortgage loan NOK 25.000.000. According to the property deed, CMI owns a part of the building and the building site in accordance with CMI's fraction of the joint property. An underlying ground lease is securing UiB/Magør the right to receive payment for the value of the building site at a potential resale.

NOTE 12 TAX

CMI is taxable for the part of the institute's operations which concerns commissioned research. In 2025 this was 34,45% of the total results.

	2025	2024
Tax this year		
Tax payable	-	-
Change in deferred tax	-500 120	-197 735
This years tax effect of change in tax rate	-	-
Sum tax	-500 120	-197 735
Calculation tax base		
Ordinary result before tax	-2 226 183	-913 683
Permanent differences	-47 088	14 888
Change in temporary differences	210 837	118 043
Tax base before tax loss carried forward	-2 062 435	-780 753
Use of tax loss carried forward	-	-
Sum tax base	-2 062 435	-780 753
Temporary differences outlined		
Receivables	27 023	-
Goods	-	-
Fixed assets	-1 762 791	-1 524 932
Provisions	-	-
Pensions	-	-
Profit and loss account	-	-
Loss carry forward	-5 429 505	-3 367 071
Sum	-7 165 274	-4 892 002
Deferred income tax liability/-asset (22% this year, 22 % last year)	-1 576 360	-1 076 241

Deferred tax assets are not recognized in the balance sheet as future taxable income is not made probable.

Auditor's report



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Medlemmer av Den norske Revisorforening

To the General Meeting in Chr Michelsens Institutt For Videnskap og Åndsfrihet

INDEPENDENT AUDITOR'S REPORT

Opinion

We have audited the financial statements of Chr Michelsens Institutt For Videnskap og Åndsfrihet (the Company), which comprise the balance sheet as at 31 December 2025, the income statement and cash flow statement for the year then ended and notes to the financial statements, including a summary of significant accounting policies.

In our opinion

- the financial statements comply with applicable statutory requirements, and
- the financial statements give a true and fair view of the financial position of the Company as at 31 December 2025 and its financial performance 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 Company in accordance with the requirements of the 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)* (the 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 Board of Directors and the Managing director (management) are responsible for the other information presented with the financial statements. Other information consists of Board of Directors' report. Our opinion on the financial statements does not cover the other information, and we do not express any form of assurance conclusion thereon.

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

Responsibilities of management for the financial statements

Management is 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 Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the

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going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Bergen, 14.04.2026
ERNST & YOUNG AS

The auditor's report is signed electronically

Eirik Moe
State Authorised Public Accountant (Norway)

Chr. Michelsen Institute (CMI) is an independent development research institute based in Bergen, Norway. In cooperation with partners from all over the world, we address key development and scientific challenges that generate knowledge to promote justice and equality.

We combine high quality research with an engagement to make knowledge accessible and used. The main disciplines are economics, political science, and social and cultural anthropology.

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