



Executive Remuneration Report 2025

Stronger performance,
sharper priorities



About the report

This report outlines the remuneration received by the members of the Board of Directors of Yara International ASA and members of Yara Group Executive Board during 2025. It is prepared in accordance with the Public Limited Companies Act section 6-16b and the European Commission guidelines on the standardized presentation of the remuneration report under Directive 2007/36/EC, as amended by Directive (EU) 2017/828, as regards encouragement of long-term shareholder engagement.

Pursuant to the Norwegian Public Limited Companies Act section 6-16b (2) the statement will be presented to the Annual General Meeting (AGM) 2026, which shall hold an advisory vote on the report.

The report is available on Yara's website for ten years from the time of publishing.

The Yara Executive Remuneration Report for 2024 was presented to the 2025 AGM for advisory vote. 74.7 percent of the votes cast were for the report and 25.3 percent were against. There are reasons to believe that the high number of votes against the report is based on recommendation given by the proxy advisory company Institutional Shareholder Services Inc. (ISS), who provides services to shareholders to vote their shares at shareholder meetings. All capital managers holding more than one million Yara shares who voted against the report utilize ISS' services. The major Norwegian capital managers who voted against confirm that they followed ISS' advice.

ISS cited that the reason for their recommendation to vote against was that there are no performance conditions in the scheme Yara's Share-Based Remuneration (SBR) following the grant.

The Board considers that SBR in its current form is an important element of the total remuneration in order to stay competitive and secure retention of executives. SBR payment is contingent on Yara's net results excluding special items and currency gain/loss being net positive over the last three years. In order to support alignment of interests with shareholder's interests, it is furthermore expected, as explained in more detail in the section Share-based remuneration, that members of the Group Executive Board, in addition to the SBR, yearly invest in Yara shares and that they do not sell any Yara shares during their tenure as members of the Group Executive Board.

In addition to SBR supporting alignment of interests with shareholders over time, the annual targets in the Short-term incentive plan (STIP) are aligned with the company's long-term strategic goals, so that this plan also supports the company's long-term value creation and capital allocation policy.

The allocation of SBR shares in 2025 was based on the same principles as for 2024, as described above. The Board has decided that these principles shall remain in place for the 2026 allocation of SBR shares to the Yara CEO. The CEO has decided that the same principles will apply to the other members of the Group Executive Board.

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Summary of Yara's performance and executive remuneration in 2025

Financial highlights for the year 2025

Yara's 2025 net income was USD 1,372 million compared to USD 15 million a year earlier. The improvement in 2025 reflected higher margins and volumes, as well as reduced fixed costs, in addition to a foreign currency translation gain of USD 383 million compared to a foreign currency translation loss of USD 321 million in 2024.

Yara's EBITDA excluding special items was USD 2,803 million, 37 percent higher than 2024, mainly reflecting higher margins and volumes, as well as reduced fixed costs. Total deliveries were 3 percent higher compared to 2024, driven by Europe and Brazil.

Group Executive Board 2025

Effective 21 March 2025, the following changes were made to the Group Executive Board:

- Solveig Hellebust, former EVP & Chief HR Officer, stepped down from the Group Executive Board.
- Hanna Opsahl-Ben Ammar was appointed EVP People, External Affairs & Chief of Staff, in a newly established unit consisting of the following areas: People, Corporate Affairs & Communication, Brand and CEO Office.
- Former EVP Corporate Development Magnus Ankarstrand was appointed EVP & Chief Financial Officer (CFO). Former EVP & CFO Thor Giæver was appointed interim EVP Corporate Strategy and Business Development until stepping down on 1 August 2025.
- Former EVP Yara Africa & Asia Fernanda Lopes Larsen was appointed EVP Corporate Development. She retained the responsibility for Yara Africa & Asia during a transition phase until 1 July 2025.

Other changes:

- On 1 July 2025 Luis Alfredo Pérez was appointed EVP Yara Africa & Asia.
- From 1 October 2025, EVP, Global Plants & Operational Excellence Johan Labby's area of responsibility was expanded to include local plants that were previously managed by the regions.

Remuneration of the Group Executive Board in 2025

For the annual salary review as of 1 June 2025, the base salaries of the members of the Group Executive Board were increased by 4.37 percent, equal to the percentage frame for Yara employees in Norway. The performance of the 2025 Short-Term Incentive Plan resulted in a bonus payment equal to 22 percent of the annual base salaries for the Group Executive members. The members were rewarded share-based remuneration amounting to 30 percent of their annual base salary, in accordance with the Share-Based Remuneration Plan.

Board of Directors

Remuneration principles for the Board

The Chair and other Board members receive remuneration as Board members and members of Board committees. The remuneration is determined by the General Meeting based on recommendation from the Nomination Committee. Employee-elected Board members receive the same remuneration as shareholder-elected Board members. None of the shareholder elected Board members are employed by the company.

None of the employee-elected Board members are executives. The employee-elected Board members receive salary, pension, and other remuneration such as bonuses, share-based remuneration, car allowance, and similar benefits in accordance with the company's general terms for employment.

In the case of business travel on behalf of the Board, the employee-elected Board members are entitled to travel compensation. For trips lasting at least 12 hours duration or for travel days with accommodation, the employee receives compensation equivalent to ordinary hourly pay for 2 hours on weekdays and 7.5 hours for travel on weekends. The hourly rate is limited to USD 57 (NOK 590).

The Chair and other members of the Board have no agreements for compensation in the event of termination or changes in their positions as Board members.

The remuneration of the Board members in 2025 has been provided in accordance with the Yara 2025 Guidelines on Salary and Other Remuneration for Executive Personnel, see page 39 in the Yara Annual Report 2025, available on [yara.com](https://www.yara.com).

Board remuneration overview

USD thousands

Board member and position	Board member since	Annual fees 2025			Total fees previous years				
		Board member fee	Audit Committee	HR Committee	Total fees 2025	2024	2023	2022	2021
Trond Berger		92	-	12	104	90	91	87	90
Board Member	May 2018								
Chair of the Board	May 2020								
Chair of the Audit and Sustainability Committee	May 2018 - May 2020 and Nov 2022 - June 2023								
Chair of the HR Committee	May 2020								
John Thuestad¹		70	-	-	70	61	58	55	53
Board member	May 2014								
Tove Feld¹		67	-	9	76	70	67	44	-
Board member	May 2022								
Member of the HR Committee	May 2022								
Jannicke Hilland		48	14	-	62	56	53	37	-
Vice Chair of the Board	May 2022								
Member of the Audit and Sustainability Committee	May 2022								
Jais Valeur¹		47	-	-	47	-	-	-	-
Board member	May 2025								
Tina Elizabeth Lawton¹		71	-	-	71	58	33	-	-
Board member	June 2023								
Harald Thorstein¹		70	23	-	94	82	44	-	-
Board member	June 2023								
Chair of the Audit and Sustainability Committee	June 2023								
Rune Bratteberg		42	-	-	42	43	49	51	54
Board Member (employee elected)	May 2012								
Member of the Audit and Sustainability Committee	May 2012 - May 2024								
Ragnhild Flesland Høimyr		42	14	-	57	45	36	39	42
Board Member (employee elected)	May 2020								
Member of the Audit and Sustainability Committee	May 2024								
Eva Safrine Aspvik		42	-	9	52	43	36	25	-
Board Member (employee elected)	May 2019 - May 2020 and from May 2022								
Member of the HR Committee	May 2024								
Geir O. Sundbø		42	-	-	42	41	45	47	50
Board Member (employee elected)	May 2010								
Member of the HR Committee	Sep 2012 - Sep 2013 March 2016 - May 2024								
Therese Log Bergjord		16	-	-	16	38	20	-	-
Board member	June 2023 - May 2025								
Kimberly Mathisen		-	-	-	-	-	-	15	47
Board Member	May 2019 - May 2022								
Vice Chair of the Board	May 2020 - May 2022								
Håkon Reistad Fure		-	-	-	-	-	-	46	54
Board member	May 2019 - Sep 2022								
Chair/member of the Audit and Sustainability Committee	May 2020 - Sep 2022								
Adele Bugge Norman Pran		-	-	-	-	-	-	21	63
Board member	May 2019 - May 2022								
Chair of the Audit and Sustainability Committee	May 2019 - May 2022								
Birgitte Ringstad Vartdal		-	-	-	-	-	-	25	50
Board member	May 2020 - July 2022								
Member of the HR Committee	May 2020 - July 2022								
Chair of the Audit and Sustainability Committee	May 2022 - July 2022								
Øystein Kostøl		-	-	-	-	-	-	14	42
Board Member (employee elected)	May 2020 - May 2022								

2025 exchange rate for fees in NOK to US: 0.096425

For the previous years, average exchange rates applying to each of the years have been used

¹Board members with residence outside Norway

Board shareholdings 2025

Board member and position	Number of shares owned 2025				Value as of 31 December 2025
	As of 1 January	Additions	Sold	As of 31 December	USD thousand
Trond Berger	8,000	-	-	8,000	329
Chair of the Board					
Chair of the HR Committee					
John Thuestad¹	1,200	-	-	1,200	49
Board member					
Tove Feld¹	500	-	-	500	21
Board member					
Member of the HR Committee					
Jannicke Hilland	1,587	-	-	1,587	65
Vice Chair of the Board					
Member of the Audit and Sustainability Committee					
Jais Valeur¹	-	860	-	860	35
Board member					
Tina Elizabeth Lawton¹	840	-	-	840	35
Board member					
Harald Thorstein¹	-	2,000	-	2,000	82
Board member					
Chair of the Audit and Sustainability Committee					
Rune Bratteberg	673	-	-	673	28
Board member (employee-elected)					
Ragnhild Flesland Høimyr	676	-	-	676	28
Board member (employee-elected)					
Member of the Audit and Sustainability Committee					
Eva Safrine Aspvik	1,209	-	30	1,179	49
Board member (employee-elected)					
Member of the HR Committee					
Geir O. Sundbø	645	-	-	645	27
Board member (employee-elected)					

Deputy Board member	Number of shares owned 2025				Value as of 31 December 2025
	As of 1 January	Additions	Sold	As of 31 December	USD thousand
Roger Hansen	1	-	-	1	-
Vidar Viskjer	673	-	-	673	28
Kari Nøstberg	642	-	-	642	26
Maiken Sandland	85	-	-	85	3
Per Harald Eriksen	241	-	-	241	10
Veronique Revoy	1,280	-	-	1,280	53
Lars-Kåre Heløy Nystadnes	32	-	-	32	1
Øystein Botillen	15	-	-	15	1

For 2025 exchange of NOK to US: 0.0993754 (end-rate December 31 2025)

¹Board members with residence outside Norway

Group Executive Board

General principles for remuneration of the Group Executive Board

The purpose of Yara's remuneration policy is to ensure that Yara attracts and retains the right people in leadership positions to implement Yara's strategy and ensure long-term sustainable value creation to Yara's shareholders and other stakeholders. This requires that Yara offers competitive remuneration aligned with relevant market practice. At the same time Yara exercises moderation through responsible and non-market-leading remuneration.

The total remuneration for the members of the Group Executive Board comprises the following elements:

- Base salary
- Share-Based Remuneration (SBR)
- Short-Term Incentive Plan (STIP)
- Pension plan benefits
- Other compensation elements such as internet connection, company car or car allowance
- For regional EVPs: Local Market Allowance and the Additional Share Based Remuneration

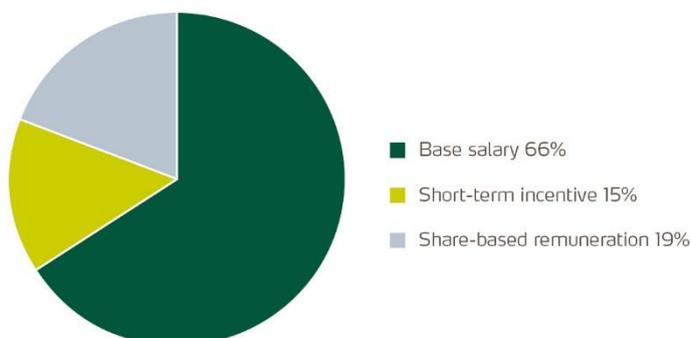
In accordance with the State Guidelines on Remuneration, the Board assessed whether the salary increase should be a nominal increase in Norwegian kroner (NOK) rather than a percentage. The average salary increase in NOK for Yara employees in Norway was calculated to NOK 43 thousand (USD 4.1 thousand). A nominal increase of the base salary with this amount would be equal to a 0.5 percent increase for the Yara CEO and a 0.9 percent average for the other members of the Group Executive Board. With reference to retention risk and benchmarking against peers, as well as Yara's general practice for salary review, which are not in nominal amounts, the Board decided that the annual salary increase in 2025 for the members of Group Executive Board should be a percentage increase. The annual base salary increase for the Yara CEO was set at 4.37 percent, aligning with the percentage framework applied to Yara employees in Norway.

The remuneration of the Group Executive Board in 2025 has been provided in accordance with the 2025 Guidelines on Salary and Other Remuneration for Executive Personnel, see page 39 in Yara Annual Report 2025, available on yara.com.

No share-based remuneration or short-term incentive awards from previous years have been clawed back from members of the Group Executive Board in 2025.

CEO remuneration 2025

Total direct compensation split 2025 CEO



Annual base salary

The annual base salary for the CEO is USD 881,020 (NOK 9,136,814). An annual salary review adjustment of 4.37 percent of his base salary was made as of 1 June 2025. The CEO abstained from annual salary adjustments for the years 2019-2021. From the time the CEO was employed by Yara in 2015 through 2025, the average annual salary review increase of his base salary has been 2.7 percent. For the same period, the average annual salary review increase for Yara employees in Norway was 3.1 percent.

Short-Term Incentive Plan (STIP)

The CEO was eligible for a short-term incentive payout according to the plan, with the outcome for 2025 described below. The target payout is 20 percent, with a capped payout of 25 percent of annual base salary, including vacation pay, on the short-term incentive payout.

Share-Based Remuneration (SBR)

The CEO is entitled to and was rewarded share-based remuneration representing a fixed percentage (30 percent) of his annual base salary according to the plan described in the Yara 2025 Guidelines on Salary and Other Remuneration for Executive Personnel, see to page 39 in Yara Annual Report 2025, available on yara.com.

Pension and personal insurance plans

Svein Tore Holsether is member of the following pension plans that were available for executive management until 3 December 2015: A funded defined contribution (DC) plan providing contributions equal to 7 percent of pensionable salary up to 7.1 times the Norwegian Social Security Base Amount (G) plus 18 percent of salary between 7.1G and 12G, and; an unfunded DC plan for salary above 12G with contribution equal to 25 percent of pensionable salary exceeding 12G. The pension benefit reported for the unfunded DC plan for salary above 12G includes company contributions during the year.

In addition to the above, the CEO has an unfunded DC savings early retirement plan. It provides him with a calculated (expected) pension payment corresponding to 65 percent of his base salary for the two years between age 65 and 67 if he stays with Yara until age 65. Contributions equal to 5.4 percent annually of his current base salary are made to this plan. If he leaves the company before turning 65, the company's contribution to the plan ceases, but a calculated return continues to be added to the savings balance accrued. The savings balance, including returns, is paid out as pension over two years from the age 65 to 67.

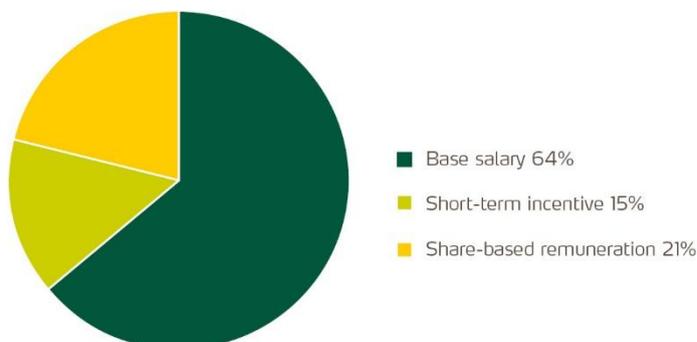
The CEO is covered by the personal insurance schemes health insurance, life insurance, disability pension, lump-sum payment in the event of disability, and a scheme covering occupational diseases and occupational and non-occupational accidents. In addition, he is provided with a travel Insurance covering him and his family.

Other compensation elements

The CEO is granted benefits in kind according to the applicable market standard, the main element being a fixed car allowance of USD 19,960 (NOK 207,000) annually.

Remuneration of other members of the Group Executive Board in 2025

Total direct compensation split 2025 Average of other GEB members



Annual base salary

The annual base salaries for the members of Group Executive Board are shown in the table below. An annual adjustment of 4.37 percent was applied to the base salary as of 1 June 2025 for the members of the Group Executive Board.

The average annual salary adjustment for employees in Yara's Norwegian companies as of June 1, 2025 was 4.37 percent. The average salary increases for Yara Group Executive Board was USD 22 thousand (NOK 229 thousand). The average salary increase for the other employees in Yara's Norwegian companies was USD 4.1 thousand (NOK 43 thousand).

Effective 1 October 2025, EVP, Global Plants & Operational Excellence Johan Labby's area of responsibility was expanded to include local plants previously managed by the regions. To compensate for this increased responsibility, his base salary was raised by a total of 25 percent, which included the annual salary adjustment of 4.37 percent.

Local Market Allowance and the Additional Share-Based Remuneration for regional EVPs

To reduce the retention risk for the regional EVP positions, a local market allowance was added as a new element in the respective compensation packages starting in January 2023. An additional share-based remuneration component was added beginning in January 2024.

The Local Market Allowance and the Additional Share-Based Remuneration for regional EVPs are both linked to the position, meaning that the EVPs receive such compensation only for the period which they hold this position. Furthermore, this compensation is not included in the basis for calculating the allocation of share-based remuneration, the Short-Term Incentive Plan payouts or pension contributions. For 2025, the annual Local Market Allowance for the three regional EVP positions (EVP Europe, EVP Americas, and EVP Africa & Asia) was EUR 50 thousand (approximately USD 57 thousand) respectively, and the annual allocation of Additional Share-Based Remuneration for regional EVPs equaled the net after-tax amount of EUR 50 thousand (USD 57 thousand).

The shares allocated are subject to a lock-in period and cannot be sold while the employee remains a member of the Group Executive Board. If the employee steps down from the Group Executive Board and assumes another position in Yara, a lock-in period of three years applies to all shares acquired through the Additional Share-Based Remuneration for regional EVPs, starting from the time the employee leaves the Group Executive Board. If the employee leaves Yara, any shares still under the lock-in period must be returned, regardless of whether the employee resigns, is dismissed by the company, or enters into a termination agreement with the company.

Short-Term Incentive Plan (STIP)

The target payout for the members of the Group Executive Board is 20 percent of their base salary. The payout is capped at 25 percent of annual base salary, including vacation pay where applicable.

Share-Based Remuneration (SBR)

Members of the Group Executive Board were entitled to and received share-based remuneration representing a fixed percentage (30 percent) of annual base salary.

To support alignment between the members of the Group Executive Board and shareholder interests, it is

expected that members of the Group Executive Board who participate in the SBR Program, every year, at a minimum - in addition to the shares received through the SBR Program - invest in Yara shares an amount equal to the lower of the short-term incentive payout for the preceding year or the value of the shares received as Share-Based Remuneration for the relevant year. Such investments should continue until the shareholding amounts to the total compensation as defined in the Yara Executive Remuneration Report (base salary, Share-Based Remuneration, Short-Term Incentive Plan, pension plan benefits, other compensation elements such as internet connection, company car or car allowance, Local Market Allowance, and Additional Share-Based Remuneration). Furthermore, it is also expected that members of the Group Executive Board do not sell any Yara shares as long as they remains members of the Group Executive Board.

Pension plans and personal insurance plans

Chrystel Monthean and Luis Alfredo Pérez are members of the Yara IEC AG Pension Plan for Global Assignees. This is a DC pension plan with employer contributions equal to 20 percent of base salary.

Mónica Andrés Enríquez and Jorge Noval are both members of the Yara Iberian S.A.U. Company-Paid Pension Plan. This is a DC pension plan with employer contributions above Spanish Social Security ceiling.

Johan Labby is a member of the company-paid DC pension plan applicable to the employees of Yara Belgium S.A.

Other members of the Group Executive Board are included in Yara's plans for employees in Norway. Since 2006, Yara in Norway has transitioned from defined-benefit pension plans to DC pension plan and simplified the pension plans. This work was completed in 2015, and new hires are now enrolled in one DC pension plan covering salary up to 12 times the Norwegian Social Security Base Amount (G).

The members of the Group Executive Board employed in Norway are covered by the personal insurance schemes applicable to Yara employees in Norway. Three members on international assignments during 2025 (Chrystel Monthean, Fernanda Lopes Larsen and Luis Alfredo Pérez) were covered by insurance schemes according to Yara's Global Mobility Policy. Mónica Andrés and Jorge Noval are covered by the personal insurance schemes applicable to Yara employees in Spain.

Other compensation elements for CEO and other members

The CEO and the other members of the Group Executive Board are granted benefits in kind according to the applicable local market standard. These are typically cell phone, internet connection, and company car, alternatively fixed car allowance. The three members on international assignments were granted allowances and benefits in accordance with Yara's Global Mobility Policy.

Compensation for each member of GEB 2025

USD thousands

GEB member	Cash compensation paid during the year					Non-cash compensation for the year						Total compensation ⁹
	Annual base salary	Salary ³	Short-term incentive accrued in 2024 and paid in 2025	Other benefits	Sum cash compensation during the year	Share-based remuneration ⁴	Other benefits	Contribution to company paid pension plans	Short-term incentive accrued ⁵	Accrued holiday pay on short-term incentive accrued		
Svein Tore Holsether ^{1, 8} President and Chief Executive Officer	881	856	144	31	1,063	254	8	270	194	23	1,637	
Magnus Ankarstrand ^{1, 7} EVP & Chief Financial Officer	490	485	80	24	596	141	4	17	108	13	791	
Fernanda Lopes Larsen ^{1, 6} EVP Corporate Development	383	383	65	294	742	115	10	17	84	-	903	
Chrystel Monthean ^{2, 6} EVP, Americas	448	441	73	270	784	129	38	90	99	-	1066	
Mónica Andrés Enríquez ² EVP, Europe	453	442	74	56	572	187	63	31	100	-	878	
Luis Alfredo Peres ^{2, 6} (from 1 July 2025) EVP Asia & Africa	367	184	-	94	278	-	7	37	41	-	362	
Hanna Opsahl-Ben Ammar ¹ (from 21 March 2025) EVP People, External Affairs & Chief of Staff	403	310	-	23	333	-	2	13	69	8	426	
Johan Labby ^{2, 6} EVP, Global Plants & Operational Excellence	522	408	71	3	492	125	4	43	113	18	714	
Kristine Ryssdal ¹ EVP & General Counsel	440	429	72	14	533	126	26	17	96	14	722	
Jorge Noval ² EVP & CEO Industrial Solutions	589	575	96		671	169	81	38	130	-	993	
Solveig Hellebust ¹ (until 21 March 2025) EVP, People, Process and Digitalization	383	84	65	5	155	115	1	4	19	2	230	
Thor Giæver ^{1, 7} (until 1 August 2025) Interim EVP Corporate Strategy and Business Development	383	231	65	16	311	103	2	9	38	5	402	

¹ Exchange of NOK to USD: 0.096425

² Exchange of EUR to USD: 1.129910

³ The development in annual base salary and actual paid salary may differ from one year to the next due to when during the year salary increases have been granted and effects of the Norwegian holiday pay system, where a change in number of days holiday taken and/or annual holiday allowance impact on salary paid.

⁴ Gross before tax amount related to SBR Program and additional share-based remuneration for regional EVPs.

⁵ Accrued short-term incentive payout (excluding holiday allowance) earned in 2025 to be paid in 2026.

⁶ Benefits and perks provided in relation to an International Assignment Contract are included in other benefits. In addition, Yara covers housing and school for accompanying children where applicable. Both in accordance with Yara's Global Mobility Policy.

⁷ Thor Giæver and Magnus Ankarstrand are deferred members of an unfunded defined-contribution (DC) pension plan covering part of salary exceeding 12 times Norwegian social security base amounts (G). In addition they are deferred members of an unfunded defined contribution pension plan being converted from a defined benefit early retirement plan. For 2025 returns on the applicable savings balances was USD 12 thousand for Thor Giæver and USD 14 thousand for Magnus Ankarstrand.

⁸ Svein Tore Holsether is active member of an unfunded defined-contribution (DC) pension plan covering part of salary exceeding 12 times Norwegian social security base amounts (G) and an unfunded DC early retirement pension plan. For 2025 total return on the savings balances in the two unfunded pension plans was USD 126 thousand and is not included in the figure for total compensation. Detailing of the pension plans applying to Yara CEO is included under "CEO remuneration 2025" below.

⁹ The figures for short-term incentive accrued in 2024 and paid in 2025 were reported in the Executive Remuneration Report for 2024, and are not included in Total compensation 2025.

Compensation this year for the current members of GEB with salaries in NOK

GEB member	Cash compensation paid during the year					Non-cash compensation for the year					
	Annual base salary	Salary ¹	Short-term incentive accrued in 2024 and paid in 2025	Other benefits	Sum cash compensation during the year	Share-based remuneration ²	Other benefits	Contribution to company paid pension plans	Short-term incentive accrued ³	Accrued holiday pay on short-term incentive accrued	Total compensation ⁷
Svein Tore Holsether⁶ President and Chief Executive Officer	9,137	8,881	1,488	321	11,029	2,637	81	2,805	2,010	241	16,976
Magnus Ankarstrand⁵ EVP & Chief Financial Officer	5,081	5,026	828	250	6,176	1,461	38	176	1,118	134	8,203
Fernanda Lopes Larsen⁴ EVP Corporate Development	3,970	3,970	675	3,046	7,691	1,191	106	180	873	-	9,366
Hanna Opsahl-Ben Ammar (from 21 March 2025) EVP People, External Affairs & Chief of Staff	4,175	3,215	-	238	3,454	-	22	138	720	86	4,420
Kristine Ryssdal EVP & General Counsel	4,563	4,450	743	140	5,531	1,312	266	176	998	143	7,485
Solveig Hellebust (until 21 March 2025) EVP, People, Process and Digitalization	3,973	876	675	51	1,602	1,192	6	38	199	24	2,385
Thor Giæver⁵ (until 1 August 2025) Interim EVP Corporate Strategy and Business Development	3,970	2,394	675	161	3,230	1,065	17	97	391	47	4,171

¹ The development in annual base salary and actual paid salary may differ from one year to the next due to when during the year salary increases have been granted and effects of the Norwegian holiday pay system, where a change in number of days holiday taken and/or annual holiday allowance impact on salary paid.

² Gross before tax amount related to SBR Program and additional share-based remuneration for regional EVPs.

³ Accrued short-term incentive payout (excluding holiday allowance) earned in 2025 to be paid in 2026.

⁴ Benefits and perks provided in relation to an International Assignment Contract are included in other benefits. In addition, Yara covers housing and school for accompanying children where applicable. Both in accordance with Yara's Global Mobility Policy.

⁵ Thor Giæver and Magnus Ankarstrand are deferred members of an unfunded defined-contribution (DC) pension plan covering part of salary exceeding 12 times the Norwegian social security base amounts (G). In addition they are deferred members of an unfunded defined contribution pension plan being converted from a defined benefit early retirement plan. For 2025 returns on the applicable savings balances was NOK 123 thousand for Thor Giæver and NOK 144 thousand for Magnus Ankarstrand.

⁶ Svein Tore Holsether is active member of an unfunded defined-contribution (DC) pension plan covering part of salary exceeding 12 times the Norwegian social security base amounts (G) and an unfunded DC early retirement pension plan. For 2025 total return on the savings balances in the two unfunded pension plans was NOK 1,309 thousand and is not included in the figure for total compensation. Detailing of the pension plans applying to Yara CEO is included under "CEO Remuneration 2025" below.

⁷ The figures for short-term incentive accrued in 2024 and paid in 2025 were reported in the Executive Remuneration Report for 2024, and are not included in Total compensation 2025.

GEB shareholdings 2025

GEB member	Position	Number of shares owned 2025			Value as of 31 December 2025	
		As of 1 January	Additions	Sold	As of 31 December	(USD thousand)
Svein Tore Holsether	President and Chief Executive Officer	60,465	3,678	-	64,143	2,639
Magnus Ankarstrand	EVP & Chief Financial Officer	8,199	2,089	-	10,288	423
Fernanda Lopes Larsen	EVP Corporate Development	13,915	2,993	-	16,908	696
Chrystal Monthean	EVP, Americas	15,630	3,455	-	19,085	785
Mónica Andrés Enriquez	EVP, Europe	13,330	3,071	-	16,401	675
Luis Alfredo Péres	EVP Asia & Africa	7,677	1,314	-	8,991	370
Hanna Opsahl-Ben Ammar	EVP People, External Affairs & Chief of Staff	32	492	-	524	22
Johan Labby	EVP, Global Plants & Operational Excellence	3,098	1,806	-	4,904	202
Kristine Ryssdal	EVP & General Counsel	20,342	1,876	-	22,218	914
Jorge Noval	EVP & CEO Industrial Solutions	11,006	2,753	-	13,759	566

2025 exchange rate for NOK to US: 0.0993754 (end-rate 31 December 2025)

Application of performance criteria in the Short-Term Incentive Plan

The Short-Term Incentive Plan (STIP) contributes to realizing Yara's strategy, long-term value creation, and capital allocation policy. The plan sets stretched annual goals covering the dimensions People, Planet, Profit and Resource based on Yara's communicated strategic goals.

The annual goals are divided into two categories: Company Performance and Strategic Focus Areas, as further described below. If all stretched goals are met with a 100 percent performance score, the CEO and other members of the Group Executive Board will receive a target bonus of 20 percent of base salary. The maximum gross payout before tax is 25 percent of base salary in the event that the average weighted performance score is 125 percent. The maximum performance score each KPI in the Company performance scorecard and each milestone in the Strategic focus areas can get is 125 percent.

In the Board's total STIP performance evaluation, in addition to assessing performance against the factors described below, the Board will place emphasis on the difficulty of achieving the results, any changes in external non-controllable factors that were not anticipated at the beginning of the year, and ensuring that the results have been achieved in accordance with Yara's values and ethical principles.

Company Performance

ESRS 2, GOV-3; E1 Governance §13

The table below presents the Company Performance indicators established to drive performance for 2025, in alignment with Yara's strategic goals. Each indicator carries individual weight, and the weighted sum of the performance score for each KPI determines the overall outcome as a percentage of base salary. The maximum bonus for Company Performance is 15 percent of base salary.

Strategic KPIs

KPI	Unit	Weight
People		20%
Strive towards zero accidents (TR1)	Ratio	5%
Engagement index ¹	%	5%
Diversity and inclusion index ¹	%	5%
Female senior managers ²	%	5%
Planet		20%
GHG emissions, intensity ³	tCO ₂ e / tN	10%
Digitized hectares ⁴	MHa	5%
MSCI rating score		5%
Profit		40%
Ammonia production ⁵	Mt	5%
Finished fertilizer production ⁵	Mt	5%
Premium generated	MUSD	2.5%
Working capital	Days	2.5%
ROIC ex. SI ⁶	%	25%
Resource		20%
Capex	BUSD	5%
Fixed cost ⁷	MUSD	15%

¹Measured annually, see details in Annual Report, page 156

²For actuals: Status as per end of the reporting month

³GHG emissions intensity does not include Freeport and Hull. See details on the climate KPIs in Yara Annual Report, page 107

⁴Cropland with digital farming user activity within defined frequency parameters

⁵Yara Improvement Program performance, see details in Annual Report, page 19

⁶ROIC LTM (excl. special items)

⁷Fixed costs calculated according to currencies used in Business Plan 2025

The score on the above KPIs represented a STIP payout for the year equal to 10.8 percent of base salary for the Yara CEO and other members of the Group Executive Board.

People (weight 20%)

The average weighted performance score for this group of KPIs was 31 percent. The individual indicators contributed to the STIP payout as follows:

People	Unit	Weight	Actual 2024	Target 2025	Achievement 2025
Strive towards zero accidents (TRI)	Ratio	5%	0.9	<1.0	1.2
Engagement index ¹	%	5%	76%	82%	75%
Diversity and inclusion index ¹	%	5%	75%	78%	74%
Female senior managers ²	%	5%	32%	40%	33%
Total weight		20%			

¹ Measured annually, see details in Annual Report, page 156

² For actuals: Status as per end of the reporting month

The score on the People KPIs represented a STIP payout for the year equal to 0.8 percent of the base salary for the Yara CEO and other members of the Group Executive Board.

Planet (weight 20%)

The average weighted performance score for this group of KPIs was 75 percent. The individual indicators contributed to the STIP payout as follows:

Planet	Unit	Weight	Actual 2024	Target 2025	Achievement 2025
GHG emissions, intensity ¹	tCO ₂ e / tN	10%	2.8	2.7	2.7
Digitized hectares ²	MHa	5%	24	150	25
MSCI rating score		5%	A	A	A
Total weight		20%			

¹ GHG emissions intensity does not include Freeport and Hull. See details on the climate KPIs in Yara Annual Report, page 107

² Cropland with digital farming user activity within defined frequency parameters

The score on the Planet KPIs represented a STIP payout for the year equal to 1.8 percent of base salary for the Yara CEO and other members of the Group Executive Board.

Profit (weight 40%)

The average weighted performance score for this group of KPIs was 109.4 percent. The individual indicators contributed to the STIP payout as follows:

Profit	Unit	Weight	Actual 2024	Target 2025	Achievement 2025
Ammonia production ¹	mt	5%	7.5	7.9	7.4
Finished fertilizer production ¹	mt	5%	20.6	21.1	20.8
Premium generated	MUSD	2.5%	1,415	N/A	1,372
Working capital	Days	2.5%	108	92	109
ROIC excl. special items ²	%	25%	6.6%	10.0%	11.2%
Total weight		40%			

¹ Yara Improvement Program performance, see details in Annual Report, page 19

² ROIC LTM (excl. special items)

The 2025 achievement of the indicators Premium generated (MUSD) and ROIC excl. special items (%) were above the targets set for the year. The achievement for the indicator Finished fertilizer production (mt) was at target. The achievements for the indicators Ammonia production (mt) and Working capital (days) were below target.

The score on the Profit KPIs represented a STIP payout for the year equal to 5.3 percent of the base salary for the Yara CEO and other members of the Group Executive Board.

Resource (weight 20%)

The average weighted performance score for this group of KPIs was 125 percent. The individual indicators contributed to the STIP payout as follows:

Resource	Unit	Weight	Actual 2024	Target 2025	Achievement 2025
Capex	BUSD	5%	N/A	1.2	0.95
Fixed cost ¹	MUSD	15%	2,443	2,380	2,333
Total weight		20%			

¹ Fixed costs calculated according to currencies used in Business Plan 2025

The score on the Resource KPIs represented a STIP payout for the year equal to 3.0 percent of the base salary for the Yara CEO and other members of the Group Executive Board.

Strategic Focus Areas milestones

The following two Strategic Focus Areas were set to drive performance for 2025:

- Improve profitability & competitiveness
- Cost and capital discipline

The maximum bonus for Strategic Focus Areas is 10 percent of base salary.

The score on Strategic Focus Areas for the year represented a STIP payout for the year equal to 9.1 percent of base salary. The individual factors contributed the following weighted scores to the bonus:

- **Improve profitability & competitiveness**
Eleven out of a total fourteen milestones were reached with 100 percent success or more, one milestone was reached with less than 100% success, and one milestone was not reached
- **Cost and capital discipline**
All four milestones were reached with more than 100 percent success

Discretionary evaluation of the total performance

2025 was characterized by strong efforts throughout the organization to deliver on the targets that were set in the Fixed Cost and Capex Reduction Program and for increased production volumes with increased reliability. The Board highlighted the following regarding the company performance during the year:

Value Creation

The organization significantly exceeded the cost reduction and capex targets established in the Fixed Cost and Capex Reduction Program through strong, company-wide effort. The performance of these two elements contributed to an estimated increase in market capitalization of 1.5 billion USD.

Operational Excellence

Delivery and production improved during the year despite the internal restructuring and irrespective of an increase in the market prize for fertilizer and thereby expected lower demand.

Legacy KPIs

The KPI targets for the year were set according to the five-year long-term targets for 2025, which were established in 2020. However, these targets became less relevant to the strategy due to the focus on the Fixed Cost and Capex Reduction Program.

Due to the extraordinary situation arising from the active decision to reprioritize in line with the Fixed Cost and Capex Reduction Program and the strong overachievement of the program targets, the Board decided to honor the CEO with an additional discretionary reward equal to 2 percent of his base salary as part of the total STIP performance evaluation for the year. This brought the total 2025 short-term incentive bonus payout to the CEO to 22 percent of his Base Salary. The CEO decided to honor the other members of the Group Executive Board with the same percentage.

GEB remuneration last five years to members serving in 2025

USD thousands

GEB members 2025	Year	Annual base salary	Salary	Share-based remuneration	Other benefits	Pension benefits	Short-term incentive accrued incl. holiday pay	Total compensation	Fixed/variable remuneration ⁴
Svein Tore Holsether^{1, 5}	2025	881	856	254	39	270	217	1,637	71% / 29%
President and Chief Executive Officer	2024	815	807	233	45	238	155	1,478	74% / 26%
Member since September 2015	2023	704	699	199	32	156	299	1,386	64% / 36%
	2022	732	701	212	28	163	366	1,471	61% / 39%
	2021	787	798	236	25	183	344	1,586	63% / 37%
Magnus Ankarstrand^{1, 3, 5}	2025	490	485	141	28	17	121	791	67% / 33%
EVP & Chief Financial Officer	2024	453	458	129	36	16	86	726	70% / 30%
Member since August 2023	2023	383	149	-	9	6	64	228	72% / 28%
Fernanda Lopes Larsen^{1, 3}	2025	383	383	115	304	17	84	903	78% / 22%
EVP, Africa & Asia	2024	370	362	160	247	16	63	848	74% / 26%
Member since October 2020	2023	312	304	85	245	15	133	782	72% / 28%
	2022	325	320	78	164	16	163	741	67% / 33%
	2021	349	404	87	61	17	143	712	68% / 32%
Chrystel Monthean²	2025	448	441	129	308	90	99	1,066	79% / 21%
EVP, Americas	2024	412	403	171	302	86	70	1,033	77% / 23%
Member since June 2020	2023	350	342	99	468	67	133	1,110	79% / 21%
	2022	323	317	78	143	63	145	747	70% / 30%
	2021	349	349	87	109	70	125	741	71% / 29%
Mónica Andrés Enriquez^{2, 3}	2025	453	442	187	119	31	100	878	67% / 33%
EVP, Europe	2024	415	399	173	123	27	71	793	69% / 31%
Member since July 2021	2023	350	333	99	127	21	133	713	67% / 33%
	2022	323	312	78	42	19	145	596	63% / 37%
	2021	349	186	-	39	11	63	300	79% / 21%
Luis Alfredo Peres^{2, 3, 7}	2025	367	184	-	101	37	41	362	89% / 11%
Member since 1 July 2025									
EVP Asia & Africa from									
Hanna Opsahl-Ben Ammar^{1, 3}	2025	403	310	-	25	13	78	426	82% / 18%
Member since 21 March 2025									
EVP People, External Affairs & Chief of Staff									
Johan Labby^{2, 3}	2025	522	408	125	8	43	130	714	64% / 36%
EVP, Global Plants & Operational Excellence	2024	400	383	104	217	44	79	826	78% / 22%
Member since July 2023	2023	308	154	-	92	11	59	316	81% / 19%
Kristine Ryssdal¹	2025	440	429	126	39	17	110	722	67% / 33%
EVP & General Counsel	2024	407	411	116	25	16	79	646	70% / 30%
Member since June 2016	2023	344	344	97	34	15	149	640	61% / 39%
	2022	358	364	86	27	16	179	672	61% / 39%
	2021	384	392	96	25	17	161	691	63% / 37%
Jorge Noval^{2, 3}	2025	589	575	169	81	38	130	933	70% / 30%
EVP & CEO Industrial Solutions	2024	541	548	154	59	38	92	890	72% / 28%
Member since August 2023	2023	456	178	-	77	13	68	336	80% / 20%
Solveig Hellebust^{1, 3}	2025	383	84	115	5	4	21	230	41% / 59%
EVP, People, Process and Digitalization	2024	370	369	106	24	16	70	585	70% / 30%
Member July 2021 - 21 March 2025	2023	312	310	89	26	15	133	573	61% / 39%
	2022	325	322	78	27	16	163	606	60% / 40%
	2021	349	167	-	12	8	72	260	72% / 28%
Thor Giæver^{1, 3, 5}	2025	383	231	103	17	9	42	402	64% / 36%
EVP & Chief Financial Officer until 21 March 2025	2024	370	376	105	21	15	70	588	70% / 30%
Interim EVP Corporate Strategy and Business	2023	312	305	89	20	14	133	560	60% / 40%
Development from 21 March 2025	2022	325	343	78	21	16	163	620	61% / 39%
Member July 2021 - 1 August 2025	2021	349	176	-	11	8	72	267	73% / 27%

GEB remuneration last five years to members serving prior to 2025

USD thousands

GEB members prior to 2025	Year	Annual base salary	Salary	Share-based remuneration	Other benefits	Pension benefits	Short-term incentive accrued incl. holiday pay	Total compensation	Fixed/ variable remuneration ⁴
Lars Røsæg^{1, 3}	2023	384	236	115	17	9	99	476	55% / 45%
EVP, Corporate Development & Deputy CEO	2022	423	403	102	20	16	211	752	58% / 42%
Member November 2018 - August 2023	2021	454	443	99	22	17	186	767	63% / 37%
Pål Hestad^{1, 3}	2023	325	166	97	16	24	68	372	56% / 44%
EVP, Global Plants & Operational Excellence	2022	358	358	86	40	(11)	179	652	59% / 41%
Member June 2020 - July 2023	2021	384	380	87	28	80	157	733	67% / 33%
Tove Andersen^{1, 3}	2021	408	211	102	10	14	-	337	70% / 30%
Member of GEB until July 2021									
Terje Knutsen¹	2021	382	390	95	32	185	156	859	71% / 29%
Member of GEB throughout December 2021									
Pablo Barrera Lopez^{1, 3}	2021	384	200	96	12	9	78	395	56% / 44%
Member of GEB until July 2021									

¹ Exchange of shares value in NOK to USD: 2025: 0.096423, 2024: 0.09313, 2023: 0.0949, 2022: 0.1045, 2021: 0.1166

² Exchange of shares value in EUR to USD: 2025: 1.1299, 2024: 1.0823, 2023: 1.0818, 2022: 1.0543, 2021: 1.1836

³ The numbers presented for the year are for the period of the year as a GEB member

⁴ Salary, Other benefits and Pension benefits are included in fixed remuneration. Share-based remuneration and short-term incentive included in variable remuneration

⁵ In the Yara Executive Remuneration Report for previous years, return on savings balances in unfunded pension plans have been included in the total compensation figure. Starting in 2024, return on the savings balances in unfunded pension plans is excluded from total compensation, and has also been subtracted from the historical total compensation figures in this table to ensure that the annual figures are comparable. For Svein Tore Holsether, return on savings balances in unfunded pension plans was USD 126 thousand in 2025, USD 144 thousand in 2024, USD 59 thousand in 2023, USD -27 thousand in 2022, and USD 63 thousand in 2021. For Thor Giæver it was USD 12 thousand in 2025, USD 28 thousand in 2024, USD 16 thousand in 2023, USD -10 thousand in 2022, and USD 13 thousand in 2021. For Magnus Ankarstrand it was USD 14 thousand in 2025, USD 18 thousand in 2024, and USD 5 thousand in 2023.

Compensation last five years for the current members of GEB with salaries in NOK

NOK thousands

Current GEB members	Year	Annual base salary	Salary	Share-based remuneration	Other benefits	Pension benefits	Short-term incentive accrued incl. holiday pay	Total compensation
Svein Tore Holsether²	2025	9,137	8,881	2,637	402	2,805	2,252	16,976
President and Chief Executive Officer	2024	8,754	8,668	2,496	482	2,561	1,667	15,874
Member since September 2015	2023	7,418	7,367	2,102	337	1,648	3,157	14,612
	2022	7,008	6,712	2,028	271	1,562	3,504	14,077
	2021	6,758	6,856	2,028	214	1,569	2,950	13,616
Magnus Ankarstrand^{1, 2}	2025	5,081	5,026	1,461	288	176	1,252	8,203
EVP & Chief Financial Officer	2024	4,869	4,922	1,388	387	168	927	7,792
Member since August 2023	2023	4,040	1,575	-	92	63	678	2,408
Fernanda Lopes Larsen¹	2025	3,970	3,970	1,191	3,151	180	873	9,366
EVP, Africa & Asia	2024	3,970	3,888	1,713	2,656	171	675	9,104
Member since October 2020	2023	3,293	3,202	900	2,581	163	1,401	8,247
	2022	3,110	3,065	750	1,565	153	1,556	7,088
	2021	3,000	3,470	750	523	145	1,228	6,116
Hanna Opsahl-Ben Ammar¹	2025	4,175	3,215	-	260	138	806	4,420
(from 21 March 2025)								
EVP People, External Affairs & Chief of Staff								
Kristine Ryssdal	2025	4,563	4,450	1,312	407	176	1,141	7,485
EVP & General Counsel	2024	4,372	4,391	1,247	267	168	850	6,922
Member since June 2016	2023	3,622	3,630	1,027	357	160	1,573	6,746
	2022	3,422	3,485	825	260	151	1,711	6,433
	2021	3,300	3,369	825	217	144	1,378	5,933
Solveig Hellebust¹	2025	3,973	876	1,192	57	38	222	2,385
EVP, People, Process and Digitalization	2024	3,973	3,959	1,133	262	168	756	6,278
Member July 2021 - 21 March 2025	2023	3,293	3,273	933	273	160	1,401	6,040
	2022	3,111	3,086	750	254	151	1,555	5,797
	2021	3,000	1,432	-	106	73	619	2,230
Thor Giæver^{1, 2}	2025	3,970	2,394	1,065	178	97	438	4,171
EVP & Chief Financial Officer until 21 March 2025	2024	3,970	4,035	1,132	228	162	756	6,314
Interim EVP Corporate Strategy and Business Development from 21 March 2025	2023	3,293	3,215	933	214	146	1,401	5,909
Member July 2021 - 1 August 2025	2022	3,110	3,280	750	201	150	1,555	5,937
	2021	3,000	1,511	-	91	69	619	2,290

¹The numbers presented for the year are for the period of the year as a GEB member

²In the Yara Executive Remuneration Report for previous years, return on savings balances in unfunded pension plans have been included in the total compensation figure. Starting in 2024, return on the savings balances in unfunded pension plans is excluded from total compensation, and has also been subtracted from the historical total compensation figures in this table to ensure that the annual figures are comparable. For Svein Tore Holsether, return on savings balances in unfunded pension plans was NOK 1,309 thousand in 2025, NOK 1,547 thousand in 2024, NOK 622 thousand in 2023, NOK -258 thousand in 2022, and NOK 541 thousand in 2021. For Thor Giæver it was NOK 123 thousand in 2025, NOK 302 thousand in 2024, NOK 169 thousand in 2023, NOK -96 thousand in 2022, and NOK 112 thousand in 2021. For Magnus Ankarstrand it was NOK 144 thousand in 2025, NOK 198 thousand in 2024, and NOK 53 thousand in 2023.

Annual development in company results, Board and GEB remuneration, and average FTE remuneration

Development in company results

	2025	2024	2023	2022	2021
EBITDA USD million	2,803	2,051	1,709	4,959	2,804
ROIC	10.7%	5.0%	2.9%	25.7%	7.9%

Development in Board remuneration

USD thousands	2025	2024	2023	2022	2021
Trond Berger Chair	104	90	91	87	90
Percent change from the previous year	15%	0%	4%	(3%)	24%
John Thuestad	70	61	58	55	53
Percent change from the previous year	15%	5%	5%	5%	(6%)
Tove Feld¹	76	70	67	44	-
Percent change from the previous year	9%	5%	N/A	N/A	-
Jannicke Hilland¹	62	56	53	37	-
Percent change from the previous year	12%	4%	N/A	N/A	-
Jais Valeur¹	47	-	-	-	-
Percent change from the previous year	N/A	-	-	-	-
Tina Lawton¹	71	58	33	-	-
Percent change from the previous year	22%	N/A	N/A	-	-
Harald Thorstein¹	94	82	44	-	-
Percent change from the previous year	14%	N/A	N/A	-	-
Rune Bratteberg	42	43	49	51	54
Percent change from the previous year	(1%)	(12%)	(5%)	(5%)	12%
Ragnhild Flesland Høimyr	57	45	36	39	42
Percent change from the previous year	24%	25%	(6%)	(7%)	N/A
Eva Safrine Aspvik¹	52	43	36	25	-
Percent change from the previous year	21%	18%	N/A	N/A	-
Geir O. Sundbø	42	41	45	47	50
Percent change from the previous year	3%	(8%)	(5%)	(6%)	14%

Exchange of shares value in NOK to USD: 2025: 0.096423, 2024: 0.09313, 2023: 0.0949, 2022: 0.1045, 2021: 0.1166

¹ The numbers presented for the year are for the period of the year as board member

Development in GEB remuneration

USD thousand	2025	2024	2023	2022	2021
Svein Tore Holsether^{1, 4}	1,637	1,478	1,386	1,471	1,586
Percent change from the previous year	11%	7%	(6%)	(7%)	6%
Magnus Ankarstrand^{1, 3, 4}	791	726	228	-	-
Percent change from the previous year	9%	N/A	N/A		
Fernanda Lopes Larsen¹	903	848	782	741	712
Percent change from the previous year	7%	8%	6%	4%	N/A
Chrystel Monthean²	1066	1,033	1,110	747	741
Percent change from the previous year	3%	(7%)	49%	1%	N/A
Mónica Andrés Enriquez^{2, 3}	878	793	713	596	299
Percent change from the previous year	11%	11%	20%	N/A	N/A
Luis Alfredo Peres^{2, 3}	362	-	-	-	-
Percent change from the previous year	N/A				
Hanna Opsahl-Ben Ammar^{1, 3}	426	-	-	-	-
Percent change from the previous year	N/A				
Johan Labby^{2, 3}	714	826	316	-	-
Percent change from the previous year	(14%)	N/A	N/A		
Kristine Ryssdal¹	722	645	640	672	691
Percent change from the previous year	12%	1%	(2%)	(5%)	3%
Jorge Noval^{2, 3}	933	890	336	-	-
Percent change from the previous year	12%	N/A	N/A		
Solveig Hellebust^{1, 3}	230	585	573	606	260
Percent change from the previous year	(61%)	2%	(5%)	N/A	
Thor Giæver^{1, 3, 4}	402	588	560	620	267
Percent change from the previous year	(32%)	5%	(10%)	N/A	

Development in average FTE remuneration

	2025	2024	2023	2022	2021
Average Group Executive Board (FTE)	963	841	823	779	932
Percent change from the previous year	14%	2%	6%	(16%)	(14%)
Employees compensation (FTE)					
Average compensation Yara Employees in Norway	116	105	101	110	105
Percent change from the previous year	11%	4%	(8%)	4%	13%
Average percent increase of base salary as of 1 June					
Group Executive Board	4.4%	5.3%	5.9%	3.7%	0.0%
Yara employees in Norway	4.4%	5.2%	5.9%	4.8%	3.4%
Average increase of base salary as of 1 June (USD thousand)					
Group Executive Board	22	22.6	21.3	13.9	-
Yara employees in Norway	4.1	4.1	4.5	4.1	3.5

¹Exchange of shares value in NOK to USD: 2025: 0.096423, 2024: 0.09313, 2023: 0.0949, 2022: 0.1045, 2021: 0.1166

²Exchange of shares value in EUR to USD: 2025: 1.1299, 2024: 1.0823, 2023: 1.0818, 2022: 1.0543, 2021: 1.1836

³The numbers presented for the year are for the period of the year as a GEB member

⁴In the Yara Executive Remuneration Report for previous years, return on savings balances in unfunded pension plans have been included in the total compensation figure. Starting in 2024, return on the savings balances in unfunded pension plans is excluded from total compensation, and has also been subtracted from the historical total compensation figures in this table to ensure that the annual figures are comparable. For Svein Tore Holsether, return on savings balances in unfunded pension plans was USD 126 thousand in 2025, USD 144 thousand in 2024, USD 59 thousand in 2023, USD -27 thousand in 2022, and USD 63 thousand in 2021. For Thor Giæver it was USD 12 thousand in 2025, USD 28 thousand in 2024, USD 16 thousand in 2023, USD -10 thousand in 2022, and USD 13 thousand in 2021. For Magnus Ankarstrand it was USD 14 thousand in 2025, USD 18 thousand in 2024, and USD 5 thousand in 2023.

How total compensation complies with the Guidelines for remuneration of the GEB and contributes to the long-term performance of the Yara

Purpose	Description and link to the strategy	Value
Base salary Minimum expected remuneration for doing the job.	<p>The base salary should be competitive and fair to attract and retain the talents needed to manage and develop the business. The base salary is reviewed annually and may in addition be reviewed if scope of responsibility is materially changed. Reviews of base salary are based on annual salary adjustment for employees in Yara International ASA and Norwegian subsidiaries and Benchmark of Executive Management Salaries in peer companies.</p> <p>For the years 2019, 2020 and 2021, Yara GEB voluntarily abstained from the annual salary adjustment.</p>	Focusing on peer companies in applicable labor markets
Share-Based Remuneration (SBR) Support the alignment between executives and shareholder interests and ensures retention of key talents.	<p>Conditional on Yara's net result excluding special items and currency gain/loss being positive in sum over the last three years, SBR may be awarded by the Board on an annual basis.</p> <p>A three-year lock-in period applies, starting at the time of grant. It is also expected that GEB members do not sell any Yara shares as long as they are members of the GEB. It is furthermore expected that members of the GEB that participate in the SBR Program, every year as a minimum - in addition to the shares received as part of the SBR - invest in Yara shares an amount equaling the lowest amount received as net, after tax short-term incentive payout for the preceding year or the value of the shares when received as SBR for the relevant year. Such investments should be made until the shareholding amounts to Total compensation as described in the Yara Executive Remuneration Report (base salary, share-based remuneration, short-term incentive plan, pension plan benefits, other compensation elements such as internet connection, company car or car allowance, local market allowance, and additional share-based remuneration).</p> <p>The SBR Program aims to drive long-term value creation aligned with the company's strategy.</p>	The SBR grant equals 30 percent of the base salary
Short-Term Incentive Plan (STIP) Incentivizing achievement of short-term business targets aligned with realizing Yara's strategy, its long-term value creation and capital allocation policy.	<p>The Board sets the annual STIP Scorecard for the CEO, including the goals and targets, respective weights, and pre-defined performance scale. The CEO sets the STIP Scorecard that applies to the other members of GEB.</p> <p>The goals are stretched and reflects the business objectives to achieve the company's long-term strategic targets.</p>	Performance according to the stretched goals gives a STIP reward equal to 20 percent of annual base salary. Maximum reward is capped at 25 percent of base salary.
Pension plan benefits Providing security for post-retirement and aligns the remuneration package with market practice.	Pension plans in Yara should be defined-contribution (DC plans and aligned with local legislation and market practice. For employees in Norway who have joined GEB after December 2015, contributions to the pension plan have been capped at salaries equivalent to 12 times the Norwegian Social Security Base Amount (G), currently USD 13 thousand.	Pension plans are aligned with local market standards
Other benefits Providing security for the employee and aligns the remuneration package with market practice	<p>Executives are granted benefits in kind according to the applicable market standard. These are typically cell phone, internet connection, and company car, alternatively fixed car allowance.</p> <p>In the event of an international assignment contract, the executive and family will be entitled to allowances and benefits in accordance with Yara's Global Mobility Policy.</p> <p>GEB members on Norwegian contracts are entitled to a severance pay equal to six months basic salary on certain conditions, calculated from the end of the notice period. Other income the executive receives during the severance pay period will be deducted.</p>	Other benefits are aligned with local market standards

Statement from the Board of Directors

The Board of Directors has today considered and adopted the Remuneration Report of Yara International ASA for the financial year 2025.

The Remuneration Report is prepared in accordance with section 6-16b of the Public Limited Companies Act.

In our opinion, the Remuneration Report is in accordance with the Remuneration Policy adopted at the Annual General Meeting, and is free from material misstatement and omissions, whether due to fraud or error.

The Remuneration Report will be presented to the Annual General Meeting 2026 for an advisory vote.

The Board of Directors Yara International ASA
Oslo, 19 March 2026

Trond Berger
Chair
(signed)

Jannicke Hilland
Vice chair
(signed)

John Thuestad
Board member
(signed)

Rune Bratteberg
Board member
(signed)

Tove Feld
Board member
(signed)

Geir O. Sundbø
Board member
(signed)

Eva Safrine Aspvik
Board member
(signed)

Ragnhild Flesland Høimyr
Board member
(signed)

Jais Valeur
Board member
(signed)

Harald Thorstein
Board member
(signed)

Tina Lawton
Board member
(signed)

Svein Tore Holsether
President and CEO
(signed)

To the General Meeting of Yara International ASA

INDEPENDENT AUDITOR'S ASSURANCE REPORT ON REPORT ON SALARY AND OTHER
REMUNERATION TO DIRECTORS

Opinion

We have performed an assurance engagement to obtain reasonable assurance that Yara International ASA's report on salary and other remuneration to directors (the remuneration report) for the financial year ended 31 December 2025 has been prepared in accordance with section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation.

In our opinion, the remuneration report has been prepared, in all material respects, in accordance with section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation.

Board of directors' responsibilities

The board of directors is responsible for the preparation of the remuneration report and that it contains the information required in section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation and for such internal control as the board of directors determines is necessary for the preparation of a remuneration report that is free from material misstatements, whether due to fraud or error.

Our independence and quality control

We are independent of the company as required by laws and regulations and the International Ethics Standards Board for Accountants' Code of International Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. The firm applies International Standard on Quality Management, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibilities

Our responsibility is to express an opinion on whether the remuneration report contains the information required in section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation and that the information in the remuneration report is free from material misstatements. We conducted our work in accordance with the International Standard for Assurance Engagements (ISAE) 3000 – "Assurance engagements other than audits or reviews of historical financial information".

We obtained an understanding of the remuneration policy approved by the general meeting. Our procedures included obtaining an understanding of the internal control relevant to the preparation of the remuneration report in order to design 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. Further we performed procedures to ensure completeness and accuracy of the information provided in the remuneration report, including whether it contains the information required by the law and accompanying regulation. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Oslo, 19 March 2026
Deloitte AS

Espen Johansen
State Authorised Public Accountant
(This document is signed electronically)

