



Kings Bay AS Strategy 2024 – 2027



Adopted by the Board of Directors of Kings Bay AS on 29 February 2024



Facilitating world-leading scientific research and research-based cultural heritage management in the Arctic

Global warming is one of the greatest threats in our time. The United Nations climate report concludes that the effects of human activities on the climate has caused global warming to accelerate faster than ever before. The global mean temperature has already increased by 1.1 degree Celsius since the pre-industrial era. In general, the degree of warming in the Arctic is now about twice that of the global mean, and in Svalbard temperatures are rising between three to four times faster. Rising temperatures in the Arctic will exacerbate global warming causing sea ice to melt and potentially releasing higher levels of greenhouse gases from the melting tundra. Studies of the trend in the Arctic are therefore important for understanding what will happen in the rest of the world.

Ny-Ålesund is particularly suited for climate and environmental research, with easy accessibility combined with a rich and diverse natural environment that has been little affected by local disturbances. This gives the location important advantages as an arena for research on fjords, glaciers, the land, the atmosphere and cultural heritage. Sustainable, responsible, safe and predictable operations and development will characterise Ny-Ålesund. The framework we offer our customers is a shared infrastructure in an inspiring Arctic research destination, located amongst unique archaeological/historical monuments and sites in the world's northernmost civilian settlement.

Kings Bay AS owns, develops, operates, maintains and manages Ny-Ålesund as a modern Norwegian research platform in close cooperation with the Norwegian Polar Institute, which serves as the host in Ny-Ålesund under the research strategy. Ny-Ålesund Research Station enables Norwegian and international researchers to share knowledge and conduct outstanding scientific research in the Arctic.

The goal is for Kings Bay AS to operate the Ny-Ålesund research institution in a more efficient, climate-friendly and reliable manner. The company's sustainable operation depends on enough Norwegian and international researchers choosing Ny-Ålesund. The Research Station will become better known, more accessible and more frequently cited in the research communities. Kings Bay AS will encourage and arrange for shared infrastructure and thematic centres in keeping with goals adopted in the research strategy. We believe an increased presence of Norwegian researchers can positively affect the general interest in Ny-Ålesund, and it is important for Ny-Ålesund to be attractive to the next generation of researchers.

This strategy, including annual revisions, forms the basis for the company's work and priorities during the period 2024–2027.



Photo: Christer Amundsen

From left: Deputy Chair Bo Andersen, Board Member Elin Bang Tverfjeld, Board Chair Tor Instanes, Board Member Lise Bartnes Aalberg, Board Member Harald Bentz Høgseth and Director Lars Ole Saugnes.

Ny-Ålesund, 29 February 2024

Tor Instanes, Chair

Bo Andersen, Deputy Chair

Lise Bartnes Aalberg, Board Member

Elin Bang Tverfjeld, Board Member
Member

Harald Bentz Høgseth, Board

Lars Ole Saugnes, Director

1 Purpose and guidelines

1.1 Kings Bay AS

Purpose

Kings Bay AS is owned by the Norwegian Ministry of Climate and Environment as a category 2 company where the government's goal as owner is a sustainable and optimal achievement of sector policy goals. The company's main task is to operate, protect and develop the community in Ny-Ålesund in a sustainable manner, and by doing so, provide services for research and environmental monitoring. Maintaining Norwegian communities in the archipelago in accordance with overarching Svalbard policy is also an industrial policy goal for the company.

Kings Bay AS owns and has a special responsibility for managing archaeological/historical monuments and sites within the Ny-Ålesund planning area.

Articles of Association

Kings Bay AS has the following purpose, according to the current Articles of Association of 14 June 2022:

The purpose of Kings Bay AS is to operate, maintain and develop the company's properties in Svalbard and buildings and other infrastructure in Ny-Ålesund, including a special responsibility to take care of the archaeological/historical monuments and sites at the location.

The company will provide services and arrange for the use of the infrastructure at the location for research and scientific activity in Ny-Ålesund, as a Norwegian research station for world-class international collaboration on research.

Planned development and management of buildings and infrastructure will support the research strategy for Ny-Ålesund and arrange for thematic centres related to prioritised areas with equipment for shared use. Kings Bay AS also provides administrative services to Bjørnøen AS.

Ownership goals

The owner's formulation of goals emphasises following up the report issued by the Office of the Auditor General of Norway in December 2021 concerning the survey on how Svalbard companies handle climate change, as well as the government's Ownership White Paper's requirements for follow-up of industrial policy goals and greenhouse gas emissions, climate risk, impacts on biodiversity and ecosystems.

The government has set the following ownership goals for the company in 2024 and in the government's Ownership White Paper, Report to the Storting 6 (2022–2023):

- The government owns Kings Bay in order to have a Norwegian research station in Ny-Ålesund as a venue for world-class international collaboration on scientific research, which helps to support the overall goals of Norway's Svalbard policy.
- The government's goal as owner is the most efficient operation, maintenance and development of the company's property, buildings and infrastructure, to ensure that Ny-Ålesund Research Station is a Norwegian platform for world-class international scientific research collaboration.
- The company's activities are affected by the Svalbard policy and the frameworks established for the development of operations in Ny-Ålesund.
- Furthermore, the government's policy for research and higher education on Svalbard, as well as the research strategy for Ny-Ålesund, set the framework for research on site, and thus also for the company's activities.
- The company receives an annual grant from the Norwegian Ministry of Climate and Environment with an accompanying grant letter related to major investments and possibly to operations.

Overall goals stated in the grant letter for 2024:

- Goal 1: Ensure efficient operations, and planned maintenance and development of Kings Bay's property and buildings.
- Goal 2: Safeguard protected archaeological/historical monuments and sites, as well as the untouched natural environment of Ny-Ålesund.
- Goal 3: Arrange for thematic research centres related to the prioritised research areas, with equipment and research infrastructure for shared use.
- Goal 4: Continue to be the preferred Arctic research station, with satisfied customers.

The company must comply with government guidelines on executive pay in companies with a direct government ownership interest.

Kings Bay AS must also balance social, environmental and financial conditions in a way that contributes to long-term, sustainable value creation and legitimacy for Ny-Ålesund as a world-class research station.

Our geographical location means that the transport of people and goods to and from Ny-Ålesund cannot currently be undertaken in a fully sustainable manner. This also applies to the bulk of all human activity on Svalbard.

Within the operating frameworks that Kings Bay AS can influence, the company will ensure that sustainability permeates all aspects of the operation and development of Ny-Ålesund, to create an ever greener research station. Important factors in this context are the development of an energy supply and local transport services that generate fewer emissions. In addition to energy conservation, the opportunities for a substantial energy contribution from emission-free sources will be investigated. A relatively small player such as Kings Bay AS must do this in coordination

with larger users. It will be crucial that technologies are proven and can function safely in the Arctic environment.

Sustainable development involves meeting today's environmental and human needs, without compromising the needs of future generations. Ny-Ålesund is easily accessible with relatively untouched surroundings as a reference point and is thus very attractive for Arctic scientific research and research-based cultural heritage management. However, the major interest in the Kongsfjord area and Ny-Ålesund is placing strong pressure on a vulnerable natural and cultural environment that in accordance with overarching policies and legislation must be protected as a virtually untouched environment. Measurements are made over time as a basis for assessing the environmental burden from the activities in Ny-Ålesund.

The government's goal for ownership of Bjørnøen AS

The government owns Bjørnøen in order to safeguard its ownership interests in the land on Bjørnøya (Bear Island). Bjørnøen AS is wholly owned by the Norwegian government. The government's goal as owner is to safeguard its ownership interests in the land on Bjørnøya.

1.2 Ny-Ålesund Research Station

The research strategy for Ny-Ålesund has been drawn up by the Research Council of Norway. Development and management of property, buildings and infrastructure will contribute to supporting the research strategy for Ny-Ålesund.

The Norwegian Polar Institute is the host in Ny-Ålesund and is responsible for coordinating the research activity in cooperation with the Ny-Ålesund Science Manager Committee, which consists of all the research participants in Ny-Ålesund. Kings Bay AS will maintain and develop technical infrastructure and community functions, as well as provide logistics and services so that Ny-Ålesund is utilised in the best possible way as a Norwegian platform for international collaboration on research.

A land use plan with development goals for the period 2023–2033 is being prepared. This is a key management document that will be taken into account in the strategy and form a basis for development and land use, for example the research station's plans for alternative uses of existing and protected buildings, modified and/or new research areas and expanded need for technical infrastructure.

The Norwegian Polar Institute and Kings Bay AS have collaborated to establish a joint communications strategy, design platform and website www.nyalesundresearch.no. The Ny-Ålesund Research Station trademark is managed in accordance with the adopted communications strategy.

Infrastructure in Ny-Ålesund:

- Kings Bay AS provides electrical power, district heating, water, sewerage, fire protection, a port, an airport, air transport, accommodation, a food and beverage service, the rental of research infrastructure, offices and laboratories, as well as service and assistance with sampling and field work
- Accommodation capacity for 200 guests per night including the town's 40–45 year-round residents
- The service building includes administration, reception area, mess/dining hall and other service functions in Ny-Ålesund
- Kings Bay AS provides a thematic, shared research infrastructure in the Marine Laboratory, the Veksthuset Terrestrial Laboratory, the Light Sensitive Cabin, the Gruvebadet Atmosphere Laboratory and the work boat MS Teisten
- Kings Bay AS manages 14 research buildings which are leased out for research activities to various institutions from 10 nations
- Buildings and installations worthy of protection: Twenty-nine protected buildings, with 23 in active use and 6 museum buildings for communicating the cultural history. The Amundsen airship mast and a large number of technical cultural heritage monuments and cultural heritage sites from the hunting, mining and polar history in Ny-Ålesund
- In a normal year, there will be approximately 13,500 research days, of which the Norwegian share is between 3,500 and 6,500, depending on rocket launches and activity by the University Centre in Svalbard (UNIS). At any given time, there are about 150 research projects in progress

2 Vision and values

Our vision is for Kings Bay AS to:

Facilitate world-leading scientific research and research-based cultural heritage management in the Arctic

The following values and attitudes will be the basis for fulfilling the company's vision:

What we do will be *Sustainable*

- We develop and manage Ny-Ålesund as a green research station with a high climate profile and sustainable use of resources and ecosystem services
- We safeguard, facilitate and initiate research-based activity within the field of cultural heritage in order to ensure sustainable use and protection of the cultural heritage in Ny-Ålesund.
- We protect a vulnerable natural and cultural environment in a climate undergoing rapid change

We will be *Responsible*

- We are a responsible and competent community partner and landowner with a focus on developing and facilitating scientific research and research-driven cultural heritage management
- We develop and maintain robust, environmentally friendly and climatically adapted technical infrastructure and public services for the benefit of researchers, the research and the environment
- We safeguard public safety and security in Ny-Ålesund

We will be *Attractive*

- We will continue to develop Ny-Ålesund as a first-class research destination with high levels of service and professional quality
- We offer an attractive Norwegian research platform with Norwegian and international participation
- We are the preferred full-range provider of certified, efficient and predictable transport, logistics, operation and maintenance services

We will be *Enthusiastic*

- We have a good corporate culture, development opportunities, established HSE procedures, and a high level of job satisfaction and enthusiasm both internally among the company's employees and externally towards our customers

We will be *Predictable*

- We have a predictable financial foundation that allows the company to perform its tasks and ensure a long-term, predictable operation of Ny-Ålesund Research Station as a venue for world-class research

3 Goals for the period 2024 – 2027

3.1 Business area goals

The operation of Kings Bay AS is divided into six business areas. In addition to the company's overarching vision and objectives, goals and visions have been created through internal processes for each of these business areas.

All business areas will work with sustainability. The company will assess whether it is relevant to environmentally certify certain business areas. The company will also prepare a long-term plan describing how to ensure that operations in Ny-Ålesund are climate neutral. In addition, the company will stimulate research into sustainability within the field of cultural heritage and the cultural environment.

Business area	Goal
1. Leasing out of research premises and research equipment	Provider of competitive premises and research facilities in the Arctic <ul style="list-style-type: none"> • The company aims for the highest possible utilisation of leasable buildings, shared laboratories and other infrastructure • The company will establish a basis for more Norwegian researchers and research and educational institutions to choose Ny-Ålesund • The company will facilitate thematic centres; leases, buildings, infrastructure and laboratories must be designed and operated in such a way that they contribute to increased collaboration and shared use • The company will facilitate research into cultural heritage and the cultural environment • The company is investigating a new pricing model that stimulates increased use of shared research infrastructure and increased earnings
2. Hotel/accommodation, provisioning and retail operation	<i>A first-class research destination and meeting place in the Arctic</i> <ul style="list-style-type: none"> • Guests will experience high levels of service and quality before, during and after their stays • Good meeting places will be arranged so that guests can meet and exchange knowledge and ideas • Existing buildings will be maintained and developed to meet contemporary standards and functions and to minimise the effect they have on local research
3. Operation and maintenance of equipment and buildings	<i>Full-range supplier of certified operation and maintenance services</i> <ul style="list-style-type: none"> • Kings Bay AS will be the preferred supplier of certified operation and maintenance services in Ny-Ålesund • Kings Bay AS will work in a planned and targeted manner with preventive maintenance based on active use and professionally recognised methods • Systems, methods and procedures will be developed for planning, operation, management and maintenance • Redundant solutions for critical infrastructure will be prioritised • The company will work systematically to reduce emissions of greenhouse gases and other pollution from the operations of Ny-Ålesund

<p>4. Land use and cultural heritage management</p>	<p><i>Responsible land use management and research-driven cultural heritage management. Facilitate appropriate and active use of protected buildings and cultural environment.</i></p> <ul style="list-style-type: none"> • Kings Bay AS will be a responsible and competent community partner, building owner and landowner in Ny-Ålesund • The company will organise its operation according to applicable environmental goals and with an objective of avoiding negative effects on a vulnerable natural and cultural environment. Kings Bay AS will have an updated, flexible and appropriate land-use plan and management plan that support and safeguard the planning area's protected buildings, valuable natural and cultural environment and research activity • Through an updated preservation management plan, protected buildings will be maintained, restored and adapted for appropriate use with contemporary standards • An active and adapted use of existing buildings will be prioritised over constructing new buildings. If new construction is appropriate, it will be adapted to the existing environment. • Kings Bay AS will stimulate and facilitate basic research and applied research in the field of cultural heritage and sustainable use of resources in Ny-Ålesund
<p>5. Community and settlement – infrastructure, energy and environmental management</p>	<p><i>Responsible and competent community partner and landowner. Protect public safety and security</i></p> <ul style="list-style-type: none"> • Public utility services such as water, sewerage, waste removal, energy supply and communications will be operated in a cost-efficient manner and with a high degree of reliability and quality • Risk and vulnerability analyses together with records and good internal controls, emergency preparedness and security management systems will support daily operations and long-term planning • The company has a goal of making energy production and other critical infrastructure and community functions in Ny-Ålesund more sustainable and more reliable, including backup solutions • The company will prioritise good framework conditions and a modern standard of housing for permanent residents

6. Transport and logistics operations involving aircraft, boats and fuel*Preferred supplier of logistics services in Ny-Ålesund*

- The transport solution for passenger traffic to the Ny-Ålesund research station will be sustainable, safe, predictable and timely, given the season and the logistics requirements of customers and employees
- Kings Bay AS will be the preferred supplier of logistics services and fuel in Ny-Ålesund