



# Kings Bay AS strategy 2026 – 2029



Adopted by the Board of Kings Bay AS on 20 November 2025



## *Facilitating World-Class International Research Collaboration and Preservation of Cultural Heritage in the Arctic*

Global warming is one of the greatest threats of our time. The UN climate report concludes that human impact on the climate has caused global warming to accelerate faster than ever before. The global average temperature has already risen by nearly 1.5 degrees since pre-industrial times. In general, changes in the Arctic are about twice as large as the global average, and especially on Svalbard, nearly four times as fast. The consequences of warming in the Arctic will amplify global warming as sea ice melts and increased amounts of greenhouse gases from thawing tundra are released. Studying the development of the Arctic is therefore crucial to understanding what will happen in the rest of the world.

Ny-Ålesund is particularly suited for climate and environmental research, offering easy accessibility combined with a rich and diverse natural environment that is minimally affected by local disturbances. This gives the location important advantages as a research arena for fjords, glaciers, land, atmosphere, and cultural heritage. The long time series that exist show how the surroundings are changing from a high-Arctic environment toward what we see in northern mainland Norway. Sustainable, responsible, safe, and predictable operations and development shall characterize Ny-Ålesund. The framework offered to users is shared infrastructure in an inspiring Arctic research destination located within unique, historically significant cultural heritage in the world's northernmost civilian settlement.

Kings Bay AS owns, develops, operates, maintains, and manages Ny-Ålesund as a modern Norwegian research station in close and strong collaboration with the Norwegian Polar Institute, which leads the research station according to the research strategy. The Ny-Ålesund research station enables Norwegian and international researchers to share knowledge and conduct outstanding scientific research in the Arctic.

The ambition is for Kings Bay AS to operate the Ny-Ålesund research station in a safe, efficient, and more climate-friendly manner. The company's operations depend on Norwegian and international researchers choosing Ny-Ålesund. The research station should become better known, more accessible, and more frequently cited within research communities. Kings Bay AS will encourage and facilitate shared infrastructure and thematic centers in line with the goals set out in the research strategy. Increased presence of Norwegian researchers may positively influence the general interest in Ny-Ålesund, and it is important that Ny-Ålesund remains attractive to the next generation of researchers.

This strategy, with annual revisions, forms the basis for the company's work and priorities for the period 2026–2029.

**Ny-Ålesund, 20 November 2025**

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Tor Instanes, Chair of the Board

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Bo Andersen, Deputy Chair of the Board

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Lise Bartnes Aalberg, Board Member

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Elin Bang Tverfjeld, Board Member

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Harald Bentz Høgseth, Board Member

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Hege Walør Fagertun, Managing Director

# 1 Purpose and Guidelines

## 1.1 Kings Bay AS

### Introduction

Kings Bay AS is owned by the Ministry of Climate and Environment and is a company where the state's objective as owner is the sustainable and most efficient achievement of sector policy goals. The company's main task is to operate, maintain, and develop the community in Ny-Ålesund in a safe manner, thereby providing services for research and environmental monitoring. Maintaining Norwegian communities on the archipelago in accordance with overarching Svalbard policy is also a sector policy goal for the company.

Kings Bay AS owns and has a special responsibility for managing cultural heritage within the Ny-Ålesund planning area.

### Articles of Association

According to the current Articles of Association dated 19 June 2025, Kings Bay AS has the following purpose:

*Kings Bay AS shall operate, maintain, and develop the company's properties on Svalbard, buildings, and other infrastructure in Ny-Ålesund, including a special responsibility for safeguarding the cultural heritage at the site.*

*The company shall provide services and facilitate the use of infrastructure at the site for research and scientific activities in Ny-Ålesund, as a Norwegian research station for world-class international research collaboration, in a way that supports the overarching goals of Norwegian Svalbard policy.*

*Planned development and management of buildings and infrastructure shall support the research strategy for Ny-Ålesund and facilitate thematic centers linked to priority areas with equipment for shared use. Kings Bay AS also provides administrative services to Bjørnøen AS.*

### Owner's Objectives

The owner's objectives emphasize follow-up of the Office of the Auditor General's report from December 2021 on the investigation of Svalbard companies' handling of climate change, as well as the ownership report's requirements for follow-up of sector policy goals and greenhouse gas emissions, climate risk, and impacts on biodiversity and ecosystems.

The state has set the following ownership objectives for the company in 2024 and in the government's ownership report Meld. St. 6 (2022–2023):

- The state owns Kings Bay AS to maintain a Norwegian research station in Ny-Ålesund for world-class international scientific research collaboration that supports the overarching goals of Norwegian Svalbard policy.
- The state's goal as owner is the most efficient possible operation, maintenance, and development of the company's property, buildings, and infrastructure to facilitate Ny-Ålesund research station as a Norwegian platform for world-class international scientific research collaboration.
- The company's activities are influenced by Svalbard policy and the framework set 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 at the site and thus also for the company's activities.
- The company receives an annual grant from the Ministry of Climate and Environment with an accompanying allocation letter related to major investments and possibly operations.

Sub-goals given in the allocation letter for 2026:

- Sub-goal 1: Ensure systematic maintenance and development of Kings Bay's property and building stock.
- Sub-goal 2: Ensure proper preservation of protected cultural heritage and the pristine natural environment in Ny-Ålesund.
- Sub-goal 3: Facilitate thematic research centers where prioritized research areas are provided with equipment and research infrastructure for shared use.
- Sub-goal 4: Continue to be the preferred Arctic research station with satisfied customers.
- Sub-goal 5: Further develop measures to increase the use of the Ny-Ålesund research station by Norwegian research institutions.
- Sub-goal 6: Achieve the most cost-effective operation of Kings Bay.

The company shall follow the state's guidelines for executive remuneration in companies with direct state ownership.

Furthermore, Kings Bay AS shall balance social, environmental, and economic factors in a way that contributes to long-term sustainable value creation and legitimacy for Ny-Ålesund as a world-class research station.

Due to its geographical location, it is currently not possible to have sustainable operations regarding transport of people and goods to and from the site. This also applies to the dominant part of all human activity on Svalbard.

Within the framework where Kings Bay AS has influence, the company shall ensure that sustainability characterizes all aspects of the operation and development of Ny-Ålesund into an increasingly greener research station.

Key aspects here include the development of more emission-free energy supply and local transport. Beyond energy efficiency, opportunities for a significant contribution from emission-free sources must be explored. A relatively small actor like Kings Bay AS must do this in coordination with larger users. It will be crucial that technologies are well-proven and can function safely in the Arctic environment.

Sustainable development is about meeting the needs of nature and people today without compromising the ability of future generations to meet their own needs. Ny-Ålesund is easily accessible with relatively undisturbed surroundings as a reference, making it highly attractive for Arctic scientific research and cultural heritage studies. However, the great interest in the Kongsfjord area and Ny-Ålesund also puts strong pressure on a vulnerable natural and cultural environment that, according to overarching policy and legislation, must be preserved as an almost untouched environment. Measurements are carried out over time as a basis for assessing environmental impacts from activities in Ny-Ålesund.

### **State's Ownership Objectives for Bjørnøen AS**

The state owns Bjørnøen AS to safeguard the state's ownership interests in the land on Bjørnøya. The state owns 100 percent of the shares in Bjørnøen AS. The state's objective as owner is to maintain the state's ownership interests in the land on Bjørnøya. A process has now been initiated to transfer Bjørnøen AS's property rights to the land on Bjørnøya to the Ministry of Trade, Industry and Fisheries.

### **1.2 Ny-Ålesund Research Station**

The research strategy for Ny-Ålesund has been developed by the Research Council of Norway. Development and management of land, buildings, and infrastructure shall contribute to supporting the research strategy for Ny-Ålesund.

The Norwegian Polar Institute leads the Ny-Ålesund Research Station and is responsible for coordinating research activities in collaboration with the Ny-Ålesund Science Manager Committee, which consists of all research actors in Ny-Ålesund. Kings Bay AS shall maintain and further develop critical and technical infrastructure and community functions, as well as provide logistics and services so that Ny-Ålesund is utilized as effectively as possible as a Norwegian platform for international research collaboration.

A land-use plan with development goals for the period 2024–2034 has been adopted. This is a key governance document and sets the framework for development and use of the area and buildings within the planning boundary.

Through collaboration, the Norwegian Polar Institute and Kings Bay AS have established a joint communication strategy, design platform, and website: [www.nyalesundresearch.no](http://www.nyalesundresearch.no). The Ny-Ålesund Research Station brand is managed in accordance with the approved communication strategy.

### **Infrastructure offered in Ny-Ålesund:**

- Kings Bay AS provides power supply, district heating, water, sewage, internet, fire preparedness, harbour, airport, air transport, accommodation and catering, rental of research infrastructure, offices and laboratories, as well as assistance with sampling and fieldwork.
- Accommodation capacity is up to 200 people, including 40–45 of Ny-Ålesund's residents.
- The service building houses administration, reception, mess/dining hall, and other service functions in Ny-Ålesund.
- Kings Bay AS provides thematic shared research infrastructure in the Marine Laboratory, the terrestrial lab Veksthuset, the Light-Sensitive Hut, the atmospheric laboratory Gruvebadet, and the research vessel MS Teisten.
- Kings Bay AS manages 14 research buildings rented out for research activities by various institutions from 10 nations.
- Kings Bay AS manages 27 protected buildings, of which 22 are in active use and 6 are museum buildings for conveying cultural history. The cultural environment also includes the Amundsen mast and a large number of technical-industrial cultural heritage sites and areas from the hunting, mining, and polar history of Ny-Ålesund.
- In a normal year, there are approximately 13,500 researcher-days, of which the Norwegian share is between 3,500 and 6,500 depending on rocket campaigns and UNIS activities. At any given time, about 150 research projects are ongoing.

## ***2 Vision and Values***

Our vision is that Kings Bay AS shall be:

### ***Facilitator for world-leading research in natural sciences and cultural heritage in the Arctic***

The following values and attitudes shall form the basis for fulfilling the company's vision:

### **What we do shall be Sustainable**

- We develop and manage Ny-Ålesund to become a research station with a strong climate profile and sustainable use of resources and ecosystem services.
- We work to facilitate and initiate research-based activities related to cultural heritage to ensure sustainable use and preservation of cultural heritage in Ny-Ålesund.
- We safeguard a vulnerable natural and cultural environment in a rapidly changing climate.

### **We shall be Responsible**

- We are a responsible and competent societal actor and landowner with a focus on development and facilitation of natural science and cultural heritage research.
- We develop and maintain robust, environmentally sound, and climate-adapted critical infrastructure and community operations for the benefit of researchers, research, and the environment.
- We ensure public safety in Ny-Ålesund.

### **We shall be Attractive**

- We further develop Ny-Ålesund as a first-class research destination with high service and professional quality standards.
- We offer an attractive research platform with Norwegian and international participation.
- We are the preferred total provider of certified, efficient, and predictable transport, logistics, service, operations, and maintenance services.

### **We shall be Enthusiastic**

- We maintain a strong corporate culture, development opportunities, established HSE routines, high job satisfaction, and enthusiasm internally among employees and externally toward customers.

### **We shall be Predictable**

- We have a predictable financial foundation that enables the company to perform its tasks and ensures long-term and reliable operation of the Ny-Ålesund Research Station with world-leading research.

## **3 Goals for the Period 2026 – 2029**

### **3.1 Goals for Business Areas**

Kings Bay AS's operations are divided into six business areas. In addition to the company's overall vision and objectives, internal processes have established goals/visions for each of these areas. The company works closely with the Norwegian Polar Institute, which is responsible for managing the Ny-Ålesund Research Station. In autumn 2025, the parties initiated work to establish a dedicated action plan for the development of the research station.

All business areas shall work with sustainability. The company will assess whether it is relevant to obtain environmental certification for certain business areas. The company will also work on a long-term plan for how Ny-Ålesund can be operated in a more climate-neutral manner.

Furthermore, the company will encourage interdisciplinary research within cultural heritage and cultural environments. The company has started work on financing a new research vessel through a joint application for funding with the Norwegian Polar Institute to the Research Council of Norway.

Business Areas	Goals
<p><b>1. Rental of Research Facilities and Equipment</b></p>	<p><i>Provider of Competitive Premises and Research Facilities in the Arctic</i></p> <ul style="list-style-type: none"> <li>• The company aims for the highest possible utilization of rentable building space, shared laboratories, and other infrastructure.</li> <li>• The company shall facilitate that more Norwegian researchers and research and educational institutions choose Ny-Ålesund.</li> <li>• The company shall facilitate thematic centers; Lease agreements, buildings, infrastructure, and laboratories shall be designed and operated in a way that promotes more collaboration and shared use. The use of premises and housing shall comply with Norwegian legislation.</li> <li>• The company shall facilitate research on cultural heritage and cultural environments.</li> <li>• The company is assessing a new pricing model that encourages increased use of shared research infrastructure and higher revenue.</li> </ul>

<p><b>2. Hotel/accomodation, Catering and Retail Operations</b></p>	<p><i>A First-Class Destination and Meeting Place in the Arctic</i></p> <ul style="list-style-type: none"> <li>• Guests shall experience a high level of service and quality before, during, and after their stay.</li> <li>• Facilities shall be arranged to provide good meeting places where guests can connect and exchange knowledge and ideas.</li> <li>• Existing buildings shall be maintained and further developed to meet modern standards and functionality while minimizing their impact on local research.</li> </ul>
<p><b>3. Replacements/Upgrades and Operation and Maintenance of Equipment and Buildings</b></p>	<p><i>Total Provider of Certified Operations and Maintenance Services</i></p> <ul style="list-style-type: none"> <li>• Kings Bay AS shall be the preferred provider of certified operations and maintenance services in Ny-Ålesund.</li> <li>• Kings Bay shall continuously work on upgrading and replacing research infrastructure.</li> <li>• Kings Bay AS shall work systematically and purposefully with preventive maintenance based on active use and professionally recognized methods.</li> <li>• Systems, methods, and routines for projects, operations, management, and maintenance shall be established.</li> <li>• Redundant solutions for critical infrastructure shall be prioritized.</li> <li>• The company shall work systematically to reduce greenhouse gas emissions and other pollution from the operation of Ny-Ålesund.</li> </ul>

#### 4. Land Use- and Cultural Heritage Management

*Responsible Land Use and Cultural Heritage Management.  
Facilitate Appropriate and Active Use of Protected Buildings  
and Cultural Environments*

- Kings Bay AS shall be a responsible and competent societal actor, building owner, and landowner in Ny-Ålesund.
- The company shall organize its operations in accordance with current environmental objectives and with the aim of avoiding negative impacts on the vulnerable natural and cultural environment. Kings Bay AS shall maintain an updated land-use plan and management plan that support and safeguard the protected buildings, valuable natural/cultural environment, and research activities within the planning area.
- Through an updated heritage management plan, protected buildings shall be maintained, restored, and adapted for appropriate use with modern standards.
- Active and adapted use of existing buildings shall be prioritized over the construction of new buildings. If new buildings are deemed necessary, they shall be adapted to the existing environment.
- Kings Bay AS will encourage and facilitate basic and applied research within the field of cultural heritage and sustainable resource use in Ny-Ålesund.

<p><b>5. Community and Settlement – Infrastructure, Energy, and Environmental Management</b></p>	<p><i>Responsible and Competent Community Actor and Landowner. Ensure Public Safety</i></p> <ul style="list-style-type: none"> <li>• Community technical services such as water, sewage, waste management, energy supply, and communications shall be operated cost-effectively, with high delivery reliability and quality.</li> <li>• Risk and vulnerability analyses, together with protocols and robust internal control, emergency preparedness, and safety management systems, shall underpin daily operations and long-term planning.</li> <li>• The company aims to make energy production and other critical infrastructure and community functions in Ny-Ålesund more sustainable and secure/redundant.</li> <li>• The company shall prioritize good framework conditions and modern housing standards for permanent residents.</li> </ul>
<p><b>6. Transport and Logistics Operations with Aircraft, Vessels, and Fuel</b></p>	<p><i>Preferred Provider of Logistics Services in Ny-Ålesund</i></p> <ul style="list-style-type: none"> <li>• Transport solutions for passenger traffic to the Ny-Ålesund Research Station shall be sustainable, safe, predictable, and time-efficient, considering the season and the logistical needs of customers and employees.</li> <li>• Kings Bay AS shall be the preferred provider of logistics services and fuel in Ny-Ålesund.</li> <li>• Kings Bay works to ensure coordinated rental of research infrastructure.</li> </ul>