

IFE's strategy 2026-2030

KEY INFORMATION

Institute for Energy Technology

Divisions



Energy
Research and Innovation



Nuclear
Research and Innovation



Technology
and Property



Nuclear Operations
and Safety

Underlying companies



Agilera
Pharma AS
(49%)



IFE
Invest AS
(100%)

1948

Established

>40

Nationalities

550

Employees*

1493

MNOK turnover**

4000 m²

Laboratories

* per 20.02.2026 ** regnskapstall 2024

IFE in transition



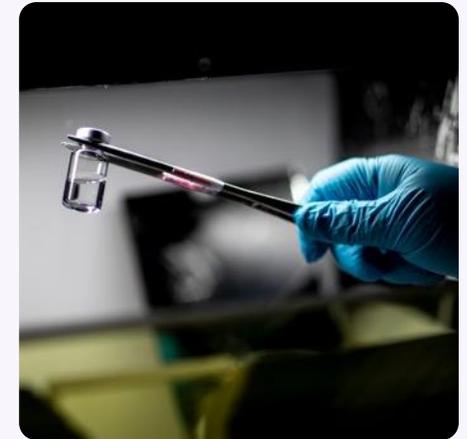
Haldenreaktoren
Transferred to NND 1 April
2025



KLDRA in Himdalen.
Transferred NND Q2 2026
License until 30.04.28



The facilities at Kjeller
Transferred NND Q3 2028
Licence until 31.12.28



Separation and divestment
in Agilera Pharma AS.

Major societal challenges

Major societal challenges require research and innovation

Geopolitics and international security



Energy



Climate, energy and nature



Technology



Innovation and competitiveness



Geopolitics and International Security

A photograph showing four soldiers in full combat gear, including helmets and tactical vests, walking away from the camera on a dirt path through a forest. The path is flanked by dry grass and brush, with tall, thin trees in the background. The lighting suggests an overcast day.

IFE's contribution:

- Safety and emergency preparedness
- Fast-to-use technology
- Shielded/graded research
- Technological autonomy
- Socially critical data
- Nuclear safety (OECD/NEA)
- Nuclear power competence
- Responsibility Kjeller and Himdalen

Energy



IFE's contribution:

- Integrated energy solutions
- Solar, wind, batteries, hydrogen, ammonia
- Decentralized and resilient energy systems
- Energy efficiency and reduced vulnerability
- Energy scenarios and emission analyses
- Battery and solar technology (pilot lines)
- Offshore and offshore electrification
- Carbon capture and storage (CCS)
- Advanced production and joining technology
- Critical raw materials and security of supply
- Nuclear power: control room, safe operation and instrumentation

Climate, Environment and Nature



IFE's contribution:

- Reduction of CO2 emissions and energy efficiency
- Nature use and interaction between humans and nature

Technology



IFE's contribution:

- AI and digitalisation (human-centred, secure use)
- Cybersecurity in complex systems
- Digital and hybrid threats
- Digital sovereignty and trust
- Autonomous and sovereign digital solutions

Innovation and Competitiveness

A wide-angle photograph of an automotive assembly line. Several yellow robotic arms are positioned over a conveyor belt that carries car chassis. The robots are in various stages of assembly, with some appearing to be welding or attaching parts. The factory floor is clean and well-lit, with a high ceiling and industrial lighting. The overall scene conveys a sense of advanced manufacturing technology and automation.

IFE's contribution:

- Research and innovation in Europe's key sectors
- Close collaboration with industry partners
- Sustainable and competitive solutions
- Software and simulator technology
- Design, development and process optimisation
- Management tools for industry and research

IFE's strategy 2026-2030

Vision, social mission and values



VISION Research for a better future

Contribute to value creation in Norway through research and innovation

VALUES: *Passion, Creativity and Integrity*

Safe handling and clean-up after 70 years of nuclear operations in Norway

VALUES: *Safe, trustworthy and responsible*





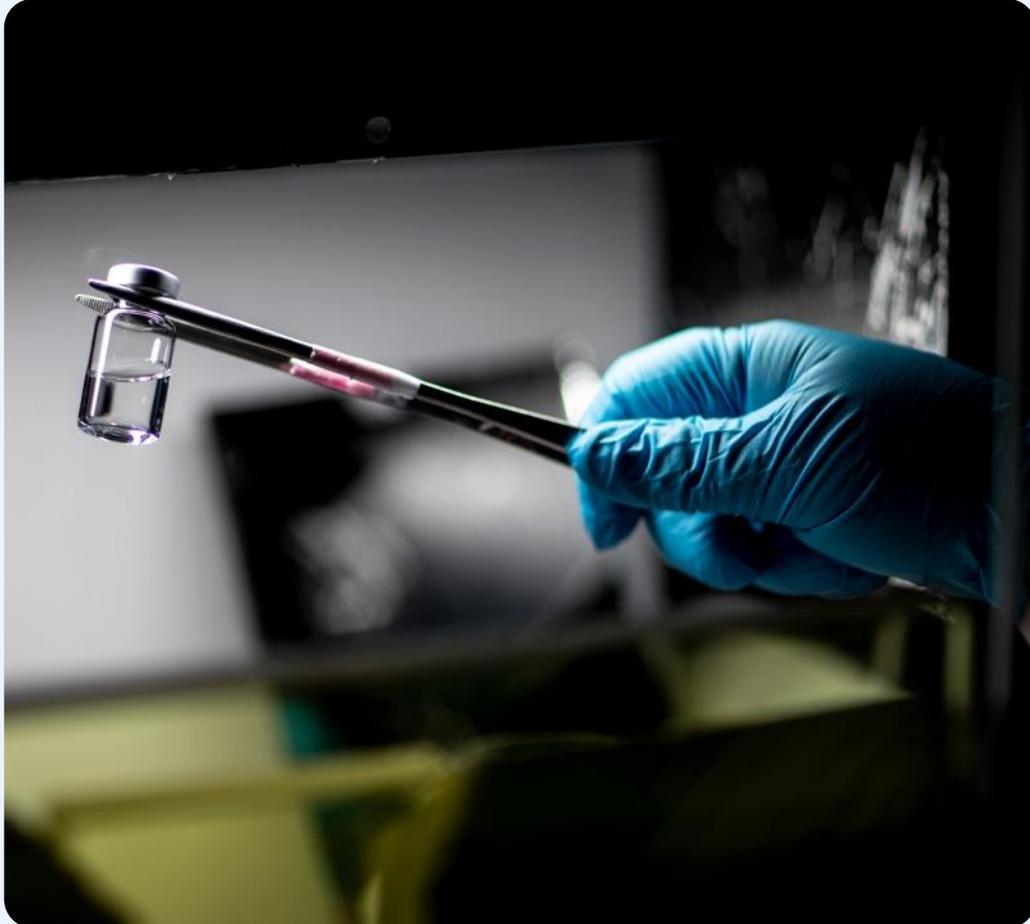
GOAL 1:

Contribute to solving major societal challenges through research and innovation

Priorities 2026-2030:

1. Strengthen IFE's role as a research partner for sustainable innovation, transformation and enhanced competitiveness
2. Take a leading position in Europe within applied research on nuclear energy, nuclear technology, critical raw materials, security, preparedness and defence
3. Take the lead of or participate in national and international research centers





GOAL 2:

Commercialization based on technology development and IFE's expertise

Priorities 2026-2030:

1. Develop competence, culture and networks that strengthen commercialisation
2. Develop IFE Invest AS as IFE's Technology Transfer Office (TTO)
3. Further develop Agilera Pharma AS as a leading radiopharmaceutical CDMO in collaboration with PharmaLogic



GOAL 3:

Provide attractive facilities and infrastructure for research and pharmaceutical production

Priorities 2026-2030:

1. Develop IFE's property at Kjeller into a leading research and technology park
2. Develop a master plan for the further development of IFE's property in Halden
3. Construct new laboratories and upgrade existing ones
4. Reduce environmental impact





GOAL 4:

Contribute to an informed public debate and influence social development

Priorities 2026-2030:

1. Actively participate in boards, councils and committees where policy and framework conditions are shaped
2. Contribute to an informed public debate within IFE's areas of expertise

GOAL 5:

Care for and develop our employees

Priorities 2026-2030:

1. Ensure a healthy working environment while adapting the organization and operations to a smaller institution without nuclear facilities
2. Secure critical competence through employee development and targeted recruitment
3. Strengthen IFE's reputation among students and recent graduates as an attractive workplace, offering strong research environments, stimulating professional challenges and forward-looking opportunities

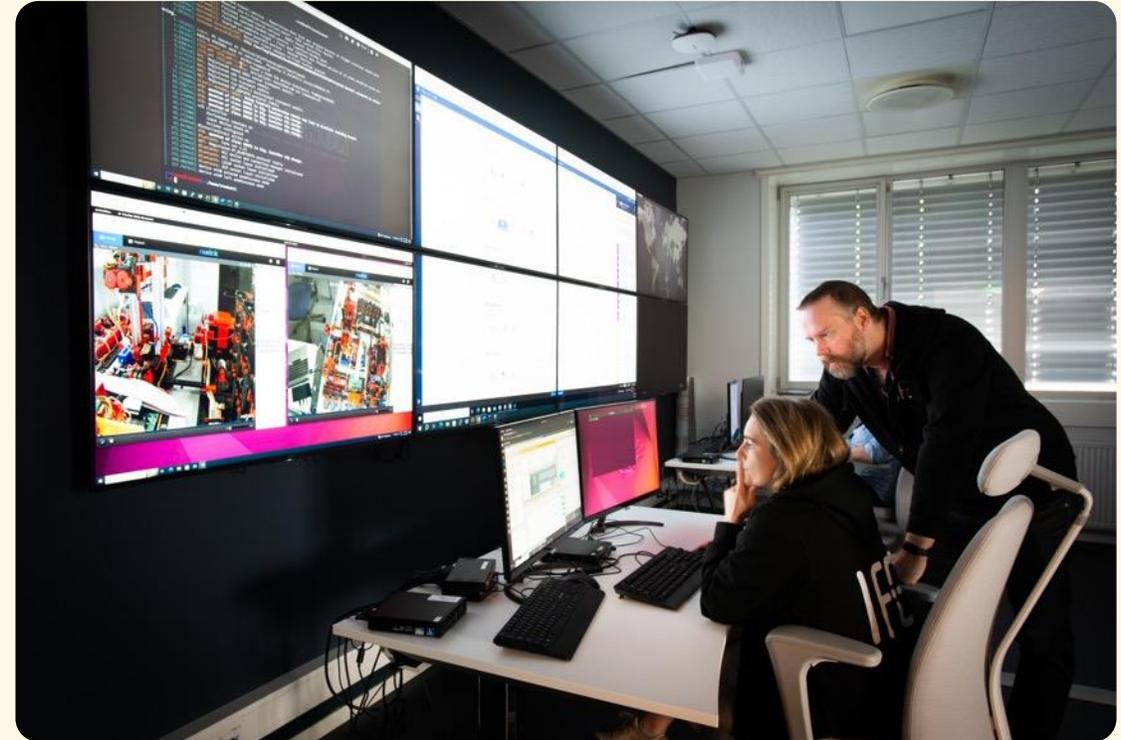


GOAL 6:

Simplify and improve everyday work experience

Priorities 2026-2030:

1. Implement systems and technologies that enhance quality, streamline work processes and improve efficiency – supported by strong training initiatives





GOAL 7:

Maintain an appropriate level of safety and security

Priorities 2026-2030:

1. Strengthen the safety culture across the entire organisation and establish a shared understanding of safety and preparedness
2. Implement security measures and introduce the Civil Emergency Preparedness System (SBS)
3. Enhance safety at the nuclear facilities at Kjeller

GOAL 8:

Facilitate the transfer of the nuclear facilities at Himdalen and Kjeller to the state

Priorities 2026-2030:

1. Complete the "Division of Kjeller" programme as planned and ensure that IFE is released from its nuclear license
2. Prepare for and carry out the transfer of employees to NND



