

Strategic business development concerning additional future revenue streams

ESS funding is dependent on government grants from the 13 member countries. During the upcoming operating phase, which is expected to begin in 2027, government grants will make up most of the negotiated budget. For ESS, it is of strategic value to identify other possible revenue streams that can be used more freely and thus increases the room for action. Such funds can, for example, be used to drive the future vision of ESS becoming a national icon like the Nobel Prize and a booster for the next generation of innovations.

In general, ESS's future income can be divided into three categories:

- 1) Public grants from the member states according to the agreed budget for the purpose of providing beam time to researchers, where the selection is based on scientific excellence.
- 2) Revenues from industry when companies pay for beam time. The initial thoughts regarding this are developed in the attached memo that you were able to see last summer.
- 3) Other income, for example the use of building rights and land in connection with the facility, sale of surplus energy, donations, and grants, etc.

Already at the first meetings with EAB, several members pointed to the value of developing business models to address points 2 and 3 above. Now the development of ESS is at such a stage that there is reason to start this work. At the next meeting, we would therefore like to discuss how such a process can be executed and what input is needed to create the most value, while at the same time making optimal use of EAB's expertise and experience.

Appendix: PM on access to European Spallation Source, dated July 2022.