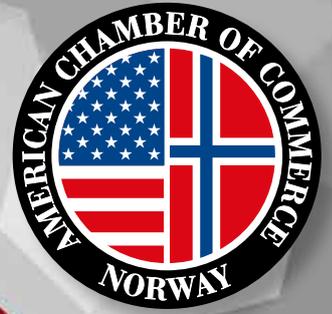


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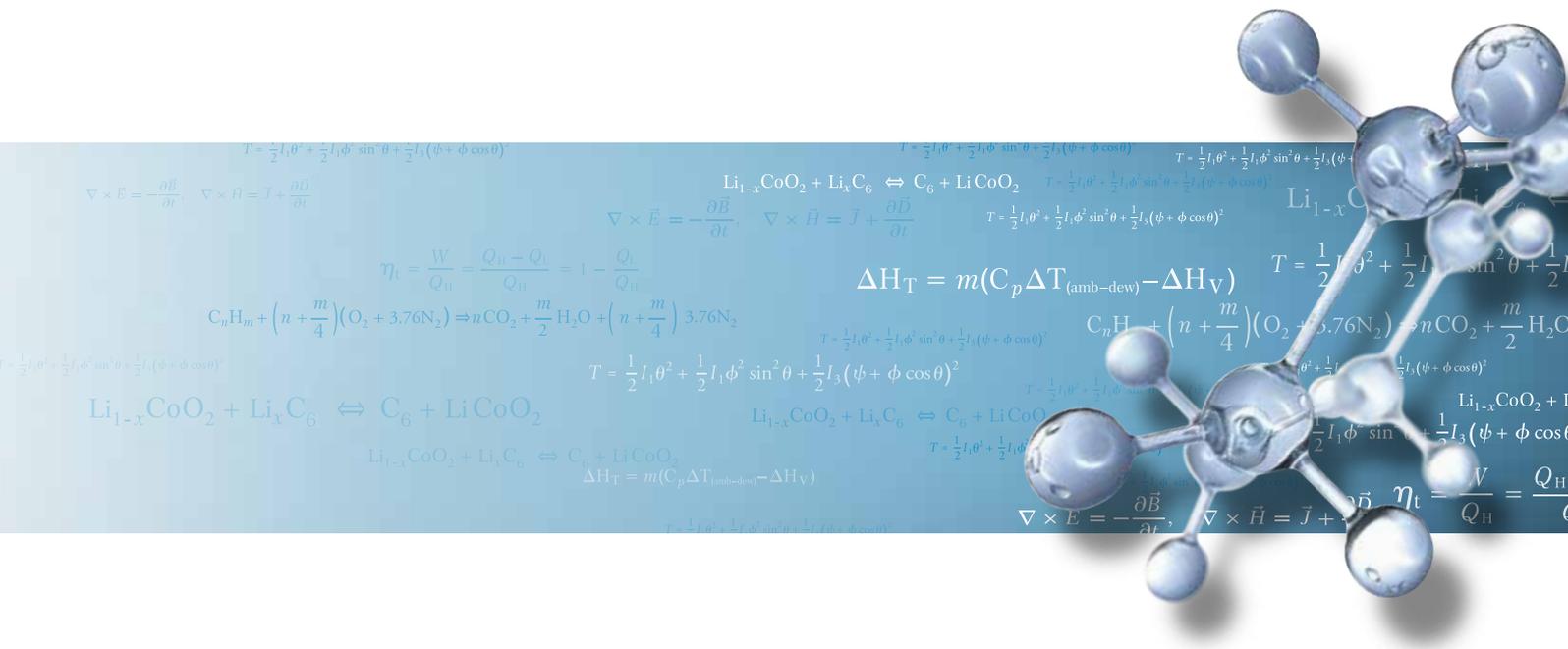


## Membership Guide

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The American Chamber of Commerce in Norway has made every effort to ensure the accuracy of the information in this publication. We apologize for any errors or omissions. AmCham Norway would like to thank contributors for making this publication possible. If your company would like to advertise in future publications please do not hesitate to contact us.

### About this year's Membership Guide

For the past several years AmCham Membership Guide content has focused on key member industry groupings:

2006 Energy, 2007-08 Pharmaceutical, 2008-09 IT, 2009-10 Financial, 2010-11 Food & Beverage, 2011-12 Business Services, 2012-13 Energy

By delving deeper into member issues through the articles presented herein, it is intended that the reader may better understand current industry challenges and opportunities. We welcome your feedback and suggestions for future industry focus.

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# AmCham Norway

## Dear Members & Friends



**Jason Turflinger**  
Managing Director

We at AmCham are very privileged to continually interact with executives representing our 220 internationally oriented member companies. The often blunt nature of information conveyed allows for an unparalleled perspective that cannot be captured via questionnaire or impromptu exchange. Developing *trust and long-term engagement*, in other words, is at the heart of our burgeoning organization.

The same is true of our many relationships within the US and Norwegian public sectors. As a trusted partner, AmCham's ability to access and rally combined government and member resources to solve specific problems is mounting. At the same time, we understand well the necessity of contributing to long-term initiatives like education exchange promotion, US *economic statecraft* and a *knowledge-based Norway*. Despite rumors of a Norwegian workforce on eternal holiday, our members will be hard at work over the coming year doing

what they do best and, subsequently, filling government tax coffers. Though it seems hard to overstate Norway's unique economic position within Europe and the world today, political parties would be well-advised to remember who underwrites the prosperity we all enjoy. In the lead up to next year's election, AmCham events will highlight value creation in Norway, letting others debate how to spend it.

More immediately, US politics will take center stage with our popular US Election Night Event this fall. Together with our Democrat, Republican, Embassy and sponsor partners, this year's all-nighter promises to again be the election epicenter for a remarkably attuned Norwegian audience! As always, our work continues on your behalf.

Sincerely,  
  
**Jason Turflinger**  
 MANAGING DIRECTOR

## Who We Are



**Andrea N. Imbsen**  
Project & Administration  
Manager



**Tone Nymo**  
Project & Member Relations  
Manager



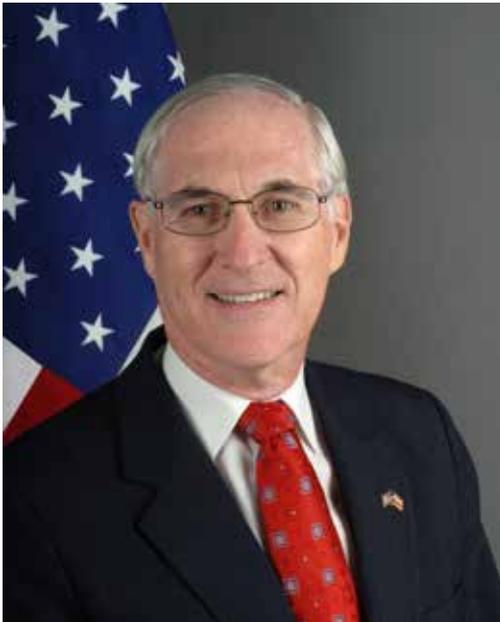
**Benjamin Kuban**  
Intern

### Internship program

Our internship position is offered to one student or recent graduate twice a year. Through this volunteer position, our interns are an essential part of the AmCham team. They are exposed to high profile international companies in Norway and have the opportunity to network within Norwegian-American businesses. They gain hands-on experience within a growing, international organization during their studies. Our interns are responsible for a range of

duties including but not limited to; database maintenance, routine member correspondence, and project and event assistance. If you would like more information about this internship, please contact Andrea Imbsen at [ani@amcham.no](mailto:ani@amcham.no). Our internship application deadlines are July 5<sup>th</sup> and January 5<sup>th</sup>. Please indicate why you are interested in the position and what you can bring to the AmCham team.

## Dear Members



It is hard for me to believe that I have been the United States Ambassador to the Kingdom of Norway for two and a half years. Time has certainly flown by. I vividly remember presenting my credentials to His Majesty King Harald V on November 5, 2009, giving my very first speech as Ambassador at the 2009 Thanksgiving dinner hosted by the American Chamber of Commerce in Norway, and, of course, welcoming President Obama to Oslo to receive the Nobel Peace Prize on December 10, 2009.

It has been my goal to deepen and broaden the economic relationships between the United States and Norway. So it's no surprise that one of the highlights of my service in Norway has been the close working relationship that exists between the American Chamber of Commerce and our Embassy. We have worked together on a number of important matters to increase commerce and trade between the US and Norway and, just as important, we have worked to increase people-to-people exchanges between our two nations. Under President Obama, Secretary Clinton, and Secretary Bryson's leadership, we at the Embassy are working diligently to engage in economic statecraft and commercial diplomacy to actively expand trade and investment opportunities for US companies in Norway.

Working with our Foreign Commercial Section, our Political and Economic Section, and our Public Affairs Section, we have hosted a wide range of networking events to promote commercial and economic relations, including frequent CEO business round tables on a range of issues affecting businesses in Norway and the US. With my background as an attorney who has represented many commercial and business clients from start-ups to businesses listed on major stock exchanges, I have a great deal of respect for the entrepreneurs, innovators, business managers and leaders who create dynamic business environments. I have been fortunate to work with many US companies seeking to do business in Norway and with many Norwegian companies

trying to improve their business prospects in the US. We at the Embassy will continue to work to expand those opportunities during my tenure as Ambassador.

Not only have I had the opportunity to travel through all 19 counties of Norway where I met with government, business, labor and educational leaders, but I also have reached out to the Norwegian diaspora in the United States. I have travelled to Minnesota, Seattle, Houston, New York, Los Angeles, Silicon Valley, and my hometown of Boston to encourage business, government, and education leaders in those communities to foster and build closer economic ties between our two great countries.

Our Embassy is standing by to assist and work with US and Norwegian businesses and the American Chamber of Commerce to grow and enhance the commerce between the United States and Norway. Please call upon us to assist you in whatever way we can.

One more very important matter: on November 6, 2012, Americans all over the world are given the opportunity to vote for a President and Vice President, and for Senators and Congress people. If you are not already registered to vote, I urge all of you who are eligible to please register and vote. You can contact our Embassy to assist you in exercising this privilege and right. The email address is [voteoslo@state.gov](mailto:voteoslo@state.gov). More information on absentee ballots can be found at [www.fvap.gov](http://www.fvap.gov).

Sincerely,

A handwritten signature in blue ink that reads "Barry B. White". The signature is written in a cursive, slightly slanted style.

Barry B. White  
US AMBASSADOR

## Dear Fellow Members,

I am honored to again contribute to AmCham's dedicated efforts to strengthen US-Norway ties. This is an important, timely mission and one need not look further than the daily Norwegian newspapers to understand that there are those actively pulling in the opposite direction. In my third year as Chairman, I look forward to working with a leaner and meaner Board of Directors to help guide and center AmCham's activities. Like our expanding membership base, the Board's combined experience and know-how is unparalleled among internationally oriented business organizations in Norway. We intend to utilize this wisdom through AmCham's many pro-business initiatives.

Steady growth on all fronts has been AmCham's hallmark during the last few years. Perhaps most importantly, we are increasingly able to assist our members in taking proactive measures to build a better foundation for their businesses. Over the past year, for example, we have:

- Continually made the case to strengthen Norwegian public spending and initiatives toward the US
- Contributed heavily to a number of ongoing US-Norway trade negotiation issues
- Utilized our unique structure to foster collaboration amongst members who are otherwise very tough competitors
- And, simply put, we have gotten to know our members' businesses much more intimately than was previously the case

By providing increasingly stronger member services, growth will naturally continue. Over the next year, we will maintain the good balance between quality of service and revenue driving activities, such as membership growth and events.

I want to point out the relationship AmCham has with Ambassador White and Mrs. White - which is one of close cooperation and shared goals. I take this opportunity to formally thank them both for their support, their dedication and hospitality. I truly enjoy the working relationship we share and look forward to our cooperation in the year to come.

Finally, I would like to commend the AmCham staff for their relentless efforts and high quality work. I also salute you, our members, for acting upon the understanding that key relationships should not - and cannot - be taken for granted.



SINCERELY,

 A handwritten signature in black ink, which appears to read "Jan Grønbech". The signature is fluid and cursive.
 

JAN GRØNBECH,  
CHAIRMAN

# Board of Directors

## Executive Committee



**Mr. Jan Grønbech**  
Chairman  
Google



**Mr. Pål Rokke**  
First Vice Chairman  
Citi Norway



**Mr. Stein Rømmerud**  
Second Vice Chairman  
Coca-Cola Norge



**Mr. Michael Klem**  
Treasurer  
PwC Accounting



**Mr. Vidar Keyn**  
Liaison  
US Embassy

## AmCham Board



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Director  
IBM Norge



**Mr. Nils Arne Grønli**  
Director  
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**Mr. Lars Hanseid**  
Director  
3M



**Mr. Torfinn Hansen**  
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Pfizer Norway



**Ms. Berit L. Henriksen**  
Director  
DNB



**Mr. Tim Keane**  
Director



**Ms. Christine Korme**  
Director  
Microsoft Norge



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**Mr. Lars Listhaug**  
Director  
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Director  
Chartis Europe, Norway



**Mr. William W. Nunn**  
Director  
Nordic American Group



**Ms. Meg O'Neill**  
Director  
ExxonMobil Norway



**Mr. Viestarts Rutenbergs**  
Director  
KPMG

## Executive Committee

The Executive Committee, composed of AmCham Board members, actively participates in the management of AmCham. All Board members are appointed during the Annual General Meeting.

# US and Norwegian Energy Cooperation



It is a great pleasure for me to address the members of the American Chamber of Commerce in this Membership Guide dedicated to energy.

Energy is a vital commodity for Norway and the rest of the world. The industrial development, growth and welfare Norway can benefit from today is largely based on our energy resources, in the first phase our hydro power resources and now the significant offshore petroleum resources. Norway is a major global energy provider. We are the second largest gas exporter and the sixth largest oil exporter in the world.

The relationship between Norway and the United States has always been strong. This tie is particularly important when it comes to the petroleum industry. When the large oil and gas resources first were discovered outside Norway in the 1960's, the much needed technology and expertise came from American companies. The first commercial discovery on the Norwegian continental shelf was made by the American company Phillips. This Norwegian-American collaboration plays a central part in our petroleum history, currently Norway's largest industry.

Forty years of oil and gas production has enabled us to develop a world leading petroleum industry and cutting edge technologies. Seismic surveying, subsea technology, drilling equipment, integrated operations, advanced wells and reservoir management are just a few areas where Norwegian companies have particular expertise.

The United States is the largest market outside of Norway and the Houston area hosts 7000 Norwegian expats and approximately 140 companies that are either Norwegian or have strong links to Norway. Most of these companies operate in the energy, shipping and finance sectors.

One of the leading Norwegian companies in the region is Statoil, who is heavily involved in, amongst others, the deep water Gulf of Mexico. Thus, we are today witnessing that Norwegian and American companies work closely together, and through cooperation and competition take benefit of their expertise and their innovative technology.

The Norwegian oil and gas activities are moving northwards, exploring new opportunities in the High North. In Alaska, production has been going on for decades. The US Geological Survey estimates that as much as one fifth of the world's undiscovered petroleum resources could be found in the Arctic. Both Norway and the US have ambitions to continue to produce oil and gas in the High North. Consequently, this is an area where we in the future will see more cooperation and competition between Norwegian and American companies, to the benefit of both nations.

The world needs to cut emissions of greenhouse gases from the energy sector. The fossil fuels will continue to play a major role in energy production for decades to come, therefore we must keep improving efficiency and develop and deploy smarter, cleaner solutions, such as carbon capture and storage. We also need to step up our effort to develop and deploy renewable energy.

Indeed, the Norwegian Government is undertaking focused efforts in all these areas and we participate in the Clean Energy Ministerial, an initiative that was launched in 2010 by the US Secretary of Energy Steven Chu. The Energy Secretary visited Norway in 2009 and saw both the construction of the CCS Technology Center at Mongstad and a pumped hydro storage plant on the west-coast of Norway. I had the pleasure of meeting him in Washington D.C. in November last year and we will meet again in London on 25 and 26 April at the third Clean Energy Ministerial. In addition, US Secretary of the Interior Ken Salazar will be coming to Norway this summer to participate in two ministerial meetings I will host. One on offshore safety and one on Arctic energy issues - two topics that are of considerable importance for our two nations and for the development of the future supply of oil and gas.

The US and Norway have a long standing and excellent relationship covering all sectors of interest for our two nations. We have long enjoyed a rewarding relationship in oil and gas development. Our relationship will continue to develop in the future to the benefit of both nations.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ola Borten Moe'.

Ola Borten Moe

MINISTER OF PETROLEUM AND ENERGY



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# Building America's Energy Future Together

"Nowhere is the promise of innovation greater than in American-made energy," said president Barack Obama in this year's State of the Union address. In a time of economic uncertainty in the United States, the energy sector stands out as a growth story, and Norwegian technology is playing a key role.

"We have a supply of natural gas that can last America nearly 100 years. And my administration will take every possible action to safely develop this energy. Experts believe this will support more than 600,000 jobs by the end of the decade," said Obama.

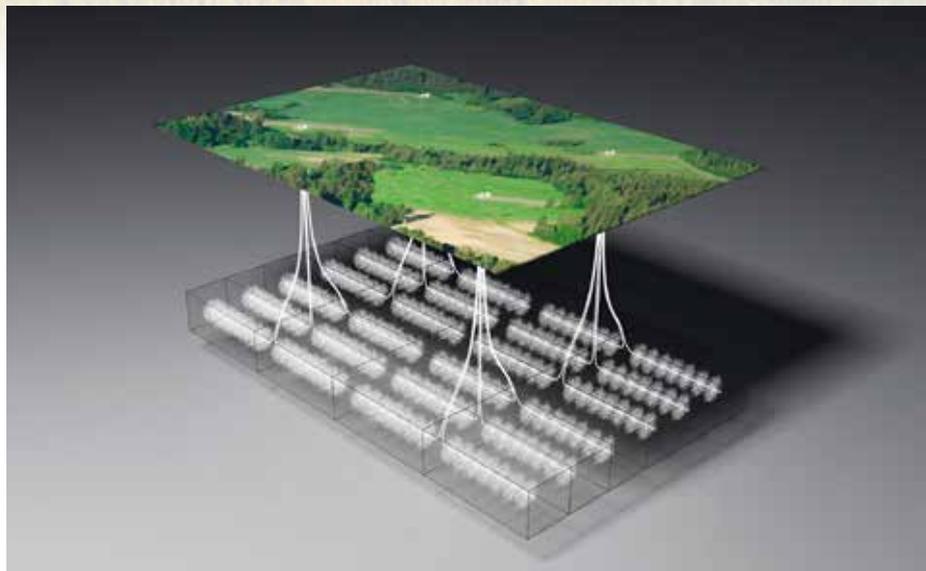
His challenger Mitt Romney states that the natural-gas revolution is creating direct jobs in construction and drilling, and producing a resurgence in American manufacturing. In the next couple of years, billions of dollars will be invested in pursuit of these opportunities.

Analysts expect that US oil and gas production will grow significantly over the coming decades. One of the reasons for this optimism is the development of "unconventional" resources onshore. The US has vast resources of shale gas, or natural gas formed in fine-grained shale rock, and tight oil, or oil in reservoirs with relatively low porosity.

These resources have been known for decades. However, advances in horizontal well drilling and hydraulic fracturing has made production more technologically and economically feasible.

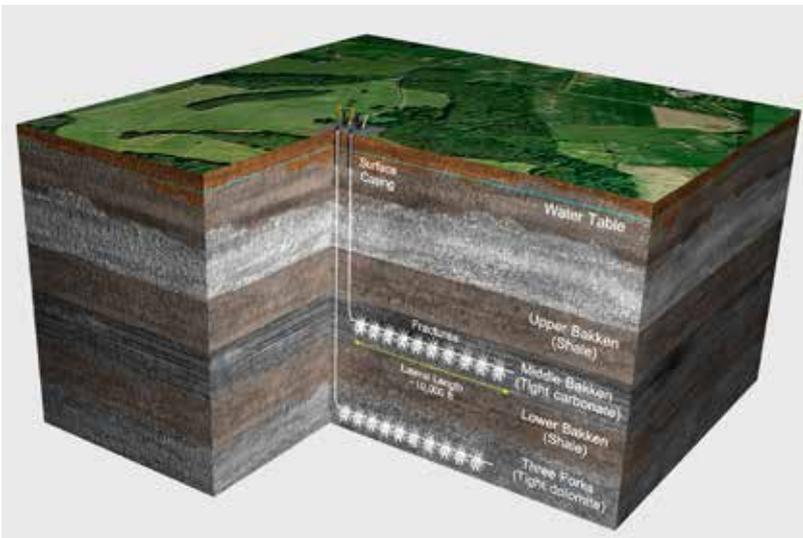
## Contributing to the world's energy supply

In Statoil, we believe that onshore oil and gas resources in the United States will be an important part of long-term energy supply. The world's energy demand is expected to increase



steadily in coming decades, driven mainly by population growth and increased standards of living. For the foreseeable future, fossil fuels will be the primary energy carriers in the world's energy supply.

In time, renewable energy will make an increasingly important contribution, but it takes time to develop an industry in the scale required to really make a difference in the global energy mix. The task of supplying the world with enough energy for the coming decades is a tough one. Unconventional resources will be a necessary part of the future energy picture. And the



United States has vast resources which can contribute to the world's energy supply.

**Applying a step-wise approach**

Statoil has a substantial presence in the US with activities in the Gulf of Mexico and offshore Alaska, and trading in Stamford, Connecticut. Including our operations in Canada, we are now 1200 people strong across North America. Our ambition is to produce 500.000 barrels of oil equivalents per day in North America by 2020.

Now, Statoil is positioning as a leading player onshore. In 2008, we entered the Marcellus shale gas play in the north-eastern US Building on our experience, we entered the Eagle Ford oil and gas play in Texas in 2010. In October 2011, Statoil secured

entry into the Bakken and Three Forks tight oil play. This play extends across North Dakota, Montana, southern Saskatchewan in Canada and parts of South Dakota - an area equalling around 10 per cent of mainland Norway! Through Bakken, Statoil also takes on its first onshore operatorship in the US

**Leading-edge technology and high HSE standards**

Some ask: As a company known mainly for offshore, what does Statoil have to offer onshore? We are convinced that technology will be important to take out the potential of these resources, and we are applying technologies developed on the Norwegian Continental Shelf to increase production and safety, and reduce cost.

We also understand that unconventionals present challenges. It is a young industry which will be continually improved. We believe that we can play a positive role with our experience and approach.

In a sense, we have come full circle. The United States was instrumental in developing the North Sea as an energy province in the late 1960s. Today, Norwegians and Statoil are proud to be part of new efforts to unlock America's energy potential. There is every reason to be optimistic about America's energy future.



*Fredrik Norman  
Corporate Communications  
Statoil*



# Scatec's Renewable Success

Trying to place Scatec in a specific business category is not an easy task. "There is no box that really fits what we do," admits Sven Røst, Vice President of Communications at Scatec. The company, which provides full investment for the development and growth of firms working with renewable energy and advanced materials, currently operates and maintains ownership in 12 subsidiaries. What differentiates Scatec from, say, a venture capital firm lies in Scatec's competence to fully organize and establish new businesses with everything from staffing to legal resources.

Started in 1987 by Dr. Alf Bjørseth, Scatec is a product of years of experience in research in innovation. After earning his doctorate in physical chemistry in 1979, Dr. Bjørseth held research and teaching positions before moving on to his entrepreneurial work. Prior to Scatec, Dr. Bjørseth founded multiple renewable energy companies that were later merged into what is today Renewable Energy Corporation (REC). After selling his ownership stake in REC, Dr. Bjørseth focused his efforts on building up Scatec, for which he now serves as the Chairman and CEO.

With a diverse technological history, Scatec's recent successes in renewable energy trace back to 2005 when the company

hired its first staff and the production of silicon wafers with Norsun in 2006. More than just producing components for PV solar cells, however, subsidiary Scatec Solar also provides turn-key solar energy solutions. Through creativity and the versatility of solar energy, the company offers unique energy providing solutions such as a rooftop adaptation installation at St. Jean's Vineyard in California.

A question that quickly comes to mind is whether the same challenges that have affected Dr. Bjørseth's former company REC will also affect Scatec? Increasing competition in production led to a dramatic drop in the price of silicon wafers in 2009, something that could logically also cause problems for Scatec. Interestingly, however, for turn-key solar solutions like Scatec Solar, this is a benefit as the company's costs for assembling PV panels ultimately decreases as well. And luckily for silicon wafer producer Norsun, the competition in higher quality, mono-crystalline wafers is not a threat just yet, but a serious consideration for the future.

In order to stay ahead of the curve in both renewable energy and advanced technology, Dr. Bjørseth maintains a high level of interaction with strategic partners in the US. Through lectures at academic institutions and working with investment partners,



Sven Røst  
Vice President, Communications  
Scatec



**Scatec**  
Scandinavian Advanced Technology



new contacts are constantly being made for discussions in exciting new areas for development. "One of the strengths Alf has is through networks developed in the United States through research, funding and talent," Mr. Røst explains. "A big part of his interest is in the research end of business and so cooperation in these areas is of key importance."

#### **A Bright Opportunity**

A 2009 Scatec Solar press release quoted then CEO Ravi Khanna as saying that the US was rapidly emerging as the world's largest solar PV market. Three years later, however, growth has been slower than originally expected, Røst explains. Despite the fact that the US terrain is better suited for harnessing solar energy than Europe, the country as a whole has been slower to transition to the technology.

The biggest challenge for Scatec's US expansion is not so much in competition, but gaining greater acceptance from the market itself. The US is behind on its understanding of solar energy, holding onto the thought that it is still in its primitive stages and lacking a cost-benefit aspect. Additionally, the American market is not structured in the same way as more developed solar markets, like Germany, where the purchase

price of electricity contracts remains fixed, making them easier to calculate. Government requirements for grids to purchase renewable energy when possible are not in place and the companies working on solar power installment projects also need to see a form of tax benefit to realize the initial value.

Despite these hurdles, Scatec continues to power on. With new projects planned, including a solar panel installation at former military base in Hawaii, it is clear that there is significant growth potential for the company - *and* that it is just a matter of time before the market catches up.

In addition to solar energy, the company is also making revolutionary breakthroughs in projects like that in Norsk Titanium. Through a patented plasma welding technique emulating forged titanium structures without layers or seams, titanium components can be used in everything from aircraft parts to prosthetics. The new technique also eliminates waste levels which sometimes reach 90% in standard production. Certainly advancements like these, in addition to Scatec's many others, are just the beginning. Through further cooperation between Scatec and their US partners, there are many great things to come.

*By Benjamin Kuban, AmCham*





# Looking Toward 2050

**C**onocoPhillips is now preparing the Greater Ekofisk Area for 40 more years of oil and gas production – after over 40 years of successful operations of the first oil field on the Norwegian Continental Shelf.

In 2011 we celebrated 40 years since the start of production from Ekofisk back in the summer of 1971, less than two years after the discovery of the giant Ekofisk field in the North Sea.

Last year also marked the beginning of the next 40 years, when the Norwegian Parliament approved the Plans for Development and Operation of the Ekofisk South and Eldfisk II projects. Together with the new Ekofisk field centre and accommodation platform approved in 2010, these major projects will form an important part of the foundation for continued operation over the next decades.

Over the years ConocoPhillips has been an innovative operator with several technological firsts - including the first water injection in an offshore chalk field, the Ekofisk jack-up operation and in recent years; integrated operations and permanent fiber optic seismic cables on the seabed. The expected recovery rate from the field has increased from 17 percent back in the 70's to 52 percent. The ambition is even higher.

## Legacy position

“The vision for ConocoPhillips in Norway is to sustain our legacy position towards 2050. Further development in the Greater Ekofisk Area is essential. It constitutes one of the main pillars for our future on the Norwegian shelf,” explains Steinar Våge, President and managing director for ConocoPhillips Norge.

The implementation of these three major projects is well underway. The steel jackets for the Ekofisk field center and accommodation platform and the Ekofisk South well head production platform will be installed at Ekofisk during the spring and summer this year. Offshore completions of the platforms will occur in 2013, when the topsides are to be installed.

## Increasing activity

The activity level is also increasing at the nearby Eldfisk field. The execution of the Eldfisk redevelopment project is ongoing with extensive modifications across the field over the next couple of years, extending the field life for several decades. Meanwhile, onshore construction has begun on a new production, processing and accommodation platform for Eldfisk which is planned to be in operation late 2014/early 2015.



*Steinar Våge  
Managing Director  
ConocoPhillips Norge*



In addition, the new development projects also include several new production and water injection wells and new pipelines in the Greater Ekofisk Area. Investments are also being made at the Teesside oil receiving, processing and shipping terminal in the UK at the receiving end of the oil pipeline from Ekofisk.

These projects form an essential part of ConocoPhillips long-term plan to sustain Ekofisk as a legacy asset and maintain its role as the pioneer on the Norwegian Continental Shelf. The development projects will increase production by around 500 million barrels of oil equivalent over the lifetime of the fields.

**Continuous development**

“Through four decades there has been continuous technological and industrial development, and value creation from the Greater Ekofisk Area. So far the total value creation is more than 300

billion dollars. Our goal remains to get the most resources out of the reservoirs in a cost-efficient manner. This is how we continue to create value – for our owners and for society at large. In order to achieve this, we will have to continue to be innovative, apply new technology and be efficient in everything we do. Our goals are challenging, but achievable,” concludes Steinar Våge.

The Greater Ekofisk Area consists of four fields in operation; Ekofisk, Eldfisk, Embla and Tor. ConocoPhillips is the operator for production license 018 (the Ekofisk license). Co-owners are Total, Eni, Statoil and Petoro.



*Kjell Undall  
Communications Advisor  
ConocoPhillips Norge*



# Be well. A promise made to the world.

At MSD, we believe in effective, scientific innovation. This is why we in Norway too are leading the quest for innovative solutions to let people live better lives. Of all patients enrolled in clinical trials in Norway, 4 out of 10 participate in a MSD study. This summer, MSD (Norway) relocates to a new office building in Drammen. It may be a site shift – but it is not a mind shift. At MSD (Norway) we are 200 people, working with human and animal health alike, striving to keep our promise every day: Be well.

Visit us on Facebook: [www.facebook.com/msdnorge](http://www.facebook.com/msdnorge)



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## What We Do

### Our Mission

AmCham Norway works to serve its members to further the development of trade and commerce between the United States and Norway by acting as a collective voice for American-Norwegian business.

### AmCham Norway strives to:

- Encourage American-Norwegian business relations
- Promote the mutual interest of its members
- Provide social, business and policy forums for its members
- Strengthen American-Norwegian bonds by providing necessary information about these markets
- Facilitate networking opportunities between American and Norwegian business leaders
- Act as a host to the international business community to enhance professional development
- Participate in AmCham programs and obtain information on protecting businesses from unfavourable governmental regulations
- Assist in utilizing US Embassy channels with direct access to the American Government
- Produce and provide useful publications such as newsletters and an annual membership directory



## AmCham Norway Committees

AmCham Norway's Committees are the main instruments used to develop and deliver members' opinions to the Norwegian and American governments. Active participation by all Corporate Members in the Committees is encouraged. Without your support, AmCham Norway cannot be an effective voice on the policy issues that matter to you.

Each Committee is composed of a small steering group and a larger corresponding group. All Corporate Members are welcome to become corresponding members. Through AmCham's network, corresponding members receive e-mail updates on Committee activities, position papers, and meetings with decision makers. Furthermore, corresponding members are expected to be active, delivering their input on the issues that matter most to them.

Typically, each full Committee convenes twice a year. You can apply to be added to an electronic mailing list in order to provide a fast and efficient information exchange system between meetings. The steering group manages interim activities.

### AmCham Norway committees:

- **Automobile**  
Tackling the problems faced by American car importers. Works towards different government bodies to promote reliable and future oriented automotive policy.
- **Board nomination**
- **Educational Exchange**  
Works closely with the American Embassy and other partner organizations to promote international education exchange between Norway and the US
- **Fast Moving Consumer Goods**
- **Overseas Security Advisory Council (OSAC)**  
A forum for the American private sector in Norway and the US Embassy to facilitate regular, two-way exchange of information to promote corporate safety and security.
- **Pharmaceutical**  
Engaged in an ongoing effort to end pharmaceutical industry property right infringement within Norway.
- **US Wine**  
Tasked with increasing awareness, availability, and market share of American wines in Norway.



# Who can join?

Membership is open to both major corporations and small businesses that share a common interest in the mission of the Chamber. It is a company membership open to your entire management team.

# Why join?

AmCham is about deriving the maximum value and getting the most out of your companies' commitment to doing business in Norway. The chamber offers extensive and credible connections in the political and business arenas. You can use this network to connect, communicate and stay on top of specific issues that impact your business- and to be heard on those issues. The Chamber's strong international company base broadens the business community's perspectives, interests and actions. Through AmCham, companies work together to make a difference across borders and sectors.

# AmCham Norway offers two levels of membership:

PATRON	CORPORATE
<b>This level of exclusive membership is optimal for companies that wish to engage in maximum cooperation and receive the greatest support from Chamber membership. Patron membership entails the benefits of:</b>	<b>This level of membership allows for companies to be active within AmCham, receiving the benefits of networking and business-to-business initiatives. More specifically:</b>
Unlimited executive-level company representatives within AmCham mailing list	Up to three executive-level company representatives within AmCham mailing list
Invitation to all AmCham events - including special Patron-level gatherings	Invitation to standard and, when possible, special AmCham events
Priority treatment of requests for assistance and information	
Regular profiling of company within AmCham publications	Company listing in annual Membership Guide
Corporate profiling on AmCham website (logo & operations description)	Corporate profiling
Guidance of AmCham event and lobbying initiatives	
Facilitation of member-to-member mass communications up to four times per year (printed materials only)	Facilitation of printed member-to-member mass communications ( once per year)
Unrestricted access to continually updated AmCham member and US Company lists	Access to AmCham corporate information
Unrestricted use of AmCham's downtown Oslo conference facility	

# AmCham Membership

## Patron Members

**3M Norge**  
**Abbott Norge**  
**Amgen**  
**Amway**  
**Baxter**  
**Burson-Marsteller**  
**Chartis Europe**  
**Chevron Norge**  
**Cisco Systems Norway**  
**Citi Norway**  
**Clear Channel**  
**Coca-Cola Enterprises Norge**  
**ConocoPhillips Norge**  
**Det Norske Veritas**  
**DLA Piper**  
**DNB**  
**Eiendomsspar**  
**Eli Lilly Norge**  
**ExxonMobil**  
**First House**  
**FMC Technologies**  
**Gambit Hill + Knowlton Strategies**  
**GE Healthcare**  
**Google Norway**  
**Hurtigruten**  
**IBM**  
**Iron Mountain**  
**Janssen Pharmaceutical**  
**King Food AS – Burger King Norge**  
**KPMG**  
**Lockheed Martin**  
**Manpower**  
**Marathon Oil Norge**  
**Marsh**  
**McDonald's Norge**  
**Microsoft Norge**  
**Monster Worldwide**  
**MSD Norge**  
**Petroleum Geo-Services**  
**Pfizer Norway**  
**PricewaterhouseCoopers**  
**Rezidor**  
**RCCL**  
**SAS Institute**  
**Schlumberger**  
**SEB**  
**Skanska Norway**  
**Software Innovation**  
**Statoil**  
**TGI Friday's/American Bistro**  
**Scandinavia**  
**Thon Hotels**  
**Tine**  
**Universal Pictures Norway**  
**Verizon Norway**

## Corporate Members

Accenture  
 Ace European Group  
 Adams Express  
 Advokatfirma Flod  
 Advokatfirma Selmer  
 Advokatfirma Steenstrup  
     Stordrange  
 Advokatfirmaet Tøtdal  
 Advokatfirmaet Vogt & Wiig  
 Agrinos  
 Air Products  
 Aker  
 American Car Club of Norway  
 American College of Norway  
 American Express Company  
 Anacott Steel  
 Anixter Norge  
 Aon Norway  
 Arcus  
 Arntzen de Beche Advokatfirma  
 Ask Mr. Cruise  
 ATI Scandinavia  
 AWilhelmsen Management  
 Bain & Company Nordic  
 Bandak Lunde  
 Berlitz Language Services  
 BearingPoint  
 Best Company  
 Best Western International  
 BI Norwegian Business School  
 Bionor Pharma  
 BITE – Brand Innovation Team  
 Bristol-Meyers Squibb  
 BSFA  
 CA Norway  
 Capgemini Norge  
 Cecilie Melli / C Shop  
 Citrix Systems Norway  
 Clarion Hotel Royal Christiania  
 Cognizant  
 Comet Consular Service  
 Concierge Masters  
 Connectum Capital Management  
 CorpNordic  
 CSC Norge  
 Cytec  
 Deloitte Advokatfirma  
 Doorway to Norway  
 Drew Marine International  
 Drøbak Golfklubb  
 Dun & Bradstreet Norway  
 DuPont Norge  
 Easymeeting.net  
 Ericsson  
 F&B Kommunikasjon  
 Facebook  
 Fondberg

Frank Gronsund Agentur  
 Frisch  
 Føyen Advokatfirma  
 GE Healthcare Technologies  
 GE Money Bank  
 Geelmuyden.Kiese  
 Global Blue  
 Grand Hotel  
 Halliburton  
 Hard Rock Cafe Oslo  
 Haugen-Gruppen  
 Helly Hansen  
 Hess Norge  
 Hewlett-Packard Norge  
 Honeywell  
 Hotel Continental  
 HRG Nordic  
 Höegh Autoliners  
 Icelandair  
 Ingersoll-Rand  
 Innovation Norway  
 Intergraph Norge  
 InterimLeder  
 International Corporate Art  
 Ivy Plus  
 J.P. Morgan Europe, Oslo Branch  
 Jiffy International  
 Jotun  
 Kelly Services Norge  
 Kilroy Norway  
 Kongsberg Defence & Aerospace  
 Korn/Ferry International  
 Kraft Foods Norge  
 Kreab Gavin Anderson  
 Kvale & Co. Advokatfirma  
 Leadership Foundation  
 Life Technologies  
 Lillestrøm Amerikansk Fotballklubb  
 Lingu Nordic  
 Lockton Companies  
 Lærdal Medical  
 Mercer  
 M-I SWACO Norge  
 Mobikinesis  
 Moods of Norway  
 Moss Maritime  
 Motorola Solutions Norway  
 MoVa  
 NAI First Partners  
 Neo Group  
 Nordic American Group  
 Norges Varemesse  
 Norse Solutions  
 North Sea Translations  
 Norway Communicates  
 Norwegian Machinery Dealers  
     Association  
 Norwegian Ship Owners'  
     Association

O'Learys Oslo  
 Opel Norge  
 Opera Software  
 Oracle  
 Parker Hannifin  
 PepsiCo Nordic Norway  
 Philip Morris Norway  
 Polaris Norway  
 Pratt & Whitney Norway Engine  
     Center  
 Preferred Global Health  
 Premiere Global Services  
 PwC Accounting  
 Recall  
 Regus Business Center Norge  
 Reiten & Co.  
 Resources Global Professionals  
 RSA  
 Ræder Advokatfirma  
 Scandic Hotels  
 Shippingklubben  
 Simonsen Advokatfirma  
 SONOR  
 SPX Flow Technology Norway  
 Stenberg & Blom/ Engelstad  
 Strøm  
 STM Norway  
 Subsea 7  
 Symposium Wines  
 Team Allied/ Majortrans  
 Telenor  
 The Performance Group  
 TITAN Akademi  
 Torres & Partners Norway  
 Total E&P Norge  
 Treasury Wine Estate  
 Trigcom  
 Turner Broadcasting Systems  
     Nordic  
 Tyrifjord Golfklubb  
 Umoe Mandal  
 Unilever  
 United  
 United Media Group  
 USA Specialisten/World Tours  
     Gruppesspecialisten  
 UPS of Norway  
 VentureLab  
 Verdane Capital Advisors  
 Visumservice  
 Warner Bros. Entertainment Norge  
 Wikborg Rein  
 Winetailor  
 Wunderlich Securities

# Members by Industry

## Accounting/Financial (19)

American Express Company  
BSFA  
Citi Norway  
Connectum Capital Management  
DNB  
Dun & Bradstreet Norway  
GE Money Bank  
Global Blue  
Handelsbanken Capital Markets  
J.P. Morgan Europe, Oslo Branch  
KPMG  
Norse Solutions  
PricewaterhouseCoopers  
PwC Accounting  
Reiten & Co.  
SEB  
VentureLab  
Verdane Capital Advisors  
Wunderlich Securities

## Communication/PR (10)

BITE- Brand Innovation Team  
Burson-Marsteller  
Clear Channel  
F&B Kommunikasjon  
First House  
Frisch  
Gambit Hill + Knowlton Strategies  
Geelmuyden.Kiese  
Kreab Gavin Andersen  
Norway Communicates

## Agriculture (2)

Agrinos  
Jiffy International

## Airline/Travel (8)

Ask Mr. Cruise  
Concierge Masters  
HRG Nordic  
Hurtigruten  
Icelandair  
RCCL  
United  
USA Specialisten/  
World Tours Gruppesspecialisten

## Automobile/Transport (4)

American Car Club of Norway  
Opel Norge  
Polaris Norway  
RSA

## Chemicals (3)

Cytec  
DuPont Norge  
Jotun

## Defense/Security (3)

Kongsberg Defence & Aerospace  
Lockheed Martin  
Nordic American Group

## Education/Research (10)

American College of Norway  
Berlitz Language Services

BI Norwegian Business School  
Ivy Plus  
Kilroy Norway  
Lillestrøm Amerikansk Fotballklubb  
Lingu Nordic  
North Sea Translations  
SONOR  
TITAN Akademi

## Employment/Exec.Search/HR (7)

InterimLeder  
Kelly Services Norge  
Korn/Ferry International  
Manpower  
Monster Worldwide  
Neo Group  
The Performance Group

## Energy (12)

Chevron Norge  
ConocoPhillips Norge  
ExxonMobil  
FMC Technologies  
Halliburton  
Hess Norge  
Marathon Oil Norge  
MoVa  
Petroleum Geo-Services  
Schlumberger  
Statoil  
Total E&P Norge

## Engineering/ Construction (8)

Aker  
Honeywell  
Ingersoll-Rand  
Moss Maritime  
Pratt & Whitney Norway Engine Center  
Skanska Norway  
Subsea 7  
Umoe Mandal

## Entertainment & Lifestyle (11)

Best Company  
Cecilie Melli / C Shop  
Drøbak Golfklubb  
Helly Hansen  
International Corporate Art  
Moods of Norway  
Turner Broadcasting Systems Nordic  
Tyrifjord Golfklubb  
United Media Group  
Universal Pictures Norway  
Warner Bros.  
Entertainment Norge

## Food & Beverage (19)

Arcus  
Coca-Cola Enterprises Norge  
Fondberg  
Frank Gronsdund Agentur  
Haugen-Gruppen  
King Food AS - Burger King Norge  
Kraft Foods Norge  
McDonald's Norge  
PepsiCo Nordic Norway  
Philip Morris Norway

Stenberg & Blom/ Engelstad  
Strøm  
Symposium Wines  
Tine  
Torres & Partners Norway  
Treasury Wine Estate  
Unilever  
Winetailor

## Health (16)

Abbott Norge  
Amgen  
Amway  
Anacott Steel  
Baxter  
Bionor Pharma  
Bristol-Meyers Squibb  
Eli Lilly Norge  
GE Healthcare  
GE Healthcare Technologies  
Invitrogen Dynal  
Janssen Pharmaceutical  
Lærdal Medical  
MSD Norge  
Pfizer  
Preferred Global Health

## Hotel/Restaurant/Conference (13)

Best Western International  
Clarion Hotel Royal Christiania  
Grand Hotel  
Hard Rock Cafe Oslo  
Hotel Continental  
Norges Varemisse  
O'Learys Oslo  
Regus Business Center Norge  
Rezidor  
Scandic Hotels  
Shippingklubben  
TGI Friday's/American Bistro  
Scandinavia  
Thon Hotels

## Industrial Equipment (8)

3M Norge  
Air Products  
Anixter Norge  
ATI Scandinavia  
Bandak Lunde  
M-I SWACO Norge  
Norwegian Machinery Dealers Association  
SPX Flow Technology Norway

## Insurance (6)

Ace European Group  
Aon Grieg  
Chartis Europe  
Lockton Companies  
Marsh  
Mercer

## IT/Computer Equipment (21)

CA Norway  
Cisco Systems Norway  
Citrix Systems Norway  
Cognizant  
CSC Norge  
Easymeeting.net

Facebook  
Google Norway  
Hewlett-Packard Norge  
IBM  
Intergraph Norge  
Iron Mountain  
Microsoft Norge  
Opera Software  
Oracle  
Parker Hannifin  
Premiere Global Services  
Recall  
SAS Institute  
Software Innovation  
STM Norway

## Legal (13)

Advokatfirmaet Flod  
Advokatfirma Selmer  
Advokatfirma Steenstrup Stordrange  
Advokatfirmaet Tøtdal  
Advokatfirmaet Vogt & Wiig  
Arntzen de Beche Advokatfirma  
Deloitte Advokatfirma  
DLA Piper  
Føyen Advokatfirma  
Kvale & Co. Advokatfirma  
Ræder Advokatfirma  
Simonsen Advokatfirma  
Wikborg Rein

## Logistics (7)

Adams Express  
AWilhelmsen Management  
Comet Consular Service  
Doorway to Norway  
Team Allied/ Majortrans  
UPS of Norway  
Visumservice

## Management Consulting (8)

Accenture  
Bain & Company Nordic  
BearingPoint  
Capgemini Norge  
CorpNordic  
Leadership Foundation  
Innovation Norway  
Resources Global Professionals

## Property/Real Estate (2)

Eiendomsspar  
NAI First Partners

## Shipping (4)

Det Norske Veritas  
Drew Marine International  
Høegh Autoliners  
Norwegian Ship Owners' Association

## Telecommunications (6)

Ericsson  
Mobikinesis  
Motorola Solutions Norway  
Telenor  
Trigcom  
Verizon Norway

# Past events

## (selected)

### AmCham Business After-Hours with the English-speaking business community

Clarion Hotel Royal Christiania

On Tuesday June 7th, AmCham partnered up with the British-Norwegian Chamber of Commerce and the Canadian-Norwegian Business Association for an evening of interaction within Oslo's English-speaking business community. The first cooperative event between the three organizations was held at the Clarion Hotel Royal Christiania in the center of Oslo.



Sarah Ouakim from Monster Worldwide and Vier Rutenbergs from KPMG

### AmCham Golf Tournament

Haga Golf



A new year and a new location marked the 11<sup>th</sup> Annual AmCham Golf Tournament, this year played at Haga Golf. Located just west of Oslo, the scenic layout of Haga proved to be a great location for the event. Claiming the Söderstrom Cup and the first prize of roundtrip tickets to New York City this year was team Google. GE Healthcare followed up in second place, winning four overnight stays with breakfast in the Grand Hotel. In a close third place was the team from AccountOnIt winning 8 green fee certificates to Kongsberg Golf Club as well as a golf accessory package. AmCham would like to especially thank our sponsors for helping make this year another success, and look forward to seeing everyone again in 2012.



The winners of this year's tournament – Google 2 – with United's Tom Grundstad



Team Ask Mr Cruise with Haga's Cathrine Gamborg

### AmCham Business After-Hours: The Global Economy 2011

Oslo, DnB Nor Aker Brygge



In uncertain economic times such as the present, there are many questions that arise regarding the future of international business. To help provide some insight, DnB NOR Markets' Chief Economist Mr. Øystein Dørum gave an overview of the current economic situation while highlighting areas for opportunity and concern. At the conclusion of his presentation, Mr. Dørum was put on the spot as he fielded questions from the audience.

### Ambassador's Reception

US Ambassador's Residence, Villa Otium

US Ambassador White opened his home to both current and prospective AmCham members for the 2011 Ambassador's reception. Organized with the support of Coca Cola and Google, the event provided an opportunity for the Ambassador and AmCham to present bilateral issues of importance between the United States and Norway.

### International Career Happy Hour

O'Learys Karl Johan, Oslo



Targeting a new demographic, over 60 alumni from American universities who now reside in Oslo met for the International Career Happy Hour event at O'Learys Bar. Special guest Sarah Ouakim, Monster Worldwide Norway Country Manager, gave a presentation about career opportunities and networking while highlighting the importance of the "one-minute" CV.

### Executive Round Table- Wunderlich Securities - Gaining Access to the United States Capital Markets

DLA Piper, Oslo



On October 27<sup>th</sup>, the American Chamber sponsored a group discussion aimed at providing insight on how Oslo Børs-listed companies can gain access to the United States capital markets without the requirement for SEC registration. The discussion was led by Clayton Jones and Michael Mendelson of Wunderlich Securities' Richmond, Virginia (USA) office, who focus on public and private cross-border transactions in conjunction with their Norwegian colleagues Svein Erik Lilleland and Bjørn Erik Lippestad.

### Power lunch: Department of Homeland Security Secretary Janet Napolitano

Radisson Blu Scandinavia, Oslo



Department of Homeland Security Director Janet Napolitano greeted by General Manager at Radisson Blu Scandinavia, Lars Listhaug.

Continuing with the Power Luncheon series, members of the AmCham business community met with

Department of Homeland Security director Janet Napolitano at the Radisson Blu Scandinavia to discuss a number of important security issues the United States is facing today. Covering topics from infrastructure protection to international standardization of shipping requirements, Secretary Napolitano outlined how and where security and business concerns intersect.

The event concluded with a Q&A session where Madame Secretary fielded questions and concerns from the audience. Addressing topics including the management of 22 government agencies and the seizing of counterfeit pharmaceuticals, Secretary Napolitano elaborated on current DHS operations as well as strategic plans for the future.

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**Breakfast Briefing: US financial outlook - with Pål Rokke & Ambassador White**  
Stavanger Chamber, Rosenkildehuset



Pål Rokke, Country Head for Citigroup Norway, was refreshingly *less negative* in his assessment of anticipated US economic performance in 2012 than most of his industry counterparts of late. Presenting to a group of 40 business leaders at partner Stavanger Chamber's historic Rosenkildehuset, Pål painted a distinctly less optimistic picture of the prospects for growth in Europe's beleaguered southern economies. "Norway," as he detailed through several key indicators, "will not be immune to this contagion."

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**Thanksgiving Charity Dinner**  
Akershus festning, Oslo



AmCham members and guests once again gathered at Akershus Festning's Artillery Loft to celebrate another memorable Thanksgiving dinner. After a brief welcoming and ceremonial carving of the turkey by Ambassador White, over 140 guests were served a traditional Thanksgiving feast including mashed potatoes, gravy, cranberry sauce, green bean casserole, sweet potatoes and of course, turkey. The meal, accompanied by Californian Hess Collection wines was finished off with pumpkin pie with sweet pecan sauce.

Over the course of the meal, entertaining and insightful words of thanks were provided by economist Harald Magnus Andreassen and Conservative parliament member Peter Gitmark.

Following the dinner, guests joined for after dinner drinks and waited in anticipation for the charitable raffle drawing. With numerous prizes including Icelandair's roundtrip tickets to Boston or Denver, this year's raffle proceeds again benefited Kirkenes Bymisjon, and raised over 40,000 NOK for the charity.

As always, AmCham would like to thank its sponsors, members and guests for helping to make this a wonderful evening, and looks forward to seeing everyone again next year.



Raffle winner Geir Christian Lysberg (Rezidor Hotels Norway) with AmCham's Benjamin Kuban and Andrea Imbsen

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**AmCham Holiday Reception**  
Grand Hotel - Oslo



Starting up the holiday season in style, AmCham members gathered at Grand Hotel's top floor bar to celebrate the Christmas season and another successful year. Upon arrival, over 100 attendees enjoyed a complimentary glass of wine provided by Ravenswood and the chance to network and mingle. As the venue filled up, an educational session on US wine and its history was provided by wine-master and former restaurateur Mai Tjemsland. Accompanying the presentation, a short Norway Communicates film highlighting Norwegians' knowledge of American wines was presented.



US Ambassador Barry B. White with Greta Hessen Kvalvaag of Strøm.

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**Business After-Hours: Fresh Travel Perspectives**

Best Western Bondeheimen - Oslo



Sharing experiences of discovering Norwegian roots and exploring the country he grew to love, Matti Rowe, winning contestant of the Norwegian reality show *Alt For Norge*, joined AmCham members for 2012's first Business After-Hours event. Returning to Norway for the first time since his victory, Matti shared many highlights from his experience on the show.



Winner of *Alt for Norge* Matti Rowe shared his Norway experiences.



RCCL Sales Manager Bente Borvik on where to go and what to see in Florida.

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**Super Bowl**

Hard Rock cafe - Oslo



AmCham football fans gathered once again at Hard Rock Cafe for Indianapolis-hosted Super Bowl XLVI between the New York Giants and the New England Patriots. Despite the late viewing hours on this side of the Atlantic, an exciting rivalry between these northeast teams set the tone.



Coach Tom Coughlin of the New York Giants poses with the trophy.

**Study in the USA  
- An Evening of Inspiration!**

Kilroy - Oslo



As promoting educational exchange between the US and Norway remains an important AmCham objective, member Kilroy Norway hosted *An Evening of Inspiration* to inform students and their parents about educational opportunities across the Atlantic. Drawing upon her own fulfilling university experience in the US, former NRK journalist, and now Microsoft Public Relations & Community Affairs Lead, Christine Korme advised on the importance of finding the right school for future career ambitions.



remarks for the inquisitive, diverse group. "The US-Norway relationship cannot be taken for granted" she concluded.

Perched in the hills overlooking Oslo, members also learned of AmCham's continued growth and initiatives – and received a frank assessment of what the buildup to the coming US presidential elections would entail, courtesy of US Ambassador White. Board of Director candidates were presented and unanimously confirmed. Presiding Vice Chairman Pål Rokke acknowledged and thanked attending AmCham founder, Rolf Røding, "for making our organization's current standing possible."



**Patron Event - American Whiskey Tasting**

TGI Friday's City - Oslo



AmCham Patron representatives joined BITE AGENCY - Brand Innovation Team and whiskey connoisseur Chris Maile for an exclusive and informative evening on the rocks.

We learned all about what branding was all about in the early days of whiskey, as compared to today's fast-moving brand management and activation reality, before tasting six different American whiskeys.



Whiskey expert Chris Maile

**Winemaker's Dinner- Seghesio Vineyards and Pine Ridge Vineyards**

Restaurant Eik 2. Etage - Oslo



For the fourth year running, AmCham members gathered to learn more about – and indulge in – American wines. Guests were lucky enough to meet two renowned winemakers; Michael Beaulac from Pine Ridge Vineyards and Pete Seghesio from Seghesio Vineyards. History and detailed accounts of wines served from their respective vineyards made for an educational evening.

**AmCham Annual General Meeting**

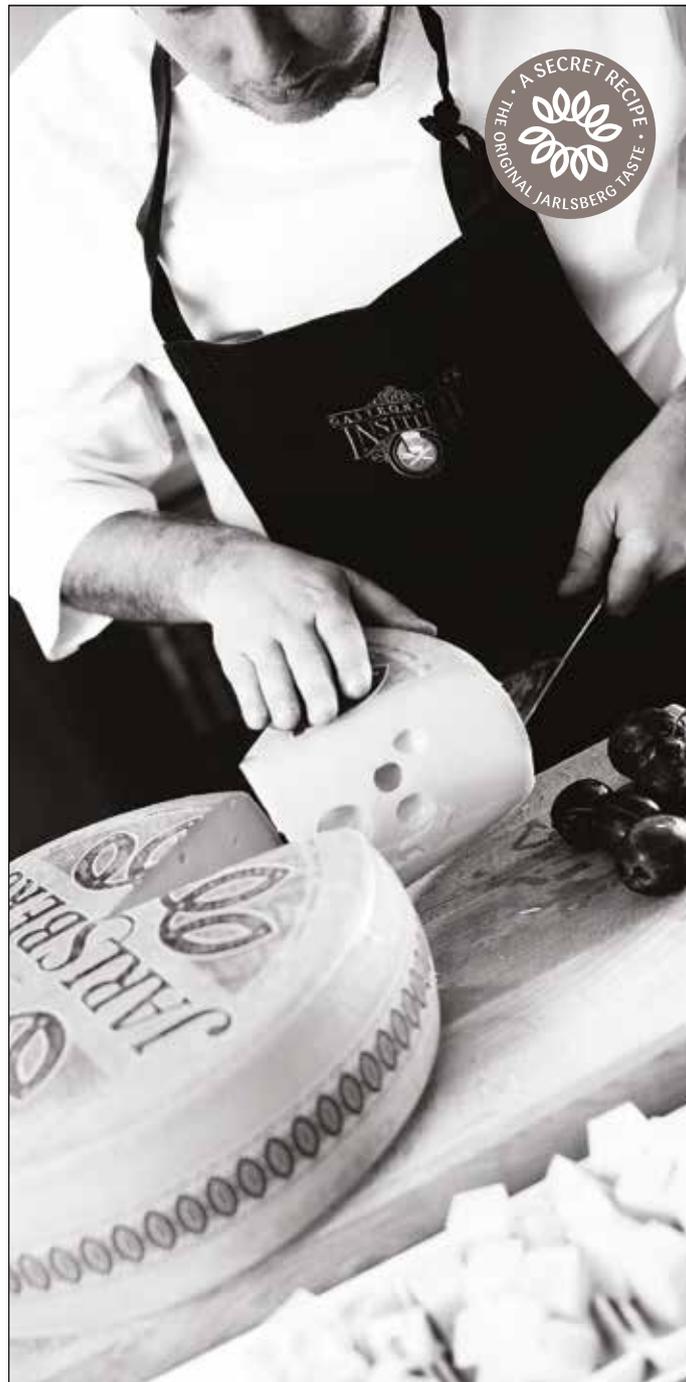
Holmenkollen Park Hotel



AGM keynote speaker and Norway's most powerful woman, Kristin Skogen Lund, didn't need long to captivate the dinner audience. "The US has a unique ability to make everyone feel at home. It is very accommodating to foreigners." Lund's experience as a University of Oregon student and leadership role at Coca-Cola framed



Robert D.B. Leinders-Krog on branding trends past and present



Why does Jarlsberg® have such a unique thrilling taste? Where do the mysterious holes come from?

The original Jarlsberg® is based on a secret Norwegian recipe from 1956 – so secret that only a handful of trusted people know of its whereabouts and custodians. The combination of traditional cheese-making and modern technology gives the cheese an edge; appreciated by both world class and amateur chefs. The versatile Jarlsberg® works equally well for cooking as for snacking – turning everyday dishes into culinary experiences.

*Jarlsberg® - for the occasions you want something unique.*



For recipes please visit [www.jarlsberg.com](http://www.jarlsberg.com)

Photo: Bjørn Ivar Bergamo

*Experiencing the real Norway for the first time.*  
**COURTESY OF HURTIGRUTEN**



Experience once in-a-lifetime excursions



Why HURTIGRUTEN is the the best way to experience the Norwegian coast

The best way to experience the unspoilt, natural beauty of Norway's coastline is aboard an authentic Hurtigruten voyage. Relaxed days combined with exciting excursions take you closer to the diverse culture, history and wildlife of this enchanted land. We've been sailing these waters since 1893, and with 34 ports of call - some with just a few hundred inhabitants - we take you to places the other liners never go. Sailings depart daily, and you can book yours now at [www.hurtigruten.com](http://www.hurtigruten.com)



## ALT ANNET ER KOPIER.



Grand Cherokee fra 799.900,-



Compass fra 399.900,-



Wrangler fra 389.900,-  
[Varebil 328.369 eks. mva]

### Nå introduseres tre nye Jeep® modeller.

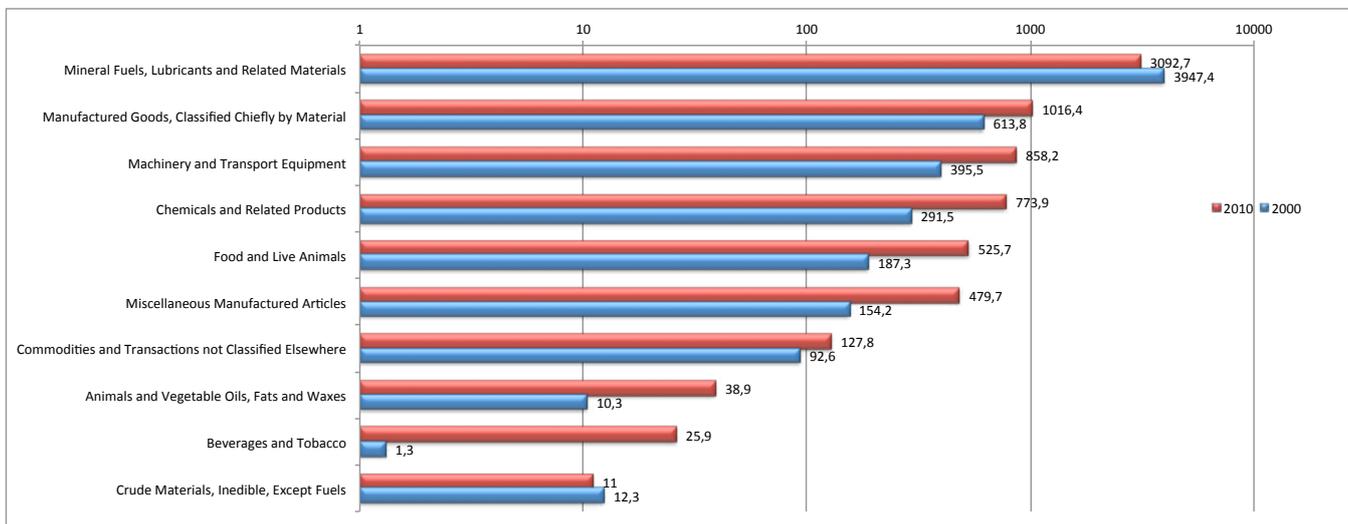
Jeep er legenden blant bilmerker og har produsert en rekke 4x4 ikoner. Jeep er ekte firehjulstrekkere med sjel, kraft og kapasitet. Jeep er et eventyr på fire hjul. Historien er makeløs, imaget uovertruffent. Nye Jeep Compass 4x4 er en familiebil, Wrangler er selve ikonet og arbeidshesten som også kommer som 2-seters varebil på grønne skilte. Grand Cherokee er flaggskipet som bare må sees og prøves. På modellene kan du velge mellom diesel eller bensin, manuell eller automatgir. Det du nesten ikke trenger å velge er ekstra utstyr. Alle Jeep i Norge har ekstremt høyt utstyrsnivå. Jeep er originalen, alt annet er kopier.

ALVDAL: Granrud Bilverksted AS 62 48 98 98 ARENDAL: RSA BIL Arendal 37 00 51 12 BERGEN: Autosalg AS 55 36 10 00 BÆRUM: Skotvedt AS 67 15 12 40  
DRAMMEN: Bergheim Drammen 32809400 DRAMMEN: Buskerud Bilsenter 32241500 FINNSNES: Abi AS 77851021 FREDRIKSTAD: RSABIL Fredrikstad 69392260 GJØVIK: Greifrud Bil AS 61131800  
GOL: Glitre Bil AS 32 02 95 90 HARSTAD: Auto Nord: 77 00 07 80 HAUGESUND: Varden Bil AS 52 81 45 07 HOLMENSTRAND: Autocenteret Fjeldstad AS 33 06 67 77  
HØNEFOSS: Hønefoss Bil 32 14 01 73 KONGSVINGER: Glåmdal Bil AS 62 81 04 50 KRISTIANSAND: RSA BIL Kristiansand 38 17 70 40 KRISTIANSUND: Kristiansund Bil & Caravan: 71 57 21 50  
KVINESDAL: Kvinesdal Motor as 91 33 18 44 KVINNHØRAD: Kvinherad Bil & Teknisk 53 48 46 50 LARVIK: Solum Auto 47 92 76 35 LILLEHAMMER: Lillehammer-Bil AS 61 26 86 00  
LØRENSKOG: Autonova 67 98 18 00 MANDAL: KA Bilpartner Mandal 38 27 84 30 MOLDE: Nerland Autosalg: 71 26 50 00 MOSS: Moss To-Takt AS 69 20 20 20  
NAMNOS: Motorpartner Namnøs AS 74 22 66 80 NARVIK: Bildilla 76 97 78 00 OSLO: Bergheim Auto-Salg Oslo AS 22 57 65 00 SANDNES: RSA BIL Forus 51 96 49 00  
SARPSBORG: Bergheim Autosalg Østfold AS 69 12 88 00 SKI: Motorsenteret Ski AS 64 97 26 50 SKIEN: Telemark Bil 35 59 91 90 STEINKJER: Bragstad Bil AS 77 60 84 20  
STJØRDAL: Kristoffersen Bil: 74 82 24 22 TROMSØ: RSA Nilsen Bil AS 77 60 84 20 TRONDHEIM: Bilmax 72 88 20 00 ØRSTA: Bil & Gummiservice AS 70 06 62 55  
ØYSTESE: Øysete Mek Verksted 56 55 03 00 ÅLESUND: Bilbutikken Ålesund 70 17 80 00



# Facts & Figures

**Top Ten US Imports from Norway, 2000 & 2010 (\$ million)**



Source: International Monetary Fund

## Investment

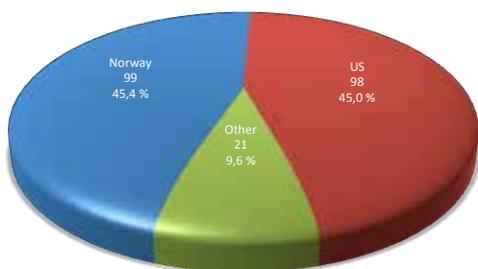
**US - Norway Global Linkages, 2010 (\$bn)**

	US in Norway	Norway in US
Foreign Direct Investment	33.8	10.4
Total Assets of Affiliates	103.5	33.1
Foreign Affiliate Sales	50.0	12.1
Value Added of Affiliates	27.5	1.8
Affiliate Employees	38 000	8 000

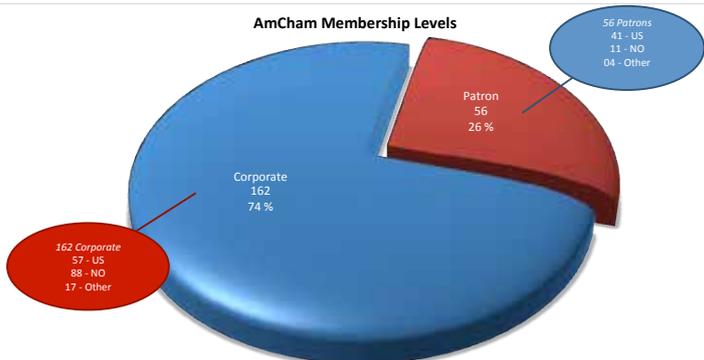
Source: International Monetary Fund

## AmCham Statistics

**Country Overview**



**AmCham Membership Levels**



**Mobikinesis**  
Mobi-lizing the masses

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Are you visible?**

Organic & Local Search Marketing,  
Social Community Management Services,  
Mobile Marketing (Mobisites, Coupons, SMS),  
Marketing Automation (Outbound),  
Mobile Applications & 2D/QR Codes

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**Mobikinesis AS**  
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# SMART SOLUTIONS

from Intergraph®

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SmartPlant P&ID SmartPlant Electrical SmartSketch SmartPlant Explorer SmartPlant Instrumentation SmartPlant Process Safety SmartPlant Electrical Detailed	SmartPlant 3D SmartMarine 3D SmartPlant Layout PDS SmartPlant Isometrics SupportModeler Frameworks Plus SmartPlant Review Clash Manager 3D Symbol Designer SmartPlant Markup SP Review Publisher	CAESAR II PV Elite TANK	SmartPlant Materials SmartPlant Construction SmartPlant Spoolgen SmartPlant Reference Data Standard Database for SmartPlant Reference Data	Technology members Service members Content members Complementary Solutions	
<b>Integration and Information Management</b>					
<b>SmartPlant Foundation and SmartPlant Basic Integrator</b>					
<b>Automation and Implementation Services</b>					

# Patron Members

## 3M



3M captures the spark of new ideas and transforms them into thousands of ingenious products. Our culture of creative collaboration inspires a never-ending stream of powerful technologies that make life better. 3M is the innovation company that never stops inventing and is present in a number of markets: Display and Graphics, Electronics, Electrical, Telecommunication, Health Care, Safety, Security and Protection, Transportation Industry, Manufacturing Industry (including Oil & Gas and Food & Beverage), Office, Home and Leisure. With \$30 billion in sales, 3M employs 84,000 people worldwide and has operations in more than 65 countries. In Norway 3M is located at Skjetten and employs 130 people. 3M Norway achieved a total sales revenue of 600 million NOK in 2011. Our most known brands are: 3M™, Scotch®, Post-it®, Command™, Scotch-Brite™, Futuro®, Nexcare™ and Peltor™.

## Abbot Norge



Abbott is a global, broad-based health care company devoted to discovering new medicines, new technologies and new ways to manage health. Abbott's products span the continuum of care, from nutritional products and laboratory diagnostics through medical devices and pharmaceutical therapies. The company markets its products in more than 130 countries. Abbott connects people and their potential through challenging and rewarding opportunities that span the globe. We help nearly 90,000 employees to succeed, lead and grow, through work that makes a real difference in improving people's lives. Global citizenship is an integral part of Abbott's mission to improve people's lives. The company's efforts focus on four key areas: innovating for the future, enhancing access to health care, protecting patients and consumers, and safeguarding the environment. Working in partnership with others, Abbott leverages its core business expertise and resources to create sustainable solutions in countries around the world. As the 9th largest healthcare company in the world, key lines of business include Vascular, laboratory and molecular diagnostics, diabetes care, vision care and animal health, nutrition products for infants, children, active adults and patients with special dietary needs, global patented pharmaceuticals and investigative compounds and indications in development, and established pharmaceuticals. Abbott Norge AS is a wholly owned subsidiary of Abbott Laboratories and employs more than 100 people. In Norway, Abbott is active in the areas of marketing, sales and clinical research of pharmaceuticals, laboratory diagnostics, diabetes care and intravascular intervention. Abbott Norway is a top 10 company on the Great Place to Work survey in Norway.

## AMGEN



Amgen is a leading human therapeutics company in the biotechnology industry. For over 30 years, the company has tapped the power of scientific discovery and innovation to advance the practice of medicine. Amgen discovers, develops and delivers innovative human therapeutics. A biotechnology pioneer since 1980, Amgen was one of the first companies to realize the new science's promise by bringing novel medicines from lab to manufacturing plant to patient. Amgen medicines help patients around the world, helping millions of people in the fight against cancer, kidney disease, rheumatoid arthritis, bone disease and other serious illnesses. With a broad and deep pipeline of potential new medicines, Amgen continues to be an entrepreneurial, science-driven enterprise dedicated to helping people fight serious illness. Amgen has approximately 17,000 employees worldwide. The headquarters for Amgen is based in Thousand Oaks, California. In Norway there are 18 employees, representing sales, marketing, governmental affairs and medical activities.

## Amway



Amway is a leader in the global Direct Selling industry. More than 3.6 million Amway Business Owners distribute high quality Amway brand products around the world. Today, Amway offers over 450 exclusive products and services, a state-of-the-art global ordering and distribution network and over four decades of experience. Amway's extensive product portfolio covers a wide sector of lifestyle needs and has two main focuses: Health & Beauty - including all lifestyle solutions for skin care, and every day Consumable Products for the family and home.

## Baxter



Baxter develops, manufactures and markets products that save and sustain the lives of people with hemophilia, immune disorders, infectious diseases, kidney disease, trauma, and other chronic and acute medical conditions. As a global, diversified healthcare company, Baxter applies a unique combination of expertise in medical devices, pharmaceuticals and biotechnology to create products that advance patient care worldwide.

## Burson Marsteller



Burson-Marsteller is a global public relations and communications firm. Our strategic insights and innovative programming build and sustain strong corporate and brand reputations. We provide our clients with counsel and program development across the spectrum of public relations, public affairs, digital media, advertising, and other communications services. Our clients are global companies, industry

associations, professional services firms, governments, and other large organizations. Clients often engage Burson-Marsteller when the stakes are high: during a crisis, a brand launch or any period of fundamental change or transition. They come to us needing sophisticated communications campaigns built on knowledge, research and industry insights. Most of all, clients come to us for our proven ability to communicate effectively with their most critical audiences and stakeholders. We develop client programs using an Evidence-Based Communications approach.

## We provide our clients with:

- Public Relations
- Public Affairs/Government Relations
- Corporate Positioning
- Crisis and Issues Management
- Corporate Social Responsibility
- Opinion Research
- Digital Marketing
- Organizational Communications
- Brand Marketing
- Communications training

## Chartis



Chartis is a world leader in insurance, with 90 years of proven experience and customer service. Our fundamental strength lies in our 40,000 employees, who combine global reach with the ability to serve clients in more than 160 countries and jurisdictions. We focus on commercial and personal insurance, with over 500 innovative products and services that are backed by our superior financial strength. As a result, more than 70 million clients around the world rely on us to meet their unique insurance needs.

## Chevron Norge



Chevron is the second largest integrated energy company in the United States and is active in 180 countries world wide. Chevron was founded in 1879 in California and began marketing activities in Europe in the early 1900s. After World War II, the company sold fuel under the Caltex name. In 1964, a Chevron and Texaco joint venture drilled the North Sea's first exploration well. In 1965, they spudded the first of two exploration wells in the Svalbard archipelago of northernmost Norway. During 2005 Chevron produced about 2.5 million barrels of oil equivalent per day worldwide (the same amount produced in all of Norway), including 200,000 barrels per day in Europe. European upstream activities are headquartered in Aberdeen, Scotland with offices in Norway, Denmark and the Netherlands. Refining and marketing activities in Scandinavia are conducted through our joint-venture operation, HydroTexaco. Chevron's Norway upstream operations are located in Oslo and include production of oil and gas from the Shell-operated Draugen field in the Norwegian Sea. Chevron is actively engaged in exploring for new oil and gas fields on the Norwegian Continental Shelf and participates in several licenses.

## Cisco Systems Norway



Cisco Systems Norway (formerly Tandberg) powers the new way of working, where everyone, everywhere can be more productive through face-to-face collaboration. The company designs, develops and markets systems and software for video, voice and data communication. Cisco is the market share leader and the fastest growing company in the telepresence and video conferencing industry. The Company's video solutions can be found in over 90 countries, improving return on investment for enterprises of all types, universities, financial institutions, and public sector organizations.

## Citi Norway



Citi has been present in Norway for 38 years - since 1973. The Norway Global Banking team within The Institutional Client Group provides a full range of banking services to the largest, international Norwegian corporations and financial institutions. The Citi Norway team delivers global products locally to its clients and partners with product and industry specialists to provide a full array of corporate and investment banking solutions. Citi is a leading global financial services company, has approximately 200 million customer accounts and does business in more than 140 countries.

## Clear Channel



Clear Channel is one of the largest players in out-of-home advertising in Norway. Clear Channel Norway advises county administrations to establish public services for the right to advertise on county properties. Such properties can include public restrooms, environmentally friendly bikes and bus shelters. Clear Channel has also contracts with large mall owners such as Thon/Amfi and with the main airport, Oslo Gardermoen. Clear Channel offers both digital and traditional advertising spaces throughout Norway, and in 2012 we are establishing more than 100 new digital screens in shopping malls.

## Coca-Cola Enterprises Norge



The Coca-Cola Company (TCCC) is the world's largest manufacturer of non-alcoholic beverages. Worldwide, TCCC has more than 400 different products. The most well-known being: Coca-Cola®, Fanta® and Sprite®, which are the most sold beverages in the world.

Coca-Cola Drikker AS (CCD) was established in 1996, and was acquired by Coca-Cola Enterprises in 2010. It is today named Coca-Cola Enterprises Norge AS (CCEN). In Norway, the Coca-Cola product range extends to Chaqwa hot drinks, Burn energy drinks and Bonaqua Silver mineral water in addition to Coca-Cola®, Coca-Cola zero®, Coca-Cola light®, Fanta®, Fanta Free®, Sprite®, Sprite Zero®, Tab X-tra®, Bonaqua®, MER®, Kuli®, Urge® and Powerade®.

The main office and soft drink production plant is located in Lørenskog, outside Oslo. The company cooperates with the breweries Hansa Borg, Aass, Mack and Telemark Kildevann, that produces or distribute some of the TCCC products in the different regions of Norway. Approx. 70% of the soft drink volume

is manufactured in Lørenskog, and in 2010 close to 45% of the products sold were sugar free. CCD has approximately 950 employees, and is responsible for the production, distribution and sales in Norway. The brand management and the marketing strategies are managed by the company Coca-Cola Norge AS with eight employees, also based in Lørenskog.

## ConocoPhillips



ConocoPhillips is an international integrated company with activities worldwide. Our headquarters are located in Houston, Texas. Operations in Norway are led from the company's offices in Tananger outside Stavanger. ConocoPhillips is one of the largest foreign operators on the Norwegian continental shelf. The company is the operator of the fields in the Greater Ekofisk Area, and has attractive ownership interests in fields such as Heidrun, Troll, Visund, Oseberg, Alvheim and Grane.

## Det Norske Veritas



Det Norske Veritas (DNV) is a global provider of services for managing risk, headquartered in Oslo, Norway. An independent foundation with the objective of safeguarding life, property and the environment, DNV has more than 300 offices in some 100 countries staffed by over 10,000 employees. DNV is recognised globally as a trusted partner for improved quality, safety and efficient operations in a range of global industries which include shipping, oil & gas, sustainability and renewable energy and business assurance services. DNV is a high-skill environment: over 80% of the staff are university graduates, and more than half of those holding masters degrees or PhDs. Diversity is valued at DNV and two out of every three managers are non-Scandinavian. DNV's Division Americas & Sub-Saharan Africa is headquartered in Houston and employs more than 1,000 people in the USA.

## DLA Piper



DLA Piper is a global law firm with 4,200 lawyers located in 31 countries and 77 offices throughout the Americas, Asia Pacific, Europe, and the Middle East, positioning us to help companies with their legal needs anywhere in the world. We are business lawyers and understanding our clients and their needs drives everything we do. We represent more clients in a broader range of geographies and practice disciplines than virtually any other law firm in the world. Our client commitment is also our brand - everything matters when it comes to the way we serve and interact with our clients. If it matters to them, it matters to us. DLA Piper employs 60 lawyers in Norway from its offices in Oslo.

## DnB NOR



DNB is Norway's largest financial services group with total combined assets of NOK 2,141 billion.

Norway's leading financial services group:  
- More than 2.3 million retail customers

- More than 200,000 corporate customers
- Norway's most extensive distribution network and the most international:
- Partner for Norwegian companies abroad and for large international companies in Norway International network of 13 branches and representative offices
- One of the world's foremost shipping banks
- Norway's leading foreign exchange bank
- A major international player in the energy sector
- Operations in Poland and the Baltic states through DNB NORD
- Presence in north-West Russia through DNB Monchebank
- Private banking in Luxembourg

## Eiendomsspar



Eiendomsspar is one of Norway's leading real estate companies. It is owned by Victoria Eiendom (46%) and approximately 500 other shareholders. Eiendomsspar operates through ownership and development of properties, as well as through its 50% shareholding in the Swedish hotel property company Pandox AB. Total rentable space (incl. share of Pandox AB) is 650,000 square metres. Hotels, office buildings and retail shops account for the bulk of rental income. One of Eiendomsspar's main strengths is the quality of its tenant portfolio. The average remaining lease period of the company's properties is 7.1 years. The vacancy rate as measured by rental value is 4 per cent. Eiendomsspar is in a strong financial position, with a net asset value ratio of 50 per cent and a liquidity reserve of NOK 1,8 billion.

## Eli Lilly Norge



Eli Lilly and Company is a leading, innovation-driven corporation committed to developing a growing portfolio of best-in-class and first-in-class pharmaceutical products that help people live longer, healthier and more active lives. Lilly products treat depression, schizophrenia, attention-deficit hyperactivity disorder, diabetes, osteoporosis and many other conditions. We are committed to providing answers that matter - through medicines and information - for some of the world's most urgent medical needs.

## ExxonMobil



ExxonMobil Exploration & Production Norway AS, is the largest international oil and gas producer on the Norwegian Continental Shelf (NCS).

The company is the operator of the Balder, Ringhorne, Jotun and Sigyn fields, and partner in more than 20 fields. ExxonMobil has an active Exploration program in Norway, and is also running the Greenland Exploration program from our offices in Stavanger. ExxonMobil has been present in Norway since 1893, opened the first modern refinery at Slagen in 1961, and was awarded the first offshore License in Norway in 1965. ExxonMobil has a long-term commitment to Norway, and represents growth, integrity and stability.

## First House

**FIRST HOUSE** First House is a strategic advisory firm with Norway and the Nordics as its home market. The three pillars of First House services are advisory by its senior team within:

- governmental affairs/lobbying
- corporate & financial communication
- reputation management, PR, crisis management and crisis communication

First House contributes to success for its clients within the private and public sectors through positioning and market communication for market leaders and challengers. First House contributes to the achievement of breakthroughs and good compromises through sound political communication, value creation and the securing of employment through strong regional development and efficient financial markets communication. Furthermore, First House helps clients build strong corporate cultures through sound internal communication. First House also assists as an advisor and project manager within crisis management and crisis communication and, in other cases, where corporate reputation is at stake. The firm offers industry expertise within a number of industries and business sectors, such as media, energy, healthcare, defense, shipping and transport, sporting goods, fashion, grocery, trade, construction/building materials, finance, telecom/IT as well as trade and labor organization leadership and management. First House will build bridges for international corporations from Europe, China, India and other regions in the Far East, North and South America. First House offers advisory services for corporations wishing to establish businesses within the Norwegian market.

## FMC Technologies

**FMC Technologies** is a global provider of technologies and solutions for international customers engaged in petroleum exploration, production, measurement and transportation. Those solutions include the design, manufacture and supply of technology and equipment. FMC Technologies has approx. 11,000 employees worldwide and is headquartered in Houston, Texas. 2800 FMC employees are located in Norway and 1,700 of them are employed at the Kongsberg branch. One of the businesses that make up FMC Technologies is FMC Kongsberg Subsea which delivers advanced technology, products and systems for full field subsea development.

## Gambit Hill &amp; Knowlton

**HILL+KNOWLTON STRATEGIES** In a period of rapid change, corporate reputation can be one of a company's most valuable and enduring assets. It plays a central role in the achievement of key business objectives such as:

- Creating shareholder value
- Attracting, retaining and motivating high-quality people
- Marshaling stakeholder support on public policy issues
- Creating a "halo effect" that helps sell products and services
- Minimizing the impact a crisis or third party action can have on a company's financial position and business prospects

Our corporate experience spans many industries such

as food and consumer products, professional services, information technology, telecommunications, health and pharmaceuticals and financial services. Our mission is to help favorably affect the resolution of any issue of concern to the CEO, senior management or board of directors that involves the protection or enhancement of a company's perceptual assets.

## GE Healthcare



GE Healthcare provides transformational medical technologies and services that are shaping a new age of patient care. Our broad expertise in medical imaging and information technologies, medical diagnostics, patient monitoring systems, drug discovery, biopharmaceutical manufacturing technologies, performance improvement and performance solutions services help our customers to deliver better care to more people around the world at a lower cost. In addition, we partner with healthcare leaders, striving to leverage the global policy change necessary to implement a successful shift to sustainable healthcare systems. Our "healthymagination" vision for the future invites the world to join us on our journey as we continuously develop innovations focused on reducing costs, increasing access and improving quality around the world. Headquartered in the United Kingdom, GE Healthcare is a unit of General Electric Company (NYSE: GE). Worldwide, GE Healthcare employees are committed to serving healthcare professionals and their patients in more than 100 countries.

## Google Norway



Google opened their Norwegian office in May 2005. Since then most companies operating in the Norwegian marketplace have discovered Google as the world's most effective advertising medium. Every day, billions of queries connect buyers and sellers around the world and the advertisers only pay when someone, who is looking for exactly what they have to sell, click on their ads. Google's mission is "to organize the world's information and make it accessible and useful". Google Norway AS is a subsidiary of Google Inc. and is the workplace of about 0.001% of our "Googlers" worldwide.

## Hurtigruten



Headquartered in Norway - with subsidiaries in the USA, Germany, France, and England - Hurtigruten ASA employs approximately 1,900 people. Hurtigruten's specialty is in tourism and transport operations in Norway and abroad. The company's core business is offering trips along the Norwegian coast as well as Greenland, Antarctica and Spitsbergen. Hurtigruten has a history back to 1893, when founder Richard With started regular routes along the coast of Norway. The first trip was from Trondheim to Hammerfest and then from Bergen to Kirkenes. Soon this voyage was discovered by tourists from all parts of the world. A true authentic experience, with top quality service and the most amazing scenery. Today Hurtigruten is a renowned international cruise experience and an important part of the infrastructure for a number of communities along the Norwegian

coast. Hurtigruten now has 13 ships, of which 11 sail daily between Bergen and Kirkenes with 34 ports of call. Hurtigruten's vision is: Real experiences in unique waters. An active partner with National Geographic and supporting sustainable tourism. Welcome aboard the World's Most Beautiful Voyage!

## IBM



IBM is a global technology and innovation company that stands for progress. It is the largest technology and consulting employer in the world, with approximately 427,000 employees serving clients in 170 countries. IBM offers a wide range of technology and consulting services; a broad portfolio of middleware for collaboration, predictive analytics, software development and systems management; and the world's most advanced servers and supercomputers. Utilizing its business consulting, technology and R&D expertise, IBM helps clients become "smarter" as the planet becomes more digitally interconnected. In Norway IBM has contributed to innovation and progress since 1935. In cooperation with our partners we deliver smart solutions to companies and organizations of all sizes in public and private sector.

## IBM and Research

IBM invests more than \$6 billion a year in R&D, just completing its 18th year of patent leadership. IBM Research has received recognition beyond any commercial technology research organization and is home to 5 Nobel Laureates, representing more than 3,000 researchers from IBM's 11 Research labs around the world contributing to solve some of our societal challenges and develop next generation technology. For more information, please visit [www.ibm.com/ibm/us/en](http://www.ibm.com/ibm/us/en).

## Iron Mountain



IRON MOUNTAIN<sup>®</sup> Iron Mountain Incorporated (NYSE:IRM) helps organizations around the world reduce the costs and risks associated with information protection and storage. The company offers comprehensive records management, data protection, and information destruction solutions along with the expertise and experience to address complex information challenges such as rising storage costs, litigation, regulatory compliance and disaster recovery. Founded in 1951, Iron Mountain is a trusted partner to more than 156,000 corporate clients throughout North America, Europe, Latin America and the Pacific Rim. The company has 17,000 employees and more than 1,000 facilities worldwide with revenue of \$3 billion. Its headquarters are in Boston, Massachusetts USA and the Norwegian head offices are located in Stavanger.

## Janssen Pharmaceutical



Janssen Pharmaceutical joined Johnson & Johnson in 1961 and is now a member of the Johnson and Johnson family. The company develops and markets innovative, high-quality pharmaceutical products and services. Janssen Pharmaceutical's current European workforce is approximately 6,000 employees. In Norway, Janssen

Pharmaceutical conducts clinical research, marketing and sales of the company's pharmaceuticals. The main office is located at Skøyen in Oslo, where 48 employees comprise the Norwegian operations.

#### King Food AS - Burger King Norge



Burger King is today one of the largest retail chains in the world and employs over 300,000 people in more than 11,200 restaurants in 61 countries. The last years Burger King has opened two restaurants every day and serves daily more than 2.1 billion flame broiled burgers. James McLamore and David Edgerton opened the very first Burger King Restaurant in Miami in 1954 with the ambition of offering high quality food at a reasonable price with fast service and in clean, pleasant surroundings. King Food AS, owned by Umoe Catering AS, has had the franchise rights for Burger King in Norway since 1988, when the first restaurant opened in Oslo. Today, King Food AS operates 32 restaurants in Norway and four in Sweden. King Food employs close to 1,000 people, with a high proportion of youths. Our purpose is true to the founders of Burger King: To offer high quality fast food at a reasonable price in clean and pleasant surroundings. At the same time, we aim to take the best possible care of our employees. King Food as is also devoted to being a leading franchisee within Burger King and, naturally, being a good investment for our owners.

#### KPMG



KPMG is one of the world's leading providers of audit, tax and advisory services. We work closely with our clients, helping them to mitigate risks and grasp opportunities. We aim to respond to the complex business challenges facing our clients and adopt a global approach spanning professional disciplines, industry sectors and national borders. KPMG operates in 150 countries and has over 140,000 employees. In Norway over 900 dedicated professionals work across 26 offices dealing with a variety of complex business issues, including KPMG Law, specializing in corporate tax law, transfer pricing and expatriate tax issues and our US Desks in Oslo and Stavanger, managed by US Certified Public Accountants, providing expertise in SEC Reporting, PCAOB & SOX 404 compliance and US GAAP financial reporting. Complexity in business is accelerating. How you react will define performance, success and reputation. KPMG professionals help you cut through the new complexity, to a more profitable and sustainable future.

#### Lockheed Martin Corporation



Lockheed Martin is a global security and aerospace company that employs about 123,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The Corporation's net sales for 2011 were \$46.5 billion.

#### Manpower



#### ManpowerGroup

ManpowerGroup, the world leader in innovative workforce solutions, creates and delivers high-impact solutions that enable our clients to achieve their business goals and enhance their competitiveness. With over 60 years of experience, our \$22 billion company creates unique time to value through a comprehensive suite of innovative solutions that help clients win in the Human Age. These solutions cover an entire range of talent-driven needs from recruitment and assessment, training and development, and career management, to outsourcing and workforce consulting. ManpowerGroup maintains the world's largest and industry-leading network of nearly 3,900 offices in over 80 countries and territories, generating a dynamic mix of an unmatched global footprint with valuable insight and local expertise to meet the needs of its 400,000 clients per year, across all industry sectors, small and medium-sized enterprises, local, multinational and global companies. The ManpowerGroup suite of solutions is offered through ManpowerGroup Solutions, Experis, Manpower, and Right Management.

#### Marathon Petroleum Norge



Marathon Oil Corporation (NYSE: MRO) is an independent international energy company engaged in exploration and production, oil sands mining and integrated gas. Based in Houston, Texas, the company has a strong portfolio of assets delivering defined growth leveraged to crude oil production with exploration upside. The Company's operations are located in the United States, Angola, Canada, Equatorial Guinea, Indonesia, Iraqi Kurdistan Region, Libya, Norway, Poland and the United Kingdom.

Marathon Oil Norge AS is actively involved in the exploration and production of oil and gas in Norway. The company received its first operatorship on the Norwegian Continental Shelf in 2002 and in 2008 production commenced from Marathon's first operated development in Norway. The Norway office is located in Stavanger.

#### Marsh



Marsh AS is a subsidiary of Marsh Inc, the world's leading insurance broker and risk advisor. With 25,000 employees and annual revenues approaching \$5 billion, Marsh serves more clients in more industries worldwide than any firm in their industry. Marsh works with businesses, public entities, organizations, and private clients in over 100 countries. Marsh sees risk — and its accompanying opportunities — in all its forms. Their experience in helping clients turn risk into competitive advantage is unrivalled. In Norway, Marsh employs 110 people, and cooperates with more than 500 Norwegian and international clients. Marsh is devoted to finding the opportunity in risk. Companies look to Marsh to help them navigate the daunting global risk landscape, seeing risks others don't and unlocking opportunities others can't.

Marsh is part of Marsh & McLennan Companies (MMC), a leading global professional services firm with roots dating back to 1871. Today MMC employs approximately 52,000 employees providing analysis,

advice and transactional capabilities to clients in more than 100 countries. The companies of MMC provide solutions in Risk and Insurance Services, Risk Consulting and Technology, Human Resources Consulting, Specialty Consulting and Investments.

#### McDonald's Norge



i'm lovin' it

McDonald's is the leading global foodservice retailer with more than 33,000 local restaurants serving more than 68 million customers in 119 countries each day. More than 80% of McDonald's restaurants are owned and operated by independent local men and women. We serve the world some of its favorite foods — world famous McFries, Big Mac, Quarter Pounder and Chicken McNuggets. Our rich history began with our founder, Ray Kroc. The strong foundation that he built continues today with McDonald's vision and the commitment of our talented executives to keep the shine on McDonald's Golden Arches for years to come. McDonald's was established in Norway in the early 80's and the first restaurant was opened in Oslo on November 18, 1983. There are 73 restaurants in Norway and close to 2000 employees which makes the company one of the largest employers of youth in the country. Our employees also represent over 80 different nations.

#### Microsoft



Microsoft, founded in 1975, has grown to be one of the most influential software companies in the world and continues to grow substantially. Headquarters are located in Redmond, WA, and the company more than 90,000 employees worldwide. Microsoft's main mission is to help people and businesses throughout the world to realize their full potential. Microsoft in Norway works closely with 2,000 partners who offer Microsoft software, services and solutions to the market.

#### Monster Worldwide



MonsterWorldwide, Inc. (NYSE: MWW), parent company of Monster, the premier global online employment solution for more than a decade, strives to inspire people to improve their lives. With a local presence in key markets in North America, South America, Europe, and Asia, Monster works for everyone by connecting employers with quality job seekers at all levels and by providing personalized career advice to consumers globally. Through online media sites and services, Monster delivers vast, highly targeted audiences to advertisers.

#### MSD Norway



Merck & Co., Inc. is a global research-driven pharmaceutical company established in 1891. Merck discovers, develops, manufactures and markets vaccines, consumer health products, animal health products and medicines to address unmet medical needs. The company devotes extensive efforts to increase access to medicines through far-reaching programs that not only donate Merck medicines but help deliver them to the

people who need them. MSD Norway was established in 1970 and holds 160 employees in its branch in Drammen. MSD Norway is very active with clinical trials in Norway in addition to marketing and sales of innovative medicines.

#### Petroleum Geo-Services



Petroleum Geo-Services (PGS) is a leading worldwide geophysical company. PGS provides an extensive range of seismic services and products for the petroleum industry including data acquisition, processing, reservoir analysis and interpretation. The company also possesses the world's most extensive multi-client data library. Formed in 1991, the company today operates 11 marine streamer vessels including 7 vessels of the unique Ramform class. PGS will take delivery of another 2 new Ramforms in 2013 and has options for two more for delivery in 2015. The company also has 22 data processing centers. With its headquarters in Oslo, Norway, the company has offices in approx 30 different countries with larger regional offices in London, Houston and Singapore. The company is listed on the Oslo stock exchange.

#### Pfizer



Partner for bedre helse

Pfizer Inc, founded in 1849, is dedicated to better health and greater access to healthcare for people and their valued animals. It is the world's largest pharmaceutical company. Pfizer headquarters are located in New York and represented in more than 150 countries. There are more than 110,000 employees in the company. Pfizer was established in Norway in 1959, and there are approximately 130 employees within sales, marketing and clinical research.

#### PricewaterhouseCoopers



PricewaterhouseCoopers provides industry-focused assurance, tax and advisory services to build public trust and enhance value for its clients and their stakeholders. More than 130,000 people in 148 countries work collaboratively using Connected Thinking to develop fresh perspectives and practical advice. In Norway, PricewaterhouseCoopers has more than 940 professionals and 18 offices, making it one of the country's largest professional service providers.

#### Rezidor



Rezidor offers a portfolio of great brands from high class comfort to high class luxury. With five unique brands to choose from, each with its own distinct character and style, Rezidor is in a class of its own serving destinations across Europe, the Middle East and Africa.

The three distinct hotel brands: Radisson Blu, Hotel Missoni and Park Inn Radisson currently feature over 400 hotels, 87,000 rooms in operation and under development and over 35,000 employees in more than 60 countries. Properties lie in city centres and suburban areas, at airports and exclusive resort destinations.

However, it is the Yes I Can! spirit that differentiates Rezidor from our competitors. Adopted by all employees, Yes I Can! is a company-wide service

philosophy where each guest is treated with a positive service attitude. Yes I Can! lies at the core of our operations and is both mission and vision alike. The Rezidor Hotel Group has been recognized as one of the World's Most Ethical Companies for the second year in a row. Following a first award in 2010, the Ethisphere Institute (USA) has again honored Rezidor's real and sustained ethical leadership and has named the group as one of the 2011 World's Most Ethical Companies.

#### RCCL



Royal Caribbean International is a global cruise brand with 22 innovative ships, calling on more than 270 destinations in 72 countries across six continents. The company also offers unique cruise tour land packages in Alaska, Canada, Dubai, Europe, and Australia and New Zealand.

Royal Caribbean provides a world-class vacation experience with a wide range of signature onboard amenities, entertainment, and award-winning family programming. The cruise line has a 40-year history of giving guests the Royal Advantage – the most innovative cruise ships, exciting itineraries to popular destinations, and world-renowned friendly and engaging Gold Anchor Service. Royal Caribbean has been voted "Best Cruise Line Overall" for nine consecutive years in the Travel Weekly Readers' Choice Awards. Royal Caribbean International is part of Royal Caribbean Cruises Ltd. (NYSE/OSX: RCL), a global cruise vacation company that also operates Celebrity Cruises, Azamara Club Cruises, Pullmantur, CDF Croisieres de France, as well as TUI Cruises through a 50 percent joint venture with TUI AG. The company owns 40 ships and has one under construction and two under agreement.

In the Nordics our head office is located in Oslo, with more than 60 employees. Local sales offices are located in Stockholm, Copenhagen and Helsinki.

#### SAS Institute



SAS Institute is the world's largest privately held IT company, with more than 12,000 employees and 50,000 customers in 127 countries. As the leading provider of Business Intelligence and Analytics, the company has built a strong position in the Nordic and Baltic region where it supports above 1,300 customers from offices in Oslo, Stavanger, Copenhagen, Skanderborg, Stockholm, Helsinki and Tallinn.

SAS Institute serve nearly all industries with multiple cutting-edge analytical capacities, including high-performance analytics, in-database processing and taking full advantage of the value hidden in unstructured data. SAS industry solutions and user-friendly applications help you understand the past, monitor the present, and predict outcomes as you move your business ahead. Since 1976 SAS has been giving customers around the world THE POWER TO KNOW®

#### Schlumberger



In 1927 Schlumberger was founded by the two brothers who invented wireline logging as a technique for obtaining downhole data in oil and gas wells. Today Schlumberger continues to build on the industry's longest track record for providing leading edge E&P

technology to develop new advancements from reservoir to surface. Since its founding, the company has consistently invested significant time and money on research and development as a long-term strategy to support and grow our technology leadership. Short-term business cycles do not affect our commitment. With 25 research and engineering facilities worldwide, we place strong emphasis on developing innovative technology that adds value for our customers. In 2008, we invested \$818 million in R&D.

#### International Teamwork

Reflecting our belief that diversity spurs creativity, collaboration, and understanding of customers' needs, we employ over 87,000 people of more than 140 nationalities working in approximately 80 countries. Our employees are committed to working with our customers to create the highest level of added value. Knowledge communities and special interest groups with our organization enable teamwork and knowledge sharing unencumbered by geographic boundaries.

#### SEB

When A.O. Wallenberg opened the doors to SEB's original office in 1856, one of Scandinavia's first corporate and investment banks was born. Since then, tradition and innovation have gone hand-in-hand at SEB. For more than 150 years, SEB has helped companies grow and advised generations of the same family. SEB has grown with clients through the Nordic and Baltic countries and Germany and into the world's financial centres. Today SEB's 17,000 employees work in 20 countries. SEB has worked in Norway since the beginning of the 1900s supporting clients that are today among the largest companies in the country. The bank offers a complete range of financial solutions to corporate and institutional clients as well as wealthy individuals and families. SEB is also a market leader within cards through the Eurocard and Diners Club brands. By being a trusted advisor and building long-term relationships, SEB creates the foundation for clients to reach their goals.

#### Skanska Norway

SKANSKA Skanska is one of the world's leading construction groups with expertise in construction, development of commercial and residential projects and public-private partnerships. The Group currently has 56,000 employees in selected home markets in Europe, the US and Latin America. Skanska AB is headquartered in Stockholm. Skanska in Norway employs 4,000 people from all around the country and has been in the Norwegian market since 1906. Skanska Norway has for many years been ranked as the most popular employer among construction students in Norway.

#### Software Innovation



Software Innovation is a Scandinavian company and one of the leading international suppliers of software for information, document and case management. With nearly 30 years' experience and competence, we are committed to delivering future-oriented, flexible and user-friendly applications. Our systems create excellent knowledge sharing, efficient

collaboration, organizational supervision and better service for both private and public organizations. Our standardized professional applications are built on Microsoft SharePoint and Office, the market's leading platforms for collaborative working.

#### An international Company

The company has around 300 employees working in offices in Oslo, Stockholm and Copenhagen. Our software is sold and supplied through a growing network of global partners.

#### Statoil



Statoil is an international energy company with operations in 36 countries. Building on 40 years of experience from oil and gas production on the Norwegian continental shelf, we are committed to accommodating the world's energy needs in a responsible manner, applying technology and creating innovative business solutions. We are headquartered in Norway with approx. 21,000 employees worldwide, and are listed on the New York and Oslo stock exchanges.

#### TGI Friday's/American Bistro Scandinavia



T.G.I. Friday's is an incredible brand, beginning with the original restaurant that opened in Manhattan in 1965, to our first international restaurant that opened in England in 1986. T.G.I. Friday's created, and has continued to define, the casual dining category with fun, energetic ambience, quality food and drink, and exceptional guest experience! Within Scandinavia, American Bistro Scandinavia is proudly successful within the TGI Friday's franchise system. Since the opening of our restaurants at Stureplan in Stockholm in 1996 and Karl Johans Gate

in 1997, we have defined what a Friday's restaurant can be – a unique combination of restaurant and bar experience that leaves the competition envious. American Bistro Scandinavia operates six restaurants and bars in Norway and three in Sweden.

#### Thon Hotels



We know that our guests have different hotel needs on different occasions. This is why we have developed three concepts which will make it easier to choose the right hotel. Budget - Smart and simple. City - Comfort in central locations. Conference - Professional conference hotels.

By offering a warm and welcoming atmosphere in the hotel and a high level of service with knowledgeable employees, we give our guests a positive hotel experience every time they stay with us. Thon Hotels is part of the Olav Thon Group and has 61 hotels in Norway and one in Sweden. Additionally, Thon Hotels has five hotels in Brussels and one in Rotterdam.

#### Tine



TINE SA is Norway's largest producer, distributor and exporter of dairy products. TINE SA is strongly positioned in the Norwegian consciousness. The milk is processed into more than 500 product varieties that are found on shop shelves under the TINE trademark. TINE SA is responsible for product development, quality assurance, production and distribution planning, marketing, sales and the export of TINE products. TINE is a dairy cooperative owned by 15,000 dairy farmers. Each of them owns a share in the collective's dairy company to which they deliver 1.4 billion liters of cow milk and about 19.5 million litres of goat milk every year.

TINE SA is one of Norway's largest food industry companies with a total of 5,500 employees and annual revenue of 19.4 billion NOK in 2011. TINE SA has through 130 years built its business on culinary culture and good experience, with attention to the requirement of safe food.

#### NBCUniversal

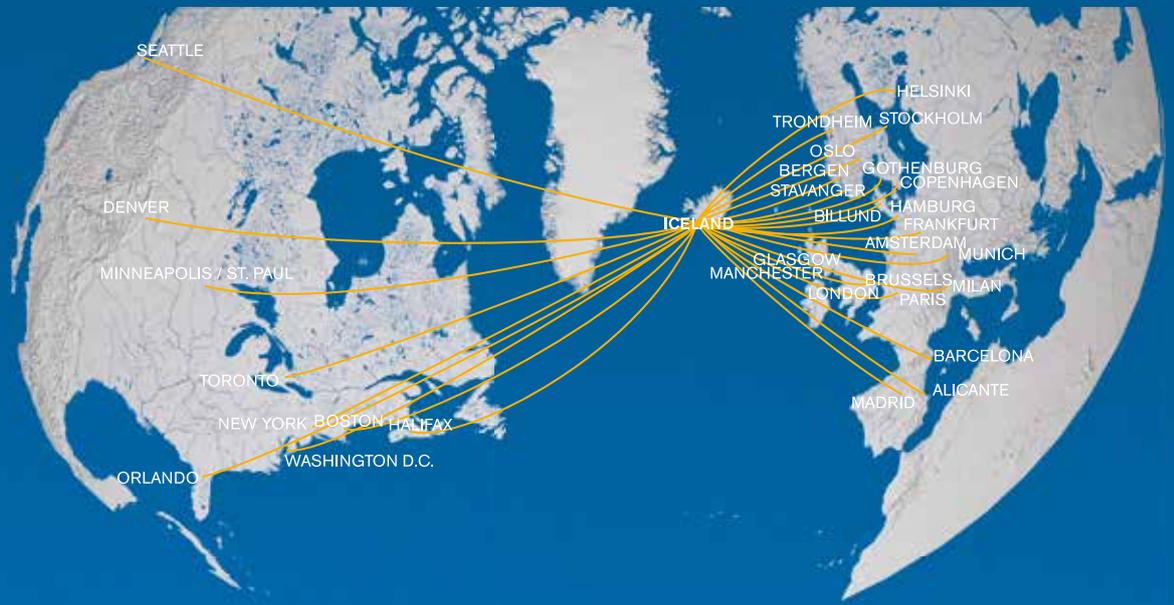
#### NBCUniversal

NBCUniversal is one of the world's leading media and entertainment companies in the development, production, and marketing of entertainment, news, and information to a global audience. NBCUniversal owns and operates a valuable portfolio of news and entertainment television networks, a premier motion picture company, significant television production operations, a leading television stations group, and world-renowned theme parks. Comcast Corporation owns a controlling 51% interest in NBCUniversal, with GE holding a 49% stake.

#### Verizon Norway



One of three operating units of Verizon Communications Inc., Verizon Business delivers advanced IP, data, voice and wireless solutions to large businesses and government. Verizon Business is the culmination of a series of focused acquisitions of industry leaders, including Verizon, MCI, UUNET and Digex, which creates a company with deep expertise, global capabilities, and a history of innovation. With tens of thousands of Customer Relationships including 97% of Fortune 500, the company provides services with strength in financial services, retail, high-tech, healthcare, federal/state/local government, and education.



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# INTERACTION

is our strength

More than forty years ago, Norway's first oil production began – from the Ekofisk field. So far, around 1,858 billion Norwegian kroner's worth of value creation has been generated from this and other fields in the Greater Ekofisk Area. Now we are investing in further development of these fields – and preparing for the next 40 years.

**Looking ahead – and looking northwards.** We have ambitions of growth on the Norwegian continental shelf and to remain a key player.



**ConocoPhillips**



**ConocoPhillips** is one of the world's largest independent E&P companies with operations in almost 30 countries. Our headquarters are located in Houston, Texas. Operations in Norway are led from the company's offices in Tananger outside Stavanger. **ConocoPhillips** is one of the largest foreign operators on the Norwegian continental shelf. The company is the operator of the fields in the Greater Ekofisk Area, and has ownership interests in fields such as Heidrun, Visund, Oseberg, Grane, Troll, Alvheim and Huldra.

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