



Membership Guide 14-15

DEVELOPING NORWEGIAN-AMERICAN BUSINESS RELATIONS



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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 our 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: HR & Legal industry focus

For the past several years, AmCham Membership Guide content has focused on key member industries:

2013-2014 Defense & Security, 2012-2013 Energy, 2011-2012 Business Services, 2010-2011, Food & Beverage, 2009-2010 Financial, 2008-2009 IT, 2007-2008 Pharmaceutical, 2006 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.

Cover photo: Considered a technology hub, Minnesota is one of the world's largest regions for life science manufacturing. The state hosts more than 600 such companies, including device manufacturers 3M, Medtronic and St. Jude Medical. For a variety of reasons, Norway and Minnesota are natural partners. More people of Norwegian descent (845,000) reside in Minnesota than in any other US state.

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DNB – Banking the Norwegian way



Norway – New Challenges in Professional Life



Thank you for this opportunity to address the members of American Chamber of Commerce in Norway on some important issues concerning work life in Norway.

Professional skilled workers and engineers from the USA were of utmost importance assisting us to build up the oil and gas industry in Norway. Still today, qualified personnel from the USA and many other countries are headhunted in many business sectors.

In Norway we have an advanced manufacturing sector and a growing service sector that can offer challenging and exciting job opportunities. A Colombian-Canadian couple who settled in Stavanger to work as engineers told the local newspaper that the work-life balance is what makes them want to stay longer. This statement expresses what many will characterize as one of the highest qualities of working life in Norway: we have large labor force participation, and authorities and employers promote combinations of career and family life. The OECD regularly publishes a "Better Life Index" where Norway ranks third at work-life-balance, next to Denmark and the Netherlands.

Working life standards in Norway are good. Nine out of ten people in active employment report job satisfaction. Most of them have a permanent work contract and feel that they have job security. The employees state that working time is well adapted to family life and social commitments, and the majority experience that they have influence on their own working day to a considerable degree.

The goal of the new government formed by the Conservative Party and the Progress Party is to achieve a reliable, flexible labor market that promotes a high rate of employment. For this reason, we want to start fresh when examining how the labor force can best be deployed in the coming decades. Regulation on working hours should offer more flexibility in accordance with the needs to periodically work more or less, depending on the balance between family and work life. The government wishes to establish a better basis for a more open working life, for example by expanding the right to use temporary employment contracts. Measures against involuntary part-time work will continue. We are well aware of the fact that in coming decades there will be fewer employees per pensioner and new staffing challenges to deal with, particularly in the nursing and care sector. For sure, skilled workers from the USA and other countries will still be most welcome to enjoy the opportunities in the Norwegian labor market.

Sincerely,

Robert Eriksson
Minister of Labor and Social Affairs

Greetings from US Embassy Oslo



We welcome another year of cooperation with the American Chamber of Commerce and you. Since late September 2013 I've been the Acting Ambassador of the United States. While we await the US Constitutional process for confirming Presidential appointments to run its course, we continue to conduct business at Embassy Oslo.

Our shared cause of deepening and developing the already strong economic relationship between the United States and Norway goes on. Over the past year, many of us at Embassy Oslo have been busy working to improve the business prospects of US companies doing business in Norway, helping new companies enter or export to the Norwegian market, and supporting Norwegian investment into the United States.

We have been very happy to see commercial success and regulatory breakthroughs for strong US brands like Tesla and Segway, and note that our advocacy and promotional activities yield results.

We have continued to support the Obama Administration's National Export Initiative and Select USA investment program. Last summer we had the pleasure of welcoming major trade missions from Alabama, Minnesota, California and North Dakota, and later in the year, recruiting a strong group of Norwegian companies to attend the 2013 Select USA Investment Summit in Washington D.C. We hope the connections made will lead to profitable business and increased interaction.

In the year ahead, we will be connecting with new and old friends in the business community, engaging with the government and

hosting events. Our business roundtables have been very popular, featuring guests like GE's Jeff Immelt and Tesla/SpaceX owner Elon Musk, and we want to keep the tradition going. We will also pursue our "visit Norway" policy, with visits to important business clusters outside of Oslo, and representation at major tradeshow. Our commercial specialists are scheduled to attend events in Colorado, California and Florida, and we will have a big presence at the Offshore Northern Seas conference in Stavanger in August. We hope to see many of you there.

Nearly every part of the Embassy works with the American Chamber of Commerce and its great and growing membership. On behalf of the Defense Attaché's Office, the Office of Defense Cooperation, the Consular, Management, Political-Economic and Public Affairs Sections, and especially the Foreign Commercial Service, let me say we really value these close relationships and look forward to continued cooperation. Please call upon us to assist you in whatever way we can.

For more information about the National Export Initiative, Select USA or Embassy Oslo's Economic and Commercial team, please visit <http://norway.usembassy.gov/business.html>

Sincerely,

Julie Furuta-Toy
Chargé d'Affaires
US Embassy Oslo

Greetings from Ambassador Aas



I recently had the great pleasure of celebrating the 200th anniversary of the adoption of Norway's constitution in Minneapolis. You readers are all familiar with the way Norwegians celebrate the 17th of May, but I can now report that Norwegian Americans don't go easy about syttende mai, either.

It was an amazing experience to witness first-hand how Minnesotans – or as I should say, Norwegian-Americans – proud-

ly celebrated their heritage and their bonds to the old country overseas. As US Secretary of State John Kerry pointed out in his greeting to Norway that day: "The powerful bond between our nations is sealed not only by the millions of Americans of Norwegian heritage, but also through the shared democratic ideals and values enshrined in our Constitutions."

Many of the Americans I met in Minneapolis told me that both of their grandparents emigrated from Norway. This is perhaps unsurprising, as there are more Americans of Norwegian descent – roughly 6 million – living in the US than there are Norwegians in Norway. If we could put them all together, Norway would be a medium-sized European country. Of course, measured in population, Norway is still rather small. Yet by many other measures, Norway is a sizeable global player. As a country, we can be proud of "punching above our weight" in everything from playing a role as a peace negotiator in conflict zones, to providing high-tech offshore technologies, as well as being "the battery of Europe" – a major energy provider.

In the time that has passed since the first wave of Norwegian emigrants set sail for a new beginning in the land of hope and glory, Norway has gone through an impressive transformation from one of Europe's poorest countries to one of the world's most prosperous. This "rags to riches" story has not come about by pure luck. Most has been the result of the hard work and dedication of our finest men and women in business and enterprise. Today we are seeing something close to a new wave of immigration: businesses, from both the US and Norway, migrating and setting up operations in each other's markets. It is a most welcome development. Our companies exchange technologies and market opportunities, and forge close relationships, in all sectors in which we share complementarities and interests.

This is where The American Chamber of Commerce in Norway (AmCham) and its sister organization in the US, the Norwegian-American Chamber of Commerce, play such important roles. As facilitators for newcomers, as providers of venues for exchange of experiences and as a voice for the development of trade and commerce. As a government and as government officials, it is my and my colleagues' duty to do our best to promote your important work. To create the best-possible framework for your success, upon which our future prosperity depends. So keep up the hard and important work, and I look forward to doing my part.

Very truly yours,

Kåre R. Aas
Ambassador of Norway
to the United States

AmCham Norway

Dear Members & Friends

The year to come will be marked by change and growth. Change in the private sector's relationship with government, change in Norwegian policy as dictated through the national budget, and changes in key staff across our member companies – and even here at AmCham.

As for growth, Norwegian consumer confidence is on the rise while business barometers show more variation. Growth in US energy production – and its inherent implications – cannot be overstated. The growing US-EU trade relationship will be highlighted and bolstered by the ongoing free trade deal (TTIP) negotiations. And there is mounting concern amongst AmCham member companies about the cost of doing business in Norway. Perpetual personnel expense hikes are increasingly difficult for internationally dexterous companies to disregard.

This is especially important when you consider that foreign-owned enterprises account for nearly 20% of all employment in Norway, despite constituting just 2.2% of all registered entities. Of those foreign-owned enterprises, US companies account for 24.1% of all revenue generated. By comparison, second place Sweden accounts for 13.2%.

Perhaps most strikingly, foreign enterprises accounted for nearly 20% of 2008 value creation within Norway. By the end of 2012, this number had increased to 25%.

Are these facts, figures and broad issues out of your immediate control? Probably. But in light of these trends, can you better shape your company's operations and strategy by working together with fellow transatlantic leaders? Absolutely. AmCham therefore stands ready to assist.

While continuing to grow our membership base over the coming year, we will work ever more closely with the minority government

and key non-ruling parties. Members of Parliament will know the key issues affecting AmCham member firms. Ministries and partner organizations will understand how our world-class companies help make Norway vibrant and prosperous. US and Norwegian officials will rely on AmCham to provide unfettered perspectives on what really matters to international companies.

To achieve these objectives, AmCham will execute a broad mix of themed events, research and analysis, referrals and introductions, informative publications, and key stakeholder meetings in Oslo, Stavanger and beyond.

We truly look forward to working with and for you!

Sincerely,

Pål Rokke
Chairman

Jason Turflinger
Managing Director



Who we are

What we do

AmCham Norway works 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:

- Build American Norwegian business relations
- Promote the mutual interest of the members
- Provide social, business and policy forums for the members
- Connect trusted, experienced resources

- within local markets
- Facilitate networking opportunities between American and Norwegian business leaders
- Act as a host to the international business community in Norway
- Obtain and relay information on protecting busi-

- nesses from unfavorable governmental regulations
- Assist in utilizing US Embassy channels with direct access to the American Government
- Produce and provide useful business publications



Jason Turflinger
Managing Director

Julie Louise Aaserud
Project & Communications
Consultant

Benjamin Kuban
Project & Administration
Consultant

Abraham Vysocky
Intern

Internship program

Our internship position is offered to one student or recent graduate. 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 with Norwegian-American executives. They gain hands-on experience within a growing, international organization. Our interns are responsible for a range of duties, including database maintenance, routine member correspondence, and project and event assistance. If you would like more information about this opportunity, please contact us at amcham@amcham.no. Please indicate why you are interested in the position and what you can bring to the AmCham team.

Board of Directors



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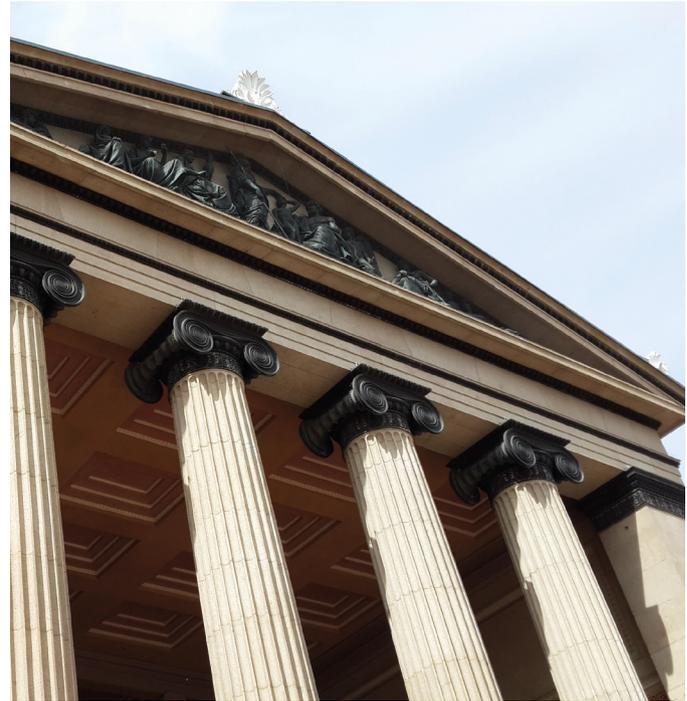
AmCham Norway Committees

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

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.

Committees:

- Automobile
- Board Nomination
- Educational Exchange
- Energy
- Fast Moving Consumer Goods (FMCG)
- Pharmaceutical
- Overseas Security Advisory Council (OSAC)
- IT
- US Wine





JAMES, WE HAVE A PROBLEM.

James Dobbin, Senior Engineer at DNV GL, holds a part of the solution to one of the greatest challenges of our time: how to meet growing energy needs in a responsible manner. Recently, his team has shown how a fully integrated approach to design for offshore wind can lower the cost of clean energy production to a competitive level. Experts like James work with customers every day to solve problems and challenges across the entire energy value chain. They take a broader view on the industry and work relentlessly to make sure the small parts DNV GL play impact the bigger picture.

Following the recent merger between DNV and GL, we are 16,000 employees worldwide dedicated to enabling businesses to meet their challenges in a safer, smarter and greener way; in the energy, oil and gas, maritime and a range of other industries.

We play our part in the bigger picture by taking a broader view.
Discover how at dnvgl.com

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YOU ARE.

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It's not Lagos or Sao Paulo
or Dubai.
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someone will believe in you.
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Internal Corporate Investigations: Employee Rights



Helge Kvamme
Partner, Selmer Law Firm

Over the past few years we have seen that employers more often conduct internal corporate investigations – for a variety of reasons, including violations of working rules and regulations and suspicion of criminal acts like fraud or other types of economic crime. Employers may also have a duty to investigate allegations, for example threats of violence and sexual harassment.

The purpose of internal investigations is, as a rule, to provide a complete and correct factual basis for decisions by the company. However, the issue of how to conduct such investigations is limited by employee legal protections. Internal investigations may involve employees through interviews, documentation collection, analysis of employee e-mail accounts, assessment of work tasks, etc. Internal investigations can be conducted from within or the company can retain an external investigator. The methodology for conducting internal investigations should always take employee rights into due consideration.

Employee interviews will often be an essential part of internal investigations. An external investigator does not have the authority to compel an employee to sit for an interview or provide information. Due to an employee's duty of loyalty, the employer may, however, require an employee to explain how tasks in a specific situation have been carried out. This includes providing information that

subsequently may expose the employee to criticism from the employer. The duty of loyalty also outweighs the discomfort of providing information about colleagues' actions. If the employee refuses to cooperate, it may trigger consequences for his/her employment in the form of e.g. disciplinary actions or termination.

If the internal investigation's mandate includes looking into whether a criminal action has taken place, the employee must be informed about the right to refuse to provide information about these matters due to the self-incrimination principle in criminal cases. Neither the employer nor those carrying out internal investigations can guarantee that information from the interviews will not be subsequently seized by prosecutor authorities and used as evidence in future criminal proceedings.

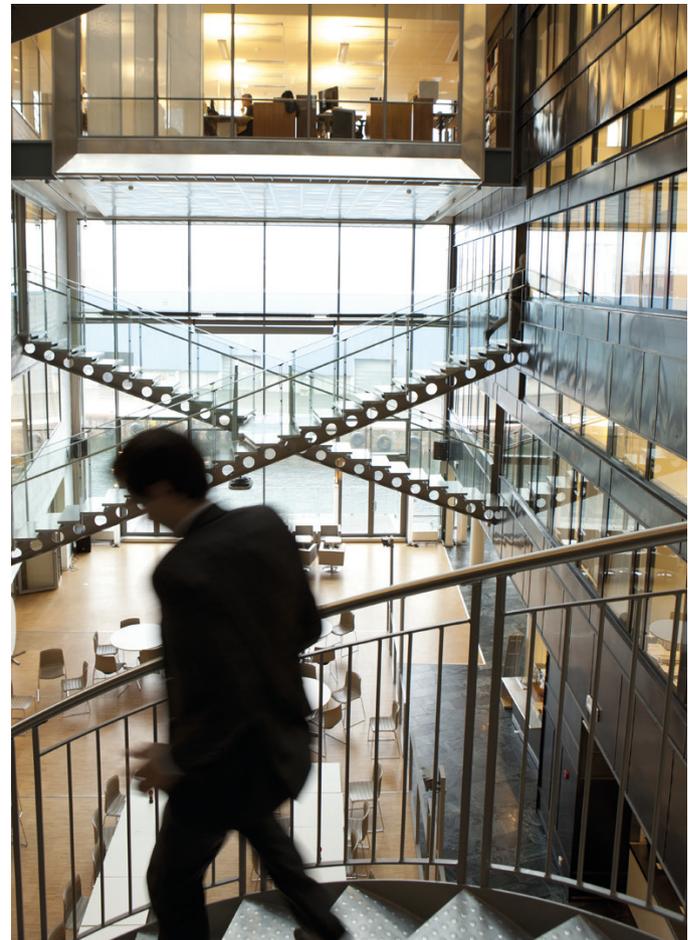
Regarding an employee's right to be represented, there is no statutory requirement that the employee shall be represented by a lawyer. However, due to general principles of objectivity in the employment relationship, employees who are central to internal investigations should be given the right to be assisted by a lawyer. An issue the employer needs to address is whether the employer shall pay for employee attorney fees (fully or partially). We do often see that the employer agrees to pay such legal fees, usually capped at a reasonable level.

It will often be necessary to gather and review documents which will include processing personal data. In this regard, the employer must comply with the requirements under the Norwegian Personal Data Act. The processing of personal data must be adequate, relevant and not excessive in relation to the purpose of the internal investigation. The employee has the right to access processed personal data and to require deficient data rectified. The employer is responsible to erase personal data when it is no longer necessary to carry out the purpose of the investigation.

When engaging an external investigator, he/she will be considered a data processor. A data processor agreement must be entered into, that i.e. includes the purpose of the processing and an obligation for the external investigator to ensure sufficient security measures. It may be necessary to examine an employee's e-mail account, personal space in the company's computer network and in other electronic communications/ media systems that the employer has placed at the disposal of the employee for use while working for the company. However, such examination can only take place if it is necessary to maintain daily operations or other justified interest of the company, or in case of justified suspicion that the employee's use of e-mail, etc. constitutes a serious breach of the

duties that follow from the employment, or may constitute grounds for termination or dismissal. Before the examination takes place the employee shall be notified in writing about i.e. the legal basis for the examination. The employee shall wherever possible, have the opportunity to be present during the examination, and shall have the right to assistance of a representative.

It is important to bear in mind that a good internal corporate investigation, based on gathering all relevant facts about an incident of misconduct, fraud, corruption or other irregularities, is the best way to remediate the gaps in the internal controls. Internal corporate investigations are therefore a vital part of a robust and thorough compliance program.





Norway's Maturing Intellectual Property Landscape



Hanne Kjersti Ulleren
Senior Associate,
Simonsen Vogt Wiig

After several years – where intellectual property enforcement in practice has been neglected by Norwegian authorities – the legislator has recently taken measures. Specifically, the amendments to the Norwegian Copyright Act (measures against copyright infringements, etc. on the Internet) have strengthened rights holders' prospects for civil enforcement of copyright infringement, and hence contributed to reduce the gap between Norway and other countries in Scandinavia and Europe.

The amendments to the Copyright Act – the most comprehensive site blocking legislation in Europe?

Amendments to the Copyright Act entered into force July 1st, 2013. The three main elements of the amendments are 1) replacement of the requirement for a license from the Data Inspectorate with a notification to the Data Inspectorate in order to register and otherwise process IP addresses, 2) a more specific legal basis to access the identity of Internet subscribers based upon their IP addresses, and 3) a new legal basis for ordering Internet Service Providers (ISPs) to block their customers' access to websites where copyright is infringed.

The site blocking provision differs from other jurisdictions in several ways and gives reason to believe that Norway now has one of the most comprehensive legislations in Europe when it comes to site blocking. Contrary to many other jurisdictions where site blocking has its legal basis in general provisions, the Copyright Act includes its own provisions for regulating the requirements and legal process for site blocking, and thus provides clear guidelines to the court and the affected parties. Site blocking is independent of construed liability on the ISP's part as opposed to e.g. Denmark where the legal basis for blocking is based upon the ISP's access

to temporary copying from an illegal source. In accordance with a recent European Court of Justice (ECJ) judgment, a contractual relationship between the ISP and the infringer is not required, rather it is sufficient that the ISP's customer may have access to the infringing website by using the ISP's services.

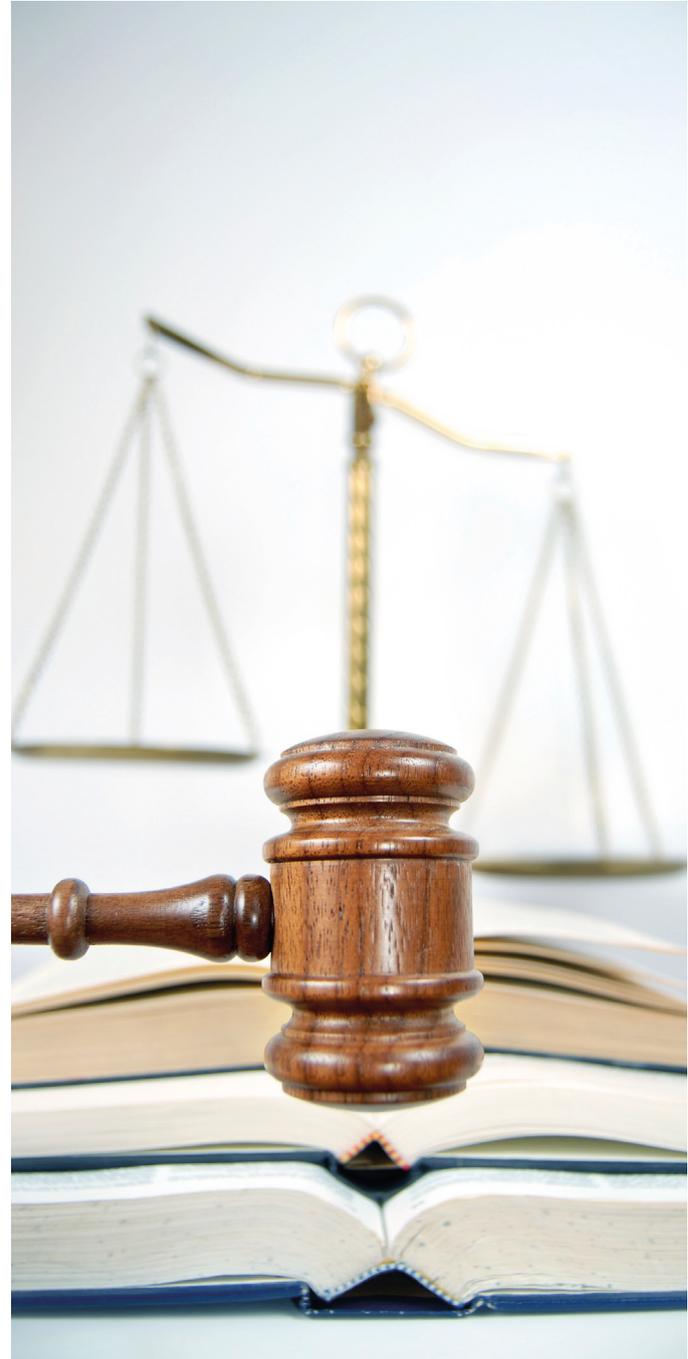
The Norwegian site blocking provision includes several other requirements, making the threshold for blocking quite high. In order for a website to be blocked, rights holders must prove that content which obviously infringes copyright is made widely available on the website in question. When documenting that infringing material is made widely available, the scope of both legal and illegal content must be assessed. The requirement is closely tied to the consideration of freedom of information and expression and shall prevent blocking of otherwise legitimate websites containing some illegal content. Freedom of information and expression is further emphasized in the provision as one of several aspects to be taken into consideration in the overall assessment and the balancing of interests that the court must make.

Rights holders are now preparing to make use of the new site blocking provision. It will therefore be confirmed in the near future whether the new legislation, which on paper seems very clear, is interpreted in a way that makes it an effective tool to reduce online infringement and thus improve the conditions for legal online services.

Criminal enforcement - signs of improvement?

With the exception of raising the maximum sentence for the infringement of industrial property rights, the former government prioritized civil over criminal enforcement. There have been signals that the new government will put more emphasis on criminal enforcement, naturally meaning that more cases will be investigated and prosecuted than today. Norwegian industry hopes for more focus on criminal enforcement of intellectual property infringements, in keeping with other Scandinavian countries.

After the recent ECJ verdict, the future of the Norwegian implementation of the Data Retention Directive is highly uncertain. For example, and according to the coming Act on Amendments to the Electronic Communication Act and the Criminal Procedure Act, a service provider must store traffic and location data – as well as data necessary to identify a subscriber – for six months. This greatly extends the retention period of data from the current three week maximum. The future of the adopted extension of the retention period and the positive impact on preventing copyright infringement in Norway thus hangs by a thread, unless the legislator decides to retain parts of the already adopted implementation of the Data Retention Directive.



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Baard I. L. Storsveen
Senior Client Partner/
Managing Director Norway,
Korn Ferry

Being an American in Norway's business environment can take a toll on even the toughest executive. Inspired by my experience working with leaders and organizational culture since 1995, as well as by Korn Ferry's knowledge of management styles around the globe, and numerous cultural blogs and papers, I hereby present a few hints on integration in Norway (or as we think an American would have put it, the ultimate survival guide for Americans in Norway!).

First of all, one can easily be misled – by McDonald's and Starbucks' popularity, our excitement for NYC shopping, Barack Obama's star status and the fact that most Norwegians are more than willing to speak English - into believing that life as an executive in Norway will be as easy as pie.

US employers tend to make plans independently of their employees, and in Scandinavia there is a mutual process between employers and employees. The US manager would control from the center, and the control is expected, whilst in Scandinavia the authority is delegated and empowered, and decision making is collective and inclusive. The US manager would lead by example. As Scandinavian workers have low trust in authority figures, a manager would have to build their trust by listening to employees and lead using autonomous project groups.

US management culture would typically be hierarchical, where the Scandinavian would be flat. Sometimes the Norwegian organization is so flat that it could be difficult for an outsider to point out the leader of a company. She would very much blend into the group, and behavior or dress code would not necessarily give away that she is in fact the CEO.

At the same time, there are great differences amongst Scandinavians. In short, the Swedes – being raised in a history of aristocracy – would respect a hierarchy and therefore the manager, but they would also expect strong involvement and consensus in the

decision-making process. The Danes, having battled the Dutch and the Germans in the European marketplace for centuries, trust no one, not even themselves. They would loyally agree upon anything in a meeting, and then go out and do whatever they had planned in the first place.

How did the Norwegian flat organizational structure develop?

Norway has undergone a strong Pietistic movement, and this – probably strengthened by the fact that we used to live in a valley by a fjord far from our neighbors – has made us allergic to empty rituals, words and gestures. Sharing and cooperation were critical to survival, and hard work was more important than beauty, wits or individual wealth. No one should think of themselves as better than others, we should share, and be able to trust each other. We prefer words and actions that are natural and straight to the point, firmly rooted in everyday reality. We don't do small talk, and many see the Norwegians as a bit rude and impatient. With this perspective, Norwegians are often seen as introverted and serious, but also very dependable and trusting people, sometimes to the extent of naivety.

In order to build personal relations, equality is a main factor to consider. The best place to meet people is probably through voluntary work, sports or political organizations. Plan a weekend in the mountains or woods (marka) and you'll find that you can address a stranger without the otherwise startled reaction. Moreover, consultation with others is in line with egalitarian individualism and a concern for participation, and this will usually be seen as a sign of broad-mindedness and strength rather than weakness or indecisiveness. Ask for help finding the right place to shop, or where to go skiing or how to understand Norwegian governance. In such cases most Norwegians would be more than helpful. You might even get a follow-up with a dinner invitation or be invited to join an activity. Read up on management and culture, read some of the classics; they will help you understand where we come from.

Norway & the United States: Investment and Trade Figures

Investment

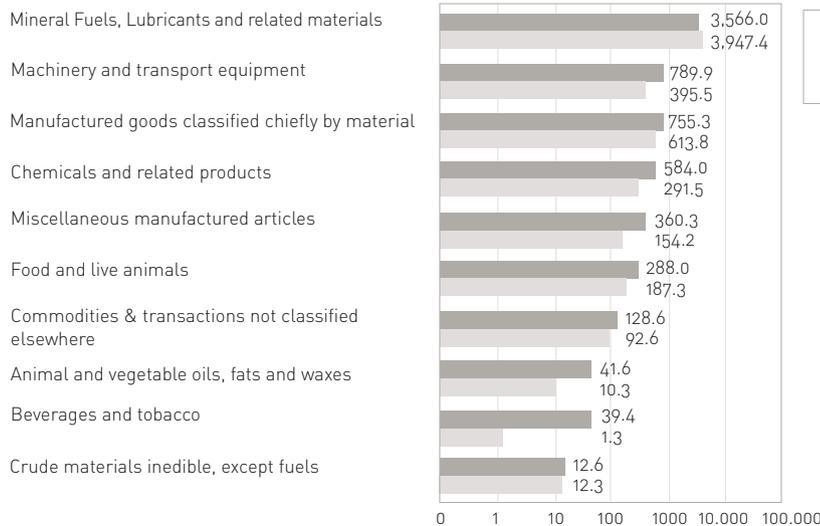
The investment balance favors Norway, with US direct investment totaling \$38.8 billion in 2012, more than double the amount of Norwegian direct investment in the US. The employment balance is heavily

skewed in favor of Norway, with US foreign affiliates employing over 42,000 Norwegian workers, or more than five times the number of US jobs provided by Norwegian affiliates, according to 2012 estimates.

Norway – US Global Linkages, 2012** (\$ billions)

	US in Norway	Norway in US
Foreign Direct Investment*	38.8	16.4
Total Assets of Affiliates	124.8	61.7
Foreign Affiliate Sales	65.0	20.9
Value Added of Affiliates	33.0	2.8
Affiliate Employees	42,126	8,000

Top Ten US Imports from Norway, 2012 (in \$ millions)



Trade

Norwegian exports to the US totaled \$8.1 billion in 2012, and were skewed toward mineral fuels (i.e. petroleum products). The US accounted for just 5.0% of total Norwegian exports, but made up nearly 27% of Norway's exports after excluding Norway's trade with the EU. Imports from the US into Norway totaled \$4.7 billion – that equates to 5.4% of total Norwegian imports or 15.1% excluding trade with the EU.

* Based on a historic-cost basis.

**Assets, sales, value added and employees data are estimates. All data are for majority-owned bank and nonbank affiliates.

Total 2013 US trade in goods with Norway¹

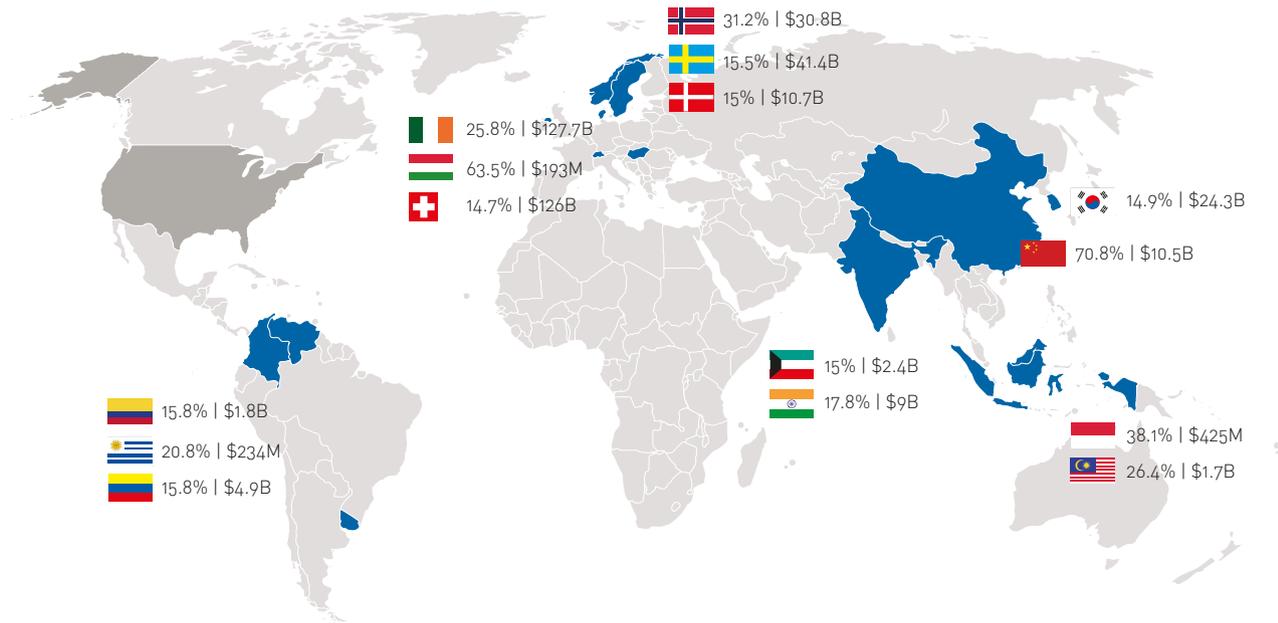
Exports	Imports	Balance
4,591.3	5,510.4	-919.1

Note: All figures are in billions of US dollars on a nominal basis, not seasonally adjusted unless otherwise specified. Details may not equal totals due to rounding.

¹ United States Census Bureau, 2013 US Trade in Goods with Norway, <https://www.census.gov/foreign-trade/balance/c4039.html>

The Transatlantic Economy 2014: Annual Survey of Jobs, Trade and Investment between the United States and Europe, Center for Transatlantic Relations Johns Hopkins University Paul H. Nitze School of Advanced International Studies, 2014, http://transatlantic.sais-jhu.edu/publications/books/TA2014/TA2014_Vol_2_state_by_state.pdf

FDI in the United States Top 15 FDI growth markets 2012



Fastest growing sources of FDI in the United States. By compound annual growth rate (CAGR) 2008-2012²

Rank	Market	Cagr	*2012 Stock Position Million USD
-	Luxembourg	76,58%	20.969
1	China	70,82%	10.465
2	Hungary	63,51%	193
3	Indonesia	38,05%	425
4	Norway	31,20%	30.814
5	Malaysia	26,37%	1.711
6	Ireland	25,75%	127.674
7	Uruguay	20,77%	234
8	India	17,80%	8.995
9	Colombia	15,82%	1.837
10	Sweden	15,51%	41.449
11	Venezuela	15,48%	4.934
12	Denmark	15,06%	10.709
13	Kuwait	14,96%	2.393
14	Korea	14,86%	24.270
15	Switzerland	14,69%	126.007

In 2012, Norway invested 30,814 million USD in the US which is 1.16% of total stock. Norway is number four in Fastest Growing Sources of FDI in the United States, by Compound Annual Growth Rate 2008-2012 behind China, Hungary, with 31.20% CAGR (Compound Annual Growth Rate).

² SelectUSA, Figures: FDI in the United States (31 Dec 2013), http://selectusa.commerce.gov/sites/selectusa.commerce.gov/files/documents/2014/january/2013-12-31_figures_-_selectusa_report_-_fdi_in_the_united_states.pdf



Bright Minds – The New Oil Wells



Maalfrid Brath
Managing Director,
ManpowerGroup Norway

The shortage of skilled labor will become the business industry's biggest bottleneck in the years to come. It is therefore crucial to think forward and focus on competence through development and immigration. Norway has done very well for a long time, but there are signs indicating that the winds are changing. We are seeing downgraded industrial growth forecasts. Additionally, the cost of labor is high and we will begin to see the consequences of an elderly-wave on the public budgets in a few years.

The Human Resources

The most important thing we can do for the future is to concentrate on human capital and on the need for skilled labor. More and more of the employers we are in contact with say they lack the right competence. Only three years ago, one in ten employers stated that they had difficulties finding qualified employees. This number has increased steadily over the past years, and today every fourth employer is facing the same issue. This is indeed a challenge. Our studies show, in fact, that the lack of appropriate skills is the most important investment barrier in the business sector.

Great Necessity

We have had a great need for skilled labor and engineers for a long time in Norway, but the increase in competence shortage is alarming. There is also a demand for salespeople, drivers, chefs, educational personnel as well as managers. The challenge therefore affects a range of sectors and levels and, if the discrepancy persists, it could damage the country's competitiveness.

Finding the correct competence is mostly about being accessible and wanting to be found. Norway today lacks a comprehensive migration policy based on the necessity for skilled labor. We are in need of a national strategy that would make Norway attractive to talented people from around the world.



“The solution is by no means simple, yet quite straightforward: we need to focus more on finding the right people and developing their skill sets”

Future Needs

In line with the demands of the labor market, the access to skilled labor immigration should be promoted. Current migration policies are directed more toward asylum seekers and refugees than job seekers. The asylum policy is of course no less important, but the future migration policies should be differentiated to a larger extent, in order to generate more focus on how Norwegian businesses can attract the appropriate competence. Another important measure is to develop forward-thinking expertise domestically. It is not easy to predict the future, but a few things are certain; for instance, that an increased urbanization and population growth will strengthen the need for labor to construct roads, railroads and housing. In this regard, the government's promise to improve vocational education and training platforms is positive and has a focus on future demands. At the same time, we must not forget that the Norwegian labor market is facing challenges from the top

to the bottom. On the one hand, we are not able to cultivate enough leaders, and on the other, many drop out. Therefore, it is important to work – in a more comprehensive way – with the development of skilled labor, based on the future needs in the labor market.

Constant Change

The labor market is changing at an increasing rate, and old truths are no longer relevant. In our time, what we in ManpowerGroup call the Human Age, capital and technology are no guarantee for growth and increased productivity. Human capital is more important than ever. Attracting and retaining the appropriate talents with the necessary competence remains one of the biggest challenges for employers in the foreseeable future.



+



+



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Membership

Who Can Join?

Membership is open to both major corporations and small businesses that share a common interest in AmCham's mission. It is a company membership open to your management team. Our membership includes US, Norwegian and third-country companies.

Why Join?

AmCham is about deriving the maximum value and getting the most out of your companies' commitment to doing business in Norway. AmCham 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. AmCham'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.

PATRON

- Unlimited executive-level company representatives within AmCham mailing list
- Invitation to all AmCham events – including special Patron-level gatherings
- Regular profiling of company within AmCham publications
- Corporate profiling on AmCham website (logo & operations description)
- Guidance of AmCham event and advocacy initiatives
- Facilitation of member-to-member mass communication up to four times per year (printed materials)
- Priority treatment of requests for assistance and information
- Unrestricted access to continually updated AmCham member and US Company lists
- Unrestricted use of AmCham's downtown Oslo conference room with access to video conferencing

CORPORATE

- Up to three executive-level company representatives within AmCham mailing list
- Invitation to standard and, when possible, special AmCham events
- Company listings in annual Membership Guide
- Corporate profiling
- Facilitation of printed member-to-member mass communications (one time per year)



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 Vinarius
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 Wikborg Rein
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 Wunderlich Securities

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 Citi Norway
 Connectum Capital Management
 DNB
 GE Money Bank
 Global Blue
 J.P. Morgan Europe, Oslo Branch
 KPMG
 PricewaterhouseCoopers
 Reiten & Co.
 SEB
 Verdane Capital Advisors
 Visma Services Norge
 Wunderlich Securities

Communication/PR/Media (12)

Blue-C
 Burson-Marsteller
 Clear Channel
 First House
 Frisch
 Gambit Hill + Knowlton
 Strategies
 Leidar
 Marco Reklame
 Mobikinesis
 Our Amazing Norway
 Pulse Communication

Airline/Travel (10)

Ask Mr. Cruise
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 USA Specialisten/
 World Tours Gruppespesialisten
 Via Egencia

Automobile/Transport (5)

American Car Club of Norway
 Eiker Motorshop
 Opel Norge
 Polaris Norway
 RSA

Chemicals/Metals (7)

Agrinos
 Alcoa
 DuPont Norge
 Ecolab
 Jotun
 Sapa
 Yara International

Defense/Security (4)

Kongsberg Defence & Aerospace
 Lockheed Martin
 Nordic American Group
 Northrop Grumman Corp.

Education/Research (3)

American College of Norway
 Berlitz Language Services
 BI Norwegian Business School

Energy (13)

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

Engineering/Construction (8)

Aker
 Elmatica
 Honeywell
 Parker Hannifin
 Skanska Norway
 Rockwell Automation
 Subsea 7
 Umoe Mandal

Entertainment, Lifestyle & Culture (16)

Best Company
 Cecilie Melli / C Shop
 Excite Events
 Hardanger Bestikk
 Helly Hansen

International Corporate Art
 Moods of Norway
 Rob.Arnesen
 Rock'n Roll Marathon/
 Competitor Group
 SeeME
 Stabæk Fotball
 Telemark Fylkeskommune
 Turner Broadcasting Systems Nordic
 Universal Pictures Norway
 Vroom
 Warner Bros. Entertainment Norge

Food & Beverage (21)

Arcus
 Coca-Cola Enterprises Norge
 Concha y Toro
 Engelstad
 Fondberg
 Frank Gronsund Agentur
 Haugen-Gruppen
 King Food – Burger King Norge
 Mars Norge
 McDonald's Norge
 Mondelez International
 Orkla
 PepsiCo Nordic Norway
 Philip Morris Norway
 Strøm
 Symposium Wines
 Tine
 Torres & Partners Norway
 Treasury Wine Estate
 Vinarius
 Winetailor

Health (16)

Abbott Norge
 Abbvie
 Amgen
 Amway
 Anacott Steel
 Baxter
 Bristol-Meyers Squibb
 Eli Lilly Norge
 GE Healthcare
 GE Healthcare Technologies
 Janssen Pharmaceutical
 Life Technologies
 Lærdal Medical
 MSD Norge

Pfizer
Preferred Global Health

Hotel/Restaurant/ Conference (12)

Best Western International
Carlson Rezidor Hotel Group
Grand Hotel
Hard Rock Cafe Oslo
Hotel Continental
Norges Varemesse
O'Learys Oslo
Regus Business Center Norge
Scandic Hotels
Shippingklubben
Subway
TGI Friday's/American Bistro
Scandinavia
Thon Hotels

Human Resources (7)

Horton International
InterimLeder
Kelly Services
Korn/Ferry International
Manpower
Monster Worldwide
Neo Group

Industrial Equipment (5)

3M Norge
Air Products
ATI Scandinavia
Norwegian Machinery Dealers
Association
SPX Flow Technology Norway

Insurance (7)

Ace European Group
AIG Europe Limited
Aon Norway
Lockton Companies
Marsh
Mercer
Sons of Norway

IT/Computer Equipment (24)

Basefarm
CA Technologies
Cisco Systems Norway
Citrix Systems Norway
Cognizant

CSC Norge
Easymeeting.net
Facebook
Google Norway
Hewlett-Packard Norge
Ibas
IBM
Intergraph Norge
Iron Mountain
Microsoft Norge
Opera Software
Oracle
Premiere Global Services
Recall
SAS Institute
Software Innovation
Sonitor
STM Norway
Thin Film Electronics

Legal (14)

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

Management Consulting (9)

Allen Carr's Easyway Norge
Accenture
Bain & Company
BearingPoint
Boston Consulting Group
Capgemini Norge
CorpNordic
Innovation Norway
Leadership Foundation

Property/Real Estate (3)

Atrium | CBRE
Eiendomsspar
NAI First Partners

Seafood/Aquaculture (1)

Pharmaq

Shipping/Logistics/ Relocation (15)

Adams Express
AWilhelmsen Management
Comet Consular Services
DHL Express
DNV GL
Doorway to Norway
Drew Marine International
FedEx
Eimskip – CTG
Geodis Wilson
Höegh Autoliners
Norwegian Ship Owners'
Association
Team Allied/ Majortrans
UPS of Norway
Visumservice

Telecommunications (4)

Motorola Solutions Norway
Moota Telecom
Telenor
Trigcom



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Past Events (selected)

AmCham Power Luncheon with Minnesota Governor Mark Dayton

June 2013

Grand Hotel, Oslo



Governor Mark Dayton led a formidable group of Minnesota business people, educators and researchers through a rigorous series of Oslo-area meetings and site inspections just ahead of the Norwegian summer pause. During the luncheon – generously sponsored in part by Borton Overseas and Icelandair – AmCham members and partners took advantage of the unique opportunity to interact with ranking representatives of what is perhaps the most pro-Norway region of the United States.

“Minnesota is one of the world’s largest regions for life science manufacturing,” stated the aptly proud Governor.

Fellow guest speaker Ellen Sue L. Ewald of Minneapolis-based Tysvar LLC provided a succinct summary of Norway-Minnesota cooperation successes to date. An expert on transatlantic business and education initiatives, Ms. Ewald strongly emphasized the untapped potential for deepened medical technology partnerships.

13th Annual AmCham Golf Tournament

August 2013

Haga Golf



AmCham members arrived bright and early to the Haga Golf Club for the 13th Annual AmCham Golf Tournament. Complimented by ideal weather, the course at Haga made for a fun and competitive 18-hole Texas Scramble competition. After a light breakfast and warm-up on the driving range, the record 24 team-competition was underway. Players enjoyed the gorgeous weather while competing for the Söderstrøm cup and a trip to New York courtesy of long-time tournament sponsor United.

Team PricewaterhouseCoopers took third place, winning Infinity – New Generation Dual-SIM Mobile telephones courtesy of Mooto Telecom. The second place team, Ask Mr. Cruise, won ElitePads generously donated by HP. Team DLA Piper was victorious in the end, winning the Söderstrøm Cup!

AmCham would like to extend sincere thanks to the sponsors and prize contributors for making it an excellent day out of the office!



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Nordic Reputation Management Seminar

October 2013

Radisson Blu Plaza, Oslo



Reputation management was the theme when Burson-Marsteller Nordic and AmCham Norway recently hosted a full house of corporate member leaders. After an insightful explanation of the importance of a company's reputation by Burson-Marsteller's Norway CEO, Mr. Morten Pettersen, his Finnish counterpart, Mr. Jouni Heinonen, spoke about the financial value of maintaining a healthy reputation. Mr. Trond Bentestuen, head of personal banking at DNB, then addressed the value of a strong brand and possessing courage within a corporate environment. The half-day seminar ended with an insightful presentation by Ms. Michelle Clark, COO of Symfoni Software, who presented a real-life example of how the emotional connection that stakeholders have with a company represents reputation economy.



Burson-Marsteller

AmCham Thanksgiving Charity Dinner

November 2013

Akerhus Festning, Oslo



AmCham members and their guests celebrated the American tradition of Thanksgiving at Akerhus Festning. Showcased wines this year were the exquisite Francis Ford Coppola wines. The turkey was cut as tradition with Deputy Chief of Mission Julie Furuta-Toy, followed by speeches from Minister of Children, Equality and Social Inclusion, Solveig Horne, Cancer Association representative Trine Nicolaysen Dahl, and Member of Parliament Kristian Norheim.

Throughout the dinner, guests graciously opened their wallets and hearts to rally around the Norwegian Cancer Association program for children and families affected by cancer. The night ended with the top three winners of the raffle winning a guitar signed by Petter Northug courtesy of Hard Rock Cafe, a Nordic hotel stay from Best Western, and a gift certificate from Icelandair to travel to one of their many US destinations.

Last year's donations of 50,000 kroner were beat with an astounding amount of 75,000 kroner from AmCham members and guests with additional, and greatly appreciated, contributions from First House, the Oslo Chamber of Commerce and Iron Mountain!

The AmCham team would like to thank Iron Mountain, CA Technologies and First House and members for making the event possible and providing donations to the Cancer Association.



FIRST HOUSE



Business After-Hours with Friends of America

March 2014

Hard Rock Cafe, Oslo



Members of both AmCham and the reorganized Friends of America group in Parliament gathered in Hard Rock Cafe's second floor tables. Now with representation from all eight parties and over 70 members, the Friends of America group is the largest such caucus within Parliament. The group's new Chairman is Mr. Kristian Norheim (FrP), who proudly represents Telemark.

With bountiful American drinks and snacks, the evening began with Mr. Matt Classen, Sales & Marketing Manager, providing a brief Hard Rock history and what sets it apart from other franchises. Following his introduction, Ms. Christine Korme, Public Relations & Community Affairs Lead, presented Microsoft's history in Norway and the developments they have experienced in the country. Mr. Pål Rokke, Country Head for Citigroup Norway, then presented his company profile and the work Citi does in Norway.

The gathering afforded caucus MPs a chance to learn more about AmCham international companies' unique Norway challenges and opportunities.



AmCham Annual General Meeting & Dinner

April 2013

Thon Hotel Opera, Oslo



AmCham members and guests gathered once again to elect a new AmCham Board during the Annual General Meeting. Pål Rokke, Country Officer in Citi Norway and Chairman at AmCham, spoke about the status of US-Norwegian business relations and foreign multinationals in Norway. Key challenges for US-Norway business and opportunities were presented by Deputy Minister of Trade & Industry, Ms. Dilek Ayhan, followed by Mr. Ketil Solvik-Olsen, Minister of Trade and Industry.

Sapa's own Svein Tore Holsether, CEO and President, explained how his corporate technology contributes to corporations such as Tesla. He demonstrated how lightweight aluminum can withstand collisions better than other materials.

Ketil Fridheim, Elavon's EVP and Managing Director Northern Europe, presented his company. Elavon offers merchant processing in more than 30 countries, and many are familiar with Elavon through use of credit or debit card payments.

Chief Strategist for Norway at SEB, Ms. Erica Blomgren, talked about a US-driven accelerated global economy and stated that "optimism is in the air."

Our last speaker of the evening was Manager of the Stabæk football team, Bob Bradley. He spoke vividly about his experiences as a coach in the US, Egypt and Norway.



Stavanger Expat Leaders Forum

Ongoing



Within Norway, internationally oriented Stavanger is second to none in integrating expat specialists and their families. This is now also the case for non-Norwegian bosses in the region. In cooperation with the British-Norwegian and Stavanger Chambers of Commerce, AmCham regularly invites top expat leaders to participate in these frank, open exchanges. Hosted on a revolving basis by participant companies, the cross-sectorial group offers leaders a unique opportunity to share lessons learned in order to lead their organizations even more effectively.

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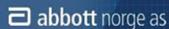
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3M captures the spark of new ideas and transforms them into thousands of ingenious products.

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 88,000 people worldwide and has operations in more than 70 countries. In Norway 3M is located at Skjetten and employs 130 people. 3M Norway achieved a total sales revenue of 600 million NOK in 2012. Our most known brands are: 3M™, Scotch®, Post-it®, Command™, Scotch-Brite™, Futuro®, Nexcare™ and Peltor™. Brite™, Futuro®, Nexcare™ and Peltor™.

ABBOTT 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 employs nearly 90,000 employees and markets its products in more than 150 countries. 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. 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 50 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.

ABBVIE

abbvie AbbVie (NYSE:ABBV) is a global, research-based biopharmaceutical company formed in 2013 following separation from Abbott. AbbVie combines the focus and passion of a leading-edge biotech company with the expertise and structure of a long-established pharmaceutical leader. The company's mission is to use its expertise, dedicated people and unique approach to innovation to develop and market advanced therapies that address some of the world's most complex and serious diseases. AbbVie aims to help patients live healthier lives and collaborate on sustainable healthcare solutions. In 2013, AbbVie will employ approximately 25,000 people worldwide and markets medicines in more than 170 countries. In Norway AbbVie AS is situated in the old airport building at Fornebu and employs around 70 people.

ADVOKATFIRMA SELMER



Selmer was founded in 1985. Today Selmer is one of Norway's leading legal practices with 180 employees and provides business law advice accompanied by financial and investigative expertise. Selmer has a large network within the private and public sector, and a considerable share of its business is internationally oriented. The International Financial Law Review (IFLR) has named Selmer 'Law Firm of the Year' in Norway for 2007, 2008, 2010 and 2011 for its excellence in innovative

cross-border transactions. The firm has also achieved Chambers' Client Service Award 2012 for best Norwegian Law firm. 2 for best Norwegian Law firm.

AIG EUROPE LIMITED



American International Group, Inc. (AIG) is a leading international insurance organization serving customers in more than

130 countries and jurisdictions. AIG companies serve commercial, institutional, and individual customers through one of the most extensive worldwide property-casualty networks of any insurer. In addition, AIG companies are leading providers of life insurance and retirement services in the United States.

ALCOA



A global leader in lightweight metals engineering and manufacturing, Alcoa innovates multi-material solutions that advance our world. The company's technologies enhance transportation, from automotive and commercial transport to air and space travel, and improve industrial and consumer electronics products. They enable smart buildings, sustainable food and beverage packaging, high-performance defense vehicles across air, land and sea, deeper oil and gas drilling and more efficient power generation. Alcoa pioneered the aluminum industry over 125 years ago, and today, the 60,000 people in 30 countries deliver value-add products made of titanium, nickel and aluminum, and produce best-in-class bauxite, alumina and primary aluminum products. Since 1888, Alcoa has been defining the aluminum industry, beginning with our founder Charles Martin Hall inventing the method for producing aluminum, to NASA sending the space rover Curiosity to Mars in 2012, a feat achieved using light-weight and durable aluminum fasteners provided by Alcoa. Alcoa's presence in Norway started in the 1920's through a materials co-operation with Elkem, and further extended from

1962 and on, through the aluminum plants at Lista and in Mosjøen. Alcoa also owns and operates an anode factory in Mosjøen, who supplies the smelter in Mosjøen and Alcoa's smelter in Fjardaal, Iceland. Engagement is part of Alcoa's DNA, and October is the global Month of Service. In 2012, almost 1 out of 2 Norwegian Alcoas participated in volunteer work or so-called "dugnad". In 2011, Dagens Næringsliv awarded Alcoa Mosjøen the title "Norway's fittest company". In 2013, Lean Forum Norge awarded Alcoa Mosjøen the title "Lean Company of the Year".

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 20,000 employees worldwide. The headquarters for Amgen is based in Thousand Oaks, California. In Norway there are 17 employees, representing sales, marketing, governmental affairs and medical activities.

AMGEN



Amway is a leader in the global Direct Selling industry. More than 3 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 five 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.

ATRIUM | CBRE



CBRE Group, Inc. (NYSE: CBG), a Fortune 500 and S&P 500 company headquartered in Los Angeles, is the world's largest commercial real estate services firm. The Company has approximately 37,000 employees, and serves real estate owners, investors and occupiers through more than 330 offices worldwide. CBRE offers strategic advice and execution for property sales and leasing; corporate services; property, facilities and project management; mortgage banking; appraisal and valuation; development services; investment management; and research and consulting. In Norway, the CBRE Group is represented by its affiliate company Atrium AS whom have been performing commercial real estate services in Norway since 1993 and have been an affiliate to CBRE since 2000. Atrium is fully integrated with CBRE through delivery on several major managed accounts for multinational companies and deliver services for both international and local clients in all parts of Norway. Additionally, their services include cross border transactions and advisory services for occupiers and investors. The company is located in Oslo and has 26 employees.

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.

BOSTON CONSULTING GROUP



The Boston Consulting Group (BCG) is a global management consulting firm and the world's leading advisor on business strategy. The company partners with clients from the private, public, and not-for-profit sectors in all regions to identify their highest-value opportunities, address their most critical challenges, and transform their enterprises. BCG's customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that the clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results. Founded in 1963, BCG is a private company with 81 offices in 45 countries. BCG Oslo was founded in 1996 and consists of approximately 100 consultants.

BURSON-MARSTELLER

Burson-Marsteller as

Burson-Marsteller is a global public relations and communications firm. Their strategic insights and innovative programming build and sustain strong corporate and brand reputations. They provide their clients with counsel and program development across the spectrum of public relations, public affairs, digital media, advertising, and other communications services. The 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 Burson-Marsteller needing

sophisticated communications campaigns built on knowledge, research and industry insights. Most of all, clients come for the proven ability to communicate effectively with their most critical audiences and stakeholders. Burson-Marsteller develops client programs. Burson-Marsteller is a global public relations and communications firm. Their strategic insights and innovative programming build and sustain strong corporate and brand reputations. They provide their clients with counsel and program development across the spectrum of public relations, public affairs, digital media, advertising, and other communications services. The 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 Burson-Marsteller needing sophisticated communications campaigns built on knowledge, research and industry insights. Most of all, clients come for the proven ability to communicate effectively with their most critical audiences and stakeholders. Burson-Marsteller develops client programs using an Evidence-Based Communications approach and provides their 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

CARLSON REZIDOR HOTEL GROUP



Carlson Rezidor Hotel Group 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, Carlson Rezidor is in a class of its own

servicing destinations across Europe, the Middle East, US, Asia and Africa. The five distinct hotel brands: Radisson Blu, Hotel Missoni, Park Inn Radisson, Country Inn and Regent currently feature over 1320 hotels, 213,000 rooms in operation and under development and over 80,000 employees in more than 80 countries. Properties lie in city centers and suburban areas, at airports and exclusive resort destinations. However, it is the Yes I Can! spirit that differentiates CarlsonRezidor 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 CarlsonRezidor Hotel Group has been recognized as one of the World's Most Ethical Companies for the third 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, 2012 and 2013 World's Most Ethical Companies.

CHEVRON NORGE



Chevron is the second largest integrated energy company in the United States and is active in 180 countries worldwide. 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 the joint-venture operation, Hydro-Texaco. 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 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 160 countries and jurisdictions.

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. In 2010 Coca-Cola Enterprises Inc. acquired the bottling rights for Coca-Cola products in Norway, from TCCC.

Coca-Cola Enterprises AS (CCEN) was formed, and is now Norway's largest producer of non-alcoholic beverages. The product range extends to Chaqwa hot drinks, Burn and Urge Intense energy drinks and Bonaqua mineral water in addition to Coca-Cola®, Coca-Cola zero®, Coca-Cola light®, Fanta®, Fanta zero®, Sprite®, Sprite zero®, Tab X-tra®, MER®, Kuli®, Urge® and Powerade®. CCEN has approximately 800 employees, and is responsible for the production and sales in Norway. The main office and soft drink production plant is located in Lørenskog, where 70 % of the annual sales volume is produced. In addition, CCEN has sales offices in various locations throughout the country. The brand management and the marketing strategies are managed by Coca-Cola Norge AS, which is a part of TCCC. They have approximately ten employees in Norway, based in Lørenskog. CCEN also cooperates with the breweries Mack Bryggerier and Telemark Kildevann, that produces some of the products in the portfolio.

CONOCOPHILLIPS NORGE



ConocoPhillips is one of the world's largest independent E&P companies with operations in 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.

DNV GL



As of 12 September 2013, DNV and GL have merged to form DNV GL – the world's largest ship and offshore classification society, the leading technical advisor to the global oil and gas industry, and a leading expert for the energy value chain including renewables and energy efficiency. DNV GL is also one of the top three certification bodies in the world.

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 the company to help companies with their legal needs anywhere in the world. The company consists of business lawyers and understanding their clients and their needs drives everything DLA Piper does. The lawyers represent more clients in a broader range of geographies and practice disciplines than virtually any other law firm in the world. DLA Piper's client commitment is also the company brand – everything matters when it comes to the way they serve and interact with the clients. If it matters to them, it matters to DLA Piper. The company employs 60 lawyers in Norway from its offices in Oslo.

DNB



DNB is Norway's largest financial services group and one of the largest in the Nordic region in terms of market capitalization. The Group offers a full range of financial services, including loans, savings, advisory services, insurance and pension products for retail and corporate customers.

- More than 2.1 million retail customers in Norway
- More than 220,000 corporate customers in Norway
- Norway's largest Internet bank, with more than 1.8 million users
- Norway's largest investment bank
- Partner for Norwegian companies abroad and for large international companies in Norway
- With a presence in 20 countries, DNB is a leading global player in selected industries
- One of the world's foremost shipping banks

- A major international player in the energy sector
- Operations in the Baltic States and Poland
- Private banking in Luxembourg

EIENDOMSSPAR



Eiendomsspar is one of Norway's leading real estate companies. Eiendomsspar's business idea is to own, develop, and refine the office, retail and hotel properties for rental. High quality of the property, prime location and an operating philosophy based on service and professionalism has given Eiendomsspar a strong position in the real estate market. Eiendomsspar is owned by Victoria Eiendom (46%) and approximately 500 other shareholders. Eiendomsspar operates through ownership and Eiendomsspar is one of Norway's leading real estate companies. Eiendomsspar's business idea is to own, develop, and refine the office, retail and hotel properties for rental. High quality of the property, prime location and an operating philosophy based on service and professionalism has given Eiendomsspar a strong position in the real estate market. Eiendomsspar 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. 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.

ELAVON FINANCIAL SERVICES



Elavon has been a leader in processing payments for over twenty years, leveraging the world's best technologies for customers, from large worldwide enterprises to locally-owned small businesses. Elavon extends powerful payment solutions for all payment types and processing environments, ensuring that businesses, whatever the size, remain well connected. Elavon is consistently rated among the top five global payment providers, with their robust,

redundant processing platform and end-to-end advantage ensuring commerce for merchants around the world. Backed by the strength and stability of U.S. Bank, Elavon delivers flexible, secure and innovative solutions while providing value at every point for customers and partners.

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. Eli Lilly and Company is 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 third largest oil and gas producer on the Norwegian Continental Shelf (NCS) after Statoil and Petoro. 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 including near field exploration and sub basalt mapping. 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 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 good internal communication. The company 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, Inc. (NYSE:FTI) is a leading global provider of technology solutions for the energy industry. Named by FORTUNE® Magazine as the World's Most Admired Oil and Gas Equipment, Service Company in 2012, the Company has approximately 19,300 employees and operates 30 production facilities in 17 countries. FMC Technologies designs, manufactures and services technologically sophisticated systems and products such as subsea production and processing systems, surface well-head systems, high pressure fluid control equipment, measurement solutions, and marine loading systems for the oil and gas industry.

GAMBIT 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

The corporate experience spans many industries such as food and consumer products, professional services, information technology, telecommunications, health and pharmaceuticals and financial services. The 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

GE Healthcare provides transformational medical technologies and services that are shaping a new age of patient care. The expertise in medical imaging and information technologies, medical diagnostics, patient monitoring systems, performance improvement, drug discovery, and biopharmaceutical manufacturing technologies are helping clinicians around the world re-imagine new ways to diagnose and treat cancer, heart disease, neurological diseases and other conditions earlier. Headquartered in the United Kingdom, GE Healthcare is a \$17 billion unit of General Electric Company. Worldwide, GE Healthcare employs more than 53,000 people committed to serving healthcare professionals and their patients in more than 100 countries.

GE OIL & GAS



GE Oil & Gas

GE Oil & Gas is a world leader in advanced technologies and services with 43,000 employees in more than 100 countries supporting customers across the industry — from extraction to transportation to end use. Making the environment, health and safety, quality and integrity are the company's highest priorities. Company technologies and services include: surface and subsea drilling and production, monitoring and diagnostics, measurement and controls, large-scale LNG, pipeline compression and inspection, well site and industrial power generation, technologies for the refining and petrochemical industries, and modular CNG and LNG units for transportation sectors. Through customized service solutions, training programs and technologies, GE Oil & Gas partners with customers to maximize their efficiency, productivity and equipment reliability; develop their next generation workforce; and fully benefit from the megatrends of natural gas, the growth of subsea and hard-to-reach reserves and the revolution in asset health management.

GOOGLE NORWAY



Google opened their Norwegian office in May 2005. As of February 2013, Google Norway AS also represents YouTube.no, the world's

second largest search engine and largest video site, with over 4 billion videos played every day. 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



HURTIGRUTEN

Headquartered in Norway – with subsidiaries in the USA, Germany, France, and England – Hurtigruten ASA employs approximately 1,900 people. Hurtigruten's specialty is 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. They are an active partner with National Geographic and support 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 430,000 employees serving clients in 170 countries. IBM offers a wide range of technology and consulting services; a broad portfolio of software 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. 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 430,000 employees serving clients in 170 countries. IBM offers a wide range of

technology and consulting services; a broad portfolio of software 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 their partners, they deliver smart solutions to companies and organizations of all sizes in both public and private sector.

IRON MOUNTAIN



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-CILAG



Janssen joined Johnson & Johnson in 1961 and is now a member of the Janssen Pharmaceutical Companies of Johnson & Johnson. The company develops and markets innovative, high-quality pharmaceutical products and services. Janssen's current European workforce is approximately 6,000 employees. In Norway, Janssen conducts clinical research, marketing and sales of the company's pharmaceuticals. The main office is located at Lysaker in Oslo, where 50 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 daily serves 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 1000 people, with a high proportion of youths. The 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, the firm aims to take the best possible care of their employees. King Food as is also devoted to being a leading franchisee within Burger King and, naturally, being a good investment for its owners.

KPMG



KPMG is one of the world's leading providers of audit, tax and advisory services.

They work closely with their clients, helping them to mitigate risks and grasp opportunities. The company aims at responding to the complex business challenges the clients are facing. They adopt a global approach spanning professional disciplines, industry sectors and national borders. KPMG operates in 156 countries and has over 152,000 employees. In Norway over 1,000 dedicated professionals work across 26 offices throughout the whole country dealing with a variety of complex business issues. The group includes KPMG Law, specializing in corporate tax law, transfer pricing and expatriate tax issues.

KPMG also has 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, and 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



Lockheed Martin is a global security and aerospace company that employs about 115,000 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 2013 were \$45.4 billion.

Lockheed Martin is a global security and aerospace company that employs about 115,000

MANPOWER



ManpowerGroup, the world leader in innovative workforce solutions, creates and delivers high-impact solutions that enable their clients to achieve their business goals and enhance their competitiveness. With over 60 years of experience, the \$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 3,100 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.

MARS NORGE



In 1911, Frank C. Mars made the first Mars candies in his Tacoma, Washington kitchen and

established Mars' roots as a confectionery company. In the 1920s, Forrest E. Mars, Sr. joined his father in business and together they launched the MILKY WAY® bar. In 1932, Forrest, Sr. moved to the United Kingdom with a dream of building a business based on the objective of creating a "mutuality of benefits for all stakeholders" – this objective serves as the foundation of Mars, Incorporated today. Based in McLean, Virginia, Mars has net sales of more than \$33 billion, six business segments including Petcare, Chocolate, Wrigley, Food, Drinks, Symbioscience, and more than 72,000 Associates worldwide that are putting its Principles into action to make a difference for people and the planet through its performance. Mars was established in Norway in 1973.

MCDONALD'S NORGE



McDonald's is the leading global foodservice retailer with more than 35,000 local restaurants serving more than 70 million customers in over 100 each day. More than 80% of McDonald's restaurants are owned and operated by independent local men and women. The company serves the world some of its favorite foods – world famous MacFries, Big Mac, Quarter Pounder and Chicken McNuggets. The rich history began with the founder, Ray Kroc. The strong foundation that he built continues today with McDonald's vision and the commitment of the 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 74 restaurants in Norway and more than 2000 employees which makes the company one of the largest employers of youth in the country. Over 80% of the raw materials are locally sourced. The employees also represent over 80 different nations.

MICROSOFT NORGE

Microsoft® Microsoft, founded in 1975, has grown to be one of the most influential services and device companies in the world and continues to grow substantially. Headquarters are located in Redmond, WA, and the company has more than 100 000 employees worldwide. Microsoft's main mission is to help people and businesses throughout the world to realize their full potential. In Norway, Microsoft works closely with 2000 partners which offer Microsoft's services and devices to the market.

MONSTER WORLDWIDE

monster.no Monster Worldwide, 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. In Norway, Monster is based in Bjørvika, in the Oslo city-centre, and specializes in the local and global sourcing of career professionals, with a regional focus on IT, Oil & Gas and Engineering.

MSD NORGE



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 150 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.

NORTHROP GRUMMAN CORP.

NORTHROP GRUMMAN

Northrop Grumman is a leading global security company providing innovative systems, products and solutions in unmanned systems, cybersecurity, C4ISR, arctic surveillance, logistics and modernization to government and commercial customers worldwide. Northrop Grumman is the recognized leader in Unmanned Systems (UMS). The depth and breadth of the company's platform and sensor technologies portfolio provide customers with a wide range of advanced and new capabilities that directly benefit the military and citizens worldwide. UMS operate in areas where manned vehicles cannot, allow for prolonged missions which are not limited by human endurance and help reduce risk to both national security and human lives.

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 21 data processing centers. With its headquarters in Oslo, Norway, the company has offices in approx 25 different countries with larger regional offices in London, Houston and Singapore. The company is listed on the Oslo stock exchange.

PFIZER NORWAY



Pfizer Inc, founded in 1849, is dedicated to better health and greater access to healthcare for people. 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 approx. 85 employees within sales, marketing and medical.

PHILIP MORRIS NORWAY



PHILIP MORRIS NORWAY AS

Philip Morris International Inc. (PMI) is the leading international tobacco company, with seven of the world's top 15 international brands, including Marlboro, the world's best-selling cigarette brand. In 2012, PMI held an estimated 28.8% share of the total international cigarette market excluding the People's Republic of China and the United States. We aim to reduce the harm caused by smoking by supporting effective evidence-based regulation of tobacco products and through our investment in developing products with the potential to reduce the risk of tobacco-related disease. We are committed to operating with integrity and are focused on responsibly delivering long-term, sustainable growth. We apply high standards everywhere we operate and have set clear and measurable targets that help us reduce the environmental impact we have on the world around us.

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 184,000 people in 157 countries work collaboratively using Connected Thinking to develop fresh perspectives and practical advice. In Norway, PricewaterhouseCoopers has more than 1600 professionals and 36 offices, making it one of the country's largest professional service providers.

RCL CRUISES



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 two under construction and one under agreement. In the Nordics our head office is located in Oslo, with more than 35 employees. Local sales offices are located in Stockholm, Copenhagen and Helsinki.

ROCKWELL AUTOMATION

Rockwell Automation

Rockwell Automation, the world’s largest company dedicated to industrial automation, makes its customers more productive and the world more sustainable. Throughout the world, the company’s flagship Allen-Bradley® and Rockwell Software® product brands are recognized for innovation and excellence

SAPA



Sapa is the world leader in aluminium solutions, a new

joint venture that joined the aluminium extrusion businesses of Sapa and Hydro. The company has top positions in Europe and North America, and footholds in key markets like Argentina, Brazil, China, India and Vietnam. In total, Sapa has 23,000 employees in more than 40 countries. It operates more than 100 production facilities, and it is headquartered in Oslo, Norway. Aluminium is the metal for today and the future. It is infinitely recyclable, with no loss of its positive characteristics. Today’s global megatrends – urbanization, rising energy needs, higher living standards, climate change – call for efficient and sustainable solutions, made with aluminium. Examples are lighter cars that can reduce greenhouse gas emissions and smart buildings that generate more energy than they use. Sapa’s approach is to deliver solutions that exceed customer expectations, and which fulfil all environmental regulations. The company utilizes its technical leadership to drive product development through material substitution and through solutions that combine aluminium with other materials. It has the experience to challenge traditional thinking and to seize opportunities that customers appreciate.

SAS INSTITUTE



SAS Institute is the world’s largest privately held IT company, with more than 13,000 employees and 60,000 customers in 134 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 its technology leadership. With 58 research and engineering facilities worldwide, Schlumberger places strong emphasis on developing innovative technology that adds value for customers. In 2011, the company invested \$1.1 billion in R&D.

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 centers. Today SEB’s 16,000 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 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 57,000 employees in selected home markets in Europe, the US and Latin America. Skanska AB is headquartered in Stockholm. Skanska in Norway employs 4000 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. 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.

Software Innovation is a Scandinavian company and one of the leading international suppliers

STATOIL



Statoil is an international energy company with operations in 33 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. 23,000 employees worldwide, and are listed on the New York and Oslo stock exchanges.

TGI FRIDAY'S/ AMERICAN BISTRO SCANDINAVIA



TGI Fridays 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. TGI Fridays created, and has continued to define, the casual dining category with fun, energetic ambience, quality food and drink, and exceptional guest experiences!

Within Scandinavia, American Bistro Scandinavia is proudly successful within the TGI Fridays 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 Fridays 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 63 hotels in Norway and one in Sweden. Additionally, Thon Hotels has five hotels in Brussels and one in Rotterdam.

TINE



It all started in 1881, and after more than 130 years in business, the TINE Group is today Norway's largest supplier of It all started in 1881, and after more than 130 years in business, the TINE Group is today Norway's largest supplier of dairy products. Our company processes clean and natural raw materials into good and healthy food and is a cooperative society owned by almost 13 000 milk-producing farmers. TINE SA' goal is to provide the owners with the best possible milk price. To be able to do so, it is TINE's ambition is to deliver attractive products to the consumers' needs. TINE's vision is to create genuine food moments to its consumers, because TINE SA aims to be the leading supplier of branded dairy products for food and drink in Norway. All products are marketed under the TINE trademark. TINE works primarily in Norway, but the group also has international ambitions. The TINE Group has international subsidiaries in Sweden, Denmark, the UK and the US. In addition we work with independent distributor and partners worldwide. Jarlsberg and our other Norwegian specialty cheeses are today proudly represented on cheese counters around the world. Jarlsberg brand is currently, and has been since early 60' - TINE SA' largest international brand.

VISMA SERVICES NORGE



Visma Services is a part of the Visma Corporate Group. For more than 20 years, Visma Services has delivered accounting and payroll services in Norway. Today the company is the largest supplier of accounting services in the Nordic area, and has long experience supporting international companies operating in Norway. They report to parent companies located in over 20 countries. The Visma Group is also one of the largest suppliers of system and process solutions for the administrative processes with high adaptability to customer needs. Visma Services provides Accounting and public reporting, Financial consulting, Payroll/HR, Company registration,

VAT-representation, Legal Services and Staffing and to their customers. There are more than 90 offices with more than 5000 employees across the Nordic countries and in Romania. The employees' knowledge, the technology solutions and the local presence allow Visma Services to provide efficient solutions to all clients. The aim is to help the Customer to make work processes more efficient and automated, and to achieve:

- Reduced costs and risks
- Flexible access to resources and competency
- Access to leading technology and functionality in our systems

WAVETRAN SYSTEMS



WaveTrain Systems (WTS) is a company dedicated to railway safety and operational performance. The company was founded in August 2009 after successful research and development conducted by one of our owners NORSAR. NORSAR is a world leading research foundation specializing in software solutions and research activities within applied seismic and seismology. WTS is majority owned by Norsk Innovasjonskapital AS, a venture capital fund with proven excellent track record over the last 20 years. Their technology makes it possible to detect light trains at 2.5 km's distance and heavy trains at 5 km's distance. Based on this, WTS has already developed a robust and reliable warning and safety solution for level crossings. This solution provides substantial savings compared to current systems, without compromising on quality. The technology is also relevant in the areas of;

- Condition monitoring of track infrastructure
- Condition monitoring of trains as well as other rolling stock
- Assist approach- and train operations monitoring

YARA INTERNATIONAL



Yara International ASA, founded in 1905 in Norway, delivers sustainable solutions for agriculture and the environment. Yara's fertilizers and crop nutrients help produce the food for a growing global population. The industrial products and solutions reduce emissions, improve air quality and support safe and efficient operations. Yara has a worldwide presence with operations in more than 50 countries and sales to more than 150 countries totaling a workforce of approximately 8000 and selling more than 20 mill tons of fertilizer annually. Yara's global operations includes 24 production facilities in 15 countries and more than 200 warehouses and terminals, making it the world's largest supplier of mineral based fertilizers. Today Yara has a strong position in Europe, North- and South America as well as Australia while at the same time expanding in Africa and Asia. Yara creates value by delivering profitable, sustainable growth benefitting customers and shareholders. As a part of this strategy and the company's commitment for the future, Yara has chosen to participate in several global initiatives established to meet the global challenge of food security including World Economic Forum, Clinton Global Initiative and several UN related initiatives.

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MADE IN NORWAY

Coca-Cola® has been bottled in Norway since 1938. Today Coca-Cola Enterprises Norge is the producer and distributor of Coca-Cola products in Norway. Our main factory is located at Lørenskog, near Oslo, but we also bottle our products at Mack in Northern Norway and Bonaqua at Telemark Kildevann in Fyresdal. We employ around 700 people directly, and are proudly supporting the Norwegian community with comprehensive sustainability efforts around renewable packaging solutions, water stewardship, transport, coolers and energy reduction.

Coca-Cola Enterprises Norge AS

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