

2008-2009



# Membership Guide

more math graduates  
+ more science graduates  
= more innovative technology



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**ExxonMobil**

Taking on the world's toughest energy challenges.™

## What We Do

### AmCham Norway works vigorously to develop Norwegian – American business relations by:

- Acting as a collective voice for our esteemed group of member companies, both within and across industries
- Providing introductions, trusted referrals, partner search services, early-stage project facilitation, and creative business solutions based upon experience since inception in 1958
- Managing relationships as a mainstay within the constantly shifting business and political arenas
- Administering a wide array of events designed to maximize member and partner learning, interaction and enjoyment

## AmCham Web TV

In partnership with member firm Smartcom, we are proud to introduce full-length videos of keynote presentations during major AmCham events. Please visit [www.amcham.no](http://www.amcham.no) and click the “AmCham Web TV” graphic in the lower right-hand column.

Currently playing – 2008 AGM presentations by Dr. Jan-Olaf Willums of Think Global, Mr. Jens Ultveit-Moe, and US Ambassador Benson K. Whitney.

## Where is the Membership Directory?

AmCham members will receive an email with details on how to access the online Membership Directory portion of this publication.

In keeping with last year’s successful restructuring of this publication, the online Directory offers more functional and up-to-date information while cutting down on printed materials.



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### American Chamber of Commerce in Norway



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# DnB NOR

- The leading Nordic Energybank

*Photo: Statoil*

DnB NOR aims to be the preferred provider of a comprehensive range of commercial and investment banking services to Norwegian and international companies operating in the energy industry.

We have a professional and experienced staff with extensive industry and banking expertise – based in Oslo, Stavanger, London, Stockholm, Singapore and Houston.

We offer a full range of financial services to oil & gas, power, contractor and oil field service industries.

DnB NOR Bank ASA - [www.dnbnor.com](http://www.dnbnor.com) - Phone: +47 915 03000

**DnB NOR**

# Dear Members of the American Chamber of Commerce:



Entering my second year as Ambassador to Norway and Honorable Chairman of the American Chamber of Commerce, my deep appreciation of this country and the Chamber only grows. As Ambassador, I have had the great fortune to travel across Norway, including the frosty expanses of Svalbard, the breathtaking inlets of Haugesund, and the southernmost point of Norway, Lindesnes. The country's remarkable, bold, and rugged landscape mirrors the independence of this fine and proud nation. And yet both of our nations prosper even more when we work together—and we have a long history of doing just that. Take, for instance, the former Visnes mines in Karmøy, which supplied the copper for the Statue of Liberty. Our strong economic ties, rooted in the past, continue, endure, and prosper today.

During the last year, I have seen firsthand the many great achievements that happen when Americans and Norwegians cooperate. American energy producers and suppliers have had major successes developing ground-breaking technologies needed to explore the rough northern waters, and creating engineering marvels needed to harvest important natural resources. Working with importers and the Vinmonopolet, I am happy to report that more fine American wines will be featured in stores throughout Norway next year, which will raise consumer awareness. Norwegian companies, such as the solar giant REC, are undertaking substantial investments in the U.S. Big things also come in small packages. Think Global, for example, has strong financial backing and technological support from American investors and companies such as General Electric, who is justly proud of its cutting-edge electric cars that use clean technology. The exhaustive list of success stories emerging from U.S.-Norwegian economic cooperation and technological collaboration grows by the day.

My personal participation in AmCham events and our work together on key issues affecting members confirm my belief that the organization plays a necessary role in Norway. The events have varied, ranging from a power lunch featuring a celebrated political analyst to hosting members at my residence in September, a tradition which I enjoy. The Chamber and Embassy also cooperate on challenges affecting American companies, from ensuring market access and patent protections for leading U.S. pharmaceuticals, to advocating fair, even-handed application of the Pension Fund's ethical guidelines.

In the year ahead, I want to stress the important work of the U.S. government and our companies in meeting the environmental challenges which confront us now and in the future. AmCham members do many great things in combating climate change, whether it be through developing inventive technologies or practicing sound, environmentally-sensitive and innovative business practices. We should be proud of our work and need to get the message out that, working together, the U.S. and Norway can powerfully confront global environmental concerns.

I also want to challenge you to consider how you can take part in strengthening our educational exchange efforts. Student exchanges remain a crucial issue for me, and I urge you to consider instituting, for example, internships hosting American students. Increasing our exchanges is vitally important in ensuring that the robust relationship between both our countries prospers, and grows, well into this century.

I congratulate the Chamber for a fine, successful year, and I look forward to working with the Chamber in 2008.

Sincerely,

A handwritten signature in blue ink that reads "Benson K. Whitney". The signature is fluid and cursive.

Benson K. Whitney

US AMBASSADOR

# Thank you for this opportunity



to give my perspective on the very important relationship between the United States and Norway. I took up my post in Washington DC in the fall of 2007, and these are surely interesting and exciting times for a foreigner to live and work in the US.

A large proportion of Norway's population immigrated to the US. Today, between five and six million Americans claim Norwegian ancestry, and there are consequently more "Norwegians" in the United States than in Norway.

The strong ties between our two countries are based on bonds between generations, a bond between two continents and bonds of shared values. This is reflected in our close cooperation in all areas of importance. We know each other well, which makes it easy to further develop our relations.

Inspired by all these bonds of history, we need to look ahead. How can we further develop our partnership? How can we transform what served us well in the past into modes of cooperation and interaction that will grasp the opportunities of the future? A key dimension of our relations is the bridges between our two countries in the fields of business and academia.

Given that Norway is the world's fifth largest exporter of oil and third largest exporter of natural gas, I would like to highlight the energy links between our two countries. The development of the petroleum resources on the Norwegian continental shelf began with American companies and American technology. Americans were instrumental in developing what has proved to be a highly competent and competitive oil and gas sector or cluster in Norway. Today, Norway not only exports oil and gas to the US, but Norwegian companies are also helping to unlock the resource potential of the Gulf of Mexico, underpinning increased US oil and gas production. Over 110 Norwegian companies are established in Houston, which has a community of 5000 to 6000 Norwegians. In other words, technology and capital are now being transferred in both directions.

21 February 2008 is a date to be remembered. That day, the first LNG cargo from the Snøhvit field in the north of Norway arrived at the LNG terminal at Cove Point, Maryland. One such cargo of LNG is enough to supply 10 million US households with gas for one day. Thus, Norway not only contributes to the US oil supply security, but is also starting to play a small but important role as a reliable gas supplier to the US, helping to improve US energy security in a broader sense.

The US is not only one of the main foreign investors in Norway but it has also become a major recipient of investment from Norway. The US is the single largest recipient of investments from the Norwegian Government Pension Fund- Global, which now totals approximately USD 385 billion. Close to 1/3 of the fund's portfolio is in the US. These investments give Norway a substantial stake in the future prosperity of the US economy. The Norwegian fund is often described as a model for other government owned funds, with its emphasis on transparency and clear governance structure.

Three years ago the US and Norway signed a bilateral agreement on cooperation in the field of science and technology. A lot has been done, but we need to do more to fulfil the commitments laid out in this agreement. 15 years ago almost 2 500 Norwegians studied in the US, but now the figure is less than 1 500. We need to reverse that trend. More American students should also explore the option of studying in one of the excellent Norwegian universities, where master and PhD courses are offered in English. I believe that American companies in Norway and Norwegian companies in the US could play a role in encouraging these exchanges and recruiting the exchange students that have recently finished their degrees either in Norway or in the US. One idea could be to develop trainee programs targeting students possessing valuable knowledge and experience with both Norwegian and American society and culture.

Kind regards,

A handwritten signature in black ink, appearing to read "W. Chr. Strommen".

Wegger Chr. Strommen

AMBASSADOR OF NORWAY TO THE US

# Dear Fellow Members,



AmCham Norway has a proud 50-year history to look back on. During this year's Annual General Meeting we presented a functioning and well-structured organization. Through 2007 we continued to grow in membership, continued to offer participation in attractive activities, and showed healthy financial results for the year. So far in 2008, the positive trends continue. Looking forward, I can see no reason why we should not progress in the years to come.

As you are all aware, our organization is as good as our members make it. We have an excellent hard-working administration led by Jason Turflinger. Still, the AmCham staff can only provide the opportunities for us. We, the members, need to participate and contribute with an attitude of looking for opportunities both for ourselves and for our fellow members.

For example, during the recent AGM, representatives of new AmCham member *Smartcom* and I found it very interesting to discuss how their company's technology for broadcasting through the internet could help the pharmaceutical industry bring additional value to its customers. Through their technology, leading experts from around the globe could share their knowledge and experience with Norwegian doctors without them having to leave their hospital.

I would like to encourage everyone to stop and think of what *you* can do for fellow members of AmCham. To repeat the wise words of André Demarest in this column last year, each member company should designate a person with the responsibility of seeking to fully exploit the possibilities of AmCham membership.

I had the honor and great pleasure of being appointed Chairman of the Board of AmCham during the Annual General meeting in April. It is with great respect and humbleness that I take on this new role. Although I have limited experience working with AmCham, I represent a company in an industry that has seen great advantages in working through AmCham.

The pharmaceutical industry faces a huge challenge in how patent laws are enforced in Norway. American pharmaceutical companies facing this challenge have used AmCham to work with the US and Norwegian governments and other key stakeholders. It is my experience that AmCham generates creative ideas and opens doors. I strongly encourage other members to discuss with AmCham how the organization can help when they too face difficult obstacles.

Warm Regards,

A handwritten signature in blue ink that reads "Gunnar Rødal". The signature is fluid and cursive, written over a light-colored background.

Gunnar Rødal  
CHAIRMAN

# AmCham Norway

## Dear Members



Working together we are able to accomplish great things. The spirit of collaboration is at the heart of AmCham's continuous efforts on your behalf. Efforts that, I am proud to report, are both successful and baring fruit. One need look no further than the pages of this publication for evidence of cooperation creating value on behalf of Norwegian - American business. It's evident in AmCham **events**, through our **business facilitation services**, and through our **business advocacy** efforts.

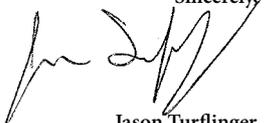
The 2007/08 event schedule included multiple *Power Luncheons*, *Business After-Hours*, and *Executive Round Table* sessions – both in Oslo and Stavanger. These events have all been hosted and/or sponsored by our member companies – underscoring the relevance and importance of our varying theme gatherings.

Working under the *less-is-more* principle, the future AmCham event calendar will cater to increasingly demanding executive schedules. AmCham's 20 arrangements in 2007 will decrease to 15 through 2008. More emphasis and resources will be put into large-scale undertakings, such as our US Election Night Event on Tuesday, November 4<sup>th</sup>.

Increasing emphasis is also being placed on helping members interact and share information – both with one another and with prospective business partners throughout Norway and the US. The AmCham office is now regularly contacted by non-member firms searching for partners. Likewise, members often utilize our office to learn more about fellow members and member industry groups. We are also able to put members in touch with local specialists throughout the US, Norway and even Europe via our AmCham network. Facilitating such business building efforts is rewarding for members – and for the AmCham staff!

AmCham Norway's third significant function is to help collective member voices be heard through proactive business advocacy. US and Norwegian trade representatives, Members of Parliament, Norwegian Ministries, Oslo and Stavanger city leaders, US Congressmen, the US Department of Commerce, and US State Department officials should, and do, listen to the concerns of our growing group of international companies doing business within US and Norwegian policy frameworks.

The example of Norway's recent, and first-time-ever, addition to the US Government's list of countries not properly protecting intellectual property rights is a clear indication that AmCham has its work cut out. Comprehensive efforts are already under way by your organization to resolve this striking trade dispute. Collaboration between all parties involved will, once again, be the key to success. AmCham stands ready to assist, thanks to you!

Sincerely,  
  
 Jason Turflinger  
 MANAGING DIRECTOR

## Who We Are



Andrea Nahrgang Imbsen  
 Member Services  
 Coordinator



Tone Nymoien  
 Office Manager



Lars Petter Solås  
 Intern



Marilena Höhn  
 Intern



Lock Whitney  
 Intern

# Board of Directors



**Mr. Benson K. Whitney**  
*Honorary Chairman*  
US Embassy



**Mr. Rolf Røding**  
*Honorary President*



**Mr. Gunnar Rødal**  
*Chairman*  
Eli Lilly



**Mr. Øystein Rød**  
*1st Vice Chairman*  
Ræder Advokatfirma



**Mr. Lars Petter Ørving**  
*2nd Vice Chairman*  
Manpower



**Mr. Michael Klem**  
*Treasurer*  
AccountOnIt



**Mr. Edward Canuel**  
*Liaison*  
US Embassy



**Mr. André Demarest**  
*Director*  
Fast Search & Transfer



**Ms. Susan McDonald Bekkmo**  
*Senior Consultant*  
The Performance Group



**Mr. Knut Morten Aasrud**  
*Director*  
Microsoft Norge



**Mr. Egil Bergsager**  
*Director*



**Mr. Radek Cais**  
*Director*  
Radisson SAS Scand.



**Mr. Håvard Selby Ebbestad**  
*Director*  
Pfizer Norway



**Ms. Eli Folkestadås**  
*Director*  
DLA Piper



**Ms. Kristin Færøvik**  
*Director*  
Marathon Petroleum



**Mr. Jan Grønbaek**  
*Director*  
Google



**Ms. Berit L. Henriksen**  
*Director*  
DNB NOR



**Mr. Tim Keane**  
*Director*



**Mr. Hugo Langhaug**  
*Director*  
Unisys Norge



**Mr. Mark MacLeod**  
*Director*  
Chevron Norge



**Mr. Jostein Soland**  
*Director*  
Stavanger Chamber  
of Commerce



**Mr. Jan Solberg**  
*Director*



**Ms. Mette Tharaldsen**  
*Director*  
American Express  
Business Travel



**Mr. Lee Tillman**  
*Director*  
ExxonMobil Norway

# Executive Committee

The Executive Committee, composed of Chamber Board members, actively participates in the management of the Chamber. The group meets at least five times per year and consists of the Chamber's Chairman, Vice Chairman, Treasurer, US Embassy Liaison and up to four other Board members. Executive Committee members are appointed for one-year terms at the Annual General Meeting. Members of the Executive Committee represent Chamber member companies such as Eli Lilly, Ræder Advokatfirma and Manpower.



**Mr. Benson K. Whitney**  
*Honorary Chairman*  
US Embassy



**Mr. Gunnar Rødal**  
*Chairman*  
Eli Lilly



**Mr. Rolf Røding**  
*Honorary President*



**Mr. Øystein Rød**  
*1st Vice Chairman*  
Ræder Advokatfirma



**Mr. Lars Petter Ørving**  
*2nd Vice Chairman*  
Manpower



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Fast Search and Transfer



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*Liaison*  
US Embassy

# AmCham Norway Committees

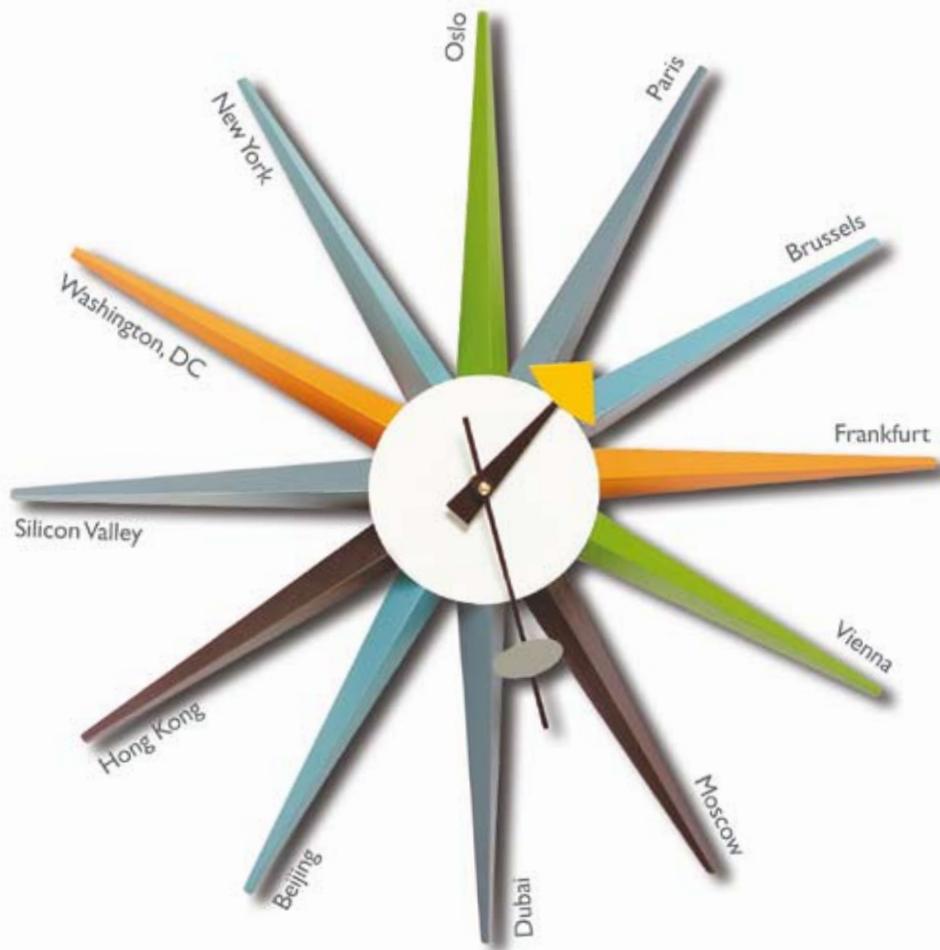
**AmCham Norway's Committees are the main instruments used to develop and deliver members' views to the Norwegian and American governments. Active participation by all members within these committees is encouraged. Without your support, AmCham cannot be an effective voice on the policy issues that affect your business.**

Each committee is composed of a small steering group and a broader corresponding industry or issue grouping. Through AmCham's network, corresponding members receive updates on committee activities, position papers, and meetings with decision makers. Furthermore, corresponding members are expected to be active, delivering their input on the issues that matter most to them.

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

**AmCham Norway committees:**

Board Nomination – Energy – Executive – Human Resources – Intellectual Property Rights  
Overseas Security Advisory Council (OSAC) – Pharmaceutical – Taxation



## DOES YOUR LAW FIRM GIVE YOU THE TIME OF DAY?

With 3,700 lawyers in 25 countries around the world, we always have someone, somewhere, looking after our clients' interests. We've even been known to ignore the earth's rotation. When a client in California was acquiring a company in Norway, our Norway-based team changed its work day by nine hours – to US time – to serve our clients better.

Because if it matters to our clients, it matters to us.

# The Value of Intellectual Property



Henriette S. Grønn, Manager Government Affairs, Microsoft Norway

In a long awaited ruling delivered on September 17, 2007 in *Microsoft Corp. vs. European Commission*, the European Court of First Instance upheld the European Commission's March 2004 decision which ordered Microsoft to sell a version of Windows without Windows Media Player and to license server technology to its competitors. In addition, the Court ruled that the Commission had exceeded its authority in delegating investigation powers to a monitoring trustee and ordering Microsoft to cover the financial costs of the trustee.

Not surprisingly, the ruling sparked a lively debate not just in Europe but on both sides of the Atlantic, involving, among others, government officials, the IT and other industries, the legal community, and the general public. This debate included topics such as: In what cases can a company be ordered to share its technology with competitors, and at which price? When are leading firms allowed to develop and improve their products by adding new functionalities that the consumers want, and when will the inclusion of such functionalities be considered unlawful product bundling?

Having foreseen the interest the judgment would attract, the American Chamber of Commerce in Norway, in partnership with Gambit Hill & Knowlton, the Norwegian business law firm Simonsen and Microsoft, arranged an Executive Roundtable on September 25th at BI Norwegian School of Management in Oslo to discuss "The Value of Intellectual Property".

The event attracted representatives from different sectors and industries. Mr. Espen Tøndel, partner with Simonsen, delivered a keynote address and then introduced, in turn, four speakers who discussed the ruling and the issues at stake from a variety of angles:

**Mr. Carel Maske**, Director of Competition Law, Microsoft EMEA, Brussels, gave the audience an outline of the process history before the European Commission and the European Court of First Instance, developments in the IT industry in the

past decade, and the main findings of the Court of First Instance in relation to the compulsory licensing ("interoperability") issue and the bundling issue.

**Mr. Paul Chaffey**, Managing Director of Abelia, the Norwegian trade association for knowledge and technology enterprises within the Confederation of Norwegian Enterprises, and former member of the Norwegian Parliament, discussed the importance of intellectual property for technology driven industries.

**Mr. Olav Kolstad**, professor at the Department of Private Law at the University of Oslo, addressed some of the issues at stake in *Microsoft Corp. vs. the Commission of the European Communities* in light of previous case law from the European Courts and US antitrust law.

**Mr. Jon Midthjell**, Antitrust, Competition & Trade Group, Freshfields Bruckhaus Deringer, Brussels, discussed the judgment and its potential impact seen from the perspective of a Norwegian attorney working in Brussels.

The combination of speakers with different backgrounds gave interesting insights into both the ruling itself and its potential wider implications for the IT industry and other industries. In hindsight the Executive Roundtable at the BI Norwegian School of Management in Oslo on September 25, 2007 was therefore a very timely event which clearly demonstrated that in order to fully appreciate the complexity of the 250 page ruling it is important to bring together people with different professional skills and perspectives. The Roundtable was honored by the presence of an interesting mix of speakers who cooperated to deliver what has arguably been the most comprehensive event of its kind in Norway concerning these issues.



# IBM + Green IT = Environmental Responsibility



Anders Nohre

**The IT industry is an environmental delinquent. IBM has therefore taken the driver's seat in green IT action. The company points out that social responsibility is financially profitable.**

IBM wants to be the leading actor in the field of the environment. This applies to several areas: daily operations, production, developing new products, freeing eco-patents and using the company's technology.

"We want to be at the forefront in terms of employee well-being and environmental responsibility, at the same time that we are making an effort to be a technological leader," says Anders Nohre-Walldén, IBM Norway's environmental evangelist.

High power consumption and harmful CO<sub>2</sub> emissions are among the greatest IT challenges. 40% of the world's total IT expenses are on power. It is a paradox that just as much power is required to cool down overheated hardware as is needed to start up and run the systems.

"If the need for capacity increases at the same rate as today, the challenges will become dramatically greater over the next five years. At the same time, we know that computer centers spend 10–20 times more power than other rooms in commercial buildings," he continues.

#### **A taste of our own medicine**

IBM invests one billion US dollars annually on green technology, initiatives and solutions. The goal is to prevent and direct attention to the environment and the energy crisis in the world.

"IBM sees it as its responsibility to improve the energy efficiency of both its own and its customers'

computer centers. Such action has a very positive effect on the environment," says Nohre-Walldén.

In order to contribute with solutions that actually work, IBM is tasting its own medicine.

"Our growth plans require a doubling of computer power by 2010. This must be achieved without increasing power consumption. Another initiative launched by IBM to prove our theories of environmental impact, was the replacement of 3,900 servers with 30 mainframes. This led to a saving of USD 250 million, not only in terms of power, but also software licenses and cooling costs.

#### **Unleashing Eco-patents**

The first of its kind, IBM and the World Business Council for Sustainable Development, have launched an initiative to help the environment by unleashing dozens of innovative, environmentally-responsible patents to the public domain.

"By making these patents available, we hope this will encourage researchers, entrepreneurs and companies of all sizes in any industry to create, apply, and further develop their consumer or industrial products, processes, and services in a way that will help to protect and respect the environment," says Nohre-Walldén.

#### **Having their cake and eating it too**

Green IT lets businesses have their cake and eat it too.

"Operating expenses drop, long-term procurement expenses are reduced, and the effects of the impact on the environment lessen, while a more flexible IT infrastructure evolves," says the environmental evangelist.

"IBM has a complete offering, which is the best one on the market. Green IT lets us sell products, services



and solutions, and talk to our customers about the environment and environmental challenges. The most important and most exciting point is that green IT is profitable for everyone, except for power suppliers,"he says.

#### **CO<sub>2</sub> emissions down 12% globally**

IBM itself has not set a deadline for achieving carbon neutrality, but environmental responsibility is one of its core values.

"We will cut CO<sub>2</sub> emissions from our power consumption by 12% until 2012," says Nohre-Walldén.

IBM was the initiator of the *www.gronnit.no* program in ICT Norway whose project mission is to increase energy efficiency by promoting green IT products, solutions and services, and making the public aware of them. The goal is to reduce environmental damage caused by IT, and reinforce the focus on the climate throughout the industry.

# Great Places to Work in Norway



**What do companies like Microsoft, McDonalds, Pfizer, Cisco, Eli Lilly and Texas Instruments have in common apart from the obvious? They are all organizations that take the needs of their employees seriously.**

Recently, *Great Place to Work Institute Norge* published its list of the top ten companies to work for in Norway. 81 companies were evaluated and over 30 000 employees participated in the survey. The companies were divided into two categories depending on their size – large businesses (over 250 employees) and medium-sized businesses (between 50 and 250 employees).

Great Place to Work Institute did their first survey of Norwegian work places in 2004, but the institutes method has been tried and tested in 23 countries all over the world for 20 years. Companies that agree to participate go through thorough investigations. A random selection of evaluated companies' employees take the *Trust Index* test. The purpose of the test is to reveal employees attitudes and what relations they have to their superiors. Management, on the other hand, submits a *Culture Audit* that reflects the company's social life, culture and values.

A point of pride for AmCham Norway is the number of American companies represented on this year's top-ten list. Among the medium-sized businesses, Microsoft Norge ranks first for the third year in a row.

Norges Beste Arbeidsplasser 2008	
Plassering	Selskap
1	Flytoget Microsoft
2	Tandberg Kartega
3	Statkraft Finn.no
4	McDonald's Optimum
5	Berg-Hansen Reisebureau Umoe Consulting
6	Canon Pfizer
7	Storebrand Cisco
8	Adecco Eli Lilly
9	Steria Roche
10	StatoilHydro Texas Instruments

For more information, please visit [www.greatplacetowork.no](http://www.greatplacetowork.no)

*“This illustrates how determined and systematic large global organizations work on developing and improving work environments. They have a strength, will and involvement that set the level of ambitions. At the same time it is important to be deeply rooted locally and find a way to use the best from both worlds,” says Great Place to Work Institute.*

# Events

## August 2007

### 14<sup>th</sup> - NATO's Stavanger-based Joint Warfare Center

AmCham and Stavanger Chamber members were treated to a special presentation by NATO's Lt. Col. Michael J. Paoli onboard the 1680 passenger, 53,000 ton, 725 foot vessel *Costa Classica*. Lt. Col. Paoli explained both the activities of the lively base as well as its interaction with the Stavanger-area business community.



### 22<sup>nd</sup> - 7<sup>th</sup> Annual UPS Soderström Cup Golf Tournament - Miklagard Golf Club



## September

### 6<sup>th</sup> & 7<sup>th</sup> - OSAC Nordic Summit & Business Continuity Power Lunch

On September 6-7, the second annual OSAC Nordic Summit was held in Oslo. The first

day featured three sessions focusing on best practices and information sharing between the OSAC Nordic Country Councils and various law enforcement agencies in attendance, including:

- Overseas Security Advisory Council (OSAC)
- Naval Criminal Investigative Service (NCIS)
- US Department of Homeland Security (DHS)
- US Secret Service
- Diplomatic Security Service
- Federal Bureau of Investigation (FBI)
- Diplomatic Security Office of Intelligence & Threat Assessment

Day two included a security tour through Norwegian Parliament and concluded with a Power Luncheon with presentations from OSAC and Police Security Service (PST) representatives.



### 13<sup>th</sup> - US Ambassador's Reception



*Ingar Bentsen and Øyvind Pedersen (both from Trigcom) with Associate member Fredrik Bretzeg*

### 25<sup>th</sup> - Executive Roundtable: The Value of Intellectual Property

Microsoft's EMEA Director of Competition Law, Mr. Carel Maske, addressed the September 17<sup>th</sup>, 2007 *Microsoft vs. the EU* ruling and its Europe-wide consequences for IP value, innovation, bundling, and competition law with AmCham members and partners.

*See page 12 for more on this event*



## October

### 3<sup>rd</sup> - Executive Round Table: Pharmaceutical Industry Challenges in Norway

AmCham Pharmaceutical Industry leaders had the opportunity to address their concerns to top US Trade Representative Mr. Paul Dyck during this candid AmCham Committee session.

### 10<sup>th</sup> - Executive Round Table: Educational Exchange

Norwegian and American government officials joined AmCham member executives and partner organizations in this session aimed at resolving hurdles to student exchange between the two countries.

## November

### 11<sup>th</sup> - Business After-Hours - Meet the Innovators

NetConnect System's Managing Director, Mr. Rolf Larsen shared his insight on how to unify your communications. Mr. Rolf Larsen explained what the catch phrase *Unified Communications* really entails and examined what tools companies can implement to boost employee productivity across geographical borders.



### 18<sup>th</sup> - Dinner with Dr. Buzz Aldrin



The Google Norway team had the unique opportunity to meet and dine with Dr. Buzz Aldrin - the second man on the moon! The intimate dinner was arranged by AmCham and attended by University of Oslo and AmCham representatives.



22<sup>nd</sup> - Thanksgiving Charity Evening  
Members, business colleagues, Norwegian and American government representatives and friends were welcomed for an authentic American Thanksgiving Dinner at Akershus festning. The Northern Lights Fund was chosen as the AmCham charity partner.



**December**

5<sup>th</sup> - Holiday Reception  
AmCham, together with the US Foreign Commercial Service, hosted a Holiday Reception at US Ambassador Benson K. Whitney's residence, Villa Otium. The lively after-party was held at AmCham's former Solli Plass offices.

**January**

21<sup>st</sup> - Business After-Hours - Stavanger  
In cooperation with:



**March**

31<sup>st</sup> - Power Lunch - Richard Dunham  
Mr. Richard S. Dunham, the Washington bureau chief of the Houston Chronicle gave AmCham members an insightful 360° perspective on the US Presidential Election.



**April**

5<sup>th</sup> - Annual General Meeting & Dinner  
Member business leaders, new member representatives, politicians, and special guests learned how AmCham has developed over the past year and what lies ahead in 2008-09 at the Grand

Hotel. AmCham was especially honored to host respected businessmen Mr. Jens Ulltveit-Moe from Umoe and Dr. Jan-Olaf Willums, CEO of Think Global, as this year's AGM Dinner keynote speakers. Please visit [www.amcham.no](http://www.amcham.no) for AGM speech videos.

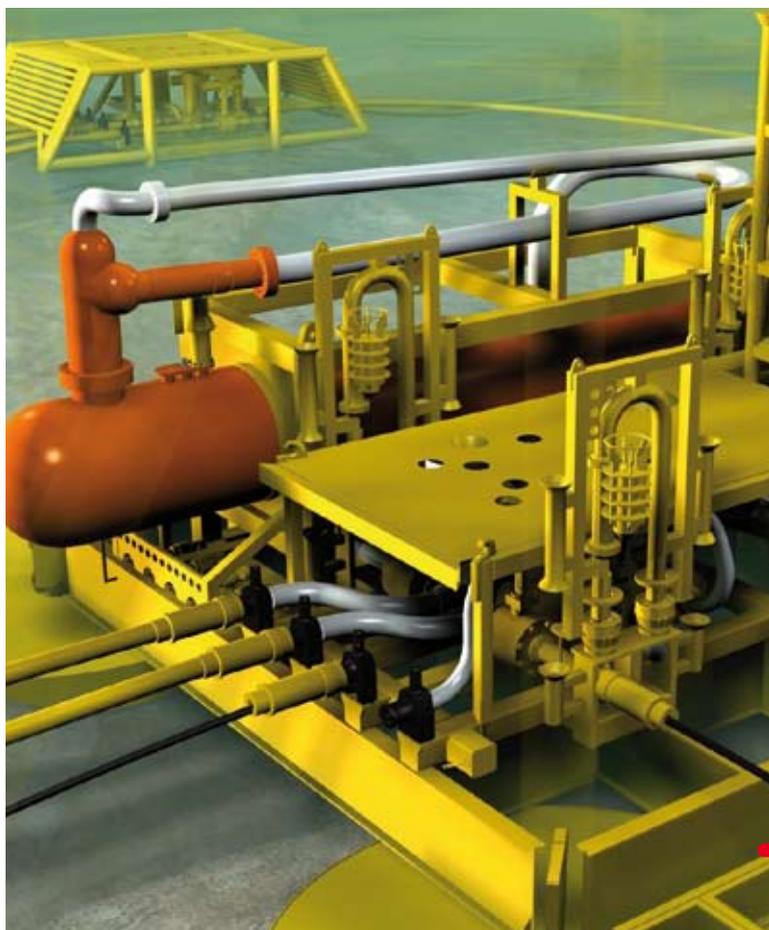


Partner for bedre helse



**May**

13<sup>th</sup> - Washington seminar Alumni  
AmCham, together with the US Commercial Service, Gambit Hill & Knowlton, the Washington Seminar, and BI - Norwegian School of Management hosted an informal reception and presentation on the US presidential election in honor of Washington Seminar alumni at the US Embassy. Event presenters included US Ambassador Benson K. Whitney and University of Oslo Professor Ole O. Moen.



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## Thanksgiving Charity Dinner 2007

Date: November 11th

Venue: Artelleriloftet,  
Akershus festning, Oslo

Sponsors:



**ExxonMobil**



Former AmCham Chairman Øystein Rød carving the traditional Thanksgiving turkey.

The annual Thanksgiving dinner, co-sponsored by Icelandair, Glitnir and V&S Norway, was in keeping with American holiday traditions. Members came together to share an evening with authentic roasted turkey, stuffing and homemade pumpkin pie served with Beringer wines. The evening's keynote speakers were Mr. Karin Mandeville, Chairman of Northern Lights Foundation and Mr. Christian Tybring-Gjedde, Member of Parliament from the Progress Party. In the true spirit of the Thanksgiving holiday, AmCham's Executive Committee proudly selected Northern Lights Foundation as 2007's AmCham Thanksgiving Dinner charity partner. Northern Lights Foundation fulfills the wishes of Norwegian youths with life threatening diseases.

Thanks to prize donations, including two business class tickets to the US courtesy of Icelandair, a Blackberry mobile phone donated by Trigcom, dinner vouchers from Hard Rock Café and SAS Scandinavia, weekend car rental courtesy of Avis, proceeds of over 20,000 from the event went to this praiseworthy organization.



## Augustana College Students at Coca-Cola Drikker

Date: January 15<sup>th</sup>

Venue: Coca-Cola Drikker, Lørenskog

Sponsors:



A group of 19 upper-level Communications/PR/Intl. business majors from US Midwest colleges visiting Norway were Tuesday 15<sup>th</sup> January taken on a tour of the Coca-Cola facility. The tour was organized by AmCham Norway and AmCham patron member Coca-Cola Drikker. The students were taken by taxi to the Coca-Cola facility at Lørenskog where they were welcomed by Stein Rømmerud, former PR Manager at Coca-Cola (now Director at Burson-Marsteller) and Jason Turflinger. Stein Rømmerud held a general presentation about Coca-Cola Drikker, explaining their history, operation and visions. He among other things emphasized the multicultural workforce at Coca-Cola and the measures taken to meet their employees' needs (including separate prayer rooms for Muslims and translations of written information into several different languages).

Following Mr. Rømmerud, Fredrik Normann, Junior Associate at Burson-Marsteller, gave a short presentation on PR in Norway. He pointed out five differentiating aspects of the Norwegian



and American PR industry, including the small size, transparency and the egalitarianism that characterize the Norwegian PR sector. Norway also has few media outlets, giving them greater market shares, and a more political economy deciding the PR strategies.

After listening to the two presenters the students were guided around the Coca-Cola facility by Quality Manager Monica Hagen. They were taken on a tour of the assembly lines, water purification facility and the warehouse. The production facility was opened in 1998 and is approximately 49 000 square meters. The facility has a capacity of 100 000 cases of soft drinks per 24 hours, and in average 350 trucks passes through there every day. The facility is the largest industrial investment (satsningsområde) in Norway in the 90-ies. Norway is on the top-ten list over per capita consumption of Coca-Cola products in the world. Approximately 70% of that consumption is produced at the Lørenskog facility.

### 31 March 2008 Power Lunch with Richard S. Dunham



AmCham Norway was honored to host special Power Lunch guest speaker and Washington bureau chief of the Houston Chronicle, Mr. Richard S. Dunham, at Oslo's Grand Hotel. AmCham's Jason Turflinger set the stage for Mr. Dunham's presentation with an overview of the candidates and their political viewpoints.

Mr. Dunham began by citing various political polls that indicate that 2008 looks very much like a year for the Democratic party. "But in the end, the election may end up being more about people than concepts or party preferences," he stated. "Preference polls naming the actual candidates continue to show a very close race."

He said to watch for how these factors play out during the fall campaign: personal perceptions about Barack Obama and McCain, the genera-

tion gap between Obama's younger supporters and McCain's older support base, and which candidate Latino voters choose to support.

The bottom line, according to Mr. Dunham, is that "McCain's strengths may carry him to the White House," but this is far from certain in what has turned out to be the most unusual and unpredictable campaign that the bureau chief had ever witnessed.

"Senators McCain, Obama and Clinton all have their strengths and weaknesses. For example, McCain's strengths include his support among independent voters, and the fact that most voters – including a sizable number of Democrats – like him and see him as viable. Additionally, as the presumptive Republican nominee, McCain has the advantage of defining himself to voters now, while the Democrats continue their pitched battle for the nomination."

Mr. Dunham went on to say that "the economy may favor either the Democrat or the Republican nominee in November. It will depend on how voters in November define the economy. The



economy can mean many things, depending on the situation concerning jobs, the housing and credit crisis, the middle-class squeeze (including college costs, gas prices and health-care), globalization, individual and business tax rates, government spending, immigration and guest workers, business and investment, and innovation and R&D."

At the conclusion of Mr. Dunham's presentation, audience members received the results of an informal poll carried out at the beginning of the luncheon. Obama won the Power Luncheon poll with 47% of the votes, Clinton received 29% and McCain 24%. Among Democratic candidates only, Obama received 62% of the vote while Clinton gathered 38%.

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## AmCham Norway AGM 2008

Date: April 15<sup>th</sup>

Venue: Grand Hotel, Oslo

Sponsors:



On the 15<sup>th</sup> of April, AmCham Norway held its Annual General Meeting and Dinner. Members and guests were invited to attend the AGM at Grand Hotel in the heart of Oslo, with AmCham's new offices just around the corner.

AmCham's Managing Director, Jason Turflinger, called the AGM to order and guided attending members through the agenda – including the 2008 budget, bylaw amendments, and the Managing Director's Report. Also taking the stage during the AGM was AmCham Treasurer Michael Klem who presented positive 2007 financial results for the non-profit organization.

Key on the AGM agenda was the election of several new members of the AmCham Board of Directors. Nomination Committee Chairman Fredrik Norman guided members through an impressive list of business executives both continuing and commencing their voluntary AmCham Board service. Nominees included incoming Chairman Mr. Gunnar Rødal – Managing Director of Eli Lilly Norge, and Ms. Susan McDonald Bekkmo – Senior Consultant at The Performance Group.

Mr. Rødal, who is especially well suited to lead the organization in light of AmCham's mounting focus on resolving Norwegian pharmaceutical industry issues, introduced himself to members and stated that his ambition as Chairman "would not represent a *revolution* but rather an *evolution*" in the continuing development of the organization. Based upon his own experience, Mr. Rødal also encouraged members to involve AmCham at an early stage of business issue resolution.

At the conclusion of the AGM, the evening's first guest speaker, Dr. Jan-Olaf Willums - CEO of Think Global, took the stage. The



*AmCham Executive Committee*

Norwegian electric car company has gained new momentum and is currently growing and producing carbon-free vehicles on an increasing scale. During his inspiring presentation, Dr. Willums noted that TH!NK North America had recently been established in a joint venture with two leading US investors, Kleiner Perkins and Rockport Capital. *Please see [www.amcham.no](http://www.amcham.no) for Dr. Willums full AGM speech.*

The formal portion of the evening culminated in music, Californian white wine, and a delectable dinner. During dinner the evening's keynote speaker, Mr. Jens Ulltveit-Moe, spoke of the history, complexity and continued importance of US-Norwegian relations. At the conclusion of his presentation, Mr. Ulltveit-Moe entertained questions from members. *Please see [www.amcham.no](http://www.amcham.no) for Mr. Ulltveit-Moe's full AGM Dinner speech.*

US Ambassador Benson K. Whitney closed the AGM Dinner and the evening on poignant a note of *gratitude* during his *takk for maten* address. Ambassador Whitney expressed his gratefulness for the deep cooperation and partnership between Norwegian companies and American companies. The Ambassador also expressed his gratitude for The American Chamber, its staff, volunteer Board of Directors, and its value creation on behalf of its members. *Please see [www.amcham.no](http://www.amcham.no) for Ambassador Whitney's full AGM Dinner speech.*



*Dr. Jan-Olaf Willums  
- CEO of Think Global*



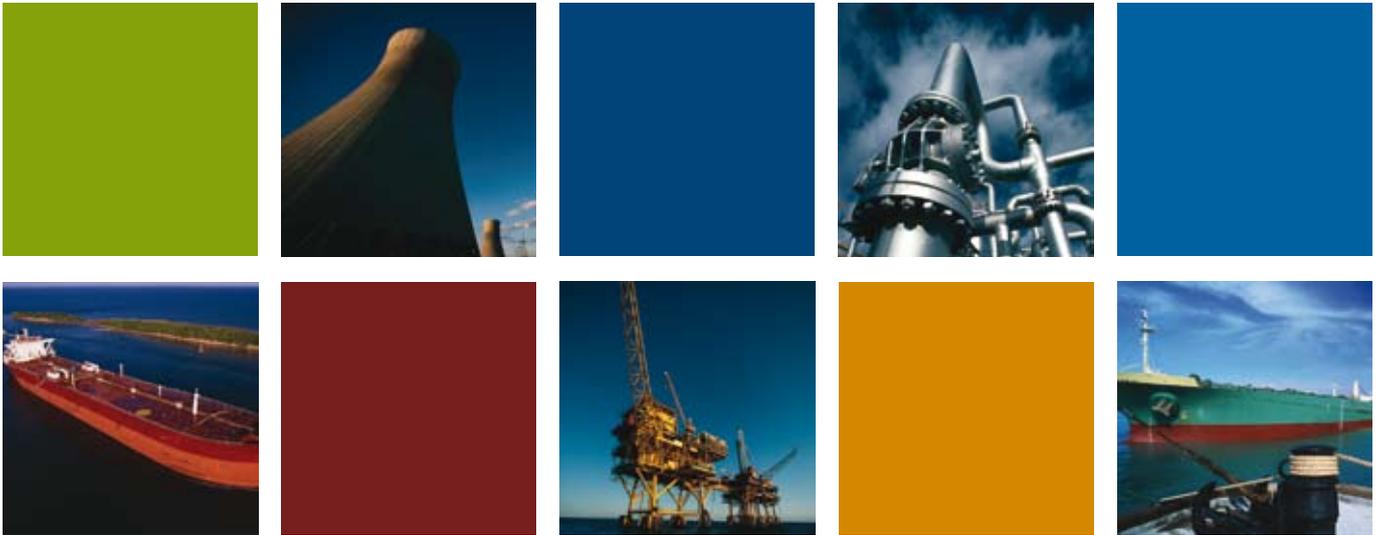
*Keynote speaker, Mr. Jens Ulltveit-Moe*



*Ambassador Benson K. Whitney*







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Icelandair is now installing new seats and a new Inflight Entertainment system on all of the company's Boeing 757 aircraft. It's expected that the installation will be completed during 2008.





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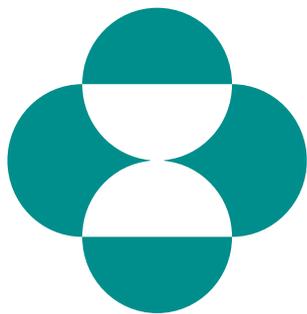
Øystein Rød, partner, mail: [oro@raeder.no](mailto:oro@raeder.no)

Carl Garmann Clausen, partner admitted to the New York Bar, mail: [cgc@raeder.no](mailto:cgc@raeder.no)



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# AmCham Norway

# Member Network

## Membership levels

Application for membership within the American Chamber of Commerce is open to companies that have direct American business interests. Application is open to all companies regardless of home country origin. Approval of membership within the Chamber resides with the board's Executive Committee.

The American Chamber of Commerce in Norway offers two levels of membership. Patron and Corporate membership are available based upon company size and participation interests.

## Patron Membership

This level of exclusive membership is optimal for companies that wish to engage in maximum cooperation and receive the greatest support from Chamber membership. Patron membership benefits include:

- Direct influence on AmCham policies and initiatives
- Invitation to all regular AmCham events as well as special Patron-level meetings and events within Norway and the US
- Priority treatment of all requests for assistance and information
- Regular profiling within AmCham publications and website
- Unrestricted access to our updated US Companies in Norway list
- Unlimited number of executive representatives within the AmCham mailing list

## Corporate Membership

This level of membership allows for companies to be active within the Chamber, receiving the benefits of networking and limited business-to-business initiatives. Benefits include:

- Invitation to all regular AmCham meetings and events
- Listing within the annual Membership Directory and on the AmCham website
- Up to three executive representatives within the AmCham mailing list

# AmCham Membership

## ■ Patron Members

3M Norge  
 Abbott Norge  
 Accenture  
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 Marathon Petroleum Norge  
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 Microsoft Norge  
 Monster Worldwide Norway  
 Moods of Norway  
 Moss Maritime  
 Motorola  
 MSD Norge  
 NATO  
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 Northern Lights Fund  
 Northzone Ventures  
 Norway Trade Fairs  
 Norway-America  
 Association  
 Norwegian Automobile  
 Federation  
 Norwegian Machinery  
 Dealers Association  
 Norwegian Medical  
 Association  
 Norwegian Petroleum  
 Museum  
 Norwegian Shipowners'  
 Association  
 Norwegian Space Center  
 Opera  
 Oracle  
 Oslo Barnemuseum  
 Oslo Chamber of Commerce  
 Oslo International School  
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# Patron Members

## 3M Norge

3M is a diversified technology company with a worldwide presence in a number of markets: Display and Graphics, Electronics, Electrical, Telecommunication, Health Care, Safety, Security and Protection, Transportation Industry, Manufacturing Industry, inclusive Oil & Gas and Food & Beverage, Office, Home and Leisure. 3M has operations in more than 60 countries and sales in 200 countries. The company employs more than 75,000 people. In Norway, 3M is located at Skjetten and employs 130 people.

3M Norway achieved a total sales revenue of 572 million NOK in 2007.



## Abbott Norge

Abbott is a broad-based health care company devoted to discovering new medicines, new technologies and new ways to manage health. With a global presence in approximately 130 countries, Abbott employs approximately 68,000 people worldwide and is headquartered in Chicago, IL. As the 10th biggest pharmaceutical company in the world, the heart of the operations is within pharmaceuticals, intravascular intervention, diabetes care, diagnostics, molecular diagnostics and pediatric and adult nutrition. Abbott Norge AS is a wholly owned subsidiary of Abbott Laboratories and employs 92 people in Norway. Abbott Norway is active in the areas of marketing and sales of pharmaceuticals, diagnostics, diabetes care and intravascular intervention and is doing research, development and clinical trials in pharmaceuticals.



## Adokatfirmaet DLA Piper

The law firm DLA Piper prides itself on being a firm with relationship-driven lawyers, working to meet the ongoing legal needs of clients wherever they do business. The firm operates across Europe, Asia, the Middle East and the US, with more than 3,700 lawyers in 64 offices in 25 countries. DLA Piper acts for enterprises across the full spectrum of business including local, national and multinational companies in a wide range of business sectors. DLA Piper employs more than 90 lawyers in Norway, with offices in Oslo and Bergen.



## AIG Europe Norway

AIG Europe began operations in Norway more than 20 years ago. It is a member company of American International Group, Inc. (AIG), a world leader in insurance and financial services. AIG is the leading international insurance organization with operations in more than 130 countries and jurisdictions. AIG companies serve commercial, institutional and individual customers through the most extensive worldwide property-casualty and life insurance networks of any insurer. In



addition, AIG companies are leading providers of retirement services, financial services and asset management around the world. AIG's common stock is listed on the New York Stock Exchange, as well as the stock exchanges in Ireland and Tokyo.

## American Express Business Travel

American Express Business Travel, a division of the American Express Company, is dedicated to helping its customers realize the greatest possible value from their investment in travel through increased cost savings, outstanding customer service and greater spend control. For small businesses, medium-sized enterprises and multinational corporations, American Express Business Travel provides a combination of industry-leading booking technology, travel management consulting expertise, strategic sourcing, supplier negotiation support and customer service available around the world, around the clock, online and offline. American Express is a world leader in charge and credit cards, Travelers Cheques, travel, business services and international banking.



## Amway

Amway™ was founded in 1959 and is a leader in the global Direct Selling industry. More than 3.6 million Amway Business Owners distribute high quality Amway brand products around the world. Today, Amway offers over 500 exclusive products and services, a state-of-the-art global ordering and distribution network and more than four decades of experience. Amway's extensive product portfolio covers a wide sector of lifestyle needs and has two main focuses which are: Health and Beauty, which include all lifestyle solutions for skin care and everyday Consumable Products for the family and home.



## Bergesen

BW Gas is listed on the Oslo stock exchange and is a global provider of gas marine transportation services. The company is the world's largest owner and operator of LPG (liquefied petroleum gas) carriers and one of the largest owners and operators of LNG (liquefied natural gas) carriers. Bergesen employs around 1,560 people globally, with around 160 employed at the company's head office in Oslo, Norway. A strong financial position, vast experience and in-depth maritime expertise combined with make BW Gas an attractive business partner.



## Burson Marsteller

With 93 Offices in 57 countries, Burson-Marsteller is present on all continents of the world. The company's approximate 2000 consultants frequently work together on projects. When it is beneficial for the customer, Burson-Marsteller conjoins project-teams across borders or utilizes



its (and the world's) finest experts in consultancy. Burson-Mars teller's primary focus is sharing competenc, experience and knowledge which is executed through an extremely extensive, international prize winning intranet. In Norway there are more than 40 employees at their main office in Oslo.

### Chevron Norge

Chevron is the second-largest integrated energy company in the United States. Headquartered in California, Chevron conducts business in approximately 180 countries in every aspect of the oil and natural gas industry, including exploration and production, refining, marketing and transportation, chemicals manufacturing and sales, and power generation. Chevron has more than 59,000 employees worldwide. In Norway, Chevron participates in the Draugen Field and exploration licenses in the Norwegian Sea and the Barents Sea. In 2008 Chevron will participate in the drilling of exploration wells at Stetind and continue the preparation for the 20th licensing round.



### Citigroup Norway

Citi has had a presence in Norway since 1973 and today employs 95 people. The firms Corporate bank provides a full range of corporate and investment banking services to the largest Norwegian corporations, financial institutions and public sector. Citi serves the needs of consumers through Citibank. Citigroup Inc. is today's pre-eminent financial services company, with some 200 million customer accounts in more than 100 countries. The history of the bank dates back to the founding of Citibank in 1812, Bank Handlowy in 1870, Smith Barney in 1873, Banamex in 1884 and Salomon Brothers in 1910.



### Coca-Cola Drikker

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®. These are the most sold beverages in the world. Coca-Cola Drikker AS (CCD) was established in 1996, and is today owned by the TCCC. In Norway, the Coca-Cola product range extends to Chaqua hot drinks and Bonaqua Silver mineral water. The main office and soft drink production plant is located in Lørenskog, outside Oslo. The company cooperates with the breweries Hansa Borg, Mack and Aas and distributes their beer brands in some territories. Approx. 70 % of the soft drink volume is manufactured in Lørenskog. CCD has approximately 1000 employees, and is responsible for the production, distribution and sales in Norway.



### Clear Channel

Clear Channel is Norway's largest player in outdoor advertising. Clear Channel Norway advises County administrations to establish public services for the right to advertise



on county properties. Such properties can involve advertisements on public restrooms, environmentally-friendly bikes, NSB and malls. Starting from January 2008, Clear Channel Norway has renewed the contract at the National Airport Gardermoen for 5 more years. Now we can offer both traditional and digital media. In 2008, Clear Channel Norway has also renewed the contract with two of the largest Mall owners, Thon and Amfi. By this contract Clear Channel Norway covers more than 3 million visitors to malls in Norway. In 2008, Clear Channel Norway decided to conduct major change in their networks. After evaluating experience in our last two years and comments from the market we have decreased number of networks from more than 30 to about 15 while we have increased our numbers of panels. The aim is to give each advertiser a more dominant position in their communication, and also to reduce the noise of too many advertisers at one time. The feedback from the market is large and presently positive.

### Codan Forsikring

The Codan Group is the third largest insurance group in the Nordic countries, fully owned by the British Royal & Sun Alliance Insurance Group plc (R&SA). R&SA is one of the world's leading multinational insurance groups with a focus on commercial and personal general insurance. R&SA conduct business in some 130 countries and has leading or significant market positions in the UK, Scandinavia and Canada. We have some 20 million customers around the globe, and about 24,000 employees. Royal & SunAlliance is a FTSE 100 company, listed on the London and New York Stock Exchange. For more information on Codan go to [www.codanforsikring.no](http://www.codanforsikring.no) and for more information on R&SA, go to: <http://www.royalsunalliance.com/royalsun/>



### ConocoPhillips Norge

ConocoPhillips is an internationally integrated energy company with activities in 37 countries. The headquarters is located in Houston, Texas, USA. The company has coordinated its operations in Norway and the UK, and the North Sea activities are led from the company's European headquarters in Tananger, outside of Stavanger. ConocoPhillips is the largest foreign operator on the Norwegian Continental Shelf. The company is the operator of the Greater Ekofisk Area, and has attractive ownership stakes in fields including Heidrun, Troll, Statfjord, Visund, Oseberg, Alvheim og Grane.



### Det Norske Veritas

DNV is a leading international provider of services for managing risk. It is an international organization with a network of 300 offices spread over all continents in 100 countries. Of 8000 employees, around 5000 work at key locations in Europe, approximately 900 work in the Americas and over 2000 employees work in Asia and Australia.



Based in Norway, DNV is a truly international company with more than half of its staff comprised of people from about 80 different nations. More than 2200 employees work in the Norwegian market and are based in 18 offices all over the country. DNV customers fall within the industries of maritime oil, gas and processing as well as the public sector.

### Eli Lilly Norge

Eli Lilly and Company (Lilly) was founded in 1876 and is today one of the world's leading pharmaceutical companies. Lilly products treat depression, schizophrenia, attention-deficit hyperactivity disorder, diabetes, cancer, erectile dysfunction and osteoporosis, among many other conditions. Headquartered in Indianapolis, Indiana, Lilly has operations in 180 countries. The company employs approximately 42,000 people worldwide. Eli Lilly Norge was established in Norway in 1976 and currently has around 50 employees. Its main office is in Oslo. Eli Lilly Norge AS works primarily with marketing of its products, as well as clinical research within its focus areas.



### ExxonMobil

ExxonMobil is the industry leader in each of its core businesses and related technologies (Exploration & Production, Refining & Marketing, and Chemical) and conducts business in around 200 countries worldwide. ExxonMobil's Norwegian Headquarters is located at Forus outside Stavanger, where all offshore exploration and production activities are coordinated. ExxonMobil is the largest international oil company in Norway with more than 10% of the total Norwegian oil and gas production. The company has equity in more than 20 oil and gas fields in production and around 10 % interest in the Norwegian infrastructure for gas transportation and processing.



### Fast Search & Transfer

FAST, a Microsoft Subsidiary, creates the real-time search solutions that are behind the scenes at the world's best-known companies with the most demanding information challenges. FAST's flexible and scalable integrated technology platform and personalized portal connects users, regardless of medium, to the relevant information they need. FAST is headquartered in Norway, and operates globally with presence in Europe, the United States, Asia, Australia, the Americas, and the Middle East.



### FMC Technologies

FMC Technologies is a global provider of technologies and solutions for international customers engaged in petroleum exploration, production, measurement and transportation. Those solutions include the design, manufacture and supply of technology and equipment. FMC Technologies has 11000 employees worldwide and is headquartered in Houston,



Texas. 1800 FMC employees are located in Norway and 1300 of them are employed at the Kongsberg branch. One of the businesses that make up FMC Technologies is FMC Kongsberg Subsea which delivers advanced technology, products and systems for full field subsea development.

### General Motors

General Motors (GM) is the global leader in sales and automobile construction, and has been for 77 years. GM was founded in 1908, is headquartered in Detroit and employs 266,000 people worldwide. GM also has manufacturing in 35 countries. In Norway, General Motors is represented by Opel and Saab dealerships in 100 locations across the country and employs 30 people. In 2006, GM sold 12.491 cars and light commercial vehicles in Norway. Private importers represent Chevrolet, Cadillac, Corvette and HUMMER.



### Glitnir

The financial group Glitnir offers universal banking and is a leading niche player in three global segments; seafood/food, sustainable energy, and offshore supply. Services include retail, corporate and investment banking, stock trade and capital management. Glitnir is the sole owner of Glitnir Bank Luxembourg S.A and banks and financial services companies in Norway (BNbank and Glitnir bank, Glitnir Securities and Glitnir Kapitalforvaltning, the factoring company Glitnir Factoring, and 50.1 percent of Union Gruppen). Glitnir is listed on the Icelandic Stock Exchange. Glitnir has shown remarkable growth in recent years. The 2006 results show record after-tax profits of EUR 435 million, an increase of 102% over 2005.



### Honeywell

Honeywell is a diversified technology and manufacturing leader of aerospace products and services; control technologies for buildings, homes and industry, automotive products, power generation systems, specialty chemicals, fibers, plastics and advanced materials. With roots tracing back to 1885, Honeywell employs more than 120,000 people in 100 countries. Honeywell A/S has its office in Asker and has around 50 employees. The Norwegian office consists of three divisions: industrial automation, sensing & control, and building automation.



### Janssen-Cilag

Janssen and Cilag joined Johnson & Johnson in 1961 is now a member of the Johnson and Johnson family. The company develops and markets innovative, high-quality pharmaceutical products and services. The company has an estimated 6000 employees around Europe. In Norway, Janssen-Cilag conducts clinical research, marketing and sales of the company's pharmaceuticals. The main office in Norway is located at Skøyen in Oslo, and there are currently 48 employees in Norway.



## Manpower

Manpower Inc. (NYSE: MAN) is a world leader in the employment services industry; creating and delivering services that enable its clients to win in the changing world of work. Celebrating its 60th anniversary in 2008, the \$21 billion company offers employers a range of services for the entire employment and business cycle including permanent, temporary and contract recruitment; employee assessment and selection; training; outplacement; outsourcing and consulting. Manpower's worldwide network of 4,500 offices in 80 countries and territories enables the company to meet the needs of its 400,000 clients per year, including small and medium size enterprises in all industry sectors, as well as the world's largest multinational corporations. The focus of Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction across their total workforce, enabling clients to concentrate on their core business activities. Manpower Inc. operates under five brands: Manpower, Manpower Professional, Elan, Jefferson Wells and Right Management. More information on Manpower Inc. is available at [www.manpower.com](http://www.manpower.com).



## Marathon Petroleum Company (Norway)

Marathon Oil Corporation is an integrated international energy company engaged in exploration and production of crude oil and natural gas, as well as the domestic refining, marketing and transportation of petroleum products. Marathon is among the leading energy industry players, applying innovative technologies in order to discover valuable energy resources and deliver the highest quality products to the marketplace. Norway is a strategic and growing core area for Marathon that complements the company's longstanding operations at Brae in the U.K. sector of the North Sea. Marathon was approved for the company's first operatorship on the Norwegian Continental Shelf in 2002 and today the company operates 8 licenses. Marathon holds a 65 percent interest in the Alvheim field, the company's first operated development in Norway which is estimated to contain resources of approximately 180 mmmboe (gross). Alvheim has been developed utilizing a floating production, storage and offloading (FPSO) vessel, with production start-up in 2008



## Microsoft

Microsoft, founded in 1975, has grown to be one of the most influential software companies in the world and continues to grow substantially. Headquarters are located in Redmond, WA, and the company has more than 70,000 employees worldwide. Microsoft's main mission is to help people and businesses throughout the world to realize their full potential. Microsoft in Norway works closely with 2,000 partners who offer Microsoft software, services and solutions to the market.



## Moss Maritime

Moss Maritime is a company in the ENI-Saipem Group, which encompasses leading marine technology, expertise and experience within the fields of special purpose vessels, platforms and other floaters for the offshore industry. The company has also been a pioneer in the development of gas carriers for LNG, LPG and ethylene. Moss Maritime's services cover all aspects of gas carrier design, ranging from general ship design to cargo handling system design including installation and commissioning assistance. Moss Maritime expertise and experience is heavily drawn upon by governments and companies around the world under consultancy and support agreements.



## MSD Norway

MSD originated in Darmstadt Germany at the end of 1600s. MSD merged with Powers-Weightman-Rosengarten and Sharp & Dohme, which led to growth and a position as one of the largest pharmaceutical companies in the world. MSD Norway was established in 1970 and holds 140 employees in its branch in Drammen, the administration headquarters in Scandinavia.



## Nordic American

The *Nordic American Group* consists of four specialized business units based in Dallas, Oslo and Zurich, each focused on creating technology related transatlantic business opportunities. Commercial technology project and company development activities, including that of intellectual capital asset management, are the responsibility of Nordic American Corporate Development & Finance LLC. Investment activities and a dedicated Technology Fund are managed by Nordic American Capital Company. The separate but related area of defense advisory services, and defense and security equipment sales and service activities across the Nordic region are managed by Nordic American AS (Oslo), and in the U.S. by Nordic American LLC (Dallas).



## Pfizer Norway

Pfizer Inc, founded in 1849, is dedicated to better health and greater access to healthcare for people and their valued animals. It is the world's biggest pharmaceutical company. The headquarters of Pfizer are located in New York and the firm is represented in more than 150 countries. There are more than 85,000 employees in the company. In Norway, Pfizer started in 1959 and there are approximately 150 employees within sales, marketing and clinical research



Partner for bedre helse

## PricewaterhouseCoopers

PricewaterhouseCoopers (PWC) offer services in various industries within auditing, advising, tax and fees to publicly



and privately owned organizations. It is the world's biggest network of accountants, advisors and lawyers. PWC employs more than 140,000 people in 149 countries. In Norway there are about 1000 employees represented in 18 offices and 10 branches.

### SAS Institute

SAS Institute is the leader in business intelligence software and services. SAS provides business analytics solutions which help you extract the full value of your data, understand the past, monitor the present, and predict outcomes as you move your business ahead. SAS is the world's largest privately held software company with more than 10,000 employees in more than 400 offices spanning the globe. In Norway, SAS Institute AS have approximately 75 employees. In 2006, SAS continued its unbroken track record of growth and profitability, with global revenues of \$1.9 billion. SAS Institute AS in Norway contributed with record results and 30% revenue growth.



### StatoilHydro

StatoilHydro is an integrated technology-based international energy company primarily focused on upstream oil and gas operations. Headquartered in Norway, we have more than 30 years of experience from the Norwegian continental shelf, pioneering complex offshore projects under the toughest conditions. Our culture is founded on strong values and a high ethical standard.



### Tandberg

TANDBERG is a leading provider of telepresence, high-definition videoconferencing and mobile video products and services. The Company has dual headquarters in New York and Oslo. TANDBERG designs, develops and markets systems and software for video, voice and data communication. The Company provides sales, support and value-added services in more than 90 countries worldwide.



### Unisys

Unisys is a global IT-and consultancy enterprise, which delivers technology based services and solutions. The company has expertise within consultancy, system integration, outsourcing, and infrastructure and server technology. The company was established in 1873, and presently employs over 30000 people worldwide and has clients in more than a hundred countries. In Norway, Unisys is located in Oslo and employs 45 people.



### Universal Pictures Norway

NBC Universal is one of the world's leading media and entertainment companies in the development, production, and marketing of entertainment, news, and information to a global audience. Formed in May 2004 through the combining of NBC and Vivendi Universal Entertainment, NBC Universal owns and operates a valuable portfolio of news and entertainment networks, a premier motion picture company, significant television production operations, a leading television stations group, and world-renowned theme parks. NBC Universal is 80% owned by General Electric and 20% owned by Vivendi.



### UPS Norway

UPS is a provider of specialized transportation, logistics, capital, and e-commerce services. The company was founded in 1907 as a messenger company, and is now a \$42.6 billion company. The headquarters for UPS are located in Atlanta, GA, but UPS operates in approximately 200 countries. UPS employs 407,200 worldwide, whereas 58,800 are international employees.



### Verizon Norge

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



### Wyeth

Wyeth is one of the world's largest pharmaceutical companies. It has offices all over the world, and employs more than 50,000 people with a presence in 145 countries. Wyeth's headquarters is located in Madison, New Jersey (USA). Wyeth's product areas include vaccines, biopharmaceuticals, and nutritional products, and Wyeth has an active research and development department. In Norway, Wyeth has 43 employees in its Oslo office.



# 2008 AmCham Members by Industry

## Accounting/Financial (15)

American Express Company  
AccountOnIt  
BSFA  
Citigroup Norway  
DnB NOR  
Ernst & Young  
GE Capital Bank  
Glitnir  
Global Refund Norge  
KPMG  
Norse Solutions  
Northzone Ventures  
PricewaterhouseCoopers  
Venture Lab  
Verdane Capital Advisors

## Advertising/PR (9)

Brynhildsen Woldsdal Public Relations  
Burson-Marsteller  
Clear Channel  
F&B Kommunikasjon  
Gambit Hill & Knowlton  
Geelmuyden.Kiese  
Rodela Productions  
Wara Consulting

## Airline/Travel (8)

American Express Business Travel  
Atlantic Link  
Avis Bilutleie  
Continental Airlines  
Icelandair  
Sabra Tours  
Tornado Adventures

## Art and Lifestyle (1)

Fineart/Kunstklubben

## Automobile/Transport (5)

Amcar  
Chrysler Norge  
Bergheim Drammen  
General Motors Norge  
Segway Norway

## Chemicals (3)

Cytec  
Jotun  
Tinfos

## Clothing (1)

Moods of Norway

## Communications (6)

Ericsson  
Motorola

Sprint International  
Telenor  
Trigcom  
Verizon Norway

## Defense/Security (2)

Kroll  
Kongsberg Defence & Aerospace

## Delivery/Relocation (7)

Adams Express  
Alfa Quality Moving  
Cargo Partner Removals  
Doorway to Norway  
Majortrans Flytteservice  
Oslo Relocation  
UPS of Norway

## Education/Research (3)

American College of Norway  
BI Norwegian School of Management  
SINTEF

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

Aims International  
Jaeger International  
Korn/Ferry Futurestep  
Manpower  
Manpower Professional Executive  
Monster Worldwide Norway  
The Performance Group

## Energy (9)

Chevron Norge  
ConocoPhillips Norge  
ExxonMobil  
FMC Kongsberg Subsea  
Hess Norge  
Marathon Petroleum Norge  
Oxoil  
StatoilHydro  
Total E&P Norge

## Engineering/Construction (7)

Acery Norway  
Aker  
Honeywell  
Ingersoll-Rand  
Intergraph Norge  
Moss Maritime  
Umoe Mandal

## Entertainment (1)

Universal Pictures Norway

## Food & Beverage (8)

Amundsen  
Arcus  
Coca-Cola Drikker  
Fjell og Fjord Mat  
Kraft Foods Norge  
PepsiCo Nordic Norway  
Sara Lee  
Tine

## Furniture (1)

Ekornes

## Health (12)

Abbott Norge  
Amway  
Baxter  
Bionor Immuno  
Bristol-Meyers Squibb  
Eli Lilly Norge  
Gold's Gym  
Janssen-Cilag  
Lærdal Medical  
MSD Norge  
Pfizer  
Wyeth

## Hotel/Restaurant/Conference (5)

Clarion Hotel Royal Christiania  
Grand Hotel  
Hard Rock Cafe Oslo  
Norges Varemesse  
Radisson SAS Scandinavia Hotel

## Industrial Equipment (7)

3M Norge  
Air Products  
Anixter Norge  
Jiffy International  
MISWACO Norge  
Norwegian Machinery Dealers Association

## Insurance (3)

AIG Europe  
Codan Forsikring  
Willis

## IT/Computer Equipment (16)

Computer Associates Norway  
Fast Search & Transfer  
Google Norway  
Hewlett-Packard Norge  
IBM  
Microsoft Norge  
NetConnect Systems  
Oracle  
Parker Hannifin

Questback  
SAS Institute  
Smartcom  
Sun Microsystems  
Tandberg  
Unisys Norge  
Xerox Norway

## Legal (11)

Advokatfirma Selmer  
Advokatfirma Steenstrup Stordrange  
Advokatfirmaet Tøtdal  
Deloitte Advokatfirma  
DLA Piper  
Føyen Advokatfirma  
Holland & Knight  
Kvale & Co. Advokatfirma  
Ræder Advokatfirma  
Simonsen Advokatfirma

## Management Consulting (5)

Accenture  
Business Account Development  
Capgemini  
Mercer  
Next Step

## News/Media (2)

Dagsavisen  
International Herald Tribune

## Office Systems (2)

Iron Mountain  
Rich. Andvord

## Property/Real estate (1)

Colliers International

## Shipping (8)

Anders Wilhelmsen & Co.  
Ashland Norge  
BW Gas  
Det Norske Veritas  
Høyskel & Wennevold  
Höegh Autoliners  
Norges Rederiforbund  
Scanship Environmental

***Leading the way to a healthier world***



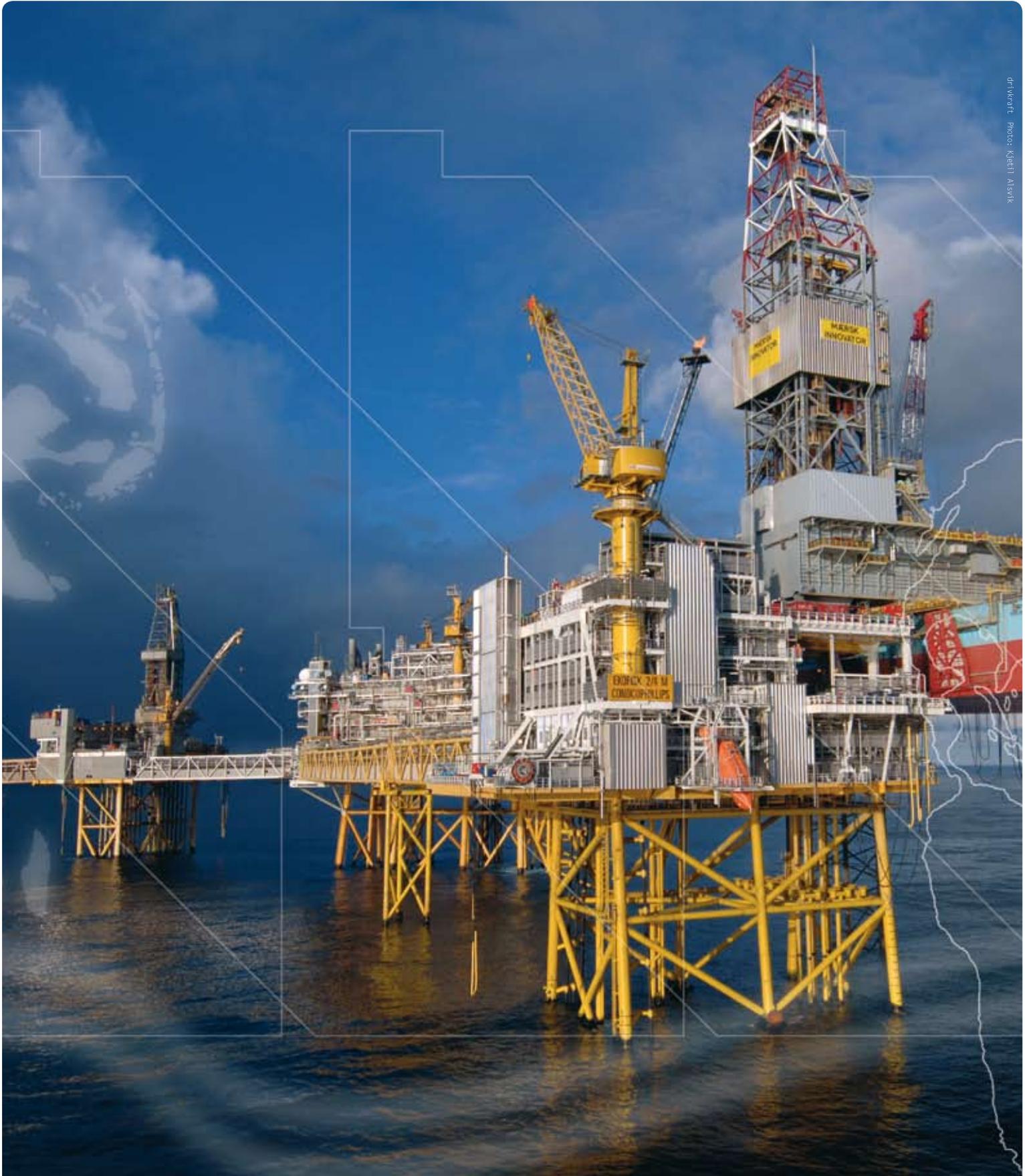
# Wyeth

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**NO NEWS  
IS GOOD  
NEWS.**

**NO ADDED PRESERVATIVES.  
NO ARTIFICIAL FLAVOURS.  
SINCE 1886.**



ConocoPhillips is an international integrated energy company with activities in more than 30 countries. The headquarters is located in Houston, Texas, USA. The company has coordinated its operations in Norway and the UK, and the North Sea activities are led from the company's European headquarters in Tananger, outside of Stavanger. ConocoPhillips is the largest foreign operator on the Norwegian Continental Shelf. The company is the operator of the Greater Ekofisk Area, and has attractive ownership stakes in fields including Heidrun, Troll, Statfjord, Visund, Oseberg, Alvheim and Grane.