



## Membership Guide 16-17

DEVELOPING NORWEGIAN-AMERICAN BUSINESS RELATIONS



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## American Chamber of Commerce in Norway

**This publication's special industry focus is healthcare.** In correlation with publishing a separate report looking into The Impact of the Multinational Pharmaceutical Industry on Norway's Economy and Society, this publication's objective is to highlight other relevant subjects related to healthcare both domestically and abroad.

Focusing particularly on healthcare cost management, IT contributions in Medical technology and advancements in Medical technology, the AmCham Membership Guide 2016-17 aims to provide the reader with further insight and knowledge into current industry challenges, opportunities and advancements.

AmCham has made every effort to endure the accuracy of the information in this publication- and accordingly apologize for any errors or omissions. We warmly thank both article and advertisement contributors for making this publication possible.



Photo: Nancy Bundt

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A map of the North Atlantic and surrounding regions, centered on Iceland. Yellow lines radiate from Iceland to various cities in North America and Europe. The cities are labeled with their names. The map shows the curvature of the Earth, with the Arctic region visible at the top.

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## Promoting Sustainable US-Norwegian Trade

The US and Norway have a long history as partners and allies.

Today, the ties between our countries are stronger and more comprehensive than ever. Our excellent business relations are fundamental in this context.

We have a close political and economic partnership; we exchange thousands of students every year; we share a common history; and, above all, we share a common set of values and ideals.

Norway is proud to be one of the US's closest allies. Through active participation in a number of international organisations, like the UN and NATO, we are working with our American colleagues on solving some of the greatest challenges in the world today: peace and stability, climate change, sustainable development, the eradication of poverty, and the fight against terrorism.

Norway has strong business ties with the US. Norwegian companies have established operations in the US ranging from activities in the maritime, oil and energy sectors to new creative, technology-based activities. In Houston alone, 150 Norwegian companies are present.

The US is the single most important country for Norwegian companies in terms of turnover abroad. Norway is important for US companies as well, and more than 220 American companies have set up operations here.

Norway's Government Pension Fund Global has placed nearly 35 % of its investments in the US. New York is one of the most important financial centers in the world, and has been important for Norwegian business interests for more than 100 years. This metropolis is also becoming an important center for Norwegian design.

Moreover, the US is a global leader in terms of research and innovation. It is home to many of the world's leading universities and educational institutions. These are attracting an increasing number of Norwegian students and researchers.

This exchange of talent benefits host and home country alike, and contributes to global growth and innovation.

Norway welcomes the efforts by the US and the EU to create a Transatlantic Trade and Investment Partnership (TTIP). The EU and the US are by far our most important trading partners, and Norway will be affected by TTIP because we are part of the EU internal market through the EEA Agreement.

We believe that a well crafted agreement will promote economic growth and job creation.

We are also convinced that increased trade between the US and Europe will further strengthen our economic ties, and help to increase the global weight of the values that we share.

At the same time, it is important that TTIP sets high standards for regulatory cooperation and provides opportunities for third party countries to take part.

At the US-Nordic Leaders' Summit in Washington in May 2016, it was emphasised that economic freedom, open markets, and free trade are fundamental for prosperity and welfare for our citizens. The US and the Nordic countries will continue to be a strong voice for open and sustainable trade and investment.

Meanwhile, our relations with the US will remain at the heart of Norway's foreign policy. We will seek to increase trade and industrial cooperation between our countries, and we will keep looking for common solutions to common challenges.

In our work to strengthen the ties across the Atlantic further, the Norwegian Government finds a crucial partner in the American Chamber of Commerce in Norway.

Together, AmCham and the Norwegian government are ensuring that the Atlantic does not act as a barrier between our two countries, but rather as a bridge.

Børge Brende,

MINISTER OF FOREIGN AFFAIRS



Photo: Hans Jørgen Brun

## US Ambassador to Norway, Samuel D. Heins

I want to thank the leadership and members of the American Chamber of Commerce in Norway for the warm welcome since I arrived in Norway. In a complicated world, and in life generally, it is good to have friends. The Norway-U.S. relationship is truly one of the world's great international friendships. President Barack Obama reaffirmed the importance of this special friendship during the recent U.S.-Nordic Leaders' Summit. As the U.S. Ambassador to Norway, it is a great pleasure, honor, and opportunity to be part of it.

In addition to doing everything I can to advance this important and unique relationship, one of my particular interests and goals is to promote the trade and investment relationship between our two great countries. I will do this not only in Oslo, but also throughout Norway. I know how important the efforts and commitment of AmCham can be in promoting person-to-person, B2B, and B2G partnerships. I look forward to working with AmCham in the coming months to achieve this goal.

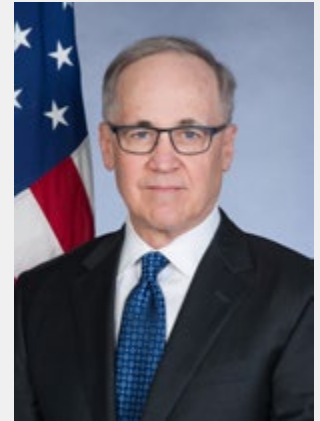
I have already had the privilege to host or speak at events sponsored by AmCham, including the Chamber's Transatlantic Assembly in Oslo and a Business Opportunities forum in Stavanger in cooperation with the Stavanger Chamber of Commerce. Among the topics highlighted in these events were how to improve and advance business opportunities through TTIP, the SelectUSA initiative, and cooperation on new energy and the digital economy. Cooperation on green and intelligent transportation systems and smart cities were discussed during an AmCham-sponsored business roundtable I hosted in April with U.S. Secretary of Transportation Anthony Foxx and Norwegian Minister of Transportation Ketil Solvik-Olsen as speakers.

I have visited Tromsø and Svalbard, where I learned about economic developments and opportunities in those areas. I will visit Bergen for the Bergen Festival and will meet with the Bergen Chamber of Commerce and leading businesses in the

region. In June, U.S. Secretary of State John Kerry plans to visit Norway to deliver a keynote address at the Oslo Forum, and also hopes to visit Svalbard to discuss a range of important Arctic and security issues, which impact environmental, energy, transportation and communication opportunities for some of AmCham's members.

A key element of President Obama's trade and investment policies is to encourage more international investors to consider the United States and to assist businesses with establishing or expanding their operations. Norway is one of the 25 focus markets in the President's SelectUSA initiative. At our Embassy, we interact with Norwegian enterprises on a daily basis and see and hear about their successes and interests in the U.S. market.

In June, President Obama and U.S. Secretary of Commerce Penny Pritzker together will host the third SelectUSA Investment Summit in Washington, DC. I will lead a business delegation from Norway to this important event. The U.S. economy is now in its seventh straight year of growth and the United States continues to represent attractive market opportunities for Norwegian businesses. We appreciate the contributions of Norwegian firms, many of them AmCham members, which play an integral role in the U.S. economy. They contribute to U.S. employment, R&D, exports, and broader economic prosperity.



Samuel D. Heins  
U.S. AMBASSADOR



## Highlights 2015–16

Snapshots from California wine tasting, Business After Hours with DLA Piper discussing big data and Select USA events.



# AmCham Norway

## Dear Members & Friends



As Chairman of AmCham, I am proud to affirm that our organization continues to thrive. Despite a year of considerable uncertainty in the Norwegian economy, particularly in the energy sector, AmCham's financials are in order and we are set to weather the current slowdown in the Norwegian economy.

It appears as though our mission of developing Norwegian-American business relations is increasingly appreciated and

important.

Thanks to member leader feedback, Andreas Berg and our other Board members have been able to develop a new strategic plan to better act upon AmCham priorities.

Included in this initiative is the ability to understand the real business challenges – and opportunities – that this market provides. We therefore aim to focus our many advocacy, member services and event initiatives on behalf of Norwegian-American business development.

TTIP – or the Transatlantic Trade Deal currently being negotiated between the US and EU – is one such priority focus area.

Albeit not a party to the negotiations, essentially Norway's relationship with its two biggest trading partners is at stake. Perhaps not surprisingly, we at AmCham think this is of major importance.

AmCham wants the best possible TTIP outcome for Norway. For now, this primarily means increasing general TTIP awareness amongst you, our members and partners, and the broader business community.

We were therefore delighted to host Bruce Stokes from the Washington-based Pew Research Center, at our Annual General Meeting. Along with US Ambassador

Samuel Heins, Minister of European Affairs Elisabeth Aspaker and EU Ambassador Helen Campbell, he provided significant insight into the key factors influencing the pending trade deal.

Furthermore, this is an eventful year in American politics, as the US presidential election quickly approaches. As the original hosts of the increasingly popular Election Night event back in 2004, AmCham is delighted to once again host the big event this autumn.

Together with the US Embassy in Norway and partners, and hosted at Høgskolen i Oslo og Akershus, the traditional bipartisan event will be the place to be when results emerge throughout the night.

Moreover, in January 2016, AmCham kicked off an interactive mentoring program with selected AmCham Patron member companies to further leverage our network of executive leaders. The program is designed to offer an arena where young professionals and leaders with international experience can exchange ideas and learn from each other, making better leaders of all participants.

Together with our Board of Directors, I am thoroughly looking forward to my fourth year as AmCham's Chairman. Along with Jason and his team, we will continue our hard work to help ensure development and prosperity in Norwegian-American business.

I would like to thank all of you for your support, be it as dedicated member company representatives, partners or fellow Board members. It is truly a pleasure to serve you and the vibrant AmCham community.

Pål Rokke  
CHAIRMAN



# Board of Directors



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



**Mr. Andreas Berg**  
*First Vice Chairman*  
MSD Norge



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



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Hotel Group



**Mr. Morten Mauritzen**  
*Director*  
ExxonMobil Norway

# Developing Norwegian-American Business Relations



Picture taken at Grand Hotel. Photo: Nancy Bundt

**Benjamin Kuban:**  
*Project & Administration Consultant*

**Didrik Ottesen:**  
*Project & Communications Consultant*

**Jason Turflinger:**  
*Managing Director*

## What We Do

The American Chamber of Commerce in Norway (AmCham) is a non-profit, independent business networking, information and assistance organization that works to develop Norwegian-American business relations and support companies actively investing in both countries. We are comprised of over 220 US, Norwegian and international member companies and are the leading arena for transatlantic business interests. AmCham is focused primarily upon event facilitation, member-to-member business assistance, and advocacy initiatives.

AmCham was formally constituted as a Norwegian business association in January 1998. Its antecedents, however, extend back to 1958 when The American Club was founded in Oslo. In 1999, AmCham and the Norwegian-American Chamber of Commerce (NACC Oslo) merged.

AmCham Norway is a member of a worldwide network of AmChams in more than 100 countries.

## Internship Program

AmCham Norway offers a communication internship opportunity to a student or a recent graduate on a rotating basis. Through this volunteer position, our intern is an essential part of the AmCham team. Through this position, interns regularly interact with international company leadership teams and gain hands-on working experience within a growing organization.

If you would like to know more about this program, please contact us at [amcham@amcham.no](mailto:amcham@amcham.no). Please indicate why you are interested in the position, when you are available and what you can bring to the AmCham team.



# Be well. A promise made to the world.

At MSD, we believe in effective, scientific innovation. This is why we in Norway too are leading the quest for innovative solutions to let people live better lives. Of all patients enrolled in clinical trials in Norway, 4 out of 10 participate in a MSD study. We also care for the environment. In 2013, we became the first pharmaceutical company in Norway to be awarded the Eco-Lighthouse® designation.

At MSD in Norway we are 200 people, working with human and animal health alike, striving to keep our promise every day: Be well.



Visit our  
homepage  
[www.msd.no](http://www.msd.no)

MSD (Norge) AS, Pb. 458 Brakerøya, 3002 Drammen Telefon: 32 20 73 00, faks: 32 20 73 10



## Highlights



Photo: Nancy Bundt



Photo: Nancy Bundt





## Highlights



Photo: Nancy Bundt



Photo: Nancy Bundt



Photo: Nancy Bundt



Photo: Nancy Bundt



Photo: Nancy Bundt

Traditional Annual Events: AmCham's Thanksgiving Charity Dinner and Christmas Party, where guests enjoyed a Ravenswood US wine quiz, were followed by AmCham's Annual General Meeting, hosted at Hotel Continental.

# AmCham Network

AmCham Norway is a member of the AmCham Network – a global network of AmChams in more than 100 countries worldwide.

## United States Chamber of Commerce

AmCham Norway is a fully accredited member of the United States Chamber of Commerce, the largest business association in the world. We work closely with the US Chamber on matters of importance to our members doing business in the United States. <https://www.uschamber.com/>



## Norwegian-American Chamber of Commerce

Based in New York, the NACC has serviced the Norwegian-American business community for over 100 years. NACC is active in nine major US business areas and members include leaders of Norwegian and American firms who are successfully pursuing business in the dynamic Norway-US market.



## US Commercial Service

The U.S. Commercial Service is the trade promotion unit of the U.S. Department of Commerce. Their mission is to help U.S. businesses get started in exporting their products and services or increasing their sales, and to promote and protect U.S. commercial interests in Norway. <http://buyusa.gov/norway/>



## AmCham Denmark

[www.amcham.dk](http://www.amcham.dk)



## AmCham Finland

[www.amcham.fi](http://www.amcham.fi)



## AmCham Sweden

[www.amcham.se](http://www.amcham.se)



# Membership

## Who can join?

Membership is open to both major corporations and small business that share a common interest in AmCham's mission. It is a company membership open to your management team.

## Why Join?

AmCham is about deriving the maximum value and getting the most out of your companies' commitment to doing business in Norway and the US. AmCham works to facilitate regular and personal dialogue between our members and key decision makers, voice members' concerns and 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 affect your business- and to be heard on those issues. Through AmCham, companies work together to make a difference across borders and sectors.

### Patron

Unlimited executive-level company representatives on AmCham's mailing list

Invitation to all relevant AmCham events- including special Patron level gatherings

Priority treatment for profiling and information assistance

AmCham assistance when organizing corporate events

Guidance of AmCham event and advocacy initiatives

Facilitation of member-to-member printed communications (four annually)

Notices within AmCham electronic communications (events, reports, special offers)

Regular profiling of company within AmCham publications

Unrestricted use of AmCham's downtown Oslo conference room

### Corporate

Up to three executive-level company Representatives on AmCham's mailing list

Invitation to regular AmCham events

Corporate profiling

Facilitation of member-to-member printed communications (once annually)

Company listing within annual Membership Guide

Use of AmCham's downtown Oslo conference room

# The Impact of the Multinational Pharmaceutical Industry on Norway's Economy and Society

The report, carried out by Oslo Economics and BI Norwegian Business School on behalf of the American Chamber of Commerce in Norway, analyzes the impacts of the multinational pharmaceutical industry on Norway's economy and society.

Published in its entirety in May 2016, the report aims to highlight the main ways in which the industry contributes to the Norwegian economy and society.

The study shows that multinational pharmaceutical companies (MPCs) provide significant benefits to the Norwegian economy and society in a number of critical ways. MPCs have significant direct health benefits for Norwegian patients and society as they have developed the majority of medicines used in Norway today.

They also improve the quality of clinical research by providing clinical trial expertise and through other types of collaboration with Norwegian hospitals. In addition, MPCs are one of the main

actors in pharmaceutical research and innovation in Norway and create highly specialized, good quality jobs.

While the socioeconomic impact of MPCs is significant, compared to other European countries the size of the sector in Norway is below average and the smallest of all Nordic countries. This suggests there is potential for the sector to grow. Given the industry's health improvement contributions, high productivity and innovation, the impact of increasing the size of the sector is likely to be higher than in many other branches of industry.

Pharmaceutical innovation represents an obvious way for Norway to keep its place as an advanced country with high living standards and a strong welfare system.

Additionally, given the right conditions, the pharmaceutical sector could become a cornerstone for the Norwegian economy, creating low carbon, good quality jobs that contribute to the health of the human and animal population.

Please contact [amcham@amcham.no](mailto:amcham@amcham.no) for the full report report and inquiries.

Figure 4. Share of total revenue generated from innovative products per Norwegian industry, 2014

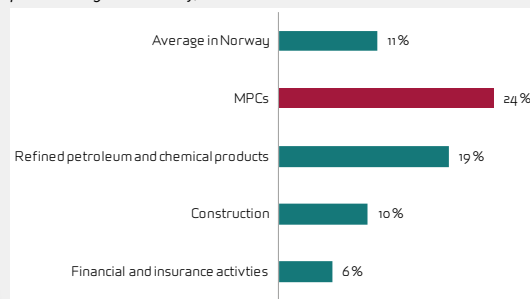
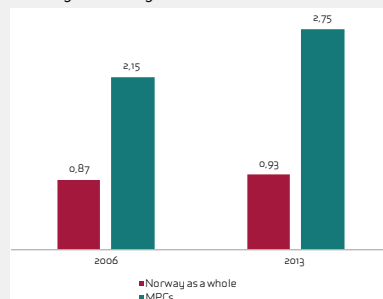


Figure 10. Value added per employee, MPCs and Norwegian average (NOK million)







## AmCham Mentorship Program

In January 2016, AmCham kicked off an interactive mentoring program with selected AmCham Patron member companies to further leverage our network of executive leaders. The program is designed to offer an arena where young professionals and leaders with international experience can exchange ideas and learn from each other, making better leaders of all participants.

To help inaugurate AmCham's mentorship program, Kristian Monsen Røkke joined participants at AIG's Oslo office, where he shared leadership experience from the US and Norway. McDonald's Country Manager and newly elected AmCham Board Member, Lauren Cody, told about her international background, and the role mentoring played in her career.

The AmCham Mentorship program will run the duration of 2016 and includes participating companies 3M, Abbott, AIG, AmCham, Citi, Google, IBM, McDonald's and MSD.

*"As County Manager at 3M I have gained valuable insight into the approaches and experiences of a young professional from a different industry. I strongly believe in this form of development of young high potentials and hope that this initiative from AmCham will continue in the years to come."*

– Mentor Ketil Nordengen, 3M

*"Being a part of the AmCham mentorship program has been very inspiring. Through the sessions with my mentor, we have discussed my career and life objectives and how to achieve them. To be able to have someone who has excelled in his field with decades of experience to 'ask' and provide advice has truly been invaluable."*

– Mentee Wenche Setsaas, Citi

For more information about our mentorship program, please contact [amcham@amcham.no](mailto:amcham@amcham.no).





## Advances in Medtech

As highlighted in AmCham's Multinational pharmaceutical study released earlier this year, multinational companies play a critical role in Norway's healthcare system, from IT to medtech, with their ability to leverage technological breakthroughs and best practices across health markets.

With rising medical costs and increased patients flows, increased efficiencies and new technologies are imperative to address the challenges of tomorrow. AmCham member companies are playing an ever increasing role.

Of its many specialized brands and services, **Abbott** operates in Norway as a wholly owned subsidiary of Abbott Laboratories. As part of operations in Norway, Abbott has contributed to developing state-of-the-art systems in the lab, helping to quickly diagnose a spectrum of diseases using more than 100 different blood tests. Officially opened in November 2015, the Østfold hospital, where Abbott has delivered an automation track for blood samples, performs six million tests annually.

Simplifying the process, blood samples are placed into the track and sent on to various distributors to be analyzed. After this analysis, the tubes are automatically stored in a cooled storage module where they will remain until either further analysis is performed, or the tube is sent to be thrown away.

This fully automated process means increased efficiency, and ultimately reduced personnel costs – an important factor when performing so many tests per year. Østfold is next generation, meaning it is an open system allowing for more coordination with non-Abbott instruments. Again, this translates to increased efficiency and faster diagnosis – hospitals are able to do more with less.

When a company has a history of transforming big technology into small places, it creates a platform for amazing continued developments and raises the bar for patient quality of life. Back when the standard pacemaker was still a rather large contraption, **Medtronic** challenged themselves to create a smaller, wearable, battery-powered pacemaker.

Continuously, the company has dramatically scaled down the size of a patient's pacemaker, most recently reducing the size by 93% compared with industry standard.

Consequently, the device is now the size of a large pill, and without leads, it is delivered via catheter and implanted directly into the heart. With a battery life lasting up to 12 years, a user of Medtronic's Micra pacemaker is able to achieve a greater normalcy of daily life.

A breakthrough like this with minimal invasiveness ultimately accomplishes the goal of improved quality of life.

Facing another of the nearly 40 conditions Medtronic technology treats today, patients in Norway have access to Medtronic's



Photo: Medtronic MiniMed



Photo: Medtronic Micra

MiniMed – a small pump built to automatically suspend glucose levels. Living with a condition such as diabetes can come with many secondary issues such as weight and heart problems, and having an automated system helps to manage these secondary issues.

Research and development like this is made possible through Medtronic's 85,000-person strong global team, enabling the leverage of new technology through 155 countries. Being a leader in medical technology enables companies like Medtronic to make seemingly impossible projects become a reality. On the horizon, the company is working on developing the world's first artificial pancreas to further address diabetic challenges.

Demographically, we are starting to be challenged by an aging population – and this is expensive. Companies like Abbott and Medtronic are continually working to improve integration with hospitals to create greater value for the environments in which they operating by improving efficiency (read care quality) while reducing costs.

By creating powerful new technologies and services, Medtronic aims to achieve better outcomes for patients at a reduced cost. This is what is called value-based healthcare.

Norwegian family company **Laerdal Medical** developed their business philosophy already one generation ago, as father of today's Chairman Tore Lærdal established a company motto that would form Laerdal Medical for decades.

"If we can create value to the society at large, and do our job well, satisfactory economic results will follow - and allow us to build a stronger company with time."

Simply told, their mission is to contribute to saving lives, particularly in an area they define as "unexpected life-threatening events." One of their latest products, introduced to the market in January 2016, is *Premature Anne*.

Premature Anne is a realistically proportioned 25-week premature training manikin, designed to facilitate the training of healthcare professionals in the initiation of proper care and resuscitation of preterm infants.

Using new technology, Laerdal Medical has developed a manikin that is extremely realistic and will revolutionize training of healthcare personnel handling prematurely born infants.

Developed in collaboration with the American Academy of Pediatrics, Premature Anne is designed to help a learner develop and gain competence through realistic hands-on training.

Also recently released, aiming to reduce cost of high-quality simulation, is a new and advanced life support simulation, SimMan® ALS simulator. Implementing new technology, Laerdal Medical's ALS simulator enables high quality training at a substantially cheaper price, continuing to live by their motto of creating value to society.



## Sponsorship and Profiling Opportunities

AmCham offers a range of targeted profiling and sponsor opportunities, ensuring visibility of your business, through events, prizes and publications.

For more information about how your company can benefit from our advertising and sponsor services, please contact [amcham@amcham.no](mailto:amcham@amcham.no).

AmCham would like to express our appreciation and thanks to our sponsors in 2015 for their continued support.



Photo: Nancy Bundt



Photo: Nancy Bundt



Photo: Nancy Bundt



## Highlights



An event at Arntzen de Besche, where Stig Sollund from the Ministry of Finance discussed Changing Norwegian Tax Landscape. Managing Director, Jason Turflinger, accompanied US Ambassador to Norway, Samuel D. Heins, on his first Stavanger trip.



Jarlsberg® is based on a secret Norwegian recipe dating back to 1956. The combination of traditional cheese-making and modern technology gives the cheese an edge, appreciated by both world class and amateur chefs world-wide.

Made from premium milk, Jarlsberg® has a sweet, mild and nutty taste. Known for its characteristic round holes and versatility – it works equally well in cooking as it does for snacking. Jarlsberg® turns your everyday dishes into culinary experiences.

So why does it taste so good? Well, every legend has its mysteries, and this one is one of Norway's most closely guarded secrets.

So when you gather with family or friends to enjoy the fine taste of Jarlsberg®, you can invent a few legends of your own.

For inspiration and recipes please visit

[www.jarlsberg.com](http://www.jarlsberg.com)



## Highlights



Transportation: AmChams in Europe meet with US Department of Commerce in Washington D.C. AmCham, together with the US Embassy's Commercial Service, brought together business leaders for a transportation focused luncheon, attended by US Secretary of Transportation Anthony Foxx and Norwegian Minister of Transport and Communications, Ketil Solvik-Olsen.

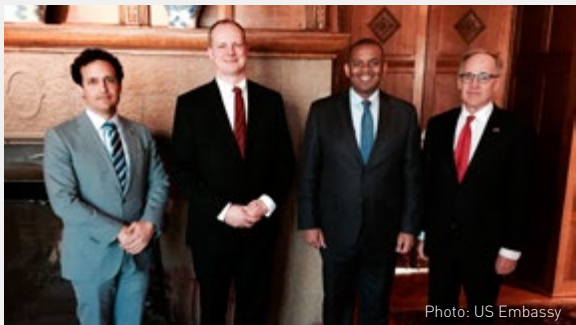


Photo: US Embassy

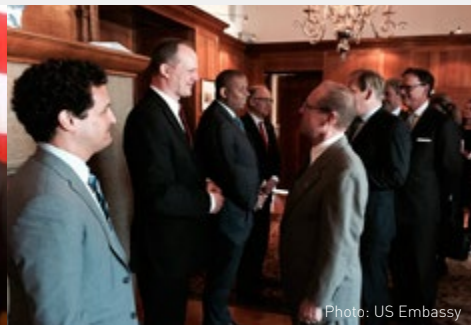


Photo: US Embassy





## How Information Technology is Improving Healthcare

With the establishment of the Directorate of eHealth in January of 2016, it is evident that IT will play an increasingly important role in our healthcare system in the years to come.

Considering the drastic developments in IT, it is expected that increased implementation of IT in healthcare, will lower costs, improve efficiency and reduce error, while also providing better consumer care and service.

Preparing to launch their holographic, interactive 3D screen, **HP** is literally introducing another dimension to the healthcare service. With their 3D screen, ElitePad and various technologies, HP can substantially increase efficiency, cost, teaching, training and the healthcare service in general.

As an example, if a patient is requiring a hip surgery, the patient's current and new hip can be scanned, allowing doctors and surgeons to adjust the new hip prior to surgery, through the 3D screens, significantly shortening time spent in surgery, and therefore reducing cost and time spent significantly.

Furthermore, the holographic 3D screens will provide an improved teaching tool to medical students and nurses, as real body parts are scanned and subsequently explored in 3D, allowing students to examine a human heart, without using a cadaver. Helse Vest has already started to explore a demo type of HP's 3D monitor for teaching purposes, while it is awaiting CE approval for clinical use.

Along with the interactive 3D screen and 3D printers for industrial and professional use, HP's ElitePad has been developed to increase efficiency and to transport hospitals away from paper charts and towards a digitalized future.

Norwegian Ole B. Hovind MD, M.P.H. founded **Sonitor**, as he was frustrated by wasted hospital staff time spent searching for active patient charts and mobile equipment.

Hovind wanted to create an efficient technology-based system to address these well-documented problems.

Located in both the U.S. and Norway, Sonitor's indoor positioning systems, also referred to as real-time location systems (RTLS), allow organizations to locate people easily and track equipment and events in real time, as well as in complex environments, using ultrasound as its core technology.

Additionally, they deliver the lowest cost of ownership, due to efficient use of existing Wi-Fi infrastructure, which is used to transmit the location information.

The healthcare industry is one of the earliest adopters of RTLS in applications such as medical equipment and asset management, staff and patient locating and flow. In fact, ambulatory clinics that have deployed Sense RTLS are seeing a 10-15% reduction in patient wait times and up to 33% more time spent with caregivers.





All photos on page: HP

Overall visit-time is reduced also, which increases caregiver capacity and presents the opportunity to increase total number of patient visits per day.

Having experienced substantial patient satisfaction when RTLS is deployed, Lovisenberg Diakonale Sykehus in Norway, also noticed improved efficiency after integrating workflow system and electronic patient record system, as it eventually enabled caregivers with more time for patient care.

As far as staff are concerned, they can quickly and easily locate a necessary piece of medical equipment, hence saving time by eliminating non-productive time spent searching for equipment. When staff are badged, colleagues can easily find each other in time of need. Moreover, by monitoring workflow, staff capacity can be monitored and consequently adjusted to meet the changing needs of shifts and patient volume.

The idea of resource management, whether it be patients, doctors, or equipment as in the case above, is increasingly vital. To make more efficient use of resources, the newly established Norwegian Directorate for eHealth (NDE) is coordinating a number of initiatives aimed at simplifying and optimizing the way residents make use of the health system.

On a national level, the 'one citizen – one record' aims to provide a single comprehensive patient journal containing all necessary information, regardless of where patient visits have previously taken place.

This is an ambitious project, and few, if any, nations have experience of delivering on similar projects previously.

Similar projects are limited as this represents the beginning of the next generation of coordination between primary- and specialist care.

Looking to the UK, however, **CSC** has been working with the Trafford Clinical Commissioning Group on such a system through a first-of-its-kind care coordination center. Likening the coordination center to an air traffic control system, patients are tracked through the health system and efficiently guided to services.

To further simplify the system for both patients and care providers alike, each patient has a single point of contact who helps facilitate all of their health needs – a patient centric practice which will increasingly be the future of health systems and will ideally be in place in Norway.

However, having a centrally managed care coordination center is only part of it – the cheapest way to treat patients is proactively, and where possible, preventative action.

For example, when we know it is icy outside, we can use a centrally managed system that delivers a message to the at-risk population, advising them to stay indoors. While simplified, it is this type of intelligence and analytics that will help to efficiently and intelligently manage costs, and healthcare population, in the future.

# Key Facts & Figures

Norwegian Embassy in Washington D.C is releasing a report later this year, highlighting Norway's contribution to the US economy. The report provides a systematic overview of jobs supported on the state and federal levels. It includes profiles of selected Norwegian companies and key business sectors, as well as public and private sector organizations working to facilitate business between Norway and the US.

If one includes indirect employment, such as subcontracting and economic development in adjacent areas, this number is closer to one million American jobs supported.

## Jobs

Norway supports jobs in all fifty US States and the Norwegian Sovereign Wealth Fund owns 1% of all publicly traded shares in the United States. There are 32,597 jobs supported by Nor-

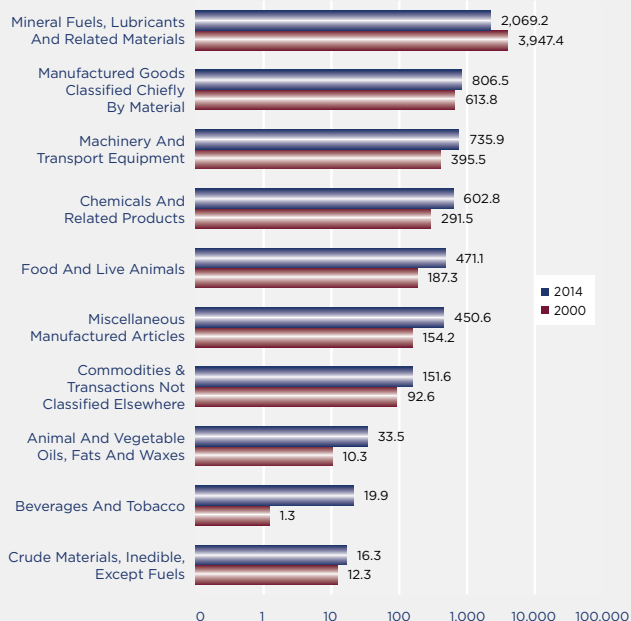
**Norway - U.S. Global Linkages, 2014\*\* (\$ billions)**

	U.S. in Norway	Norway in U.S.
Foreign Direct Investment*	39.5	17.6
Total Assets of Affiliates	175.4	56.4
Foreign Affiliate Sales	58.9	27.2
Value Added of Affiliates	28.1	3.4
Affiliate Employees	43,962	-

\* 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.

**Top Ten U.S. Imports from Norway, 2014 (in \$ millions)**



Sources: Bureau of Economic Analysis; International Monetary Fund; Office of Trade and Economic Analysis.

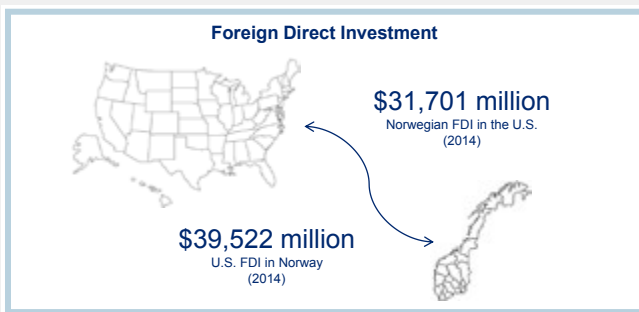


wegian-affiliated companies, with 388,300 jobs supported by NBIM investments. Major US landmarks, such as Time Square Tower, are also owned by the Norwegian Sovereign Wealth Fund.

### **469,937 total jobs supported in the United states**

There are 22, 474 jobs supported by export of goods and 26, 566 jobs supported by export of services.

Some major Norwegian employers in the United States are Statoil, Sapa, DNV GL, Aker Solutions, Kongsberg Gruppen and Akastor.



Source: Norwegian Embassy in Washington D.C.



Source: Norwegian Embassy in Washington D.C.

### **Investment**

According to Bureau of Economic Analysis, the investment balance favors Norway, with the US direct investment totaling \$ 39,5 billion in 2014, more than double the amount of Norwegian direct investment in the US. The employment balance is heavily skewed in favor of Norway, with the US foreign affiliates employing over 43,000 Norwegian workers.

### **Trade**

Norwegian exports to the US totaled \$5,4 billion in 2014, and were skewed toward mineral fuels (i.e. petroleum products). The US accounted for just 3,8% of total Norwegian exports, but made up nearly 22,5 % of extra EU trade. Imports from the US into Norway totaled \$5,5 billion, a new peak that equates to 6,3 % of total Norwegian imports or 18% excluding trade with EU.





Photo: Volvat

## Norwegian Healthcare Cost Management

It should come as no surprise that healthcare spending in Norway is high – one of the highest in the world per capita in fact. As Norway's demographics change, with an aging population quickly adds greater strains to an already costly healthcare system. A recent estimate shows a possible yearly deficit of 24 per cent of Norway's BNP could be used to finance the Norwegian healthcare system in the coming years- that is twice the size of Greece's, according to Villemann Vinje, political economist at Civita.

Aiming to research the topic of healthcare cost management, and how to get the problem of healthcare spending under control, the theme of more efficient resource management was obvious. To delve deeper, AmCham sat down with member experts from both academia and private industry to gain further insight.

**Kåre Hagen**, Head of the Center for Welfare and Labor Research at Oslo and Akershus University College of Applied Sciences, is adamant the major concern for Norwegian healthcare is the care service locally and the future lack of employees in that sector. The average life expectancy is increasing and consequently, the health sector has to develop to cope with an increasingly older population.

In order to operate as cost-effectively as possible, reorganization and improvements are essential within the public health sector. Technology, the private sector, preventative measures, innovation

and significant increase of personnel are some aspects that need addressing to help solve the potential future healthcare challenges that Norway will face.

Moreover, strategy for cost control should, largely, be assessed locally, which can be achieved by increased capacity for local authorities and emphasis on cost control for hospitals. One of the challenges to the current system, however, is that the supply side of local care personnel is lacking. Newly educated health care professionals want to work in high demand fields, like maternity wards, as opposed to caregiving professionals that take care of patients after they leave the hospital.

In terms of cost preventative measures, technology is one aspect that can make treatments and healthcare in general more efficient and financially viable.

There are direct links between implementing new technology and cost control, with one example being eHealth. Technology now allows GPs to monitor patients' health without the patient having to come in to the GPs office and GPs only intervene when the incoming results require action.

Technology could also be used in dispensing medicine as there are severe personnel resources used for that today. Resources that could be more useful elsewhere. Technology, and particularly how to use technology to unburden personnel and treat patients from their homes, are essential cost-effective measures that should be looked into more intensively.





The daily cost of staying at a nursing or care home is about 3000 NOK. Particularly in the future, with an increasingly older population, it will be vital to find a way to treat people at home.

### **Volvat**

With over 30 years of experience from the private health sector in Norway, Volvat wants to work together with the public sector to help increase and improve efficiency and productivity. Running on a business cost model, Volvat is able to provide many of the same procedures performed in the public sector, but often at a lower total cost.

By implementing new technology and innovative thinking used in the private sector, they hope to one day implement their business model to a public hospital, as a benchmark for how the public and private healthcare sector could benefit everyone- both as a taxpayer and as a patient.

Where the public health sector has been less concerned with budgeting, Volvat, as a private company, is accustomed to cost estimation and optimization of resources. However, current cost and reimbursement pricing is not as straightforward as total costs. As an example procedure, more advanced and less invasive hip replacement surgery from a private provider may cost 50 000 NOK, and allows the patient to be discharged the same day.

The current public health system, however, will only approve procedures costing up to 36 000 NOK. This trade off in cost translates to a less advanced procedure which could require an

additional two days recovery in hospital, at a real cost of 25 000 NOK per day. While the upfront cost of a hip procedure from a private provider is higher, it is easy to see which procedure actually costs more. And this is before taking into account a faster recovery period and return to normal life for the patient. Emphasis on quality, productivity and efficiency, exemplified by increased investments in the latest technology, are all factors that, in the end, will make patient care cheaper.

Wanting to maximize the investments in the public sector, Volvat advocates for increased focus on patient care, and to utilize the money in the national health budget more adeptly.

By increasing equipment quality and technology, the chances of the patient returning to the hospital is minimized, as well as efficiency and productivity can be increased.

Today, Norway has about half the number of privately held healthcare providers, compared with neighboring Sweden. In addition to the benefits of healthy competition, public tenders applied for by private health providers help reduce waiting lists in public hospitals. This is partially due to faster patient turn-around while maintaining high quality standards, while also picking up patient overflow from public systems.



**At ikke det snakkes høyt  
om alvorlige dataangrep  
mot bedrifter, betyr ikke  
at det ikke skjer.**

**Det nytter ikke å stikke hodet i sanden. Det er ditt ansvar.**

**Tegn Dataangrepsforsikring hos AIG**

Over halvparten av alle bedrifter rammes av hacking. Angrepene er mer alvorlige og komplekse enn noen gang, og kan få store konsekvenser for dem som rammes.

**Dataangrepsforsikring** gir deg umiddelbar hjelp ved dataangrep. I tillegg til at finansielle kostnader blir dekket, får du nødvendig ekspertise for å finne ut hva som har skjedd, hvordan det eventuelt kan løses (gjenopprettelse av data), og råd om hvordan situasjonen bør håndteres utad.

Les mer på [www.aig.no](http://www.aig.no)



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# AmCham Members

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**Carlson Rezidor Hotel Group**  
**Chevron Norge**  
**Cisco Systems Norway**  
**Citi Norway**  
**Coca-Cola Enterprises Norge**  
**ConocoPhillips Norge**  
**DLA Piper**  
**DNB**  
**DNV GL**  
**Eiendomsspar**  
**Elavon Financial Services**  
**Eli Lilly Norge**  
**ExxonMobil**  
**First House**  
**FMC Technologies**  
**Gambit Hill + Knowlton**  
**Strategies**  
**GE Healthcare**  
**GE Oil & Gas**  
**Google Norway**  
**IBM**  
**Iron Mountain**  
**Janssen Pharmaceutical**  
**King Food – Burger King Norge**  
**KPMG**  
**Lockheed Martin**  
**Manpower**  
**McDonald's Norge**  
**Microsoft Norge**  
**MSD Norge**  
**Northrop Grumman Corp.**  
**Petroleum Geo-Services**

**Pfizer**  
**Philip Morris Norway**  
**PricewaterhouseCoopers**  
**Sapa**  
**SAS Institute**  
**Schlumberger**  
**SEB**  
**Statoil**  
**TGI Friday's/**  
**American Bistro Scandinavia**  
**Thon Hotels**  
**Tine**  
**Veritas**  
**Visma Services Norge**  
**Yara International**

## Corporate Members

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 Adv. Føyen Torkildsen  
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 Adv. Steenstrup Stordrange  
 Adv. Økland & Co  
 Air Products  
 Aker  
 American Car Club of Norway  
 American College of Norway  
 American Express Company  
 American Spirits & Beers  
 Andenæsgruppen  
 Aon Norway  
 Arcus  
 Arntzen de Beche Advokatfirma  
 Ask Mr. Cruise  
 ATI Scandinavia  
 Augustana College  
 AWilhelmsen Management  
 Axalta Coating Systems Norway  
 Bain & Company  
 Basefarm  
 BearingPoint  
 Beringer Finance  
 Berlitz Language Services  
 Bertel O. Steen Defence & Security  
 Best Western International  
 BI Norwegian Business School  
 Birn+Partners Executive Search  
 Black Box Norge  
 Borton Overseas  
 Boyden Executive Search  
 Bull & Co. Advokatfirma  
 CA Technologies  
 Capgemini Norge  
 Cecilie Melli / C Shop  
 Cognizant  
 Comet Consular Services  
 Concha y Toro  
 Concierge Masters  
 Connectum Capital Management  
 CSC Norge  
 Deloitte Advokatfirma  
 DHL Express  
 Drew Marine International  
 Ecolab  
 Eiker Motorshop  
 Eimskip - CTG  
 Elmatica  
 Engelstad  
 Equatex Norway  
 Facebook  
 Fast Accounting  
 FedEx  
 Frank Grønsund Agentur  
 Frisch  
 GE Healthcare Technologies  
 GIEK  
 Global Blue  
 Grand Hotel  
 GSK  
 Halliburton  
 Hard Rock Cafe Oslo  
 Hardanger Bestikk  
 Haugen-Gruppen  
 Helly Hansen  
 Hess Norge  
 Hewlett-Packard Norge  
 Honeywell  
 Horton International  
 Hotel Continental  
 Ibas  
 Icelandair  
 Innovation Norway  
 InterimLeder  
 International Corporate Art

Intertrust  
 J.P. Morgan Europe, Oslo Branch  
 Jotun  
 Kaluna  
 Kelly Services  
 Kongsberg Defence & Aerospace  
 Korn/Ferry International  
 Leidar  
 Lockton Companies  
 Lærdal Medical  
 Marsh  
 Marsoft  
 McKinsey & Company  
 Medtronic Norge  
 Mercer  
 Moestue Group  
 Mondelez International  
 Moods of Norway  
 Moota Telecom  
 Motorola Solutions Norway  
 MoVa  
 MSD Animal Health Norge  
 Mylan  
 Mørland & Johnsen  
 NAI First Partners  
 Next Step  
 NHO Confederation of Norwegian Enterprise  
 Nordic American Group  
 Norges Varesmesse  
 Norwegian Ship Owners' Association  
 Novartis Norge  
 Obligo Investment Management  
 O'Learys Oslo  
 Opel Norge  
 Opera Software  
 Oracle  
 Orkla  
 Oslo Handelsstands Forening  
 Oslo and Akershus University College  
 Palo Alto Networks  
 Parker Hannifin  
 PepsiCo Nordic Norway  
 Pharmaq  
 Phonofile  
 Polaris Norway  
 Premiere Global Services

## Members cont.

Pulse Communication  
 RCL Cruises  
 Relocation  
 RiskPoint  
 Rob. Arnesen  
 Roche  
 Ræder Advokatfirma  
 Saga Bok  
 Scandic Hotels  
 Sonitor  
 Sons of Norway  
 SPX Flow Technology Norway  
 Starbucks  
 Strøm  
 Symposium Wines  
 Telemark Fylkeskommune  
 Telenor  
 Thermo Fisher Scientific  
 Thin Film Electronics  
 Torres & Partners Norway  
 Treasury Wine Estates  
 Turner Broadcasting Systems  
 Nordic  
 United  
 Universal Sony Pictures Home  
 Entertainment Nordic  
 USA Spesialisten / Eventful  
 UPS of Norway  
 Verdane Capital Advisors  
 Via Egencia  
 Vinarius  
 Visit Flåm  
 Volvat Medisinske Senter  
 Warner Bros. Entertainment  
 Norge  
 WaveTrain Systems  
 Wikborg Rein  
 Willis

# Members by Industry

## Accounting/Financial (17)

American Express Company  
 Beringer Finance  
 Citi Norway  
 Connectum Capital Management  
 DNB  
 Equatex Norway  
 Elavon Financial Services  
 Fast Accounting  
 GIEK  
 Global Blue  
 J.P. Morgan Europe, Oslo  
 Branch  
 KPMG  
 Obligo Investment Management  
 PricewaterhouseCoopers  
 SEB  
 Verdane Capital Advisors  
 Visma Services Norge

## Communication/PR/Media (9)

Burson-Marsteller  
 First House  
 Frisch  
 Gambit Hill + Knowlton  
 Strategies  
 Leidar  
 Mørland & Johnsen  
 Norcom  
 Pulse Communication  
 Saga Bok

## Airline/Travel (10)

Ask Mr. Cruise  
 Avinor  
 Borton Overseas  
 Concierge Masters  
 Icelandair  
 RCL Cruises  
 United  
 USA Spesialisten / Eventful  
 Via Egencia  
 Visit Flåm

## Automobile/Transport (5)

American Car Club of Norway  
 Eiker Motorshop  
 Opel Norge  
 Polaris Norway  
 WaveTrain Systems

## Chemicals/Metals (6)

Alcoa  
 Axalta Coating Systems Norway  
 Ecolab  
 Jotun  
 Sapa  
 Yara International

## Defense/Security (5)

Bertel O. Steen Defence &  
 Security  
 Kongsberg Defence & Aerospace  
 Lockheed Martin  
 Nordic American Group  
 Northrop Grumman Corp.

## Education/Research/Business/ Associations (8)

American College of Norway  
 Augustana College  
 Berlitz Language Services  
 BI Norwegian Business School  
 Oslo and Akershus University  
 College  
 NHO Confederation of  
 Norwegian Enterprise  
 Norwegian Ship Owners'  
 Association  
 Oslo Handelsstands Forening

## Energy (11)

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

## Engineering/Construction (4)

Aker  
 Elmatica  
 Honeywell  
 Parker Hannifin

## Entertainment, Lifestyle & Culture (12)

Cecilie Melli / C Shop  
 Hardanger Bestikk  
 Helly Hansen  
 International Corporate Art  
 Moods of Norway  
 Phonofile  
 Rob.Arnesen  
 Telemark Fylkeskommune  
 Turner Broadcasting Systems  
 Nordic  
 Universal Sony Pictures Home  
 Entertainment Nordic  
 Warner Bros. Entertainment  
 Norge



**Food & Beverage (19)**

Arcus  
 American Spirits & Beers  
 British American Tobacco  
     Norway  
 Coca-Cola Enterprises Norge  
 Concha y Toro  
 Engelstad  
 Frank Grønsund Agentur  
 Haugen-Gruppen  
 Moestue Group  
 Mondelez International  
 Orkla  
 PepsiCo Nordic Norway  
 Philip Morris Norway  
 Strøm  
 Symposium Wines  
 Tine  
 Torres & Partners Norway  
 Treasury Wine Estate  
 Vinarius

**Health (22)**

Abbott Norge  
 Abbvie  
 Amgen  
 Amway  
 Baxter  
 Bristol-Myers Squibb  
 Eli Lilly Norge  
 GE Healthcare  
 GE Healthcare Technologies  
 GSK  
 Janssen Pharmaceutical  
 Lærdal Medical  
 Medtronic Norge  
 MSD Animal Health Norge  
 MSD Norge  
 Mylan  
 Novartis Norge  
 Pfizer  
 Pharmaq  
 Roche  
 Thermo Fisher Scientific  
 Volvat Medisinske Senter

**Hotel/Restaurant/Conference (13)**

Best Western International  
 Carlson Rezidor Hotel Group  
 Grand Hotel  
 Hard Rock Cafe Oslo  
 Hotel Continental  
 King Food – Burger King Norge  
 McDonald's Norge  
 Norges Varemesse  
 O'Learys Oslo  
 Scandic Hotels  
 Starbucks  
 TGI Friday's/American Bistro  
     Scandinavia  
 Thon Hotels

**Human Resources (7)**

Birn+Partners Executive Search  
 Boyden Executive Search  
 Horton International  
 InterimLeder  
 Kelly Services  
 Korn/Ferry International  
 Manpower

**Industrial Equipment (4)**

3M Norge  
 Air Products  
 ATI Scandinavia  
 SPX Flow Technology Norway

**Insurance (9)**

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

**IT/Computer Equipment (21)**

Basefarm  
 Black Box Norge  
 CA Technologies  
 Cisco Systems Norway  
 Cognizant  
 CSC Norge  
 Facebook  
 Google Norway  
 Hewlett-Packard Norge  
 Ibas  
 IBM  
 Iron Mountain  
 Microsoft Norge  
 Opera Software  
 Oracle  
 Palo Alto Networks  
 Premiere Global Services  
 SAS Institute  
 Sonitor  
 Thin Film Electronics  
 Veritas

**Legal (12)**

Aabø-Evensen & Co  
 Adv. Føyen Torkildsen  
 Adv. Selmer  
 Adv. Simonsen Vogt Wiig  
 Adv. Steenstrup Stordrange  
 Adv. Økland & Co  
 Arntzen de Beche Advokatfirma  
 Bull & Co. Advokatfirma  
 Deloitte Advokatfirma  
 DLA Piper  
 Ræder Advokatfirma  
 Wikborg Rein

**Management Consulting (9)**

Accenture  
 Bain & Company  
 BearingPoint  
 Capgemini Norge  
 Innovation Norway  
 Intertrust  
 Kaluna  
 McKinsey & Company  
 Next Step

**Property/Real Estate (3)**

Andenæsgruppen  
 Eiendomsspar  
 NAI First Partners

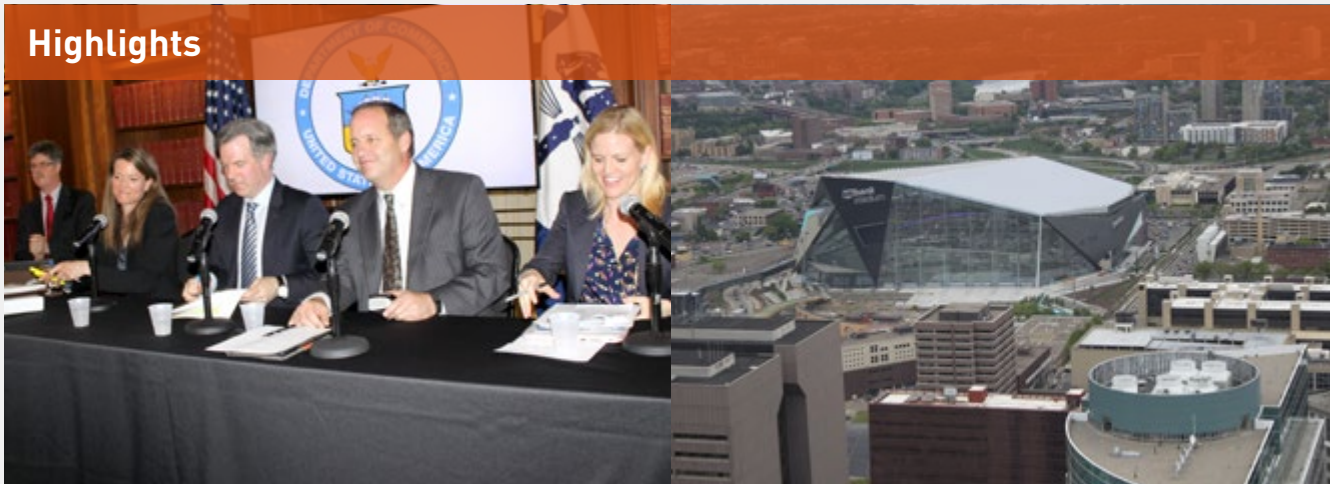
**Shipping/Logistics/Relocation (11)**

Adams Express  
 AWilhelmsen Management  
 Comet Consular Services  
 DHL Express  
 DNV GL  
 Drew Marine International  
 FedEx  
 Eimskip – CTG  
 Marsoft  
 Relocation  
 UPS of Norway

**Telecommunications (3)**

Motorola Solutions Norway  
 Moota Telecom  
 Telenor

## Highlights



Born in the USA: AmChams in Europe met with American companies in Washington and Minneapolis.





Photo: Nancy Bundt

## 2016 The US Election Night

Originally hosted by the American Chamber of Commerce in 2004, the US Election Night has proved an increasingly successful and popular event, and the ideal place to be as the results of the US Presidential Race comes in during the evening on Tuesday, November 8.

The traditional bipartisan US Election Night Event will take place at the Oslo and Akershus University College (HiOA) campus this November.

"We are thrilled to host this tradition-rich gathering of over 1000 guests with our new HiOA partners. The institution's educational depth will further enhance our celebration and understanding of the US democratic process," says American Chamber of Commerce director Jason Turflinger.

Politicians of all stripes, business leaders, students, and the media have all converged in the name of non-partisan exchange and unity since AmCham initially hosted the event in 2004. Hosted together with Democrats Abroad, Republicans Abroad and the US Embassy, it is the center of activity as late night results emerges.

Oslo and Akershus University College (HiOA) of Applied Sciences is Norway's largest state university college. The campus in Oslo is located along Pilestredet in the city center.

"I look forward to welcoming both Norwegian and American guests to a fantastic event on election night 2016," says the University College's president, Curt Rice.

"We'll be able to follow along as the election results come in and to do so in a wonderful setting on campus."

Originally from Minnesota, Curt Rice is the first non-Norwegian to be appointed president at a Norwegian institution of higher education.

Please contact [amcham@amcham.no](mailto:amcham@amcham.no) for further details.

**GAMBIT**  
**HILL+KNOWLTON**  
STRATEGIES







## International Leadership Interview Series

One of AmCham's latest projects, profiling our member companies and business leaders, is a series of in-depth interview Q&A sessions launching through our website and newsletter.

Having already released three sessions on our website [amcham.no](http://amcham.no), the series will continue to develop with several exciting interviews in the coming months.

The series, which focuses on leaders with international experience, is aiming to profile business leaders and their backgrounds, highlighting how different leadership styles have made them successful within their fields.



'If you expect creativity to come from the top down, you limit the space of ideas and opportunities in an organization tremendously.'

Jon Erik Reinhardsen, CEO,  
Petroleum Geo-Services (PGS)

"Be curious about people. Be interested in people. If you want to lead people, you have to be."

Tiago Campos Rodrigues,  
General Manager, AbbVie, Norway Division



"It's hugely important to have a 'Yes, and' culture rather than a 'Yes, but' culture."

Jan Grønbech, Country Director,  
Google Norway





# Year in Review

Jason Turflinger, Managing Director AmCham Norway, accompanied US Ambassador to Norway Samuel D. Heins on his first trip to Stavanger.

### **Business After Hours: Harnessing Big Data**

May, 2015 – Aker Brygge, Oslo

DLA Piper, together with AmCham, invited to a seminar to discuss the importance of big data security. In this age of mass information collection, understanding big data is key for many businesses. Google, Microsoft and The Norwegian Data Protection Agency, Datatilsynet, presented on big data analysis and its influence on businesses. Following the presentations, a four-person panel led by BI professor Espen Andersen discussed implications of data collection.



### **Kristiansand Mobilizing for the Future**

May, 2015 – City Hall, Kristiansand

Joined by Mayor Grundekjøn and fellow business leaders, we examined the best path forward for regional-based companies. Speaking at the event was Professor Torger Reve BI Norwegian School of Business, Mr. Robert Malleck Managing Director, Global Energy Citigroup, New York and providing insight into the Oil Service Sector Industry, Ms. Yvonne Traber, European Mobility Practice Leader.

### **North Dakota and Minnesota Delegation**

August, 2015 – US Ambassador Residence, Oslo

Together with the U.S. Embassy, Telemark County Council, the U.S. Commercial Service AmCham hosted a buffet dinner reception in honor of a Trade and Investment Delegation from North Dakota and Minnesota Visiting Oslo and Telemark.

### **Open House Tasting of American Wines**

October 2015 and March 2016, US Ambassador Residence, Oslo

Together with the US Commercial Service and Visit California, AmCham invited members and friends to enjoy a selection of new and well-known American wines. On both occasions, the hosts welcomed the guests at the US Ambassador's residence Villa Otium. Several different wine importers presented a large variety of American red and white wines to help attendees make the right pick on their next visit to Vinmonopolet.

### AmCham Thanksgiving Charity Dinner

November, 2015 – Fanehallen, Oslo

Members and friends enjoyed AmCham's Annual Thanksgiving dinner at Fanehallen. Attendees enjoyed an authentic Thanksgiving meal accompanied by fantastic wines provided by Bogle Old Vine Zinfandel and Blossom Hill. The night concluded with the announcement of the charity raffle winners, an auction including prizes like a signed Mats Zuccarrello jersey and guitar autographed by Motörhead - with all of the evening's 65,000 NOK proceeds going to CARE



### AmCham Christmas Party

December, 2015 – Grand Hotel, Oslo

As a symbol of the closing of another year, AmCham welcomed members and friends to the annual Holiday party. Guests enjoying delicious tapas and wines provided by Ravenswood, a popular vineyard in Sonoma, California.

Expert sommelier, Jane Nisbet Huseby, educated guests on pairing, cooking, and enjoying Ravenswood's popular zinfandel wines. A Ravenswood quiz followed to test attendees' newfound wine knowledge.



### Executive Roundtable: Safe Harbour

February 2016 – US Ambassador Residence, Oslo

Following EU Commission and United States agreement on a new framework for transatlantic data flows: EU-US Privacy Shield early in February, AmCham together with various IT companies and government institutions, hosted an executive roundtable discussion. The meeting highlighted some of the key points in the agreement, as well as how it can affect companies in both Norway and the US.



### AmCham Annual General Meeting & Transatlantic Assembly

April, 2016 – Hotel Continental, Oslo

We warmly welcomed newly arrived US Ambassador Samuel D. Heins for his first remarks to the US-Norway business community. Immediately followed by our keynote speaker, Bruce Stokes, Director at the Pew Research Center in Washington D.C., who shared his thoughts on the US Presidential Election, its implications for business, and The Transatlantic Trade & Investment Partnership (TTIP).

Minister of European Affairs Elisabeth Aspaker provided additional perspectives, while EU Ambassador Helen Campbell assessed TTIP from the EU perspective. The assembly was followed by a buffet reception complete with fine US wines.



## 15th Annual AmCham Golf Tournament



Photo: Nancy Bundt



Photo: Nancy Bundt

Celebrating the 15<sup>th</sup> edition of the AmCham Golf Tournament, players from over 30 companies, spread over 22 teams enjoyed spirited competition, sportsmanship and comradery.

Hosted at the beautiful Losby Golf Club, one of Norway's largest corporate golf tournaments was yet again a success. Most certainly for team Hard Rock Café, who proudly took home the Söderstrøm Cup- and United's generous complimentary sponsored 1<sup>st</sup> place prize; round-trip tickets to anywhere in the US.

As always, we would like to thank all participants, and especially our sponsors, for helping to make this event possible.

UNITED



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## FACILITATING GLOBAL ENERGY

DNB is a leading international energy bank based on more than 40 years of industry experience and a focus on long-term customer relationships. Located in the most important energy hubs across the globe, we are able to serve a rapidly expanding energy sector, whether within oil and gas, power and renewable energy or contractor and oilfield service industries.

We are more than 120 energy experts with extensive industry and banking experience world wide, offering a full range of financial services. Contact us to see how we can help your business. Phone +47 915 03000. [Dnb.no/corporate](http://Dnb.no/corporate).

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**DNB – Banking the Norwegian way**



# Patron Members

## 3M

**3M** 3M is fundamentally a science-based company. 3M produces thousands of imaginative products, and the company is a leader in scores of markets, from health care and highway safety to office products and abrasives and adhesives. Its success begins with their ability to apply the company's technologies – often in combination – to an endless array of real-world customer needs. The people of 3M and their singular commitment to make life easier and better for people around the world make all of this possible. 3M leverages these competencies to create innovative solutions for the customers and to provide investors with attractive long-term returns. With \$30 billion in sales, 3M employs 89,000 people worldwide and has operations in more than 70 countries. In Norway, 3M is located at Skjetten and employs 129 people. 3M Norway achieved a total sales revenue of 644 million NOK in 2015.

## Aabø-Evensen & Co



Aabø-Evensen & Co is a Norwegian boutique law firm with main focus on M&A, general business law and capital markets. The firm regularly acts for professional clients such as private equity funds, leading corporations, financial institutions and other highly professional purchasers of legal services. With the aim to keep the flexibility and responses of a somewhat smaller firm and yet delivering big firm quality or better, the firm has a proven track record of delivering excellent quality legal services to major enterprises and institutions. Aabø-Evensen & Co's work, and especially its M&A focus, has received recognition by major M&A players.

## Abbot Norge



Abbott is a global, broad-based health care company devoted to discovering new medicines, new technologies and new ways to manage health. The company employs

nearly 90,000 employees and markets its products in more than 150 countries. Abbott's efforts focus on four key areas: innovating for the future, enhancing access to health care, protecting patients and consumers, and safeguarding the environment. 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, laboratory diagnostics, diabetes care, and intravascular intervention.

## Abbvie

**abbvie** AbbVie is a global, research-based biopharmaceutical company formed in 2013 following separation from Abbott Laboratories. 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. Together with its wholly owned subsidiary, Pharmacyclics, AbbVie employs more than 28,000 people worldwide and markets medicines in more than 170 countries. In Norway, AbbVie employs around 70 people. For the eighth year in a row, AbbVie was awarded one of Norway's Best Places to work – this year as number two among mid-sized companies. For further information on the company and its people, portfolio and commitments, please visit [www.abbvie.com](http://www.abbvie.com). Follow @abbvie on Twitter or view careers on our Facebook or LinkedIn page.

## Advokatfirma Selmer

**S SELMER** Selmer was founded in 1985. Today Selmer is one of Norway's leading legal practices with 160 employees. Throughout its short history the firm has strived to work in innovative ways; it is constantly among the first to adopt new ideas. One of these ideas is a company structure that includes accountants, financial analysts and investigative specialists, unique to the Norwegian legal industry, enabling Selmer to give

interdisciplinary advice that other firms cannot. Selmer is committed to continuing its tradition of seeing things in a new light. For this reason, the firm will continue to challenge its clients, competitors and itself. The legal business is still traditional – Selmer offers a new perspective.

## AIG Europe Limited



American International Group, Inc. (AIG) is a leading global insurance organization, serving customers in more than 100 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. AIG common stock is listed on the New York Stock Exchange and the Tokyo Stock Exchange. Additional information about AIG can be found at [www.aig.com](http://www.aig.com).

## 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. Alcoa pioneered the aluminum industry over 127 years ago. Today, 58,000 employees 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. In the second half of 2016, Alcoa will separate into

two independent, publicly traded companies. On March 15, Alcoa unveiled the name, logo and tagline of its future Value-Add company: "Arconic. Innovation. Engineered." The future Upstream Company will operate under the Alcoa name, which includes the Norwegian operations. 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.

## AMGEN



Established in 1980, Amgen is one of the world's largest independent biotechnology pharmaceutical companies, with offices in more than 75 countries. Amgen's ambition is to produce excellent research through science and knowledge in biotechnology to develop medicines and targeted treatments that will improve health or save lives for people with serious diseases. By developing and manufacturing increasingly improved and individually adapted treatments, medicines from Amgen has changed the medical practice and helped millions of people in treatments for heart- and coronary diseases, cancer, kidney diseases and osteoporosis. Amgen has approximately 18,000 employees globally, with the main office based in Thousand Oaks, California. In Norway, there are 21 employees within sales, marketing, health finance and medical activities.

## Amway



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 areas of focus: Health & Beauty – including all lifestyle solutions for skin care, and every day Consumable Products for the family and home.

## Avinor



Avinor A/S is a wholly owned state limited company under the Norwegian Ministry of Transport and Communications and operates 45 airports in Norway – among these are the Arctic Northern Lights airports, the biggest regional airports Bergen, Stavanger, Trondheim and Oslo, Norway's capital and international airport hub. Oslo offers airlines and travelers the shortest flying time from the Nordic market to North America. Furthermore, Avinor operates control towers, control centers and other technical infrastructure for safe air navigation.

## Baxter



Founded in 1931, Baxter is a global, multi-faceted enterprise. 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.

## Bristol-Myers Squibb



Bristol-Myers Squibb is a global BioPharma company firmly focused on its mission to discover, develop and deliver innovative medicines to patients with serious diseases. Around the world, our medicines help millions of people in their fight against such diseases as cancer, cardiovascular disease, hepatitis B and hepatitis C, HIV/AIDS and, rheumatoid arthritis.

## British American Tobacco Company



British American Tobacco Norway has a history of over 200 years in the Norwegian tobacco industry. Since 2008, the company has been a part of British American Tobacco – the world's most interna-

tional tobacco group with brands sold in more than 200 markets. In Norway, British American Tobacco imports and sells cigarettes, snus, cigars, and roll your own tobacco. On [www.bat.com](http://www.bat.com) you can read more about the business, the products and your career opportunities with the company.

## Burson-Marsteller



Burson-Marsteller

Burson-Marsteller is a leading global public relations and communications firm. The strategic insights and innovative programming build and sustain strong corporate and brand reputations. Burson-Marsteller provides clients with counsel and program development across the spectrum of public relations, public affairs, reputation and crisis management, digital strategy, advertising and other communications services. The clients are global companies, industry associations, professional services firms, governments, and other large organizations. Clients engage Burson-Marsteller when the stakes are high: during a crisis, a brand launch or any period of fundamental change or transition. Clients go to Burson-Marsteller needing sophisticated communications campaigns built on knowledge, research and industry insights. Most of all, clients go to the company for its proven ability to communicate effectively with its most critical audiences and stakeholders. Burson-Marsteller develops client programs using a scientific approach to communications, namely Evidence-Based Communications.

## 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 serving destinations across Europe, the Middle East, US, Asia and Africa. The six distinct hotel brands are: Radisson Blu, Radisson Red, Park Inn by Radisson, Radisson, Country Inn, and Quorvus. The company currently features over 1320 hotels, 213,000 rooms in operation and under

development, and over 80,000 employees in more than 80 countries. However, it is the Yes I Can!-spirit that differentiates Carlson Rezidor from their competitors. Adopted by all employees, Yes I Can! is a company-wide service philosophy where each guest is treated with a positive service attitude.

### Chevron Norge



Chevron is the second largest integrated energy company in the United States and is active in 180 countries worldwide. Founded in 1879 in California, Chevron 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 2015 Chevron produced about 2.6 million barrels of oil equivalents (boe) per day worldwide increasing to 3.1 million boe in 2017. European upstream activities are headquartered in Aberdeen, Scotland, with offices in Norway and Denmark. Chevron's Norway upstream operations are located in Oslo.

### Cisco Systems Norway



Cisco Systems Norway 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 is 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, with businesses in more than 160 countries and jurisdictions. Citi has been in the Nordic countries since the 1970s, with offices also in Stockholm, Copenhagen and Helsinki.

### 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. Coca-Cola European Partner Norway (CCEPN) is the Norwegian Coca-Cola bottler and now Norway's largest producer of non-alcoholic beverages. CCEPN has approximately 700 employees, and is responsible for the production and sales in Norway. The main office and soft drink production plant is located in Lørenskog, where more than 70% of the annual sales volume is produced. CCEPN also cooperates with the breweries Mack Bryggerier and Telemark Kildevann, which produce some of the products in the portfolio. CCEPN also 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.

### ConocoPhillips Norge



ConocoPhillips is the world's largest independent exploration and production company based on proved reserves and production of liquids and natural gas. The company's headquarters are located in Houston, Texas, and

they have operations in 21 countries. 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 and Alvheim.

### 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. DNB has more than 2.1 million retail customers in Norway and more than 220,000 corporate customers in Norway. DNB is Norway's largest Internet bank, with more than 1.9 million users, as well as being Norway's largest investment bank and a 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 and one of the world's foremost shipping banks, a major international market player in the fisheries and seafood, and energy



sectors. DNB has operations in the Baltics and Poland, as well as private banking in Luxembourg.

#### DNV GL



DNV GL enables organizations to advance the safety and sustainability of their business. The company provides classification and technical assurance along with software and independent expert advisory services to the maritime, oil and gas, and energy industries. It also provides certification services to customers across a wide range of other industries. Operating in more than 100 countries, DNV GL's 15,000 professionals are dedicated to helping its customers become safer, smarter and greener.

#### 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. Victoria Eiendom (46%) and approximately 500 other shareholders own Eiendomsspar. Eiendomsspar operates through ownership and development of properties, as well as through its ownership 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 pro-

viders, 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 US Bank, Elavon delivers flexible, secure and innovative solutions while providing value at every point for customers and partners.

#### Eli Lilly Norge



Lilly is a global healthcare leader that unites caring with discovery to make life better for people around the world. The company was founded more than a century ago by a man committed to creating high-quality medicines that meet real needs, and today it remains true to that mission in all their work. Across the globe, Lilly employees work to discover and bring life changing medicines to those who need them, improve the understanding and management of disease, and give back to communities through philanthropy and volunteerism. To learn more about Lilly, please visit [www.lilly.no](http://www.lilly.no) or [www.lilly.com](http://www.lilly.com).

#### ExxonMobil



ExxonMobil Exploration & Production Norway AS is one of the largest oil and gas producers on the Norwegian Continental Shelf (NCS). The company is the operator of the Balder, Ringhorne, Jotun and Sigyn fields, and partner in more than 20 producing fields. ExxonMobil has been present in Norway since 1893 and opened the first modern refinery at Slagen in 1961. The company was awarded the first offshore License (PL001) in Norway in 1965 and has a large marketing business with over 200 branded "Esso" stations in Norway.

#### First House



First House is a strategic advisory firm with Norway and the Nordics as its home market. We take pride in helping our clients forge strong and fruitful relations with their stakeholders, and to be seen, heard and understood, in order to reach their goals. We bring together unique knowledge and experience from Norwegian politics, business,

finance and media. We are regarded as the leading public policy, corporate and financial communication advisory firm. First House also assists as an advisor within crisis management and other situations where corporate reputation is challenged. The firm offers industry expertise within a number of industries and business sectors. First House combines business acumen with experience of government, parliament, local politics and public agencies. Owners, investors and lenders want predictability and good information about anything that could affect their business. First House offers advisory services for corporations wishing to establish businesses within the Norwegian market.

#### FMC Technologies



FMC Technologies, Inc. is the global market leader in subsea systems and a leading provider of technologies and services to the oil and gas industry. They help customers overcome their most difficult challenges, such as improving shale and subsea infrastructures and operations to reduce cost, maintain uptime, and maximize oil and gas recovery. Named by Forbes® Magazine as one of the World's Most Innovative Companies in 2013, the company has approximately 20,000 employees and operates 24 production facilities in 14 countries. Visit FMC Technologies, Inc. on Twitter @FMC\_Tech for more information.

#### Gambit Hill + Knowlton Strategies



The world is changing, and changing fast. We understand how audiences think and engage with the world, and recognize that in today's ever-connected world, it is all about integrated communications. Hill+Knowlton Strategies is a public relations and integrated communications agency. Gambit H+K operates in three core business areas: market communications, corporate communications and public affairs. Our 60 employees cover a wide range of competencies and unique professional and industry insight. From strategic advisory and public affairs to campaigns and content, Gambit Hill+Knowlton Strategies is the one-stop-shop for Public Relations and

integrated communication. In addition, the company hosts a range of professional seminars, like Gambit Sustainability Forum, Gambit Defence Forum and the Norwegian Washington Seminar. Gambit H+K has offices in Oslo and Stavanger. We are also part of the global Hill+Knowlton PR network covering 82 offices in 45 countries.

### 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. GE Healthcare is part of General Electric. Worldwide, GE Healthcare employs more than 50,000 people committed to serving healthcare professionals and their patients in more than 100 countries.

### GE Oil & Gas



GE Oil & Gas is a world leader in advanced technologies and services with 45,000 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 nat-

ural 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. Google Norway also represents YouTube.no, the world's second largest search engine and largest video site, with over 4 billion videos played every day. Today 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 approximately 35 Googlers from five countries.

### 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. 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®** Iron Mountain Incorporated 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 20,000 employees and more than 1,000 facilities worldwide with revenue of \$3 billion. Its headquarters are in Boston, Massachusetts USA, and in Norway they are located in Oslo and Stavanger.

### Janssen Pharmaceutical



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 40 employees comprise the Norwegian operations.

### King Food - 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 14.200 restaurants in 61 countries. The last years Burger King has opened two restaurants every day and serves daily more than 2.1 billion flame broiled burgers. James McLamore and David Edgerton opened the very first Burger King

Restaurant in Miami in 1954 with the ambition of offering high quality food at a reasonable price with fast service and in clean, pleasant surroundings. King Food AS, owned by UMOE Restaurants AS, has had the franchise rights for Burger King in Norway since 1988, when the first restaurant opened in Oslo. Today, King Food AS/AB operates 61 restaurants in Norway, Sweden and Denmark. In addition King Food is the Master franchisee for Burger King in Scandinavia. By Q1 in 2016 we had more than 200 restaurants in Scandinavia, included sub-franchisees. Our purpose is true to the founders of Burger King: To offer high quality fast food at a reasonable price in clean and pleasant surroundings. At the same time, we aim to take the best possible care of our employees.

#### 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. Complexity in business is accelerating, and how one reacts will define performance, success and reputation. KPMG professionals help clients cut through the new complexity, to a more profitable and sustainable future.

#### Lockheed Martin Corporation



Headquartered in Bethesda, Maryland, Lockheed Martin is a global security and aerospace company that employs approximately 126,000 people world-

wide 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 2015 were \$46.1 billion.

#### 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.

#### McDonald's Norge



McDonald's is the leading global foodservice retailer, with 36,000 local restaurants in over 120 countries. They serve the world some of its favorite foods, such as Big Mac, MacFries and Chicken McNuggets. The history began with founder Ray Kroc, the strong foundation he built continues today with McDonald's vision and commitment to keep the shine on McDonald's Golden Arches for years to come. McDonald's was established in Norway in 1983 by Theo Holm. Today there are 73 restaurants and almost 2300 employees, which makes the company one of the largest employers of youth in Norway. McDonald's is ranked the 3rd best

workplace for 2016 and employs people from over 80 different nationalities in Norway. Almost 80% of the restaurants are owned and operated by local franchisees, and continuing to open new restaurants, McDonald's is always looking for great new franchisees. McDonald's is a proud partner to Norwegian agriculture and sources over 80% of all raw materials locally. In 2016 the Ronald McDonald House Charities opened its first children's house in association with the Stine Sofie Stiftelse. This is the first project of its kind in the world, giving violently abused children a second chance. This is the beginning of a long-term partnership for the Ronald McDonald House Charities and a great milestone in Norway.

#### Microsoft Norge



Microsoft (Nasdaq "MSFT" @microsoft) is the leading platform and productivity company for the mobile-first, cloud-first world, and its mission is to empower every person and every organization on the planet to achieve more. Headquarters are located in Redmond, WA, and the company has more than 100,000 employees worldwide. Founded in 1975, Microsoft opened their Norwegian office in 1990. Microsoft has 300 employees in the headquarters in Lysaker, Oslo, Norway, while 240 employees are working in the Microsoft Development Centres in Oslo, Trondheim and Tromsø. In Norway, Microsoft works closely with 1900 partners that offer Microsoft's services and devices to the market.

#### MSD



For 125 years, MSD has been a global health care leader working to help the world be well. MSD is a trade name of Merck & Co., Inc., Kenilworth, N.J., USA. Through our prescription medicines, vaccines, biologic therapies, and animal health products, we work with customers and operate in more than 140 countries to deliver innovative health solutions. We also demonstrate our commitment to increasing access to healthcare through far-reaching policies, programs and partnerships. The Norwegian branch of MSD was established in 1970 and our office in Drammen

holds 115 employees. MSD Norway is one of the biggest contributors to pharmaceutical clinical studies in Norway. Through our study programs we provide important knowledge about medicines' efficacy and safety, facilitate that Norwegian clinicians get experience with new treatments and most importantly help ensure Norwegian patients get early access to innovative medicines.

#### Northrop Grumman Corp.

**NORTHROP GRUMMAN**

Northrop Grumman is among the leading defence and security suppliers in Europe with more than 2,200 employees, significant long-established businesses and a range of programme interests including Norway, where it delivers proven and trusted defence and security capabilities to government and commercial customers. Northrop Grumman's history of partnership with Norway began in 1940 when it provided 24 Northrop N-3PB floatplane aircraft for the RNoAF. Norway was the first international customer for the Northrop F-5 aircraft. Industrial collaboration with Kongsberg Defence Systems on programmes including F-35, and NATO Alliance Ground Surveillance (AGS) system, is important to Northrop Grumman. As a principal partner for the F-35, the company provides the central fuselage, the radar, the aircraft's situational awareness, but also the communications and battlespace networks capability. It is also the pre-eminent provider of high altitude long endurance unmanned air systems (UAS) and air & land-based active electronically scanned array radars. [www.northropgrumman.com/europe](http://www.northropgrumman.com/europe)

#### Petroleum Geo-Services (PGS)



Petroleum Geo-Services (PGS) is a focused Marine geophysical company that provides a broad range of seismic and reservoir services, including acquisition, imaging, interpretation, and field evaluation. The Company's MultiClient data library is among the largest in the seismic industry, with modern 3D coverage in all significant offshore hydrocarbon provinces of the world. Established in 1991, PGS currently operates eight marine 3D

streamer vessels, including six of the unique Ramform design and two 2D vessels. Since its start-up, PGS has pioneered the development of multi-streamer marine seismic acquisition for producing increasingly efficient, high-quality seismic data. The introduction of GeoStreamer® in 2007 has provided a step change in marine technology giving the Company a unique position in the provision of dual sensor acquisition. With headquarters in Oslo, Norway, the company also has presence in 17 other countries, including larger regional offices in London, Houston and Kuala Lumpur. The company is listed on the Oslo stock exchange (OSE: PGS).

#### 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 approximately 85 employees within sales, marketing and medical.

#### Philip Morris Norway



Philip Morris International Inc. is the leading international tobacco company, with six of the world's top 15 international brands, including Marlboro, the world's best-selling cigarette brand. In 2014, PMI held an estimated 28.5% share of the total international cigarette market excluding the People's Republic of China and the United States. PMI aims to reduce the harm caused by smoking by supporting effective evidence-based regulation of tobacco products and through investment in developing products with the potential to reduce the risk of tobacco-related disease. PMI is committed to operating with integrity and is focused on responsibly delivering long-term, sustainable growth.

#### PricewaterhouseCoopers



Building trust in society and solving important problems. With offices in 157 countries and more than 208,000 people, we are among the leading professional services networks in the world. We help organizations and individuals create the value they're looking for, by delivering quality in assurance, tax and advisory services.

#### Sapa



Sapa is the world leader in aluminium solutions, with 22,800 employees in over 40 countries. With a turnover of 55 billion NOK Sapa operates close to 100 production facilities and is headquartered in Oslo. The company provides extruded aluminium-based solutions for customers in a wide range of industries across the globe such as trucks, consumer electronics, cars, trains and ships, building solutions, machine parts, furniture details and other industrial applications. Sapa's approach is to deliver solutions that satisfy and surpass customer expectations, and which are sustainable. 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 through innovative aluminium solutions.

#### 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 serves 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 clients understand the past, monitor the present, and predict outcomes as they move their business ahead. Since 1976, SAS has been giving customers around the world THE POWER TO KNOW®.

## Schlumberger



Schlumberger is the world's leading supplier of technology, integrated project management and information solutions to customers working in the oil and gas industry worldwide. The company was founded in 1927 by the two Schlumberger brothers who invented wireline logging as a technique for obtaining downhole data in oil and gas wells. Today, it continues to build on the industry's longest track record of providing leading edge E&P technology to develop new advancements—from reservoir to surface. In Norway, Schlumberger has main offices and bases in Stavanger, Oslo and Bergen and supply bases spread along the coast. Employing approximately 95,000 people representing over 140 nationalities and working in more than 85 countries, Schlumberger provides the industry's widest range of products and services from exploration through production. Schlumberger invests significant time and money on research and engineering. Short-term business cycles do not affect this. In 2015, Schlumberger invested \$1.1 billion in R&E for its oilfield activities. Schlumberger invests more each year in R&E than all other oilfield services companies combined.

## 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.

## Statoil



Statoil is an international energy company present in more than 30 countries. Building on more than 40 years of experience from oil and gas production on the Norwegian continental shelf, Statoil is committed to accommodating the world's energy needs in a responsible manner, applying technology and creating innovative business solutions. The company is headquartered in Stavanger, Norway with approximately 21,600 employees worldwide, and are listed on the New York and Oslo stock exchanges.

## TGI Friday's/ American Bistro Scandinavia



TGI Friday's is an incredible brand, beginning with the original restaurant that opened in Manhattan in 1965, to the 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 drinks, and exceptional guest experiences! Within Scandinavia, American Bistro Scandinavia is proudly successful within the TGI Friday's franchise system. Since the opening of the restaurants at Stureplan in Stockholm in 1996 and Karl Johans Gate in 1997, the company has defined that a Friday's restaurant can be a unique combination of a restaurant and bar experience that leaves the competition envious. American Bistro Scandinavia operates six seven restaurants and bars in Norway and three in Sweden, with an additional one restaurant scheduled to open in Sweden this fall, while two more restaurants will be launched in Norway next year.

## Thon Hotels



Thon Hotels know that their guests have different hotel needs on different occasions. This is why Thon Hotels has developed three concepts, which will make it easier to choose the right hotel: Budget - Smart and Simple; City - Comfort in central locations; or Conference - Professional conference hotels. By offering a warm and welcoming atmosphere in the hotel and a high level of service with knowledgeable employees, Thon Hotels' guests have a positive hotel experience every time they stay with Thon Hotels. Thon Hotels is part of the Olav Thon Group and has 66 hotels in Norway and one in Sweden. Additionally, Thon Hotels has five hotels in Brussels and one in Rotterdam. Thon Hotels is a member of Global Hotel Alliance (GHA) and by joining their loyalty program - Thon Discovery - guests receive benefits for stays at all Thon hotels, as well as 450 other hotels worldwide.

## Tine



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. The 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's vision is to create good food moments for people. TINE SA aims to be the leading supplier of branded dairy products for food and drink in Norway, and all products are distributed under the TINE trademark. The TINE Group has international subsidiaries in Sweden, Denmark, the UK and the US. In addition, the group works with independent distributors and partners worldwide. Jarlsberg® and the Norwegian specialty cheese portfolio are today proudly represented in cheese counters around the world. The Jarlsberg® cheese brand is currently, and has been since the early 60's, TINE SA's largest international brand.

## Veritas



The exponential growth of data and the resources needed to manage it is one of the most pressing issues facing business today. Moreover, it is not just the amount of data. It is where it lives and how it travels between private clouds, public clouds and back to on premises. In these increasingly complex IT environments, it is important to focus on what is constant: the data. Every one of our information management solutions – from business continuity to back up and recovery to software defined storage and information governance – is designed around the principle that information is more important than infrastructure. Veritas has the privilege to help the world's organizations – including 86% of the global Fortune 500 – collect, protect, analyze and optimize their data, even in the most demanding environments.

## Visma Services Norge



VismaBPO: Nordic accounting and payroll experts. With over 100 local offices, more than 2000 available accountants and payroll consultancy teams across Norway, Sweden, Denmark and Finland, Visma offers services to the entire

Nordic market through one point of contact. Visma BPO is a trusted provider of accounting and payroll outsourcing services in the Nordics. We have the local presence and expertise that businesses need to succeed. Having just one provider will save you hours of administrative work every week and give you valuable insight to optimize your organization. Companies represented in multiple Nordic countries are provided with an Account Manager. In each country, there is a local accountant or payroll consultant from Visma who deals with the day-to-day accounting and payroll management. Your Account Manager will serve as the main contact and liaison between your headquarter and Visma's local accountants. Choosing from our complete suite of financial outsourcing services, you will be able to spend more time focusing on your core business and finding new business opportunities.

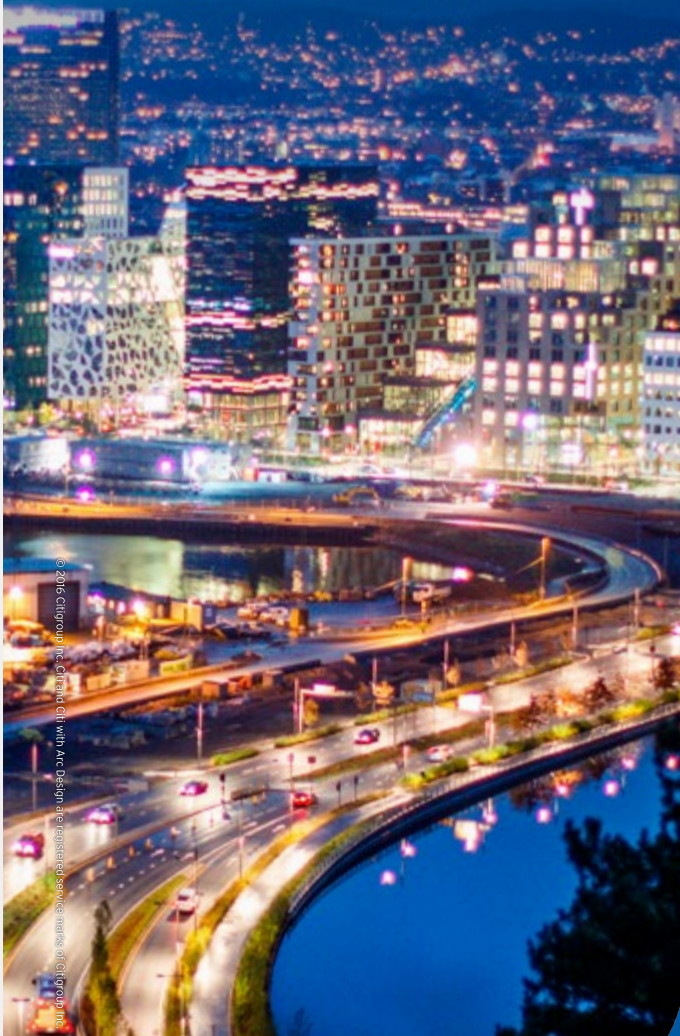
## Yara International



Yara International ASA, founded in 1905 in Norway, delivers sustainable solutions for agriculture and the environment. Yara's knowledge, products and solutions help growing farmers, distributors and industrial customers' businesses profitably and responsibly, while protecting the earth's

resources, food and environment. The fertilizers and crop nutrition programs and technologies help produce food for a growing global population and reduce the environmental impact of agricultural practices. The industrial and environmental improve air quality by reducing emissions from industry and transportation, and serve as key ingredients in the production of a wide range of goods. Yara has a worldwide presence with operations in more than 60 countries and sales to more than 150 countries totaling a workforce of close to 13,000 and selling more than 26 mill tons of fertilizer annually. Yara's global operations includes more than 20 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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Some call them optimists.

The founders.

The builders.

The producers.

The doers.

Making good the many  
challenges of our times.

We call them progress makers.

And we've made it our job  
to believe in their ideas.

Be they multinationals  
wanting to invest in Norway  
or Norwegian companies  
looking to expand into  
markets around the world.

Wherever they come together  
to create or to build something,  
we're there to help make it real.





## MADE IN NORWAY

We are a local business with a strong regional presence and are proud to have been operating in Norway for almost 80 years. 83% of our products are made in Norway. Coca-Cola employs some 725 people in Norway on 12 different locations from Kristiansand in the South to Tromsø in the North.

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