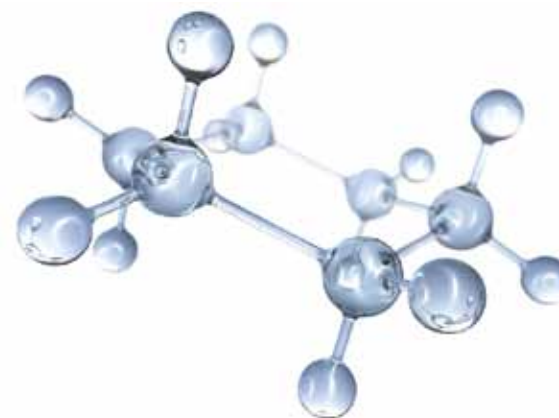


# 1112

## Membership Guide

Many parts working together  
– the only way to solve  
the world's energy challenges.

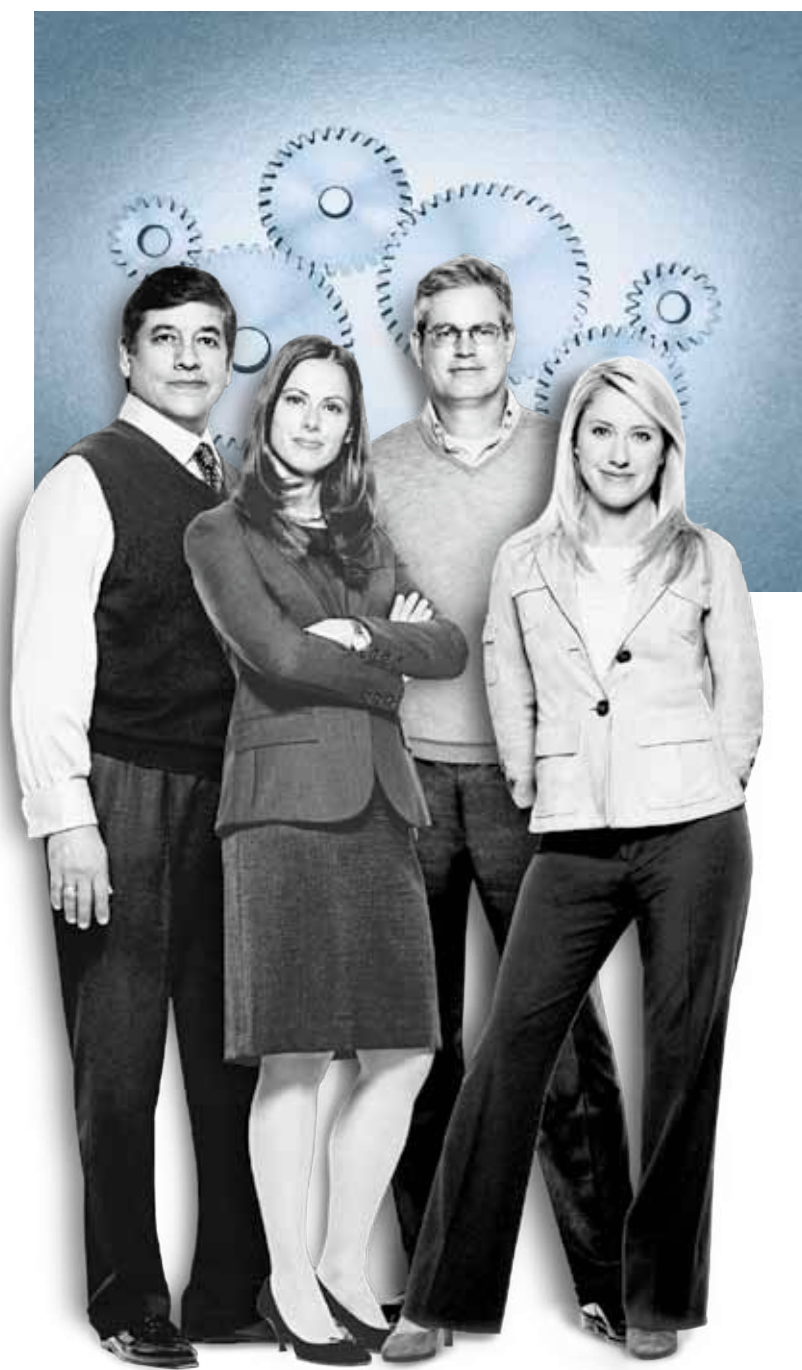


By 2030 we expect energy demand to be 35 percent higher than it was in the year 2005, driven largely by people in the developing world seeking higher standards of living. Meeting this growing long-term demand requires that we develop all economic sources of energy – oil, natural gas, coal, nuclear and alternatives.

This global energy demand challenge is matched by a global environmental challenge – curbing greenhouse gas emissions and addressing the risks of climate change. No single energy technology available today solves this dual challenge, and it is very likely no single energy technology will solve it tomorrow.

We need an integrated set of solutions, powered by technology and innovation – ranging from producing energy more effectively... to using it more efficiently... to improving existing alternative sources of energy... to developing new options.

ExxonMobil is working to help meet the world's energy challenges – investing billions in additional supplies, developing technology options to improve vehicle efficiency, and testing new carbon capture technologies that could reduce emissions significantly. Because only by integrating all of our energy options – new sources and new technologies – will we solve our dual energy and environmental challenges.





## American Chamber of Commerce in Norway



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

### About this year's Membership Guide

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

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

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

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# In subsea separation we're doing what's never been done before. Again.

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## Dear Members

During the one and a half years that I have been the U.S. Ambassador to Norway, I have had the opportunity to travel through all 19 counties of Norway and have met with government, business, labor, and educational leaders from all over Norway. I have found that where I can make most of a difference as an Ambassador is through people-to-people relationship building and promoting business opportunities between our two countries. Accordingly, I have tried to play an active role in establishing and deepening U.S./Norwegian economic and commercial relationships, promoting opportunities for American business in Norway and for Norwegian business in the United States, facilitating partnerships, and enhancing Norwegian understanding of, and support for, U.S. trade policies and priorities.

At the Embassy, I have established task forces on business promotion and entrepreneurship, on environment and climate issues, and on educational exchanges. Working with Embassy sections such as the Commercial Section, the Political and Economic Section, and the Public Affairs Section, and working in close cooperation with multipliers and partners, such as AmCham, we plan and track activities.

We have hosted a wide range of networking events to promote commercial and economic relations, including monthly CEO business round table meetings on a range of issues in cooperation with leading partners. We have also engaged a wide range of innovation and business contacts and have spoken at numerous conferences and trade events to promote commercial and economic cooperation.

Through many of these outreach activities and efforts, we hope that firms will benefit from greater access to Norway's competitive and promising markets and will hear about Norwegian partnering and tender opportunities in best prospect sectors.

We also have worked to promote President Obama's agenda on entrepreneurship and innovation, including access to financing, and have led a groundbreaking Nordic conference on social entrepreneurship with over 700 attendees.

We have worked closely with the American Chamber of Commerce in Norway. We are very proud and pleased to be able to work with the outstanding American Chamber and look forward to our continuing work together.

Our Embassy remains ready to assist and work with U.S. and Norwegian businesses to increase the commerce between our countries. Please feel free to call upon us for assistance.

Sincerely,

Barry B. White  
US AMBASSADOR

# International trade the key to success



It is a great honor to address the members of the American Chamber of Commerce and speak to the importance of commerce and good relations between our two nations. I'm currently in my fourth year as Ambassador of Norway to The United States, and I'm still amazed every day by your beautiful and diverse country, and the ingenuity of its people. Norwegians and Americans have a long history of exchanges. Our friendly association goes back many centuries. Businesses are the main participants in our exchanges and a major force driving the growth of U.S.-Norway relations.

Our countries' longstanding and growing relationship is of great importance to Norway as a nation, to our people and to our businesses. It is vital for us to nurture and keep strengthening the ties between our countries. Signs suggest that the global economic crisis may be lessening, and the U.S. economy shows signs of improvement. Increased international trade is the key to further progress, and although trade liberalization talks in the World Trade Organization are sometimes difficult, there are many positive signs, including a number of new bilateral trade agreements. President Obama's plan to double American exports is promising, because increased trade will benefit all countries, including Norway.

Norway is an important investor in the U.S. economy. A considerable part of our sovereign wealth fund, which now has a market value of \$590 billion, is invested in the U.S. The Fund also has a mandate to invest in real estate, a possibility that is still being explored. While the corporate environment can at times be complex and difficult to navigate, it is seldom a hindrance, as the U.S. presents substantial market opportunities; for example, Norwegian seafood exports to the U.S. have tripled in the last three years. In 2010 alone, those exports totalled \$490 million.

Close to 200 registered American companies across a wide variety of sectors are directly or indirectly Norwegian owned. In some fields, such as shipping, we have long had a solid connection to American markets. With that in mind, we have added to our Embassy a new counsellor on Trade and Industry, who will focus on shipping-related issues. Additionally, we have a new Environmental counsellor, as a steadily growing global need for energy increases the call for clean energy solutions, and challenges such as a melting Arctic demand that our countries develop and implement renewable energy technology.

Norway is a world leader when it comes to oil, seafood and shipping and we do enjoy an especially welcoming environment in Houston, where more than 7,000 Norwegians have taken up residence, but we want to explore opportunities in other sectors and to develop our capability in markets where we traditionally are not big players. The export of hydroelectric power plants, for example, is a rapidly growing business, and we are constantly looking for innovative ideas to kick off businesses in unexplored sectors as well.

The Norwegian Embassy has decided to expand our annual Transatlantic Science Week this year, making it our biggest ever. Transatlantic Science Week is an arena for contact and commitment, a chance to stimulate scientific collaboration between North America and Norway. This year's Science Week will be held in October in San Francisco, and two of the world's foremost universities, U.C. Berkeley and Stanford, will host the event.

Of course, the ties between the U.S. and Norway extend outside the boardroom. We share not just business interests but also many of the same philosophies of government and of basic human rights. Norwegians and Americans see the world in much the same way - so much so, in fact, that we patterned much of our constitution after yours. Our countries have enjoyed a fruitful relationship for a very long time, and we look forward to continuing that relationship for a very long time to come.

*W. Chr. Strommen* Sincerely,

Wegger Chr. Strommen  
AMBASSADOR OF NORWAY TO THE US

# Dear Fellow Members,

So far, 2011 has been a great year for AmCham. The past several months have been marked by growth, but also by some big challenges for some of our member industry groups. AmCham has really been put to the test.

I have been asking myself where AmCham should focus its limited resources. Coming from a sales and revenue driven business, it is second nature for me to have a commercial perspective on things. But AmCham is a non-profit, and our calling is to focus on assisting our members whenever needed and to take proactive measures to build a better foundation for US businesses in Norway. This is where the focus should be, and by providing good service, growth will naturally come. We should maintain a balance between quality of service and revenue generating activities, such as membership growth and events.

That being said, we have surpassed 200 members for the first time. Revenues are up 28% and we have plenty of reason to applaud the AmCham staff for their very strong effort. There are still 100+ US companies out there that should be part of AmCham, and we hope that you all, when you meet non-member US companies, take the opportunity to mention why you are members. In addition you can direct them to our brand new, very informative, website.

One project we have been involved in is Epcot. As you know, the Norwegian pavilion at Epcot was made in the 1980's and has never been upgraded. So, the 10 million annual Epcot guests - who might consider traveling to Norway - are exposed to images of a country living in the industrial age, and not the age of information. Images of large, outdated computer terminals and cell phones are not likely unique selling points for the country that Lonely Planet and National Geographic describe as the most beautiful tourist destination on earth. Tone has put a lot of effort into getting the Norwegian Trade Ministry and Innovation Norway to come up with the modest funds needed to give a more realistic picture of Norway. We hope that this seemingly straight-forward issue can be resolved very soon.

Finally, I would like to warmly welcome our new AmCham Board Members. I sincerely look forward to drawing upon their experience and insight as we continue to develop Norwegian-American business opportunities.



SINCERELY,

JAN GRØNBECH,  
CHAIRMAN

# AmCham Norway

## Dear Members & Friends



**Jason Turflinger**  
Managing Director

“What do you do?” is a question I often get in both Norway – and especially the US. “I promote business between Norway and the United States” is my short answer. If there is a bit more time, I explain that I manage a non-profit membership organization that works on behalf of international businesses in Norway – through events, information sharing, relationship management and coordination of advocacy efforts. “Do you like your job?” is a common follow-up question. “If there was no such thing as money, I would do my job anyway” is again and again my heartfelt response.

Within these pages you will find a glimpse of why I value working with you so much. A strong, sharp and active group of business leaders is united within our Board of Directors. Our knowledgeable and committed staff has never before wielded more experience – with 18 work-years between us. Our members increasingly share their strategies for success for the greater good of Norway-US business and their 200+ counterparts. Our relationships with US government representatives remain solid. Our Norwegian government relationships are both expanding and deepening.

With AmCham fundamentals in full order, we are emboldened to take on increasingly challenging pursuits on your behalf. Eliminating trade disputes between our countries is a top priority. Though we have gathered information and consulted with business and government officials on such issues for years, we are increasingly pushing for concrete resolution within continued pharmaceutical IP abuses, unjust and antiquated taxation schemes, and lacking media IP enforcement. Dialogue needs to bear fruit.

We will also increasingly remind both Norwegian and American officials of the importance and scope of foreign direct investment in both directions. By the end of 2009, the US was the second largest foreign direct investor in Norway, after neighboring Sweden. The Norwegian Government Pension Fund Global has \$83 billion invested across 2,186 US companies. This impressive investment relationship cannot be taken for granted or ignored in pursuit of 50-year-perspective dreams.

With great enthusiasm and pride, our work continues on your behalf!

Best Regards,  
  
**Jason Turflinger**  
MANAGING DIRECTOR

# Who We Are



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



**Tone Nymoén**  
Project & Member Relations  
Manager



**Benjamin Kuban**  
Intern

## Internship program

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

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



# Board of Directors

## Executive Committee



**Mr. Jan Grønbech**  
Chairman  
Google



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



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



**Mr. Michael Klem**  
Treasurer  
AccountOnIt



**Mr. Vidar Keyn**  
Liaison  
US Embassy



**Mr. Aldo Sirotic**  
Liaison  
US Embassy

## AmCham Board



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MoVa



**Ms. Eli Folkestadås**  
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**Mr. Viestarts Rutenbergs**  
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**Mr. Olav Sandbakken**  
Director,  
CSC Norge



**Mr. Tom Schuessler**  
Director,  
ExxonMobil Norway



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



**Mr. Jan Solberg**  
Director

## Executive Committee

The Executive Committee, composed of AmCham Board members, actively participates in the management of AmCham, meeting regularly. Executive Committee members are appointed for one-year terms at the Annual General Meeting.

## What We Do

### Our Mission

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

### AmCham Norway strives to:

- Encourage American Norwegian business relations
- Promote mutual member interests
- Provide social, business and policy forums
- Strengthen American-Norwegian bonds by providing information about these markets
- Facilitate networking opportunities between American and Norwegian business leaders
- Act as a host to the international business community in Norway to enhance professional development
- Coordinate efforts to protect businesses from unfavorable governmental regulations
- Assist in utilizing US Embassy channels with direct access to US governmental resources
- Regularly produce and provide useful publications



## AmCham Norway Committees

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

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

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

### AmCham Norway committees:

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



# DnB NOR – The leading Nordic Energybank

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

We have a professional and experienced staff with extensive industry and banking expertise in Norway and internationally in our London, Stockholm, Santiago, Singapore and Houston offices.

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

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**DnB NOR**

# BearingPoint

## collaborates with Yale to strengthen career and leadership development

**S**olving business critical problems in today's world is something that demands solid knowledge and skills in many different disciplines. The problems are often large and complex and time is usually short. We see that bringing the right people and skills to work for our clients to help solve their challenges is critical and requires that we continuously work to develop our people.

BearingPoint is a learning organization that promotes continuous staff development as a fundamental principle of our culture. We believe that our people are our most important asset. In order to intellectually develop and stimulate our people and to meet our clients' high expectations, we offer all of our employees extensive training programs.

### **The BearingPoint / Yale University collaboration**

Our collaboration with the Yale School of Management is founded on our vision of career and leadership development across BearingPoint. As part of an intellectually stimulating on-campus experience, our people are taught by some of Yale's finest professors and learn leading-edge management techniques through classroom lectures and case studies. The relationship started in 2006, was re-established in 2010, and is offered to the three top levels of management in our firm; Managers, Senior Managers and Partners.

*Class of March 2011*



### **Extending the collaboration with our alliance partners**

In March 2011 our Managers participated at the Management skills course. For the first time it also included our alliance partner in North America, West Monroe Partners (WMP), and our alliance partner in Southern Europe and South America, Business Integration Partners (BIP). A total of 51 people from 12 nations participated in the course.

### **Participation from Norway**

Richard Carter, Michael Sars Norum and Jon Brannsten - who all are Managers in BearingPoint's Norwegian practice - participated in the March course. Here is what they have to say about their experience:

#### **Q: What were the main learning objectives of the course?**

A: The main objective is to develop leadership capacity within our firm, and for us to be able to translate that into knowledge and skills and to create value for our clients. In addition it is an effective and inspirational way of managing the career progression for the middle- and top management in our firm.

#### **Q: What topics did the course cover?**

A: One of the very good things with this course is that we do not superficially cover a huge number of topics. We are able to go into depth of a few selected topics which makes the program a great experience. The method of training allows for preparation and actively working - both independently and within groups - on topics like decision making, leadership styles, corporate finance and client value creation.

#### **Q: What key learning did you take away from this course?**

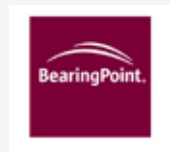
A: In our daily work as consultants serving our clients we have developed our knowledge and capabilities to understand the client service processes. Furthermore, we have built on creating real value for our clients. We also developed our leadership capacity in decision making and how we as leaders develop and manage teams. In addition, the course has contributed to strengthening our network across the firm - you really get to connect with your peers, encouraging knowledge sharing and best practice sharing across borders.



*"The investment BearingPoint makes in me as an employee is a huge acknowledgement for me and my professional career"* - Michael Sars Norum, Manager, BearingPoint Norway AS



*"This is far the best learning experience in my professional career"* - Jon Brannsten, Manager, BearingPoint Norway AS



**Q: How are you able take the theory you learn and translate it into your practical day-to-day life as a consultant?**

A: It's always hard to translate what you learn at a course to something that you actually do in your everyday job. Fortunately the courses at Yale were designed to be practical and something that can be easily applied in our daily work. In addition, BearingPoint brought in experienced management from our own organization who held wrap-up sessions every day to tie the theory with real experience from their professional experience.

**Q: Can you describe the Yale experience with a few simple words?**

A: Founded in 1701, Yale is a university with honored traditions. The professors who taught us are some of the leading professors in the world. Yale has a beautiful urban campus and we were really impressed with all the buildings and size of the campus. We were humbled and it was with great pride and honor we strolled around on a campus where some of the greatest leaders in world had studied before us.

**Q: What is the next step for you as leaders within your company?**

A: First of all, we will spread the word internally and really encourage everyone to grasp this opportunity when it is offered. Secondly, we are of course eager to get back to Yale as our career with the firm progresses and we are ready for the next management course.



*Sterling Memorial Library at Yale University*

# The US is moving towards IFRS



Anne Jorunn Medhus,  
Managing Director, Resources  
Global Professionals Norway



The United States and the world are moving towards one set of global accounting standards. International Financial Reporting Standards (IFRS) has growing support in the US.

Approximately 90 countries have fully conformed to IFRS, and approximately 120 nations permit or require IFRS for domestic listed companies. Canada and Korea are expected to transition to IFRS by 2011 and Mexico will require IFRS for all listed companies from 2012. Japan has proposed adoption in 2015/2016 and is permitting some domestic companies to apply IFRS.

#### Roadmap - SEC will make final determination in 2011

In February 2010, the Securities and Exchange Commission (SEC) held a public meeting to discuss the roadmap proposal to move from US GAAP to IFRS in the US and released a preliminary plan that would require US-listed companies to report under international accounting rules from 2015. Until the SEC issues a rule allowing or requiring US public companies to adopt IFRS, they must continue to prepare their financial statements under US GAAP.

In a status report in October 2010, SEC provided a work plan and stated that it will make a final determination on the path to IFRS for the US in 2011.

Global markets interact more and more and the need for consistent set of standards is obvious. The big question is if the US can afford to remain an outlier. There will be a cost to the US economy and to investors should the US not adopt IFRS.

The Financial Accounting Standards Board (FASB) and the International Accounting Standards Board (IASB) are currently working on several areas to make US GAAP and IFRS standards compatible. These projects include important areas such as revenue recognition, consolidation, lease accounting, fair-value accounting and hedge accounting. These projects imply a significant move toward achieving a common accounting framework and will gradually align US GAAP and IFRS in some key areas.

#### Much less overall details in IFRS

The biggest difference between US GAAP and IFRS is that IFRS provides much less overall detail. Some believe that

a certain level of quality will be lost with full acceptance of IFRS. Sir David Tweedie, current chair of the IASB, summed this point up best. He sees adopting IFRS as a choice between the benefits of greater professional judgment that come with principle-based accounting and the over-reliance on complex guidance associated with US GAAP. "I don't think you have to use a search engine to do accounting," he said. "The profession is about making a call, not about looking up page 17,493 to see what the answer is," he added.

Certain US companies without significant customers or operations outside the US may resist IFRS because the significant costs associated with adopting IFRS might outweigh the benefits. Though, because of longstanding convergence projects between the IASB and the FASB, the extent of the specific differences between IFRS and US GAAP has been shrinking. Yet significant differences do remain, most any one of which can result in significantly different reported results, depending on a company's industry and individual facts and circumstances.

By adopting IFRS, a business can present its financial statements on the same basis as its foreign competitors, making comparisons easier. Companies with subsidiaries in countries that require or permit IFRS may be able to use one accounting language company-wide. Some companies also may need to convert to IFRS if they are a subsidiary of a foreign company that must use IFRS, or if they have a foreign investor that must use IFRS. US companies may also benefit by using IFRS if they wish to raise capital abroad.

#### Conversion - not only an accounting exercise

Conversion to IFRS is not only an accounting exercise, but will affect many aspects of a company's operations, like IT systems, statutory and tax reporting requirements, tracking of stock-based compensation, etc. It will also affect training and education of IFRS for preparers, auditors, and users; in addition it will have impact on US laws and regulations, internal audit, performance management, existing contractual agreements, corporate governance and more.

Converting to IFRS will benefit global companies, affording them the opportunity to improve processes, eliminate parallel accounting across international jurisdictions, and streamline accounting and financial systems.

**Need to prepare for voluntary or mandatory adoption**

Companies and the CPAs need to begin to prepare for the day in the not-so-distant future when the Securities and Exchange Commission could designate a date for voluntary, or even mandatory, adoption of IFRS by all US public companies. That said, many privately held companies adopted provisions of the Sarbanes-Oxley Act, such as the formation of independent

audit committees. Many might take similar action regarding IFRS, even if they are not mandated to do so. Subsidiaries of US companies in Norway and Europe do have an advantage as the likely up-coming conversion to a new set of accounting standards will take place in an experienced IFRS climate with advisors that have been working with these accounting standards for many years.

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# We are entering The Human Age

**M**anpower has identified that we are on the cusp of entering a new reality; we are entering the Human Age: Talentism is the new capitalism.

Previous eras were defined first by the raw materials that transformed them - the Stone Age, Bronze Age and Iron Age, and then they were characterized by the domains people conquered with ever-improving technology - the Industrial Age, Space Age and Information Age. Now we're entering a new age: The Human Age. Manpower confirms that this new reality has significant implications both for employers and for individuals, as human potential now becomes the major agent of economic growth.

Our ability as companies, as governments and, of course, as individuals to adjust to this new reality, this new way of doing things, will depend upon to what extent we can tap into inner human potential - talent has become the key differentiator. Understanding how to unleash this spirit, passion and potential is not a one-size-fits-all approach and will require employers to engage with their people on a human level.

Global forces also at play, including the recession, rapid technological development, a shifting demographic landscape and the rise in power of emerging markets, are conspiring to bring about the Human Age, and the velocity of change is increasing. The effects of these forces can be felt everywhere including here in Norway. We have for a long time experienced a shortage of employees in the engineering, financial and health sectors.

We are hearing from our clients that the right talent is more important than ever, but at the same time, talent is becoming a scarce resource in many sectors in Norway; employers are struggling with a mismatch - finding the right talent in the right place at the right time. According to Manpower's most recent Talent Shortage Survey of more than 35,000 employers across 36 countries, more than 30% are struggling to fill key jobs that are vital to the success of their organization. In Norway, only 11% of employers are experiencing talent shortages. We are probably a bit spoiled because we are used to foreign labor coming to Norway, mostly from Poland and Sweden. Only two years ago, 40% of Norwegian employers said they had problems filling key jobs.

In the Human Age, it is more important than ever that companies take the time to understand exactly what their talent needs will be - not just now but five or ten years down the line - and align their talent strategy closely with their business strategy. Companies must then become more agile in terms of how they attract, retain and develop their employees. Employers need to ensure that they update their work models and people practices to allow them to unlock the potential that they need to thrive in this new reality. Governments, businesses and individuals must now work together to unleash the potential of the human spirit that will help us to make sense of this new era.



Maalfrid Brath, Country Manager,  
Manpower Norway









# Friends, brands and social media



Per Hynne, Director of  
Competence Training,  
Burson-Marsteller

**Burson-Marsteller** as

Social media has transformed how people interact with brands. There was a time when your direct experience with a brand was primarily through the product or advertising. Within services, you might connect the brand with a person, but only fleetingly. Today, through social media, we have almost the same direct connection to brands that we do with our friends. The moment we think of them, we can post on their Facebook wall or send a Tweet – whether it's to say hi, lodge a complaint, share a tip, or pass along some gossip. The question, for brands, is how do you live up to the expectations that come with being a "friend?" During Social Media Week this year there was a discussion called "Humanizing Brands" and the lessons are simple:

- Humans show emotion and share opinions – brands should too.
- When you become friends with someone, you have expectations of what you'll gain from that friendship. You have to figure out what being "friends" (or "liking") your brand means.
- No one likes someone who only talks about themselves or dominates the conversation. The same is true for brands.
- We judge each other by the people we hang out with. Again, true for brands.

After all, we humans choose our friends by finding others who have similar interests and then we hang out. Brands seem to understand this more and more. According to our Global Social Media Check-up 2011, among the Global Fortune 100:

- On Twitter, 76 percent more companies are using @ messaging, which means they're connecting with others directly. This suggests a much higher level of engagement and demonstrates that it's no longer acceptable (or, frankly, appealing) to only listen and push your own content out.
- The average number of Twitter accounts per company increased from 4.2 to 5.8 and the average number of Facebook pages per company doubled – a sign that regional/local operations and individual divisions or groups feel the need to find their own voice and deliver

relevant content in their own context. If you think of a brand as a family, you wouldn't expect every member of that family to speak with a single voice, would you? Of course, just as members of a human family have some resemblance, you should be able to recognize members of a brand family as related to each other.

- On Twitter, there was a 78 percent increase in re-tweeting over last year. On Facebook, about three quarters of fan pages allow visitors to post on their walls and 57 percent respond to "likers" wall posts, showing not only that brands are listening – but that they're more open about sharing and promoting content from others. But beware, don't be that friend who dominates the conversation or only repeats what others have said. A mix of listening, sharing original thinking, and passing along interesting content makes you the friend everyone wants to be around.
- As the number of global Twitter accounts grew over the last year, the average number of accounts each corporate account follows rose by 154 percent. In the human world, we judge each other based on who our friends are and with whom we associate. Brands are figuring this out as well.

From our perspective, this shows that global brands are realizing that social media isn't just about showing up. Not only do you have to participate, give up some control, and be authentic, you also need to treat your followers as friends, rather than "consumers." That means being there when they (or you) are in crisis and even when being friends feels like a lot of hard work. The payoff for this deeper type of engagement can be pretty powerful. During a launch or promotion, social media can become the ultimate CRM tool – efficient, immediate and interactive. In a crisis, you have a direct line to your most vocal fans to provide information and reassurance – but also to gather instant feedback. And in the end, you've built a network of individuals with whom your relationship has transformed from transactions to conversations.

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# Past events

## (Selected)

### Business After-Hours: Value Investment, Norway-Style

June 3<sup>rd</sup>, 2010  
Shippingklubben, Oslo



AmCham – in collaboration with member firm Pareto – hosted a Business After-Hours gathering Shippingklubben. Hydro's Vice President and CFO, Mr. Jørgen C. Arentz Rostrup, started the evening by explaining how his company creates value within the firm's cyclical industry. He was followed by Pareto's Investment Manager, Finn Øystein Bergh, who showed how average stock market returns can be improved upon using localized versions of famed American investor Warren Buffett's strategies and tools.

After the presentations guest enjoyed a tapas buffet and American wines on the sunny rooftop terrace overlooking Aker Brygge and the Oslo fjord.



Hydro's Vice President and CFO, Mr. Jørgen C. Arentz Rostrup

### World Cup: US vs. England

June 12<sup>th</sup>, 2010  
Hard Rock Cafe, Oslo



A full house of AmCham and British-Norwegian Chamber of Commerce members gathered at Hard Rock Cafe Oslo to witness an exciting US-England FIFA World Cup match-up. TV2 was on hand to

interview enthusiastic fans and, prior to the match, a fun FIFA World Cup trivia quiz was distributed to guests. Quiz winners Ole-H Larsen and Trond Thomassen were rewarded handsomely at half-time.

### Patron Round Table: US-Norway Trade - Challenges & Opportunities

June 17<sup>th</sup>, 2010  
Norwegian Parliament, Oslo

AmCham Patron member representatives joined *Friends of America* MP's for a review of current US-Norway trade challenges. Although the list of obstacles is declining, entrenched elements within both governments continue to impede IP, tariff/taxation, and pharmaceutical industry progress. Visiting US Department of Commerce Deputy Assistant Secretary Juan Verde provided a summary of his delegation's recent exchange with Norwegian counterparts while Chairman MP Peter Gitmark underscored his group's strong desire to address business bottlenecks in a timely manner.



Commerce Deputy Assistant Secretary Juan Verde and Chairman of the Friends of America MP's, Peter Gitmark.



Michael Klem in deep concentration

### AmCham Annual Golf Tournament

August 19<sup>th</sup>, 2010  
Tyrifjord Golfklubb



AmCham members gathered at beautiful Tyrifjord Golfklubb for AmCham's 10<sup>th</sup> Annual Golf Tournament. The course is located on beautiful Storøya, less than 40 minutes north of Oslo.

The day started with a breakfast buffet at the club's restaurant and a warm-up on the driving range, followed by a briefing by the club's NGA representative Derek Crawford. In friendly competition, 81 golfers contended for the Söderstrøm Cup and round-trip tickets to New York, courtesy of Continental Airlines. As in previous years, the generosity of the event's corporate sponsors was impressive.

This year's team 1Golf Media finished in first-place. The mixed team headed by US Ambassador White came in a close second, winning four overnight stays for two at Oslo's Grand Hotel. Third-place honors went to team Google, headed by AmCham Chairman Jan Grønbech. All in all, six teams received prizes. During the awards ceremony, tournament founders Tim Keane and Jan Söderstrøm were recognized for their 10 years of steadfast support and leadership.

Despite threatening skies, participants enjoyed a relatively dry day and magnificent views of the fjord. A barbeque dinner buffet at the clubhouse topped off a great day of golf.



Ambassador White and his team.

### Ambassador's Reception

September 21<sup>st</sup>, 2010

US Ambassador's Residence, Oslo

In keeping warm tradition, Ambassador Barry B. White and his wife Eleanor hosted an annual reception for AmCham members on September 21<sup>st</sup>. The reception underscores the strong partnership between the US Embassy and AmCham Norway. Over 130 executive members mingled and enjoyed the sunny autumn weather on the Ambassador's spacious terrace. AmCham Chairman Jan Grønbech thanked the Ambassador for the Embassy's support as both organizations continue to work together in developing Norwegian-American business ties. Grønbech also used the opportunity to highlight an AmCham push to have the Norway pavilion at the Epcot Centre renovated and brought up to date. Minister of Trade and Industry Trond Giske attended the event, as did a number of other government representatives. Tesla Motors had its *Roadster* – an electric sports car – on display outside the residence, drawing lingering looks and attention.



Jaye Smith, American Holidays, Arild Honningsvåg, Hotel Continental, Elisabeth Andonov, Icelandair and Widar Jensen, American Holidays.

### Corporate Cybercrime Seminar

October 12<sup>th</sup>, 2010

Radisson Blu Scandinavia, Oslo



How can social media threaten more than simply your employees' efficiency? How safe is your critical corporate data *in the cloud*? How can your company regain client trust after experiencing electronic fraud? Answers to these critical questions were provided by five top-notch panelists during AmCham's strongest-ever corporate security seminar.

PwC's Director of Forensic Technology Solutions, Edward Gibson – a 25-year corporate security veteran – journeyed from Washington, DC to share his remarkable insight and experience. From London, members were joined by Ron Brown, CSC's Director of Cloud Computing Services – EMEA, and Mark Oliphant, US Secret Service Attaché. Both presenters contributed greatly to understanding IT security myths vs. realities. Senior representatives from both First House and Norman also lectured, making seminar moderator Einar Lunde's first post-NRK engagement "an absolute pleasure."



Einar Lunde, First House moderator, and PwC's Director of Forensic Technology Solutions, Edward Gibson

### Business After-Hours: Google & California Wine Tasting

November 11<sup>th</sup>, 2010

Rosenkildehuset, Stavanger



It is well known that the cities of Houston and Stavanger have a unique bond. Californian expertise, however, was on display in Norway's Petroleum Capital in mid-November – namely business innovation and winemaking. Menlo Park-based Google, now a \$190 billion company, is in the business of "organizing the world's information and making it universally accessible and useful," as explained

by Norway Country Manager Jan Grønbech. Jan explained to AmCham and Stavanger Chamber members that every minute, 35 hours of video content is uploaded to Google-owned YouTube. He also underscored that YouTube is now the second largest search engine in the world – after Google – and showed a creative Tipp-Ex video that exemplifies YouTube as an advertising medium. During his presentation, Jan announced the release of Google TV in the US, a product expected to come to Norway perhaps in 2012. Import representatives were on hand to subsequently enlighten on Napa Valley's Ravenswood wineries. Guests tasted and learned about several of the fine wines these famed houses produce – within the Stavanger Chamber's fittingly unique premises.

### Thanksgiving Charity Dinner

November 18<sup>th</sup>, 2010

Akershus Festning, Oslo



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A full-house of AmCham members gathered to celebrate a traditional Thanksgiving dinner, taking place this year at Akerhus Festning's Artillery Loft. The 144 guests enjoyed turkey with mashed potatoes, gravy, cranberry sauce, green bean casserole and sweet potatoes. To top it all off, delicious pumpkin pie was served for dessert. The ample meal was complimented by Ravenswood Lodi Zinfandel wine from California.

Throughout the evening guest speakers addressed the enthusiastic crowd. Visiting Ravenswood Wine Maker and Founder, Joel Peterson, shared some of his Thanksgiving memories and experiences. Dinner sponsors Hans Rood of Hurtigruten and Olav Sandbakken of CSC also provided memorable remarks.

Dinner was followed by a charitable raffle drawing for Kirkens Bymisjon. Icelandair's roundtrip tickets to Boston and Hurtigruten's six day cruise for two were among the most sought-after prizes.

AmCham would like to thank members, guests and sponsors for making it a memorable evening. Raffle proceeds – totaling 40 000 NOK – were donated to Kirkens Bymisjon's campaign *Lys i Mørket*.



AmCham members generously donated charity raffle prizes.



Frank Grønrsrud and guests eagerly await Thanksgiving dinner.



Ravenswood's Joel Peterson carves the ceremonial turkey.



Margrethe and the Jetlags performed with backdrop photography by Nancy Bundt.

### Patron Member Evening: Hurtigruten – The World's Most Beautiful Voyage

January 13<sup>th</sup>, 2011  
MS Trollfjord, Oslo harbor



AmCham Patron member representatives kicked off 2011 with an exclusive evening aboard Hurtigruten's MS Trollfjord. Members were warmly welcomed by both Hurtigruten CEO Olav Fjell and Hans Rood, VP Global Sales. A brief presentation of the burgeoning company was followed by a boundless buffet dinner in the ship's Saga Hall Restaurant.

After dinner and a tour, members enjoyed intimate performances by KORK, the Norwegian Radio Orchestra, and former World Idol Kurt Nilsen.



Vidar Keyn, US Embassy, and ExxonMobil's Eirik Hauge And Terje Valebjørg

### Study in the USA – An Evening of Inspiration

January 20<sup>th</sup>, 2011  
Kilroy Education, Oslo



AmCham – together with Kilroy Norway and NORAM – invited partners and students to meet representatives of nine US universities to learn how to apply for and finance their US studies. Google Norway Country Director Jan Grønbech presented a compelling case for studying in the US over other international destinations. Partner NORAM presented numerous US scholarships opportunities while Kilroy Education explained how to combine athletics and studies through their sports scholarship programs.



Students ponder the many US educational opportunities.

### Super Bowl

February 6<sup>th</sup>, 2011  
Hard Rock Cafe, Oslo



In collaboration with the American Embassy, AmCham welcomed members to watch Super Bowl XLV, between the Green Bay Packers and Pittsburgh Steelers at the Hard Rock Cafe. The evening started off with appetizers and drinks, along with a bit of fun trivia testing the attendees' knowledge of American football and Super Bowl history.

Also showcased during breaks in the match was the much-anticipated Super Bowl commercials and halftime show, specially presented by CBS. The evening concluded with a win by the Green Bay Packers and proved to be a great opportunity to celebrate a classic piece of American culture.



### Wine Maker's Dinner: an Ecological Evening with Marimar Estate

February 17<sup>th</sup>, 2011  
Julius Fritznr, Grand Hotel, Oslo

This year's Wine Maker's Dinner was dedicated to ecological food and wine – in perfect harmony. In cooperation with Grand Hotel and Torres & Partners, AmCham invited members to an exclusive, intimate dinner and wine tasting at the hidden pearl that is Restaurant Julius Fritznr. Upon arrival, guests were served an unoaked Acero Chardonnay 2007 and were greeted by Torres & Partners' Brand Manager Christian Almstrøm before viewing a vivid video introduction of beautiful Marimar Estate in Russian River Valley, California.

Consisting of Norwegian regional specialties, the five course meal was specially created by American

Head Chef Patrick O'Toole to perfectly complement the wines. Before each course the wines were presented by Torres' Brand Ambassador Anna Manchon. Guests, including Ambassador White and wife Eleanor, sampled several different wines and vintages. Some of the showcased wine varieties were flown in exclusively for the dinner while others are available at Vinmonopolet. The combination of good food, wines and company made for yet another triumphant evening.



**Business After-Hours: Perception vs. Reality**

April 27<sup>th</sup>, 2011  
Onkel Donald, Oslo

AmCham members, partners and guests gathered for an informal Business After-Hours at new member, Onkel Donald for an insightful discussion on the Heritage Foundation's annual Economic Freedom Index report. LO's Andreas Halse and Civita's David Hansen presented on the mixed perception of Norway, referring to points raised in the report such as:

- Norway's high level of business freedom has produced a commercial environment that is both innovative and resilient
- Norway's overall strong record of economic freedom is marred by high levels of government spending
- Norway is ranked 16th out of 43 countries in the Europe region, and its overall score is well above the world and regional averages
- Import bans and quotas...and inconsistent enforcement of intellectual property rights add to the cost of trade

Mr. Halse concluded that economic prosperity in Norway was *due to* such factors as a strong welfare state, an organized labor market and a fairly broad consensus on basic economic policy; not hindered by them.



*Discussion continues around the tables at Onkel Donald.*

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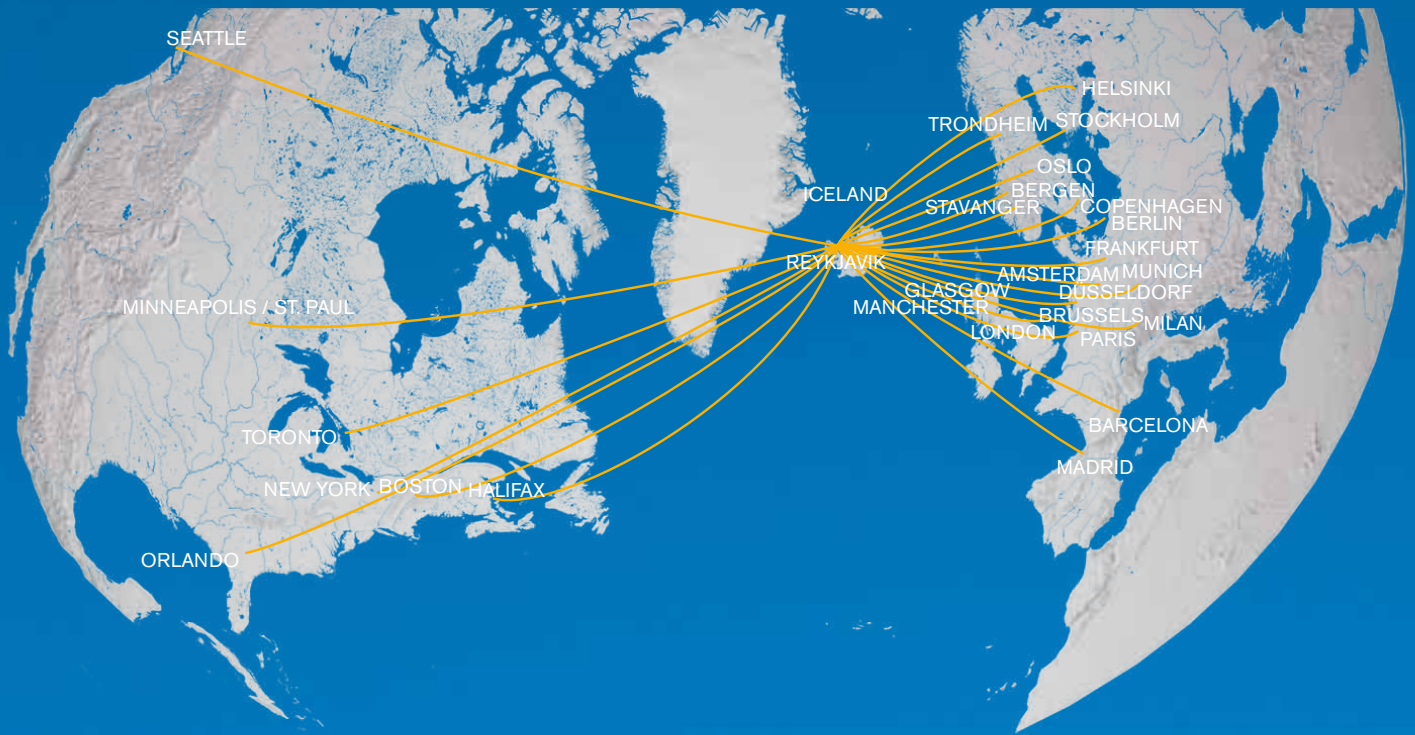
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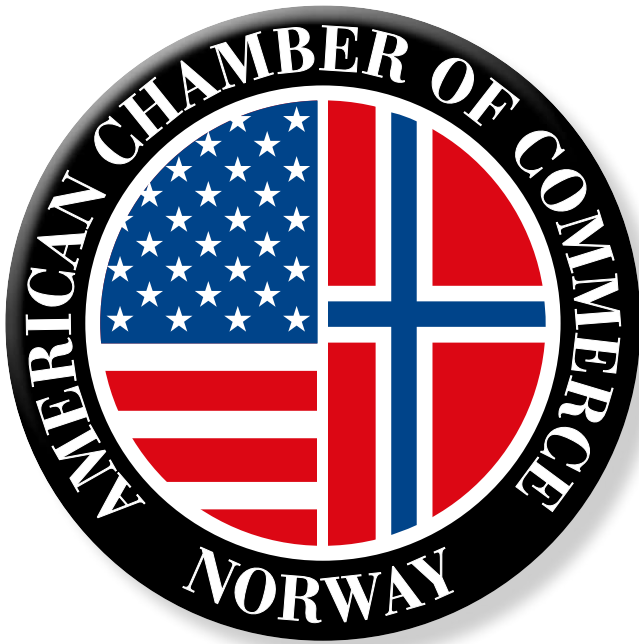
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## Who can join?

Membership is open to both major corporations and small businesses that share a common interest in the mission of AmCham. 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. AmCham offers extensive and credible connections in the political and business arenas. You can use this network to connect, communicate and stay on top of specific issues that impact your business- and to be heard on those issues. The Chamber's strong international company base broadens the business community's perspectives, interests and actions. Through AmCham, companies work together to make a difference across borders and sectors.

## AmCham Norway offers two levels of membership:

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

# AmCham Membership

## Patron Members

**3M Norge**  
**Abbott Norge**  
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**Amway**  
**Baxter**  
**BearingPoint**  
**Burson-Marsteller**  
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**Chevron Norge**  
**Cisco Systems Norway**  
**Citi Norway**  
**Clear Channel**  
**Coca-Cola Enterprises Norge**  
**ConocoPhillips Norge**  
**CSC Norge**  
**Det Norske Veritas**  
**DLA Piper**  
**DnB NOR**  
**Eiendomsspar**  
**Eli Lilly Norge**  
**ExxonMobil**  
**First House**  
**FMC Technologies**  
**Gambit Hill & Knowlton**  
**GE Healthcare**  
**Google Norway**  
**Hurtigruten**  
**Iron Mountain**  
**Janssen Pharmaceutical**  
**King Food AS – Burger King Norge**  
**Lockheed Martin**  
**Manpower**  
**Marathon Petroleum Norge**  
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**Microsoft Norge**  
**Monster Worldwide**  
**MSD Norge**  
**Petroleum Geo-Services**  
**Pfizer Norway**  
**PricewaterhouseCoopers**  
**Recall**  
**SAS Institute**  
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**Skanska Norway**  
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**Universal Pictures Norway**  
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 Verdane Capital Advisors  
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 Warner Bros. Entertainment Norge  
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# Members by Industry

## Accounting/Financial (18)

AccountOnIt  
American Express Company  
BSFA  
Citi Norway  
Connectum Capital Management  
DnB NOR  
GE Money Bank  
Global Blue  
Handelsbanken Capital Markets  
J.P. Morgan Europe, Oslo Branch  
KPMG  
Norse Solutions  
Pareto Forvaltning  
PricewaterhouseCoopers  
Reiten & Co.  
SEB Kort  
VentureLab  
Verdane Capital Advisors

## Advertising/PR (9)

Burson-Marsteller  
Clear Channel  
F&B Kommunikasjon  
First House  
Frisch  
Gambit Hill & Knowlton  
Geelmuyden.Kiese  
Kreab Gavin Andersen  
Norway Communicates

## Agriculture (2)

Agrinos  
Jiffy International

## Airline/Travel (9)

American Holidays  
Ask Mr. Cruise  
Avis Rent a Car  
Concierge Masters  
HRG Nordic  
Hurtigruten  
Icelandair  
The World  
United

## Automobile/Transport (3)

American Car Club of Norway  
General Motors Norge  
Polaris Norway

## Chemicals (4)

Cytec  
DuPont Norge  
Jotun  
Laticrete Norge

## Defense/Security (3)

Kongsberg Defence & Aerospace  
Lockheed Martin  
Nordic American Group

## Education/Research (8)

American College of Norway  
Berlitz Language Services  
BI Norwegian Business School  
GOstudy - Studier I Utlandet  
Kilroy Norway  
North Sea Translations  
SINTEF  
SONOR

## Employment/Exec. Search/HR (6)

Aims International Norway  
InterimLeder  
Korn/Ferry International  
Manpower  
Monsters Worldwide  
The Performance Group

## Energy (11)

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

## Engineering/Construction (6)

Acery Norway  
Aker  
Ingersoll-Rand  
Moss Maritime  
Skanska Norway  
Umoe Mandal

## Entertainment & Lifestyle (8)

6. Sans  
Best Company  
International Corporate Art  
Moods of Norway  
Qualityzest  
Universal Pictures Norway  
Vålerengens Idrettsforening  
Warner Bros.  
Entertainment Norge

## Food & Beverage (17)

Altia Norway  
Arcus  
Coca-Cola Enterprises Norge  
Fondberg  
Frank Gronsdund Agentur  
Haugen-Gruppen  
King Food AS - Burger King Norge  
Kraft Foods Norge  
McDonald's Norge  
PepsiCo Nordic Norway  
Philip Morris Norway  
Sara Lee  
Servos/Onkel Donald  
Tine

Torres & Partners Norway  
Treasury Wine Estate  
Winetailor

## Health (12)

Abbott Norge  
Amgen  
Amway  
Baxter  
Bionor Pharma  
Bristol-Meyers Squibb  
Eli Lilly Norge  
GE Healthcare  
Janssen Pharmaceutical  
Lærdal Medical  
MSD Norge  
Pfizer

## Hotel/Restaurant/Conference (14)

Best Western International  
Clarion Hotel Royal Christiania  
Doubletree by Hilton  
Grand Hotel  
Hard Rock Cafe Oslo  
Holmenkollen Park Hotel Rica  
Hotel Continental  
Norges Varemesse  
O'Learys Oslo  
Radisson Blu Plaza Hotel  
Radisson Blu Scandinavia Hotel  
Scandic Hotels  
Shippingklubben  
Thon Hotels

## Industrial Equipment (7)

3M Norge  
Air Products  
Anixter Norge  
ATI Scandinavia  
Bandak  
M-I SWACO Norge  
Norwegian Machinery Dealers Association

## Insurance (6)

Ace European Group  
Aon Grieg  
Chartis Europe  
Marsh  
Mercer  
Willis

## IT/Computer Equipment (20)

CA Norway  
Cisco Systems Norway  
Citrix Systems Norway  
CSC Norge  
Facebook  
Google Norway  
Hewlett-Packard Norge  
IBM  
Intergraph Norge  
Iron Mountain  
Microsoft Norge  
Opera Software  
Oracle

Parker Hannifin  
Premiere Global Services  
Questback  
Recall  
SAS Institute  
Smartcom:tv  
STM Norway

## Legal (13)

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

## Logistics (6)

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

## Management Consulting (7)

Accenture  
BearingPoint  
Business Account Development  
Capgemini Norge  
Innovation Norway  
Resources Global Professionals  
Vistra

## Property/Real Estate (2)

Eiendomsspar  
NAI First Partners

## Shipping (4)

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

## Telecommunications (6)

AT&T Global Network Services  
Norway  
Ericsson  
Motorola  
Telenor  
Trigcom  
Verizon Norway

# Patron Members

## 3M



3M is a diversified technology company with a worldwide presence in a number of markets:

Display and Graphics, Electronics, Electrical, Telecommunication, Health Care, Safety, Security and Protection, Transportation Industry, Manufacturing Industry, inclusive Oil & Gas and Food & Beverage, Office, Home and Leisure. 3M has operations in more than 65 countries and sales in 200 countries. The company employs more than 75,000 people. In Norway, 3M is located at Skjetten and employs 130 people. 3M Norway achieved a total sales revenue of 602,9 million NOK in 2009.

## Abbot Norge



Abbott is a global, broad-based health care company devoted to the

discovery, development, manufacture and marketing of pharmaceuticals and medical products, including nutritionals, devices and diagnostics. The company employs more than 72,000 people and markets its products in more than 130 countries. As the 9th largest pharmaceutical company in the world, the heart of their operation is within pharmaceuticals as well as intravascular intervention, diabetes care, laboratory diagnostics, molecular diagnostics, pediatric and adult nutrition as well as ophthalmology. Abbott Norge AS is a wholly owned subsidiary of Abbott Laboratories and employs 93 people in Norway. In Norway, Abbott is active in the areas of marketing, sales and clinical research of pharmaceuticals, laboratory diagnostics, diabetes care and intravascular intervention. Abbott Norway is a top 10 company on the Great Place to Work survey in Norway.

## AMGEN



Amgen is a leading human therapeutics company in the biotechnology industry.

For over 30 years, the company has tapped the power of scientific discovery and innovation to advance the practice of medicine. Amgen discovers, develops and delivers innovative human therapeutics. A biotechnology pioneer since 1980. Amgen was one of the first companies to realize the new science's promise by bringing novel medicines from lab to manufacturing plant to patient. Amgen medicines help patients around the world, helping millions of people in the fight against cancer, kidney disease, rheumatoid arthritis, bone disease and other serious illnesses. With a broad and deep pipeline of potential new medicines, Amgen continues to be an entrepreneurial, science-driven enterprise dedicated to helping people fight serious illness. Amgen has approximately 17,000 employees worldwide. The headquarters for Amgen is based in Thousand Oaks, California. In Norway there are 27 employees, representing sales, marketing, governmental affairs and medical activities.

## Amway



Amway™ was founded in 1959 and is a leader in the global Direct Selling industry. More than 3.6 million Amway Business Owners distribute high quality, Amway brand products around the world. Today, Amway offers over 500 exclusive products and services, a state-of-the-art global ordering and distribution network and five decades of experience. Amway's extensive product portfolio covers a wide sector of lifestyle needs and has two main focuses: Health and Beauty, which includes all lifestyle solutions for skin care, and every day Consumable Products for the family and home. In 2009, Amway celebrates its 50 year anniversary and in addition Amway Scandinavia celebrates its 10 year anniversary.

## Baxter



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

## Bearing Point



BearingPoint delivers Business Consulting combining both Management & Technology capabilities to serve our clients in commercial, financial and public sectors. BearingPoint focuses on offering its clients the best possible value in terms of tangible, measurable results by leveraging business and technology expertise. Its seamless cross-border approach, entrepreneurial culture, long-standing relationships with reputable organisations, profound industry and functional knowledge as well as solutions customised to clients' specific needs make the company a truly trusted adviser. BearingPoint is a European based company with 3,200 employees in 14 countries that operates with a global reach.

## Burson Marsteller

### Burson Marsteller as

With 93 offices in 57 countries, Burson-Marsteller is present on all continents of the world. The company's approximately 2000 consultants frequently work together on projects. When it is beneficial for the customer, Burson-Marsteller conjoins project-teams across borders or initiates some of its (and the world's) finest experts in consultancy. Burson-Marsteller's primary focus is sharing competency, experience and knowledge which are executed through an extremely extensive, international prize winning intranet. In Norway, there are more than 40 employees at their main office in Oslo.

## Chartis



Chartis is a world leader in insurance, with 90 years of proven experience and customer service. Our fundamental strength lies in our 34,000 employees, who combine global reach with the ability to serve clients in more than 160 countries and jurisdictions. We focus on commercial and personal insurance, with over 500 innovative products and services that are backed by our superior financial strength. As a result, more than 40 million clients around the world rely on us to meet their unique insurance needs.

## Chevron



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

## Cisco Systems Norway



Cisco is the worldwide leader in networking that transforms how people connect, communicate and collaborate. Cisco enables people to make powerful connections-whether in business, education, philanthropy, or creativity. Cisco hardware, software, and service offerings are used to create the Internet solutions that make networks possible providing easy access to information anywhere, at any time. At Cisco, our vision is to change the way people work, live, play and learn.

## Citi Norway



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

## Clear Channel



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

ments on county properties. Such properties can involve advertisements on public restrooms, environmental-friendly bikes, bus shelters, NSB and malls. In 2008, Clear Channel renewed a contract with large mall owners Thon and Amfi. Clear Channel offers digital network in 21 of the largest malls in Norway, and reaches about 1,8 million people per week. The concept is a 3-screens solution, where 3 screens are placed together as one. This gives many opportunities to the creative process. At the national airport, Oslo Gardermoen, Clear Channel offers the same screen concept, in addition to traditional advertising spaces. 20 million people were estimated to have traveled through Gardermoen in 2009.

#### Coca-Cola Enterprises Norge



The Coca-Cola Company (TCCC) is the world's largest manufacturer of non-alcoholic beverages. Worldwide, TCCC has more than 400 different products. The most well-known being: Coca-Cola®, Fanta® and Sprite®, which are the most sold beverages in the world. Coca-Cola Drikker AS (CCD) was established in 1996, and was acquired by Coca-Cola Enterprises in 2010. It is today named Coca-Cola Enterprises Norge AS (CCEN). In Norway, the Coca-Cola product range extends to Chaqwa hot drinks, Burn energy drinks and Bonaqua Silver mineral water in addition to Coca-Cola®, Coca-Cola zero®, Coca-Cola light®, Fanta®, Fanta Free®, Sprite®, Sprite Zero®, Tab X-tra®, Bonaqua®, MER®, Kuli®, Urge® and Powerade®. The main office and soft drink production plant is located in Lørenskog, outside Oslo. The company cooperates with the breweries Hansa Borg, Aass, Mack and Telemark Kildevann, that produces or distribute some of the TCCC products in the different regions of Norway. Approx. 70 % of the soft drink volume is manufactured in Lørenskog, and in 2010 close to 45% of the products sold were sugar free. CCD has approximately 950 employees, and is responsible for the production, distribution and sales in Norway. The brand management and the marketing strategies are managed by the company Coca-Cola Norge AS with nine employees, also based in Lørenskog.

#### ConocoPhillips



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

#### CSC Norge



With more than 95,000 employees worldwide, CSC is a leading global consulting, systems integration and outsourcing company, CSC's mission is to provide customers in industry and government with solutions crafted to meet their strategic goals and enable them to profit from the advanced use of technology. CSC Norge has 350 employees and is one of the largest IT groups in the Nordic countries.

For over 50 years, their experience has guided clients through the maze of constant business and technological change, while maintaining a focus on delivering innovative, practical results.

#### Det Norske Veritas



MANAGING RISK

DNV

DNV is a leading international provider of services for managing risk. It is an international organization with a network of 300 offices spread over all continents in 100 countries. Of 9,000 employees, around 5,000 work at key locations in Europe, approximately 1,200 work in the Americas and over 2,800 employees work in Asia and Australia. Based in Norway, DNV is a truly international company comprised of people from 97 different nations. Some 2,500 employees work in Norway. DNV customers fall within the industries of shipping, oil, gas and processing industry and the public sector.

#### DLA Piper



With 3,500 lawyers located in 30 countries and 69 offices throughout Asia, Europe, the Middle East and the US, the business law firm DLA Piper is positioned to help companies with their legal needs anywhere in the world. We are business lawyers and understanding our clients and their needs drives everything we do. We represent more clients in a broader range of geographies and practice disciplines than virtually any other law firm in the world. Our client commitment is also our brand - everything matters when it comes to the way we serve and interact with our clients. If it matters to them, it matters to us. DLA Piper employs 60 lawyers in Norway from its offices in Oslo.

#### DnB NOR



DnB NOR is Norway's largest financial services group with total combined assets of NOK 2,141 billion. The Group includes strong brands such as DnB NOR, Vital, Nordlandsbanken, Cresco, Postbanken, DnB NOR and Carlson.

#### Norway's leading financial services group.

- More than 2.3 million retail customers
- More than 200,000 corporate customers
- Norway's largest Internet banks, dnbno.no and postbanken.no, with more than 1million users
- Represented in more than 200 locations in Norway
- Offers banking services in grocery shops and post offices throughout Norway
- Norway's largest life and pension insurance company with around 1 million customers
- Norway's most extensive distribution network for financial services
- Norway's largest asset management operation with around 600,000 mutual fund customers in Norway and Sweden
- Norway's largest investment bank
- Norway's leading real estate broker
- 14 057 full-time positions

#### ... and the most international

- Partner for Norwegian companies abroad and for large international companies in Norway

- International network of 13 branches and representative offices
- One of the world's leading shipping banks
- A major international player in the energy sector
- Norway's leading foreign exchange bank

#### Eiendomsspar



EIENDOMSSPAR AS

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

#### Eli Lilly Norge



Eli Lilly and Company (Lilly) was founded in 1876 and is today one of the world's leading pharmaceutical companies. Lilly products treat depression, schizophrenia, attention-deficit hyperactivity disorder, diabetes, cancer, and osteoporosis, among many other conditions. Headquartered in Indianapolis, Indiana, Lilly has operations in 180 countries. The company employs approximately 40,000 people worldwide. Eli Lilly Norge was established in Norway in 1976 and currently has around 40 employees. Its main office is in Oslo. Eli Lilly Norge AS works primarily with marketing of its products, as well as clinical research within its focus areas.

#### ExxonMobil



ExxonMobil is the industry leader in each of its core businesses and related technologies (Exploration & Production, Refining & Marketing, and Chemical) and conducts business in around 200 countries worldwide. ExxonMobil's Norwegian Headquarters is located at Forus outside Stavanger, where all offshore exploration and production activities are coordinated. The company's marketing activities are operated from its Skøyen office in Oslo, while the refinery is located at Slagentangen near Tønsberg. ExxonMobil has a long and proud history in Norway. The company has been present here since 1893, and is today the largest international oil company in Norway with about 10% of the total Norwegian oil and gas production. ExxonMobil has equity in more than 20 oil and gas fields in production, and 50 licenses.

#### First House



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

- Governmental affairs/lobbying

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

#### FMC Technologies

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

#### Gambit Hill & Knowlton

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

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

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

#### GE Healthcare



GE Healthcare provides transformational medical technologies and services that are shaping a new age of patient care. Our expertise in medical imaging and information technologies, medical diagnostics, patient monitoring systems, performance improvement, drug discovery, and biopharmaceutical manufacturing technologies is helping clinicians around the world re-imagine new ways to predict, diagnose, inform, treat and monitor disease, so patients can live their lives to the fullest. GE Healthcare's broad range of products and services enable healthcare providers to better diagnose and treat cancer, heart disease, neurological diseases and other conditions earlier. Our vision for the future is to enable a new "early health" model of care focused on earlier diagnosis, pre-symptomatic disease detection and disease prevention. Headquartered in the United Kingdom, GE Healthcare is a \$17 billion unit of General Electric Company (NYSE: GE). Worldwide, GE Healthcare employs more than 46,000 people committed to serving healthcare professionals and their patients in more than 100 countries.

#### Google Norway



Google opened their Norwegian office in May 2005. Since then most companies operating in the Norwegian marketplace have discovered Google as the world's most effective advertising medium. Every day, billions of queries connect buyers and sellers around the world and the advertisers only pay when someone, who is looking for exactly what they have to sell, click on their ads. Google's mission is "to organize the world's information and make it accessible and useful". Google Norway AS is a subsidiary of Google Inc. and is the workplace of about 0.1% of the 25,000 "Googlers" worldwide.

#### Hurtigruten



Headquartered in Norway - with subsidiaries in the USA, Germany, France, and England - Hurtigruten ASA employs approximately 3,000 people. Hurtigruten's specialty is in tourism and transport operations in Norway and abroad. The company's core business is offering trips along the Norwegian coast as well as Greenland, Antarctica and Spitsbergen. Hurtigruten has a history back to 1893, when founder Richard With started regular routes along the coast of Norway. The first trip was from Trondheim to Hammerfest and then from Bergen to Kirkenes. Soon this voyage was discovered by tourists from all parts of the world. A true authentic experience, with top quality service and the most amazing scenery. Today, Hurtigruten is a renowned international cruise experience and an important part of the infrastructure for a number of communities along the Norwegian coast. Hurtigruten now has 13 ships, of which 11 sail daily between Bergen and Kirkenes with 34 ports of call. Hurtigruten's vision is: Real experiences in unique waters. An active partner with National Geographic and supporting sustainable tourism. Welcome aboard the World's Most Beautiful Voyage!

#### Iron Mountain

**IRON MOUNTAIN** Iron Mountain Incorporated (NYSE:IRM) helps organizations around the world reduce the costs and risks associated with information protection and storage. The company offers comprehensive records management, data protection, and information destruction solutions along with the expertise and experience to address complex information challenges such as rising storage costs, litigation, regulatory compliance and disaster recovery. Founded in 1951, Iron Mountain is a trusted partner to more than 151,000 corporate clients throughout North America, Europe, Latin America and the Pacific Rim. The company has 19,500 employees and more than 1,000 facilities worldwide with revenue of \$3 billion. Its headquarters are in Boston, Massachusetts USA and the Norwegian head offices are located in Stavanger.

#### Janssen-Cilag



Janssen and Cilag joined Johnson & Johnson in 1961 is now a member of the Johnson and Johnson family. The company develops and markets innovative, high-quality pharmaceutical products and services. There is an estimate of 6,000 employees around Europe. In Norway, Janssen-Cilag conducts clinical research, marketing and sales of the company's pharmaceuticals. The main office in Norway is located at Skøyen in Oslo, and there are currently 48 employees in Norway.

#### King Food AS - Burger King Norge



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



### Lockheed Martin Corporation



Headquartered in Bethesda,

Maryland., Lockheed Martin is a global security company that employs about 132,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services.

### Manpower



Manpower Inc. (NYSE: MAN) is a world leader in the employment services industry; creating and delivering services that enable its clients to win in the changing world of work. Founded in 1948, the \$22 billion company offers employers a range of services for the entire employment and business cycle including permanent, temporary and contract recruitment; employee assessment and selection; training; outplacement; outsourcing and consulting. Manpower's worldwide network of 4,400 offices in 82 countries and territories enables the company to meet the needs of its 400,000 clients per year, including small and medium size enterprises in all industry sectors, as well as the world's largest multinational corporations. The focus of Manpower's work is on raising productivity through improved quality, efficiency and cost-reduction across their total workforce, enabling clients to concentrate on their core business activities. Manpower Inc. operates under five brands: Manpower, Manpower Professional, Elan, Jefferson Wells and Right Management.

### Marathon Petroleum Norge



Marathon Oil Corporation is an integrated international energy company engaged in exploration and production of crude oil and natural gas, as well as the domestic refining, marketing and transportation of petroleum products. Marathon is among the leading energy industry players, applying innovative technologies to discover valuable energy resources and deliver the highest quality products to the marketplace. Norway is a strategic and growing core area for Marathon, which complements the company's longstanding operations at Brae in the U.K. sector of the North Sea. Marathon was approved for the company's first operatorship on the Norwegian Continental Shelf in 2002 and today the company operates 8 licenses. Marathon holds a 65 percent interest in the Alvheim field; the company's first operated development in Norway which is estimated to contain resources of approximately 180 mmboe (gross). Alvheim has been developed utilizing a floating production, storage and offloading (FPSO) vessel, with production start-up in 2008. Marathon in Norway employs more than 70 people in Stavanger, Norway.

### Marsh



Marsh AS is a subsidiary of Marsh Inc, the world's leading insurance broker and risk advisor. With 24,000 employees and annual revenues approaching \$5 billion, Marsh serves more clients in more

industries worldwide than any firm in their industry. Marsh works with businesses, public entities, organizations, and private clients in over 100 countries. Marsh sees risk — and its accompanying opportunities — in all its forms. Their experience in helping clients turn risk into competitive advantage is unrivalled. In Norway, Marsh employs 110 people, and cooperates with more than 500 Norwegian and international clients. Marsh is devoted to finding the opportunity in risk. Companies look to Marsh to help them navigate the daunting global risk landscape, seeing risks others don't and unlocking opportunities others can't. Marsh is part of Marsh & McLennan Companies (MMC), a leading global professional services firm with roots dating back to 1871. Today, MMC employs approximately 55,000 employees providing analysis, advice and transactional capabilities to clients in more than 100 countries. The companies of MMC provide solutions in Risk and Insurance Services, Risk Consulting and Technology, Human Resources Consulting, Specialty Consulting and Investments.

### McDonald's Norge



**i'm lovin' it**

McDonald's is the leading global food service retailer with more than 32,000 local restaurants serving more than 62 million customers in 117 countries each day. More than 80% of McDonald's restaurants are owned and operated by independent local men and women. We serve the world some of its favorite foods - world famous McFries, Big Mac, Quarter Pounder and Chicken McNuggets. Our rich history began with our founder, Ray Kroc. The strong foundation that he built continues today with McDonald's vision and the commitment of our talented executives to keep the shine on McDonald's Golden Arches for years to come. McDonald's was established in Norway in the early 80's and the first restaurant was opened in Oslo on November 18, 1983. There are 71 restaurants in Norway and close to 2,200 employees which makes the company one of the largest employers of youth in the country. Our employees also represent over 70 different nations.

### Microsoft



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

### Monster Worldwide



Monster Worldwide is the premier global online employment solution for people seeking jobs and for employers who need great people. Monster has been doing this for over ten years, and expanded from its roots as a "job board" to a global provider of a full array of job seeking, career management, recruitment and talent man-

agement products and services. At the heart of Monster's success and future is innovation: Monster is changing the way people think about work, and helping them actively improve their lives and their workforce performance with new technology, tools and practices.

### MSD Norway



Merck & Co., Inc. is a global research-driven pharmaceutical company established in 1891. Merck discovers, develops, manufactures and markets vaccines, consumer health products, animal health products and medicines to address unmet medical needs. The Company devotes extensive efforts to increase access to medicines through far-reaching programs that not only donate Merck medicines but help deliver them to the people who need them. MSD Norway was established in 1970 and holds 160 employees in its branch in Drammen. MSD Norway is very active with clinical trials in Norway in addition to marketing and sales of innovative medicines.

### Petroleum Geo-Services



Petroleum Geo-Services (PGS) is a leading worldwide geophysical company. PGS provides an extensive range of seismic services and products for the petroleum industry including data acquisition, processing, reservoir analysis and interpretation. The company also possesses the world's most extensive multi-client data library. Formed in 1991, the company today operates 15 marine streamer vessels including 7 vessels of the unique Ramform class. The company also operates between 8 and 12 onshore crews and has 22 data processing centers. Since the start of the company PGS has pioneered the development of multi-streamer marine seismic acquisition, producing increasingly efficient, high-quality 3D seismic data for the industry. The company has also introduced high-density 3D seismic (HD3D) in all environments and developed in-house expertise in geology, geophysics, and reservoir analysis. PGS also provides onshore seismic services where the company has a reputation for using the latest equipment in challenging environments and has an enviable program of sustainable development. The data processing capabilities of PGS have grown substantially and today it is a major player in this high technology industry. With its headquarters in Oslo, Norway, the company has offices in 28 different countries with larger regional offices in London, Houston and Singapore. The company is listed on the Oslo stock exchange. (OSE)

### Pfizer



*Partner for bedre helse*

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

## PricewaterhouseCoopers



PricewaterhouseCoopers (PWC) offer services in various industries within auditing, advising, tax and fees to publicly and privately owned organizations. It is the world's largest network of accountants, advisors and lawyers. PWC employs more than 140,000 people in 149 countries. In Norway, there are about 1,250 employees and partners represented in 18 offices and 10 branches.

## Recall



Recall Incorporated provides solutions to physically and digitally manage critical business documents throughout their lifecycle, while reducing the costs and risks associated with information storage and retrieval. Over 80,000 organizations worldwide rely on Recall to help them reduce storage costs, achieve regulatory compliance, mitigate risks and support disaster recovery. Uniting best practices in document management solutions, data protection, and secure media and document destruction, Recall delivers peace of mind and bottom-line results through Security, Efficiency, Customer Satisfaction, and Sustainability. The company has over 4,500 employees, and operates in 130 markets in 20 countries on 5 continents. Recall's global headquarters are in Atlanta, Georgia, U.S.A. and the Norwegian offices are located near Oslo.

## SAS Institute



SAS Institute is the leader in business analytics software and services. SAS provides business analytics solutions which help you extract the full value of your data, understand the past, monitor the present, and predict outcomes as you move your business ahead. SAS is the world's largest privately held software company with more than 11,000 employees in more than 400 offices spanning the globe. In 2008, SAS continued its unbroken track record of growth and profitability, with global revenues of \$2.26 billion. In Norway, SAS Institute AS has approximately 90 highly skilled employees and contributed to the growth with record results.

## Schlumberger



In 1927, Schlumberger was founded by the two brothers who invented wireline logging as a technique for obtaining downhole data in oil and gas wells. Today, Schlumberger continues to build on the industry's longest track record for providing leading edge E&P technology to develop new advancements from reservoir to surface. Since its founding, the company has consistently invested significant time and money on research and development as a long-term strategy to support and grow our technology leadership. Short-term business cycles do not affect our commitment. With 25 research and engineering facilities worldwide, Schlumberger places strong emphasis on developing innovative technology that adds value for our customers. In 2008, they invested \$818 million in R&D. Reflecting their belief that diversity spurs creativity, collaboration, and understanding of customers'

needs, they employ over 87,000 people of more than 140 nationalities working in approximately 80 countries. Schlumberger's employees are committed to working with their customers to create the highest level of added value. Knowledge communities and special interest groups with their organization enable teamwork and knowledge sharing unencumbered by geographic boundaries.

## Skanska Norway

## SKANSKA

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

## Statoil



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

## Thon Hotels



We know that our guests have different hotel needs on different occasions. This is why we have developed four concepts which will make it easier to choose the right hotel. Budget - Smart and simple, City - Comfort in central locations, Conference - professional conference hotels, Resort - Close to nature. By offering a warm and welcoming atmosphere in the hotel and a high level of service with knowledgeable employees, we give our guests a positive hotel experience every time they stay with us. Thon Hotels is part of the Olav Thon Group and has 53 hotels in Norway and one in Sweden. Additionally, Thon Hotels has four hotels in Brussels and one in Rotterdam.

## Tine



TINE SA is Norway's largest producer, distributor and exporter of dairy products. TINE SA is strongly positioned in the Norwegian consciousness. TINE SA is the sales and marketing organization for Norway's dairy cooperative and is responsible for product development, quality assurance, production and distribution planning, marketing and the export of TINE products. TINE SA is organised as a cooperative owned by 15,084 dairy farmers. Each member is a shareholder in the cooperative to which they deliver 1.4 billion litres of cow's milk and about 19 million litres of goat's milk every year. The Dairy Cooperative is Norway's largest food industry with a total of 5,675 employees and an

annual revenue of 18,9 billion NOK in 2009. In 2011, the TINE dairy cooperative will celebrate its 130th anniversary. The milk is processed into more than 200 product varieties that are found on shop shelves under the TINE trademark.

## Universal Pictures Norway



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

## Verizon Norway



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

## Willis



Willis is a leading global insurance broker, developing and delivering professional insurance, reinsurance, risk management, financial and human resource consulting and actuarial services to corporations, public entities and institutions around the world. Willis has more than 400 offices in nearly 120 countries, with a global team of approximately 20,000 Associates serving clients in some 190 countries.



*The Ekofisk Complex today*

## 40 more years of interaction

Forty years ago, Norway’s first oil production started – from the Ekofisk field. Until now, around 1,790 billion Norwegian kroner worth of value creation has been generated from this and other fields in the Greater Ekofisk Area through interaction. Now we are investing in further development of these fields – and preparing for the next 40 years.

**Looking ahead – and looking northwards. We have ambitions of growing on the Norwegian continental shelf and continuing as a key player.**



Vi feirer 125 år

