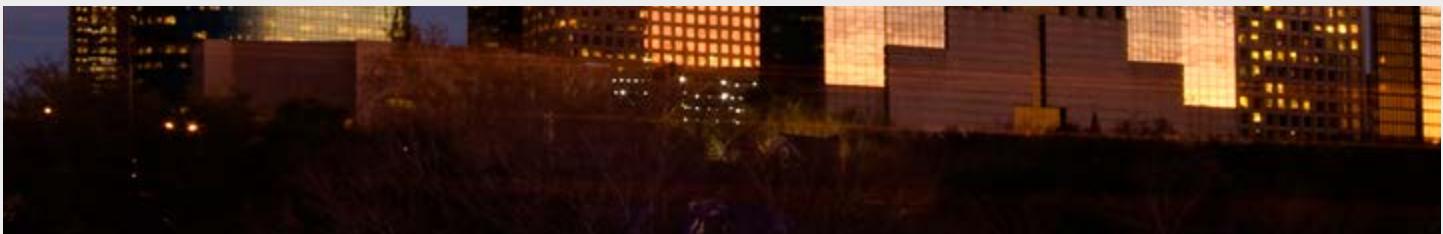


Membership Guide 13-14

DEVELOPING NORWEGIAN-AMERICAN BUSINESS RELATIONS



Uniquely qualified to take on future challenges in the Arctic



With the industry's longest history of Arctic experience, unparalleled capabilities, commitment to the environment and preservation of indigenous lifestyles, ExxonMobil is ready for new challenges in the Arctic.

ExxonMobil
Taking on the world's toughest energy challenges.



Contents

American Chamber of Commerce in Norway



Managing Editor: Tone Nymoen **Layout & Design:** Stian Berger/
Melkeveien Designkontor **Printing:** Rolf Ottesen AS

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

About this year's Membership Guide

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

2006 Energy, 2007-08 Pharmaceutical, 2008-09 IT, 2009-10 Financial, 2010-11 Food & Beverage, 2011-12 Business Services, 2012-2013 Energy, 2013-2014 Defense & Security

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.

Lille Grensen 5 0159 OSLO, Norway
Tel: +47 22 41 50 10 - Fax: +47 22 41 50 11
E-mail: amcham@amcham.no - Web: www.amcham.no
Cover photo: Houston, Texas

US Ambassador to Norway	5
Norwegian Defense Minister	6
Chairman's Letter	7
Dear Members & Friends	8
Who We Are	9
Board of Directors	10
Kidnap for Ransom	12
Swimming Against the Current	14
A Nation of Paradoxes	16
Key Facts & Figures	18
NorwayConnects.org	20
Membership	23
Past Events	29
Patron Members	36

Dear Members

I have had the privilege of serving as the U.S. Ambassador to the Kingdom of Norway since November, 2009. As I look back on my experience in Oslo, I have learned how deep and broad the relationships between the United States and Norway are. It is been my goal to work diligently to maintain and improve upon those relationships. In doing so, our Embassy team has been quite fortunate in having the opportunity to work so closely with the American Chamber of Commerce and its many outstanding members. Here, as in many countries around the world, the American Chamber has established itself as a leading and well respected voice for business. I have placed a great deal of emphasis on what the State Department calls economic statecraft and diplomacy. I am very pleased that the trade between our two countries has been expanding, that the number and variety of opportunities for future cross-investments is increasing, that the number of Norwegian students studying in the U.S. has increased, and that the number of Norwegians visiting the U.S. is at record levels.

My very initial task as Ambassador was to welcome President Obama to Oslo to receive the Nobel Peace Prize on December 10, 2009. It was quite a way to commence my work in Norway. It also demonstrated the very close relationship between our two countries in preserving peace and social stability throughout the world. In a most memorable acceptance speech, President Obama stressed the need to maintain our ability to preserve and protect democracies around the world at the same time that we try to eliminate war and weapons of mass destruction.

This year's Membership Guide of the American Chamber is focused on security and defense issues. These are the very issues that President Obama dwelt on in his acceptance speech. The first thing that any sustainable government must do is assure its citizens that it has adequate defense and protection capabilities to secure the safety and well-being of its citizens. I am pleased to report that the United States and Norway are close partners on security and defense issues. We are founding members of the NATO alliance and share a commitment to extending peace and security in the region and across the world. Our armed forces train together and have operated side by side in places such as Afghanistan, Libya, and the Gulf of Aden. Our governments work together to counter threats to global stability emanating from the proliferation of weapons of mass destruction, terrorists threats, humanitarian crises, and environmental degradation. I have

supported strong partnerships between American and Norwegian defense and security firms to help ensure both of our countries are equipped with the capabilities we need to advance our shared security priorities. Norway is a stalwart ally and a constructive partner, and continuing our cooperation on security and defense issues has been a highlight of my tenure as Ambassador.

As a symbol of our close bilateral relationship and in recognition of our need to provide a safe and secure facility for our Embassy personnel, our guests and neighbors, I was pleased last year to join Fabian Stang, the Mayor of Oslo, in breaking ground on our new Embassy building in Huseby that should be ready for occupancy in the summer of 2015.

I also want to take this opportunity to remind the Members of the American Chamber that our Embassy takes great pride in being available to assist and work with US and Norwegian businesses and to grow and enhance commerce and exchange between the United States and Norway. Please call upon us to assist you in whatever way we can.

Sincerely,



Barry B. White
Ambassador



Defense and security cooperation: a tool for increased security

This Membership Guide dedicated to security and defence issues provides a welcoming opportunity to address the community of the American Chamber of Commerce on some important aspects of particular interest. The key issue I would like to stress in this letter is the need for stronger cooperative measures in addressing a more interconnected world.

Norway considers international cooperation in the field of defence and security to be a prerequisite in attaining stability and greater security. This is a policy line we have been pursuing since the eve of the North Atlantic Treaty and UN Charter. A long lasting close bilateral relationship between Norway and the United States plays a significant part in this regard.

We live in an uncertain and unpredictable world. Several countries in the Middle East and North Africa are facing challenges related to state building, economy, social unrest and national conflict. Terrorism is a threat to citizens across the world. We, who hold responsibilities related to security, are doing our utmost to counter these threats and in our unwavering support of the international community's efforts. Nevertheless, we are sometimes taken by surprise. We need to be prepared for handling unexpected events.

This leads me to my main message here: Cooperation in the field of defence and security is increasingly important. As the challenges of today are becoming exceptionally diverse, all nations need to engage in broad cooperation. We must be able and ready to share awareness of potential threats, to join forces in preventing an emerging situation from escalating into conflict, and ensure our collective ability to handle crises and conflicts when they arise. This was evident in the operation in Libya. It is part of our current experience in Afghanistan. And it will continue to be an important element in future crisis management.

This is exacerbated by the challenging global economic situation. An economic downturn of the current magnitude has effects on nations' budgets. This also includes national defence spending. From a political viewpoint it is a compelling thought to make cuts in the defence sector in favor of more immediate needs. However, in the longer term we must be careful in compromising on defence capabilities that will dilute our ability to prevent and respond to emerging crises and conflicts. As readers will be aware, it takes months to degrade defence capability, while it takes several years to regain losses.

Our concern is that potentially uncoordinated cuts in defence spending in Europe may have long lasting negative effects on our collective contribution to ensuring global peace and security. Hence, I urge the broad business community to join forces in the effort to achieve more cooperation, not less, in these challenging times.

Norway has undertaken a major modernization of the Armed Forces. Also, we have a strong defence budget. This makes Norway an attractive partner to the business community and governments, in military capability development, exercises and training, operations and security policy in general. Norway and the United States have a long history of bilateral cooperation, also in the field of trade and investments in the defence sector. There are a large number of successful defence equipment projects in US-Norwegian relations. They have all contributed in strengthening our air, land or maritime forces.

The defence and homeland security industry in Norway is highly competitive within its niche capabilities, and a number of Norwegian companies have already won contracts and are prepared to continue competing in a variety of areas. For the time being, the most important issue in the bilateral defence cooperation is the procurement of a new generation fighter aircraft. This is a very important investment for our Armed Forces, and the Norwegian government calls for successful industrial cooperation in this program. Norway is already a significant contributor in the F-35 industrial program.

Concluding, allow me to quote former US Secretary of State Hillary Clinton when speaking to the Brookings Institute last year: "If you want to go fast, go alone. If you want to go far, go together." The extensive interaction between Norway and the United States is an important part of Norway's emphasis on international cooperation. Cooperation is the best way to ensure peace and security in an uncertain and challenging world.

Sincerely,



Anne-Grete Strøm-Erichsen
Norwegian Minister of Defense





Dear Fellow Members

Though I have had the honor of serving on the AmCham Board since 2010, it is with a heightened sense of privilege that I address you for the first time as our organization's Chairman. I sincerely appreciate the opportunity to work with Jason, Andrea, Tone and my fellow able members of the Board as we continue to grow and, in so doing, develop Norwegian-US business relationships of all kinds. I would also like to highlight our excellent working relationship with the US Embassy staff and Ambassador Barry White. AmCham members have greatly benefitted from his active involvement and I thank him.

When I had my first contact with AmCham as a newly-minted Country Officer back in 2005, I quickly learned to appreciate Citi's membership in AmCham. Throughout the years I have built and expanded my relationships among members and others, I have attended interesting conferences and I have gotten to know a lot of friendly people! I have also witnessed how AmCham's administration works on real trade and political issues to expand the Norway-US business.

Since then, and based upon years of successful expansion, I have formulated a number of expectations when it comes to AmCham's continued development.

First, I expect that a financial services professional can help develop a non-profit organization. Mine is an industry based upon efficiency, fierce competition and hard choices. AmCham will benefit by expediting initiatives to focus limited resources on what really matters to members.

Next, and regardless of the parliamentary election outcome this autumn, I fully expect AmCham to take a leading role in working with a shuffled group of politicians to ensure that international business issues are given the priority that they deserve. We

should keep in mind that Norway's energy revolution would not have happened without foreign company expertise. Similarly, Norwegian exporters cannot craft their goods and services without internationally competitive operating conditions here at home. And Norway's labor force and tax base would be devastated if international companies curtailed their investment here.

It is also my expectation that AmCham's well-seasoned staff will both strengthen relationships with current pro-business allies and forge new alliances with those less likely to greet our now well-recognized logo with enthusiasm. Non-tabloid, real-world facts are key – and we fully intend to gather and equitably present data to help clarify how international companies, large and small, are outcompeting within innovation, productivity and job creation. In closing, I am humbled to contribute on behalf of the vast breadth and depth of our current membership roster. 230 companies within 21 different industry groups spread across Norway – representing thousands of jobs and billions of dollars of investment – is a far cry from our modest formative years. Though we will not forget past dedication and toil, AmCham's best US-Norway bridge building successes lie ahead. Thank you for your continued support and commitment.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Pål Rokke', enclosed in a faint rectangular border.

Pål Rokke
Chairman

AmCham Norway

Dear Members & Friends

I'd like to take this opportunity to thank you for enabling our continued success! Each day as I ride into the office I think about how we can best serve 230 AmCham member companies of every shape and size, Norwegian and American, located throughout the country. This includes the constant enhancement of our events program, member-to-member facilitation services, and policy initiatives for members.



Jason Turflinger
Managing Director

Industry Responsibility:

Chemicals/Metals,
Defense/Security,
Energy, Engineering/
Construction, Health,
Industrial Equipment,
Insurance, IT/Com-
puter Equipment, Legal

information exchange. At the same time, the definition of "our events" will continue to be blurred as we plug international presenter perspectives into partners' programs.

With yet another 1000-person, media showcased US Election commemoration victory under our belt, our event program will now center on Norway's election and outcome. You will notice this both in the themes of new events as well as the invited specialists that address us during our traditional gatherings. Our events will be ever more varied, concise, and optimized for both interaction and infor-

Event participation aside, we fully realize that *Chamber of Commerce* member companies are here to do business – both with one another and partners across the Atlantic. That is why we spend so much time interacting with member representatives, so we can best promote member-to-member interaction for the sake of expanded business. The better we know your company's needs and challenges, the better we can help connect the dots.

PLEASE NOTE: multinational companies make hefty long-term investments and innovate through technology transfer and R&D collaboration in Norway. Simultaneously, they inject productivity and diversity into the Norwegian labor force. AmCham's job on the advocacy front will be to document and convey these truths for policy makers. Regardless of their party affiliation or bureaucratic seniority, a quick glance at any local news publication proves that we have our work cut out for us.

In parting, I would like to express my sincere congratulations and appreciation for our new and continuing volunteer Board members. With their participation and influence, AmCham's mission to forge Norwegian-American business relations is realized.

Sincerely,

Jason Turflinger
Managing Director



Tone Nymoen
Project & Member
Relations Manager

Industry Responsibility:
Accounting/Financial,
Communication/PR/
Media, Automobile/
Transport, Entertainment
& Lifestyle, Food
& Beverage, Man-
agement Consulting,
Property/Real Estate



Andrea N. Imbsen
Project & Adminis-
tration Manager

Industry Responsibility:
Airline/Travel,
Education/Research,
Human Resources,
Hotel/Restaurant/
Conference, Shipping/
Logistics/Relocation,
Telecommunications



Robbie Peralta
Intern

Internship Program

Our internship position is offered to one student or recent graduate twice a year. Through this volunteer position our interns are an essential part of the AmCham team. They are exposed to high profile international companies in Norway and have the opportunity to network within Norwegian-American businesses. They gain hands-on experience within a growing, international organization during their studies. Our interns are responsible for a range of duties including database maintenance, routine member correspondence, and project and event assistance. If you would like more information about this opportunity, please contact Andrea Imbsen at ani@amcham.no. Our internship application deadlines are April 1st and October 1st. Please indicate why you are interested in the position and what you can bring to the AmCham team.

What We Do

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

AmCham Norway strives to:

- Encourage American Norwegian business relations
- Promote the mutual interest of its members
- Provide social, business and policy forums for its members
- Connect trusted, experienced resources within local markets
- Facilitate networking opportunities between American and Norwegian business leaders
- Act as a host to the international business community in Norway
- Obtain and relay information on protecting businesses

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

Who We Are

Board of Directors

Executive Committee



Mr. Pål Rokke
Chairman
Citi Norway



Ms. Kathryn M. Baker
Director
Reiten & Co



Ms. Siri Børsum
Director
Google



Mr. Nils Arne Grønli
First Vice Chairman
DLA Piper Norway



Mr. Lars Hanseid
Director
3M



Mr. Torfinn Hansen
Director
Pfizer Norway



Ms. Christine Korme
Second Vice Chairman
Microsoft Norge



Ms. Berit L. Henriksen
Director
DNB



Mr. Tim Keane
Director



Mr. Michael Klem
Treasurer



Ms. Kimberly Lein-Mathisen
Director



Mr. Viestarts Rutenbergs
Director
KPMG



Mr. Vidar Keyn
Liaison
US Embassy



Mr. Stein Rømmerud
Director
Coca-Cola Norge



Ms. Meg O'Neill
Director
ExxonMobil Norway



Mr. William R. Taliaferro
Liaison
US Embassy

Committees

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

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

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

- **Automobile**
Tackling the problems faced by American car importers. Works towards different government bodies trying to lessen the impact of new legislative proposals.
- **Board Nomination**
- **Educational Exchange**
Works closely with the American Embassy and other partner organizations to promote international education exchange between Norway and the US.
- **Energy**
- **Fast Moving Consumer Goods - FMCG**
- **Pharmaceutical**
Engaged in ongoing efforts to end pharmaceutical industry property right infringement within 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.
- **IT**
- **US Wine**
Tasked with increasing awareness, availability, and market share of American wines in Norway.

AmCham Norway Committees



Kidnap for Ransom - Secure Your Employees



**Hans Petter
Andresen**
General Manager



“In the early hours of Jan. 16, 2013, a group of Islamist militants linked to Al Qaeda’s North African franchise Al Qaeda in the Islamic Mahgreb (AQIM) hijacked a bus transporting workers from the Tigantourine gas facility, 40 km southwest of In Aménas, Algeria, and close to the Libyan border.

The militants did this with the likely intention of holding the workers for ransom and other concessions. Although the intended outcome ultimately failed, the subsequent, bloody hostage siege that ensued was so shocking and unprecedented, that it has prompted many companies to look more closely at security threats to personnel.” --NYA International

Kidnap for ransom is not a new phenomenon. It is, however, becoming more of an issue for global corporations operating worldwide as increased international travel and overseas operations present opportunities for both criminal gangs and politically motivated groups.

Insurance and Response Consultants

Kidnapping for ransom has some business fundamentals that can be analyzed, understood and managed. In many cases it’s a financial transaction – and from the kidnapers’ perspective there can be fairly high overhead costs, from surveillance of potential targets, holding victims safely and securely, guarding them and communicating with families and other parties. They are usually very keen to negotiate a good return.

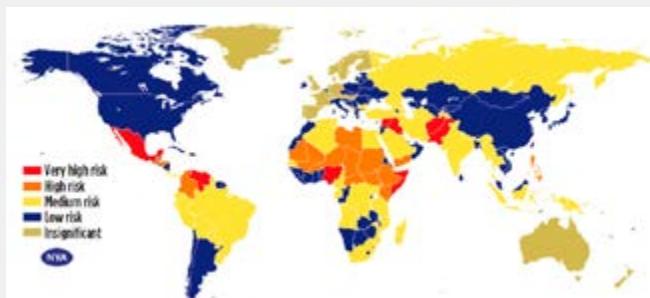
AIG is one of the world’s leading providers of kidnap for ransom insurance, with policies for corporate employee protection or specifically for wealthy or high-profile families. The insurance covers financial losses associated with an incident, and also provides immediate and unlimited access to specialist response consultants, who provide advice to the affected organisation or family, in order to help them manage the incident to a successful conclusion. AIG’s policy provides access to NYA International.

NYA International (NYA), is a world-leading crisis prevention and response consultancy, with over 23 years of experience in helping clients reduce their exposure to – and manage incidents of – kidnap for ransom, abduction, extortion, illegal detention, marine piracy, emergency evacuation and repatriation, malicious product tampering and other international problems and crises.



High-Risk Areas

Kidnapping flourishes where there is widespread poverty and polar disparity of wealth; active criminal and/or terrorist groups; and high levels of corruption and ineffective law enforcement. For criminal and terrorist groups around the world, it is big business. According to the US Under Secretary for Terrorism and Financial Intelligence, David S. Cohen, an estimated \$120 million has been generated by terrorist organizations from ransom payments in the last eight years. Kidnap for Ransom can occur anywhere, but traditional 'high-risk' areas include Latin America, the Caribbean, Africa, the Middle East, parts of India and Pakistan and Central and South East Asia.



Basic personal security guidance for people traveling to or working in high-risk areas

- Be informed and prepared before you travel: understand the risks in the country that you're going to
- Maintain good awareness of your surroundings, be alert at all times
- Keep a low profile, avoid drawing unnecessary attention to yourself
- Maintain good communications: with colleagues, family members and home/host offices
- Use only authorised taxis and take appropriate precautions if driving yourself
- Take care selecting hotels and other accommodation
- Be aware and respectful of any local laws and customs
- Avoid high risk places and situations: i.e. stick to well-lit busy streets, avoid disputes and protests
- Be careful whilst socialising, particularly if drinking alcohol
- Watch out for any common 'scams'
- Be aware of basic deterrent and response techniques for crimes such as mugging or express kidnap
- If your company needs further information regarding security guidance please contact AIG or NYA International.

Sources: NYA International, Tess Baker and Sam Collard. Originally appeared in World Oil@ APRIL 2013 issue, pgs 175-179.

Swimming Against the Current



Stephen Williams

*Lockheed Martin
Senior Director for
Europe/Eurasia*



So focused on the crisis or 'issue du jour,' we sometimes lose perspective. Most of Europe is in an economic downturn, but there is reason for optimism. We are living in a special time, indeed a remarkable time, despite a cloudy outlook and potentially turbulent future.

Several years ago, at the start of the Escape from Alcatraz Triathlon, the boat driver told me to stop in the middle of the swim and gain an appreciation of where I was. Amidst the waves and cross currents, with people kicking the goggles off my face, and with my feet cramping from the frigid water, I stopped in the middle of the San Francisco Bay and realized how beautiful the city, the bridge, and the commotion from all the swimmers looked. It gave me an appreciation of how fortunate I was. I then looked ahead in the distance to where I needed to be to complete the swim, and face a hilly bike course and run. It would be a hard day, but successful because of arduous and disciplined training.

While one's situation varies greatly depending on where you stand (or swim!), be it Norway, Germany, or Greece, we are better off than at almost any time in history.

The Russians still play games, albeit serious ones, in the Arctic. Earlier this year against Sweden, Danish F-16s quickly responded to aggressive Russian aerial formations. But today Russians are also seen at the table discussing regional security issues and more often with us. Who would trade what we have today for the standoff of the Cold War?

The US has significantly decreased its military presence in Europe, but only because Europe is freer and more secure. Threats to global security are far more prevalent outside of Europe. Facing those threats is most often now a joint effort, with the US and



Europe combining their economic, political, diplomatic, and military resources. And when Europe collectively or as individual nation-states needs or wants to act alone, it does have capabilities. We have learned that working together as allies in peacetime is the best measure for securing that peace. As we move to a next generation of threats, technology, and capabilities, it behooves us to continue the affordable and interoperable partnerships so well-proven in the past. Sustaining those partnerships makes sense politically and for maintaining our open and integrated transatlantic defense industrial base.

Libya operations were a European-led NATO engagement. The military museum in Oslo has an exceptional display of Norwegian F-16 fighters operating, patrolling, and conducting aerial refueling over Libya, together with their Danish and Belgian counterparts. The Norwegian aircraft flew with a gathered F-16 fleet, from The Netherlands to the UAE, and formed the core Alliance capability for air-to-ground mission engagement. Who would return to times when we lacked common resolve and a commonality of armaments? Who would propose a different model for the future?

As we pause to see that our world is in a special time in history, it is also with the understanding that we are just at the beginning of a long race, one with challenges to our collective security and way of life. I am confident that we will prevail as long as we endeavor to partner and protect our alliances.

For that race in the frigid waters in the San Francisco bay, I should note that I wore a wetsuit. Given my decades of experience working with hardy and dependable Norwegians, I assume those few not wearing wetsuits were probably Norwegians....and finishing well ahead of me. But not only as formidable competitors and allies, Norwegians are also known to be the first to offer help and the ones to play by the rules. It is another reason I am optimistic, as I cannot foresee a day without Norway and Norwegians on the team, either as allies or industrial teammates.



A Nation of Paradoxes



**Atle Myre &
Stein Jacob
Frisch**
FRISCH AS



Welcome to Norway. The country that sends soldiers to war and then criticizes them publicly for foul language and displaying a “warrior culture.” The country that prides itself on its diplomatic peace efforts while at the same time exporting some of the world’s most efficient weapons systems and advanced ammunition. The country that spends its oil fortune buying entire shopping streets in London and Paris, but wrinkles its nose when a US company wants to buy a Norwegian chocolate factory.

We understand that outsiders may be confused when confronted with the workings of Norwegian business and political life. Still, there is logic underneath the schizophrenic surface.

As a nation, Norway is of the conflict-averse kind. But unlike the conflict-averse Swedes, we do not believe in neutrality. We have strong opinions but have learned that for a small country on the edge of Europe it is safer to keep our heads low and our biases to ourselves.

Norway is the small and bright kid in the school yard. Irritatingly self-righteous and politically correct but also a good friend in need that is pragmatic when it counts. Especially if nobody is watching.

Norway’s great friend and ally in the global school yard is the United States of America. Norway is an Atlantic nation more than we are part of Europe. The relationship was cemented by the Norwegian Labor governments after WW2 and grew stronger throughout the Cold War. Close cooperation during the Balkan Wars in the nineties and more recently in Iraq and Afghanistan has forged the alliance.

Because the relationship is so close, Norway is wary of any public display of affection. Kisses on the cheek would annoy other allies, especially countries such as France, Germany and Sweden. So US politicians, defense contractors and other businesses dealing with Norway should rest assured. The occasional cold shoulder is a public display of independence, not lack of affection.

More than 4.5 million US citizens have Norwegian ancestors. That is just short of the current population of Norway itself. The thousands of Norwegians that left to live the American dream in the late 19th and early 20th century were the most adventurous and outgoing of us. Those of us who stayed behind were the shy and introvert cousins that refused to give up growing potatoes in high altitudes.



The paradoxes outlined above make sense when you consider our history and self-image. Norwegians would like to make a difference without stepping on peoples' toes. Therefore, when giving advice to US companies in Norway in the areas of communication and crisis management, we begin with the following rules of engagement:

1) Get involved in politics. Nearly every version of US corporate guidelines we have seen has a paragraph instructing employees to stay away from local politics. In a number of countries this is sound advice, but not so in Norway. The Norwegian public sector spending constitutes 46 per cent of GDP. The Norwegian government owns shares quoted on the Oslo Stock Exchange corresponding to 33 per cent of the market value. In Norway business is politics. If you plan to establish yourself in the Norwegian market one of the first things you should do is to invite yourself to meetings with the leading parliamentary politicians covering your sector. This will give you an opportunity to present your company, but you will also get important information and advice that will help you succeed.

2) Respect the trade unions. Norwegian trade unions are significant influencers in Norwegian politics, also on the rare occasions when the Labor party is not in office. The unions have gained their power by being constructive, pragmatic and very seldom fanatic. Corporate nonunion clauses can get your business into serious trouble. One US industrial corporation tried to enforce such a clause against two employees a few years ago against our advice. It took six months before they had to give in, after

The Norwegian Confederation of Trade Unions (LO-Norway) had raised the issue in national media. Had they instead entered into a constructive dialogue with the local union, they would have avoided public national embarrassment. They might even have discovered that the union gladly would have assisted in growing their business.

3) Get close. Another paradox is that while Norwegians pride themselves on being open, we are really both private and shy. Hence, you should spend time getting to know your business partners personally and be prepared that it may take some time. In Norway, trust is won by showing personal interest, not by corporate professionalism alone.



Key Facts & Figures

Investment

The investment balance favors Norway, with US direct investment totaling \$28.5 billion in 2011 versus \$18.1 billion of Norwegian direct investment in the US. The employment balance favors Norway, with US foreign affiliates employing over 39,000 Norwegian workers according to 2011 estimates.

Norway - U.S. Global Linkages, 2011** (\$ billions)		
	U.S. in Norway	Norway in U.S.
Foreign Direct Investment*	28.5	18.1
Total Assets of Affiliates	115.9	36.8
Foreign Affiliate Sales	52.4	14.2
Value Added of Affiliates	28.4	1.3
Affiliate Employees	39,372	6,767

* Based on a historic-cost basis.
 **Assets, sales, value added and employees data are estimates. All data are for majority-owned bank and nonbank affiliates.

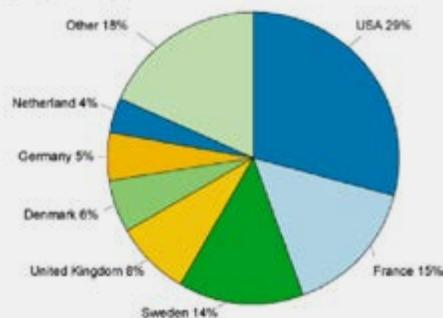
Share of total foreign-controlled enterprises

A total of 2.3 per cent of all enterprises in Norway were foreign controlled. Of large enterprises (i.e. 100 employees or more) 40 per cent were foreign controlled. When measured by value added, the US is the largest ownership country with a share of 29 per cent.

In 2010, value added for foreign-controlled enterprises totaled NOK 364 billion. Oil and gas extraction accounted for 43 per cent, manufacturing and trade in goods accounted for 16 and 14 per cent respectively. About 4 out of 10 large enterprises were foreign controlled. These

large foreign-controlled enterprises amounted to 13 per cent of the total value added in Norway for 2010. Measured by value added, the USA is the largest ownership country with a share of 29 per cent, followed by France with 16 per cent and Sweden with 14 per cent. The USA was the single most important country, accounting for 28 per cent of the value added. France contributed with 16 per cent, followed by Sweden. This equals about 25 per cent of total value added in Norway and is an increase of 0.5 percentage points from 2008, but a decrease of 2.0 percentage points from 2007 and 2008.

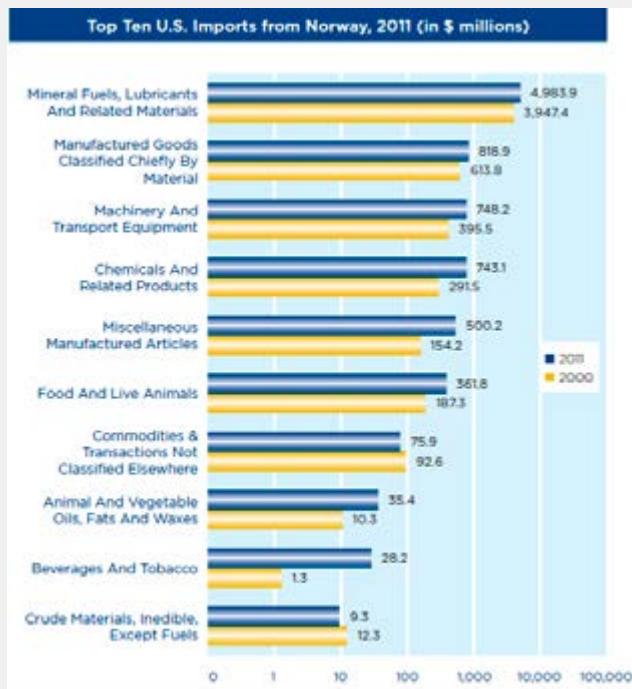
Share of total foreign-controlled enterprises, breakdown by country origin in per centage



Trade

Norwegian exports to the US totaled \$9.0 billion in 2011, and were skewed toward mineral fuels (i.e. petroleum products). The US accounted for just 5.6% of total Norwegian exports, but over 29% after accounting for Norwegian trade with the EU. Norwegian imports from the US totaled \$4.9 billion—that equates to 5.4% of total Norwegian imports or 14.6% excluding Norway's trade with the EU.

Top Ten US Imports



2012 US trade in goods with Norway

Month	Exports	Imports	Balance
January 2012	344.0	452.6	-108.6
February 2012	203.0	705.2	-502.2
March 2012	398.2	742.5	-344.3
April 2012	214.0	463.7	-249.6
May 2012	273.2	742.2	-469.0
June 2012	322.2	529.6	-207.4
July 2012	278.0	439.0	-161.0

August 2012	288.4	544.0	-255.6
September 2012	333.7	510.0	-176.2
October 2012	332.7	452.6	-119.8
November 2012	226.3	590.4	-364.1
December 2012	294.2	368.5	-74.2
TOTAL 2012	3,508.0	6,540.1	

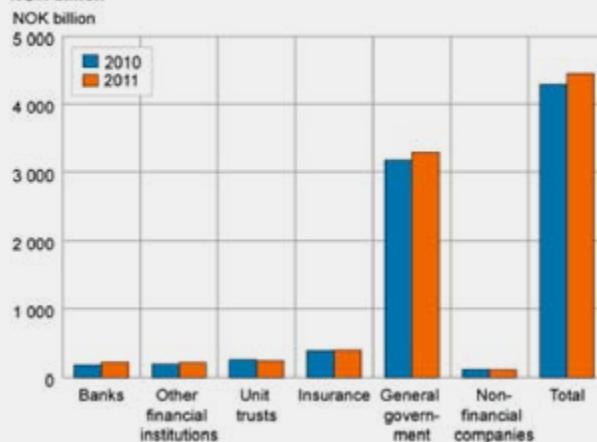
NOTE: All figures are in millions of US dollars on a nominal basis, not seasonally adjusted unless otherwise specified. Details may not equal totals due to rounding. Source: <http://www.census.gov/foreign-trade/balance/c4039.html>

Norway - US Global Linkages, 2011 (\$ billions)

Source: Bureau of Economic Analysis; International Monetary Fund; Office of Trade and Industry Information

Portfolio investment

Portfolio investment abroad by sector. End of year 2010 and 2011. NOK billion



Norway's portfolio investment abroad was NOK 4 447 billion at the end of 2011, of which 54 per cent was in equity securities and 46 per cent was in bonds. The USA was the largest single country in Norway's portfolio investment. NOK 1 085 billion was invested, of which NOK 438 billion was in bonds. Corresponding data for 2010 show NOK 407 billion in American bonds.



Eivind Heiberg
CEO, Sons of Norway



In the interest of strengthening existing ties and building new bridges of collaboration between Norway and North America, Sons of Norway is proud to announce it has developed a new online resource for students, educators, and professionals, called NorwayConnects.org. This new website, which launched in January, brings together different communities for the mutual benefit of furthering academic discussion, increasing innovation in industry and encouraging international exchange.

innovation in industry and encouraging international exchange.

To make this new site as useful as possible, it was built to include seven core areas of resources, including scholarships, educational opportunities, jobs, events, volunteerism, financial literacy and culture. Each section provides visitors with a variety of useful tools and resources for success.

Scholarship and Educational Opportunities

We understand that choosing a college and then figuring out how to pay for it can be two of the largest challenges a young adults face today. To make the process easier, NorwayConnects.org offers a portal where schools and foundations can post scholarship opportunities which students from all backgrounds can search and submit applications. In addition, the site highlights a variety of educational institutions that offer Scandinavian studies programs as well as international exchange programs offered throughout Norway.

Employment Information and Opportunities

NorwayConnects.org also offers resources to a variety of audiences in its jobs section. For businesses, the website is a great platform for promotion and offers a free job board, where employment opportunities can be posted at no cost and HR professionals can search for talented and highly qualified candidates. For current students and recent graduates, there are a variety of informative articles and helpful resources created expressly for the purpose of to helping obtain that first job out of college. The articles range in topic from internship advice to how-to articles on resume writing and developing interviewing skills. What's more, the site offers resources that allow young people to post their résumés and highlight their background and expertise for potential employers.

Financial Literacy

In recent years there's been a very clear message that few of today's young people have been equipped with the necessary



financial literacy necessary for building a sound foundation for a successful future. To address this, NorwayConnects.org offers a series of articles that teach young adults about a variety of financial topics, from tips for renting your first apartment to the importance of life insurance.

Events and Volunteerism

NorwayConnects.org recognizes the importance of social and volunteer events for young people. Because engagement through community service is something many young people are looking for, we've developed sections where users can post and view opportunities and make a positive impact in their community.

Culture

In order to strengthen ties between Norway and North America, NorwayConnects.org is developing content for the express purpose of educating our audiences about Norway and celebrating its historic and modern culture. To that end the site offers an inside look at the arts, industries, customs and people of Norway.

About Sons of Norway

Sons of Norway is a Minneapolis, MN based fraternal life insurance company that was founded in 1895 by 18 Norwegian immigrants who sought to protect members and their families from the financial hardships experienced during times of tragedy or loss. Today Sons of Norway is a \$339 million Fraternal Life Insurance Company that reinvests profits back into the communities it serves, rather than Wall Street investors. In doing so, it has created a lasting effect on its 60,000 members in nearly 400 communities throughout North America and Norway by creating international exchange and philanthropic opportunities and offering heritage and culture-related community service projects.

To learn more about this new web portal and start engaging passionate students and young professionals today, visit www.NorwayConnects.org



Be well. A promise made to the world.

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

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



Visit our
homepage
www.msd.no

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



Membership

Who Can Join?

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

Why Join?

AmCham is about deriving the maximum value and getting the most out of your companies' commitment to doing business in Norway. AmCham offers extensive and credible connections in the political and business arenas. You can use this network to connect, communicate and stay on top of specific

issues that impact your business - and to be heard on those issues. AmCham's strong international company base broadens the business community's perspectives, interests and actions. Through AmCham, companies work together to make a difference across borders and sectors.

PATRON	CORPORATE
Unlimited executive-level company representatives within AmCham mailing list	Up to three executive-level company representatives within AmCham mailing list
Invitation to all AmCham events – including special Patron-level gatherings	Invitation to standard and, when possible, special AmCham events
Priority treatment of requests for assistance and information	Corporate profiling
Regular profiling of company within AmCham publications	Company listing in annual Membership Guide
Corporate profiling on AmCham website (<i>logo & operations description</i>)	Facilitation of printed member-to-member mass communications (one time per year)
Guidance of AmCham event and advocacy initiatives	Access to AmCham lists and information
Facilitation of member-to-member mass communications up to four times per year (<i>printed materials only</i>)	
Unrestricted access to continually updated AmCham member and <i>US Company</i> lists	
Unrestricted use of AmCham's downtown Oslo conference room with access to video conferencing	

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

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



Experience once in-a-lifetime excursions



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



HURTIGRUTEN

AmCham Membership

Patron Members

3M Norge
Abbott Norge
Abbvie
AIG Europe Limited
Alcoa
Amgen
Amway
Atrium | CBRE
Baxter
Burson-Marsteller
Carlson Rezidor Hotel Group
Chevron Norge
Cisco Systems Norge
Citi Norway
Clear Channel
Coca-Cola Enterprises Norge
ConocoPhillips Norge
Det Norske Veritas
DLA Piper
DNB
Eiendomsspar
Eli Lilly Norge
ExxonMobil
First House
FMC Technologies
Gambit Hill + Knowlton Strategies
GE Healthcare
GE Oil & Gas
Google Norway
Hurtigruten
IBM
Iron Mountain
Janssen Pharmaceutical
King Food – Burger King Norge
KPMG
Lockheed Martin
Manpower
Marathon Oil Norge
Mars Norge
McDonald's Norge
Microsoft Norge
Monster Worldwide
MSD Norge
Northrop Grumman Corp.
Petroleum Geo-Services

Pfizer Norway
PricewaterhouseCoopers
RCL Cruises
SAS Institute
Schlumberger
SEB
Skanska Norway
Software Innovation
Statoil
TGI Friday's/American Bistro Scandinavia
Thon Hotels
Tine

Corporate Members

Accenture
 Accurate Equity
 Ace European Group
 Adams Express
 Advokatfirma Flod
 Advokatfirma Selmer
 Advokatfirmaet Simonsen Vogt Wiig
 Advokatfirma Steenstrup Stordrange
 Advokatfirmaet Tødtal
 Agrinos
 Air Products
 Aker
 American Car Club of Norway
 American College of Norway
 American Express Company
 Anacott Steel
 Aon Norway
 Arcus
 Arntzen de Beche Advokatfirma
 Ask Mr. Cruise
 ATI Scandinavia
 AWilhelmsen Management
 Bain & Company
 Basefarm
 Berlitz Language Services
 BearingPoint
 Best Company
 Best Western International
 BI Norwegian Business School
 Bionor Pharma
 Bisnode D&B Norway

Bristol-Meyers Squibb
 BSFA
 Bull & Co. Advokatfirma
 CA Norway
 Capgemini Norge
 Cecilie Melli / C Shop
 Citrix Systems Norway
 Clarion Hotel Royal Christiania
 Cognizant
 Comet Consular Services
 Concept Communication
 Concha y Toro
 Concierge Masters
 Connectum Capital Management
 CorpNordic
 CSC Norge
 Cytec
 Deloitte Advokatfirma
 Doorway to Norway
 Drew Marine International
 DuPont Norge
 Easymeeting.net
 Eiker Motorshop
 Eimskip - CTG
 Elmatica
 Engelstad
 F&B Kommunikasjon
 Facebook
 Fondberg
 Frank Gronsvund Agentur
 Frisch
 Føyen Advokatfirma
 GE Healthcare Technologies
 GE Money Bank
 Geelmuyden.Kiese
 Global Blue
 Grand Hotel
 Halliburton
 Hard Rock Cafe Oslo
 Haugen-Gruppen
 Helly Hansen
 Hess Norge
 Hewlett-Packard Norge
 Honeywell
 Hotel Continental
 Höegh Autoliners
 Ibas
 Icelandair
 Innovation Norway
 Intergraph Norge
 InterimLeder
 International Corporate Art
 International Herald Tribune
 J.P. Morgan Europe, Oslo Branch
 Jotun
 Kelly Services
 Kilroy Norway
 Kongsberg Defence & Aerospace
 Korn/Ferry International
 Kreab Gavin Anderson
 Kvale & Co. Advokatfirma
 Leadership Foundation
 Life Technologies
 Lillestrøm Amerikansk Fotballklubb
 Lingu Nordic
 Lockton Companies
 Lærdal Medical
 Marsh
 Mercer
 Mobikinesis
 Mondelez International
 Moods of Norway
 Moota Telecom
 Motorola Solutions Norway
 MoVa
 NAI First Partners
 Neo Group
 Nordic American Group
 Norges Varemesse
 Norway Communicates
 Norwegian Machinery Dealers Association
 Norwegian Ship Owners' Association
 O'Learys Oslo
 Opel Norge
 Opera Software
 Oracle
 Our Amazing Norway
 Parker Hannifin
 PepsiCo Nordic Norway
 Philip Morris Norway
 Polaris Norway
 Preferred Global Health
 Premiere Global Services
 Pulse Communication
 Recall

Members by Industry

Regus Business Center Norge
 Reiten & Co.
 Resources Global Professionals
 Rob.Arnesen
 Rock'n Roll Marathon
 Competitor Group
 RSA/Jeep
 Ræder Advokatfirma
 Scandic Hotels
 Shippingklubben
 Sonitor
 SONOR
 SPX Flow Technology Norway
 Strøm
 STM Norway
 Subsea 7
 Symposium Wines
 Team Allied/ Majortrans
 Telenor
 Thin Film Electronics
 Torres & Partners Norway
 Total E&P Norge
 Treasury Wine Estate
 Trigcom
 Turner Broadcasting Systems
 Nordic
 Umoe Mandal
 Unilever
 United
 United Media Group
 USA Spesialisten/World Tours
 Grupperespecialisten
 UPS of Norway
 Verdane Capital Advisors
 Via Egencia
 Visumservice
 Warner Bros. Entertainment
 Norge
 Wikborg Rein
 Winetailor
 Wunderlich Securities

Accounting/Financial (17)

Accurate Equity
 American Express Company
 Bisnode D&B Norway
 BSFA
 Citi Norway
 Connectum Capital Management
 DNB
 GE Money Bank
 Global Blue
 J.P. Morgan Europe, Oslo
 Branch
 KPMG
 PricewaterhouseCoopers
 Reiten & Co.
 SEB
 Verdane Capital Advisors
 Wunderlich Securities

Communication/PR/Media (13)

Burson-Marsteller
 Clear Channel
 F&B Kommunikasjon
 First House
 Frisch
 Gambit Hill + Knowlton
 Strategies
 Geelmuyden.Kiese
 International Herald Tribune
 Kreab Gavin Andersen
 Mobikinesis
 Norway Communicates
 Our Amazing Norway
 Pulse Communication

Airline/Travel (8)

Ask Mr. Cruise
 Concierge Masters
 Hurtigruten
 Icelandair
 RCL Cruises
 United
 USA Spesialisten/ World Tours
 Grupperespecialisten
 Via Egencia

Automobile/Transport (5)

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

Chemicals/Metals (5)

Agrinos
 Alcoa
 Cytec
 DuPont Norge
 Jotun

Defense/Security (4)

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

Education/Research (7)

American College of Norway
 Berlitz Language Services
 BI Norwegian Business School
 Kilroy Norway
 Lillestrøm Amerikansk
 Fotballklubb
 Lingu Nordic
 SONOR

Energy (13)

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

Engineering/Construction (6)

Aker
 Elmatica
 Honeywell
 Skanska Norway
 Subsea 7
 Umoe Mandal

Entertainment & Lifestyle (12)

Best Company
 Cecilie Melli / C Shop
 Concept Communication
 Helly Hansen
 International Corporate Art
 Moods of Norway
 Rob.Arnesen
 Rock'n Roll Marathon/
 Competitor Group
 Turner Broadcasting Systems
 Nordic
 United Media Group
 Warner Bros.
 Entertainment Norge

Food & Beverage (20)

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

Health (17)

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

Hotel/Restaurant/Conference (13)

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

Human Resources (6)

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

Industrial Equipment (5)

3M Norge
 Air Products
 ATI Scandinavia

Norwegian Machinery Dealers
 Association
 SPX Flow Technology Norway

Insurance (6)

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

IT/Computer Equipment (25)

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

Legal (12)

Advokatfirmaet Flod
 Advokatfirma Selmer
 Advokatfirmaet Simonsen Vogt
 Wiig
 Advokatfirma Steenstrup
 Stordrange
 Advokatfirmaet Tøtdal
 Arntzen de Beche Advokatfirma

Bull & Co. Advokatfirma
 Deloitte Advokatfirma
 DLA Piper
 Kvale & Co. Advokatfirma
 Ræder Advokatfirma
 Wikborg Rein

Management Consulting (8)

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

Property/Real Estate (3)

Atrium | CBRE
 Eiendomsspar
 NAI First Partners

Shipping/Logistics/Relocation (12)

Adams Express
 AWilhelmsen Management
 Comet Consular Services
 Det Norske Veritas
 Doorway to Norway
 Drew Marine International
 Eimskip - CTG
 Höegh Autoliners
 Norwegian Ship Owners'
 Association
 Team Allied/ Majortrans
 UPS of Norway
 Visumservice

Telecommunications (4)

Motorola Solutions Norway
 Moota Telecom
 Telenor
 Trigcom



Two more reasons to trust us

After being trusted for 115 years in Oslo, we have expanded to include Bergen and Stavanger. Taking care of your relocation needs both across town, and across the globe is our profession. Let us go to work for you.

Adams
express

Phone: (+47) 23 01 14 50 - www.adamsexpress.no - oslo@adamsexpress.no - bergen@adamsexpress.no - stavanger@adamsexpress.no

Past Events (selected)

AmCham Golf Tournament

August 2012

Haga Golf, Oslo



The greens had been freshly cut, tee's were set in place and golf clubs were laid out in preparation for the 12th Annual AmCham Golf Tournament. The event was held at Haga Golf Club, located just west of Oslo. The picturesque layout of Haga proved once again to be a great location for the event.

23 teams prepared for the daylong event with a light breakfast and warming up on the course's driving range before heading out for the 10:00 shotgun start. After a great day of friendly competition, the golfers gathered at the golf club's restaurant for a barbecue buffet and to hear the results of the day's Texas scramble.

Breakfast Briefing: Business Opportunities in the US Gulf of Mexico

August 2012

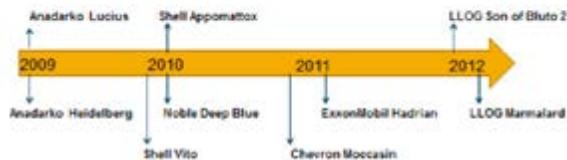
ONS, Stavanger



US Ambassador White, FMC Vice President Robert Potter and Statoil US Offshore Vice President Jason Nye candidly examined US GoM business opportunities for small and medium sized companies serving the energy industry.

Discoveries

- GOM has had numerous large discoveries in the last 3 years



Stavanger's biennial oil convention ONS was a huge success, with a record breaking 60,000 people attending. Ambassador Barry White hosted a reception at the Houston stand on Tuesday, August 28th, kicking off a hectic week.

American food and drink were well-represented at the Houston stand. Craig Whitson and his crew served chili con carne, burgers and of course their signature barbecued pork. In addition to beer from Texas, American wines from Ravenswood and Mondavi's Woodbridge series were served.



Ambassador's Reception

September 2012

US Ambassador's Residence, Villa Otium, Oslo



The Ambassador of the United States Barry White and Mrs. Eleanor White opened their home to current AmCham members for the 2012 Ambassador's reception. The event provided an opportunity for the ambassador and AmCham to present bilateral issues of importance between the United States and Norway.

US Election Night in Norway

November 2012

Grand Hotel, Oslo



"A fitting celebration of the US political process." That was the stated goal when planning for this autumn's big 1000-person event at Grand Hotel commenced in February. Along with the US Embassy, Democrats and Republicans Abroad, AmCham set out again to improve upon our successful and novel all-under-one-roof US election events of '04 and '08. Based upon glowing attendee and partner feedback – and massive media coverage – the mission was decidedly accomplished.

Election Night guests are a unique lot. They are typically deeply engaged in politics, often have an international background (surprisingly, only about 20% are American) and are not afraid to lose some sleep. As the US polls do not begin closing until midnight Oslo time, the first part of the evening is dedicated to interaction and entertainment.

Leading representatives of political parties KrF, Høyre, Labor, FrP, Venstre and Senter, media outlets including NRK TV & radio, TV2, TV8, Aftenposten, Stavanger Aftenblad, P4, VG, Dagbladet, Vårt Land, the team from Gambit Hill & Knowlton Strategies and hundreds of guests of the four event hosts saw to the *interaction* bit. Fun and *entertainment* was brought to us by gifted jazz duet Tricia Boutté & Trude Kristin Klæboe, Norwegian rock/opera legends Åge Sten Nilsen & Benedicte Adrian, soul artist Byron Williams Jr., candidate *Knut-Kåre Kristoffersen* as played by comedian David Chocron, and blossoming R&B group Kenya & Nemor.

As election results started trickling in, education and information took over as themes. Dr. Randall Stephens, Monticello Society representatives and, most importantly, CNN were critical in our minute-by-minute understanding of voting events across the US. At 05:20 local time, with hundreds of die-hard election aficionados still in attendance, CNN's John King announced that it was "time to warm up the fat lady."

Breakfast for those remaining – and returning, well-rested, event partners – began immediately after newly reelected President Obama's triumphant speech. Lisa Cooper of Democrats Abroad, Ken Burton of Republicans Abroad, US Ambassador Barry B. White and Erna Solberg of Høyre all provided distinctive insight into what had only just transpired.

In addition to those mentioned above, AmCham would like to sincerely thank ALL event partners for their support both on and behind the scenes, including financially and/or logistically. Many are represented by the accompanying logos. Many others must be content in knowing that they contributed to the most extensive event AmCham has put on in our 54-year history. Congratulations to President Obama and congratulations to you, our members, for making this fitting tribute possible!



AmCham Thanksgiving Charity Dinner

November 2012

Akershus festning, Oslo



The annual AmCham Thanksgiving Dinner gathered over 140 members and guests to Akerhus Festning's historic Artillery Loft. Within the old stone walls, tables were decorated with cornucopias of pumpkins, vegetables and fall fittings creating an authentic Thanksgiving atmosphere.

Dinner included gracious speeches by the US Embassy's new Deputy Chief of Mission, Ms. Julie Furuta-Toy, and Member of Parliament Ketil Solvik-Olsen. Entertainment for the evening was provided by Alexx Alexander, an illusionist who wowed the members and guests.

Throughout the dinner members and guests had the opportunity to support Norges Kreftforeningen by purchasing raffle tickets. AmCham is proud to announce that the raffle raised a record NOK 50 000,- in support of Norges Kreftforeningen!

GAMBIT
HILL+KNOWLTON
STRATEGIES

WASHINGTON SEMINAR RET®
Behind the Scenes...on the World



Coca-Cola

Amway

CLEARCHANNEL
OUTDOOR

ca
technologies



Pfizer
Partner for bedre helse

Google



FIRST HOUSE
STRATEGY & EXECUTION THROUGH INFLUENCE

IRON MOUNTAIN

AmCham Black'n Red Christmas Party

December 2012

Grand Hotel, Oslo



As the holiday season approaches AmCham held its annual Christmas party on the top floor of the Grand Hotel, in the Etoile bar. Upon arrival members and guests were served Ravenswood red wine, which was complimentary throughout the night. Grand Hotel provided a large American style buffet. Everything from mini hamburgers, and chicken wraps to mini cupcakes with the Ravenswood logo were served. Accompanying the buffet, Craig Whitson informed member and guests about the American grilling and wine culture.



Business After-Hours

January 2013

MS Midnatsol (Oslo Harbor)



Together with the British Norwegian Chamber of Commerce, AmCham members enjoyed an insightful and thought provoking after-work gathering aboard Hurtigruten's ship MS Midnatsol. Guests were greeted by Hurtigruten VP of International Sales, Hans Rood, who gave a short presentation of a historic company that can boast 120 years of coastal voyages. He was followed by event sponsor and LinguNordic Sales & Marketing Manager Matt Classen.

The highlighted speaker of the evening was the engaging Mr. Frank Wedde, co-founder and CEO of Memolife, who addressed practical techniques to improve memory and other interesting "brain facts." Memolife offers scientific digital games for mental training, mnemonics and language learning.

After the presentations the guests were guided to the ship's Panorama Bar for refreshments and exchange.



Partner Event: Study in the USA – An evening of Inspiration

February 2013

Kilroy, Oslo

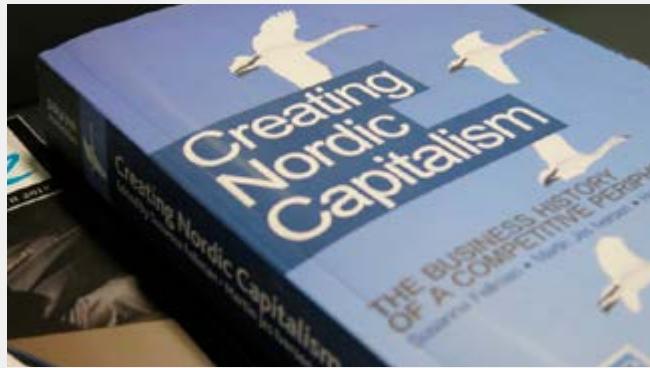


As promoting educational exchange between the US and Norway remains an important AmCham objective members Kilroy Norway hosted An Evening of Inspiration to inform students and their parents about educational opportunities across the Atlantic. Counselors and representatives from American schools shed light on the benefits of a US education and provided practical information on application and financing processes. Drawing upon their own rewarding university experience in the US, Schlumberger's Managing Director Morten Jensen and his colleague, Nils Kjetil Vestmoen Nilsen both University of California graduates advised on the importance of finding the right school for future career ambitions.

Business After-Hours: Transatlantic Challenges & Opportunities

March 2013

BI Norwegian Business School, Oslo



AmCham and BI Norwegian Business School welcomed members, BI alumni and guests to a Business After-Hours event discussing transatlantic challenges and opportunities of the US-EU Free Trade Agreement with Dr. Daniel Hamilton, the Executive Director of John Hopkins University's Center for Transatlantic Relations. The US-EU Free Trade Agreement aims to develop bilateral trade and investment between the two largest economies in the world, the US and EU.

Dr. Hamilton also reflected on the implications this agreement would have on Norway and the rest of Europe. "Through the expansion of the services industry, this agreement would be the single biggest creator of jobs without the need of governmental regulation." He went on to say that companies are no longer looking for cheap labor, rather an educated and innovative work force to strengthen the innovative foundation of the west. In the presence of the free-trade agreement, the GDP would be expected to boost by up to \$160 billion in Europe and \$53 billion in the US. With 40,000 Norwegians employed directly by American firms and up to 100,000 involved in the business transactions between the US and Norway, this agreement also has the potential to have a positive effect on the Norwegian economy.



American Wine Tasting

May 2013

Villa Otium, Oslo



The US Embassy, together with AmCham and California Wine Institute, invited members, friends and wine industry contacts to an open house tasting of American wines at US Ambassador White's residence. 170 guests gathered to sample eighty different wines, including some exciting new releases and some old favorites. We would like to thank all ten wine importers who generously shared their selections – once again proving why you should serve fine American wines at gatherings large and small!

Expat Leaders Forum

quarterly

Rotating throughout the Stavanger-Region



Within Norway, internationally oriented Stavanger is second to none in integrating expat specialists and their families. The offering for non-Norwegian C-level bosses has been less established. AmCham, the British and the Stavanger Chambers therefore jointly organize the Stavanger-Region Expat Leaders Forum each quarter.

Globality Now



Already there for you
in 160 countries

“What liquidity and cash flow can we expect in the market?”

“Can we guarantee a buy-in for every seller on the ground?”

“Will it take equity or debt to raise long-term interest there?”

Locally based organisations across Norway with international ambitions have relied on our global expertise to help them reach new markets, grow their businesses and protect their interests for five decades. It's what we do to help our clients succeed every day in 160 countries. Find out more at icg.citi.com.

>> Corporate and Investment Banking

Markets

Securities and Fund Services

Treasury and Trade Solutions

Private Bank



Patron Members

3M

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.

Abbott 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.

Abbvie

abbvie AbbVie [NYSE: ABBV] is a global, research-based biopharmaceutical company formed in 2013 following separation from Abbott. AbbVie combines the focus and passion of a leading-edge biotech company with the expertise and structure of a long-established pharmaceutical leader. The company's mission is to use its expertise, dedicated people and unique approach to innovation to develop and market advanced therapies that address some of the world's most complex and serious diseases. AbbVie aims to help patients live healthier lives and collaborate on sustainable healthcare solutions. In 2013, AbbVie will employ approximately 21,000 people worldwide and markets medicines in more than 170 countries. In Norway, AbbVie AS is situated in the old airport building at Fornebu and employs around 70 people.

AIG Europe Limited changed from Chartis



American International Group, Inc. (AIG) is a leading international insurance organization serving customers in more than 130 countries and jurisdictions. AIG companies serve commercial, institutional, and individual customers through one of the most extensive worldwide property-casualty networks of any insurer. In addition, AIG companies are leading providers of life insurance and retirement services in the United States.

Alcoa



Alcoa [NYSE:AA] is the world's leading producer of primary aluminum, fabricated aluminum and alumina, and employs approximately 61,000 people across 31 countries. Since 1888, Alcoa has been defining the aluminum industry, beginning with their founder Charles Martin Hall inventing the method for producing aluminum, to NASA

sending the space robot Curiosity to Mars in 2012, a feat achieved through aluminum parts provided by Alcoa. Alcoa's presence in Norway started in the 1920's through a materials co-operation with Elkem, and in 1962, through the aluminum plants at Lista and in Mosjoen. Since 2009, the two plants have been fully operated and owned by Alcoa through the acquisition of Elkem Aluminium. Alcoa also owns and operates an anode factory in Mosjoen, supplying the plants in Mosjoen, Norway and Fjardaal, Iceland. Engagement is part of Alcoa's DNA, and October is their Month of Service. In 2012, every fourth Norwegian Alcoa employee participated in volunteer work. Since 2009, Alcoa has contributed to Norwegian communities through more than 4400 volunteer hours and 3.5 million NOK in Alcoa Foundation grants. In 2011, Dagens Naringsliv awarded Alcoa the title "Norway's fittest company."

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 19 employees, representing sales, marketing, governmental affairs and medical activities.

Amway



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

Atrium/CBRE



CBRE Group, Inc. (NYSE: CBG), a Fortune 500 and S&P 500 company headquartered in Los Angeles, is the world's largest commercial real estate services firm. The company has approximately 34,000 employees, and serves real estate owners, investors and occupiers through more than 300 offices worldwide. CBRE offers strategic advice and execution for property sales and leasing; corporate services; property, facilities and project management; mortgage banking; appraisal and valuation; development services; investment management; and research and consulting. In Norway, the CBRE Group is represented by its affiliate company Atrium AS whom have been performing commercial real estate services in Norway since 1993 and have been an affiliate to CBRE since 2000. Atrium is fully integrated with CBRE through delivery on several major managed accounts for multinational companies and deliver services for both international and local clients in all parts of Norway. Additionally services include cross border transactions and advisory services for occupiers and investors. The company is located in Oslo and has 22 employees.

Baxter



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

Burson Marsteller



Burson-Marsteller

Burson-Marsteller is a global public relations and communications firm.

Their strategic insights

and innovative programming build and sustain strong corporate and brand reputations. They provide their clients with counsel and program development across the spectrum of public relations, public affairs, digital media, advertising, and other communications services. Burson-Marsteller's clients are global companies, industry associations, professional services firms, governments, and other large organizations. Clients often engage Burson-Marsteller when the stakes are high: during a crisis, a brand launch or any period of fundamental change or transition. They come needing sophisticated communications campaigns built on knowledge, research and industry insights. Most of all, clients come for their proven ability to communicate effectively with their most critical audiences and stakeholders. Burson-Marsteller develop client programs using an Evidence-Based Communications approach.

Carlson Rezidor Hotel Group



Carlson Rezidor Hotel Group offers a portfolio of great brands from high class comfort to high class luxury. With five unique brands to choose from, each with its own distinct character and style, Carlson Rezidor is in a class of its

own serving destinations across Europe, the Middle East, US, Asia and Africa. The five distinct hotel brands: Radisson Blu, Hotel Missoni, Park Inn Radisson, Country Inn and Regent currently feature over 1320 hotels, 213,000 rooms in operation and under development and over 80,000 employees in more than 80 countries. Properties lie in city centres and suburban areas, at airports and exclusive resort destinations. However, it is the Yes I Can! spirit that differentiates Carlson Rezidor from its competitors. Adopted by all employees, Yes I Can! is a company-wide service philosophy where each guest is treated with a positive service attitude. Yes I Can! lies at the core of their operations and is both mission and vision alike. The Carlson Rezidor Hotel Group has been recognized as one of the World's Most Ethical Companies for the third year in a row. Following a first award in 2010, the Ethisphere Institute (USA) has again honored Rezidor's real and sustained ethical leadership and has named the group as one of the 2011 and 2012 World's Most Ethical Companies.

own serving destinations across Europe, the Middle East, US, Asia and Africa. The five distinct hotel brands: Radisson Blu, Hotel Missoni, Park Inn Radisson, Country Inn and Regent currently feature over 1320 hotels, 213,000 rooms in operation and under development and over 80,000 employees in more than 80 countries. Properties lie in city centres and suburban areas, at airports and exclusive resort destinations. However, it is the Yes I Can! spirit that differentiates Carlson Rezidor from its competitors. Adopted by all employees, Yes I Can! is a company-wide service philosophy where each guest is treated with a positive service attitude. Yes I Can! lies at the core of their operations and is both mission and vision alike. The Carlson Rezidor Hotel Group has been recognized as one of the World's Most Ethical Companies for the third year in a row. Following a first award in 2010, the Ethisphere Institute (USA) has again honored Rezidor's real and sustained ethical leadership and has named the group as one of the 2011 and 2012 World's Most Ethical Companies.

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 40 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 the largest company in Out of Home advertising in Norway. Clear Channel Norway advises county administrations to establish public services for the right to advertise on county properties. Such properties can include public restrooms, environmentally friendly bikes and bus shelters. Clear Channel has also contracts with large mall owners such as Thon/Amfi and with the main airport, Oslo Gardermoen. In 2012 Clear Channel won the rights to dissemination of all advertisement on public transportation in Oslo and Akershus. Clear Channel offers both digital and traditional advertising spaces throughout Norway.

Coca-Cola Enterprises Norge



The Coca-Cola Company (TCCC) is the world's largest manufacturer of non-alcoholic beverages. Worldwide, TCCC has more than 400 different products. The most well-known being: Coca-Cola®, Fanta® and Sprite®, which are the most sold beverages in the world. In 2010 Coca-Cola Enterprises Inc. acquired the bottlings rights for Coca-Cola products in Norway, from TCCC. Coca-Cola Enterprises AS (CCEN) was formed, and is now Norway's largest producer of non-alcoholic beverages. The product range extends to Chaqwa hot drinks, Burn and Urge Intense energy drinks and Bonaqua mineral water in addition to Coca-Cola®, Coca-Cola zero®, Coca-Cola light®, Fanta®, Fanta zero®, Sprite®, Sprite zero®, Tab X-tra®, MER®, Kuli®, Urge® and Powerade®. CCEN has approximately 600 employees, and is responsible for the production and sales in Norway. The main office and soft drink production plant is located in Lørenskog, where 70 % of the annual sales volume is produced. In addition CCEN has sales offices in various locations throughout the country. The brand management and the marketing strategies are managed by Coca-Cola Norge AS, which is a part of TCCC. They have nine employees in Norway, based in Lørenskog. CCEN also cooperates with the breweries Mack Bryggerier, Telemark Kildevann and Hansa Borg ASA, that produces some of the products in the portfolio.

ConocoPhillips



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

Det Norske Veritas



DNV is a leading international provider of services for managing risk. It is an international organization with a network of 300 offices spread over all continents in 100 countries. Of 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. They are business lawyers and understanding clients and their needs drives everything they do. DLA Piper represent more clients in a broader range of geographies and practice disciplines than virtually any other law firm in the world. Their client commitment is also their brand - everything matters when it comes to the way we serve and interact with their clients. If it matters to them, it matters to DLA Piper. DLA Piper employs 60 lawyers in Norway from their offices in Oslo.

DnB NOR



DNB is Norway's largest financial services group and one of the largest in the Nordic region in terms of market capitalization. The group offers a full range of financial services, including loans, savings, advisory services, insurance and pension products for retail and corporate customers. - More than 2.1 million retail customers in Norway

Additional facts about DNB include:

- More than 220,000 corporate customers in Norway
- 185 branch offices in Norway
- Norway's largest Internet bank, with more than 1.6 million users
- Norway's largest investment bank
- Partner for Norwegian companies abroad and for large international companies in Norway
- International network of 20 branches and representative offices
- One of the world's foremost shipping banks
- A major international player in the energy sector
- Operations in the Baltic States and Poland
- Private banking in Luxembourg

Eiendomsspar



EIENDOMSSPAR 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 meters. 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. 2,800 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



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
- Marshalling 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

Gambit Hill & Knowlton's corporate experience spans many industries such as food and consumer products, professional services, information technology, telecommunications, health and pharmaceuticals and financial services. Their 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. Their broad expertise in medical imaging and information technologies, medical diagnostics, patient monitoring systems, drug discovery, biopharmaceutical manufacturing technologies, performance improvement and performance solutions services help customers to deliver better care to more people around the world at a lower cost. In addition, they partner with healthcare leaders, striving to leverage the global policy change necessary to implement a successful shift to sustainable healthcare systems. Their "healthymagination" vision for the future invites the world to join us on our journey as they continuously develop innovations focused on reducing costs, increasing access and improving quality around the world. Headquartered in the United Kingdom, GE Healthcare is a unit of General Electric Company (NYSE: GE). Worldwide, GE Healthcare employees are committed to serving healthcare professionals and their patients in more than 100 countries.

GE Oil & Gas



GE Oil & Gas

GE Oil & Gas is a world's leader in advanced technologies

and services with 37,000 employees in more than 100 countries supporting customers across the industry—from extraction to transportation to end use. Making the environment, health and safety, quality and integrity our highest priorities is The Way We Work. Their technologies and services include: surface and subsea drilling and production, monitoring and diagnostics, measurement and controls, large-scale LNG, pipeline compression and inspection, well site and industrial power generation, technologies for the refining and petrochemical industries, and modular CNG and LNG units for transportation sectors. Through customized service solutions, training programs and technologies, GE Oil & Gas partners with customers to maximize their efficiency, productivity and equipment reliability; develop their next generation workforce; and fully benefit from the megatrends of natural gas, the growth of subsea and hard-to-reach reserves and the revolution in asset health management.

Google Norway



Google opened their Norwegian office in May 2005 and as of

February 2013, also represents YouTube.no, the world's second largest search engine and largest video site, with over 4 billion videos played every day. Since then most companies operating in the Norwegian marketplace have discovered Google as the world's most effective advertising medium. Every day, billions of queries connect buyers and sellers around the world and the advertisers only pay when someone, who is looking for exactly what they have to sell, click on their ads. Google's mission is "to organize the world's information and make it accessible and useful". Google Norway AS is a subsidiary of Google Inc. and is the workplace of about 0.001% of "Googlers" worldwide.

Hurtigruten



HURTIGRUTEN

Headquartered in Norway – with subsidiaries in

the USA, Germany, France, and England – Hurtigruten ASA employs approximately 1,900 people. Hurtigruten's specialty is in tourism and transport operations in Norway and abroad. The company's core business is offering trips along the Norwegian coast as well as Greenland, Antarctica and Spitsbergen. Hurtigruten has a history back to 1893, when founder Richard With started regular routes along the coast of Norway. The first trip was from Trondheim to Hammerfest and then from Bergen to Kirkenes. Soon this voyage was discovered by tourists from all parts of the world. A true authentic experience, with top quality service and the most amazing scenery. Today Hurtigruten is a renowned international cruise experience and an important part of the infrastructure for a number of communities along the Norwegian coast. Hurtigruten now has 13 ships, of which 11 sail daily between Bergen and Kirkenes with 34 ports of call. Hurtigruten's vision is: Real experiences in unique waters. An active partner with National Geographic and supporting sustainable tourism. Welcome aboard the World's Most Beautiful Voyage!

IBM



IBM is a global technology and innovation company that stands for progress.

It is the largest technology and consulting employer in the world, with approximately 430,000 employees serving clients in 170 countries. IBM offers a wide range of technology and consulting services; a broad portfolio of software for collaboration, predictive analytics, software development and systems management, and the world's most advanced servers and supercomputers. Utilizing its business consulting, technology and R&D expertise, IBM helps clients become "smarter" as the planet becomes more digitally interconnected. In Norway IBM has contributed to innovation and progress since 1935. In cooperation with partners they

deliver smart solutions to companies and organizations of all sizes in public and private sector.

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 joined Johnson & Johnson in 1961 and is now a member of the Janssen Pharmaceutical Companies of Johnson & Johnson. The company develops and markets innovative, high-quality pharmaceutical products and services. Janssen's current European workforce is approximately 6,000 employees. In Norway, Janssen conducts clinical research, marketing and sales of the company's pharmaceuticals. The main office is located at Lysaker in Oslo, where 50 employees comprise the Norwegian operations.

King Food - 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. Its purpose remains 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 aiming to take the best possible care of their employees. King Food as is also devoted to being a leading franchisee within Burger King and, naturally, being a good investment for its owners.

KPMG



KPMG is one of the world's leading providers of audit, tax and advisory services. They work closely with their clients, helping them to mitigate risk and grasp opportunities. KPMG aims to respond to the complex business challenges facing their clients and adopt a global approach spanning professional disciplines, industry sectors and national borders. KPMG operates in 156 countries and has over 152,000 employees. In Norway over 1000 dedicated professionals work across 26 offices dealing with a variety of complex business issues, including KPMG Law, specializing in corporate tax law, transfer pricing and expatriate tax issues and their US Desks in Oslo and Stavanger, managed by US Certified Public Accountants, providing expertise in SEC Reporting, PCAOB & SOX

404 compliance and US GAAP financial reporting. Complexity in business is accelerating. How you react will define performance, success and reputation. KPMG professionals help you cut through the new complexity, to a more profitable and sustainable future.

Lockheed Martin Corporation



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 Alvhheim field; the company's first operated development in Norway which is estimated to contain resources of approximately 180 mmmboe (gross). Alvhheim 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.

Mars Norge



In 1911, Frank C. Mars made the first Mars candies

in his Tacoma, Washington kitchen and established Mars' roots as a confectionery company. In the 1920s, Forrest E. Mars, Sr. joined his father in business and together they launched the MILKY WAY® bar. In 1932, Forrest, Sr. moved to the United Kingdom with a dream of building a business based on the objective of creating a "mutuality of benefits for all stakeholders" – this objective serves as the foundation of Mars, Incorporated today. Based in McLean, Virginia, Mars has net sales of more than \$30 billion, six business segments including Petcare, Chocolate, Wrigley, Food, Drinks, Symbioscience, and more than 70,000 associates worldwide that are putting its principles into action to make a difference for people and the planet through its performance. Mars was established in Norway in 1973.

McDonald's Norge



'i'm lovin' it'

McDonald's is the leading global foodservice retailer with more than 34,000 local restaurants serving more than 69 million customers in 119 countries each day. More than 80% of McDonald's restaurants are owned and operated by independent local men and women. They serve the world some of its favorite foods – world famous MacFries, Big Mac, Quarter Pounder and Chicken McNuggets. Their rich history began with their founder, Ray Kroc. The strong foundation that he built continues today with McDonald's vision and the commitment of their 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. They are celebrating their 30 year anniversary in 2013. There are 74 restaurants in Norway and a little more than 2000 employees which makes the company one of the largest employers of youth in the country. Over 80% of their raw materials are locally sourced. Their employees also represent over 80 different nations.

Microsoft



Microsoft, founded in 1975, has

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

Monster Worldwide



Monster Worldwide,

Inc. (NYSE: MWW), parent company of Monster, the premier global online employment solution for more than a decade, strives to inspire

people to improve their lives. With a local presence in key markets in North America, South America, Europe, and Asia, Monster works for everyone by connecting employers with quality job seekers at all levels and by providing personalized career advice to consumers globally. Through online media sites and services, Monster delivers vast, highly targeted audiences to advertisers. In Norway, Monster is based in Bjørnvika, in the Oslo city-centre, and specializes in the local and global sourcing of career professionals, with a regional focus on IT, Oil & Gas and Engineering.

MSD 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.

Northrop Grumman Corp.



Northrop Grumman is a

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

by human endurance and help reduce risk to both national security and human lives.

Petroleum Geo-Services



Petroleum Geo-Services (PGS) is a leading worldwide geophysical company. PGS provides an extensive range of seismic services and products for the petroleum industry including data acquisition, processing, reservoir analysis and interpretation. The company also possesses the world's most extensive multi-client data library. Formed in 1991, the company today operates 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



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.

RCL Cruises



Royal Caribbean International is a global cruise brand with 22 innovative ships, calling on more than 270 destinations in 72 countries across six continents. The company also offers unique cruise tour land packages in Alaska, Canada, Dubai, Europe, and Australia and New Zealand. Royal Caribbean provides a world-class vacation experience with a wide range of signature onboard amenities, entertainment, and award-winning family programming. The cruise line has a 40-year history of giving guests the Royal Advantage – the most innovative cruise ships, exciting itineraries to popular destinations, and world-renowned friendly and engaging Gold Anchor Service. Royal Caribbean has been voted "Best Cruise Line Overall" for nine consecutive years in the Travel Weekly Readers' Choice Awards. Royal Caribbean International is part of Royal Caribbean Cruises Ltd. (NYSE/OSX: RCL), a global cruise vacation company that also operates Celebrity Cruises, Azamara Club Cruises, Pullmantur, CDF Croisieres de France, as well as TUI Cruises through a 50 percent joint venture with TUI AG. The company owns 40 ships and has two under construction and one under agreement. In the Nordics our head office is located in Oslo, with more than 60 employees. Local sales offices are located in Stockholm, Copenhagen and Helsinki.

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 their technology leadership. Short-term business cycles do not affect Schlumberger's commitment. With 58 research and engineering facilities worldwide, the company place strong emphasis on developing innovative technology that adds value for their customers customers. In 2011, Schlumberger invested 1.1 Billion 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 the organization enable teamwork

and knowledge sharing unencumbered by geographic boundaries.

SEB



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

Skanska Norway

SKANSKA

Skanska is one of the world's leading construction groups with expertise in construction, development of commercial and residential projects and public-private partnerships. The Group currently has 56,000 employees in selected home markets in Europe, 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.

Software Innovation



Software Innovation is a Scandinavian software company with a growing

international presence. We develop and deliver Enterprise Content Management (ECM) and information management applications built on Microsoft technology and have almost 30 years' experience and expertise in delivering standardized applications for document management, case management and technical document control. Software Innovation's mission is to help organizations manage, share and use information – turning it into their most valuable asset. Software Innovation has 340 employees in Oslo, Stockholm, Copenhagen, a development team in Bangalore, as well as a growing network of global partners. Software Innovation's products are used by more than 600 organizations and 200,000 individuals in the public and private sectors around the world.

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. Statoil's culture is founded on strong values and a high ethical standard.

TGI Friday's/American Bistro Scandinavia



T.G.I. Friday's is an incredible brand, beginning with the original restaurant that opened in Manhattan in 1965, to their first international restaurant that opened in England in 1986. T.G.I. Friday's created, and has continued to define, the casual dining category with fun, energetic ambience, quality food and drink, and exceptional guest experience! Within Scandinavia, American Bistro Scandinavia is proudly successful within the TGI Friday's franchise system. Since the opening of their restaurants at Stureplan in Stockholm in 1996 and Karl Johans gate in Oslo in 1997, they have defined what a Friday's restaurant can be – a unique combination of restaurant and bar experience

that leaves the competition envious. American Bistro Scandinavia operates six restaurants and bars in Norway and three in Sweden.

Thon Hotels



Thon Hotels knows their guests have different hotel needs on different occasions and therefore have developed three concepts which make it easier to choose the right hotel. Budget - Smart and simple. City - Comfort in central locations. Conference - Professional conference hotels. By offering a warm and welcoming atmosphere in the hotel and a high level of service with knowledgeable employees, Thon Hotels give their guests a positive hotel experience every visit. Thon Hotels is part of the Olav Thon Group and has 61 hotels in Norway and one in Sweden. Additionally, Thon Hotels has five hotels in Brussels and one in Rotterdam.

Tine



TINE SA is Norway's largest producer, distributor and exporter of dairy products. TINE SA is strongly positioned in the Norwegian consciousness. The milk is processed into more than 500 product varieties that are found on shop shelves under the TINE trademark. TINE SA is responsible for product development, quality assurance, production and distribution planning, marketing, sales and the export of TINE products. TINE is a dairy cooperative owned by 14,170 dairy farmers. Each of them owns a share in the collective's dairy company to which they deliver 1.4 billion liters of cow milk and 19.4 million liters of goat milk every year. TINE SA is one of Norway's largest food industry companies with a total of 5,485 employees and annual revenue of 19.7 billion NOK in 2012. TINE SA has through 130 years built its business on culinary culture and good experience, with attention to the requirement of safe food.



Subsea services

improve uptime.

For the life of your field.

FMC Technologies is rapidly expanding its subsea services to provide the tools, vessels and technological expertise you need to maintain high production levels for the life of your field. That includes installation, asset management, production optimization, equipment intervention and well access. All the myriad, complex services you need to improve uptime, lower lifecycle costs, and increase recovery for the life of the field.



Copyright © FMC Technologies, Inc. All Rights Reserved.

www.fmctechnologies.com



FMC Technologies

We put you first.
And keep you ahead.



FLY ICELANDAIR TO 10 DESTINATIONS IN NORTH AMERICA

Take advantage of an Iceland stopover
at no additional airfare

- Friendly & professional service
- Three classes of service, Saga Class, Economy Comfort & Economy
- Comfortable leather seats in all cabins
- Seatback interactive entertainment system
- Easy & short transit at Keflavik airport

Introducing Newark (NYC): 4 weekly departures from October 28th 2013

+ Book your flight at icelandair.no

ICELANDAIR





INTERACTION

is our strength

More than forty years ago, Norway's first oil production began – from the Ekofisk field. So far, around 1,920 billion Norwegian kroner's worth of value creation has been generated from this and other fields in the Greater Ekofisk Area. Now we are investing in further development of these fields – and preparing for the next 40 years.

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

www.conocophillips.no



MINDRE FLASKER FOR ALLE

Vi fokuserer på innovasjon og produktutvikling. Ikke bare med å tilby ulike produkter til ulike anledninger, men også når det gjelder flaskestørrelsene.

Nå er våre mest populære drikker også tilgjengelige i enda mindre flaskestørrelser til enda lavere pris. Og vi har tenkt å bidra enda mer.

Alle kalorier teller.

®

Coca-Cola Norge