



## Membership Guide 15-16

DEVELOPING NORWEGIAN-AMERICAN BUSINESS RELATIONS



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## American Chamber of Commerce in Norway

**This publication's special industry focus is Fast Moving Consumer Goods (FMCG).** FMCG is commonly defined as non-durable goods that are sold quickly and at a relatively low price. Products such as coffee, soft drinks, grocery items and tobacco are typical examples, and the average person consumes several such products daily. The industry is constantly evolving, and new challenges – such as the entry of new retailers, marketing challenges, sustainability, legislation and innovation – *must* be kept in mind when developing business strategies. This publication aims to address some of these topics in order to give the reader further insight into current industry challenges and opportunities.

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



Photo: Nancy Bundt

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**Managing Editor:** Julie Louise Aaserud

**Layout:** Melkeveien AS

**Printing:** Rolf Ottesen AS

**Cover photo:** Bjørnvika, Oslo. Morten Almland | fotolia.com

Lille Grensen 5 0159 OSLO, Norway

Tel: +47 22 41 50 10, E-mail: [amcham@amcham.no](mailto:amcham@amcham.no) - Web: [www.amcham.no](http://www.amcham.no)

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## Promoting Sustainable US-Norwegian Trade

It was a great pleasure to participate at AmCham's annual meeting in March. AmCham's more than 220 member companies give an excellent image of the broad extent of US-Norwegian business relations. AmCham plays an important role as an arena for sharing information, networking and public events. It is a valued partner in the government's work on strengthening the economic ties between the US and Norway.

The topic of this year's general meeting was the ongoing negotiations on the Transatlantic Trade and Investment Partnership (TTIP) between the US and the EU. This is a highly relevant topic. I am pleased that the business community and civil society in general are engaged in discussions on the opportunities and challenges that TTIP poses for Norway and our economy.

Much of the debate about TTIP in Norway focuses on the potential negative effects of increased regulatory cooperation between the US and the EU. A prevalent concern is that Norway, through our European Economic Area (EEA) agreement with the EU, will end up with lower levels of food safety, workers' rights and environmental protection. Judging by how the EU regulatory system functions and what we know about the status of the TTIP negotiations, this is a highly unlikely scenario. On the contrary, cooperation between the US and the EU on rules and regulations can contribute to improved global standards and significantly lower barriers to trade, also for countries outside TTIP.

The public debate in Norway is less focused on one of the more likely challenges resulting from TTIP, namely that Norwegian companies will meet stronger competition from EU companies in the US market. A substantial TTIP agreement will remove barriers to trade in goods, services and investments between the US and the EU, while Norwegian companies will face most of the same barriers as they do today.

The US is Norway's most important trade partner next to the EU. Ensuring that trade between Norway and the US continues to grow in light of a TTIP agreement is on the top of my agenda as Norwegian Minister of Trade and Industry. We want to ensure that the playing field is as level as possible.

This is a two-way street. Exporters in the US provide the Norwegian market with a large variety of goods and services that we depend on. American companies in Norway are making important investments and creating high-value jobs. We want these companies to thrive and succeed by providing them with predictable and competitive frameworks for doing business.

My impression is that the US and the EU also recognize the need to find pragmatic solutions for third countries that are not part of the TTIP agreement. Norway has established good and candid dialogues on trade issues with both parties, and TTIP is on the agenda in most of our bilateral meetings.

It is still difficult to say when the TTIP negotiations will be finalized and what a TTIP agreement will look like. We are certainly following the developments with great interest, and we will work to secure sustainable trade between Norway and the US in the best possible way. I look forward to our continuing cooperation with AmCham and future engagement with the Norwegian-American business community.



Photo: Hans Jørgen Brun

Monica Mæland,  
MINISTER OF TRADE AND INDUSTRY

## Investing in the US

The past few years have been exciting ones for investment in the United States. The US economy is growing and companies are expanding: as of March 2015, there have been 61 straight months of job growth. For the third year in row, A.T. Kearney's Foreign Direct Investment Confidence Index 2015 put the United States on top.

The long history of cross-border commerce, investment, and trade between our two nations remains strong. Norway ranked as the fifth fastest growing source of FDI into the United States from 2009-2013 and in 2013 served as the 12th largest source. We appreciate the contributions of Norwegian firms, which are an integral part of the US economy. They contribute to US employment, research and development, exports, and broader economic prosperity. In addition, Norwegian companies continue to strengthen best practices in sectors such oil and gas, information technology, and metals and mining.

At the SelectUSA 2015 Investment Summit, President Barack Obama hosted a sold-out crowd of more than 2,500 people from more than 70 international markets and nearly every US state and territory. President Obama, joined by Secretary of Commerce Penny Pritzker and five other Members of his Cabinet, made it clear that the United States is open for business and warmly welcomes foreign investors. We were proud to welcome esteemed delegates from Norway. Acting Ambassador Julie Furuta-Toy and Head of Commercial Section Vidar Keyn led a delegation of 15 participants from Norway, representing companies like the Kongsberg Group, Prox Dynamics, Nammo, Statoil, Vimond Media Solutions, Umoe, as well as organizations like the American Chamber of Commerce in Norway, Escalon Services, Innovation Norway, the Norwegian-American Chamber of Commerce, Oslo Medtech, and the Telemark Trade Office. Together, these organizations represented more than 800 member companies.

As you consider where and how to make your investment, please consider us to be at your service. Housed within the US Department of Commerce, SelectUSA coordinates across the federal government to serve as a single point of contact for investors. We assist investors to find information and contacts, address regulatory questions, and access the resources they need for success. To learn how we can help you, please visit [www.SelectUSA.gov](http://www.SelectUSA.gov) or <http://norway.usembassy.gov/business.html>.



I commend our friends at the American Chamber of Commerce in Norway for their ongoing efforts and offer my congratulations for this successful edition of their annual Membership Guide. I look forward to continuing our work together to strengthen the economic partnership between the United States and Norway.

Vinai Thummalapally,  
EXECUTIVE DIRECTOR, SELECTUSA  
US DEPARTMENT OF COMMERCE



Photo: Nancy Bundt



Photo: Nancy Bundt

# Highlights 2014-15



Photo: Nancy Bundt

# AmCham Norway

## Dear Members & Friends



As Chairman, I am proud to declare that the state of AmCham – *your* organization – has never been stronger. Our mission of *developing Norwegian-American business relations* is increasingly apparent in the work we do. We run the organization with a solid financial base, our focused staff is gaining experience and our ability to sign remaining *non-member* US companies is mounting.

I would like to say welcome and *thank you* to those companies that have recently signed on as members. To those of you who represent sustaining member firms, I cannot emphasize enough how important your long-time, unwavering support has been as we forge ahead on behalf of US-Norway business interests. Acting in unison, we accomplish great things.

There is now considerable uncertainty in the Norwegian economy. The drop in oil prices and weakness in oil-related investment will inevitably weigh negatively on growth for a period. Nevertheless, the markedly weaker NOK should contribute to stabilize the economy via boosting non-oil exports.

The current downturn cycle provides a unique opportunity for members to streamline their operations and to become more efficient and globally competitive – *never waste a good crisis*. The government should also take the opportunity to examine how it incentivizes budding IT, FMCG and healthcare industry companies.

As we stated here last year, however, internationally dexterous companies will not perpetually disregard the high cost-levels of doing business in Norway. Labor salaries

and benefits, productivity, and ingenuity need to be globally competitive if local foreign company leaders are to make a reasonable case for continued – or increased – Norway investment. If they cannot, local operation downsizing is the logical outcome.

Established AmCham member companies, with their international reach, represent significant untapped partner potential for homegrown champions. AmCham will underscore this for local politicians in Oslo, Stavanger, Kristiansand and beyond for the foreseeable future.

AmCham will also continue to facilitate candid dialogue on the significance of TTIP – the pending US-EU trade and investment agreement – on the country and its key industries. Regardless of *when* the deal is inked, it *will* present numerous opportunities – and challenges – for non-signatory Norway. Members will remain well informed by the likes of Trade Minister Mæland, Agriculture Minister Listhaug, Johns Hopkins University fellow Joseph Quintan, Finance Minister Jensen and Foreign Minister Brende in this regard.

Together with our recently renewed Board of Directors, I genuinely look forward to my third year of AmCham Chairmanship. Along with Jason and his team, we will reach out to you to help guide our ever-evolving priorities and initiatives. Your *active* collaboration and input is key for our work on *your* company's behalf, as we go to work each day thinking *members first!*

Pål Rokke  
CHAIRMAN



# Board of Directors



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



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



**Mr. Geir Christian Lysberg**  
*Second Vice Chairman*  
Rezidor Hospitality  
Norway



**Mr. Michael Klem**  
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**Mr. Tim Keane**  
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*Director*  
ExxonMobil Norway



**Mr. Stein Rømmerud**  
*Director*  
Coca-Cola Norge

# Developing Norwegian-American Business Relations



Photo: Nancy Bundt

**Jason Turflinger:**

*Managing Director*

**Julie Louise Aaserud:**

*Project & Communications Manager*

**Benjamin Kuban:**

*Project & Administration Consultant*

**Meredith Roemer:**

*Communications Intern*

## What We Do

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

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

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

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## Internship Program

AmCham Norway offers an internship opportunity to a student or recent graduate on a rotating basis. Through this volunteer position, our intern is an essential part of the AmCham team. They interact regularly with profiled international company leadership teams and gain hands-on experience within a growing organization. Our intern is responsible for a range of duties, including database maintenance, member communications and project assistance. If you would like more information about this program, please contact us at [amcham@amcham.no](mailto:amcham@amcham.no). Please indicate why you are interested in the position, when you are available and what you can bring to the AmCham team.



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## Highlights



# Highlights



# AmCham Network



## United States Chamber of Commerce

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



## AmChams in Europe

(European Council of American Chambers of Commerce)  
AmChams in Europe is a network of chambers across Europe. Its mission is to exchange best practice ideas, mutual member company benefits and to provide a forum for discussion, debate and representation on issues relevant to the European business environment.



## AmCham Denmark

Stephen Brugger,  
Executive Director  
Christians Brygge 26  
1559 Copenhagen V  
Tel: +45 33 93 29 32  
E-mail:  
mail@amcham.dk  
Website:  
www.amcham.dk



## AmCham Finland

Kriistina Helenius, CEO  
Eteläranta 6  
00130 Helsinki  
Tel: +358 40 4664576  
E-mail:  
info@amcham.fi  
Website:  
www.amcham.fi



## AmCham Sweden

Peter R. Dahlen,  
Managing Director  
Jakobs torg 3, 4th floor  
SE-111 52 Stockholm  
Tel: +46 8 506 126 10  
E-mail:  
info@amcham.se  
Website:  
www.amcham.se



## US Embassy Commercial Service

Vidar Keyn,  
Head of Commercial Section  
Henrik Ibsens gate 48  
0244 Oslo  
Tel: +47 21 30 88 66  
Website:  
www.buyusa.gov/norway

# 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 and the US. 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. Through AmCham, companies work together to make a difference across borders and sectors.

### Patron

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

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

Priority treatment for profiling and information assistance

AmCham assistance with organizing corporate events

Guidance of AmCham event and advocacy initiatives

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

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

Regular profiling of company within *AmCham* publications

Unrestricted use of AmCham's downtown Oslo conference room

### Corporate

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

Invitation to regular AmCham events

Corporate profiling

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

Company listing within annual Membership Guide

Use of AmCham's downtown Oslo conference room



Many companies have incorporated a “doing well while doing good” approach in their business models. While making a profit is crucial, the trend of raising money for charities or engaging in community work is becoming increasingly popular in Norway. Sustainable production, ensuring transparency throughout the value chain, and social projects are often a part of a company’s marketing strategy.



With climate change challenges, sustainable development and inequality issues, consumers are aware of the importance of taking care of the world we live in. Best of all, pursuing corporate social responsibility initiatives is good for business. According to a study by Reputation Institute, a person’s willingness to buy, recommend, work for, and invest in a company is 60% driven by their perception of the company – or its reputation – and 40% by perceptions of the products or services it sells.<sup>1</sup>

**Mars** owned EXTRA’s *Chew for Change* communications campaign is a part of the company’s doing-good marketing. Preben Owren, Country Brand Manager at Wrigley, emphasizes the importance of not only Corporate Social Responsibility (CSR), but also Corporate Social Profitability (CSP). In order for the charity work to be sustainable, there has to be a win-win situation, where the company, charity recipient and consumer gain from the campaign. With EXTRA® *Chew for Change*, the company aims at improving oral health care for children in SOS Children’s Villages in Ghana and Botswana. The project began in Sweden in 2013 and has reached 36 000 children so far. During the campaign period, a percentage of the revenues from all EXTRA® chewing gum goes to the project, and **one chew equals one cent**. Owren explains that sales increased during the campaign. “The project is profitable because our products become more attractive to

<sup>1</sup> Forbes discussed the report by Reputation Institute in the article The Companies With the Best CSR Reputations, October 3, 2013: <http://www.forbes.com/sites/jacquelynsmith/2013/10/02/the-companies-with-the-best-csr-reputations-2/>





Photo: Starbucks



Photo: TINE AS

the consumers, and we often get favorable positioning in the shops. Another great value is the motivation of the employees who take part in the project. Several co-workers participate in teaching local personnel about oral healthcare in Ghana and Botswana, and the project offers them a unique experience.”

**TINE** has recently developed a new strategy with economic and sustainable value creation as the goal, where the company contributes to its environmental and social responsibilities. One way of ensuring this is by reducing the company’s greenhouse gas emissions by 30% within 2020 through more efficient use of natural resources and energy. Increasing the share of renewable energy, such as district heating and bioenergy, led to a three percent decrease in fuel consumption for TINE’s trucks in 2014. Additionally, since 2003, TINE has had an important partnership with the Red Cross that encourages TINE’s owners and employees to engage in humanitarian voluntary work. In Norway, the projects are focused on physical activity within different groups of the population.

Another company taking CSR seriously is **Starbucks**. In addition to the large social initiatives for which Starbucks is known, General Manager at Starbucks Norway Jan Abrahamsen explains that the Norwegian branch of the company is dedicated to ensuring ethical sourcing. The goal is to ensure that all of Starbucks’ coffee is ethically sourced by the end of 2015 – well possible, considering they have already reached 99%. Starbucks continuously works

to minimize their environmental footprint. This includes building more energy efficient stores, conserving energy and water, investing in renewable energy and exploring new solutions for recycling. Moreover, in 2014, partners contributed more than 520,000 hours of voluntary work around the world. In Norway, partners participate in local charities, provide work experience opportunities for students, arrange no-alcohol school proms, and work together with employment organizations assisting people who need extra guidance, knowledge and experience on their way to employment.

Mars, TINE and Starbucks are great examples of AmCham member companies that have embraced the concepts of CSR and CSP and are realizing positive outcomes. Companies are incorporating CSR as a part of their business and communication strategies, and consumers are becoming increasingly aware of where products come from. Environmental concerns require production to become more efficient, and changes are not only positive – but necessary – if we want to continue to enjoy the variety and quality of products on offer today. As product choice becomes increasingly varied, it is great to see that sustainability is a deciding factor in consumers’ purchasing decisions. AmCham is proud to see our member companies leading the way!



Photo: Mondelez International

## Modern Sustainability Made-to-Measure



**Kristian Hvilen**  
 Mondelez  
 International



Mondelez International has the privilege to own some of world's most beloved brands; Freia, Oreo, Toblerone, Kvikk Lunsj, Philadelphia, Milka, Ritz, and Cadbury to name a few.

This means that we have a long heritage and history to nourish, but also a responsibility to make sure that we operate in a way which ensures that future generations will be able to enjoy our products.

At the same time, a large global business like ours is constantly being challenged to do more and do better. Of course we believe that is exactly how it should be – because it pushes us to become better, wiser and more resourceful in how we do business. We are a business, which means that we need to take a business approach to everything we do and make sure we are spending our investment in the most efficient way – otherwise, we would be out of business. So we need to make sure that our business operates in a sustainable way.

But in doing this, it is important to address key challenges, because sustainability initiatives too often lack transparency and credibility. Many sustainability initiatives are very difficult or impossible to measure – and are often not verified by independent, third parties. Yet, ongoing evaluation is a prerequisite in a modern organization. So why should it not be key in a company's sustainability strategy?

### **Palm Oil – a Hot Topic for Norwegian Consumers and NGOs**

A commodity that demands special attention in Norway is palm oil, used widely throughout the food industry, in personal care products and the biofuel sector. The global demand for palm oil has led to a rapid increase in production, which has caused concerns that palm oil plantations have an impact on tropical forest lands in countries like Indonesia and Malaysia. At the same time, palm oil – if produced sustainably – is efficient in terms of the land it requires to grow. In a world that is running out of land and needs to increase food production in order to feed a rapidly expanding population, palm oil – if done right – can actually be a positive option from a sustainability perspective. Thus, the issue is not palm oil itself, but the way it is grown and produced.

### **Creating a Larger Demand for Sustainable Palm Oil**

Most global NGOs advocate for the use of sustainably-grown palm oil rather than trying to stop its use altogether. What this means for Mondelez International is that we need to find ways to buy palm oil that is produced in a sustainable way.

Mondelez International is a member of, and sits on, the board of Roundtable for Sustainable Palm Oil (RSPO), a multi-stakeholder



Photo: Mondelez International

certification body. In 2013, we achieved our public goal of having 100 % sustainable coverage of the palm oil we buy – two years ahead of the timeline.

While RSPO is well recognized, it is challenged by people who say it needs to do more to prevent deforestation on palm oil concessions and to enforce its rules on human and labor rights. So we are working to help RSPO step up to these remaining challenges and to add traceability to our RSPO coverage. In addition, we launched our own palm oil action plan in 2014 to secure a sustainable supply of palm oil for Mondelez International.

**“We want to promote a tipping point where sustainable palm oil will become the mainstream standard.”**

The action plan includes giving priority to suppliers who abide by a set of sustainability principles. These include achieving traceability in their supplies by the end of 2015, publishing sustainable sourcing policies and committing to only buy palm oil that was grown on legally held land and that does not lead to deforestation, that respects human rights and does not involve child or forced labor. The demands will help us transform the entire supply chain, so as to reinforce the momentum behind the transformation of the whole sector. We want to promote a tipping point where sustainable palm oil will become the mainstream standard, and we will report on our progress on an annual basis – making sure that we are achieving our goals and commitments.

All in all, the core of our sustainability work is not a tick-the-box exercise. It is about showing that our investments lead to tangible progress and results. Sustainable business is about knowing that one can eat a bar of Freia chocolate and be certain that the product is safe, produced fairly, and tastes great! Only then can we ensure that our products can be enjoyed for years and years to come.



Photo: Mondelez International



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# Highlights





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

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

So why does it taste so good? Well, every legend has its mysteries, and this one is one of Norway's most closely guarded secrets. So when you gather with family or friends to enjoy the fine taste of Jarlsberg®, you can invent a few legends of your own.

For inspiration and recipes please visit

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



# Highlights



Photo: Nancy Bundt

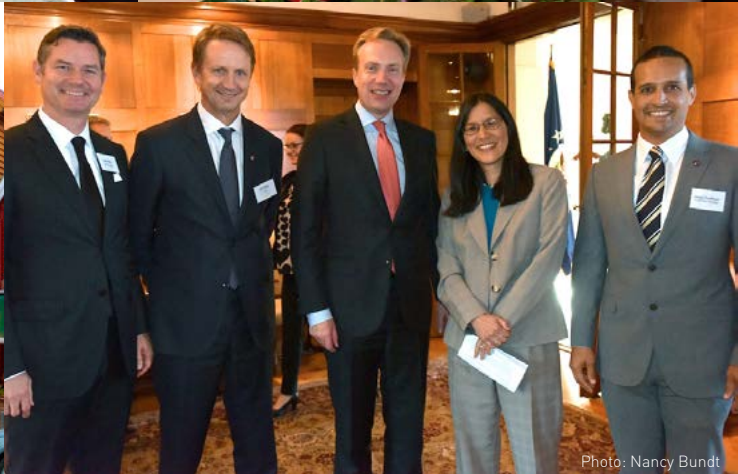


Photo: Nancy Bundt



Photo: Nancy Bundt





Photo: Minnesota Dept. of Agriculture

## Minnesota's Food Industry – Inspiration and Partnership



**Jeffrey Phillips**  
*International  
 Trade Manager,  
 State of Minnesota  
 Department of  
 Agriculture*



With a long tradition of innovation in food production and one of the top producers of food products in the US, Minnesota leads the food production cycle. Whether involved in growing, distribution or manufacturing, food and agribusiness companies thrive in Minnesota and provide the world with safe and abundant food products. The Minnesota Department of Agriculture works closely with farmers and industry to ensure the safe production, processing, packaging, labeling, transportation and sale of food and agricultural products.

Minnesota's key to being a leader in the food industry lies in three key areas: a great location with a diversity of agriculture; a large R&D and manufacturing base; and numerous international firms headquartered in the state – including six of the world's top 30 food & agricultural companies. Business names you may be familiar with like, Cargill, General Mills, and Land O' Lakes prosper here. We are also home to top firms involved in the retail sales and distribution of food products. Food sales for Minneapolis-based Target, the second largest retail company in the US, generate over 21% of the company's annual revenue. SuperValu is a grocery industry leader with more than 3,400 owned, licensed, franchised, and independently owned supermarkets across the US.

Minnesota is known not only for its grains, livestock, and dairy sectors, but also its nearly 1,000 processed food companies that supply value-added foods ranging from popcorn to pasta sauces and gelato. Employment in Minnesota's food industry continues to expand, increasing five percent in recent years. Globally, Minnesota ranks as the third largest US exporter of agricultural products, behind California and Iowa, reaching USD \$8 billion in sales.

### **Key to Minnesota's Food Sector Success is Collaboration**

Minnesota's food industries join forces with the top research and development institutions to develop some of the best food and beverage products in the US. Our state received 119 patents in food processes, compositions, and products in recent years. We have five times the US average concentration of food scientists





Photo: Minnesota Dept. of Agriculture

with institutions like the University of Minnesota and Minnesota State University offering over 225 degrees in food technology, agriculture and related sciences. Another notable facility working in conjunction with the University of Minnesota and Mayo Clinic is the Hormel Institute, a world recognized leader in the scientific field showing that dietary factors prevent and control cancer development.

Minnesota has a multitude of global cultural and demographic connections in the Nordics, but they have not necessarily translated to business partnerships.

**“This means transforming our deep cultural ties into industry-specific opportunities, particular the food and beverage area.”**

On behalf of the Minnesota Department of Agriculture, we look forward to working with AmCham Norway and Norway’s food and beverage industry to develop innovative channels for new trade and investment between our regions. I welcome you to sample everything Minnesota’s food and beverage industry has to offer.



Photo: Minnesota Dept. of Agriculture

# Key Facts & Figures

## Investment

The investment balance favors Norway, with US direct investment totaling \$44.3 billion in 2013, almost double the amount of Norwegian direct investment in the US. The employment balance is heavily skewed in favor of Norway, with US foreign affiliates employing over 45,000 Norwegian workers, or more than five times the number of US jobs provided by Norwegian affiliates, according to estimates.

### Norway - U.S. Global Linkages, 2013\*\* (\$ billions)

	U.S. in Norway	Norway in U.S.
Foreign Direct Investment*	44.3	26.1
Total Assets of Affiliates	155.9	65.0
Foreign Affiliate Sales	59.9	27.6
Value Added of Affiliates	31.5	3.9
Affiliate Employees	45,594	8,858

\* Based on a historic-cost basis.

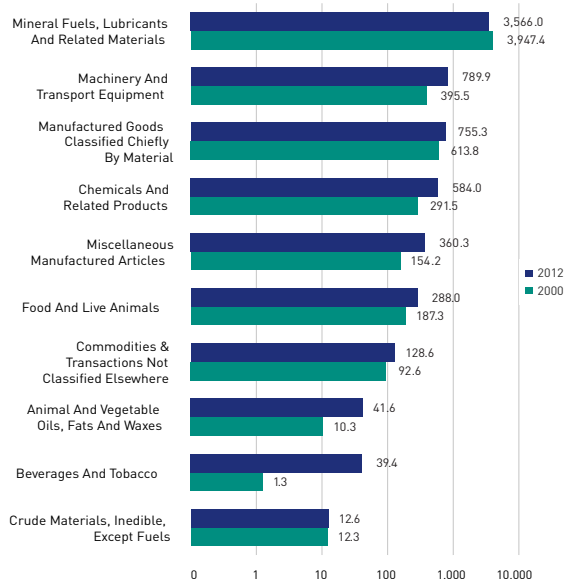
\*\* Assets, sales, value added and employees data are estimates. All data are for majority-owned bank and nonbank affiliates.

## Trade

Norwegian exports to the US totaled \$6.9 billion in 2013, and were skewed toward mineral fuels (i.e. petroleum products). The US accounted for just 4.5% of total Norwegian exports, but made up nearly 24.2% of extra-EU exports. Imports from the US into Norway totaled \$5.3 billion, a new peak – that equates to 5.9% of total Norwegian imports of 16.6% excluding trade with the EU.

## Top Ten US Imports

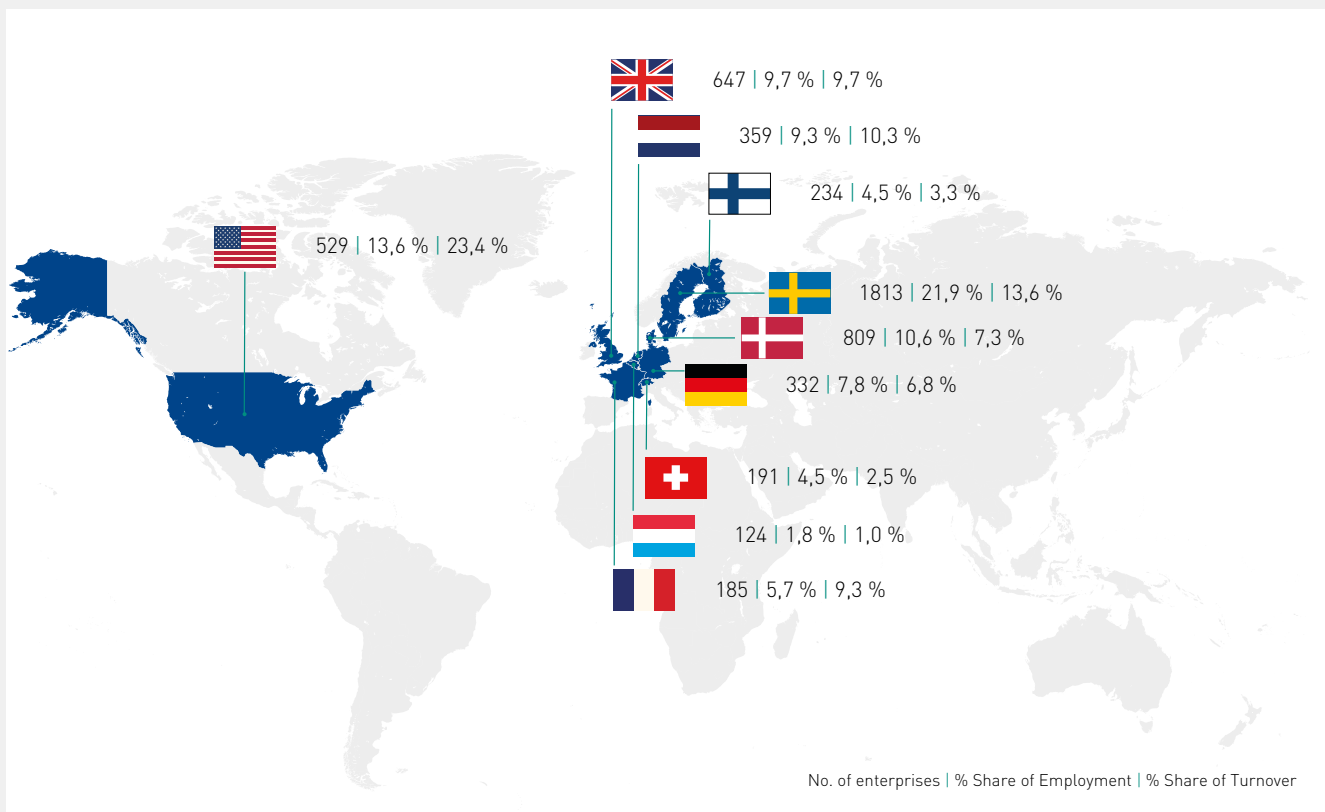
### Top Ten U.S. Imports from Norway, 2013 (in \$ millions)



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

Source: The Center for Transatlantic Relations Johns Hopkins University Paul H. Nitze School of Advanced International Studies, The Transatlantic Economy 2015: Annual Survey of Jobs, Trade and Investment between the United States and Europe, 2015, <http://transatlanticrelations.org/content/out-now-transatlantic-economy-2015>

## Top 10 contributing countries to Norwegian Economy in 2012



Source: Statistics Norway, Foreign-controlled enterprises in Norway, 2000-2012, published July 9, 2014, <http://ssb.no/en/virksomheter-foretak-og-regnskap/statistikker/utfono/aar/2014-07-09>

## US Trade in Goods with Norway in 2014

	Exports	Imports	Balance
TOTAL 2014	4,446.7	5,359.2	-912.5

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: United States Census Bureau, 2014 US Trade in Goods with Norway, <https://www.census.gov/foreign-trade/balance/c4039.html>

## Foreign-Controlled Enterprises in Norway

The data for 2012 show that there were 6 251 enterprises under foreign control in Norway. This is 217 more than the year before. About 80% of these enterprises were controlled from countries

in the EU, and Sweden was the largest ownership country with 1 813 units. Denmark was the second largest with 809, followed by Great Britain with 647. Measured in turnover, the USA was the most important ownership country with a share of 23%. Second most important was Sweden with 14%, followed by the Netherlands with 10%.

The foreign-controlled enterprises employed about 306,000 people and had a total turnover of approximately NOK 1,313 billion. This amounts to 20% of the employment and 25% of the turnover within the Norwegian business sector as a whole.



## Marketing Challenges: Choice and Change

Photo: McDonald's

Flashy product graphics catch our eye in grocery and convenience stores. How to get customers' attention is a common challenge faced by companies in the fast-moving consumer goods (FMCG) industry, and brand recognition is key to a company's success. Today, companies are facing more challenges than ever before in a world dominated by choice and change. Technology, government regulations, and establishing customer loyalty are the primary marketing challenges faced by FMCG companies. AmCham member companies Coca-Cola, Phillip Morris and McDonald's have developed creative approaches to differentiate their products from the others in the Norwegian market.

The development of technology has drastically changed traditional media consumption patterns, and **Coca-Cola** has embraced this age of technology and innovation. Although Coke's taste has stayed the same since 1886, the way Coca-Cola advertises to consumers is evolving. Consumers are linked and online 24/7 with information available at the touch of a fingertip. As a result, marketing strategy is adapting to incorporate digital platforms as an important marketing tool. Coca-Cola continues to test and learn from digital initiatives and programs to increase customer engagement using social media and mobile apps.

In addition to tech-driven change, innovation in the drinks categories increases the number of products in the marketplace. There has been a tremendous number of new products, ranging from water brands, juices, teas, colas, ice teas, and more to meet evolving customer preferences. The latest example of innovation in Norway is Coke Life. Norwegian consumers embrace light soft drinks in general, and Coke Life is a naturally sweetened cola with reduced calories. The increase of products means Coca-Cola must be even stronger in connecting with shoppers to stay relevant. The company continues to increase the pace of innovation and progress within the digital space.

**Philip Morris International (PMI)** is facing its biggest Norwegian marketing challenge to date, namely the proposed practice of standardized plain product packaging. Norwegian regulations may require that tobacco companies use uniform packaging that display minimal information. Plain packaging restricts a company's ability to differentiate its intellectual property based



Photo: McDonald's

on product quality, and price becomes the only differentiation point for customers when selecting a product. Philip Morris supports thousands of tobacco regulations worldwide to help consumers make informed purchasing decisions, but when regulations restrict packaging, it becomes clear how crucial branding is to marketing strategy.

**McDonald's** takes a proactive marketing strategy to stand out from competitors by using local Norwegian ingredients. By marketing the local origin of their food, McDonald's draws in new customers while raising awareness of Norwegian farmers. McDonald's cooperates directly with Norwegian farmers through a quality program focusing on trust drivers related to food quality. By pointing out the origin of the meat, knowledge of the all-Norwegian-burger has increased, and customer loyalty has increased. The so-called *green education* concept uses social media platforms; Facebook is the campaign hub to reach out to a desired audience, and creativity is the root of McDonald's marketing campaign. Graphic elements, such as flyers and rollups, stands at schools and restaurants, events, Norwegian fortune tellers, Instagram-contests, and ads have interactive elements that engage, and retain, customers.

Today, companies face more marketing challenges in a world with an increasing number of alternatives and changing consumer preferences. Technology development, public-private regulatory cooperation and creation of brand loyalty are key in overcoming challenges. When branding is not an option, the importance of communicating product information is fundamental. Marketing

strategies are incorporating technology and untraditional methods – such as collaboration with non-traditional partners and stakeholders – to differentiate themselves. AmCham member companies continue to develop innovative approaches to these challenges by taking bold steps to make themselves stand out.



Photo: McDonald's



**Du lever farligere  
enn du tror...**

### Med Cyberforsikring er du rustet for dataangrep.

Er du klar over at tradisjonelle bedriftsforsikringer IKKE dekker dataangrep? Et databrudd kan få store økonomiske konsekvenser for bedriften, så det gjelder å handle raskt! Med Cyberforsikring fra AIG får du både forsikring og rådgiving, og et team som sitter klare 24/7 for å rykke ut dersom en krise skulle oppstå. Les mer på [www.aig.no](http://www.aig.no)



**Bring on tomorrow**

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# AmCham Members

## Patron Members

**3M Norge**  
**Abbott Norge**  
**Abbvie**  
**Advokatfirma Selmer**  
**AIG Europe Limited**  
**Alcoa**  
**Amgen**  
**Amway**  
**Atrium | CBRE**  
**Baxter**  
**Boston Consulting Group**  
**British American Tobacco**  
**Norway**  
**Burson-Marsteller**  
**Carlson Rezidor Hotel Group**  
**Chevron Norge**  
**Cisco Systems Norway**  
**Citi Norway**  
**Coca-Cola Enterprises Norge**  
**ConocoPhillips Norge**  
**DLA Piper**  
**DNB**  
**DNV GL**  
**Eiendomsspar**  
**Elavon Financial Services**  
**Eli Lilly Norge**  
**ExxonMobil**  
**First House**  
**FMC Technologies**  
**Gambit Hill + Knowlton**  
**Strategies**  
**GE Healthcare**  
**GE Oil & Gas**  
**Google Norway**  
**Hurtigruten**  
**IBM**  
**Iron Mountain**  
**Janssen Pharmaceutical**  
**King Food – Burger King Norge**  
**KPMG**  
**Lockheed Martin**  
**Manpower**  
**McDonald's Norge**  
**McKinsey & Company**  
**Microsoft Norge**  
**MSD Norge**

**Northrop Grumman Corp.**  
**Palo Alto Networks**  
**Petroleum Geo-Services**  
**Pfizer Norway**  
**Philip Morris Norway**  
**PricewaterhouseCoopers**  
**RCL Cruises**  
**Sapa**  
**SAS Institute**  
**Schlumberger**  
**SEB**  
**Skanska Norway**  
**Software Innovation**  
**Statoil**  
**Symantec**  
**TGI Friday's/American Bistro**  
**Scandinavia**  
**Thon Hotels**  
**Tine**  
**Visma Services Norge**

## Corporate Members

Accenture  
 Accurate Equity  
 Ace European Group  
 Adams Express  
 Adv. Føyen Torkildsen  
 Adv. Simonsen Vogt Wiig  
 Adv. Steenstrup Stordrange  
 Adv. Økland & Co.  
 Air Products  
 Aker  
 American Car Club of Norway  
 American College of Norway  
 American Express Company  
 Aon Norway  
 Arcus  
 Arntzen de Beche Advokatfirma  
 Ask Mr. Cruise  
 ATI Scandinavia  
 Augustana College  
 AWilhelmsen Management  
 Axalta Coating Systems Norway  
 Bain & Company  
 Basefarm  
 BearingPoint  
 Berlitz Language Services

Bertel O. Steen Defence &  
 Security  
 Best Western International  
 BI Norwegian Business School  
 Birn+Partners Norway  
 Black Box Norge  
 Borton Overseas  
 Boyden Executive Search  
 Bristol-Meyers Squibb  
 Bull & Co. Advokatfirma  
 CA Technologies  
 Cameron  
 Capgemini Norge  
 Cecilie Melli / C Shop  
 Cognizant  
 Comet Consular Services  
 Concha y Toro  
 Concierge Masters  
 Connectum Capital Management  
 CorpNordic  
 CSC Norge  
 Deloitte Advokatfirma  
 DHL Express  
 Drew Marine International  
 Easymeeting.net  
 Ecolab  
 Eiker Motorshop  
 Eimskip - CTG  
 Elmatica  
 Engelstad  
 Excite Events  
 Facebook  
 FedEx  
 Frank Grønsund Agentur  
 Frisch  
 GE Healthcare Technologies  
 GIEK  
 Global Blue  
 Grand Hotel  
 Halliburton  
 Hard Rock Cafe Oslo  
 Hardanger Bestikk  
 Haugen-Gruppen  
 Helly Hansen  
 Hess Norge  
 Hewlett-Packard Norge  
 Honeywell  
 Horton International  
 Hotel Continental

Høegh Autoliners  
 Ibas  
 Icelandair  
 Innovation Norway  
 Intergraph Norge  
 InterimLeder  
 International Corporate Art  
 J.P. Morgan Europe, Oslo Branch  
 Jotun  
 Kaluna  
 Kelly Services  
 Kongsberg Defence & Aerospace  
 Korn/Ferry International  
 Kvale & Co. Advokatfirma  
 Leadership Foundation  
 Leidar  
 Lockton Companies  
 Lærdal Medical  
 Marsh  
 Mars Norge  
 Marsoft  
 Medtronic Norge  
 Mercer  
 Moestue Group  
 Mondelez International  
 Moods of Norway  
 Moota Telecom  
 Motorola Solutions Norway  
 MoVa  
 Mørland & Johnsen  
 NAI First Partners  
 Next Step  
 Norcom  
 Nordic American Group  
 Norges Varemesse  
 Norwegian Ship Owners'  
 Association  
 Nova Agentum  
 O'Learys Oslo  
 Opel Norge  
 Opera Software  
 Oracle  
 Orkla  
 Our Amazing Norway  
 Parker Hannifin  
 PepsiCo Nordic Norway  
 Pharmaq  
 Polaris Norway  
 Premiere Global Services



**Members cont.**

Pulse Communication  
 Regus Business Center Norge  
 Reiten & Co.  
 Relocation  
 Rob.Arnesen  
 RSA / Jeep  
 Ræder Advokatfirma  
 Saga Bok  
 Scandic Hotels  
 SeeME  
 Sonitor  
 Sons of Norway  
 SPX Flow Technology Norway  
 Stabæk Fotball  
 Starbucks  
 Strøm  
 Subway  
 Symposium Wines  
 Telemark Fylkeskommune  
 Telenor  
 Thermo Fisher Scientific  
 Thin Film Electronics  
 Torres & Partners Norway  
 Total E&P Norge  
 Treasury Wine Estate  
 Turner Broadcasting Systems  
 Nordic  
 United  
 Universal Sony Pictures Home  
 Entertainment  
 USA Specialisten / World Tours  
 Grupperespesialisten  
 UPS of Norway  
 Verdane Capital Advisors  
 Via Egencia  
 Vinarius  
 Visit Flåm  
 Volvat Medisinske Senter  
 Warner Bros. Entertainment  
 Norge  
 WaveTrain Systems  
 Wikborg Rein  
 Winetailor  
 Wunderlich Securities  
 Yara International

# Members by Industry

**Accounting/Financial (16)**

Accurate Equity  
 American Express Company  
 Citi Norway  
 Connectum Capital Management  
 DNB  
 Elavon Financial Services  
 GIEK  
 Global Blue  
 J.P. Morgan Europe, Oslo  
 Branch  
 KPMG  
 PricewaterhouseCoopers  
 Reiten & Co.  
 SEB  
 Verdane Capital Advisors  
 Visma Services Norge  
 Wunderlich Securities

**Airline/Travel (10)**

Ask Mr. Cruise  
 Borton Overseas  
 Concierge Masters  
 Hurtigruten  
 Icelandair  
 RCL Cruises  
 United  
 USA Specialisten/  
 World Tours  
 Grupperespesialisten  
 Via Egencia  
 Visit Flåm

**Automobile/Transport (6)**

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

**Communication/PR/Media (10)**

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

**Chemicals/Metals (6)**

Alcoa  
 Axalta Coating Systems Norway  
 Ecolab  
 Jotun  
 Sapa  
 Yara International

**Defense/Security (5)**

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

**Education/Research (4)**

American College of Norway  
 Augustana College  
 Berlitz Language Services  
 BI Norwegian Business School

**Energy (13)**

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

**Engineering/Construction (5)**

Aker  
 Elnatica  
 Honeywell  
 Parker Hannifin  
 Skanska Norway

**Entertainment, Lifestyle & Culture (13)**

Cecilie Melli / C Shop  
 Excite Events  
 Hardanger Bestikk  
 Helly Hansen  
 International Corporate Art  
 Moods of Norway  
 Rob.Arnesen  
 SeeME  
 Stabæk Fotball  
 Telemark Fylkeskommune  
 Turner Broadcasting Systems  
 Nordic  
 Universal Pictures Norway  
 Warner Bros. Entertainment  
 Norge

**Food & Beverage (19)**

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



**Health (17)**

Abbott Norge  
 Abbvie  
 Amgen  
 Amway  
 Baxter  
 Bristol-Meyers Squibb  
 Eli Lilly Norge  
 GE Healthcare  
 GE Healthcare Technologies  
 Janssen Pharmaceutical  
 Lærdal Medical  
 Medtronic Norge  
 MSD Norge  
 Pfizer  
 Pharmaq  
 Thermo Fisher Scientific  
 Volvat Medisinske Senter

**Hotel/Restaurant/Conference (15)**

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

**Human Resources (8)**

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

**Industrial Equipment (4)**

3M Norge  
 Air Products  
 ATI Scandinavia  
 SPX Flow Technology Norway

**Insurance (7)**

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

**IT/Computer Equipment (24)**

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

**Legal (12)**

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

**Management Consulting (12)**

Accenture  
 Bain & Company  
 BearingPoint  
 Boston Consulting Group  
 Capgemini Norge  
 CorpNordic  
 Innovation Norway  
 Kaluna  
 Leadership Foundation  
 Leidar  
 McKinsey & Company  
 Next Step

**Property/Real Estate (3)**

Atrium | CBRE  
 Eiendomsspar  
 NAI First Partners

**Shipping/Logistics/Relocation (13)**

Adams Express  
 AWilhelmsen Management  
 Comet Consular Services  
 DHL Express  
 DNV GL  
 Drew Marine International  
 FedEx  
 Eimskip – CTG  
 Höegh Autoliners  
 Marsoft  
 Norwegian Ship Owners' Association  
 Relocation  
 UPS of Norway

**Telecommunications (3)**

Motorola Solutions Norway  
 Moota Telecom  
 Telenor

# Highlights



# Highlights





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We put you first.  
And keep you ahead.



Photo: Nancy Bundt

# Year in Review

### Ambassador's Reception with Børge Brende

September 2014 – Villa Otium, Oslo

After a brief welcome to Villa Otium by Charge d'Affaires and Acting Ambassador Julie Furuta-Toy, Norway Foreign Minister Børge Brende shared his insight on the economic and political importance of the relationship between Norway and the US. Following Mr. Brende, AmCham Chairman Pål Rokke provided remarks and introduced renowned business professor Torger Reve, who presented the newly released Foreign Multinationals in Norway report. Analyzing and comparing foreign and domestic enterprise performance across industries, the report helps to clarify key ways in which multinationals contribute to the Norwegian economic landscape.

### AmCham Christmas Party

December 2014 – Grand Hotel, Oslo

AmCham members kicked-off the holiday season with a festive note by gathering at the Grand Hotel's top floor Etoile Bar to celebrate the Christmas season. Guests were greeted with a glass of complimentary wine provided by Ravenswood and offered the chance to win a bottle of Ravenswood's finest wines. As guests mingled, famous sommelier and winner of the 2012 Nordic Wine Championship and the 2013 Norwegian champion, Liora Levi, enlightened the group about US wines.

### Stavanger Expat Leader Forum

Ongoing – Stavanger

In service and support for the Stavanger-region, AmCham organizes quarterly expat leader forums to discuss timely issues in a unique atmosphere. Hosted on a revolving basis by participating companies, and in cooperation with the Stavanger Chamber of Commerce, the cross-sectorial setting offers leaders a unique opportunity to lead their organizations even more effectively. Invited guests have included Mayor Christine Sagen Helgø, MP Torstein Tvedt Solberg (Ap), and expat executives with two weeks to 20 years of Norway experience.

### HR Seminar on International Expertise in the Norwegian Labor Market

January 2015 – Experis, Oslo

HR consulting firm and seminar host, Experis, identified current trends in the labor market and NOKUT presented their new *turbo evaluation*, which verifies the accreditation of universities, both foreign and domestic. After a hands-on workshop where company representatives discussed the importance of international expertise, Vibeke Hammer Madsen (Director, Virke), Glenn Menkin (HR Director, DNB), Marianne Aasen (AP) and Maalfrid Brath (Managing Director ManpowerGroup, Norway) discussed challenges and opportunities when hiring a Norwegian that has studied abroad.



## Arizona Governor Delegation

October 2014 – Stortinget, Oslo

Welcoming American business development counterparts and governor delegation from the state of Arizona AmCham members and government partners convened at Parliament to discuss Norwegian-American business relations. Arizona Governor Jan Brewer, the Arizona Commerce Authority CEO Sandra Watson and Vice President David Drennon shared their thoughts on the economic outlook for Arizona and trade relations between the US and Norway. Arizona is a location of interest for many Norwegian companies including Sapa, which operates an extrusion plant in the state employing over 200 workers.

## An Evening of American Wines

February 2015 – Mini Bottle Gallery, Oslo

AmCham members gathered at the unique venue of the Mini Bottle Gallery Oslo to sample a diverse selection of over 60 classic and novelty US wines. The charismatic Mini Bottle King, Christian Ringnes, shared the background behind the Mini Bottle Gallery Museum, and a few entertaining stories of how he came to possess the world's largest mini bottle collection.



## AmCham Thanksgiving Charity Dinner

November 2014 – Akershus Festning, Oslo

AmCham members and friends joined to celebrate an authentic American Thanksgiving at Akerhus Festning. Attendees welcomed honored guests Minister of Finance Siv Jensen, Deputy Chief of Mission Julie Furuta-Toy, Mikkel "Mix" Diskerud, and Ada Sofie Austegard, founder of Stine Sofies Stiftelsen. Following the heartfelt speech, Minister of Finance Siv Jensen spoke about the strong relationship between Norway and the United States. Throughout the evening, guests generously showed an overwhelming amount of support to the worthy cause of Stine Sofies Stiftelsen to help victims of child abuse.



## AmCham Annual General Meeting & Trade Deal Reception

March 2015 – Grand Hotel, Oslo

As the US and EU negotiate details of the Transatlantic Trade and Investment Partnership (TTIP), Monica Mæland, Norway's Minister of Trade & Industry, spoke about the possible implications for Norway regarding the potential success of the trade deal. Joseph Quinlan, renowned author and Fellow at Johns Hopkins University, provided expert insight on the relationship between economic trade deals and financial restructuring reform. Norwegian Minister of Agriculture & Food Sylvi Listhaug then addressed reforms within the agricultural industry and concerns regarding the effects of TTIP on the agricultural industry.



## Highlights 2014–15



### 14<sup>th</sup> Annual AmCham Golf Tournament

August 2014 – Losby Golf

Players once again experienced great competition and comradery at AmCham's 14<sup>th</sup> Annual Söderstrøm Cup. Hosted for the first time at Losby Golf Club, 22 teams, representing a mix of 30 member companies, enjoyed a day of friendly competition for the much sought-after round-trip tickets to New York, compliments of sponsor United. In the end, Team Grant Thornton earned first place, eternally emblazoned in glory, with their names engraved on the Söderstrom Cup.







## FACILITATING GLOBAL ENERGY

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**DNB – Banking the Norwegian way**



# Patron Members

## 3M

**3M** 3M is fundamentally a science-based company. 3M produces thousands of imaginative products, and the company is a leader in scores of markets, from health care and highway safety to office products and abrasives and adhesives. Its success begins with their ability to apply the company's technologies – often in combination – to an endless array of real-world customer needs. The people of 3M and their singular commitment to make life easier and better for people around the world make all of this possible. 3M leverages these competencies to create innovative solutions for the customers and to provide investors with attractive long-term returns. With \$30 billion in sales, 3M employs 88,000 people worldwide and has operations in more than 70 countries. In Norway, 3M is located at Skjetten and employs 129 people. 3M Norway achieved a total sales revenue of 635 million NOK in 2014.

## Abbvie

**abbvie** AbbVie 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. In 2013, AbbVie will employ approximately 26,000 people worldwide and markets medicines in more than 170 countries. In Norway, AbbVie employs around 80 people. For the seventh year in a row, AbbVie was awarded as one of Norway's Best Places to work – this year as number two among mid-sized companies.

## Abbot Norge



Abbott is a global, broad-based health care company devoted to discovering new medicines, new technologies and new ways to manage health. The company employs nearly 90,000 employees and markets its products in more than 150 countries. Abbott's efforts focus on four key areas: innovating for the future, enhancing access to health care, protecting patients and consumers, and safeguarding the environment. Abbott Norge AS is a wholly owned subsidiary of Abbott Laboratories and employs more than 50 people. In Norway, Abbott is active in the areas of marketing, sales, laboratory diagnostics, diabetes care, and intravascular intervention.

## Advokatfirma Selmer

**SELMER** Selmer was founded in 1985. Today Selmer is one of Norway's leading legal practices with 160 employees and provides business law advice accompanied by financial and investigative expertise. Selmer has a large network within the private and public sector, and a considerable share of its business is internationally oriented.

## AIG Europe Limited



American International Group, Inc. (AIG) is a leading global insurance organization, serving customers in more than 100 countries and jurisdictions. AIG companies serve commercial, institutional, and individual customers through one of the most extensive worldwide property-casualty networks of any insurer. In addition, AIG companies are leading providers of life insurance and retirement services in the United States. AIG common stock is listed on the New York Stock Exchange and the Tokyo Stock Exchange. Additional information about AIG can be found at [www.aig.com](http://www.aig.com).

## Alcoa



A global leader in lightweight metals engineering and manufacturing, Alcoa innovates multi-material solutions that advance our world. The company's technologies enhance transportation, from automotive and commercial transport to air and space travel, and improve industrial and consumer electronics products. Alcoa pioneered the aluminum industry over 126 years ago. Today, 59,000 employees in 30 countries deliver value-add products made of titanium, nickel and aluminum, and produce best-in-class bauxite, alumina and primary aluminum products. Since 1888, Alcoa has been defining the aluminum industry, beginning with our founder Charles Martin Hall inventing the method for producing aluminum, to NASA sending the space rover Curiosity to Mars in 2012, a feat achieved using light-weight and durable aluminum fasteners provided by Alcoa. Alcoa's presence in Norway started in the 1920's through a materials co-operation with Elkem, and further extended from 1962 and on, through the aluminum plants at Lista and in Mosjøen.

## AMGEN



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. The company was one of the first to realize the new science's promise by bringing novel medicines from lab to manufacturing plant to patient. Amgen medicines help patients around the world, helping millions of people in the fight against cancer, kidney disease, rheumatoid arthritis, bone disease and other serious illnesses. With a broad and deep pipeline of potential new medicines, Amgen continues to be an entrepreneurial, science-driven enterprise dedicated to helping people fight serious illness.

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

### Amway

**Amway** Amway is a leader in the global Direct Selling industry. More than 3 million Amway Business Owners distribute high quality Amway brand products around the world. Today, Amway offers over 450 exclusive products and services, a state-of-the-art global ordering and distribution network and over five decades of experience. Amway's extensive product portfolio covers a wide sector of lifestyle needs and has two main areas of focus: Health & Beauty – including all lifestyle solutions for skin care, and every day Consumable Products for the family and home.

### Atrium/CBRE

**CBRE** CBRE Group, Inc. is a Fortune 500 and S&P 500 company headquartered in Los Angeles, and is the world's largest commercial real estate services firm. The Company has approximately 37,000 employees, and serves real estate owners, investors and occupiers through more than 330 offices worldwide. CBRE offers strategic advice and execution for property sales and leasing; corporate services; property, facilities and project management; mortgage banking; appraisal and valuation; development services; investment management; and research and consulting. In Norway, the CBRE Group is represented by its affiliate company Atrium AS, which has been performing commercial real estate services in Norway since 1993. 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, CBRE Group's services include cross border transactions and advisory services for occupiers and investors. The company is located in Oslo and has 26 employees.

### Baxter

**Baxter** Founded in 1931, Baxter is a global, multi-faceted enterprise. Baxter develops, manufactures and markets products that save and sustain the lives of people with hemophilia, immune disorders, infectious diseases, kidney disease, trauma, and other chronic and acute medical conditions. As a global, diversified healthcare company, Baxter applies a unique combination of expertise in medical devices, pharmaceuticals and biotechnology to create products that advance patient care worldwide.


### Boston Consulting Group

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

### British American Tobacco

**BRITISH AMERICAN TOBACCO** British American Tobacco Norway has a history of over 200 years in the Norwegian tobacco industry. Since 2008, the company has been a part of British American Tobacco – the world's most international tobacco group with brands sold in more than 200 markets. In Norway, British American Tobacco imports and sells cigarettes, snus, cigars, and roll your own tobacco. On [www.bat.com](http://www.bat.com) you can read more about the business, the products and your career opportunities with the company.

### Burson Marsteller

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

### Carlson Rezidor Hotel Group

 Carlson Rezidor Hotel Group offers a portfolio of great brands from high-class comfort to high-class luxury. With five unique brands to choose from, each with its own distinct character and style, Carlson Rezidor is in a class of its own serving destinations across Europe, the Middle East, US, Asia and Africa. The six distinct hotel brands are: Radisson Blu, Radisson Red, Park Inn by Radisson, Radisson, Country Inn, and Quorvus. The company currently features over 1320 hotels, 213,000 rooms in operation and under development, and over 80,000 employees in more than 80 countries. However, it is the Yes I Can!-spirit that differentiates Carlson Rezidor from their competitors. Adopted by all employees, Yes I Can! is a company-wide service philosophy where each guest is treated with a positive service attitude.

## Chevron



Chevron is the second largest integrated energy company in the United States and is active in 180 countries worldwide. Chevron was founded in 1879 in California and began marketing activities in Europe in the early 1900s. After World War II, the company sold fuel under the Caltex name. In 1964, a Chevron and Texaco joint venture drilled the North Sea's first exploration well. In 1965, they spudded the first of two exploration wells in the Svalbard archipelago of northernmost Norway. During 2005 Chevron produced about 2.5 million barrels of oil equivalent per day worldwide (the same amount produced in all of Norway), including 200,000 barrels per day in Europe. European upstream activities are headquartered in Aberdeen, Scotland, with offices in Norway, Denmark and the Netherlands. Refining and marketing activities in Scandinavia are conducted through the joint-venture operation, HydroTexaco. Chevron's Norway upstream operations are located in Oslo and include production of oil and gas from the Shell-operated Draugen field in the Norwegian Sea.

## Cisco Systems Norway



Cisco Systems Norway (formerly Tandberg) powers the new way of working, where everyone, everywhere can be more productive through face-to-face collaboration. The Company designs, develops and markets systems and software for video, voice and data communication. Cisco is the market share leader and the fastest growing company in the telepresence and video conferencing industry. The Company's video solutions is found in over 90 countries, improving return on investment for enterprises of all types, universities, financial institutions, and public sector organizations.

## Citi Norway



Citi has been present in Norway since 1973. The Norway Global Banking team within The Institutional Client Group provides a full range of banking services to the largest, international Norwegian corporations and financial institu-

tions. The Citi Norway team delivers global products locally to its clients and partners with product and industry specialists to provide a full array of corporate and investment banking solutions. Citi is a leading global financial services company, with businesses in more than 160 countries and jurisdictions.

## 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. In 2010, Coca-Cola Enterprises Inc. acquired the bottling rights for Coca-Cola products in Norway, from TCCC. Coca-Cola Enterprises AS (CCEN) was formed, and is now Norway's largest producer of non-alcoholic beverages. CCEN has approximately 650 employees, and is responsible for the production and sales in Norway. The main office and soft drink production plant is located in Lørenskog, where 70% of the annual sales volume is produced. In addition, CCEN has sales offices in various locations throughout the country. The brand management and the marketing strategies are managed by Coca-Cola Norge AS, which is a part of TCCC. They have approximately ten employees in Norway, based in Lørenskog. CCEN also cooperates with the breweries Mack Bryggerier and Telemark Kildevann, which produce some of the products in the portfolio.

## ConocoPhillips



ConocoPhillips is the world's largest independent exploration and production company based on proved reserves and production of liquids and natural gas. The company's headquarters are located in Houston, Texas, and they have operations in 27 countries. Operations in Norway are led from the company's offices in Tananger outside Stavanger. ConocoPhillips is one of the largest foreign operators on the Norwegian continental shelf. The company is the operator of the fields in the Greater Ekofisk Area, and has ownership interests in fields such as Heidrun, Visund, Oseberg, Grane, Troll and Alveim.

## DLA Piper



DLA Piper is a global law firm with 4,200 lawyers located in 31 countries and 77 offices throughout the Americas, Asia Pacific, Europe, and the Middle East, positioning the company to help companies with their legal needs anywhere in the world. The company consists of business lawyers and understanding their clients and their needs drives everything DLA Piper does. The lawyers represent more clients in a broader range of geographies and practice disciplines than virtually any other law firm in the world. DLA Piper's client commitment is also the company brand – everything matters when it comes to the way they serve and interact with the clients. If it matters to them, it matters to DLA Piper. The company employs 60 lawyers in Norway from its offices in Oslo.

## DNB




DNB is Norway's largest financial services group and one of the largest in the Nordic region in terms of market capitalization. The Group offers a full range of financial services, including loans, savings, advisory services, insurance and pension products for retail and corporate customers. DNB has more than 2.1 million retail customers in Norway and more than 220,000 corporate customers in Norway. DNB is Norway's largest Internet bank, with more than 1.9 million users, as well as being Norway's largest investment bank. DNB is a partner for Norwegian companies abroad and for large international companies in Norway. With a presence in 20 countries, DNB is a leading global player in selected industries and one of the world's foremost shipping banks, a major international market player in the fisheries and seafood, and energy sectors. DNB has operations in the Baltics and Poland, as well as private banking in Luxembourg.

## DNV GL

 DNV GL enables organizations to advance the safety and sustainability of their business. The company provides classification and technical assurance along with software and independent expert advisory services to the maritime, oil and gas, and energy industries. It also provides certification services to customers across a wide range of other industries. Operating in more than 100 countries, DNV GL's 16,000 professionals are dedicated to helping its customers become safer, smarter and greener.

## Eiendomsspar

 Eiendomsspar is one of Norway's leading real estate companies. Eiendomsspar's business idea is to own, develop, and refine the office, retail and hotel properties for rental. High quality of the property, prime location and an operating philosophy based on service and professionalism has given Eiendomsspar a strong position in the real estate market. Eiendomsspar is owned by Victoria Eiendom (46%) and approximately 500 other shareholders. Eiendomsspar operates through ownership and development of properties, as well as through its 50% shareholding in the Swedish hotel property company Pandox AB. Hotels, office buildings and retail shops account for the bulk of rental income. One of Eiendomsspar's main strengths is the quality of its tenant portfolio.

## Elavon

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

Backed by the strength and stability of US Bank, Elavon delivers flexible, secure and innovative solutions while providing value at every point for customers and partners.

## Eli Lilly and Company



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

## ExxonMobil

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

## Gambit Hill + Knowlton Strategies

 In a period of rapid change, corporate reputation can be one of a company's most valuable and enduring assets. Gambit Hill+Knowlton Strategies aims to be the most professional and complete agency for full-service communications and marketing consultancy. Gambit operates in three core business areas: market communication, corporate communication and public affairs. Their approximately 70 employees cover a wide range

of competencies and unique professional and industry insight. In addition, the company hosts a range of professional seminars, like the annual Washington Seminar. The company's mission is to play a central role in the achievement of key business objectives such as creating shareholder value; attracting, retaining and motivating high-quality people; marshaling stakeholder support on public policy issues and reaching the right audiences with the right messages. From strategic advisory to creative campaigns, Gambit Hill+Knowlton is the one-stop-shop for communications consultancy services.

## GE Healthcare



GE Healthcare provides transformational medical technologies and services that are shaping a new age of patient care. The expertise in medical imaging and information technologies, medical diagnostics, patient monitoring systems, performance improvement, drug discovery, and biopharmaceutical manufacturing technologies are helping clinicians around the world re-imagine new ways to diagnose and treat cancer, heart disease, neurological diseases and other conditions earlier. GE Healthcare is part of General Electric. Worldwide, GE Healthcare employs more than 50,000 people committed to serving healthcare professionals and their patients in more than 100 countries.

## GE Oil & Gas



GE Oil & Gas is a world leader in advanced technologies and services with 45,000 employees in more than 100 countries supporting customers across the industry – from extraction to transportation to end use. Making the environment, health and safety, quality and integrity are the company's highest priorities. Company technologies and services include surface and subsea drilling and production, monitoring and diagnostics, measurement and controls, large-scale LNG, pipeline compression and inspection, well site and industrial power generation, technologies for the refining and petrochemical industries, and modular CNG and LNG units for transportation sectors. Through customized service solutions, training

programs and technologies, GE Oil & Gas partners with customers to maximize their efficiency, productivity and equipment reliability; develop their next generation workforce; and fully benefit from the megatrends of natural gas, the growth of subsea and hard-to-reach reserves and the revolution in asset health management.

## First House

### FIRST HOUSE

First House is a strategic advisory firm with Norway and the Nordics as its home market. 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. The company also assists as an advisor and project manager within crisis management and crisis communication and, in other cases, where corporate reputation is at stake. The firm offers industry expertise within a number of industries and business sectors, such as media, energy, healthcare, defense, shipping and transport, sporting goods, fashion, grocery, trade, construction/building materials, finance, telecom/IT, as well as trade and labor organization leadership and management. First House offers advisory services for corporations wishing to establish businesses within the Norwegian market.

## FMC Technologies



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

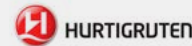
operates 24 production facilities in 14 countries. Visit FMC Technologies, Inc. on Twitter @ FMC\_Tech for more information.

## Google



Google opened their Norwegian office in May 2005. Google Norway also represents YouTube.no, the world's second largest search engine and largest video site, with over 4 billion videos played every day. Today most companies operating in the Norwegian marketplace have discovered Google as the world's most effective advertising medium. Every day, billions of queries connect buyers and sellers around the world, and the advertisers only pay when someone, who is looking for exactly what they have to sell, click on their ads. Google's mission is "to organize the world's information and make it accessible and useful". Google Norway AS is a subsidiary of Google Inc. and is the workplace of approximately 35 Googlers from five countries.

## Hurtigruten



Headquartered in Norway – with subsidiaries in the USA, Germany, France, and England – Hurtigruten ASA employs approximately 1,900 people. 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. Hurtigruten's specialty is tourism and transport operations in Norway and abroad. Today Hurtigruten is a renowned international cruise experience and an important part of the infrastructure for a number of communities along the Norwegian coast. Hurtigruten now has 13 ships, of which 11 sail daily between Bergen and Kirkenes with 34 ports of call. Hurtigruten's vision is real experiences in unique waters. They are an active partner with National Geographic and support sustainable tourism. Welcome aboard the World's Most Beautiful Voyage!

## IBM



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

## Iron Mountain

**IRON MOUNTAIN** Iron Mountain Incorporated helps organizations around the world reduce the costs and risks associated with information protection and storage. The company offers comprehensive records management, data protection, and information destruction solutions along with the expertise and experience to address complex information challenges such as rising storage costs, litigation, regulatory compliance and disaster recovery. Founded in 1951, Iron Mountain is a trusted partner to more than 156,000 corporate clients throughout North America, Europe, Latin America and the Pacific Rim. The company has 20,000 employees and more than 1,000 facilities worldwide with revenue of \$3 billion. Its headquarters are in Boston, Massachusetts USA, and in Norway they are located in Oslo and Stavanger.

## Janssen



Janssen joined Johnson & Johnson in 1961 and is now a member of the

Janssen Pharmaceutical Companies of Johnson & Johnson. The company develops and markets innovative, high-quality pharmaceutical products and services. Janssen's current European workforce is approximately 6,000 employees. In Norway, Janssen conducts clinical research, marketing and sales of the company's pharmaceuticals. The main office is located at Lysaker in Oslo, where 40 employees comprise the Norwegian operations.

## King Food - Burger King Norge



Burger King is today one of the largest retail chains in the world and employs over 300,000 people in more than 11,200 restaurants in 61 countries. King Food AS,

owned by Umoe Catering AS, has had the franchise rights for Burger King in Norway since 1988, when the first restaurant opened in Oslo. Today, King Food AS operates 32 restaurants in Norway and four in Sweden. King Food employs close to 1000 people, with a high proportion of youths. The purpose is true to the founders of Burger King: to offer high quality fast food at a reasonable price in clean and pleasant surroundings. At the same time, the firm aims to take the best possible care of their employees. King Food as is also devoted to being a leading franchisee within Burger King and, naturally, being a good investment for its owners.

## KPMG



KPMG is one of the world's leading providers of audit, tax and advisory services. They work closely with their clients, helping them to mitigate risks and grasp opportunities. The company aims at responding to the complex business challenges the clients are facing. They adopt a global approach spanning professional disciplines, industry sectors and national

borders. KPMG operates in 156 countries and has over 152,000 employees. In Norway over 1,000 dedicated professionals work across 26 offices throughout the whole country dealing with a variety of complex business issues. The group includes KPMG Law, specializing in corporate tax law, transfer pricing and expatriate tax issues. KPMG also has US Desks in Oslo and Stavanger. Complexity in business is accelerating, and how one reacts will define performance, success and reputation. KPMG professionals help clients cut through the new complexity, to a more profitable and sustainable future.

## Lockheed Martin Corporation



Headquartered in Bethesda, Maryland, Lockheed Martin is a global security and aerospace company that employs approximately 112,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The Corporation's net sales for 2014 were \$45.6 billion.

## Manpower



ManpowerGroup, the world leader in innovative workforce solutions, creates and delivers high-impact solutions that enable their clients to achieve their business goals and enhance their competitiveness. With over 60 years of experience, the \$22 billion company creates unique time to value through a comprehensive suite of innovative solutions that help clients win in the Human Age. These solutions cover an entire range of talent-driven needs from recruitment and assessment, training and development, and career management, to outsourcing and workforce consulting. ManpowerGroup maintains the world's largest and industry-leading network of nearly 3,100 offices in over 80 countries and territories, generating a dynamic mix of an unmatched global footprint with valuable insight and local expertise to meet the needs of its 400,000 clients per year, across all industry sectors, small and medium-sized enterprises, local, multinational

and global companies. The ManpowerGroup suite of solutions is offered through ManpowerGroup Solutions, Experis, Manpower, and Right Management.

## McKinsey & Company

### McKinsey&Company

McKinsey & Company is a multinational global management consulting firm that serves as a trusted advisor to the world's leading businesses, governments, non-governmental organizations, and not-for-profits. Founded in 1926, the company is designed to operate as one. It is a global partnership united by a set of values, focused on client impact. McKinsey is comprised of more than 9,000 consultants and 2,000 research and information specialists and have offices in more than 60 countries. The Oslo office was founded in 1984 and consists of approximately 100 employees. McKinsey serves clients at every level of their organization with integration of deep industry and functional expertise, such as Chemicals, Financial Services, Infrastructure, Oil & Gas, Public Sector and Telecommunications. Functional practices include, but are not limited to Business Technology, Marketing & Sales, Organization and Strategy. McKinsey publishes the McKinsey Quarterly, funds the McKinsey Global Institute research organization, publishes reports on management topics, and has authored many influential books on management.

## McDonald's Norge



**i'm lovin' it**

McDonald's is the leading global foodservice retailer, with 36,000 local restaurants in over 100 countries. They serve the world some of its favorite foods, such as Big Mac, MacFries and Chicken McNuggets. The history began with founder Ray Kroc, the strong foundation he built continues today with McDonald's vision and commitment to keep the shine on McDonald's Golden Arches for years to come. McDonald's was established in Norway in 1983 by Theo Holm. Today there are 75 restaurants and almost 2300 employees, which makes the company one of the largest employers of youth in Norway. Almost 80% of the restaurants are owned and operated by local franchisees, and

continuing to open new restaurants. McDonald's is always looking for great new franchisees. McDonald's is a proud partner to Norwegian agriculture and strives to have most raw materials locally sourced.

### Microsoft Norge

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

### MSD



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. Merck 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 115 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 among the leading defence and security suppliers in Europe with more than 2,200 employees, significant long-established businesses and a range of programme interests including Norway, where it delivers proven and trusted defence and security capabilities to government and commercial customers. Northrop Grumman's history of partnership with Norway began in

1940 when it provided 24 Northrop N-3PB floatplane aircraft for the RNoAF. Norway was the first international customer for the Northrop F-5 aircraft. Industrial collaboration with Kongsberg Defence Systems on programmes including F-35, and NATO Alliance Ground Surveillance (AGS) system, is important to Northrop Grumman. As a principal partner for the F-35, the company provides the central fuselage, the radar, the aircraft's situational awareness, but also the communications and battlespace networks capability. It is also the pre-eminent provider of high altitude long endurance unmanned air systems (UAS) and air & land-based active electronically scanned array radars.

### Palo Alto Networks



Palo Alto Networks was founded in 2005 by Nir Zuk. The company produced and shipped its first firewall in 2007, and in 2011, Gartner Magic Quadrant identified Palo Alto Networks as a leader in the enterprise firewall. Palo Alto Networks is leading a new era in cybersecurity by protecting thousands of enterprise, government, and service provider networks from cyber threats. Because of Palo Alto Networks' deep expertise, commitment to innovation, and game-changing security platform, thousands of customers have chosen Palo Alto Networks and made Palo Alto Networks the fastest growing security company in the market. The company's security platform brings together all key network security functions, including advanced threat protection, firewall, IDS/IPS, and URL filtering. With Palo Alto Networks Next Generation Security platform, organizations can safely enable the use of all applications, maintain complete visibility and control, confidently pursue new technology initiatives like cloud and mobility, and protect the organization from cyber-attacks.

### Petroleum Geo-Services (PGS)



Petroleum Geo-Services is a focused marine geophysical company that provides a broad range of seismic and reservoir services, including acquisition, imaging, interpretation, and field evaluation. The Company's multi-client data library is among

the largest in the seismic industry, with modern 3D coverage in all significant offshore hydrocarbon provinces of the world. The company operates on a worldwide basis with headquarters in Oslo, Norway. Formed in 1991, the Company today operates ten 3D seismic vessels, including nine vessels of the unique Ramform class. PGS will take delivery of another two Ramform Titan-class vessels in 2016. PGS' two foremost competitive advantages are the Ramform fleet and the proprietary GeoStreamer technology platform. The Ramform vessels deliver proven operational capabilities and superior efficiency and deploy state-of-the-art technologies.

### Pfizer Norway



Pfizer Inc, founded in 1849, is dedicated to better health and greater access to healthcare for people. It is the world's largest pharmaceutical company. Pfizer headquarters are located in New York and represented in more than 150 countries. There are more than 110,000 employees in the company. Pfizer was established in Norway in 1959, and there are approximately 85 employees within sales, marketing and medical.

### Philip Morris Norway



Philip Morris International Inc. is the leading international tobacco company, with seven of the world's top 15 international brands, including Marlboro, the world's best-selling cigarette brand. In 2014, PMI held an estimated 28.6% share of the total international cigarette market excluding the People's Republic of China and the United States. PMI aims to reduce the harm caused by smoking by supporting effective evidence-based regulation of tobacco products and through investment in developing products with the potential to reduce the risk of tobacco-related disease. PMI is committed to operating with integrity and is focused on responsibly delivering long-term, sustainable growth.



## PricewaterhouseCoopers



PricewaterhouseCoopers provides industry-focused assurance, tax and advisory services to build public trust and enhance value for its clients and their stakeholders. More than 184,000 people in 157 countries work collaboratively using Connected Thinking to develop fresh perspectives and practical advice. In Norway, PricewaterhouseCoopers has more than 1,600 professionals and 36 offices, making it one of the country's largest professional service providers.

## RCL Cruises



Royal Caribbean International is an award-winning global cruise brand with a 45-year legacy of innovation and introducing industry "firsts" never before seen at sea. The cruise line features an expansive and unmatched array of features and amenities only found on Royal Caribbean including, jaw-dropping, Broadway-style entertainment and industry-acclaimed programming that appeals to families and adventurous vacationers alike. On board, guests are catered to with the cruise line's world-renowned friendly and engaging Gold Anchor Service by every staff and crew member. Royal Caribbean has been voted "Best Cruise Line Overall" for 12 consecutive years in the Travel Weekly Readers Choice Awards. The cruise line sails 23 of the world's most innovative cruise ships to the most popular destinations in Bermuda and the Caribbean, Europe, Canada and New England, Alaska, South America, Asia, and Australia and New Zealand. For additional information, please visit [www.RoyalCaribbean.com](http://www.RoyalCaribbean.com).

## Sapa

**sapa:** Sapa is the world leader in aluminium solutions, with 23,500 employees in over 40 countries. A joint venture owned equally by the Norwegian companies Hydro and Orkla, Sapa operates more than 100 production facilities and is headquartered in Oslo. The company provides extruded aluminium-based solutions for customers producing trucks, consumer electronics, cars, trains and ships, building solutions, machine

parts, furniture details and other industrial applications. Sapa's approach is to deliver solutions that satisfy and surpass customer expectations, and which are sustainable. The company utilizes its technical leadership to drive product development through material substitution and through solutions that combine aluminium with other materials. It has the experience to challenge traditional thinking and to seize opportunities that customers appreciate.

## SAS Institute



SAS Institute is the world's largest privately held IT company, with more than 13,000 employees and 60,000 customers in 134 countries. As the leading provider of Business Intelligence and Analytics, the company has built a strong position in the Nordic and Baltic region where it supports above 1,300 customers from offices in Oslo, Stavanger, Copenhagen, Skanderborg, Stockholm, Helsinki and Tallinn. SAS Institute serves nearly all industries with multiple cutting-edge analytical capacities, including high-performance analytics, in-database processing and taking full advantage of the value hidden in unstructured data. SAS industry solutions and user-friendly applications help clients understand the past, monitor the present, and predict outcomes as they move their business ahead. Since 1976, SAS has been giving customers around the world THE POWER TO KNOW®.

## Schlumberger



The company was founded in 1927 by the two Schlumberger brothers who invented wireline logging as a technique for obtaining downhole data in oil and gas wells. Today, it continues to build on the industry's longest track record of providing leading edge E&P technology to develop new advancements—from reservoir to surface. In Norway, Schlumberger has main offices and bases in Stavanger, Oslo and Bergen and supply bases spread along the coast. Schlumberger is the world's leading supplier of technology, integrated project management and information solutions to customers working in the oil and gas industry worldwide. Employing approx-

imately 120,000 people representing over 140 nationalities and working in more than 85 countries, Schlumberger provides the industry's widest range of products and services from exploration through production. Schlumberger invests significant time and money on research and engineering. Short-term business cycles do not affect this. In 2014, Schlumberger invested USD1.21 billion in R&E for its oilfield activities.

## SEB



When A.O. Wallenberg opened the doors to SEB's original office in 1856, one of Scandinavia's first corporate and investment banks was born. Since then, tradition and innovation have gone hand-in-hand at SEB. For more than 150 years, SEB has helped companies grow and advised generations of the same family. SEB has grown with clients through the Nordic and Baltic countries and Germany and into the world's financial centers. Today SEB's 16,000 employees work in 20 countries. SEB has worked in Norway since the beginning of the 1900s, supporting clients that are today among the largest companies in the country. The bank offers a complete range of financial solutions to corporate and institutional clients, as well as wealthy individuals and families. SEB is also a market leader within cards through the Eurocard and Diners Club brands. By being a trusted advisor and building long-term relationships, SEB creates the foundation for clients to reach their goals.

## Skanska Norway



Skanska is one of the world's leading construction groups with expertise in construction, development of commercial and residential projects and public-private partnerships. The Group currently has 57,000 employees in selected home markets in Europe, the US and Latin America. Skanska AB is headquartered in Stockholm. Skanska entered the Norwegian market in 1996, and today the company employs 4,000 people from all over the country. 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-based company and one of the leading international suppliers of software for information, document and case management. With nearly 30 years' experience and competence, they are committed to deliver future-oriented, flexible and user-friendly applications. Their systems create excellent knowledge sharing, efficient collaboration, information governance and better service for both private and public organizations. Their standardized professional applications are built on Microsoft SharePoint and Office, the market's leading platforms for collaborative working. The company has around 350 employees working in offices in Oslo, Stockholm, Copenhagen and Bangalore. Software Innovation's software is sold and supplied through a growing network of global partners.

## Statoil



Statoil is an international energy company with operations in 36 countries. Building on more than 40 years of experience from oil and gas production on the Norwegian continental shelf, Statoil is committed to accommodating the world's energy needs in a responsible manner, applying technology and creating innovative business solutions. The company is headquartered in Stavanger, Norway with approximately 23,000 employees worldwide, and are listed on the New York and Oslo stock exchanges.

## Symantec



Symantec Corporation is an information protection expert that helps people, businesses and governments seeking the freedom to unlock the opportunities technology brings – anytime, anywhere. Founded in April 1982, Symantec, a Fortune 500 company, operating one of the largest global data-intelligence networks, has provided leading security, backup and availability solutions for where vital information is stored, accessed and shared. The company's more than 20,000 employees reside in more

than 50 countries. 99% of Fortune 500 companies are Symantec customers. To learn more, please visit [www.symantec.com](http://www.symantec.com). Symantec's Norway offices are located at IT Fornebu, just outside Oslo.

## TGI Friday's/ American Bistro Scandinavia



TGI Friday's is an incredible brand, beginning with the original restaurant that opened in Manhattan in 1965, to the first international restaurant that opened in England in 1986. TGI Fridays created, and has continued to define, the casual dining category with fun, energetic ambience, quality food and drink, and exceptional guest experiences! Within Scandinavia, American Bistro Scandinavia is proudly successful within the TGI Friday's franchise system. Since the opening of the restaurants at Stureplan in Stockholm in 1996 and Karl Johans Gate in 1997, the company has defined what a Friday's restaurant can be a unique combination of a restaurant and bar experience that leaves the competition envious. American Bistro Scandinavia operates six restaurants and bars in Norway and three in Sweden.

## Thon Hotels



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

## Tine



It all started in 1881, and after more than 130 years in business, the TINE Group is today Norway's largest supplier of dairy products. The company processes clean and natural raw materials into good and healthy food, and is a cooperative society owned by almost 13,000 milk-producing farmers. TINE's vision is to create good food moments for people. TINE SA aims to be the leading supplier of branded dairy products for food and drink in Norway, and all products are distributed under the TINE trademark. The TINE Group has international subsidiaries in Sweden, Denmark, the UK and the US. In addition, the group works with independent distributors and partners worldwide. Jarlsberg® and the Norwegian specialty cheese portfolio are today proudly represented in cheese counters around the world. The Jarlsberg® cheese brand is currently, and has been since the early 60's, TINE SA's largest international brand.

## Visma



For more than 20 years, Visma Services has delivered accounting and payroll services in Norway. Today the company is the largest supplier of accounting services in the Nordic area, and has long experience supporting international companies. They report to parent companies located in over 20 countries. Visma Services provides accounting and public reporting, financial consulting, payroll/HR, company registration, VAT-representation, legal services and staffing to their customers. There are close to 100 local offices and more than 2,000 employees across the Nordic countries and in Romania. The employees' knowledge, the technology solutions and the local presence allow Visma Services to provide efficient solutions to all clients. Visma Services is part of the Visma Corporate Group. The group is one of the largest suppliers of system and process solutions for the administrative processes with high adaptability to customer needs.



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