



# 10-11

## Membership Guide

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## American Chamber of Commerce in Norway



Lille Grensen 5  
0159 OSLO  
Norway  
Tel: +47 22 41 50 10  
Fax: +47 22 41 50 11  
E-mail: [amcham@amcham.no](mailto:amcham@amcham.no)  
Web: [www.amcham.no](http://www.amcham.no)

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

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

### About this year's Membership Guide

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

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

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

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## Dear Members

I have been the U. S. Ambassador to the Kingdom of Norway since presenting my credentials to King Harald V on November 5, 2009. My wife Eleanor and I have been overwhelmed by the gracious welcome and assistance that we have received since our arrival in Oslo. We have felt right at home in Oslo since the morning that we landed at Oslo Airport Gardermoen.

I truly appreciate the excellent and very close working relationship that exists between the American Chamber of Commerce in Norway and our Embassy.

I have been privileged to speak at several events sponsored by the Chamber and appreciate the Chamber's efforts to improve and increase business and person to person relationships and opportunities between Americans and Norwegians. As a long-time former member of the Executive Committee of the Greater Boston Chamber of Commerce, I know how important the efforts and commitment of the Chamber of Commerce can be in promoting business-to-business and business-to-government partnerships. I can attest to the fact that the American Chamber of Commerce in Norway is doing an excellent job in this regard.

Two of my primary goals as Ambassador are to promote business relationships and educational exchanges between our two great countries. I look forward to continue to working with the Chamber in the coming years to achieve those goals.

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

Sincerely,

A handwritten signature in dark ink, appearing to read "Barry B. White".

Barry B. White  
US AMBASSADOR

# Thank you for this opportunity



As the Ambassador for Norway to the United States, I greatly value this opportunity to present my perspective on the very important relations between our respective countries to the members of the American Chamber of Commerce in Norway.

Over the last year, the attention of the Obama administration and Congress has to a very large extent been focused on the domestic political agenda and the challenge of getting the national economy back on track. Like many other countries, the United States has experienced the harsh consequences of the global economic downturn, and with unemployment remaining high it is clear that the impact continues to be felt around the country. As the economy pulls out of the recession, it is likely that its effects will continue to transform the American society, in politics as well as in the economy. I think it is worth pointing out that these developments will have a global impact, also affecting Norway.

The recession in the American economy has been deep relative to what Norway has experienced and it remains a fact that the overall import-export rate between our countries has been reduced as a result of the economic downturn. However, the United States remains a highly important market for Norwegian goods and services and will continue to be integral to our own economic outlook. The significant Norwegian stake in the recovery of the US economy is underscored by nearly one third of the Norwegian Pension Fund – Global having been invested in the United States. It is vital to remember that the economic ties that exist are at times greater than we think.

Close to 200 American registered companies are directly or indirectly Norwegian owned across a wide variety of sectors. Some fields, like shipping, have long had a solid connection to the American markets, while others, such as IT and bio-technology are becoming fields of increasing cooperation. While it can at times be a complex corporate environment, the market opportunities presented by the United States are substantial.

Serving as one example, Norway and the United States share a longstanding history of interaction in the energy sector that continues to date. Relations develop on both sides through substantial capital and technological exchange. American companies were vital during the early years of the Norwegian petroleum sector, and US companies are integral also to the future development of our petroleum and gas resources. In the United States, the energy sector has developed greatly in a short period of time, in particular unconventional gas resources. As the world's second largest gas exporter and sixth largest oil exporter, these new realities are vital to Norway. Several Norwegian companies work alongside their American partners, contributing expertise and experience as the American energy sector continues to evolve.

Finally, it is worth emphasizing that the United States is the single most important country for Norwegian research cooperation. The Embassy's annual Transatlantic Science Week will be held in Washington DC in October 2010. Building on past events, it will seek to strengthen dialogue and interaction between North America and Norway in science, technology and higher education. Reflecting what are already growing fields of interaction, this year's themes will include energy and environment, global health and life science, innovation and science policy. A cooperative event between Norway, Canada and the United States, Science Week provides an important platform for knowledge and information exchange, giving way to what I hope will be even stronger collaborative efforts in the future.

Sincerely,

  
Wegger Chr. Strømme  
AMBASSADOR OF NORWAY TO THE US

# Dear Fellow Members,

It is an honor to address you as the new Chairman of the American Chamber of Commerce. I am humble enough to realize that I have been asked to take on this role not because of who I am, but what I am. As the Head of Google in Norway it's amazing how many honorary tasks I am asked to carry out and how many boards I am asked to join. Google opens doors. This door, however, is the only one I have chosen to go through. I believe the work that AmCham does is so important, not to mention interesting, that there was no way I could pass when I was asked to sit on the Board in 2008 – and now to assume the role of Chairman.

I am very lucky as I will be accompanied on the Board's Executive Committee by several extremely qualified and experienced professionals: former Chairman Gunnar Røddal of Eli Lilly, Pål Rokke from Citibank, Stein Rømmerud from Coca-Cola, Michael Klem of AccountOnIt, and US Embassy liaisons Vidar Keyn and Aldo Sirotic. Basically, there won't be much of a chance for me to mess this up.

I was introduced to AmCham in 2005 and, during the past five years, my admiration for Jason and his team has grown continuously. Rarely have I ever met a more dedicated professional than Jason. But no one succeeds alone. Much of AmCham's success relies on our ability to build and maintain a good team. The team today, consisting of Tone, Andrea I. and Andrea P. are all pulling in the right direction together, and it's great to see what such a small squad can pull off.

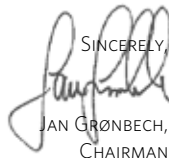
In early 2003 AmCham counted 65 members. By 2007 we were 156. Today we are 199 American, Norwegian and international companies strong. During these years, AmCham has tripled its budget, staffing and membership. During the enrollment period for the last 50 members, the world has gone through a major financial crisis which still isn't over. This is an accomplishment that I believe deserves our appreciation.

AmCham is a respected business association and a workhorse for international businesses in Norway.

Through close contact with members, AmCham has developed an intimate familiarity with their businesses and mutual challenges. AmCham staffers are now assigned to specific industry groups and their unique issues – be it within automotive taxation, pharmaceutical IPR, ethical investment, or corporate structures. The list goes on.

But there are also challenges for AmCham going forward. There is increased competition for member time and attention. In order to continue growing, we need to look at revenue generation beyond dues, advertisements, and event sponsorships. We need to focus our advocacy efforts on a limited number of business policy issues where we can truly make an impact. Believe it or not, there are US companies in Norway that have not yet joined AmCham. Finally, we need to strengthen our voice on behalf of members through our website, publications, reports, media outreach, etc.

I believe that we are well equipped for the challenges ahead. I am very happy that we have a team that is so self-driven and who knows this business as well as they do. Together with the staff and my Board colleagues, I will do my part to develop Norwegian-American business.

SINCERELY,  
  
 JAN GRØNBECH,  
 CHAIRMAN



# AmCham Norway

## Dear Members



**Jason Turflinger**  
Managing Director

According to the IMF, US foreign direct investment in Norway reaches well over \$10 billion annually. Put another way, \$10 billion is the same amount that the Bill and Melinda Gates Foundation will spend on vaccine development and distribution – over the next 10 years. Clearly this is serious investment.

American companies employ over 32,000 people in Norway. These companies are spread from the far reaches of Svalbard to Norway's southernmost point at Lindesnes.

For its part, Norway invests over \$5 billion in the US economy annually and employs 7,700 Americans.

These figures are cause for both celebration and reflection. With the exception of the past two years, mutual FDI has steadily increased. Although most American companies in Norway are not currently expanding, some are growing through strategic acquisitions – Microsoft, Cisco, and Google included. In Texas, 120 Norwegian companies are contributing to US energy solutions. US-Norway IT and energy industry development is firing on all cylinders.

Investment by US healthcare companies, on the other hand, is in decline in Norway. With the exception of GE Healthcare, US pharmaceutical companies cannot currently justify increased Norway spending. This is not the case in neighboring Denmark and Sweden – nor is this helpful for cutting-edge Norwegian biotechnology companies looking for partners with global reach.

Although US-Norway food and beverage industry collaboration is slowly growing, here too we find unique challenges for US-Norway business.

Within both of these industries – and others – misguided policy is to blame for unrealized potential. Within both governments, factions supporting anti-investment policies obviously have other priorities. Short-term financial gain, labor force sheltering, subsidies, aversion to new technologies, and ultra-nationalism should not trump the free flow of capital and commerce between Norway and the United States.

Our work continues – on your behalf.

Best Regards,  
  
**Jason Turflinger**  
MANAGING DIRECTOR

## Who We Are



**Andrea Nahrgang Imbsen**  
Project & Administration  
Manager



**Tone Nymoen**  
Project & Member Relations  
Manager



**Andrea Pecetto**  
Project & Administration  
Consultant

## Internship program

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

duties including but not limited to; database maintenance, routine member correspondence, and project and event assistance. If you would like more information about this internship, please contact Andrea Pecetto at ap@amcham.no. Our internship application deadlines are twice a year, July 5<sup>th</sup> and January 5<sup>th</sup>. Please indicate why you are interested in the position and what you can bring to the AmCham team.



# Board of Directors

## Executive Committee



**Mr. Jan Grønbech**  
Chairman  
Google



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



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



**Mr. Michael Klem**  
Treasurer  
AccountOnIt



**Mr. Gunnar Rødal**  
Director  
Eli Lilly



**Mr. Vidar Keyn**  
Liaison  
US Embassy



**Mr. Aldo Sirotic**  
Liaison  
US Embassy

## AmCham Board



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Director  
MoVa



**Ms. Eli Folkestadås**  
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Director



**Mr. Lee Tillman**  
Director  
ExxonMobil Norway



**Ms. Kristin Ølberg**  
Director  
BI Corporate

## Executive Committee

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

## What We Do

### Our Mission

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

### AmCham Norway strives to:

- Encourage American Norwegian business relations
- Promote the mutual interests of members
- Provide social, business and policy forums for members
- Strengthen American-Norwegian bonds by providing key information about these markets
- Facilitate networking opportunities between American and Norwegian business leaders
- Act as a host to the international business community to enhance professional development
- Participate in AmCham programs and obtain information on protecting businesses from unfavourable governmental regulations
- Assist in utilizing US and Norwegian government channels
- Produce and provide useful business publications



## AmCham Norway Committees

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

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

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

### AmCham Norway committees:

- **Automobile**  
Tackling the problems faced by American car importers. Works towards different government bodies trying to lessen the impact of new legislative proposals.
- **Educational Exchange**  
Works closely with the American Embassy and other partner organizations to promote international education exchange between Norway and the U.S.
- **Energy**
- **Ethical Investment**
- **Food & Beverage**  
Tasked with increasing awareness, availability, and market share of American products in Norway.
- **Intellectual Property Rights (IPR)**
- **Overseas Security Advisory Council (OSAC)**  
A forum for the American private sector in Norway and the US Embassy to facilitate regular, two-way exchange of information to promote corporate safety and security.
- **Pharmaceutical**  
Engaged in an ongoing effort to address industry property right infringement and market access issues within Norway.



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**DnB NOR**

# Bullied Alien?



Sven Hars, Marketing & Communications Director  
King Food AS

Luckily enough, approximately five million customers enjoy Burger King hamburgers each year here in Norway. The iconic whopper is by far perceived as the most tasty burger in this country. So one could be delighted by consumers' enjoyment in our stores, as they take a pause from their daily stress and activities.

But wait, do customers have a bit of bad conscious when walking into our stores? *Should I do this? What would my better half think? Am I gaining weight now?*

The fast food industry has received a massive media attack for several years, claiming that it is close to the root of all evil when it comes to a healthy diet. *Fast food* and *junk food* are almost synonymous and obesity is naturally linked to hamburgers. But is it true? And if not, why do journalists automatically link junk food and fast food in their writing?

There seem to be two variables at play: First is the historical development of the fast food category from the US to Europe and the rising "cultural clash" with local food cultures. Second is the complexity of the healthy diet discussion. Defining the scale from what is *really healthy* to *really unhealthy* is not easy, and therefore difficult to attain consensus.

## Historical Development

The global march of Ray Kroc and James McLamore / David Edgerton into the world of food culture came as a shock. On one hand, the excitement of the concepts - the key drivers of the burger retail chains (quality food, quick service, clean surroundings, and reasonable price) made for obvious customer attractions. The product innovation and great taste was extremely appealing.

On the other hand, a large number of locations were established. They almost invaded Europe with stores selling millions of burgers. To Norwegians, the large quantities and sheer number of outlets conjured up images of American corporate voracity. Additionally, the new burger menu challenged - and was even seen as a danger to - the local foods served. Where would this end?

From these hostile local reactions, and based upon the wide penetration of retail chains and their high quantity products, there grew an interpretation of these businesses as being *just too successful*. A definite threat for local food traditions, it *had to be* low quality food. These vibes were then picked up by the media who defined it as junk food without digging into the true quality of the concepts.

It's a real pity that the media did not do their research. No other companies have improved and professionalized the restaurant and food industries more than McDonald's and Burger King. Both chains have strict and detailed quality and cleanliness routines in their stores, which are still benchmarks of excellence for the restaurant business. High standard product quality demands have encouraged Norwegian suppliers to upgrade and improve their production methods. The result is a high quality product with high quality ingredients.

## A Healthy Diet

The experts seem to agree on some basic things: we eat too much sugar, too few vegetables, too much salt, and we exercise too little. We may agree that too much sugar is not ok and vegetables are healthy. But what about when we mix ingredients together? Mama's meatballs with potatoes and sauce, spaghetti carbonara, homemade pizza and tacos? Who defines what is more healthy and what those criteria are? Shall we focus on low fat, low carbohydrates, high protein, or quantity of wheat consumed?

In the somewhat confusing picture of a healthy diet, a Whopper contains 100% pure beef, lettuce, tomato, pickles, onions, 14 gr. of ketchup, 21 gr. of mayonnaise, and finally a bun. Is this less healthy than the other meals mentioned? So why then is it doomed to be called junk food?

I invite you all to enjoy a flame broiled Whopper with good conscience, and explore our menu for other healthy options. Taste is King.





MSD (Norge) AS, Solbakken 1, 3011 Drammen, tlf. 32207300  
[www.msd.com](http://www.msd.com)

# Is Reuse the Best Option?



Stein Rømmerud, Director  
Corporate Identity, Public  
Affairs & Communications



In 2008, 83.7% of Coca-Cola Drikker Norge (CCDN) products were sold in refillable packaging. Norwegian environmental taxes make this the most profitable type of packaging for our industry. But is it really the most environmentally friendly option?

In 2003, the research institute Stiftelsen Østfoldforskning (STØ) carried out a thorough environmental study of different types of beverage bottles. This extensive lifecycle analysis compared the lifecycle of current refillable bottles to recycled non-refillable bottles. The conclusion was that it is no longer a self-evident truth that refillable bottles are the best environmental option.

Technology has also developed in the five years since this study was carried out. Today, these two types of bottles are not just equal, but in CCDN we believe that modern and environmentally friendly recycled bottles are better than the old-fashioned refillable bottles. There are a number of reasons for this.

## Transport

At any given time, a large number of articulated trucks are transporting empty refillable bottles on Norwegian roads. The different types of bottles are returned to different plants, and the bottles must also be carefully sorted before use. This is both polluting and unnecessary. Modern recycled bottles returned for a deposit and used once before the plastic is recovered means that all this complex return transport can stop.

## Energy consumption

Refillable bottles require quite a bit of energy before they can be reused. For example, the bottles must be sorted before use, stacked in crates, transported on conveyor belts and handled by machines before being manually sorted. They are then inspected for anomalous smell by means of a power-intensive sniffing machine that checks if the bottles are suitable for refilling. The bottles are then washed at 58°C in high-pressurized water containing lye in an energy-intensive washing process which lasts approximately 45 minutes.

## Quality

A large proportion of the bottles returned by consumers are unfit for refilling. The cause is that many people put foreign objects into the bottles or use them to store liquids which could leave behind a taste or smell. These bottles cannot be refilled and must be sent to recovery. The thick, heavy refillable bottles are expensive, unsuitable and not very environmentally-friendly when a high proportion of them cannot be used more than a few times.

## The future

There is no doubt that beverage packaging faces many exciting changes, both here in Norway and internationally. Among other advances, we have recently seen the introduction of degradable bottles in some markets. The proportion of recycled materials in new bottles is ever increasing, and today new recyclable bottles contain more than 40% recycled materials (regranulate) in several markets. In fact, some researchers believe that the bottles of the future will consist of a fully degradable biological material.

A lot of research on these solutions is underway, and it is just a matter of time before new, environmentally friendly and exciting packaging solutions are on the market. It is therefore unfortunate that Norwegian authorities seem to be locked in an antiquated tax structure where only old-fashioned refillable bottles are exempt from environmental taxes. The controversial environment tax on beverage packaging based upon return rate (grunnavgiften) is also of grave concern.

At CCDN we strongly believe that new and environmentally friendly technology could be encouraged by a change in the current taxation scheme for beverage packaging.

# Interview with Michael Saxon

The world's biggest tobacco company, Philip Morris International (PMI), with brands like Marlboro, Chesterfield and Bond Street, established in Norway in 2007 under the entity of Philip Morris Norway AS (PMN). Prior to this, PMI's brands were distributed by Conrad Langaard AS. PMN is the market leader of smoked tobacco in Norway with a market share of about 42%.

The tobacco industry is highly regulated, a necessity that is not disputed by PMI due to the harmful nature of tobacco products. PMN's General Manager, Michael Saxon, who took over Philip Morris International's operations in Norway and Denmark in the summer of 2009, discusses current industry and tobacco regulation issues.

**Q:** Michael Saxon, the question is inevitable: Do you smoke?

**A:** No, I don't smoke.

**Q:** You don't smoke, you admit that smoking is harmful and yet you try to sell as many cigarettes as possible to others. What is the logic in this?

**A:** Smoking is harmful, and that is why we support comprehensive and effective regulation of tobacco products to reduce the harm caused by tobacco use. In my job, I work to increase the market share for our brands among existing adult smokers.

**Q:** Shouldn't you rather help existing smokers to quit or work to reduce the harm caused from smoking?

**A:** I believe adult smokers who – despite health warnings and knowledge about the risks of smoking – have chosen to smoke, should be allowed to do so. However, I would encourage any smoker who is concerned about the health risks of smoking, to quit. PMI is also investing heavily in research and development with the goal of developing products that may have the potential to reduce the health risks of smoking. Hopefully such products will in the future be able to provide an alternative for those smokers who are either unwilling or unable to quit, without losing sight of the fact that the best thing, of course, is not to use tobacco products at all.

**Q:** You stated above that PMI supports comprehensive tobacco regulation. What kind of regulations do you support?

**A:** We support effective regulations that reduce the harm caused by smoking. For example, we believe that it is important that people continue to be aware of the health risks of smoking. Therefore we support that health warnings are placed on tobacco products. In fact all of our products around the world

carry a health warning, also in countries where it is not mandatory. We support strict enforcement of the legal age limit for purchasing tobacco products and other effective measures, such as education campaigns, that can keep minors away from cigarettes. Being an American, I am frankly surprised and disappointed that there seems to be no real enforcement of the legal age here in Norway.

**Q:** Wouldn't the most effective harm reduction regulation be to implement a total ban on tobacco?

**A:** A total ban on selling tobacco would be unrealistic and would probably just hand over the cigarette market from the regulated and legal industry to illicit trade and organized crime. I think it is important that the development of tobacco regulations always keep this dilemma in mind. Here in Norway around 40% of the tobacco consumed is unregistered, and it has increased from only 10% in 1990. A large portion of this finds its way to Norway through smuggling and illicit trade. I don't see what society and the government has to gain from such a development.

**Q:** Why have you sued the Ministry of Health on the tobacco display ban?

**A:** Our goal is to have the ban on displaying tobacco products in retail outlets overturned. Product display bans have not reduced smoking in the few countries that have tried them. Instead they prevent adult smokers from seeing the available product range, with obvious effects on the ability of tobacco companies to compete against one another or launch new products. We have for years tried to make our views known to the government but without success. No one likes to litigate but in this case we unfortunately saw no other option. We are questioning whether it should be legal to pass a law that has no evidence to support its health objectives, and at the same time violates competition and the free movement of goods. It is simply a matter of principle and the outcome of this lawsuit could also turn out to be important for other industries who may be faced with legislation in the future for which there is no evidence base.

**Q:** Do you think you will win?

**A:** We wouldn't have gone to court unless we believed we had a good chance of winning. We believe our arguments are strong, and we hope that the courts will make a fair and objective judgment.



Mr. Michael Saxon, General Manager for Philip Morris in Denmark & Norway



PHILIP MORRIS NORWAY AS

# A Recipe for Success – US Foods in Norway

**D**estin International, an international food exporter, has supplied a wide-range of specialty food products from the United States to Norway for over 15 years. While the countries of Norway and the United States have historically shared a long-standing respect for one another, including a mutual understanding for free-enterprise systems, there have been obvious differences and challenges inherent in the underlying fundamentals relative to the food systems of these two countries.

Since overall food consumption in a country is a reflection of its population, clearly, the United States, with a population of 305 million differs significantly to Norway, with less than 5 million food consumers. While the difference in total population impacts on many key factors in the food industry including production scale, logistics systems and efficiencies, procurement sourcing and leverage, marketing, as well as overall corporate scale and strategies, there are a host of related issues which differentiate these two markets and present unique challenges to a company attempting to export from a macro-oriented market such as the United States to a micro-oriented market such as Norway.

So why would Destin International, a privately-owned company in the United States, want to pursue the more limited potential of the market in Norway? There were many good reasons.

Going back to the early to mid-nineties, while tastes and awareness for American Foods were already on the rise, Norwegian were still very reserved in acceptance of most US food products as well as beverages. Norway understood and preferred its traditional meals, which were largely driven by its own agricultural resources.

Yet, as time went on, and probably due to increased travel and exposure, there appeared to be an ever increasing awareness and acceptance of items exported from the US. A classic example was the development of Mexican foods, with salsa's, taco dinners, tortillas, nacho chips, etc. Even more interesting was seeing how the Norwegian preference for salsas shifted over time from mild/medium to medium/hot spice levels. Clearly, a transition to new and different foods was underway.

Over time, more opportunities emerged in snack foods and a range of convenience foods, including such items as macaroni & cheese dinners (a staple in the United States since the

mid-1940's), pasta sauces, salad dressings and a whole range of "American" products from barbecue sauces to cotton candy amongst others.

While all this was positive, there were often overwhelming negatives. Although Norway was not part of the EU, the mutual compliance with EU regulatory standards was most critical. The restriction of GMO products, especially corn and soybeans, virtually dismantled many food categories which had gained a foothold in Norway. This included many snack items due to their utilization of corn or soy-based products. The United States did not share the same concerns for GMO products and, to meet European regulations, it became excessively expensive or impossible to sustain sales of such products to Norway.

There was also the challenge of avoiding artificial colors, mostly those which US manufacturers used daily for domestic markets. Products had to be reformulated to meet the demands of the Norwegian/EU regulations.

In addition to the fundamental regulatory issues, there existed some very significant global issues. As the Norwegian crown increased versus the US Dollar in the late 90's/early 2000's, and the cost of imported US products increased over 30% at times, it became more difficult to sustain the marketability of US products in Norway. Yet, thankfully, consumers still continued to purchase US products, although at lower levels.

## Why Norway?

The market in Norway respected quality products which could meet Norway/EU standards. US vendors offered new ideas that the market welcomed and appreciated. These included such concepts as easy to prepare products, new snack ideas, as well as value added products which met consumer desire to make a "delightful, but different" meal. We offered new taste ideas and additions to add a little spice or even products to compliment traditional Norwegian meals.

We had to recognize the size of the Norwegian market and prepare themselves to deal with the smaller scale and implications of market size. We also had to address the unique regulatory conditions, as well as the need to customize to the Norwegian market, including differences in formulations and appealing labeling.





Emil J. Smider, President, Destin International

#### Our Recipe

To meet these challenges, Destin International has – over the past 15 years – aligned itself with a select group of top-level, privately-owned manufacturers who defined Destin as their export division. These partners continue to support Destin's demand to meet the market and regulatory conditions to be a valued exporter to Norway.

We continue to recognize the support for Frank Groensund Agentur as our Importing Agent but also as a valued partner – constantly seeking to deliver the highest quality and most challenging products to our customers in Norway. We will not allow the list of challenges to hinder our commitment to Norway. Rather, as we look to the future, Destin will continue to pursue those options and alternatives which deliver the best of American-sourced products to our valued Norwegian customers.

# Big is Beautiful



Geir Salvesen, Journalist and Wine Columnist, Aftenposten

**T**hey don't make wine in Alaska - that I know of. Beyond that, wines are now produced in almost all other American states. In the desert states it is generally too warm, in the South and in Florida it is too humid and warm. But along the West Coast from Los Angeles and up towards the Canadian border there are excellent conditions for wine grapes and wines. Along the East Coast good - and eventually better - wines are being produced in New York State all the way out to Long Island.

The production of quality wines is a rather new phenomenon in the US. The alcohol ban in the '20s and the beginning of the 1930s was the main reason behind this. Investments in the wine industry did not make their appearance until the 1960s and '70s. In the meantime, Americans chugged down drinks, cocktails and whiskey and lived the type of drinking culture one can see in old Hollywood movies..

Today every other movie hero clings to a glass of wine, and food and wine has become "mainstream" as it is called *over there*.

In Norway American wines had strong progress in 2009, but from a relatively low starting point. A larger focus on cool West Coast wines contributed to this trend.

## Styles of wines

A country's styles of wine are often a reflection of its inhabitants and how they think. And if we say "huge and exaggerated like a 1959 Cadillac with tailfins," it gives you an idea about the direction. "Big is beautiful," is a well known slogan.

The great thing about Americans is that they are playful, practical, open and positive. Of course these characteristics are clichés, but I include a disarming smile. Wine production-wise, these attributes imply a will to experiment that is incredible. Everything can be fixed, no problem... Few food and wine environments around the world are so practically engaged in wine and food matching as Californians. If the wines are too alcoholic - something they often are - they just invent a machine that brings the alcohol level down. Ordinarily the tolerance level for high alcohol levels is far higher in the USA than in Europe. The Americans are used to a bit more *kick*. The wine producer Ravenswood in Sonoma even has a slogan that says "No wimpy wines." It is this character that makes it difficult for a European to dip his tongue into an American monster wine.

## Here you go, and be surprised...

Do not underestimate the Americans. Of ten top quality wines, American wines took the five first places at a blind tasting taking place on both sides of the Atlantic in 2006. 30 years after the famous Paris wine tasting in 1976 - that placed California, and especially Stag's Leap Wine Cellars, on the map - the same was repeated on May 24<sup>th</sup> 2006. And with

nearly the same result. The mature American wines beat, by total knock-out, the most famous Bordeaux wines. Of the ten best red wines the Americans conquered the five first places. That is close to unbelievable when we know that the European judges panel included "US wine haters" like Michael Broadbent and Hugh Johnson.

Their ideal is slim wines, almost with a British understatement. But the Americans managed above all expectations.

In 1976 the French complained that their tested wines were too young and required additional aging. But in 2006 the French wines were mature enough, and even that didn't help. The lesson learned must be: one cannot drink labels.

Two panels sat on either side of the Atlantic Ocean and tasted simultaneously. The combined result of the testing was:

- 1 - 1971 Ridge Monte Bello, FROM (137 points)
- 2 - 1973 Stag's Leap Wine Cellars, FROM (119 points)
- 3 - (tie) 1970 Heitz Martha's Vineyard, FROM (112 points)
- 3 - (tie) 1971 Mayacamas, FROM (112 points)
- 5 - 1972 Clos du Val, FROM (106 points)
- 6 - 1970 Château Mouton-Rotschild, France (105 points)
- 7 - 1970 Château Montrose, France (92 points)
- 8 - 1970 Château Haut-Brion, France (82 points)
- 9 - 1971 Château Leoville-Las-Cases, France (66 points)
- 10 - 1969 Freemark Abbey, FROM (59 points)

As we see, the French Ch. Mouton-Rotschild only made it to 6<sup>th</sup> place.

But a lot has happened since the '76 tasting. Among other things, American wines have increased their level of alcohol so much that there are doubts that the next tasting - probably in 2036 - will yield the same results. An alcohol average in the '70s was about 12-12,5 volume percent. Now most of the Napa wines average 14 or more. Sometimes up to 16 percent. That gives the wines a slightly burned, intense sweet character and a force that kills certain dishes. But locals love some of these monster wines. Support groups have even been established for the meanest monster grape of them all - Zinfandel.

## California dreaming

It is in California where most things happen, even if the other states on the West Coast - Oregon and Washington - are active with creative and innovative wines, especially from cooler climate zones. We have an image of California as a warm state where trendy, blonde girls and boys drive convertibles with the top down all year long. But there are several distinctly different climate zones that come as a huge surprise to visitors and make it a bit cold to drive with the top down. Where the wine areas are very influenced by the Pacific Ocean, the temperature is

5-6 degrees lower than only two or three kilometers beyond a hill that blocks the cold ocean air. One example: 250 kilometers north of Los Angeles lies the city of Luis San Obispo, where the ocean winds blow and the styles of wines are cool with fresh Sauvignon Blanc, Pinot Noir and Chardonnay nearly resembling Chablis.

So, around a few bends and up a hill lies the town of Paso Robles where the dry and warm inland climate is predominant.

Just north of San Francisco Bay lies the wine district Carneros where the ocean mist rains until early afternoon and where, once again, the climate is cooler. Then the temperatures rise again toward Napa. But even further north, in Mendocino and especially Anderson Valley, it can become so cool that the grapes barely ripen - and sometimes they can't. But when they do, it is in a delicate, cool, European wine style with low levels of alcohol.

The US has it all. And California has it all.





# Change of behavior by involvement

Share-based payment has the unique ability to change behavior and attitude. Carefully designed programs, accounting for company size, industry segment, type of personnel and so forth can include and thereby involve all employees. By offering parts of the salary as share-based payment, employees gain a natural self-interest in understanding how the company creates value and how he or she can contribute to increase revenue and reduce costs.

The financial crisis has partly been blamed on business managers' greedy and risky behavior for own personal gain. We think it is fair to say that the designers of poorly balanced incentive programs are equally or even more to blame for creating the downturn. In layman terms; "the donkey will walk in the direction which the carrot is pointed".

Norse Solutions has participated in designing share-based payment programs with voluntary salary cuts in exchange for shares or options which

hopefully will increase in value over time. If an employee is faced with the choice of being laid-off vs. accepting a reduction in salary with a potential up-side if the company later succeeds, practical examples prove that most employees accept the latter. In our experience, employees are positive towards such schemes, partly because they are invited as owners, but also as such decisions demonstrate active and responsible ownership and long-term strategic planning by management and directors.

In the light of recent developments in Greece, with potential similarities in Italy, Portugal, Spain, UK etc. it is our view that share-based payment is even more relevant and may be one of the very few tools left in the toolbox to get these economies back on track. It is all about changing behavior and attitude where each employee is incentivized to better understand their role in the creation of value for themselves, their employer, the investors and society as a whole.

## Building robust incentive programs

When building programs, the list of factors which the employer and owners need to take into account is extensive;

- Broad-based programs or only a few key employees? By including all or almost all employees, the employer avoids creating an A- and a B-team. It is often better to grant to all, and rather differentiate between the various groups with respect to the size of grant
- "Look to Europe for moderation in compensation", is often the refrain being used in the US today. The trend is to introduce more performance-based programs.
- Value creation should be easy to measure, update, communicate and understand by all parties involved; i.e. a visible and comprehensible yardstick.
- Weighting the importance of internal and external factors influencing the value creation measurements.
- Introduction of caps and breaks (barriers, rising strikes and other tools) to box-in the maximum gains (and losses) from a given program.
- Mid-life upgrades of existing programs; re-pricing, same-value conversions, extension of vesting and/or program life, etc.
- Evaluate all corporate accounting and finance consequences, including costs, dilution, tax implications (corporate and private) prior to grant.
- Legal implications.
- Administration of the program should be transparent and reliable. More common to involve third party to ensure quality, reliability and objectiveness.
- Political and reputation risks.

We hope that the countries mentioned above also keep this list in mind when legislating for recovery of their economies.



*Quoting Confucius; "Tell Me and I Will Forget;  
Show Me and I May Remember; Involve Me  
[i.e. by letting me become a stakeholder  
in the Company] --and I Will Understand."*

Arne Peder Blix, CEO, Norse Solutions

[www.norse-solutions.com](http://www.norse-solutions.com)

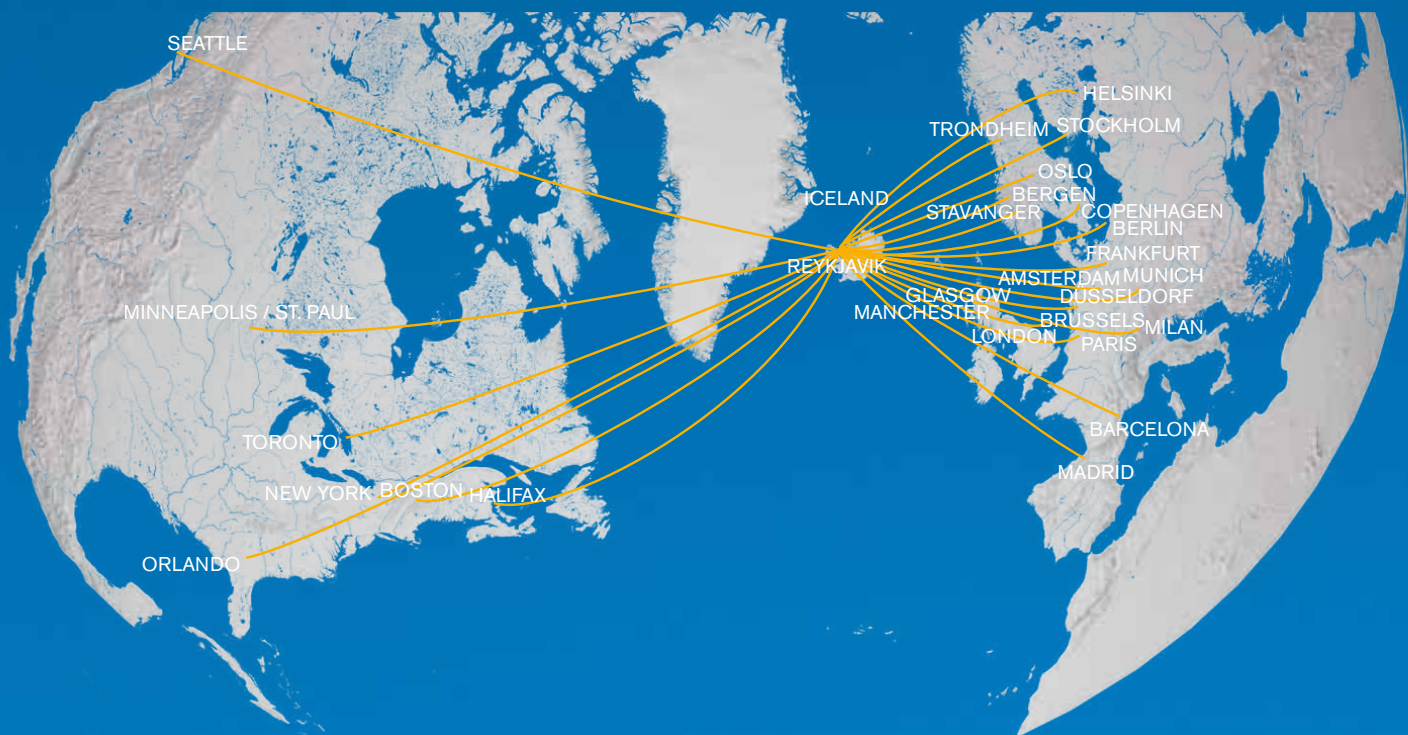
## Complex and powerful instrument

Combined, all these factors prove how complex share-pay is, and that incentive programs need to be fine-tuned. Last year's media-frenzy related to poorly structured incentive programs only proves how powerful an instrument share-based payment really is. Incentive programs must be analyzed thoroughly with valuations and simulations prior to launching programs which the company and its owners are to take responsibility for over the next years. In addition, legal aspects related to tax, reporting, labor legislation, etc. are getting more complex. This requires qualified advisory services.

During the annual general meeting season of spring 2009, many companies had to make up their minds about what to do with share-based incentive programs going forward. Our message was that the best time to consider the use of share-based incentive programs and grant shares/options is during a recession. We are glad to see that many companies listened to our advice and did just that. Share-pay has the power to shift focus and can contribute to changed attitudes and reduced cash flows in the short run. This might be just what your company needs at a time of crisis. If the company pulls through and later soars, is it not only fair that the employees also benefit?







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# Past events

## (Selected)

### Business After-Hours: Tandberg

May 26<sup>th</sup>, 2009  
Lysaker, Oslo

**TANDBERG**  
See: **ideas**



AmCham members and guests were welcomed to Tandberg's Lysaker headquarters on Thursday, May 26<sup>th</sup> for an informative Business After-Hours event. Guests were given an insightful presentation by CEO Fredrik Halvorsen and Chief Cultural Officer Annicken Rød that illustrated the history of Tandberg, today's technology and introduced TANDBERG's New Way of Working.

### Robert Mondavi Dinner & Wine Tasting

May 28<sup>th</sup>, 2009  
Restaurant Julius Fritzner, Grand Hotel



In cooperation with Grand Hotel and Haugen Gruppen/Robert Mondavi wines, AmCham invited members to an exclusive dinner and winetasting at the renowned Julius Fritzner restaurant. Upon arrival the guests were served a Mondavi Fume Blanc and were greeted by Grand's Restaurant and Banquet Manager Rune Johansen before being shown a short video introduction from the Mondavi vineyard. The five course meal was created by Fritzner's new American Chef, Patrick O'Toole, to complement the wines. Before every course the wines were presented by Premium Wine Manager Marcus Eser. Guests sampled several different wines and vintages, some exclusively flown in for this event. The combination

of good food, good wines and good company made for a very enjoyable evening.

### Patron Event Executive Round Table - Intellectual Property Rights

June 5<sup>th</sup>, 2009  
Stortinget, Oslo

**Microsoft**



AmCham Norway and Microsoft were welcomed to Stortinget for a Patron member event the afternoon of June 5<sup>th</sup>. Members and Parliamentarians discussed key Intellectual Property Rights issues with Microsoft's visiting Corporate Vice President for IP Policy & Strategy, Mr. Marshall C. Phelps, Jr. Dr. Phelps highlighted IPR matters such as creating wealth from innovation and the importance for IP industry rules and structure to transcend company boundaries as well as international borders. He addressed IPR issues around the world such as duality of uses around the globe. For example, filing a patent in the EU alone means filing in individual countries, leading to nearly 30 language translations which is costly and could lead to the misuse of patents due to complexity of multiple translations. Dr. Phelps pointed out that a single patent for Microsoft costs about 30,000 USD per country to maintain IP rights. This excludes most SME's from innovation due to these high barrier costs.

He went on to suggest that governments look to universities, specifically technical universities, to spur patent systems through in-house liaisons to help transfer information and knowledge. Dr. Phelps noted that partnering with universities to push inventions into the public sector and beyond Norway's borders is a good way to proceed as a small country. In addition, countries could help SME's by influencing the patent offices to address the cost issue of patents to spur national IP. He also encouraged cooperation among patent offices worldwide through treaties or regional patent offices, pointing out that smaller countries must have faith in other major patent offices.

Dr. Phelps also addressed the question, "What

spurs innovation?" He discussed the importance of understanding concepts and rules around IP to provide a structure to transfer knowledge within industries and across borders. He also mentioned the battle between commercial (front end costs) vs. open structure business models (back end costs). He noted that Microsoft makes deals with open source market partners and pointed out the importance of understanding the customers' points of view and their needs.

### AmCham's annual UPS Söderström Cup

August 20<sup>th</sup>, 2009  
Tyrifjorden Golfklubb



On August 20<sup>th</sup>, AmCham members gathered at the extraordinary setting of Tyrifjorden Golfklubb for AmCham's annual golf tournament. The course is located on beautiful Storøya in the Tyrifjord, which is less than 40 minutes north of Oslo.

The day started with a breakfast buffet at the club's restaurant and a warm-up on the driving range, followed by a briefing by the club's NGA representative Derek Crawford. In the spirit of friendly competition, 83 golfers vied for the Söderström Cup and a trip



to New York, courtesy of Continental Airlines. As in previous years, the generosity of the event's corporate sponsors was impressive.

Team DLA Piper, consisting of Christian Dahlgren, Egil Hatling, Marius Juul Møller and Martin Karset, finished in first place. Clear Channel's Bjørnar Tretterud, Pål Arne Grøttem, Tor Harald Strømsnes, Arne Sneen comprised the second-place team and received four overnight stays for two at Oslo's Grand Hotel. The third place team from HRG including Arne Vigstad, Christian Karlander, Henrik Hagtvedt, Bjørnar Abrahamsen, received 8 green fee certificates at Kongsberg Golf Club courtesy of FMC Technologies.

Despite the waning sun, the participants enjoyed a magnificent view of the fjord at several holes. In addition to some great golfing, they had a chance to take a ride on a Segway as well as view some of Chrysler's newest vehicles. A barbeque dinner buffet at the clubhouse topped of a great day of golf.

#### **Søderstrøm Cup winners**

- 2001** Team Conoco/DnB (Krokhol Golf Club)
- 2002** Team UPS/Pronto (Østmarka Golf Club)
- 2003** Team International Business Forum (Østmarka Golf Club)
- 2004** Team Coca-Cola (Østmarka Golf Club)
- 2005** Team Coca-Cola (Miklagård Golf Club)
- 2006** Team AIG (Miklagård Golf Club)
- 2007** Team Google (Miklagård Golf Club)
- 2008** Team Google (Tyrifjord)
- 2009** Team DLA Piper (Tyrifjord)

#### **Golf Tournament 2009 prize sponsors:**

Jan Søderstrøm  
Continental Airlines  
Grand Hotel  
FMC Technologies  
Tyrifjord Golf Club & AmCham Norway  
Chrysler

#### **Business After-Hours: NAI First Partners**

September 15<sup>th</sup>, 2009

Emil & Samuel, Oslo



AmCham and member company NAI First Partner invited members, partners and guests to an informal Business After-Hours at the new cocktail bar Emil & Samuel. Upon arrival the guests were served a Fetzer white wine and snacks before AmCham's Jason Turflinger officially welcomed all guests. NAI First Partner's Managing Partner, *Eiliv Christensen*, began the presentation by discussing the Norwegian commercial real estate market in light of the current financial situation.

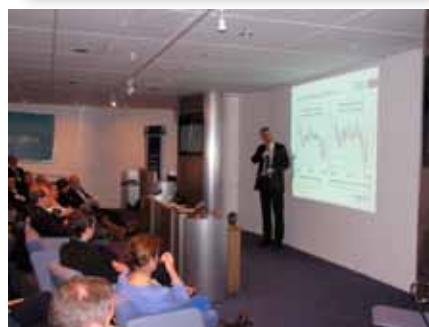
The main presentation was held by *Mr. Paul Reitz*, Vice President, Investment Services of NAI Global. He was visiting Oslo from NAI's Princeton, NJ headquarters. *NAI Global* is the premier network of independent commercial real estate firms and one of the largest commercial real estate service providers worldwide. Mr. Reitz examined the impact of the subprime mortgage crisis on the US property market, with special emphasis on the changes in property values and transaction volume, opportunities and considerations for international investors and the political environment and its effect on the real estate industry.

After the presentation the guests were invited out on the rooftop balcony for drinks and mingling.

#### **DnB NOR Business After-Hours**

October 28<sup>th</sup>, 2009

Aker Brygge, Oslo



Members of AmCham and the British Norwegian Chamber of Commerce (BNCC) were welcomed to DnB NOR's Aker Brygge headquarters on Tuesday, October 28<sup>th</sup> for an informative financial crisis overview by DnB NOR's Chief Economist Øystein Dørum. He provided an insightful presentation on what led to the crisis, where we are now and what we can expect in the near future. The presentation was followed by a Q&A session where Dørum was confronted with varying audience views.

Following the presentation, guests enjoyed light snacks and a networking opportunity with this extensive group of American, British and Norwegian contacts.

#### **Patron Breakfast Briefing with Lockheed Martin**

November 10<sup>th</sup>, 2009

Grand Hotel, Oslo



AmCham Norway, in cooperation with Lockheed Martin, invited Patron Members to a Breakfast Briefing at the Grand Hotel. This event was a continuation of the previous day's *Global Partnership Dialogue with Norwegian Industry* conference held at NHO.

A brief introduction was given by new US Ambassador Barry B. White. The Ambassador emphasized that the JSF program is indeed different than traditional international cooperative defence programs, noting that the industrial team selects suppliers based

upon a best-value approach. The Ambassador was optimistic that Norwegian industry would be well represented in the production of the aircraft – thus further cementing the ties between Norwegians and Americans.

After a short video presentation of Lockheed Martin's many civil programs, Dr. Scott Harris, Lockheed Martin's President of Continental Europe, discussed his organization's efforts to engage Norwegian industrial players outside of the defense industry. Following up on Dr. Harris' comments was Ms. Susan Maraghy, Vice President of International Civil Programs. Ms. Maraghy, based in Bethesda, Maryland, discussed the company's work within electronic systems, space systems, nanotechnology and renewable energy.

### Thanksgiving Charity Dinner

November 19<sup>th</sup>, 2009

Radisson Blu Scandinavia Hotel, Oslo

**Coca-Cola** **ExxonMobil**



Once again AmCham members gathered to celebrate a traditional Thanksgiving dinner. All 144 guests seemed very satisfied with the food prepared by our own Thanksgiving chef, Henning Taraldien.

The event took place at Radisson Blu Scandinavia Hotel, one week before the actual Thanksgiving Day, in order to give more AmCham members a chance to participate in an evening of thanks. Members and guests enjoyed turkey with mashed potatoes, gravy, cranberry sauce, green bean casserole and sweet potatoes. Delicious pumpkin pie was served for dessert. The food was accompanied by Truchard wine from Napa Valley.

Throughout the evening guest speakers were invited on stage: US Ambassador Barry B. White, followed by chair of the Parliamentary Standing Committee on Foreign Affairs and Defense, Ms. Ine Eriksen Søreide. The musical entertainment of the evening

was provided by the Fredrikstad Barber Boys, who showed genuine musical joy through their singing throughout the evening. AmCham would like to extend our thanks to the Fredrikstad Barber Boys for adding a memorable and enjoyable touch to our Thanksgiving celebration. Well done!

Dinner was followed by a charitable raffle drawing for Habitat for Humanity. Icelandair provided the grand prizes: two roundtrip tickets to Seattle. Other prizes were graciously donated by AmCham members: Amway, McDonald's, Hard Rock Cafe, Amcar, Coca-Cola, Norse Solutions, Moods of Norway, Universal Pictures, Tine and Fetzer wines, Hurtigruten and Radisson Blu Scandinavia Hotel. AmCham would like to thank our members, guests and sponsors Iron Mountain, Coca-Cola, Icelandair and ExxonMobil for making it a memorable evening. A donation of 20 000 NOK was awarded to Habitat for Humanity.

### Thanksgiving charity prize sponsors

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Radisson Scandinavia Blu Hotel  
Tine/Ostecompagniet  
Universal Pictures Norway

### Business After-Hours: Employing Expat Experts

February 10<sup>th</sup>, 2009

KPMG, Oslo



AmCham – in collaboration with Doorway to Norway, KPMG, and UDI – arranged a Business After-Hours gathering at KPMG's Majorstua offices. UDI's Senior Advisor, Ms. Susanne Wien Offermann, opened the session by explaining how her organization is making it easier for prospective employers to engage foreign nationals. KPMG Tax Partner, Ms. Cathrine Bjerke Dalheim, and Tax Manager, Mr. Marius Basteviken, examined the intricate financial considerations of engaging foreign nationals. Ms. Nancy Sandmæl, CEO of Doorway to Norway, detailed how relocation services and support regarding healthcare, schooling, home search, and family can make the difference between successful and failed expat employee engagements. Members engaged in a lively Q&A session immediately following the informative presentations. Attentive hosts KPMG provided fine US wines while members continued discussions.

### Business After-Hours: Travel USA – A Journey Off the Beaten Path

March 25<sup>th</sup>, 2010

Løvebakken Restaurant, Oslo



AmCham – together with The World, Continental Airlines, Icelandair, and others – invited members to gather novel US destination and transportation tips from the experts. The World's Hans Christian Magnus provided a captivating argument for enjoying a number of lesser-known US destinations from the comfort of the unique luxury vessel. Based upon his 20 years of US travel experience, America Tours' Lasse Hjorthen guided us on a graphic journey down historic Route 66. Member airline and travel experts were on hand to assist members after the engaging presentations.

### Annual General Meeting & Dinner

April 7<sup>th</sup>, 2010

Grand Hotel, Oslo



In a nutshell, AmCham members attending this year's AGM and dinner had:

- a new Board of Directors and Chairman
- a better appreciation of the offshore energy industry's challenges in the Gulf of Mexico as conveyed by Statoil's Executive Vice President Peter Mellbye
- an introduction to Microsoft Norway's well-known and new Public Relations Director, Christine Korme
- an engaging look at McDonald's Norwegian and international operations, courtesy of Managing Director Olli Kilpi
- the unique opportunity to evaluate US-Norway



trade and investment issues with leaders from across AmCham's many member industry groupings

Newly elected AmCham Chairman and Google Norway Country Manager, Jan Grønbech, highlighted both past successes and coming challenges for the 52 year old organization. "Our work," he stated, "will continue on behalf of you – our esteemed members."

### Business After-Hours: International Business in the Norwegian Context

April 10<sup>th</sup>, 2010

GE Money Bank, Stavanger



GE Money Bank Norway's CEO Morten Warland, and HR Leader Agnes Johansen, explained how leadership cultivation, employee motivation programs and broad business strategies can best be tailored to generate local success. AmCham and Stavanger Chamber of Commerce members were deeply impressed by the priority given to GE's employee development processes – from discovering, defining, and leveraging organizational core competencies to creating fun, positive *rituals* to enhance corporate culture and drive improved performance.

### A Nobel Dinner with California Wines

April 29<sup>th</sup>, 2010

Restaurant Julius Fritzner, Grand Hotel, Oslo



AmCham – together with Grand Hotel and wine importer Strøm – invited members to an exclusive Nobel dinner with California wines at the renowned Julius Fritzner restaurant. Upon arrival, guests were served a Korbel Brut, the official sparkling wine used at the White House and aboard Air Force One. The five course meal was served on authentic Nobel service and included cured reindeer and smoked

duck, fillet of cod, marinated elk and caramel- and chocolate glazed banana mousse. The meal was identical to the feast President Obama was served when he accepted the Nobel Peace Prize last year. The wines were introduced by wine maker Markus Volk, who also enlightened guests with little-known Alfred Nobel and Nobel Prize facts. The guests sampled several different wines and vintages, some not yet available at Vinmonopolet.

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Give your children a Norwegian summer of fun and learning! Norgesskolen July 4 - 23, 2010

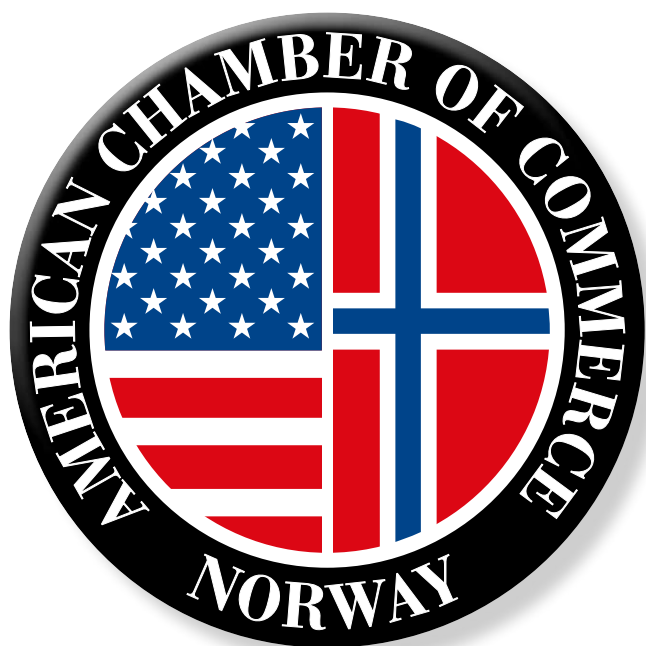


Norgesskolen, held each July, is a three-week summer school for children between the ages of 9 and 18 who would like to learn more Norwegian.

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For more information: [www.norgesskolen.no](http://www.norgesskolen.no), [lbhaaverstad@norseman.no](mailto:lbhaaverstad@norseman.no),  
Tel: +47 23 35 71 70



## Who can join?

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

## Why join?

AmCham is about deriving the maximum value and getting the most out of your company's commitment to doing business in Norway. AmCham offers extensive and credible connections in the political and business arenas. You can use this network to connect, communicate and stay on top of specific issues that impact your business - and to be heard on those issues. AmCham's strong international company base broadens the business community's perspectives, interests and actions. Through AmCham, companies work together to make a difference across borders and sectors.

## AmCham Norway offers two levels of membership:

### PATRON

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

Unlimited executive-level company representatives within AmCham mailing list

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

Priority treatment of requests for assistance and information

Regular profiling of company within AmCham publications

Corporate profiling on AmCham website (logo & operations description)

Guidance of AmCham event and lobbying initiatives

Facilitation of member-to-member mass communications up to four times per year (printed materials only)

Unrestricted access to continually updated AmCham member and US Company lists

Unrestricted use of AmCham's downtown Oslo conference facility

### CORPORATE

**This level of membership allows for companies to be active within the Chamber, receiving the benefits of networking and business-to-business initiatives. More specifically:**

Up to three executive-level company representatives within AmCham mailing list

Invitation to standard and, when possible, special AmCham events

Company listing in annual yearbook

Corporate profiling

Facilitation of member-to-member mass communications one time per year (printed materials only)

Access to AmCham corporate information





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# AmCham Membership

## Patron Members

**3M Norge**  
**Abbott Norge**  
**Amway**  
**Baxter**  
**BearingPoint**  
**Burson-Marsteller**  
**Chartis Europe**  
**Chevron Norge**  
**Citi Norway**  
**Clear Channel**  
**Coca-Cola Drikker**  
**ConocoPhillips Norge**  
**CSC Norge**  
**Det Norske Veritas**  
**DLA Piper**  
**DnB NOR**  
**Eiendomsspar**  
**Eli Lilly Norge**  
**ExxonMobil**  
**First House**  
**FMC Technologies**  
**Gambit Hill & Knowlton**  
**GE Healthcare**  
**Honeywell**  
**Hurtigruten**  
**Iron Mountain**  
**Janssen-Cilag**  
**King Food AS - Burger King Norge**  
**Lockheed Martin**  
**Manpower**  
**Marathon Petroleum Norge**  
**Marsh**  
**McDonald's Norge**  
**Microsoft Norge**  
**Moss Maritime**  
**MSD Norge**  
**Petroleum Geo-Services**  
**Pfizer Norway**  
**PricewaterhouseCoopers**  
**SAS Institute**  
**Schlumberger**  
**Skanska Norway**  
**Statoil**  
**Tandberg**  
**Thon Hotels**  
**Tine**  
**Universal Pictures Norway**  
**Verizon Norway**  
**Willis**

## Corporate Members

6. Sans  
 Accenture  
 AccountOnIt  
 Ace European Group  
 Acergy Norway  
 Adams Express  
 Advokatfirma Flod  
 Advokatfirma Selmer  
 Advokatfirma Steenstrup Stordrange  
 Advokatfirmaet Tøtdal  
 Aims International Norway  
 Air Products  
 AirSped  
 Aker  
 Altia Norway  
 America Tours  
 American Car Club of Norway  
 American College of Norway  
 American Express Company  
 American Holidays  
 Anixter Norge  
 Aon Grieg  
 Arcus  
 Arvid Nordquist Norge  
 Ask Mr. Cruise  
 ATI Scandinavia  
 AT&T Global Network Services Norway  
 Automotive Services  
 Avis Rent a Car  
 AWilhelmsen Management  
 Bandak  
 Bergheim Drammen  
 Berlitz Language Services  
 Best Company  
 Best Western International  
 BI Norwegian School of Management  
 Bionor Pharma  
 Bristol-Meyers Squibb  
 BSFA  
 CA Norway  
 Capgemini Norge  
 Cargo Partner Removals  
 Chrysler Norge  
 Cisco Systems Norway  
 Citrix Systems Norway  
 Clarion Hotel Royal Christiania  
 Comet Consular Service  
 Comperio  
 Connectum Capital Management  
 Continental Airlines  
 Cytec  
 Deloitte Advokatfirma  
 Doorway to Norway  
 Drew Marine  
 Dunbar Harder  
 Ericsson  
 Expert Reiser  
 F&B Kommunikasjon  
 Fjell & Fjord Mat  
 Fondberg  
 Foster's Norway  
 Føyen Advokatfirma  
 GE Capital Bank  
 Geelmuyden.Kiese  
 General Motors Norge  
 Global Blue  
 Gold's Gym Scandinavia  
 Google Norway  
 Grand Hotel  
 Handelsbanken Capital Markets  
 Hard Rock Cafe Oslo  
 Haugen-Gruppen  
 Hess Norge  
 Hewlett-Packard Norge  
 Holmenkollen Park Hotel Rica  
 HRG Nordic  
 Höegh Autoliners  
 IBM  
 Icelandair  
 Ingersoll-Rand  
 Innovasjon Norge  
 Institut for Energiteknikk Halden  
 Intergraph Norge  
 InterimLeder  
 J.P. Morgan Europe Ltd, Oslo Branch  
 Jiffy International  
 Jotun  
 Korn/Ferry International  
 Kongsberg Defence & Aerospace  
 KPMG  
 Kraft Foods Norge  
 Kreab Gavin Anderson  
 Kvale & Co. Advokatfirma  
 Laticrete Norge  
 Lærdal Medical  
 Majortrans Flytteservice  
 Mercer  
 M-I SWACO Norge  
 Moods of Norway  
 Motorola  
 MoVa  
 NAI First Partners  
 NattoPharma  
 Nordic American Group  
 Nordic Visitor  
 Norges Varemesse  
 Norse Solutions  
 Norwegian Machinery Dealers Association  
 Norwegian Ship Owners' Association  
 Opera Software  
 Oracle  
 Pareto Forvaltning  
 Parker Hannifin  
 PepsiCo Nordic Norway  
 Philip Morris Norway  
 Premiere Global Services  
 Questback  
 Recall  
 Radisson Blu Scandinavia Hotel  
 Reiten & Co.  
 Resources Global Professionals  
 Ræder Advokatfirma  
 Sara Lee  
 SEB Kort  
 Shippingklubben  
 Simonsen Advokatfirma  
 SINTEF  
 Smartcom:tv  
 SONOR - Study Outside Norway  
 STM Norway  
 Telenor  
 The Arctic Challenge  
 The Performance Group  
 The World  
 TippingPoint  
 Torres & Partners Norway  
 Total E&P Norge  
 Trigcom  
 Umoe Mandal  
 UPS of Norway  
 VentureLab  
 Verdane Capital Advisors  
 Vistra  
 Vålerengens Idrettsforening  
 Warner Bros. Entertainment Norge  
 Winetailor

# Members by Industry

## Accounting/Financial (18)

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

## Advertising/PR (7)

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

## Airline/Travel (11)

America Tours  
American Holidays  
Ask Mr. Cruise  
Avis Rent a Car  
Continental Airlines  
Expert Reiser  
HRG Nordic  
Hurtigruten  
Icelandair  
Nordic Visitor  
The World

## Automobile/Transport (5)

American Car Club of Norway  
Automotive Services  
Chrysler Norge  
Bergheim Drammen  
General Motors Norge

## Chemicals (3)

Cytec  
Jotun  
Laticrete Norge

## Defense/Security (3)

Kongsberg Defence & Aerospace  
Lockheed Martin  
Nordic American Group

## Education/Research (5)

American College of Norway  
Berlitz Language Services  
BI Norwegian School of Management  
SINTEF  
SONOR - Study Outside Norway

## Employment/Exec. Search/HR (8)

Aims International  
InterimLeder  
Korn/Ferry International  
Manpower  
Mercer  
Monster Worldwide Norway  
The Performance Group  
TippingPoint

## Energy (11)

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

## Engineering/Construction (8)

Acergy Norway  
Aker  
Honeywell  
Ingersoll-Rand  
Institut for Energiteknikk Halden  
Moss Maritime  
Skanska Norway  
Umoie Mandal

## Entertainment & Lifestyle (8)

6. Sans  
Best Company  
Gold's Gym  
Moods of Norway  
The Arctic Challenge  
Universal Pictures Norway  
Vålerengens Idrettsforening  
Warner Bros.  
Entertainment Norge

## Food & Beverage (17)

Altia Norway  
Arcus  
Arvid Nordquist Norge  
Coca-Cola Drikker  
Fjell og Fjordmat  
Fondberg  
Foster's Norway  
Haugen-Gruppen  
King Food AS - Burger King Norge  
Kraft Foods Norge  
McDonald's Norge  
PepsiCo Nordic Norway  
Philip Morris Norway  
Sara Lee  
Tine  
Torres & Partners Norway  
Winetailor

## Health (12)

Abbott Norge  
Amway

Baxter  
Bionor Pharma  
Bristol-Meyers Squibb  
Eli Lilly Norge  
GE Healthcare  
Janssen-Cilag  
Lærdal Medical  
MSD Norge  
NattoPharma  
Pfizer

## Hotel/Restaurant/Conference (9)

Best Western International  
Clarion Hotel Royal Christiania  
Grand Hotel  
Hard Rock Cafe Oslo  
Holmenkollen Park Hotel Rica  
Norges Varemesse  
Radisson Blu Scandinavia Hotel  
Shippingklubben  
Thon Hotels

## Industrial Equipment (8)

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

## Insurance (5)

Ace European Group  
Aon Grieg  
Chartis Europe  
Marsh  
Willis

## IT/Computer Equipment (20)

CA Norway  
Cisco Systems Norway  
Comperio  
CSC Norge  
Google Norway  
Hewlett-Packard Norge  
IBM  
Intergraph Norge  
Iron Mountain  
Microsoft Norge  
Opera Software  
Oracle  
Parker Hannifin  
Premiere Global Services  
Questback  
Recall  
SAS Institute  
Smartcom.tv  
STM Norway  
Tandberg

## Legal (12)

Advokatfirmaet Flod  
Advokatfirma Selmer  
Advokatfirma Steenstrup Stordrange

Advokatfirmaet Tøttdal  
Deloitte Advokatfirma  
DLA Piper  
Dunbar Harder  
Føyen Advokatfirma  
Kvale & Co. Advokatfirma  
Ræder Advokatfirma  
Simonsen Advokatfirma

## Logistics (8)

Adams Express  
AirSped  
AWilhelmsen Management  
Cargo Partner Removals  
Comet consular Service  
Doorway to Norway  
Majortrans Flytteservice  
UPS of Norway

## Management Consulting (8)

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

## Property/Real Estate (2)

Eiendomsspar  
NAI First Partners

## Shipping (4)

Det Norske Veritas  
Drew Marine  
Høegh Autoliners  
Norges Rederiforbund

## Telecommunications (7)

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

# Patron Members

## 3M



3M is a diversified technology company with a worldwide presence in a number of markets: Display and Graphics, Electronics, Electrical, Telecommunication, Health Care, Safety, Security and Protection, Transportation Industry, Manufacturing Industry, inclusive Oil & Gas and Food & Beverage, Office, Home and Leisure. 3M has operations in more than 60 countries and sales in 200 countries. The company employs more than 75,000 people. In Norway 3M is located at Skjetten and employs 130 people. 3M Norway achieved a total sales revenue of 555.3 million NOK in 2008

## Abbot Norge



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

## Amway



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

## Baxter



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

## Bearing Point



BearingPoint is a leading management and technology consulting company serving prominent companies and public sector organizations in the Nordics – and throughout the world. BearingPoint helps clients solve their most pressing business challenges by implementing innovative and customized solutions that create a competitive advantage. In Norway, BearingPoint is focused on the following solutions: Operational Excellence, Business Model Transformation, Growth Through Innovation.

BearingPoint's dedicated and passionate consultants bring a unique combination of management and technology experience and skills to the table. The company is committed to helping clients become more successful by realizing both short- and long-term results that affect the bottom line.

## Burson Marsteller

## Burson-Marsteller as

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

## Chartis



Chartis is a world leader in insurance, with 90 years of proven experience and customer service. Our fundamental strength lies in our 34,000 employees, who combine global reach with the ability to serve clients in more

than 160 countries and jurisdictions. We focus on commercial and personal insurance, with over 500 innovative products and services that are backed by our superior financial strength. As a result, more than 40 million clients around the world rely on us to meet their unique insurance needs.

## Chevron



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

## Citi Norway



Citi has been present in Norway for 37 years – since 1973. The Norway Global Corporate Bank team within The Institutional Client Group provides a full range of corporate and investment banking services to the largest, international Norwegian corporations, financial institutions and to the public sector.

## Clear Channel



Clear Channel is Norway's largest player in outdoor advertising. Clear Channel Norway advises county administrations to establish public services for the right to use advertisements on county properties. Such properties can involve advertisements on public restrooms, environmental-friendly bikes, bus shelters, NSB and malls.

In 2008, Clear Channel renewed a contract with large mall owners Thon and Amfi. Clear Channel offers digital network in 21 of the largest malls in Norway, and reaches about 1.8 million people per week. The concept is a 3-screens solution, where 3 screens are placed together as one. This gives many opportunities to the creative process. At the national airport, Oslo Gardermoen, Clear Channel offers the same screen concept, in addition to traditional advertising spaces. 20 million people are estimated to travel through Gardermoen in 2009.

## Coca-Cola Drikker



The Coca-Cola Company (TCCC) is the world's largest manufacturer of non-alcoholic beverages. Worldwide, TCCC has more than 400 different products. The most well-known being: Coca-Cola®, Fanta® and Sprite®, which are the most sold beverages in the world. Coca-Cola Drikker AS (CCD) was established in 1996, and is today 100% owned by the TCCC. In Norway, the Coca-Cola product range extends to Chaqwa hot drinks, Burn energy drinks and Bonaqua Silver mineral water in addition to Coca-Cola®, Coca-Cola zero®, Coca-Cola light®, Fanta®, Fanta Free®, Sprite®, Sprite Zero®, Tab X-tra®, Bonaqua®, MER®, Kuli® and Powerade®. The main office and soft drink production plant is located in Lørenskog, outside Oslo. The company cooperates with the breweries Hansa Borg, Mack and Telemark Kildevann, that produces some of the TCCC products in the different regions of Norway. Approx. 70 % of the soft drink volume is manufactured in Lørenskog, and in 2008 close to 45% of the products sold were sugar free. CCD has approximately 950 employees, and is responsible for the production, distribution and sales in Norway. The brand management and the marketing strategies are managed by the company Coca-Cola Norge AS with nine employees, also based in Lørenskog.

## ConocoPhillips Norge



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

## CSC Norge



With 92,000 employees worldwide, CSC is a leading global consulting, systems integration and outsourcing company. CSC's mission is to provide customers in industry and government with solutions crafted to meet their strategic goals and enable them to profit from the advanced use of technology. CSC Norge has 400 employees and is one of the largest IT groups in the Nordic countries. For 50 years, their experience has guided clients through the maze of constant business and technology change, while maintaining a focus on delivering innovative, practical results.

## Det Norske Veritas



MANAGING RISK

DNV is a leading international provider of services for managing risk. It is an international organization with a network of 300 offices spread over all continents in 100 countries.

Of 9000 employees, around 5000 work at key locations in Europe, approximately 1200 work in the Americas and over 2800 employees work in Asia and Australia. Based in Norway, DNV is a truly international company comprised of people from 97 different nations. Some 2500 employees work in Norway. DNV customers fall within the industries of shipping, oil, gas and processing industry and the public sector.

## DLA Piper



The law firm DLA Piper prides itself on being a firm with relationship-driven lawyers, working to meet the ongoing legal needs of clients wherever they do business. The firm operates across Europe, Asia, the Middle East and the US with more than 3,700 lawyers in 66 offices in 28 countries. DLA Piper acts for enterprises across the full spectrum of business including local, national and multinational companies in a wide range of business sectors. DLA Piper employs 80 lawyers in Norway from its offices in Oslo.

## DnB NOR



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

## Norway's leading financial services group.

- More than 2.3 million retail customers
- More than 200 000 corporate customers
- Norway's largest Internet banks, dnbno.no and postbanken.no, with more than 1million users
- Represented in more than 200 locations in Norway
- Offers banking services in grocery shops and post offices throughout Norway
- Norway's largest life and pension insurance company with around 1 million customers
- Norway's most extensive distribution network for financial services
- Norway's largest asset management operation with around 600 000 mutual fund customers in Norway and 283 institutional clients in Norway and Sweden
- Norway's largest investment bank
- Norway's leading real estate broker
- 14 057 full-time positions

## ... and the most international

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

## Eiendomsspar



Eiendomsspar is one of Norway's leading real estate companies. It is owned by Victoria Eiendom (46%) and approximately 500 other shareholders. Eiendomsspar operates through

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

## Eli Lilly Norge



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

## ExxonMobil Exploration &amp; Production Norway



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

## First House



First House is a strategic advisory firm with Norway and the Nordics as its home market. The three pillars of First House services are advisory by its senior team within: • Governmental affairs/lobbying • Corporate & Financial communication • Reputation management, PR, Crisis management and crisis communication.

First House contributes to success for its clients within the private and public sectors through positioning and market communication for market leaders and challengers. First House contributes to the achievement of breakthroughs and good compromises through sound political communication, value creation



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

#### FMC Technologies

**FMC Technologies** is a global provider of technologies and solutions for international customers engaged in petroleum exploration, production, measurement and transportation. Those solutions include the design, manufacture and supply of technology and equipment. FMC Technologies has 11,000 employees worldwide and is headquartered in Houston, Texas. 1800 FMC employees are located in Norway and 1300 of them are employed at the Kongsberg branch. One of the businesses that make up FMC Technologies is FMC Kongsberg Subsea which delivers advanced technology, products and systems for full field subsea development.

#### Gambit Hill & Knowlton

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

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

Our corporate experience spans many industries such as food and consumer products, professional services, information technology, telecommunications, health and pharmaceuticals and financial services.

Our mission is to help favorably affect the resolution of any issue of concern to the CEO, senior management or board of directors that involves the protection or enhancement of a company's perceptual assets.

#### GE Healthcare



GE Healthcare provides transformational medical technologies and services as well as professional consulting services that are shaping a new age of patient care. Their broad range of products, service and expertise in medical imaging and information technologies, medical diagnostics, patient monitoring systems, performance improvement, drug discovery, and biopharmaceutical manufacturing technologies helps clinicians around the world re-imagine new ways to better diagnose, inform, monitor and treat cancer, heart disease, neurological diseases and other conditions earlier. Headquartered in Chalfont St. Giles, United Kingdom, GE Healthcare is a \$17 billion unit of General Electric Company (NYSE: GE). Worldwide, GE Healthcare employs more than 46,000 people committed to serving healthcare professionals and their patients in more than 100 countries.

#### Honeywell



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

#### Hurtigruten



Based in Norway - with subsidiaries in Germany, France, and England - Hurtigruten ASA employs approximately 3,000 people. Hurtigruten's specialty is tourism and transport operations in Norway and abroad. The company's core business is offering trips along the Norwegian coast as well as Greenland, Antarctica and Spitsbergen. Hurtigruten has a history back to 1893, when founder Richard With started regular routes along the coast of Norway. The first trip was from Trondheim to Hammerfest and then from Bergen to Kirkenes. 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 ASA now has 13 ships, of which 11 sail daily between Bergen and Kirkenes with 34 ports of call. Hurtigruten ASA's vision is: Real experiences in unique waters. Welcome aboard the world's most beautiful voyage!

#### Iron Mountain



Iron Mountain Incorporated (NYSE:IRM) helps organizations around the world reduce the costs and risks associated with information protection and storage. The company offers comprehensive records management, data protection, and

information destruction solutions along with the expertise and experience to address complex information challenges such as rising storage costs, litigation, regulatory compliance and disaster recovery. Founded in 1951, Iron Mountain is a trusted partner to more than 120,000 corporate clients throughout North America, Europe, Latin America and the Pacific Rim. The company has 21,000 employees and more than 1,000 facilities worldwide with revenue of \$2.7 billion. Its headquarters are in Boston, Massachusetts and the Norwegian head offices are located in Stavanger.

#### Janssen-Cilag



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

#### King Food AS - Burger King Norge



Burger King is today one of the largest retail chains in the world and employs over 300.000 people in more than 11.200 restaurants in 61 countries. The last years Burger King has opened two restaurants every day and serves daily more than 2.1 billion flame broiled burgers. James McLamore and David Edgerton opened the very first Burger King Restaurant in Miami in 1954 with the ambition of offering high quality food at a reasonable price with fast service and in clean, pleasant surroundings. King Food AS, owned by Umoe Catering AS, has had the franchise rights for Burger King in Norway since 1988, when the first restaurant opened in Oslo. Today, King Food AS operates 32 restaurants in Norway and two in Sweden. King Food employs close to 1000 people, with a high proportion of youths. Our purpose is true to the founders of Burger King: To offer high quality fast food at a reasonable price in clean and pleasant surroundings. At the same time, we aim to take the best possible care of our employees. King Food as is also devoted to being a leading franchisee within Burger King and, naturally, being a good investment for our owners.

#### Lockheed Martin Corporation



Lockheed Martin Corporation is a global security and information technology company employing approximately 146,000 people worldwide. The company is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services.

## Manpower



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

## Marathon Petroleum Company (Norway)



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

## Marsh



Marsh AS is a subsidiary of Marsh Inc, the world's leading insurance broker and risk advisor. With 24,000 employees and annual revenues approaching \$5 billion, Marsh serves more clients in more industries worldwide than any firm in their industry. Marsh works with businesses, public entities, organizations, and private clients in over 100 countries. Marsh sees risk — and its accompanying opportunities — in all its forms. Their experience in helping clients turn risk into competitive advantage is unrivalled. In Norway, Marsh employs 110 people, and cooperates with more than 500 Norwegian and international clients. Marsh is devoted to find-

ing the opportunity in risk. Companies look to Marsh to help them navigate the daunting global risk landscape, seeing risks others don't and unlocking opportunities others can't. Marsh is part of Marsh & McLennan Companies (MMC), a leading global professional services firm with roots dating back to 1871. Today MMC employs approximately 55,000 employees providing analysis, advice and transactional capabilities to clients in more than 100 countries. The companies of MMC provide solutions in Risk and Insurance Services, Risk Consulting and Technology, Human Resources Consulting, Specialty Consulting and Investments.

## McDonald's Norge



McDonald's is the leading global foodservice retailer with more than 31,000 local restaurants serving more than 58 million people in 118 countries each day. More than 75% of McDonald's restaurants worldwide are owned and operated by independent local men and women. We serve the world some of its favorite foods - World Famous Fries, Big Mac, Quarter Pounder, Chicken McNuggets and Egg McMuffin. Our rich history began with our founder, Ray Kroc. The strong foundation that he built continues today with McDonald's vision and the commitment of our talented executives to keep the shine on McDonald's Arches for years to come. McDonald's was established in Norway in the early 80's and the first restaurant was opened in Oslo on November 18, 1983. There are 68 restaurants in Norway and close to 2500 employees which makes the company one of the largest employers of youth in the country. Our employees also represent over 70 different nations.

## Microsoft



Microsoft, founded in 1975, has grown to be one of the most influential software companies in the world and continues to grow substantially. Headquarters are located in Redmond, WA, and the company more than 70 000 employees worldwide. Microsoft's main mission is to help people and businesses throughout the world to realize their full potential. Microsoft in Norway works closely with 2000 partners who offer Microsoft software, services and solutions to the market.

## Moss Maritime



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

## MSD Norway



Merck & Co., Inc. is a global research-driven pharmaceutical company established in 1891. Merck discovers, develops, manufactures and markets vaccines, consumer health products, animal health products and medicines to address unmet medical needs. The Company devotes extensive efforts to increase access to medicines through far-reaching programs that not only donate Merck medicines but help deliver them to the people who need them.

MSD Norway was established in 1970 and holds 160 employees in its branch in Drammen. MSD Norway is very active with clinical trials in Norway in addition to marketing and sales of innovative medicines.

## Petroleum Geo-Services



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

## Pfizer



Pfizer Inc, founded in 1849, is dedicated to better health and greater access to healthcare for people and their valued animals. It is the world's largest pharmaceutical company. Pfizer headquarters are located in New York and represented in more than 150 countries. There are more than 80,000 employees in the company. Pfizer was established in Norway in 1959, and there are approximately 100 employees within sales, marketing and clinical research.

**PricewaterhouseCoopers**

**PRICEWATERHOUSECOOPERS** PricewaterhouseCoopers (PWC) offer services in various industries within auditing, advising, tax and fees to publicly and privately owned organizations. It is the world's largest network of accountants, advisors and lawyers. PWC employs more than 140,000 people in 149 countries. In Norway there are about 1250 employees and partners represented in 18 offices and 10 branches.

**SAS Institute**

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

**Schlumberger**

In 1927 Schlumberger was founded by the two brothers who invented wireline logging as a technique for obtaining downhole data in oil and gas wells. Today Schlumberger continues to build on the industry's longest track record for providing leading edge E&P technology to develop new advancements from reservoir to surface.

Since its founding, the company has consistently invested significant time and money on research and development as a long-term strategy to support and grow our technology leadership. Short-term business cycles do not affect our commitment. With 25 research and engineering facilities worldwide, Schlumberger place strong emphasis on developing innovative technology that adds value for our customers. In 2008, they invested \$818 million in R&D.

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

**Skanska Norway**

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

in the US and Latin America. Skanska AB is headquartered in Stockholm. Skanska in Norway employs 4000 people from all around the country and has been in the Norwegian market since 1906. Skanska Norway has for many years been ranked as the most popular employer among construction students in Norway.

**Statoil**

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

**Tandberg**

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

**Thon Hotels**

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

**Tine**

TINE BA is Norway's largest producer, distributor and exporter of dairy products. TINE BA is strongly positioned in the Norwegian consciousness. TINE BA is the sales and marketing organization for Norway's dairy cooperative and is responsible for product development, quality assurance, production and distribution planning, marketing and the export of TINE products. Norway's Dairy Cooperative is owned by 16,312 dairy farmers. Each of them owns a share in the collective's five dairy companies to which they deliver 1.4 billion liters of cow milk and about 19 million litres of goat milk every year. The Dairy Cooperative is Norway's largest food industry with a total of 5,540 employees and annual revenue of 15,9 billion NOK in 2007. In 2006, the TINE dairy cooperative turned 125 years old. The milk is processed into more than

200 product varieties that are found on shop shelves under the TINE trademark.

**Universal Pictures Norway**

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

**Verizon Norway**

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

**Willis**

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



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