

## Membership Guide 18-19

DEVELOPING NORWEGIAN-AMERICAN BUSINESS RELATIONS

# Interaction is our strength

ConocoPhillips has been the Pioneer on the Norwegian Continental Shelf for almost 50 years. We discovered Ekofisk in 1969 – Norway's very first commercial oil field. So far, 2,426 billion Norwegian kroner's worth of value creation has been generated from the fields in the Greater Ekofisk Area in the North Sea.

ConocoPhillips is looking ahead. We continue to invest in new technology, new platforms and new wells. We have ambitions of further exploration and growth in Norway and to remain a key player for many years to come.





## Norway – Open for Business!

Norway is a nation dependent on international trade. As highlighted in our recent report, *US Companies in Norway*, American companies are cornerstones in the Norwegian business landscape.

Drawing upon our knowledge and cross-sectoral experience, this Membership Guide highlights why Norway is an attractive place in which to invest, while also emphasizing the importance of US-Norway company collaboration. Additionally, included herein are some of the challenges and opportunities for businesses establishing in Norway – as well as why sound business policy frameworks are vital for promoting and retaining foreign direct investments. We resolutely wish to convey that **Norway is indeed open for business!**

This edition of the AmCham Membership Guide also contains information on new AmCham initiatives, member programs and recent event highlights.

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

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imagination together**

## Strengthening Business Cooperation Between the US and Norway

The bond between Norway and the United States stretches back more than two hundred years. We are friends, partners and allies, working together to promote common values, interests – and, last but not least, jobs.

According to a Norwegian report from 2016, Norway creates around 80 000 jobs in the United States through trade and direct investments. In fact, in all 50 states there are jobs facilitated by Norwegian companies.

According to a recent report by AmCham and Menon, US companies have a significant presence in Norway. These companies employ more than 45 000 people and contribute significantly to the Norwegian economy.

These are important numbers, as the creation of productive and profitable jobs is the key to securing our welfare system and economic growth in the years to come.

Our companies compete – but, as we see it, there is no contradiction between competition and cooperation. We cooperate when this is beneficial, and compete when necessary.

This is why we welcome foreign investments, goods and services into our country, because it leads to growth, jobs, competitiveness and innovation. Our Government is working on how to make Norway an even better place to do business in the future.

The forces of cooperation and multilateral rule based trade have transformed the way in which states interact and seek to promote their interests. Trade binds the destiny of nations together. It increases their interdependence and their interest in solving conflicts peacefully.

Unfortunately, the international trade policy climate is turning in a more protectionist direction.

The WTO allows for the imposition of trade measures, but Norway is not a user of such measures, nor do we believe that these measures are the right medicine for domestic producers that are facing international competition.

Internationally we are seeing a spiraling effect of measures taken in one region spilling over into another region. If this trend continues, free competition will gradually be undermined. This will lead to increased costs and greater uncertainty in the global value chains, on which we all depend.

For a relatively small and open economy like Norway, low barriers to trade and a well-functioning multilateral trade system are of fundamental importance. A solid trade system will protect against discriminatory and unpredictable measures, and the rule of the

strongest. This is why we work hard to ensure that the WTO is strengthened – not weakened.

In fact, it would be hard to imagine Norway today without the international architecture of trade and peaceful cooperation established through American leadership after 1945.

For hundreds of years, Norwegians have travelled to foreign markets to sell goods and to buy all the things we could not produce ourselves. From timber, paper and herring hundreds of years ago, to petroleum, technology and services today.

Our exporting companies are in Oslo and Bergen, but they are also all along the coast and in the fjords.

A common trait for many of our strongest business sectors is *the ocean*. From fish to oil, gas, shipping and shipbuilding – the ocean remains our main source of jobs, welfare, wealth and health. In the future, we will still have sustainable growth through responsible management and exploitation of the ocean-based resources.

In February 2017, the Norwegian government presented a comprehensive ocean strategy. Our goal is sustainable growth through responsible management and exploitation of the ocean-based resources.

Wherever the US and Norway act together – be it in business, technology or political cooperation – it involves the ocean. It is no coincidence that many AmCham members are active contributors to the ocean economy. This is an area where we have common interests and knowledge, and where we can achieve progress and innovation together.

The US will remain one of Norway's most important trading partners in the years to come. However, we shall not take our trade relations for granted. My ministry therefore gives high priority to continuing our good dialogue with our American colleagues. We also appreciate the work that AmCham does to strengthen business cooperation between our countries. Going forward, I look forward to continuing our close cooperation.



Photo: Marte Garmann

Torbjørn Røe Isaksen

MINISTER OF TRADE AND INDUSTRY

## Dear Members of AmCham

An ancient toast in the US Navy proposes that “the best ships are friendships – and may they always be.”

Having had the privilege to serve as US Ambassador to the Kingdom of Norway for a few months now, I can attest that the US-Norway friendship is among the very best – a relationship based on deep historical ties, shared values, and a common approach to solving problems around the world. The foundation of this relationship is as strong as ever and is recognized at the highest levels of the US Government.

From my days in the US Navy and now here, I have personally witnessed how Norway stands out as one of our strongest Allies in NATO, fully committed to supporting our most important Alliance with significant contributions in every domain.

I am committed to working in partnership with the Norwegian government and every sector of society – to advance business to business, academic exchange, research collaboration, tourism, and culture. The strengthening of people-to-people relationships is among our most effective approaches for upholding the long-lasting ties between our two countries.

As I pledged in my first address to AmCham’s Transatlantic Assembly, I intend to support the success of US companies in Norwegian markets and seek opportunities for collaboration with Norwegian firms. I believe Norway is in an unprecedented period in its history of market expansion, and I am confident the United States will benefit from Norway’s growth. Every sailor knows that a rising tide lifts all boats, and we are witnessing that now. As President Trump discussed with Prime Minister Solberg in the Oval Office in January, our bilateral trade balance turned to a surplus in 2017 – based on growth in trade for both countries.

Having begun to visit and meet with businesses and centers of excellence across Norway – from offshore and maritime technology leaders in Bergen and Trondheim, to energy and digital technology leaders in Oslo and Stavanger – I am impressed with the close US-Norwegian cooperation and the interest in doing more together. With our Embassy team, I see growing opportunities in sectors such as offshore energy, ocean technologies, transportation, defense and aerospace, digital technologies, advanced manufacturing, cybersecurity, e-commerce and health technologies.

Our US administration has emphasized the need for economic growth and preservation of American jobs. President Trump has

clearly laid out his goal for trade to be “free, fair and reciprocal.” The United States will continue to work with Europe to increase transatlantic commerce while ensuring compliance with trade laws, strengthening the competitiveness of US industry and maintaining the highest labor, environmental, and consumer protection standards.

Our Embassy has engaged in thought leadership and convened policy discussions on a wide range of topics connected to the innovative digital economy: digital transformation, cyber security, big data analytics, machine learning, e-health, e-commerce, privacy, and more. The Embassy continues to work actively with AmCham and its members to resolve non-tariff trade barriers, for example, in pharmaceutical procurement, the new media sector, and the food and beverage sector. Together we have utilized the US-Norway Informal Commercial Exchange talks to find constructive solutions to market access issues.

Finally, the United States is open for business and warmly welcomes investors. Norway is one of the largest sources of foreign direct investment in the United States. And there are great opportunities for Norwegian businesses to find further growth in the world’s largest economy with a GDP exceeding \$18 trillion.

I’d like to personally thank Jason Turflinger and Pål Rokke for their superb leadership and all members for facilitating an open and productive relationship with our Embassy. I strongly value our relationship with AmCham and the business community and will consistently look for win-win solutions that will benefit both of our great countries. I look forward to building upon this important collaboration.

Sincerely,

Rear Admiral Kenneth J. Braithwaite, USN(Ret)  
US AMBASSADOR TO THE KINGDOM OF NORWAY





# Highlights 2017–2018



Photo: Nancy Bundt

① US Ambassador, Kenneth Braithwaite makes his first appearance with the Norwegian-US business community at our AGM and Transatlantic Assembly. ② The AmCham Board visits Coca-Cola's production facilities. ③ Now Minister of Trade, Torbjørn Røe Isaksen, holds keynote speech at our members' reception. ④ We hosted an exclusive Patron member reception with Governor Jerry Brown jr. of California during his visit to Norway.



Photo: Ruben Perez

# Message from the Chairman

**Dear Members and Friends,**



Many may not realize, but this is in fact AmCham's anniversary year. Founded in 1958 as the American Club — and in 1998 as AmCham — we are either 60 or 20-years old, depending upon how one counts.

Over these years, the organization has changed significantly in member composition, scope of initiatives and

influence. AmCham's scale has quadrupled since 1998 – all on behalf of developing Norwegian-American business relations.

I am proud to have contributed to this growth in my eight years on the AmCham Board, and Citi is proud to have been a member of the organization since 1997.

With the recent launch of both our US Companies in Norway report and expanded AmCham offices, this year promises to be both engaging and rewarding for our members.

As the new report shows, there are 655 American companies in Norway, employing more than 45,000 people and accounting for NOK 153 billion in equity – or nearly 4% of all Norwegian business sector equity.

These statistics not only underscore the importance of AmCham's role as a bridge between the two countries, they also show that there is even more we can do to engage, profile and facilitate increased Norway-bound investments by these US companies in the future. In a time of continued industrial transition, Norway needs such investment.

Conversely, the US needs Norwegian ingenuity, joint commercial partnerships and continued investment from our public and private sectors. Though the United States remains the largest single recipient of FDI in the world, it now must actively compete to retain and attract new business investment.

Over the coming year, AmCham will increase its focus on profiling just how Norwegian and US companies contribute to our mutual economies. We will strengthen our pro-trade voice, continue to introduce new cross-industry initiatives and reinforce our government outreach.

Through new and developed leadership initiatives, such as the Mentorship Program, our International Leadership interview series and our new Rising Leaders program, we will continue to help develop the business leaders of today and tomorrow.

Conclusively, I would like to thank my fellow dedicated Board members for their unequivocal support of the US-Norway business relationship. Together with Jason, Benjamin, Katja and Didrik, we have an excellent foundation for continued progress in a time most certainly laden with unforeseen transatlantic business challenges – and opportunities.

Pål Rokke  
CHAIRMAN



# Board of Directors



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



**Mr. Ketil Nordengen**  
*First Vice Chairman*  
3M Norge



**Ms. Kristine Beitland**  
*Second Vice Chairman*  
Microsoft Norge



**Mr. Michael Klem**  
*Treasurer*  
Fast Accounting



**Mr. Vidar Keyn**  
*Liaison*  
US Embassy



**Ms. Kathryn M. Baker**  
*Director*



**Mr. Andreas Berg**  
*Director*



**Mr. Jan Åge Hansen**  
*Director*  
ExxonMobil  
Norway



**Ms. Ans Heirman**  
*Director*  
MSD Norge



**Ms. Lena Nymo Helli**  
*Director*  
Abbvie



**Mr. Per Hynne**  
*Director*  
Coca-Cola Norge



**Mr. Charlie Lea**  
*Director*  
KPMG



**Mr. Geir Christian Lysberg**  
*Director*  
Radisson  
Hotel Group



**Ms. Rajji Mehdwan**  
*Director*  
Roche Norge



**Mr. Sven Thaulow**  
*Director*  
Cisco Systems

## Developing Norwegian-American Business Relations



### What We Do

The American Chamber of Commerce (AmCham) is a non-profit, independent business networking, information and assistance organizations that works to develop Norwegian-American business relations and support companies actively investing in both countries. We are comprised of over 240 US, Norwegian and international member companies and are the leading arena for transatlantic business interests. AmCham is focused primarily upon event facilitation, member-to-member business assistance and advocacy initiatives.

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

AmCham was formally constituted as a Norwegian business association in January 1998. Its antecedents however, extend back to 1958 when the American Club was founded in Oslo.

### Past AmCham Chairmen

Erling Bergendahl 1958-66  
 Derek L. Blix 1966-69  
 Harald Flaata 1969-71  
 Finn Owren 1971-74  
 Rolf A. Sættem 1974-75  
 John C. Ausland 1975-77  
 Lloyd D. Chapman 1977-78  
 Knut B. Andersen 1978 -80  
 Samuel D. Mandeville 1980-83  
 John P. Wheatly 1983-88  
 Kenneth Burton 1988-90  
 Tor Dahl 1990-94  
 Berit M Sjølund 1994-97  
 Rolf C. A. Röding 1997-00  
 Tony Gordon 2000-01  
 William N. Nunn 2001-04  
 John Ustas 2004-06  
 André Demarest 2006-08  
 Gunnar Rødal 2008-10  
 Jan Grønbech 2010-14  
 Pål Rokke 2014-Current

That means that in 2018, **AmCham is celebrating its 60- or 20-year anniversary**, depending on how one would like to consider it.

We are proud to have been a leading voice in promoting *Norwegian-American business relations* for 60 years and will strive to continue working both *with* and *for* our members in the 60 years to come!

# PEOPLE VS. SALMON

## **+36%**

## **+23%**

Growth in  
overnight stays  
from USA

Seafood exports to  
USA had the largest  
increase in value

Norway's exports to the US seafood market have more than doubled during the last five years. In 2017, seafood exports to USA increased more in value than any other market. Further growth is expected, with the world's largest seafood terminal set to open at Oslo Airport in 2020. Cross-Atlantic tourism is blossoming too, and Bergen, gateway to the fjords, will get new direct flights from North America in 2018.

Please don't hesitate to make further inquiries with the traffic development team at Oslo Airport.

[avinor.no/en/aviation](http://avinor.no/en/aviation)

 **AVINOR**

PHOTO: CH/VISITNORWAY.COM

PHOTO: NORWEGIAN SEAFOOD COUNCIL / JOHAN WILDHAGEN



## Highlights



## Highlights



① Meeting the minister of Foreign Affairs at Høyre's valgwake. ② Visiting Philly Shipyard. ③ A fully-subscribed members' reception. ④ Arendalsuka. ⑤ Thanksgiving Charity Dinner. ⑥ Participating at the NACC presidents Council. ⑦ Steffen Rabben from Snap Inc. presenting to the AmCham Board. ⑧ Our annual Golf Tournament. ⑨ Chairman Pål Rokke addressing members at annual reception.

# AmCham Network

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

## United States Chamber of Commerce

AmCham Norway is a fully accredited member of the United States Chamber of Commerce in Washington D.C., the largest business association in the world.



## Norwegian American Chamber of Commerce

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



## US Commercial Service

The US Commercial Service is the trade promotion unit of the US Department of Commerce. Their mission is to help US businesses get started in exporting their products and services, increase sales, and to promote and protect US commercial interest in Norway.



## AmCham Denmark

AmCham Denmark is a non-profit, non-governmental business association representing more than 250 member companies actively investing in Denmark and the United States. As the voice for international business in Denmark, AmCham is committed to building a competitive business environment in Denmark, and to doing its part to minimize barriers to international trade. [www.amcham.dk](http://www.amcham.dk)



## AmCham Sweden

AmCham Sweden promotes US-Swedish trade and investment and US commercial interests in Sweden and serves as the voice of American business in Sweden. They promote policies and programs that support the Swedish-American business community as well as international trade and investment. [www.amcham.se](http://www.amcham.se)



## AmChams in Europe

Established in 1963, AmChams in Europe serves as the umbrella organization for 44 American Chambers of Commerce (AmChams) from 42 countries throughout Europe and Eurasia. In Europe the group represents the interests of more than 17,000 American and European companies employing 20 million workers – account for more than \$ 1.1 trillion in investment on both sides of the Atlantic.





# Membership and Benefits - join us!

## Who can join?

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

## Why Join?

AmCham is about deriving the maximum value and getting the most out of your companies' commitment to doing business in Norway and the US. AmCham works to facilitate regular and personal dialogue between our members and key decision makers, voice members' concerns and offers

extensive and credible connections in the political and business arenas. You can use this network to connect, communicate and stay on top of specific issues that affect your business- and to be heard on those issues. Through AmCham, companies work together to make a difference across borders and sectors.

### Patron

- Unlimited executive-level company representatives on AmCham mailing list
- Invitation to all relevant AmCham events – including special Patron-level gatherings
- Priority treatment for profiling and information assistance
- AmCham assistance with organizing corporate events
- Guidance of AmCham event and advocacy initiatives
- Facilitation of member-to-member printed communications (four annually)
- Enrollment in annual AmCham International Mentorship Program if desired
- Notices within AmCham electronic communications (events, reports, special offers)
- Regular profiling of company within AmCham publications
- Unrestricted use of AmCham's downtown Oslo conference room

### Corporate

- Up to four executive-level company representatives on AmCham mailing list
- Invitation to standard and, when possible, special AmCham events
- Corporate profiling
- Facilitation of printed member-to-member mass communications once per year
- Company listing within annual Membership Guide
- Use of AmCham's downtown Oslo conference room

# US Companies are Cornerstones of the Norwegian Business Landscape and Catalysts for Future Growth

As highlighted in the exclusive new report from AmCham and Innovation Norway released earlier in 2018, there are 655 US companies in Norway, employing more than 45 000 people and accounting for NOK 153 billion in equity – or close to 4% of all Norwegian business sector equity.

The report surveys American companies' direct contribution to Norway through value creation, taxes paid, jobs and direct investments over time. Top industries, Norwegian-US corporate collaboration, knowledge transfer and future growth imperatives are also illustrated throughout.

Though most Norwegians have a strong and clear picture of well-known brands and consumer products that originate from the US, most of the companies that play a key role in the Norwegian labor market are not well known. Such companies employ many highly educated workers and often play a pivotal role for local employment in smaller Norwegian cities and rural areas.

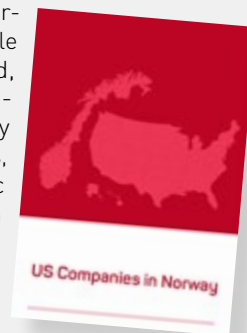
## AmCham & Menon Economics Company-Specific Knowledge

The production of the report required AmCham's and Menon Economics' company-specific knowledge to accurately identify and calculate US company figures. For example, according to official SSB statistics, the US is the eighth largest home country investor in Norway. According to our research, however, the US ranks significantly higher as many US companies in Norway are registered through holding companies in other countries like The Netherlands, Switzerland, Luxembourg and Canada.

## US Companies Consider Norway an Attractive Country in Which to Invest

US companies are heavily invested in Norway's capital-intensive energy, manufacturing and retail & tourism industries. As the report shows, over NOK 8 billion in annual Norwegian taxes are paid by the top ten US contributors alone. Since 1893, US corporate investment and M&A activity have been pivotal success factors within numerous Norwegian industries – both in times of plenty and through cyclical downturns.

To build upon this dynamic history, Norwegian and US companies must be able to go about their work under sound, stable government policies and business frameworks. Norway's uniquely talented workforce, structured data troves, world-class infrastructure and intrinsic international orientation – combined with advancements in energy, healthcare, and aquaculture technologies – will enable the next chapter of business partnerships to outshine even the last.



**The 20 largest American companies in Norway based on 2016 revenue:**

Name	Industry	Revenue (NOK '000)
ExxonMobil**	Energy	27 265 857
ConocoPhillips Scandinavia**	Energy	18 579 000
National Oilwell Varco Norway AS	Energy	10 787 429
Cargill Inc. AS (EWOS)	Seafood & Aquaculture	7 709 441
GE Healthcare AS	Health	7 134 773
Alcoa Norway ANS	Chemicals & Metals	6 110 000
Halliburton AS	Energy	4 532 000
Baker Hughes Norge, A GE Company AS	Energy	4 443 330
Hess Norge AS (now a part of Aker BP)	Energy	3 564 981
Philip Morris Norway AS	Food & Beverage	3 201 065
Tesla Motors Norway	Automobile & Transport	2 858 034
Ford Motor Norge AS	Automobile & Transport	2 726 417
Coca-Cola Enterprises Norge AS	Food & Beverage	2 510 422
Ernst & Young – EY AS	Accounting & Financial	2 480 190
Tech Data Norge AS	Technology	2 399 721
PricewaterhouseCoopers – PwC AS	Accounting & Financial	2 253 145
Mondelez Norge AS	Food & Beverage	2 227 270
Accenture AS	Technology	2 096 988
Manpower AS	Human Resources	1 941 962
Bristow Norway AS	Automobile & Transport	1 868 211



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

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

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

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

For inspiration and recipes please visit

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





## Sound Policy: Attracting Business to Norway

“Trade and investments enable transfer of knowledge and technology, and strengthen learning and innovation for both Norwegian and foreign businesses. It is important for the government to secure Norway’s position in the global race,” Trade Minister Torbjørn Røe Isaksen tells AmCham, when elaborating on Norway’s dependency on attracting foreign investments.

Albeit a nation that has managed its vast wealth well, Norway is a small and open economy dependent upon attracting foreign investment, with long-term perspectives, to ensure continued growth.

In January 2018, the government launched a new whitepaper — *the Jeløya-platform* — which sets out ambitious objectives for attracting foreign capital and investments to Norway, with the goal of safeguarding Norway’s competitiveness as a commercial destination.

Additionally, as a follow-up to the whitepaper, the government has launched several new initiatives such as Digital 21, Digital Norway and Process 21, with the goal of leveraging public-private collaboration to enable further development.

### Leading Role

Highlighting the need for diversified industrial enterprises, Røe Isaksen notes that the Jeløya-platform aspires “to make Norway a leading nation in entrepreneurship and innovation in Europe.”

“The government wants to ensure that Norway takes a leading role as a knowledge-driven industry and technology nation. The petroleum sector is highly significant for Norway’s economy and will continue to be so for decades to come. However, more Norwegian industrial enterprises must find their revenue base in markets outside of the petroleum sector,” the Minister says.



“*The platform sends a positive signal that the government has seen how important the pharmaceutical industry is.*”

Jan Lohne,  
Abbvie Communications Manager

### Promoting Innovative Industries

With its highly educated workforce, access to well-maintained national data and inherent international orientation, Norway has a unique potential to become a leading nation within several non-raw material sectors.

One notable industry with vast potential to become a leading national value creator – and not merely a mounting national budget expense contributor – is the pharmaceutical industry.

**Abbvie** Communications Manager Jan Lohne notes that the Jeløya platform’s chapter on the health industry presents several objectives signaling the desire to focus on innovation and securing an attractive home market.

“The platform sends a positive signal that the government has seen how important the pharmaceutical industry is, and will be, in solving the challenges we are facing in the coming years. I am glad to see that they recognize the need to value innovation in public procurement.”

“It is through public procurement that patients gain access to new medicines. It is also very positive to see the announcement of an action plan for clinical studies as it is essential to increase the number of industry financed clinical studies in Norway, and I hope the industry will be part of the development,” says Lohne.

By increasing the number of industry financed clinical studies and creating more incentives for public-private collaboration, Norway will increase its capacity to compete for pharmaceutical industry investments.

“We need to make Norway more attractive for global investments. From an industry perspective, it is crucial that we have a good procurement system. From a patient perspective, it must be quicker to access new, innovative medicines. I believe we still

have some concrete hurdles that need to be addressed but I am positive that we can get there,” Lohne says.

### Predictable Framework

While the government whitepaper aspires to attract business to Norway through a range of policy- and fiscal incentives, the dramatic increase in product tax on non-alcoholic beverages, chocolates and confectionary products abruptly introduced in January 2018 has created uncertainty for food and beverage companies operating in Norway.

While many European countries have adopted excise duties for beverages with sugar content, companies operating in these countries had several years to reorganize and scale operations. Companies impacted in Norway had less than two months.

With the Norwegian government’s stated ambition to attract foreign direct investment, sudden and drastic increases in taxation are in direct contradiction. Local US subsidiary bosses simultaneously lose their ability to compete with their counterparts in neighboring countries when attempting to make the case for further investment from headquarters.

Multinational enterprises consider fiscal conditions – as well as stable political and legal frameworks – as decisive factors when determining markets in which to invest, according to Gro Krigsvoll, Managing Director at **Mondelez Norway**.

“We are heavily dependent on sound and stable financial conditions in order to do business.”

“Transparent financial regulations and a predictable tax regime have been key elements in attracting foreign investments and business to Norway. The sudden tax increase on sugar is changing this framework.”



“ We are heavily dependent on sound and stable financial conditions in order to do business.”

Gro Krigsvoll,  
Managing Director  
at Mondelez Norway

“Moreover, it is challenging our industry’s ability to do business in Norway and it is making it harder for us to grow our business and create new jobs in the country,” Krigsvoll continues.

### Looking Ahead

The Jeløya Platform conveys positive signals from the government as it addresses commercial concerns in areas such as health, technology and taxation.

Fundamentally, these objectives need to be further developed into solid commitments and should subsequently be reflected within the coming government whitepaper on the healthcare industry, as well as in future Norwegian national budgets.

AmCham and our partners will continue to contribute to these processes on all fronts, as predictable business frameworks are essential to attract and retain foreign investments in Norway. Investments that create jobs, increase competence and promote company collaboration are fundamental to stimulate continued growth and secure Norway’s position in an increasingly competitive global marketplace.

## Working Groups

AmCham strives to maximize value for membership through events, member services and policy initiatives. With 23 industry groups and over 240 member companies, our pro-business advocacy initiatives include facilitating joint member working groups.

Aiming to identify and highlight shared challenges and opportunities facing diverse industries and job roles, our working groups act as a platform upon which to promote dialogue, cooperation and achieve shared growth objectives – ultimately benefitting the group as a whole.



### American Wine Working Group

In collaboration with our 10 member wine importers, AmCham works to promote awareness and increase knowledge of American wines in Norway.

“It’s been a great advantage for us to meet other importers to discuss various issues, problems and solutions. It has also provided our products with increased profiling,” says Victoria Brandvold, Portfolio Director at Flaaten Wines.

American red wine sales in Norway have increased by 17% in 2018 vs. 2017, with white wine increasing by 7.5 %.

Through consumer tastings, wine recommendations, advertisement in targeted magazines as well as exclusive tastings for journalists and select industry representatives, the working group’s efforts also saw AmCham hosting the largest American wine consumer tasting ever in Norway in 2017.

“American wine has experienced increased attention among the purchasers at the Norwegian wine monopoly, with the Norwegian press and wine enthusiast also increasingly fascinated,” Brandvold says.



### Pharmaceutical Working Group

Striving to provide timely patient access to innovative medicines, our pharmaceutical industry working group consists of 13 member companies collaborating for improved, transparent market conditions.

*Sustainable, Innovative Healthcare* was the title of AmCham’s event at Arendalsuka in 2017. *Only 36% of Norwegians believe they will get access to the best cancer medicines if treated in a Norwegian public hospital*, according to Kantar TNS, which formed the basis of the discussion on how the Norwegian healthcare industry can provide improved care.

Through such joint initiatives, AmCham regularly provides input on how to strengthen collaboration between pharmaceutical multinationals and Norwegian industry, academia, innovation and research clusters – leveraging the potential for Norway to become an innovator and supplier, and not solely a purchasing entity.

### Other Working Groups

Taxation issues, legislative processes, education exchange, abrupt policy shifts, and joint communications are also addressed through various ad-hoc AmCham working groups of five or more member companies. AmCham is also in the process of establishing new long-term working group initiatives, both within Fast Moving Consumer Goods and Sustainability.



## Highlights



① *Sustainable, Innovative Healthcare* debate at Arendalsuka. ② US Ambassador Kenneth Braithwaite addressing the participants at the KMPG SelectUSA event. ③ Exclusive American wine tasting for journalists and industry partners. ④ Visiting member companies in Bergen



ARNTZEN  
DE BESCHE

A detailed pencil sketch of a man and a woman in professional attire. The woman, on the left, has shoulder-length hair and is looking down with a slight smile. The man, on the right, wears glasses and a suit, looking towards the woman. In the background, a multi-story building with many windows is sketched. The entire image has a soft, artistic feel with some areas highlighted in a light orange color.

## Arntzen de Besche - a leading Norwegian law firm

Our team of experts assist Norwegian and international companies, public authorities and private organisations to simplify complex transactions, undertake challenging negotiations and resolve disputes of all types.

A substantial part of our work is international. Every day, we advise non-Norwegian companies on matters concerning business operations in Norway, and Norwegian companies with business operations abroad.

[www.adeb.no](http://www.adeb.no)



## Highlights



①



③



②



③



②

① Jason Turflinger and US Ambassador Kenneth Braithwaite kicking off our Rising Leaders Program. ② AmCham's AGM & Transatlantic Assembly at Radisson Blu. ③ Jason Turflinger attending AmChams in Europe conference in Washington DC and Chicago.



## Establishing in Norway vs. the US: Challenges and Opportunities

Photo: Huddly

“Norway is a great country for start-ups in the early phase, particularly regarding access to a talented work-force, but if you want large growth and expansion, start-ups have to think ‘US’. At the same time, and for the same reason, Norway is a great country for large company investments,” Jonas Rinde, CEO at the Norwegian scale-up **Huddly** tells AmCham.

A current norm is that American companies looking to invest in Norway tend to be established companies, looking to gain access in technology or competence, while Norwegian companies are establishing in the US to access a much larger market.

According to Gro Dyrnes, Regional Director Americas at **Innovation Norway**’s San Francisco Office, US companies regularly approach Innovation Norway when looking learn about Norwegian businesses that can solve various market needs, particularly in the technology sector.

“In our experience, the best way to sell Norway is when well-prepared companies bring something unique to the market that solves a specific and identified need, as well as more generally promoting Norway’s strengths and specific industry sector expertise,” Dyrnes says.

“Typically, Norwegian companies, when they have reached the stage where they are looking to expand to the US, have a great product or technology but require local sales and marketing competence.



Gro Dyrnes,  
Regional Director Americas at  
Innovation Norway’s San  
Francisco Office

### Promote Advantages

Notably, Norway has a well-educated workforce, high productivity, essential international understanding, excellent infrastructure and a highly tech-savvy population. Norway’s senior and mid-management level employees are, on average, more cost-effective than their US counterparts.

In the southern and eastern region of Norway, a mid-management role would on average earn \$118,239 annually, whereas an equal level employee on the US West Coast would average \$126,655 annually. According to Heming Bjørnå, Senior Commercial Specialist at the US Commercial Service at the **US Embassy in Oslo**, this factor adds further value to American companies looking to invest in Norway.



“Prohibitive costs are generally referenced as a factor when discussing Norway investments, although we do not really hear this from companies. While some supply factors may come at a marginally higher price, effective production processes and a productive work force, coupled with a market willing to pay for quality, typically make up for the added costs.”

“Looking at statistics, most US companies find their domestic market sufficiently large. In fact, less than one percent of America’s 30 million companies export and of those, 58 % export to only one country – and not usually Norway,” Bjørnå says.

As competition is fierce, industry-specific knowledge and expertise are key factors when attracting international investments.

“We see that most companies are attracted by demand and expertise in specific sectors. This may relate to energy, maritime technologies or defense and aerospace. For example, Norway is a global offshore energy player, and this sector creates opportunities for a wide range of US companies on a global scale. A contract with a Norwegian energy company or a service company is an opportunity for an American company to further develop international relationships,” Bjørnå explains.

### Norwegian Companies in the US

Norwegian companies directly account for 80,000 jobs in the US and are present in all 50 states. Innovation Norway, which aims to trigger sustainable growth for Norwegian companies by introducing them to relevant markets and networks in the US, is familiar with assisting small to medium Norwegian companies looking to establish across the Atlantic.

“Typically, Norwegian companies, when they have reached the stage where they are looking to expand to the US, have a great product or technology but require local sales and marketing competence,” Dyrnes says.



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Heming Bjørnå, Senior Commercial Specialist at the US Commercial Service at the US Embassy in Oslo

She also highlights the healthcare industry, maritime industry, energy, Internet of Things and big data analytics as industries for which Norway has a vast potential for future growth internationally, as these are sectors where Norwegian companies are already excelling.

Having recently announced an agreement with the international tech giant **Google**, Huddly agrees that a US presence is essential to succeed in the world’s largest market.

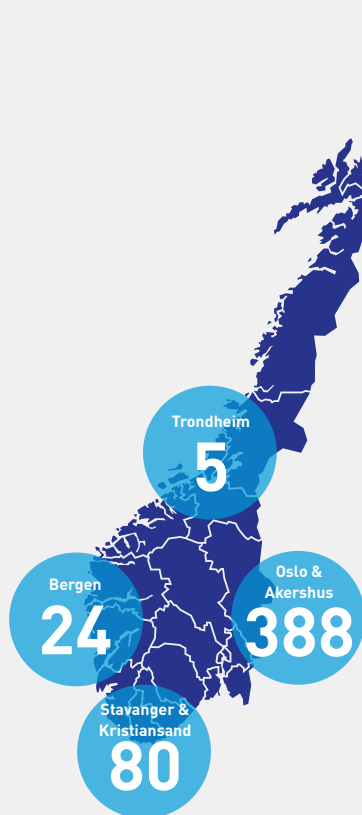
“If a company is looking to establish in the US, local presence is vital to be taken seriously. When a start-up reaches a certain point – the “scale-up phase” – investments are normally required. With a US presence, both capital and being able to show growing sales in the US market will encourage investors.”

“While the Norwegian government can certainly improve conditions for start-ups in Norway, such as removing the start-up tax, it is essential that they help set up channels and assist Norwegian start-ups establishing in the US when the time is right. Reaping those fruits, by utilizing competence gained in the US marketplace, is invaluable and contributes immensely to increased knowledge and growth,” Rinde says.

# US Companies in Norway

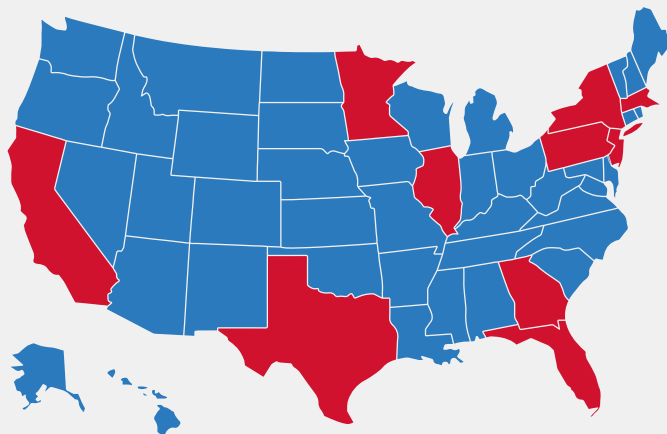
Did you know that of the 655 US companies operating in Norway, 127 of them are headquartered in Texas, while 85 are California-based? Perhaps even more surprising is that there are 30 New Jersey-based companies in Norway – and 29 from Florida!

Expanding upon our recent US Companies in Norway report, below is a closer look at where US companies in Norway are headquartered and where they are established in Norway.



## Top Ten Headquartered States

Texas <b>127</b>	Massachusetts <b>29</b>
California <b>85</b>	Illinois <b>24</b>
New York <b>70</b>	Pennsylvania <b>24</b>
New Jersey <b>30</b>	Georgia <b>18</b>
Florida <b>29</b>	Minnesota <b>18</b>



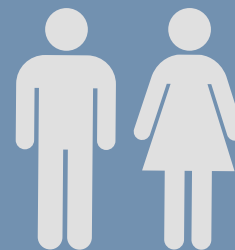
# AmCham Member Companies

**240 Member  
Companies**



**23 industries**

With over 240 member companies, divided across 23 industries, AmCham Norway members directly employ over 107,000 people in Norway.\*



**107,760 people**

**Revenue 2016**

NOK 582,113,855 '000

\*Figures, based on publicly available information, are subject to AmCham research.





Illustration: Lockheed Martin

## Company Collaboration Promoting Growth

Through mergers and acquisitions, direct investments and innovation, American companies have a longstanding history of contributing to growth, prosperity and competence in Norway.

As highlighted in AmCham's US Companies in Norway report, foreign multinationals' contribution to job creation and competence is an essential part of Norway's continued growth. Company collaboration is an inimitable way of promoting knowledge transfer, innovation and commercially beneficial partnerships.

### Citi, GIEK & Yara

AmCham members GIEK, Citi and Yara's collaboration has empowered Yara to invest NOK 2.25 billion to modernize and expand their Porsgrunn-based production facilities, enabling the industry giant to create more jobs and increase their production capacity with 260,000 tons of environmentally-friendly fertilizer and calcium nitrate for global export.

**GIEK**, the Norwegian Export Credit Guarantee Agency, is enabling Norwegian companies to be more competitive on a global scale. Currently, GIEK has over NOK 90 billion in outstanding

guarantees to Norwegian companies. GIEK recently introduced an international loan guarantee which, in collaboration with **Citi**, allows Yara to expand their Norwegian production facilities and consequently strengthening their role globally.

"This investment improves energy efficiency and reduces the amount of waste from our facility, while simultaneously allowing us to increase production capacity and consequently our export of climate-friendly fertilizer to markets in North and South America, as well as Asia, says **Yara**'s VP for Corporate Communications, Esben Tuman.

The loan from Citi, based upon GIEK's new program, underpins Yara's access to long-term bank loans. Citi, who has a leading position globally arranging financing for export-driven industries, praises GIEK's new program as a boost for Norwegian exports.

"The combination of bank loans and GIEK guarantees can provide large and medium-sized businesses improved access to competitive financing, which will strengthen the expertise and knowledge in Norwegian industry," says Pål Rokke, Country Manager of Citi Norway.



## Lockheed Martin & Kongsberg

Having manufactured components for Lockheed Martin's F-35 fifth-generation fighter since 2010, Kongsberg Gruppen — described by Lockheed Martin as its closest partner in the Nordics — is an integral partner to the global security and aerospace leader's F-35 global supply chain.

The companies' close collaboration was underscored when Norway received several of its 52 F-35s during the first half of 2018.

The F-35 delivers advanced capabilities in stealth, sensor fusion, electronic attack and interoperability, giving pilots the ultimate ability to dominate in any environment. The cutting-edge work from industry partners in Norway helps ensure the F-35 Lightning II will be a technological force for years to come.

"The fifth-generation F-35As will transition the Norwegian Armed Forces into a next generation net-centric fighter force that is capable of assuring the nation's territorial integrity and national security," says Jonathan Hoyle, **Lockheed Martin's** Vice President for Europe.

Both Norwegian industry and government are working closely with Lockheed Martin, exemplified through collaboratively pioneering a drag chute system for F-35 operations on short and icy runways.

From an industry perspective, all F-35 stealth fighters of the more than 3,000 aircraft program of record will have Norwegian parts fitted. Norway's industry is fulfilling cutting-edge work on the global program, ensuring the future health, competitiveness and viability of Norway's defense and aerospace sector.

According to Lockheed Martin, suppliers such as **Kongsberg Defence & Aerospace** are instrumental in driving production costs down to ensure the F-35 is a global success.

## Thermo Fisher & Oslo Cancer Cluster

Thermo Fisher Scientific is one of Norway's leading and most profitable biotech companies. Approximately 99.5% of the company's income comes from export, with the US and the EU representing core markets.

Their main product, life-saving Dynabeads, are still the backbone of production, where **Thermo Fisher Scientific** produces enough beads to be used in approximately four billion tests globally each year.

Inspired by the invention of magnetic bead-based separation technology, the beads are used frequently as their versatility has proved to be invaluable.

"We normally focus on three aspects: research, forensics and immune therapy," says CFO Geir Hetland.

In 2016, their management team, production team and parts of the R&D team moved into the **Oslo Cancer Cluster** Incubator, which aims to contribute to successful development of cancer treatments.

"We are delighted to move in here and work with companies that complement our products," Hetland says.

"There are many excellent research projects and researchers within these facilities and sharing the same location with other companies committed to R&D is vital for growth and innovation."

"There are extremely exciting developments in Norway related to biotech, health-tech and med-tech. For us, being connected to start-ups and clusters provides us with access to new arenas and information to stay updated with technological developments. Conversely, we contribute with resources and knowledge that can help scientists and other cluster members to develop their innovations," Hetland says.

Through close collaboration with pharmaceutical and biotech companies, Thermo Fisher's Dynabeads are a key component in immunotherapy. One of their partners received FDA approval for their new drug in the US in 2017 and is awaiting approval in the EU.

"Through the immunotherapy collaboration project initiated in 2012, we have already seen practically terminal patients recovering to becoming completely cancer free. That is the magnificence with company collaboration, when sharing ideas and knowledge, new innovations are created," Hetland states.

# Technology keeps the lights on.

To help the world meet its growing energy needs takes leadership, investment and breakthrough technologies. ExxonMobil invests around US\$1 billion annually in R&D and is an industry leader in the advancement and application of energy technology. It's why we're able to take on the toughest energy challenges around the world.

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Energy lives here™



# AmCham Members

## Patron Members

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 AIG Europe Limited  
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 Amgen  
 Avinor  
 Azets  
 Baker Hughes, a GE Company  
 BDO  
 Biogen Norway  
 Bristol-Myers Squibb  
 British American Tobacco  
 Norway  
 Burson-Marsteller  
 Cargill  
 Celgene  
 Chevron Norge  
 Cisco Systems Norway  
 Citi Norway  
 Coca-Cola Enterprises Norge  
 ConocoPhillips Norge  
 Discovery Networks Norway  
 DLA Piper  
 DNB  
 DNV GL  
 Elavon Financial Services  
 Eli Lilly Norge  
 Equinor  
 ExxonMobil  
 First House  
 Gambit Hill + Knowlton  
 Strategies  
 GE Healthcare  
 Google Norway  
 Huddly  
 Hydro Extruded Solutions  
 IBM  
 Iron Mountain  
 Janssen Pharmaceutical  
 King Food – Burger King Norge  
 KPMG  
 Lockheed Martin  
 Manpower  
 McDonald's Norge

Microsoft Norge  
 MSD Norge  
 Norsk Titanium  
 Northrop Grumman Corp.  
 Pfizer  
 Philip Morris Norway  
 PricewaterhouseCoopers  
 Rezidor Hotel Group  
 Roche  
 SAS Institute  
 TechnipFMC  
 Tesla  
 TGI Friday's/American Bistro  
 Scandinavia  
 Thon Hotels  
 Thunderbird Global School of  
 Management  
 Time  
 Yara International

## Corporate Members

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 Accenture  
 Adams Express  
 Adv. Føyen Torkildsen  
 Adv Schjødt  
 Adv. Simonsen Vogt Wiig  
 Adv. Økland & Co  
 Air Products  
 Aker  
 Alfa Quality Moving & Relocation  
 American Bureau of Shipping  
 American Car Club of Norway  
 American College of Norway  
 American Express Company  
 American Shipping Company  
 Andenæsgruppen  
 Aon Norway  
 Arcus  
 Arntzen de Besche Advokatfirma  
 Arundo Analytics  
 ATI Scandinavia  
 Augustana University  
 AWilhelmsen Management  
 Axalta Coating Systems Norway  
 Axis Holding  
 Badenoch & Clark

Bain & Company  
 Basefarm  
 BCD Travel  
 BearingPoint  
 Berlitz Language Services  
 Bertel O. Steen Defence &  
 Security  
 Best Western International  
 BI Norwegian Business School  
 Boots Norge  
 Borton Overseas  
 Boyden Executive Search  
 Bull & Co. Advokatfirma  
 BViktorious Consulting  
 Capgemini Norge  
 Catalysts  
 Cecilie Melli / C Shop  
 Chubb  
 Coca-Cola Norge  
 Cognizant  
 Comet Consular Services  
 Concha y Toro  
 Connectum Capital Management  
 ConXus  
 Corporate Communications  
 Cruise.no  
 Danske Bank  
 Dell EMC  
 Deloitte Advokatfirma  
 DXC Technology  
 Ecolab  
 Egencia  
 Eiendomsspar  
 Eiker Motorshop  
 Eimskip - CTG  
 Elmatica  
 Engelstad  
 Facebook  
 Fast Accounting  
 FedEx  
 Frank Grønsund Agentur  
 Frisch  
 GE Healthcare Technologies  
 GIEK  
 Global Blue  
 Global LNG Services  
 Grand Hotel  
 Growth Invest Management  
 GSK  
 Hard Rock Cafe Oslo  
 Hardanger Bestikk  
 Harvey Nash/Alumni  
 Haugen-Gruppen  
 Helly Hansen  
 Hewlett-Packard Norge  
 Homble Olsby Advokatfirma  
 Honeywell  
 Horton International  
 Hotel Continental  
 Hudson Nordic  
 HP Norge  
 Ibas  
 Icelandair  
 Innovation Norway  
 InterimLeder  
 International Corporate Art  
 Intertrust  
 J.P. Morgan Europe, Oslo Branch  
 Jotun  
 Kahoot!  
 Keystone Academic Solutions  
 Kongsberg Defence & Aerospace  
 Korn/Ferry International  
 Lærdal Medical  
 Management Alignment  
 Partners  
 Marsh  
 Mastercard  
 Medtronic Norge  
 MentorMate  
 Mercer  
 Minot Area Development  
 Corporation  
 Moestue Group  
 Mondelez International  
 Motorola Solutions Norway  
 Moxy By Marriott Hotels  
 MSD Animal Health Norge  
 Mylan  
 Mørland & Johnsen  
 Next Step  
 NHO Confederation of  
 Norwegian Enterprise  
 Nordic American  
 Nordox  
 Norwegian Ship Owners'  
 Association  
 Novartis Norge



**Members cont.**

Obligo Investment Management  
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 Orkla  
 Oslo Handelsstands Forening  
 Oslo Metropolitan University  
 Otello  
 Parker Hannifin  
 PepsiCo Nordic Norway  
 Phonofile  
 Polaris Norway  
 Pulse Communication  
 Raise Gruppen  
 RCL Cruises  
 Red Bull Norway  
 Relocation  
 ReputationInc  
 RiskPoint  
 Rob. Arnesen  
 Rud Pedersen  
 Ræder Advokatfirma  
 Sands  
 Scandic Hotels  
 Schneider Electric  
 Silicon Laboratories Norway  
 Simula Research Laboratory  
 Sonitor  
 Sons of Norway  
 Space Group Company  
 Sponsor International  
 Stanley Security  
 Starbucks  
 StormGeo  
 Strøm  
 Symposium Wines  
 Telemark Fylkeskommune  
 Telenor  
 The Brand Project  
 Thermo Fisher Scientific  
 Thin Film Electronics  
 Tiger Eiendomskompetanse  
 Torres & Partners Norway  
 Treasury Wine Estates  
 United  
 Universal Sony Pictures Home  
 Entertainment Nordic  
 UPS of Norway  
 Venable LLP  
 Verdane Capital Advisors  
 Vinarius  
 Volvat Medisinske Senter

WaveTrain Systems  
 WergelandApenes  
 Wikborg Rein  
 Willis Towers Watson

XXLofoten  
 Zoetis

## Members by Industry

### Accounting/Financial (18)

American Express Company  
 Azets  
 Axis Holding  
 BDO  
 Citi Norway  
 Connectum Capital Management  
 Danske Bank  
 DNB  
 Elavon Financial Services  
 Fast Accounting  
 GIEK  
 Global Blue  
 J.P. Morgan Europe  
 KPMG  
 Mastercard  
 Obligo Investment Management  
 PricewaterhouseCoopers  
 Verdane Capital Advisors

### Airline/Travel (9)

Avinor  
 BCD Travel  
 Borton Overseas  
 Cruise.no  
 Egencia  
 Icelandair  
 RCL Cruises  
 United  
 XXLofoten

### Automobile/Transport (6)

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

### Chemicals/Metals (8)

Alcoa  
 Axalta Coating Systems Norway  
 Ecolab  
 Hydro Extruded Solutions  
 Jotun  
 Nordox  
 Sapa  
 Yara International

### Communication/PR/Media (11)

Burson-Marsteller  
 Corporate Communications  
 Discovery Networks Norway  
 First House  
 Frisch  
 Gambit Hill + Knowlton  
 Strategies  
 Mørland & Johnsen  
 Pulse Communication  
 Rud Pedersen  
 The Brand Project\*  
 WergelandApenes

### Defense/Security (7)

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

### Education/Research/Business/Associations (14)

American College of Norway  
 Augustana University  
 Berlitz Language Services  
 BI Norwegian Business School  
 Kahoot!  
 Keystone Academic Solutions  
 Minot Area Development  
 Corporation  
 NHO Confederation of  
 Norwegian Enterprise  
 Norwegian Ship Owners'  
 Association  
 Oslo Metropolitan Univeristy  
 Oslo Retail Association  
 Simula Research Laboratory  
 Telemark Fylkeskommune  
 Thunderbird Global School of  
 Management

### Energy (7)

Baker Hughes, a GE company  
 Chevron Norge  
 ConocoPhillips Norge  
 Equinor  
 ExxonMobil  
 Global LNG Services  
 Technip FMC

### Engineering/Construction (4)

Aker  
 Elmatica  
 Honeywell  
 Parker Hannifin



## Entertainment, Lifestyle & Culture (8)

Cecilie Melli / C Shop  
Hardanger Bestikk  
Helly Hansen  
International Corporate Art  
Phonofile  
Rob.Arnesen  
Sponsor International  
Universal Sony Pictures Home  
Entertainment Nordic

## Food & Beverage (20)

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

## Health (21)

Abbott Norge  
Abbvie  
Amgen  
Biogen Norway  
Boots Norge  
Bristol-Myers Squibb  
Celgene  
Eli Lilly Norge  
GE Healthcare  
GE Healthcare Technologies  
GSK  
Janssen Pharmaceutical  
Lærdal Medical

Medtronic Norge  
MSD Norge  
Mylan  
Novartis Norge  
Pfizer  
Roche  
Thermo Fisher Scientific  
Volvat Medisinske Senter

## Hotel/Restaurant/Conference (13)

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

## Human Resources (9)

Badenoch & Clark  
Boyden Executive Search  
Catalysts  
Harvey Nash/Alumni  
Horton International  
Hudson Nordic  
InterimLeder  
Korn/Ferry International  
Manpower

## Industrial Equipment (4)

3M Norge  
Air Products  
ATI Scandinavia  
Schneider Electric

## Insurance (7)

AIG Europe Limited  
Aon Norway  
Chubb  
Marsh  
RiskPoint  
Sons of Norway  
Willis Towers Watson

## Legal (15)

Aabø-Evensen & Co.  
Adv. Føyen Torkildsen  
Adv. Schjødt  
Adv. Selmer  
Adv. Simonsen Vogt Wiig  
Adv. Økland & Co.  
Arntzen de Besche Advokatfirma  
Bull & Co. Advokatfirma  
Deloitte Advokatfirma  
DLA Piper  
Hombly Olsby Advokatfirma  
Ræder Advokatfirma  
Sands  
Venable LLP  
Wikborg Rein

## Management Consulting (12)

Accenture  
Bain & Company  
BearingPoint  
BViktorious Consulting  
Capgemini Norge  
Growth Invest Management  
Innovation Norway  
Intertrust  
Management Alignment  
Partners AG (MAP)  
Mercer  
Next Step  
ReputationInc

## Property/Real Estate (4)

Andenæsgruppen  
Eiendomsspar  
Space Group Company  
Tiger Eiendomskompetanse

## Seafood/Aquaculture (3)

Cargill  
MSD Animal Health Norge  
Zoetis

## Shipping/Logistics/Relocation (12)

Adams Express  
Alfa Quality Moving & Relocation  
American Bureau of Shipping  
American Shipping Company  
AWilhelmsen Management  
Comet Consular Services  
DNV GL  
FedEx  
Eimskip – CTG  
Relocation  
StormGeo  
UPS of Norway

## Technology (25)

24SevenOffice  
Arundo Analytics  
Basefarm  
Cisco Systems Norway  
Cognizant  
Dell EMC  
DXC Technology  
Facebook  
Google Norway  
Hewlett-Packard Norge  
HP Norge  
Huddly  
Ibas  
IBM  
Iron Mountain  
MentorMate  
Microsoft Norge  
Motorola Solutions Norway  
Oracle  
Otello  
SAS Institute  
Silicon Laboratories Norway  
Sonitor  
Telenor  
Thin Film Electronics



## AmCham Digitalization Forums

Since its introduction to the AmCham calendar in early 2017, our quarterly Digitalization Forum collaborative roundtable series has developed to be one of our most popular and recompensing cross-industry member benefits.

Gathering leaders to share and debate the real-life merits and consequences of digitalization, the forums are subject to engaging discussions, deliberating key elements of real-world public and private sector digitalization processes. All sessions are expertly moderated by **Next Step** CEO and Silicon Valley-native Jennifer Vessels.

The fully-subscribed, by invitation sessions are held at member companies on a rotating basis, with **Cisco, Microsoft, Burson-Marsteller, Azets, HP** and **DNB** hosting thus far.

### Collaboration

How can a company be more successful through digitalization? Should we think, "How can I solve this problem for a customer" or "I have created the technology, how can I sell it?"

Debating a variety of subjects, depending on the session's theme and guest speakers, meetings focus upon practical customer and human resource issues of implementing new digital strategies or

projects. In this way, new and established companies learn from one other, and the public sector, to ensure sustained growth.

"For Norwegian start-ups, generating revenue takes time and, more often than not, the involvement of established companies. The strength of established companies is the enormous power they can generate when pushing a digital service," one representative noted during a forum discussion on *the role of technology, people and business models*.

Please contact AmCham for interest in participating in future sessions.



# THE WORLD'S CITI. IT'S WHEREVER YOU ARE.

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Some call them optimists.

The founders.

The builders.

The producers.

The doers.

Making good the many  
challenges of our times.

We call them progress makers.

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

Be they multinationals  
wanting to invest in Norway  
or Norwegian companies  
looking to expand into  
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Photo: Nancy Burdett

## Sponsorship and Profiling Opportunities

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

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

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



Photo: Ruben Perez







## FBI Panel: Securing Your Company

June 2017 – Selmer, Oslo

Hosted by law firm Selmer at their spectacular Tjuvholmen offices, AmCham business leaders and partners enjoyed an interactive session with three agents from the Federal Bureau of Investigation, discussing preventative security measures, corruption and corporate safeguarding.



## Members' Reception

September 2017 – US Ambassador Residence, Oslo

"With increased transatlantic challenges, it is more important than ever for US and international companies to have a solid platform upon which to engage and rally local offices." So stated AmCham Chairman Pål Rokke during the full-house annual member reception warmly hosted by US Embassy Chargé d'Affaires Jim DeHart at Villa Otium.



## Arendalsuka

August 2017 - Arendal

Together with Vidar Pedersen at Kantar TNS, AmCham kicked off the *Sustainable, Innovative Healthcare* debate at Arendalsuka, as patients, politicians and industry experts delved deeper into how the Norwegian *healthcare industry can provide better care*.

The discussion –divided into two sessions – started with panelists identifying and debating current healthcare challenges, before panel number two explored opportunities for the future.



## Reception with California Governor Edmund Brown

November 2017 – Oslo

AmCham, together with the Ministry of Climate and Environment, hosted California Governor Edmund Brown Jr. at an exclusive Patron member reception cementing the parties' commitment to the Under2 Coalition endorsed earlier by Norway and California.

"All of us here understand the challenges that lie ahead – yet are equally ambitious in fostering green competitiveness within our respective companies and organizations," the Governor said, before highlighting sustainability efforts by AmCham member companies 3M, Statoil, DNV GL, Citi, Yara, Jotun, Norsk Hydro, KPMG, and Coca-Cola.



### Thanksgiving Charity Dinner

November 2017 – Grand Hotel, Oslo

Members and partners turned out in force at Grand Hotel, raising a record NOK 75.000 for the Norwegian Church Abroad in Houston as AmCham hosted a tradition-rich Thanksgiving Charity Dinner.



### Roundtable: Energy Market Regulation & Innovation

March 2018 – Stavanger

Jointly hosted and coordinated by the Stavanger Chamber of Commerce, ONS, AmCham, and the US Embassy, Chairman of Energy and Finance New York, Richard Kauffman was invited to Norway through the US Department of State Speaker Program to share his experiences in using a market-based approach to building more cost-efficient energy systems.



### Annual General Meeting & Transatlantic Assembly

March 2018 – Radisson Blu Plaza, Oslo

Hosted by Radisson Blu Plaza, AmCham Norway's Annual General Meeting and Transatlantic Assembly highlights included the election of a renewed Board of Directors, as well as a panel debate and keynote remarks from Ambassador Kenneth J. Braithwaite in his first meeting with the US-Norway business community.



### Select USA

April 2018 – KPMG, Oslo

Organized by the US Government, KPMG and AmCham, the SelectUSA half-day seminar presented unique insight about opportunities to invest and grow your business in the United States. Representatives from US Government and state officials from New York, Minnesota, Virginia, Iowa, Arkansas, Kentucky, and West Virginia were present for individual appointments and consultations.



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



A record 90 players enjoyed spirited competition in the quest for the coveted Söderström Cup and flight vouchers from Icelandair, with Team US Embassy trouncing 22 other flights to claim AmCham's 17<sup>th</sup> annual Golf Tournament title.

In one of the closest Texas Scramble tournaments yet, with only six strokes separating eighth and first place, the trio, Walter Grant, James Peura and Jan Söderström managed 18 under par at AmCham's first ever tournament at Bærum Golfklubb, which eventually saw Jan Söderström fittingly lifting the trophy that is named after him.

We would like to thank all participants and sponsors for their sportsmanship, enthusiasm and generosity as one of the country's largest corporate golf tournaments would not be a reality without you.

Elavon

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# Patron Members

## 3M

**3M** 3M is fundamentally a science-based company. 3M produces thousands of imaginative products, and the company is a leader in scores of markets, from health care and highway safety to office products and abrasives and adhesives. Its success begins with their ability to apply the company's technologies – often in combination – to an endless array of real-world customer needs. The people of 3M and their singular commitment to make life easier and better for people around the world make all of this possible. In Norway, 3M is located at Lillestrøm and employs 107 people. 3M Norway achieved a total sales revenue of 690 million NOK in 2017.

## Aabø-Evensen & Co



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

## Abbott Norge



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

more than 50 people. In Norway, Abbott is active in the areas of marketing, sales, laboratory diagnostics, diabetes care, and intravascular intervention.

## Abbvie

**abbvie** Abbvie is a global, research and development-based biopharmaceutical company committed to developing innovative advanced therapies for some of the world's most complex and critical conditions. The company's mission is to use its expertise, dedicated people and unique approach to innovation to improve treatments across four primary therapeutic areas: immunology, oncology, virology and neuroscience. In more than 75 countries, Abbvie employees are working every day to advance health solutions for people around the world. In Norway, Abbvie employs around 70 people. For the 10th year in a row, Abbvie was awarded one of Norway's Best Places to work – this year as number one among mid-sized companies.

## Advokatfirmaet Selmer



Selmer was founded in 1985 and today is one of Norway's leading legal practices with 160 employees. Throughout its short history, the firm has strived to work in innovative ways; it is constantly among the first to adopt new ideas. One of these ideas is a company structure that includes accountants, financial analysts and investigative specialists, unique to the Norwegian legal industry, enabling Selmer to give interdisciplinary advice that other firms cannot. Selmer is committed to continuing its tradition of seeing things in a new light. The legal business is still traditional – Selmer offers a new perspective.

## AIG Europe Limited



American International Group, Inc. (AIG) is a leading international insurance organization, serving customers in more than 80 countries and jurisdictions. AIG is

a forward-looking company, providing comprehensive services to commercial, institutional, and individual customers through one of the most extensive worldwide property-casualty networks of any insurer. In Norway, AIG Europe Limited insurance solutions is aimed at the Norwegian and multinational corporate market. Located in Oslo, and with approximately 45 employees, AIG established its operations in Norway in 1985, and for over 30 years, they have developed products in line with the trends for meeting the business community's insurance needs.

## Alcoa



Alcoa (NYSE: AA) is a global industry leader in bauxite, alumina and aluminum products, with a strong portfolio of value-added cast and rolled products and substantial energy assets. Alcoa is built on a foundation of strong values and operating excellence dating back 130 years to the world-changing discovery that made aluminum an affordable and vital part of modern life. Since inventing the aluminum industry, and throughout its history, talented Alcoans have followed on with breakthrough innovations and best practices that have led to efficiency, safety, sustainability and stronger communities wherever they operate.

## Amgen



Amgen is one of the world's leading biotechnology companies. Amgen is a value-based company, deeply rooted in science and innovation to transform new ideas and discoveries into medicines for patients with serious illnesses. With a presence in approximately 100 countries worldwide, Amgen has reached millions of people in the fight against serious illnesses, with the focus being on six therapeutic areas: oncology/hematology, cardiovascular disease, inflammation, bone health, nephrology and neuroscience. Amgen's medicines typically address diseases for which the number of effective treatment options is limited, or they are medicines that provide a viable option to what is otherwise available. In Norway, there are 20 employees within sales, marketing, health finance and medical activities.

## Avinor



Avinor AS operates 45 airports in Norway. These include the international air hub in Oslo; major regional airports in Bergen, Trondheim and Stavanger; and the Northern Lights airports. Oslo Airport offers 150+ direct routes, smart east-west intercontinental connections, the shortest flying time from the Nordics to North America and is the largest airfreight hub in the Nordics. The company also operates control towers, control centers and other technical infrastructure for safe air navigation. Avinor is a state-owned limited company administered by the Norwegian Ministry of Transport and Communications.

## Azets



Azets is the leading provider of technology and services within accounting, payroll, HR, staffing and advisory in the Nordics. We specialize in solving business-critical tasks, enabling our customers to work faster, be more flexible and focus on their core business. With more than 80 local offices and close to 3,000 dedicated professionals, Azets offers services to the entire Nordic market through one point of contact.

## Baker Hughes, a GE company



Baker Hughes, a GE company, is the world's first and only full stream provider of integrated oilfield products, services and digital solutions. BHGE harnesses the passion and experience of its people to enhance productivity across the oil and gas value chain. BHGE helps its customers acquire, transport and refine hydrocarbons more efficiently, productively and safely, with a smaller environmental footprint and at lower cost per barrel. With operations in over 120 countries, the company's global scale, local expertise and commitment to service infuse over a century of experience with the spirit of a startup – inventing smarter ways to bring energy to the world. In Norway, BHGE has 1,700 dedicated employees located in Stavanger, Oslo, Bergen, Trondheim and Hammerfest.

## BDO



BDO provide a range of services within the areas of audit, accounting, consultancy, taxation and duties. BDO see great value in having a local presence and roots, factors that enable us to work closely with our clients. Supplying our services based on our clients' needs, BDO delivers them with enthusiasm, professional solidity and in-depth knowledge of the sector involved. This is how BDO employees help create excellent results and a unique client experience. BDO Norway employs more than 1450 people in more than 70 offices throughout the country and has clients in most areas of the private and public sectors. BDO's global network extends across 162 countries and territories, with 73,854 people working out of 1,500 offices – and they are all working towards one goal: to provide our clients with exceptional service.

## Biogen Norway



Biogen is an American multinational biotechnology company based in Cambridge, Massachusetts. At Biogen, our mission is clear: we are pioneers in neuroscience. Biogen discovers, develops, and delivers worldwide innovative therapies for people living with serious neurological and neurodegenerative diseases. Founded in 1978 as one of the world's first global biotechnology companies by Charles Weissman, Heinz Schaller, Kenneth Murray, and Nobel Prize winners Walter Gilbert and Phillip Sharp, Biogen has the leading portfolio of medicines to treat multiple sclerosis. Biogen has also introduced the first and only approved treatment for spinal muscular atrophy; and is focused on advancing neuroscience research programs in Alzheimer's disease and dementia, multiple sclerosis and neuroimmunology, movement disorders, neuromuscular disorders, pain, ophthalmology, neuropsychiatry, and acute neurology.

## Bristol-Myers Squibb



Bristol-Myers Squibb is a global biopharmaceutical company whose

mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. For more information about Bristol-Myers Squibb, visit [BMS.com](http://BMS.com) or follow the company on LinkedIn, Twitter, YouTube and Facebook.

## British American Tobacco Company



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

## Burson-Marsteller



Burson-Marsteller

Burson-Marsteller is a leading global public relations and communications firm. The strategic insights and innovative programming build and sustain strong corporate and brand reputations. Burson-Marsteller provides clients with counsel and program development across the spectrum of public relations, public affairs, reputation and crisis management, digital strategy, advertising and other communications services. The clients range from global companies, industry associations, professional services firms, governments, agencies, and large organizations. Clients engage Burson-Marsteller when the stakes are high: during a crisis, a brand launch or any period of fundamental change or transition. Burson-Marsteller develops client programs using a scientific approach to communications, namely Evidence-Based Communications.

## Cargill



Cargill's animal nutrition business offers a range of products and services to feed manufac-

turers, animal producers, and feed retailers around the world, helping put food on the plates of nearly one billion people around the world every day. Cargill established its activities in Bergen, Norway in 2015 with the acquisition of EWOS, a global leader in salmon nutrition. Cargill employs over 350 people in eight locations in Norway; the locations include feed manufacturing facilities and a state-of-the-art Research & Development center. EWOS has since been integrated into Cargill Animal Nutrition as a company called Cargill Aqua Nutrition, representing the EWOS brand.

### Celgene



Celgene Corporation is a global integrated biopharmaceutical company primarily engaged in the discovery, development and commercialization of innovative therapies designed to treat cancer and immune-inflammatory related diseases in patients with limited treatment options. Our focus is on improving the lives of patients by pushing the boundaries of research and development and ensuring access to groundbreaking therapies. Courage, passion, collaboration with partners and our entrepreneurial spirit are key in our efforts to release the full value of medical innovations for patients and society.

### Chevron Norge



Chevron is the second largest integrated energy company in the United States and is active in 180 countries worldwide. Founded in 1879 in California, Chevron began marketing activities in Europe in the early 1900s. In 1964, a Chevron and Texaco joint venture drilled the North Sea's first exploration well. In 1965, they spudded the first of two exploration wells in the Svalbard archipelago of northernmost Norway. During 2017, Chevron produced over 3 million barrels of oil equivalents (boe) per day worldwide. Chevron's global headquarter is in San Ramon, California whilst the European upstream activities are headquartered in Aberdeen, Scotland, with offices in Norway and Denmark. Chevron's Norway upstream operations are located in Oslo.

### Cisco Systems Norway



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

### Citi Norway



Citi has been present in Norway since 1973. Citi provides a full range of banking services to the largest, international Norwegian corporations, financial institutions and the public sector, as well as multinational subsidiaries operating in Norway. The Citi Norway team delivers global products locally to its clients and partners with product and industry specialists to provide a full array of corporate and investment banking solutions. Citi is a leading global financial services company, with businesses in more than 160 countries and jurisdictions. Citi has been in the Nordic countries since the 1970s, with offices also in Stockholm, Copenhagen and Helsinki.

### Coca-Cola European Partners Norway



Coca-Cola European Partners Norway (CCEPN) is the Norwegian Coca-Cola bottler and now Norway's largest producer of non-alcoholic beverages. CCEPN has 620 employees, and is responsible for the production and sales in Norway. CCEPN also cooperates with the breweries Mack Bryggerier and Telemark Kildevann, which produce some of the products in the portfolio. 80% of the Coca-Cola products sold in Norway, is produced in Norway. CCEPN also has sales offices in various locations throughout the country. The brand management and the marketing strategies are managed by Coca-Cola Norge AS, which is a part of The Coca-Cola Company, based in Lørenskog with ten employees.

### ConocoPhillips Norge



ConocoPhillips is the world's largest independent exploration and production company based on proved reserves and production of liquids and natural gas. The company's headquarters are located in Houston, Texas, and they have operations in 17 countries. Operations in Norway are led from the company's offices in Tananger outside Stavanger. ConocoPhillips is one of the largest foreign operators on the Norwegian continental shelf. The company is the operator of the fields in the Greater Ekofisk Area, and has ownership interests in fields such as Heidrun, Visund, Oseberg, Grane, Troll, Aasta Hansteen, and Alvheim.

### Discovery Networks Norway



Discovery Networks Norway is a Norwegian media group, owned by the American television network, Discovery Communications. In Norway, Discovery owns and operates TVNorge, while also assisting their partner organizations in England and France, in connection to their broadcasting for the Norwegian market. This includes FEM, MAX, VOX, TLC, Discovery Channel, Eurosport, Eurosport 2 and Eurosport Norge. The Discovery group also operates the streaming service Dplay.

### DLA Piper



DLA Piper is a global law firm with lawyers located in more than 40 countries and 100 offices, positioning the company to help clients with their legal needs anywhere in the world. The company strives to be the leading global business law firm by delivering quality and value to their clients. This is achieved through practical and innovative legal solutions. DLA Piper is the largest law firm in the Nordic region, with 5 offices and 370 lawyers. The company employs 85 lawyers in Norway from its offices in Oslo.

## DNB



DNB is Norway's largest financial services group and one of the largest in the Nordic region in terms of market capitalization. The group offers a full range of financial services, including loans, savings, advisory services, insurance and pension products for retail and corporate customers. DNB is Norway's largest investment bank and a partner for Norwegian companies abroad and for large international companies in Norway. With a presence in 18 countries, DNB is a leading global player in selected industries and one of the world's foremost shipping banks, a major international market player in the fisheries and seafood, and energy sectors

## DNV GL



DNV GL is a global quality assurance and risk management company. Driven by its purpose of safeguarding life, property and the environment, the company enables its customers to advance the safety and sustainability of their business. DNV GL provides classification, technical assurance, software and independent expert advisory services to the maritime, oil & gas, power and renewables industries. The company also provides certification, supply chain and data management services to customers across a wide range of industries. Operating in more than 100 countries, DNV GL's 12,500 experts are dedicated to helping customers make the world safer, smarter and greener

## Elavon Financial Services



Elavon has been a leader in processing payments for over twenty years, leveraging the world's best technologies for our customers, from large worldwide enterprises to locally owned small businesses. We provide powerful payment solutions for all payment types and processing environments, ensuring that your business, whatever the size, remains well connected. With the Head office for Northern Europe situated in Oslo, Elavon is the only provider in our market to offer all international card brands in one agreement. The merchant receives one settlement – smooth and easy.

## Eli Lilly Norge



Lilly is a global healthcare leader that unites caring with discovery to make life better for people around the world. The company was founded more than a century ago by a man committed to creating high-quality medicines that meet real needs, and today it remains true to that mission in all their work. Across the globe, Lilly employees work to discover and bring life changing medicines to those who need them, improve the understanding and management of disease, and give back to communities through philanthropy and volunteerism.

## Equinor



Equinor is an international energy company present in more than 30 countries worldwide, including several of the world's most important oil and gas provinces. Founded in 1972 under the name Den Norske Stats Oljeselskap AS—Statoil (the Norwegian State Oil company), we changed our name to Equinor in 2018. Our headquarters are in Stavanger, Norway, and we have over 20,000 employees. We are the leading operator on the Norwegian continental shelf and have substantial international activities. We are engaged in exploration, development and production of oil and gas, as well as wind and solar power. We sell crude oil and are a major supplier of natural gas, with activities in processing, refining, and trading.

## ExxonMobil



ExxonMobil Exploration & Production Norway AS is one of the largest oil and gas producers on the Norwegian Continental Shelf (NCS). The company is a partner in more than 20 producing fields and is a significant investor in Norway. ExxonMobil has been present in Norway since 1893 and opened the first modern refinery at Slagen in 1961. ExxonMobil was awarded the first offshore License (PL001) in Norway in 1965 and is marketing Esso fuels and Mobil Lubes through about 250 dealer and branded wholesaler Esso stations in Norway.

## First House



First House is an international, strategic advisory firm located in Norway. Widely regarded as the leading public policy, corporate and financial communication firm, its advisors have unique experience from politics, government agencies, business, finance, and media. The company takes pride in creating value for its clients, supporting their growth, building efficient organizations and forging fruitful relations with their stakeholders. First House provides insight and advises on risks and opportunities to corporations that seek to establish business in Norway, and to their owners and lenders. The company also assists with reputation and crisis management.

## Gambit Hill + Knowlton Strategies



Gambit-Hill+Knowlton Strategies understands how audiences think and engage with the world, and recognize that in today's ever-connected world, it is all about integrated communications. Gambit H+K is a public relations and integrated communications agency. The company operates in three core business areas: market communications, corporate communications and public affairs. In addition, they host a range of professional seminars, like Gambit Defense Forum and the Norwegian Washington Seminar. Gambit H+K has offices in Oslo and Stavanger with more than 60 employees who cover a wide range of competencies. They are also part of the global Hill+Knowlton PR network with over 85 offices in more than 45 countries.

## GE Healthcare



GE Healthcare, part of General Electric (GE), provides transformational medical technologies and services that are shaping a new age of patient care. The expertise in medical imaging and information technologies, medical diagnostics, patient monitoring systems, performance improvement, drug discovery, and biopharmaceutical manufacturing technologies are helping



clinicians around the world re-imagine new ways to diagnose and treat cancer, heart disease, neurological diseases and other conditions earlier. In Norway, GE Healthcare develops and produces cardiovascular ultrasound technology as well as contrast media and radiography for the global market. The company employs more than 1,000 workers in Oslo, Horten and Lindesnes.

### Google Norway



Google opened their Norwegian office in May 2005. Google Norway also represents YouTube.no, the world's second largest search engine and largest video site, with over 4 billion videos played every day. Today most companies operating in the Norwegian marketplace have discovered Google as the world's most effective advertising medium. Every day, billions of queries connect buyers and sellers around the world, and the advertisers only pay when someone, who is looking for exactly what they have to sell, click on their ads. Google Norway AS is a subsidiary of Google Inc. and is the workplace of approximately 51 Googlers from 14 countries.

### Huddly



We build things that see. Founded in Oslo, Norway in 2013, Huddly is a vision technology company that combines Scandinavian-designed hardware, software and AI to create innovative products for everyone who uses video to collaborate. Headquartered in Oslo, Huddly products are flexible, inclusive, easy-to-use and software-upgradable. Whereas most tech gets old fast, Huddly products stay new, evolving over time via the Huddly Vision software platform with new software feature upgrades to support changing team dynamics and needs.

### Hydro Extruded Solutions



Norsk Hydro ASA has top positions in Europe and North America, and footholds in key markets like Argentina, Brazil, China, India and Vietnam. In total, the company employs 35,000 employees in 40 countries. It operates more than 100 production

facilities, and it is headquartered in Oslo, Norway. Aluminum is the metal for today and the future. It is infinitely recyclable, with no loss of its positive characteristics. Today's global megatrends – urbanization, rising energy needs, higher living standards, climate change – call for efficient and sustainable solutions, made with aluminum.

### IBM



IBM is a global technology and innovation company that stands for progress. It is the largest technology and consulting employer in the world, with approximately 380,000 employees serving clients in 175 countries. IBM offers a wide range of technology and consulting services; a broad portfolio of software for collaboration, predictive analytics, software development and systems management; and the world's most advanced servers and supercomputers. In Norway, IBM has contributed to innovation and progress since 1935. In cooperation with their partners, they deliver smart solutions to companies and organizations of all sizes in both public and private sector.

### Janssen Pharmaceutical



Janssen joined Johnson & Johnson in 1961 and is now a member of the Janssen Pharmaceutical Companies of Johnson & Johnson. The company develops and markets innovative, high-quality pharmaceutical products and services. Janssen's current European workforce is approximately 6,000 employees. In Norway, Janssen conducts clinical research, marketing and sales of the company's pharmaceuticals. The main office is located at Lysaker, Oslo, where 40 employees comprise the Norwegian operations.

### King Food - Burger King Norge



King Food AS, owned by UMØE Restaurants AS, has had the franchise rights for Burger King in Norway since 1988, when the

first restaurant opened in Oslo. Today, King Food AS/AB operates 94 restaurants in Norway, Sweden and Denmark. In addition, King Food is the Master franchisee for Burger King in Scandinavia. By Q1 in 2018, King Food had 240 restaurants in Scandinavia, including sub-franchisees. The company's purpose is true to the founders of Burger King: To offer high quality fast food at a reasonable price in clean and pleasant surroundings. While at the same time, aiming to take the best possible care of the employees.

### KPMG



KPMG is one of the world's leading providers of audit, tax and advisory services. We work closely with our clients, helping them to mitigate risks and grasp opportunities. As an international network, we operate in 150 countries and employ almost 200,000 people. In KPMG Norway almost 1,100 dedicated professionals work across 24 offices. Our group includes KPMG Law Advokatfirma, specializing in corporate tax law, transfer pricing and expatriate tax issues. We have US Desks in Oslo and Stavanger, managed by US Certified Public Accountants, providing expertise in SEC Reporting, PCAOB & SOX 404 compliance and US GAAP financial reporting.

### Lockheed Martin Corporation



Headquartered in Bethesda, Maryland, Lockheed Martin is a global security and aerospace company that employs approximately 97,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services.

### Manpower



ManpowerGroup, the world leader in innovative workforce solutions, creates and delivers high-impact solutions that enable their clients to achieve their business goals and enhance their competitiveness. These solutions cover an entire range of talent-driven needs from recruitment and assessment, training and development, and career management,

to outsourcing and workforce consulting. ManpowerGroup maintains the world's largest and industry-leading network of nearly 3,100 offices in over 80 countries and territories, generating a dynamic mix of an unmatched global footprint with valuable insight and local expertise to meet the needs of its 400,000 clients per year. Operations in Norway generate over 35,000 assignments every year.

### McDonald's Norge



McDonald's was established in Norway in 1983 by Theo Holm. Today there are 72 restaurants and 2500 employees, which makes the company one of the largest employers of youth in Norway. McDonald's is ranked the third best workplace for 2017 and employs people from over 80 different nationalities in Norway. McDonald's is a proud partner to Norwegian agriculture and sources over 80% of all raw materials locally. In 2016, the Ronald McDonald House Charities opened its first children's house in association with the Stine Sofie Stiftelse. This is the first project of its kind in the world, giving violently abused children a second chance.

### Microsoft Norge



Microsoft (Nasdaq "MSFT" @microsoft) enables digital transformation for the era of an intelligent cloud and an intelligent edge. Its mission is to empower every person and every organization on the planet to achieve more. Headquarters are located in Redmond, WA, and the company has more than 100,000 employees worldwide. Founded in 1975, Microsoft opened their Norwegian office in 1990. Microsoft has over 300 employees in the headquarters in Lysaker, Oslo, Norway, while 260 employees are working in the Microsoft Development Centres in Oslo, Trondheim and Tromsø. In Norway, Microsoft works closely with about 2000 partners that offer Microsoft's services and devices to the market.

### MSD



For more than a century, MSD has been inventing for life, bringing forward medicines and vaccines for the world's most challenging diseases. MSD is a trade name of US based Merck & Co., Inc., a leading global biopharmaceutical company. MSD was established in Norway in 1970 and the office in Drammen holds 120 employees. In Norway, MSD is the biggest contributor to pharmaceutical clinical studies. Through its study programs, MSD provide important knowledge about medicines' efficacy and safety, facilitate that Norwegian clinicians get experience with new treatments and most importantly help ensure Norwegian patients get early access to innovative medicines.

### Norsk Titanium



Norsk Titanium AS is the world's pioneering supplier of aerospace-grade, additive manufactured, structural titanium components. The company is distinguished in the aviation industry by its patented Rapid Plasma Deposition™ (RPD™) process that transforms titanium wire into complex components suitable for structural and safety-critical applications. Norsk Titanium is committed to cost-reducing aero structures and jet engines for the world's premier aerospace manufacturers. RPD™ is the world's first FAA-approved, 3D-printed, structural titanium, delivering substantial lead-time and cost savings for aerospace, defense, and commercial customers. NTi's Headquarters and Technology Center located at Eggemoen, Ringerike and the Production Center is in Plattsburgh, NY.

### Northrop Grumman Corp.



Northrop Grumman is a leading global security company providing innovative systems, products and solutions in autonomous systems, cyber, C4ISR, strike, and logistics and modernization to customers worldwide. In Europe, we have more than 2,200 employees, significant long-established businesses and a range of

program interests including Norway, where we deliver proven and trusted defense and security capabilities to government and commercial customers. Northrop Grumman's history of partnership with Norway began in 1940 when we provided 24 Northrop N-3PB floatplane aircraft for the RNoAF. Norway was the first international customer for the Northrop F-5 aircraft. Industrial collaboration with Kongsberg Defence Systems on programs including F-35.

### Pfizer



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

### Philip Morris Norway



Philip Morris International Inc. is designing a smoke-free future. We have built the world's most successful cigarette company, with the world's most popular and iconic brands. Now we have made a dramatic decision. We will be far more than a leading cigarette company. We are building PMI's future on smoke-free products that are a much better choice than cigarette smoking. Indeed, our vision – for all of us at PMI – is that these products will one day replace cigarettes. Smoke-free products represented almost 13% of our total net revenues in 2017. Nearly 5 million adult smokers around the world have already stopped smoking and switched to IQOS, with approximately 10,000 smokers switching every day. In Norway we are 23 employees, and together with our 80 000 colleagues around the world, we are fully dedicated to transforming not only the company, but also the tobacco industry itself.

## PricewaterhouseCoopers



*Building trust in society and solving important problems.*

Every day more than 223,000 people in 157 countries are working to help PWC's customers succeed. In Norway, the company has over 1700 employees in 27 offices. PWC is among the leading professional services networks in the world; they help organizations and individuals create the value they are looking for, by delivering quality in assurance, tax and advisory services.

## Radisson Hotel Group™



RadissonHotelGroup™, formerly Carlson Rezidor Hotel Group,

is one of the world's largest and most dynamic hotel groups with eight distinctive hotel brands around the world. The Radisson Hotel Group portfolio includes Radisson Collection™, Radisson Blu®, Radisson®, Radisson RED®, Park Plaza®, Park Inn® by Radisson, Country Inn & Suites® by Radisson. More than 95,000 global team members work for the Radisson Hotel Group™ and at the hotels licensed to operate in its systems. However, it is the Yes I Can!-spirit that differentiates Radisson Hotel Group™ from their competitors.

## Roche



Roche is a global pioneer in pharmaceuticals and diagnostics focused on advancing science to improve people's lives. The combined

strengths of pharmaceuticals and diagnostics under one roof has made Roche the leader in personalized healthcare – a strategy that aims to fit the right treatment to each patient in the best way possible. Roche is the world's largest biotech company, with truly differentiated medicines in oncology, immunology, infectious diseases, ophthalmology and diseases of the central nervous system. Roche is also the world leader in in vitro diagnostics and tissue-based cancer diagnostics, and a frontrunner in diabetes management.

## SAS Institute



SAS is the leader in analytics. Through innovative analytics, business intelligence and data management software and services, SAS helps customers at more than 83,000 sites make better decisions faster. Since 1976, SAS has been giving customers around the world THE POWER TO KNOW®. SAS has built a strong position in the Nordic and Baltic region where it supports above 1,300 customers from offices in Oslo, Stavanger, Copenhagen, Skanderborg, Stockholm, Helsinki and Tallinn. SAS Institute serves nearly all industries with multiple cutting-edge analytical capacities, including high-performance analytics, in-database processing and taking full advantage of the value hidden in unstructured data.

## TechnipFMC



With proprietary technologies and production systems, integrated expertise, and comprehensive solutions, TechnipFMC are transforming our clients' project economics across subsea, onshore/offshore and surface. TechnipFMC are uniquely positioned to deliver greater efficiencies across project lifecycles from concept to project delivery and beyond. They are driven by a steady commitment to clients and a culture of purposeful innovation, challenging industry conventions and rethinking how the best results are achieved.

## Tesla



A group of engineers who wanted to prove that people did not need to compromise to drive electric – that electric vehicles can be better, quicker and more fun to drive than gasoline cars founded Tesla in 2003. Today, Tesla builds not only all-electric vehicles but also infinitely scalable clean energy generation and storage products. Tesla believes the faster the world stops relying on fossil fuels and moves towards a zero-emission future, the better. Tesla has a solid presence in Norway, counting 11 Showrooms, 13 Service Centers and 42 Supercharger locations in the country.

## TGI Friday's/ American Bistro Scandinavia



TGI Fridays created, and has continued to define, the casual dining category with fun, energetic ambience, quality food and drinks, and exceptional guest experiences. Within Scandinavia, American Bistro Scandinavia is proudly successful within the TGI Friday's franchise system. Since the opening of the restaurants at Stureplan in Stockholm in 1996 and Karl Johans Gate in 1997, the company has defined that a Friday's restaurant can be a unique combination of a restaurant and bar experience that leaves the competition envious. American Bistro Scandinavia operates eight restaurants and bars in Norway and four in Sweden.

## Thon Hotels



By offering a high level of service, good food and colorful design, we welcome every guest with our knowledgeable employees. Staying with us will make a difference and guests have a positive hotel experience every time they stay with Thon Hotels. Thon Hotels is part of the Olav Thon Group and has 70 hotels in Norway. Additionally, Thon Hotels has five hotels in Brussels and one in Rotterdam. Thon Hotels is a member of Global Hotel Alliance (GHA) and by joining their loyalty program – Thon Discovery – guests receive benefits for stays at all Thon hotels, as well as 450 other hotels worldwide.

## Thunderbird Global School of Management



At Thunderbird School of Global Management, our professional development and executive education programs prepare leaders for the global environments of volatility, uncertainty and ambiguity. Along with a foundation of international business fundamentals, dealing with diversity, change and the unexpected is at the core of what we teach at Thunderbird. Thunderbird prepares participants to enter this complex and exciting environment with specialized master's degrees and custom executive programs, which go beyond the traditional MBA with Immersive and applied training in international business, cross-cultural relations,

global political economy and regional business environments.

Based in Glendale, Arizona, in the United States, with hubs across the globe, Thunderbird prides itself on offering many applied learning opportunities, internships, and other programs that place students in settings around the world. With an active alumni network of 170 chapters in more than 140 countries, Thunderbird graduates are well connected to the school and offer current students a wide range of opportunities in organizations around the globe.

### Tine



After more than 130 years in business, today, the TINE Group is Norway's largest supplier of dairy products. The company processes clean and natural raw materials into good and healthy food, and is a cooperative society owned by 10,500 milk-producing farmers. TINE's vision is to create good food moments. TINE aims to be the leading supplier of branded dairy products for food and drink in Norway, and all products are distributed under the TINE trademark. The TINE Group has international subsidiaries in Sweden, Denmark, the UK and the US. In addition, the group works with independent distributors and partners worldwide. The most well-known brand distributed internationally is Jøllsberg®, which has had great success in many countries, including the US, Australia, Canada and the UK.

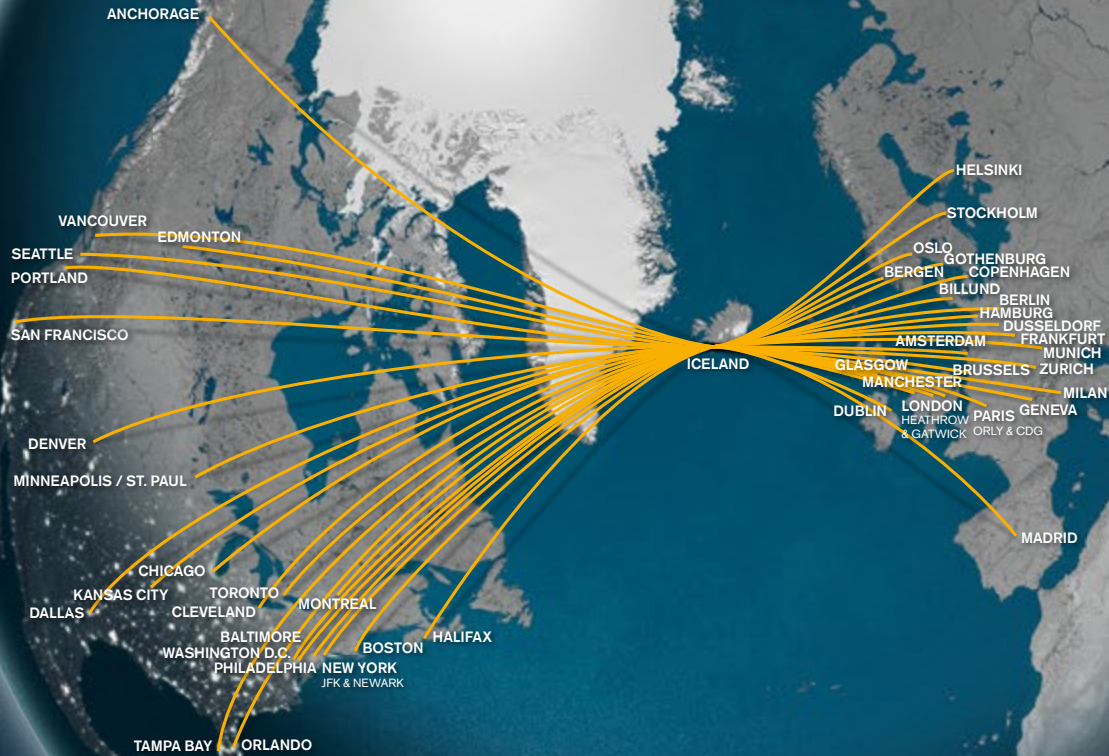
### Yara International



Yara International ASA, founded in 1905 in Norway, delivers sustainable solutions for agriculture and the environment. Yara's knowledge, products and solutions help growing farmers, distributors and industrial customers' businesses profitably and responsibly, while protecting the earth's resources, food and environment. Yara has a worldwide presence with operations in more than 60 countries and sales to more than 150 countries totaling a workforce of close to 13,000 and selling more than 26 mill tons of fertilizer annually. Yara's global operations includes more than 20 production facilities in 15 countries and more than 200 warehouses and terminals, making it the world's largest supplier of mineral based fertilizers.







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“Having participated last year, it is extremely fascinating to learn about a different industry and being able to hear from a younger generation on topics such as digitalization and new trends.”

Geir Christian Lysberg, Radisson Hotel Group

“It’s a great program designed for professional development and to gain insight from younger, up and coming professionals.”

Hilde Bech, Bristol-Myers Squibb

## Leadership Development

Continuously improving upon membership offerings, AmCham has successfully introduced and renewed our leadership development initiatives. In a transitional Norwegian economy, with increasing emphasis on life-long learning and professional development, the timing is not coincidental.

From our Mentorship Program, now in its third consecutive year with increased member participation, to our newly initiated Rising Leaders program, we strive to offer our members the ideal platform upon which to build for the future, while succeeding in the present.

### Rising Leaders

Co-organized with **US Embassy**, selected young, up-and-coming leaders with diverse backgrounds are provided access to high-level representatives of the established business community. The Rising Leaders program was introduced in April 2018, through collaboration with **OsloMet, BI, University of Oslo** and **MAK**. The candidates — who range in age from 22 to 32 and consist of 12 male and 11 females — have demonstrated leadership, entrepreneurial, and/or business excellence in their educational pursuits and careers thus far.

Scheduled to meet throughout 2018 and 2019, participants will help plan their own sessions, engage business leaders, learn about AmCham member companies, and gain valuable business and leadership skills.

### Mentorship Program

Having entered its third term in 2018, the Mentorship Program has proven a highly successful and popular Patron-membership

benefit. Participating companies commit a ranking *mentor* leader to the program and name a top-performing representative to participate as a *mentee*.

The nine-month interactive program makes better leaders of all participants. Mentees develop decision-making and leadership skills and gain new perspectives by regularly engaging executive mentors with years of experience. Both mentors and mentees learn from each other’s experiences and share their views on how to succeed in a top-tier business environment. Mentors also gain valuable insight into the approaches and experiences of young professionals from different industries.

Mentors and mentees are assessed and paired across industries – based upon interests, goals and personal characteristics – to promote inter-industry dialogue and shared best practices.

**3M, AIG, AmCham, Bristol Myers-Squibb, British American Tobacco, Citi, Gambit, IBM, Janssen-Cilag, KPMG, MSD Norge, Philip Morris, Radisson Hotel Group, Roche** and the **US Embassy** are participating in the current edition of the program.

### International Leadership Interview Series

The Interview series of in-depth conversations with member company directors focuses on leaders with international experience. Profiling their backgrounds, while highlighting how different leadership styles have made them successful within their fields, the articles portrays highly interesting leadership themed discussions. Please visit our website to read the latest interviews with **Ans Heirman, Country Manager, MSD Norge, Morten Fon, President & CEO at Jotun** and many more.



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For more than a century, MSD has been inventing medicines and vaccines for many of the world's most challenging diseases. We have always been and always will be inventing, and we do it for the single greatest purpose:  
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