

greater stavanger

Open, Energetic
& Innovative



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facts:

Norway in Brief

Size: 385,155 sq. km
(including the islands of Svalbard and Jan Mayen)

Population 4.8 million

Main Cities Population (incl. suburbs)

Oslo	811,688
Bergen	213,585
Stavanger/Sandnes	173,132
Trondheim	147,139

Exchange Rate:

NOK/USD 5.86 (average 2007)

NOK/EUR 8.01 (average 2007)

Exports and Imports 2007

	NOK bill.	USD bill.	Amount of GDP
Total Exports	795,4	135,7	34.9%
Total Imports	468,3	80	20.6%

Main Export Commodities

Oil & gas, metals, machinery, chemical products, fish & fish products, pulp & paper and ferro alloys

Main Import Commodities

Transport equipment, machinery, chemicals, textiles and metal products



about this issue

This Greater Stavanger issue of Norway Exports looks at this region's vital role as part of Norwegian economy, culture and society. In addition, in focus is Greater Stavanger's status as Norway's energy capital, wide range of educational opportunities, R&D expertise, strong cluster of food and culinary activities, as well as other areas of economic activity, culture, nature, and quality of life.

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In each issue, participating Norwegian companies profile themselves to the international marketplace. In addition, each edition of Norway Exports features interesting editorial articles regarding the topics covered in the publication.

For participation or more information about Norway Exports, please contact Findexa Forlag AS, tel: +47 21 50 80 80 or send an enquiry to kundeservice@findexaforlag.no.

Norway Exports celebrated its 50-year anniversary in 2007. Join us in our 52nd year of profiling the best that this country has to offer in this issue of Greater Stavanger.

David John Smith

Editor-in-Chief

Cover photo:

Sigbjørn Sigbjørnsen / Stavanger-regionen Næringsutvikling

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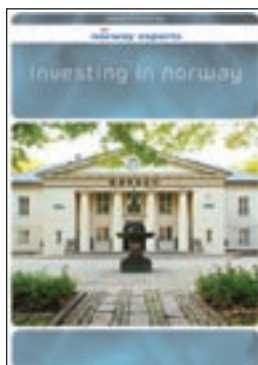
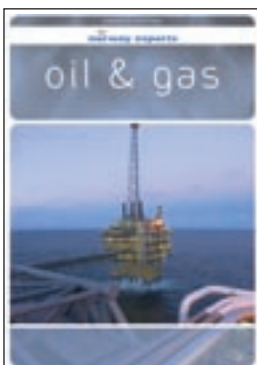
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The Minister of Trade and Industry Sylvia Brustad, the Minister of Local Government and Regional Development Magnhild Meltveit Kleppa, the Minister of Research and Higher Education Tora Aasland, and the Chairman of Greater Stavanger Economic Development Leif Johan Sevland



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message from the chairman of greater stavanger economic development



Stavanger has a long tradition of being an outgoing and international city. The Greater Stavanger region is a multicultural,

friendly, professional environment, with around 150 different nationalities represented here. Oil and gas operations have been one reason for this, with understandably many people having moved here from abroad to work in the energy sector. Still, activities and areas of business go far beyond this sector – shipping, finance, culture, food and renewable energy, to name several areas.

Forty years have now passed since oil was found on the Norwegian Continental Shelf. The year 1969 was a big one – man took his first step on the moon, the first jumbo jet flew in the sky and the Ekofisk field was established in the North Sea, something that marks the start of Norway as an oil producing country. This has meant a great deal to Norway over the years. In the Stavanger-region the oil and gas industry has left its mark greatly during the last four decades and turned the Stavanger city into the country's undisputed oil and energy capital. We have ambitions to preserve and further develop this position.

When Stavanger was chosen to be European Cultural Capital for 2008, we chose to participate under the slogan "Open Port". This slogan was a natural one for the city, as we have always been an open port and we intend to continue to be one. Growth has been a part of this open attitude. As of today, Stavanger is the fourth largest city, Greater Stavanger the third largest urban area in Norway, with the number of inhabitants recently surpassing 300,000 people. No other part of Norway has seen stronger growth than the Stavanger region, with the population doubling in the years since oil was found.

The whole world is struggling with the challenges that have resulted from the international financial crisis. We notice the effects of it here in the Stavanger region, but believe nevertheless that there are many years of growth ahead, and much of this lies in our energy production possibilities. When someone says 'energy' most people think about oil and gas, and oil and gas does make up a considerable part of energy production, but the Greater Stavanger region and Rogaland County also has enormous water power resources. In addition, future potential in wind power, tidal energy, wind power, and other renewable sources clearly show that the Stavanger region is taking on its share of the obligations that are connected to improving the environment globally.

The Greater Stavanger region prides itself on contributing to what people need in other areas. Food production here has always been important, and now even more so as food preparation, research, and events such as the annual "Gladmat"

festival has made the food cluster into both a cultural and economic experience. It is understandable that the National Centre of Industrial Gastronomy has been established in Stavanger.

The good life also demands good cultural facilities, and we are currently constructing a new one – the Stavanger Concert Hall, committing a great deal of resources towards this end so that people who live in the city and the region and those that visit us will be able to experience culture in the very best surroundings.

The Stavanger region has had great possibilities – possibilities demanding action, action that we took and then experienced success. Part of our success lies in the fact that our people do not sit still, development is always taking place here and there is always something to strive for. It is also an international meeting place, with major events such as the biennial ONS to be next held in 2010.

We want Stavanger to be a city where there is always something to look forward to for those who live here permanently, those who come for a period of time, and for those who just want to come for a visit.

It is a pleasure for me to welcome everyone to our energy and cultural capital. Greater Stavanger is the place – a good region in one of Norway's more exciting and vigorous areas.

leif johan sevland

Chairman of Greater Stavanger Economic Development

Mayor of Stavanger

the spirit of greater stavanger – part of the dynamic norwegian business environment

© Scampix



Over the past five years, the Norwegian economy has been growing at a brisk pace. In fact, we must go

back three decades to find a similar period of growth. This development is explained by favourable terms of trade, purchasing power growth and increases in business investments. We have made the most of our valuable natural resources and developed world-leading competence in industries based on petroleum, fisheries, forestry and hydroelectric power.

Our policies for growth and wealth creation have worked as envisioned. The Nordic welfare model has ensured generous public services and distribution of income, while at the same time kept the economy productive, flexible, and open to globalization. A small open economy, Norway has benefited significantly from globalization. Open access to international markets has enabled us to improve our living standards by utilising our comparative advantages.

Despite positive economic developments, the international financial crisis brings increased uncertainty, and recent developments demonstrate the interconnectivity of the global economy and its accompanying vulnerability. Though the world is entering a period of slower global growth, we remain optimistic that we are well-equipped to weather economic storms.

Still, globalization will continue to challenge us in many ways: Norway will remain vulnerable to negative global economic shocks, and sharper global competition challenges us to remain competitive. In addition, climate change poses a major threat to welfare and quality of life here, as we concurrently address the challenges of an ageing population.

In December 2008, the Government published Norway's first ever white paper on innovation policy, stating the aim of establishing favourable conditions for competitive enterprises throughout Norway. We see innovation as a necessary precondition to exploit the possibilities and tackle the challenges of globalization.

Throughout Norway, knowledge development, creative thinking, restructuring and innovation are emphasized. We share what we create and we create to share, the target being an optimal level of wealth creation and redistribution, while simultaneously reducing the strain on the environment. A society based on equality, economic security, wealth distribution and job satisfaction provide the best starting point for more innovation.

One region that has excelled on the international scene is Greater Stavanger, known for its major contribution to the Norwegian success in the competitive global energy marketplace. Norway's "energy capital", Greater Stavanger is world-leading within offshore petroleum industry activities, including contractor as well as service companies. Utilizing international knowledge together with local innovation and expertise, the Norwegian Continental Shelf has become the most energy-efficient

producing region in the world, with regional CO₂ emissions from Norwegian production amounting to less than one-third of the global average per unit produced.

Norwegian technological petroleum excellence is recognized worldwide, and much of this competence is now also being employed to develop greener energy solutions, such as a park of floating windmills off our western coasts. Greater Stavanger also excels in other areas. It is one of the largest industrial regions in Norway, a major producer of meat and milk products and vegetables, and known for tourism possibilities.

Openness and inclusiveness are characteristics of Greater Stavanger's business community. A centre for innovation, business excellence, culture, tourism and sport, one reason for success in the Stavanger region has been the ability of Government, organizations, various business sectors and industry to work together towards common goals. Value-added business development has created a welcoming atmosphere where local and international networking thrives. Recently, Stavanger has experienced a trend where small start-up companies developed technologically advanced products propelling themselves to be world leaders in their field. These developments are stimulating excitement and drawing international attention to this growing region.

I hope that these insights will encourage people and businesses to closely look at this magazine, and to examine the possibilities that Greater Stavanger as a region has to offer.

sylvia Brustad
Minister of Trade and Industry

greater stavanger and rogaland



The main objective of the Norwegian Government's regional policy is to ensure real freedom of choice for people

when it comes to where they live. I see the attractiveness of places and the availability of jobs for everybody as a precondition to achieve such a target. This depends on a competitive economy, a well developed infrastructure and a first-rate level of local welfare and services. Our policy seeks actively to facilitate such communities in all parts of the country.

Stavanger and Rogaland are characterized by a balanced economy, spectacular scenery and mild climate. Evidence shows that the region is an attractive place to live. The central parts of the county have experienced high population growth for a longer period of time.

The economic structure of the region has a long history. The fertile agriculture of the area has proved important in the development of the local industry. Rogaland has seen a tremendous change in its economic structure from traditional primary production to hosting leading clusters in high-tech maritime and petroleum related industries today. Stavanger is the petroleum capital of Norway, with an international and dynamic profile. The city's industrial development strategy emphasizes internationalization and international marketing. From a village based on fisheries and merchant shipping to an industrial city with the early canned goods industry and the present petroleum cluster, the city has in later years stimulated the development of one of the most dynamic regions of Norway.

There is, however, more to Stavanger than oil and gas. Food, industry, transport, culture and finance also play a major role in the region's economy. Rogaland is the food county above all, with access to high quality products from the primary industries and strong culinary traditions.

Stavanger is the centre of a vibrant region with a highly skilled workforce. The recent establishment of the University of Stavanger further facilitates the development of the areas of knowledge and competence needed in the region.

Stavanger and Rogaland are characterized by a strong culture of cooperation and a spirit of entrepreneurship. This is manifest in business, civil society and not least in the cooperation between business and the public sector. This is often claimed to be an important reason for the success of the region.

I hope that the perspectives presented in this magazine will motivate individuals and enterprises to take a second look at the opportunities to live and invest in this region as well as other regions of Norway.

maghild meltveit kleppa

Minister of Local Government and Regional Development



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Settling in Rogaland simple, safe and adventurous

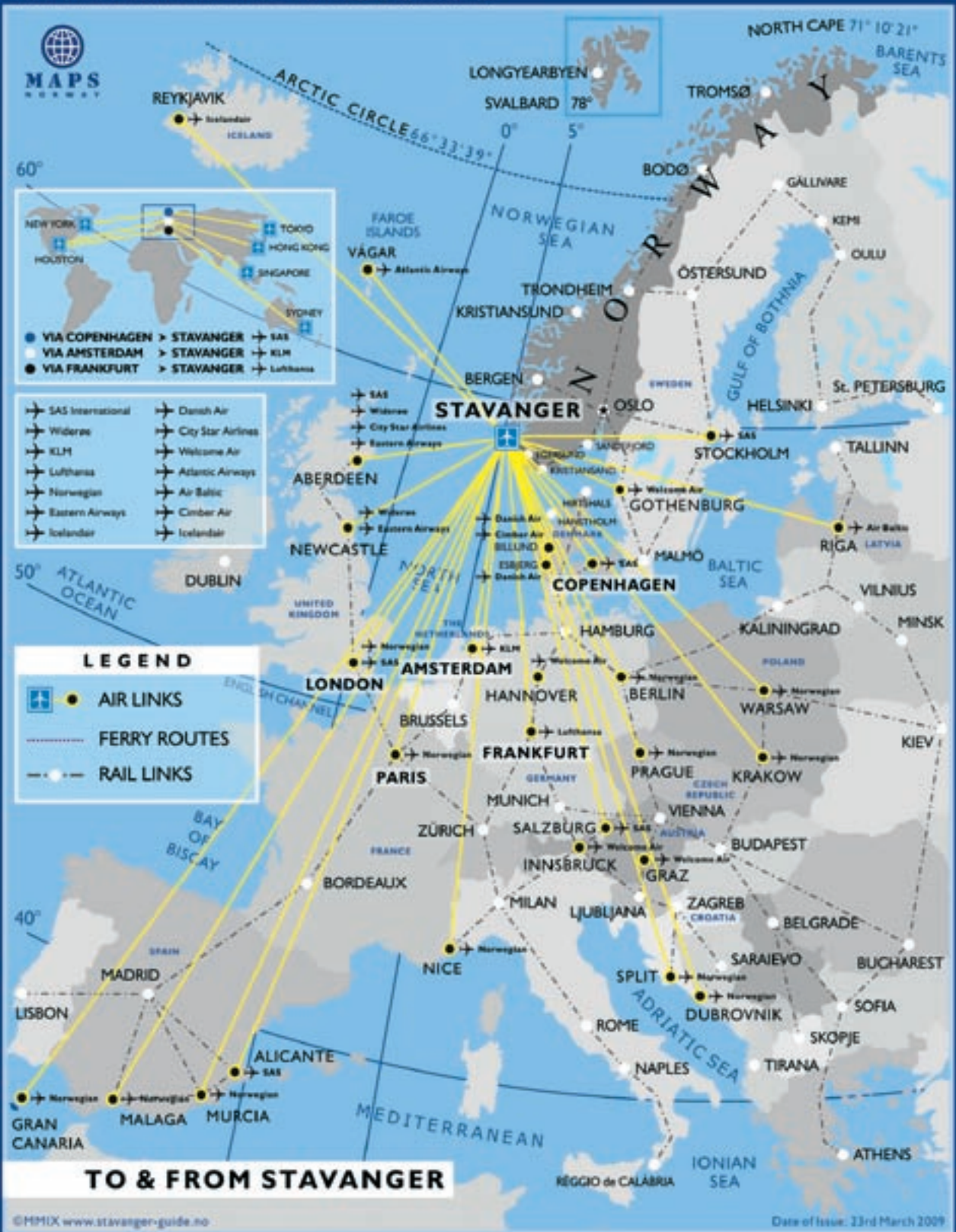


Stavanger Chamber of Commerce and Industry
The region's door-opener for business opportunities and networking

www.stavanger-chamber.no



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important facts: greater stavanger

Population:

Greater Stavanger 300,000 inhabitants
Rogaland County 420,000 inhabitants

Regional facts

- Greater Stavanger consists of 16 municipalities and the county of Rogaland (the County of Rogaland has 26 municipalities)
- Greater Stavanger – Norway's 3rd greatest region, situated on the south-west coast of Norway
- Stavanger, the major city in the region with over 122,000 inhabitants is an international and urban city

Short distances to major facilities

International airport – Stavanger Sola Airport, 20 minutes from the cities Stavanger and Sandnes

Climate

Coastal climate and mild winters.

Religion

Mainly Protestant

For more information, see the following websites:

Greater Stavanger Regional Economic Development

www.greaterstavanger.com

Stavanger Chamber of Commerce and Industry

www.stavanger-chamber.no

Stavanger Region

www.regionstavanger.no

International School of Stavanger

www.isstavanger.no

University of Stavanger

www.uis.no

Rogaland County

www.rogfk.no

Ryfylke

www.ryfylke.com



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the spirit of greater stavanger

By David John Smith

The Greater Stavanger region has always looked to the sea, a gateway to the world. Some say that Norway's history actually began here, with the first settlers arriving in small boats when the last ice age ended 10,000 years ago. Now, as one of the largest and most important business and residential regions in Norway, the region has nearly 300,000 inhabitants working in a wide spectrum of careers. With plentiful natural resources, successful companies and dynamic infrastructure; the talented, experienced and friendly people enjoy the high quality of life and career opportunities here in Greater Stavanger.

Greater Stavanger is Norway's 3rd largest urban area, the energy capital of Norway, and a European cultural capital in 2008. Cooperation between the business, civic, and service sectors of this community ensures that the people of the region will enjoy continued economic growth and prosperity in the future. Central in this process is the organization Greater Stavanger Economic Development. This organization is a non-profit regional development agency owned by 16 municipalities and Rogaland County, working closely with the regions' political and administrative leaders, the private business sector and academia to make Greater Stavanger the ideal environment for business growth.

Bocuse d'Or showcases Stavanger's reputation as a food capital at the 2008 competition.

Accessible & Modern

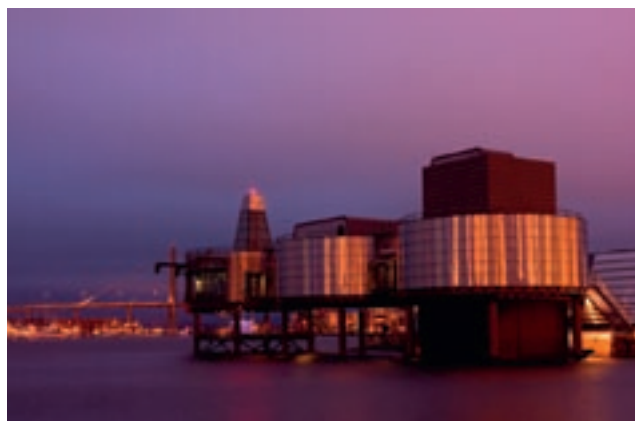
Accessible and modern, connected by modern roads and railways, the main city of Stavanger is the centre of this region, a region with a long tradition of using its fertile soil to produce the best in meats, fruit and vegetables. From pristine beaches along the North Sea to the fjords; from the rolling hillsides to the majestic mountains; from the cities to rural areas; life quality is excellent here - with everything surrounded by some of the most amazing nature found anywhere. Natural wonders such as the Pulpit Rock, Swords in Stone, and the Cathedral complement other attractions such as the Utstein Monastery, the Oil Museum, the Botanical Gardens and the stone-age cave at Viste in making the Stavanger region as truly unique place to build a career, start a family, or just visit.

Since the discovery of North Sea oil four decades ago, Stavanger has built its reputation as Norway's oil and energy capital – a wealthy, international city with a modern outlook. Forty years on, the energy industries are still going strong, but now the Stavanger region is also attracting international attention for a whole array of different industries, both old and new. The money is following. Over the past decade, a number of leading finance companies have based themselves in Stavanger to create the second largest fund management community after Oslo, amassing billions of Norwegian crowns committed towards seed and venture capital.

The Oil Museum encapsulates an important part of the Stavanger region's reputation as an energy capital.



© Tom Haga



© S. Sigbjørnsen/SN/RS/SVG2008



The Energy Adventure

No story about the Stavanger region could be complete without the telling of its role in Norway's oil adventure that began in 1969 with the discovery of oil in the southern North Sea field Ekofisk. Since then, the town has developed into Norway's undisputed petroleum capital, with 45,000 people being employed within this sector. This number represents approximately 20% of the workforce in Rogaland County – and equally impressive, accounting for nearly 50% of all employed in petroleum activities here in the country.

The energy world knows the important role that Greater Stavanger plays in the global industry, represented by leading petroleum companies such as Exxon Mobil and BP and others representing the increasingly international energy sector. Nationally, StatoilHydro, the Norwegian oil giant based in Stavanger, is one of the main employers in the region. Home to 280 oil service companies working in all

parts of the exploration and production value chain, the story doesn't end there. Nearly 50 energy companies are working with various aspects of energy in order to provide a bright sustainable future in the Greater Stavanger region and beyond.

Stavanger is also home to many petroleum-related organizations, such as the Norwegian Petroleum Directorate, the Petroleum Safety Authority; the Norwegian Oil Industry Association (OLF); and Petoro, which serves as the licensee for the state's direct financial interest (SDFI) in Norwegian petroleum operations. Academic institutions like the University of Stavanger, International Research Institute of Stavanger (IRIS) and the newly created Centre for Sustainable Energy ensure that in the future Stavanger will be known not just for its petroleum riches, and for its ability to exploit full range of energy resources found in the Greater Stavanger region.

Culture & Quality

Still, the region is certainly much more than successful business activities; it is a centre of creativity, culinary arts, and culture. In 2008, the region was awarded the ultimate recognition for its burgeoning cultural industries: designation by the European Union as a European Capital of Culture, beginning a year-long extravaganza of music, art, dance, sculpture, literature, drama and more. All told, more than a million spectators took part in over 1,100 events.

That type of success only reinforces the cultural diversity that Stavanger "The Festival City" has to offer, with a range of cultural opportunities, festivals and event that has enhanced the standard of living in the Stavanger region for years. The list is long of cultural experiences to be realized in Greater Stavanger, including such highlights as the Happy Food Festival (www.gladmat.no), Haugesund Teater (www.haugesund-teater).

StatoilHydro, the Norwegian oil giant, is based in Stavanger, and is one of the main employers in the region.

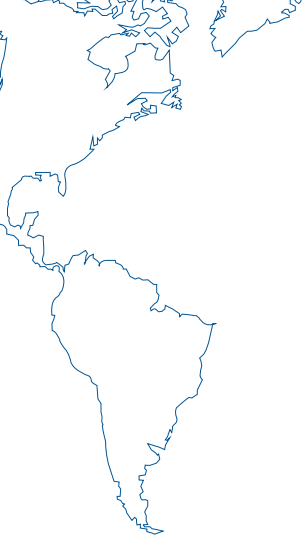
In 2008, Stavanger was designated by the European Union as a European Capital of Culture.

© Øyvind Hager/StatoilHydro



© Kjell A Isvik





no), Chamber Music Festival (www.icmf.no), MaiJazz (www.maijazz.no), Sandnes Culture House (www.sandnes-kulturhus.no), Sola Culture House (www.sola-kulturhus.no) and the Stavanger Concert Hall (www.stavanger-konserthus.no).

Culinary & Business Success

The Greater Stavanger region is often referred to as the Norwegian answer to the French region of Lyon, famous for its culinary creativity. This culinary expertise is

Dancing in front of Stavanger's historic cathedral, as Stavanger 2008 gets in full flow.

© Elisabeth Tonnesen



truly representative of the food cluster here in the region, with production of both raw materials and food products being a major industry, second only to energy as the top employer in this dynamic region. To cite an example, the production of tomatoes is impressive, with the Rogaland region producing an astounding 80% of the total Norwegian production of the vegetable.

In 2008 Rogaland County announced that it had been invited to become part of Délice – the network of worldwide good food cities. This invitation coincided perfectly with Culinary Stavanger 08, the international cuisine event that featured

Bocuse d'Or Europe as the main course. The goal of Délice is to nurture an international culinary culture, fine dining and professional exchange between member cities that include Barcelona, Birmingham, Brussels, Guangzhou, Genoa, Gothenburg, Lausanne, Leipzig, Lyon, Madrid, Milan, Montreal, Riga, St. Louis – and of course, Rogaland County.

With a mild climate, fertile soil, and a population that has traditionally thrived on its international connection, the food industry here covers the entire chain

of activities from primary production to processing companies, distributors, restaurants and shops. The Greater Stavanger region – and especially Jæren – makes its mark as the country's major producer of meat and milk products and vegetables. Approximately 25% of meat production in Norway comes from region, and in looking to the future, there are over two dozen companies and organization working with R&D activities related to food production.

In Tune with the Sea – & the World

Historically in tune with the sea, the Norwegian fishing and aquaculture industry is well-represented in the region, including the internationally-known Marine Harvest. Rogaland is the leading county in Norway when it comes to farming of shellfish, all this combining well with the excellent logistic infrastructure offered that transports seafood as well as other products grown and manufactured here in the region to other parts of Norway and beyond.

This dynamic environment attracts knowledge and Stavanger has one of the best educated populations in Norway, the country with the highest rates of literacy and adult education in the world. The region also understands the necessity of the top quality higher education as well as an active research and development environment. These respected institutions include the International Research Institute



of Stavanger, the National Centre of Industrial Gastronomy (Måltidets Hus), the University of Stavanger, the newly created Research Centre on Sustainable Energy, and a range of others.

Towards the Bright Future

The resources here in Greater Stavanger are impressive, in place to assist residents and newcomers, including such support as INN (see separate article), in place to assist families and individuals coming to

the region. These activities are in place to support the vision of the region – a focus on the ongoing emphasis on the food and energy sectors in addition to the long-term commitment to knowledge, innovation, internationalization, quality of life, infrastructure and public services. In addition, a cooperative effort is in the works between INN and Greater Stavanger – a Business Center that will suit the professional needs of visitors to the region.

of the Greater Stavanger Region has been its ability to work together towards common goals in order to make Stavanger an attractive choice for companies and individuals who would like to settle in this area. Working closely with the sixteen Greater Stavanger municipalities as well as Rogaland County, our ultimate goal is that our activities will be felt within literally every business sector, and of course in the quality of life here in the Greater Stavanger Region.”

Elin Schanche, Managing Director of Greater Stavanger Economic Development.

According to Elin Schanche, Managing Director of Greater Stavanger Economic Development, “One of the keys to success

The talented, experienced and friendly people of Stavanger enjoy a high quality of life and plentiful career opportunities.

© Greater Stavanger



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beyond 2008 – a culture capital here to stay

By Ed Milsom

Since the discovery of North Sea oil in 1969, Stavanger has built its reputation as Norway's oil and energy capital – a wealthy, international city with a modern outlook. Forty years on, the energy industries are still going strong, but now the Stavanger region is also attracting international attention for a whole raft of different industries, both old and new.

In 2008, the Stavanger region was awarded the ultimate recognition for its burgeoning cultural industries: designation by the European Union as a European Capital of Culture, together with Liverpool, UK. The award was a proud moment for the region, initiating a year-long extravaganza of music, art, dance, sculpture, literature, drama and

A dance to honour nature – Project Bandaloop in motion at Glppedalen.

more besides. But with massive new investments planned in the arts and an ever-growing influx of tourists and new residents from around the world, *Stavanger 2008* is perhaps only the beginning of something larger on Norway's western coast: a genuinely international cultural hub with a unique regional flavour.

The vision during 2008 was expressed as the "Open Port." Mary Miller, Stavanger

2008's Director, was impressed by its inclusivity: "We delivered a very radical programme," she says. "It was about bringing together international artists and building something together. The criteria for success was never commercial, but was to do with affecting a certain state of mind. It was important that so many people took part." And take part they did – around a million of them with over 160 projects in 1,100 events.



© Autumn Hansen / Studio Alsvik



Among the highlights was Norwegian Wood, which aimed to blend Stavanger's modern, environmentally conscious wooden architecture with traditional wooden structures. An open-air theatre project, known as Fairytales in Landscape – the first of its kind in Europe – was another, as were substantial residencies, including by the Inbal Pinto Dance Company, the Handspring Puppet Company and music theatre ensemble Muziektheater Transparant, a first of their kind in the EU's Capital of Culture Programme. During the Spring, Stavanger's cathedral – the oldest in Norway – and surrounding areas were taken over by the spirit of the medieval age: a jester's parade, Passion Plays and even a knight's jousting tournament took the city back in time.

"There is no doubt that it was a great success," admits Miller. "It certainly exceeded all our expectations. We are proud that we delivered on the promises that were made – ask anyone in Stavanger and they would agree," she says.

Investing for Success

Local, national and international commitment from sponsors was an essential factor. "In addition to many major sponsors, 128 smaller companies came in who had never sponsored culture before,"

says Miller. "Two of the title sponsors, Total and Lyse, have offered further substantial sponsorship beyond 2008."

Norway's Minister of Culture and Church, Trond Giske, raised funding to Stavanger by 14.2%, whilst the local area authority, Stavanger Kommune, aims to put around NOK 18 million into an "afterwards fund." Local newspaper *Stavanger Aftenblad* and SpareBank 1 SR-Bank were the other major sponsors. Companies with a special interest in individual programme elements also provided key funds, including Shell, Ernst & Young, IKEA, Radisson SAS (now Radisson Blu) and Avinor.

The Festival City

The success of Stavanger 2008 was hardly a surprise to anyone acquainted with the region's rich history and range

of cultural opportunities, nowhere more sharply in focus than at the astounding range of annual festivals and events that have filled Stavanger's cultural diary for years. Many of these festivals have an international appeal, commensurate to the region's cosmopolitan outlook. "With a big international population, and as an oil and energy capital, we had a strong bid with a lot of self-awareness," says Miller.

Since 1989, the international jazz festival, MaiJazz, has featured local and international artists as prominent as this year's performers, Jan Garbarek, the Wayne Shorter Quartet and the Neil Cowley Trio to name a few. Sandnes Sparebank, Total, PTC, SAS and Stavanger Aftenblad are the main sponsors.



© Tove Elin Berg

The kite festival, as Stavanger 2008 goes to the beach.



Lovers of classical music are not to be disappointed either. The International Chamber Music Festival, in August each year, features performers of worldwide acclaim, such as the Hilliard Ensemble and the Oslo, Grieg, Ysaÿe, Borodin, Allegri and Britten String Quartets. Resident composers, from George Crumb to Witold Lutoslawski and Krzysztof Penderecki, cellist Truls Mørk and pianist Håkon Austbø have been amongst the highlights in recent years.

The sponsorship of the Norwegian national oil giant, StatoilHydro, has enabled the Stavanger Symphony Orchestra to grow into a renowned international group, performing and touring regularly.

The region is also soon set to boast a brand new concert house, designed by Norwegian architects Medplan AS Arkitekter, complete with a large amphitheatre for outdoor concerts and two halls with adjustable acoustics, due for completion at the end of 2011.

A Summer to Remember

Stavanger's summer festivals attract thousands of visitors. The FIVB'09 Beach Volleyball World Championships, presented by Conoco Phillips, is the focus in June and July. Sand, carried by ship and dumped up to a metre thick around

the harbour, makes up four separate match courts, and a number of practice courts. Men and women compete for one of the biggest prizes in the beach volleyball calendar.

Soon afterwards, food takes over as the "Gladmat" ("Happy Food") festival dominates the harbour. Thousands of stalls, tents and restaurants lay out gastronomic delights from around the world. Local producers of fish, herbs, breads and other regional dishes stand shoulder to shoulder with master chefs from Italy, South America, China, Vietnam, India – in short every taste imaginable is catered for. There are even competitions, run by the gastronomic institute.

Year Round Culture

But Stavanger is far more than a summer city. All year round, the region is dominated by sport – ice hockey and

skating are available in the city centre, whilst skiing, snowboarding and hiking – perhaps to the top of the spectacular precipice, Pulpit Rock (Prekestolen), Kjerag or giant waterfall, Månaføssen – are all within easy reach. In recent years Stavanger has hosted the Tall Ships' Race, set to return in 2011.

Those who wish for more sedentary entertainment can enjoy arguably Norway's finest cinema in Sandnes, or a long established theatre scene, often featuring plays by famous Stavanger-born playwright Alexander Kielland.

Preserving the Past

Stavanger's cultural prowess is perhaps best preserved by its many unique museums. The region's modern, bustling centres owe much to industries that might otherwise have been forgotten.

Stavanger's Gladmat festival includes competitions, run by the gastronomic institute, as part of a festival-filled summer.



© Thone Eddy



Stavanger Museum, founded in 1877, is divided into four separate areas, including the Department of Cultural History, which comprises rural, church and ethnographical collections, whilst the Maritime Museum presents a proud maritime past.

Piers Crocker, curator of Stavanger's renowned Canning Museum, explains the importance of the canning industry to the city's past. According to Crocker, "We know of about 350 canneries in Stavanger, which at its height in the 1920s employed half of the town's working population. Another 15% were employed in the associated industries – either those supporting the industry, or supported by it, for example printing and the rubber industry."

Stavanger's international reputation owes much to the industry. "There is hardly a country in the world to which cans were not exported at one time or another – including being taken on expeditions to the North and South Poles," says Crocker.

"It is a former factory, with authentic milieu, machinery, tools and equipment to show the whole process of brisling production and fish balls," Crocker adds. Visitors are even able to taste freshly-smoked brisling from the oven on certain days.

The opening ceremony, 12th January. Museums and festivals reaped the rewards as visitors flooded in during Stavanger 2008.

The cultural impact of the canning industry made it an important part of Stavanger 2008. "We had about 2,000 more visitors in 2008 than in 2007, largely owing to fruit borne by a lot of promotional work on our behalf by Region Rogaland, resulting in articles in foreign travel magazines and visits by foreign film crews to take footage," says Crocker.

Elsewhere, visitors can find the Norwegian Petroleum Museum, a reconstructed Iron Age settlement, and a new industrial

museum and science centre, Jærmuseet Vitenfabrikken. Opened in May 2008 in Sandnes, it includes a planetarium – one of only six in the world – as well as Krossen Oats Mill, which documents the production and milling of oatmeal in the area. A pottery and brickworks exhibition demonstrates the essential contribution of these industries to Sandnes' history – indicative of a setting where old and new combine to establish a place on Norway's cultural map far beyond 2008.



© Kjell Alsvik

energetic stavanger – an energy capital – rooted in success with a view to the future

By Valeria Criscione

In 2005, hundreds of business leaders and politicians gathered in Stavanger with an ambitious plan: to transform the region from the petroleum capital of Norway to a European energy capital by 2020. It was one of many visions launched under the Greater Stavanger Economic Development's Strategic Business Plan 2005-2020, but probably one of the most ambitious given Norway's status as the world's third largest gas exporter. In the future, Stavanger will be known not just for its petroleum riches, but for its ability to exploit the powerful wave and wind resources along the coast and on the continental shelf.

Stavanger's oil adventure began in 1969 with the fateful discovery of oil in the southern North Sea field Ekofisk. Since then, the town has transformed from an industrial trading town with a rich agricultural hinterland into Norway's undisputed petroleum capital with in excess of 300,000 inhabitants in the greater suburban area. The oil and gas industry accounts for the majority of business in Stavanger with more than 45,000 energy employees and half of all energy-based jobs in Norway.

The world's leading petroleum companies, such as Exxon Mobil – the proud recipient of the first license on the Norwegian sector of the North Sea – as well as BP, Conoco Phillips and many others, are all here together with a growing group of international energy companies. StatoilHydro, the Norwegian oil giant based in Stavanger, is one of the main employers in the region.

The area has attracted 280 oil service companies working in all parts of the exploration and production value chain. All told, there are nearly 50 energy companies working with various aspects of energy

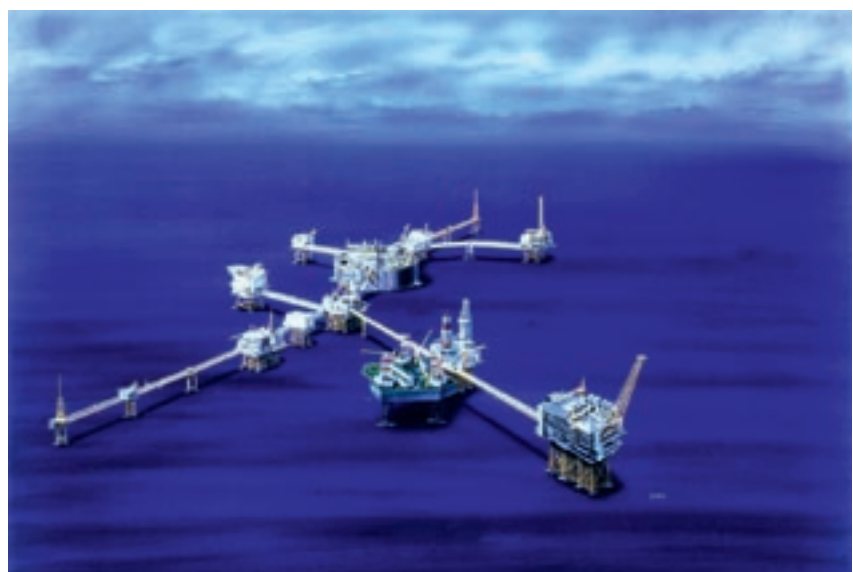
production. Stavanger is also home to many petroleum-related government bodies, such as the Norwegian Petroleum Directorate, Petroleum Safety Authority, Petoro, and academic institutions like the University of Stavanger and the International Research Institute of Stavanger (IRIS).

Oil Goes Green

Every other August, the town hosts the widely popular international oil and gas conference Offshore Northern Seas (ONS), which is the second largest industry event worldwide after the annual Offshore Technology Conference in

Houston. Last year, ONS premiered a separate environmental showcase called Renewable Energy Park for the first time in its history. The new section of the exhibition expanded the horizons of the traditional oil event by focusing on the enormous potential and opportunities of the renewable energy sector and highlights the increased emphasis on greener technology among the oil players.

StatoilHydro is a prime example of the shift. The company has widened its energy business to include renewable energy like wind, wave and tidal energy and renewable fuels like bio-fuel and



© StatoilHydro

Stavanger's beginnings as the Norwegian petroleum capital date back to the 1969 discovery of the Ekofisk field in the North Sea.



hydrogen. The company owns the world's most northern wind farm, Havøygavlen in Finnmark. On the island Utsira, north-west of Stavanger, the company owns and operates a wind-hydrogen demo plant. Now the company is using its experience from managing large deepwater oil and gas fields towards building the world's first full-scale floating windmill. This summer French company Technip will put together the different parts of a 2.3 MW windmill developed by Siemens and place them 5 kilometres from the coast of Karmøy, north of Stavanger, for a two-year test period. The wind turbine has the potential of producing power equivalent to the need of up to 5,000 homes. If the project goes as planned, the pilot could provide the basis for commercializing the technology for huge offshore windmill parks.

"We believe when and if offshore windmills become commercial, this could be a very important new industry for the Stavanger based oil and gas supply industry," says Oistein Johannessen, StatoilHydro's new energy public affairs manager.

North Sea POWER Cluster

Offshore wind in the North Sea region is the subject of a special transnational POWER (Pushing Offshore Wind Energy Regions) cluster partnership led by Bremerhaven Economic Development in Germany together with 17 other partners from Germany, the UK, Denmark, The Netherlands, Norway (represented by

In the future, offshore windmills will become an important new industry for Stavanger's oil and gas supply industry. Pictured here is the world's first full-scale floating windmill, which will be installed for StatoilHydro off the island of Karmøy this year.

Greater Stavanger) and Sweden. The aim is to develop comprehensive approaches towards meeting the strategic challenges of the offshore wind energy industry in the North Sea Region and make the region a better place in which to live, work and invest.

Greater Stavanger hosted a two-day POWER cluster kick-off meeting in September 2008 where the partners fine-tuned the plan for the next three years. Part of the group's goals is to create a business platform to foster offshore wind energy development and develop an offshore wind power cluster in the North Sea Region.



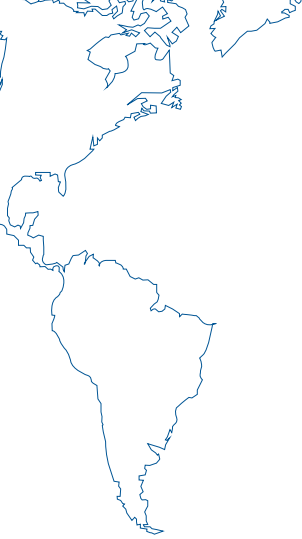
© StatoilHydro

Lyse Energy, the Rogaland-based energy and telecommunications company, has many plans for offshore wind power activities in the area. Its roots are as a hydro-power company, producing close to 5% of the country's total hydropower. But it has expanded recently into onshore wind projects, such as the Ulvarudla wind park in Høg-Jaeren, which will produce 800 GWh per year, and has sought concessions for three other wind parks in the region.

Offshore, Lyse is planning a pilot project with five floating wind turbines at a water depth of 150 metres offshore at Utsira that could lead to the development of 60 wind turbines producing 1.2 TWh/year by 2020. It is also a 15.2% stakeholder in SWAY, a floating wind turbine company with StatoilHydro and Norwind, among others, that plans to commercialize this offshore technology by 2020.

"Although we cannot expect the oil and gas industry to shift its focus overnight to renewable energy, we must remember that their contribution will be substantial – not least the expertise that exists in these companies – and will be very important in the development forward, particularly in the renewable energy at sea," says Eimund Nygaard, Lyse CEO.

Norsk Vind Energi is currently building the largest onshore wind park in southern Norway in the Stavanger region of Jaeren. The first of 32 turbines in Høg-Jaeren



Energipark will start producing electricity in the fall of 2010. At maximum capacity, the park will generate 250 million kilowatt hours, enough to provide power to 12,000 homes (36,000 residents).

“As the climate problems become more urgent, it becomes a label rather than a burden,” says Lars Helge Helvig, Norsk Vind Energi CEO. “Therefore it is important that the region wants to put more focus on the whole energy picture and renewable energy. It is important to recognize projects which underline that the region is preparing for a new era.”

Stavanger’s academic and research community will be instrumental in helping the wind power industry flourish in the region. IRIS was recently awarded a grant to develop a new type of wind turbine together with Angle Wind, a Stavanger-based company that has come up with a smaller gearbox for wind turbines that has less revolutions and less parts, and thereby suitable for offshore windmills. The University of Stavanger is co-partner with one of the eight Centres for Environment-friendly Energy Research (CEER), recently announced by the Norwegian Research Council. Stavanger will work with the Bergen-based institution Christian Michelsen Research on a Norwegian Centre for Offshore Wind Energy (NORCOWE).

Eimund Nygaard, Lyse chief executive officer, has many plans for offshore wind power activities in the area.

Tidal & Wave Energy

Technology from the petroleum industry is also being used to harvest the energy from the seas. StatoilHydro is a joint owner of the world’s first tidal power turbine delivering electricity to the onshore grid through its ownership in Hammerfest Strøm. Within wave energy, StatoilHydro has invested in wave power technology developed by Ocean Power Delivery (OPD), which will build the world’s first commercial wave power plant off the coast of Portugal.

Another Stavanger-based company that has positioned itself in this market is Wave Energy. The company has built a wave tank with a hydraulic wave generator to recreate the wave climate at Kvitsøy. Its patented Seawave Slot Cone generator (SSG) can be used on top of an old oil platform or to power surrounding oil platforms, illustrating once again the technology ties between the oil and renewable energy sectors.



Plugged In

What makes this all possible is Stavanger’s unique connectivity to an existing electricity grid that stretches down the western coast of Norway into the city of Feda and connects Norway to the NorNed power cable through the North Sea to the seaport of Eemshaven in the Netherlands. Commercial operation started just last year. There are plans for an additional power cable between Feda and Wilhelmshaven, Germany, called NorGer involving Norwegian companies Lyse and Agder Energi.

“The whole basis for what we are doing is because of our access to energy resources,” says Birger Haraldseid, manager of opportunity for energy development in the Greater Stavanger Economic Development. “We are one of the best wind resources offshore Europe... and we are one of the few regions with access to export capacity.”

© Lyse As part of its new green profile, the city is leading an EU climate reduction initiative called ANSWER that plans to set up a big screen climate barometer in the centre of Stavanger next year that will display carbon dioxide emissions on everything from car traffic to warming up houses. Stavanger is also the only Norwegian city that is part of the EU’s Covenant of Mayors that aims to reduce CO₂ emissions 20% by 2020.

clusters unsurpassed – the well technology & integrated operations clusters

By Valeria Criscione

The Greater Stavanger region has long been known for its expertise as the petroleum capital of Norway, so it was only natural in 2007 that Stavanger was chosen to represent two important clusters: well services and integrated operations. Arena Brønn (Norwegian for “well”) and a world leading petroleum cluster within integrated operations and real-time reservoir management, called Arena IO was created through the ARENA programme spearheaded by Innovation Norway, the Research Council of Norway and the Industrial Corporation of Norway.

Arena Brønnteknologi (Centre for Smart & Safe Wells)

In November 2007, leading people within well technology saw the opportunity to strengthen the cluster and created the Arena Brønnteknologi (Norwegian for “well technology”) programme. Known as Centre for Smart and Safe Wells, the well technology cluster addresses a wide range of wellbore themes, from operational aspects to the nuts and bolts of drilling and well design.

One focus area is well integrity. A survey performed by the Petroleum Safety Authority of Norway revealed that 18% of the wells on the Norwegian Continental Shelf have some kind of integrity failure. This has implications both in terms of HSE and costly production stops, according to Øystein Arild, ARENA Brønnteknologi project leader. Another focus area has been gas lift technology, a means of improving production in older production wells by injecting gas into the wellbore.

The leading international well services and technology companies, such as Halliburton, Schlumberger, and Weatherford have offices in Stavanger, as do large Norwegian companies such as Aker Solutions and Roxar. Both large

Framo Engineering monitors and supports the subsea industry all over the world.

and small players, including oil and gas companies, meet in ARENA’s well technology network meetings, but the programme actually targets promoting growth in the small-to-medium sized companies (SMEs), particularly abroad.

According to Arild, “In general, Stavanger is a very mature petroleum cluster, so our well technology is leading worldwide,” he added. “In the long-term, the ARENA programme should strengthen awareness that we are a cluster and keep competence and technology here and change the way the world looks upon us. We are working to open doors to Brazilian markets,” he continues. “You need resources. The large players are already established there. The small-to-medium sized businesses need networks down there so they can increase their export revenue.”

Arena IO

Stavanger is cooperating with Bergen on making a world leading petroleum cluster within integrated operations and real-time reservoir management called Arena IO. Started in 2007, the programme aims to bring 30-50 companies together from the Rogaland and Hordaland regions to cooperate on about 20 joint industry projects over a three-year period. The strategy is to increase the value of the petroleum industry and the profitability and competitiveness of the players in this cluster through closer cooperative efforts, increased innovation and internationalization.

One example is Framo Engineering. The company monitors multi-phase pumps in petroleum fields offshore Africa from its base in Bergen, instead of having people onboard the platform. Automated systems like these can reduce offshore costs

and thus extend the life of older maturing fields. Arena IO estimates that integrated operations can reduce operating costs by about 20-30% and increase production by 5-10%.



© Framo Engineering

welcoming you home – inn stavanger

By David John Smith

Any move that a person or family makes is time consuming, and can be filled with uncertainties. The Stavanger Chamber of Commerce understands this, and through its INN (International Network of Norway) Stavanger programme has provided decades of assistance to INN member companies in helping employees and their families make the move to the region a smooth road.



A group of hikers at Kjerag, 1000 metres above sea level.

The INN Stavanger program is administrated by the Stavanger Chamber of Commerce, providing benefits to member companies who want to help

their new employees in getting the best possible start in the region. There are nearly 50 member companies in the programme, and the number is growing

all the time. These companies understand the added-value that INN Stavanger provides newcomers to the region. Whether the newcomers are individual



contract-workers, single employees, or an employee bringing his or her spouse and children to the region, INN Stavanger is prepared.

Wide Range of Assistance

Together with several relocation companies the region offers a wide range of assistance services includes real estate services, paperwork assistance, social and professional network building, pre-visit support, arrival orientation, immigration procedures, as well as a long line of other practical areas of assistance. In addition, INN Stavanger quickly helps newcomers gain an understanding of the vital practical elements in their daily lives.

Information made available includes maps, a Norwegian driver's license text book and an Information Guide that contains extensive information about the Stavanger region.

Changing a job and residence is always a challenge, and the change is even greater when moving to a new country with its different culture, language, and ways of doing business. INN Stavanger knows that each individual situation is different, and also works with each person or family in addressing individual questions that may have to do with such diverse areas as geography, history, politics, culture, daily life, safety and transport.

From Newcomers to Friends

As all cultures are different, INN Stavanger also provides an orientation to newcomers in order to better understand Norwegian society and the friendly locals here in the Stavanger Region. The orientation programmes and services include cross-cultural training, workshops for spouses applying for work, individual counselling, a helpline for questions, monthly news in English, and an arena for networking and social events.

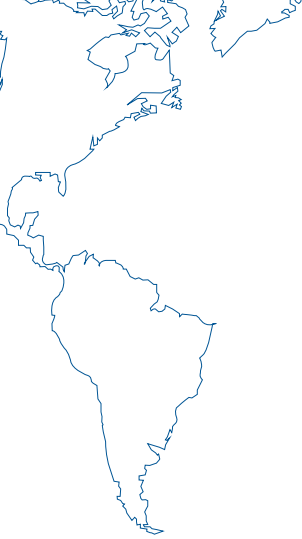
Stavanger Chamber of Commerce and INN is continually developing its services to meeting changing needs. This cooperation also extends to schools, real



Swati Shah and Mohammed Mokhtar at an INN Orientation Programme.



Rusha Dorrestijn and Grada de Boer at the same orientation.



estate companies, officials and spouse clubs to make moving – and settling in – a lot less of a job and a little more fun. For those whom INN assists on behalf of client companies, lasting bonds are often created.

In their own Words

INN Stavanger offers services and support – with the goal of offering the human touch that makes a difference. Their work is making a difference. In the words of Joëlle Lagasse, “My first contact with INN was when I took the ‘Introduction Seminar’ that my husband’s company was offering to all spouses and employees. I found it to be an excellent way to be introduced to Stavanger and its region.”

“I have been directly seduced by the friendly atmosphere at the Chamber of Commerce, and impressed by Inger and Rachel’s energy (Editor Note: INN Stavanger employees Inger Tone Ødegård and Rachel Ketelaars). At the seminar we were informed about the regular activities organized by INN and invited to check out the website regularly as it is been put up to date often. Back at home, I went to check the section ‘New in Rogaland’ and found a very varied choice of invitations to several activities.”

Joëlle concludes, “The next time I went there, Inger and Rachel remembered my name and welcomed me as we had

seen each other the day before, and from then I knew I wasn’t going to feel lonely very long here.” There are many stories from newcomers that have enjoyed the attention of INN Stavanger, including Iris Sitalsing. Originally from the South American country of Surinam, Iris arrived in the Stavanger region a few years ago as a result of her Dutch husband being transferred to the region as an employee of Norske Shell.

Iris did as many other newcomers do when arriving to the Stavanger – she went downhill skiing. Being a relative newcomer to the art of skiing as well, Iris couldn’t help but overhear a Norwegian woman giving



Taking a break at an INN skiing event in Sirdal.



Marica Calbrese taking photos of the spectacular view of Lysefjord.



encouragement and guidance to a number of skiers. Believing that the woman was a cross-country ski instructor, which Iris had not done before, she asked if she and her husband could join the group. As luck would have it, the woman was Inger Tone from INN Stavanger – and although she was not a professional ski instructor – she asked Iris and her husband to join the group for a fun day of skiing.

This is how lasting relationships are created, and Iris has since enjoyed not only the support of INN Stavanger, but the friendship of Inger Tone and others from INN Stavanger. According to Iris, “I was here in Stavanger over three decades over, and was amazed how international the region has become. It is easy to make new contacts and friends, way beyond any expectations that I had before arriving here. When my husband is transferred in the future, I am really going to miss the Stavanger region!”

Highest Quality of Life

Norway has one of the highest quality of life ratings in the world, and the Stavanger Region prides itself in representing the best of what can be found in this country. Economically, the region remains strong. With a flexible and talented industrial and business base, the Stavanger Region’s

economy continued to grow in 2008 despite the international economic crisis.

Not surprisingly, the Stavanger region is an attractive destination for many temporary or permanent employees who relocate from other countries. Another reason that top professionals are moving to the Stavanger region is that there are so many cutting-edge companies and organizations in the country working within oil and gas, the food sector, research, medicine, and other areas of expertise. INN Stavanger members represent all of these vibrant sectors, and more.

Off to a Flying Start

Moving to Rogaland should be simple, safe and an adventure. Let INN Stavanger help you in the process, either when you are making your decision to come to the Stavanger region or once you arrive. Ask your employee or potential employer in the Stavanger Region if they are a member of INN Stavanger.

For more information concerning the program, see the website: www.stavanger-chamber.no (“New in Rogaland”) or mail us at the following email address: inn@stavanger-chamber.no

Welcoming you to your new home – INN Stavanger!



Yusef Ahmand sleighing for the first time, photo taken in Sirdal at an INN event.

stavanger finance

the money capital of the west

By Valeria Criscione

Over the last 20 years, several leading finance companies have based themselves in Stavanger to create the second largest fund management community after Oslo with more than NOK 105 billion (USD 15 billion) in capital under management. On top of that, private equity companies here have amassed NOK 10 billion in committed capital towards seed, venture capital and buy-out opportunities. The driving craft behind this has been Norway's immense oil and gas wealth.

The biggest fund managers in the region are Skagen Funds, Statoil Kapitalforvaltning and SR-Bank Forvaltning. Skagen is the largest with NOK 57 billion in total capital under management, followed by StatoilHydro, which manages a NOK 30 billion employee pension fund and a NOK 13 billion insurance fund, and SR-Bank with NOK 5.5 billion.

Acta, which sells funds such as Skagen's, oversees NOK 89 billion in assets under management, NOK 57 billion of which is from Norwegian customers. Acta was first established in Stavanger back in 1990 and has since grown to become the leading independent financial advisor for the Nordic savings market with 50 offices in Norway, Sweden and Denmark. Acta offer mutual funds, real estate, infrastructure, private equity, shipping and renewable energy investment opportunities.

Sparebank 1 SR- Bank, formerly known as Sparebank Rogaland up until about two years ago, is the largest regional savings bank in Norway with NOK 110 billion in

managed capital and 1,130 employees. The bank includes 39 former local savings banks spread across Hordaland, Rogaland and East Agder. Without a doubt, petroleum has been the source of its massive growth.

"If you look back on our history dating back to 1839 in Egersund, the bank was founded on the fishing industry, which was then our most valuable raw material," added Thor-Christian Haugland, Sparebank 1 SR-Bank Executive Vice President Capital Markets. "The second raw material was oil and gas and has given us much more than fish. The third is the money as a result of the oil and gas."

The financial industry is responsible for the strongest increase in wealth creation

in Norway after oil, according to a 2008 report on the Norwegian financial industry by Norwegian research foundation FAFO. The report found that the added value during 2000-2006 had grown even more than in Denmark and substantially more than in Sweden. Rogaland employs 3,100 people within the financial sector.

Private Equity

The other link between oil and money can be found in Stavanger's private equity community. The major private equity companies here were started by oil veterans and are focused on energy investments. Some of them have even established offices in the other international petroleum capitals such as Houston and Aberdeen, such as HitecVision.

Sparebank 1 S-R Bank, the largest regional savings bank in Norway, has grown to NOK 110 billion in managed capital thanks to Stavanger's vast petroleum wealth.



© Sparebank 1 S-R Bank



HitecVision has its roots as an oil service company, but has grown to become the second largest private equity company in Norway with USD 1.2 billion in committed capital. Jon Gjedebo started Hitec in 1973 selling instrumentation to the petroleum industry in Stavanger. The first private equity fund was launched in 2002, solely to Norwegian investors.

Its latest and largest fund, HitecVision V (2008), has a committed capital of USD 816 million and attracted 52% participation among foreign investors. The fund targets control buyouts and growth capital investments in the international oil and gas sector. To date, HitecVisionV has invested in Spring Energy Norway, an oil and gas company, and Hitec Products Drilling, a provider of advanced, customized drilling solutions and well intervention systems for the offshore oil and gas industry.

“The private equity community in Stavanger is more internationally oriented than the Norwegian private equity industry in general,” said Pål Dahlberg, Hitec Vision CEO. “This is a reflection of the international outlook of the local industry. That’s what companies here do. They serve oil companies globally.”

Oil veteran Ole Melberg, the former CEO of Norwegian drilling company Smedvig, manages Energy Ventures, a venture capital company with NOK 2.3 billion in committed capital divided over three funds. The company targets mainly hi-tech oil service companies based in the North Sea or North America, but also considers environmental technology companies. Its latest fund, for example, recently invested in Energreen, a local Sandnes-based company with a technology that generates clean energy from pressure drops in fluid process systems.

Norwegian Private Equity and Venture Capital Association (NVCA) estimates the Stavanger private equity industry has around NOK 10 billion in total committed capital.

Putting Stavanger on the Map

The finance community in Stavanger has been working together to create an educational competence within finance by supporting an academic economics department at the University of Stavanger. Skagen, SR-Bank, HitecVision, Sandnes Sparebank and GE Money Bank have contributed NOK 20 million to the university to create a masters programme in applied finance, starting in the fall of 2008. The university has pledged to match this amount over a five-year period.

“Today the finance industry is where the petroleum industry was in the 1970s,” added Sveinung Hestnes, Chief Information Officer at Sparebank 1 SR-Bank. “This industry has great potential. When the oil has been pumped out of the North Sea and converted into cash it has become another raw material to be husbanded. The key to it all is competence which we can contribute to maintaining the prosperity that has been created in this region.”

© HitecVision



Other Stavanger private equity companies include Sårkorninvest, the only seed fund (i.e. early funding which enables a project or idea to develop into a business); Procom Ventures, a “speed seed” fund; and Progressus, which operates within expansion and internationalization. The

HitecVision chief operating officer Pål Dahlberg says the new Masters in Applied Finance at the University of Stavanger will help put Stavanger on the map as a finance centre. HitecVision is the second largest private equity company in Norway.



© Region Stavanger



© Region Stavanger



© Region Stavanger

stunning nature, colourful art & great food experiences

The Stavanger region offers a range of scenic attractions. And everything is within reach whether you want to experience beautiful fjords, majestic mountains or the open sea. A trip to Lysefjorden is a must when visiting the Stavanger region. Here you can experience the famous mountains Preikestolen and Kjerag.

The colourful Stavanger region also offers a unique range of cultural experiences - whether you are interested in historic monuments, interesting museums or innovative architecture. Come and experience why the Stavanger region was chosen as European Capital of Culture in 2008!

The Stavanger region also offers a range of great food experiences. With an excellent climate and professional expertise the, this is often seen as the foremost region in Norway for food from both land and sea. Here you can also experience Gladmat, which is the largest food festival in the Nordic countries.

Welcome to a region where it is easy to be excited!

www.regionstavanger.com



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a taste for the best

By David John Smith

The Greater Stavanger region is often referred to as the Norwegian answer to the French region of Lyon, famous for its culinary creativity. As with Lyon, the Greater Stavanger region prides itself on new ideas balanced with a firm respect for tradition, quality and values. The population in the Greater Stavanger region not only loves good food, there are tens of thousands involved in literally all aspects of the food cluster.

The roots run deep here in Greater Stavanger, with production of both raw materials and food products a major industry, second only to energy as the top employer in this dynamic region. Greater Stavanger and its activities related to the food industry are having a profound and positive impact internationally as well. These positive developments are going hand-in-hand with the goals set by Strategy 2020 that aim to make food products from Greater Stavanger more available, continue to increase quality, and integrate sustainability and environmental focus into all aspects of activity.

With a mild climate, fertile soil, and a population that has traditionally thrived on its international connection, the food industry here covers the entire chain of activities from primary production (growing and harvesting) to processing companies, distributors, restaurants and shops that all play in central role – not only in the economy but in the very social fabric of the region. Seafood, meat products, and, not in the least, fruits and vegetables, have long been the pride of the regional population, with products enjoying special status nationally and internationally. A good example of this strength is the tomato – with 80% of the entire Norwegian production being grown and harvested in the Greater Stavanger region.

Norway was again the proud overall winner in Lyon, when Skeie again took top honours using the official products of the Bocuse d'Or 2009; Aberdeen Angus Beef for the meat dish and Norwegian cod, king scallops and wild prawns for the fish dish. The legend of Greater Stavanger, its culinary expertise, and its ties to Bocuse D'or continues to grow as a result of an agreement signed between Chef Eyvind Hellstrøm, the leader of the Bocuse d'Or Norway and Prima Jæren to supply meat raw materials to the Bocuse d'Or Norway until the world event Bocuse d'Or in Lyon in France in 2011.

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In Rogaland's mild climate with fertile soil, no less than 80% of all Norwegian tomatoes are grown.

Bocuse d'Or & Stavanger

One close connection between the region and Lyon is the Bocuse d'Or, and it was little wonder that Norway was given the honour of hosting the Bocuse d'Or Europe 2008 event, pitting 20 chefs from 20 countries against each other for the honour of becoming "European champion" and participating in the final Bocuse d'Or held in Lyon in 2009. As the European Capital of Culture for 2008, Stavanger was the understandably proud of its role in this internationally famous culinary competition where Norwegian Geir Skeie took top honours.



Norway celebrated Geir Skeie's victory at the 2009 Bocuse d'Or in Lyon.

© Elisabeth Tønnesen



Prima Jæren typifies the innovative spirit of the Greater Stavanger region as the company was awarded the annual Research and Innovation Prize by IRIS – (the International Research Institute of Stavanger), an internationally recognized research institute with a high focus on applied research. This was the first time a company within the food industry had received this sought-after award.

Standing Together

Standing strongly behind all activities related to food is the Professional Forum for Food and Beverage. Founded in 1990, the Professional Forum for Food and Beverage is organized as a corporation with a Board of Directors that consists of representatives from leading companies and institutions within the food industry in the region. Led by Eivind Hålien, the organization is dedicated to promoting the ongoing development of innovation and expertise within the food industry in the region, continuing to develop a network that extends far beyond the border of the Greater Stavanger region.

The Professional Forum for Food and Beverage has been central in many of the regional development measures and projects that have been set up within food sector within the region, including the Gladmat festival, Fjordkjøkken and NCE Culinology. For newcomers to the greater Stavanger region with a personal

or professional interest in food and the food industry, the Forum for Food and Beverage (matforum.no) is an excellent starting point.

According to Director Hålien, “This has been a twenty-year process of talking and working together that has led to results that we are seeing today. The core of the success has been the enthusiasm, cooperation and patience – together leading to the building of expertise and values. The chain of activities leading from production to experience and innovation has led to increase value, knowledge, and not in the least, national and international attention.”

Another important focus area for the Professional Forum for Food and Beverage is “Måltidets Hus” (The National Centre of Industrial Gastronomy), a major project involving a number of organizations including NOFIMA Norconserv, The Culinary Institute of Norway, TINE FOU,



© Elisabeth Tennessen

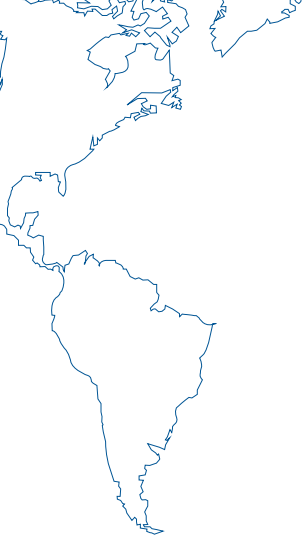
Bringing good food into focus is the goal of the Culinary Institute of Norway and other members of NCE Culinology.

EWOS Innovation and NCE Culinology. Opened in 2009, Måltidets Hus will function as a venue for innovation – and arena not only for the region’s R&D environment but also for industry experts, the food industry in general and the media.

Expertise in Action

The Greater Stavanger region has a long tradition with using its fertile soil to produce the best in meats, fruit and vegetables. These resources, combined with the bountiful sea, will continue to provide the strong basis for full value chains in the agriculture and marine sectors in the future. Still, the sector’s already strong position in both the national and international food market cannot be taken for granted, and the NCE (Norwegian Centres of Expertise) Culinology is in place and prepared to take a proactive approach to coordinated planning and activity.

The organization plays a central role in agriculture and marine food production industries, ensuring that companies receive top-level, professional support through innovation-oriented R&D projects, innovation in practice and other cluster-strategic activities. According to NCE Culinology General Manager Anne-Siri Høiland, “Our focus areas include basic knowledge; building knowledge with focus on molecular gastronomy, understanding the consumer, process optimization,



industrial manufacturing and innovation. The main goal is to build knowledge through innovation, and implement these factors in increasing added-value and profit for the food industry.”

Covering the Entire Chain

NCE Culinology members cover the entire chain of activity from marine to agriculture, research and development, governmental institutions, and the financial sector. All of these areas feature companies and organization important to the food industry, ranging from companies such as Marine Harvest and EWOS Innovation within the Marine Sector to Nortura (Gilde, Prior), Prima Jæren and TINE BA within Agriculture. Naturally, R&D is extremely

important in helping keep its cutting-edge reputation, and NCE Culinology members such as Bioforsk, Innovation Park Stavanger, Nofima Norconserv and the University of Stavanger.

One partner in NCE Culinology is the Culinary Institute of Norway, aimed at bringing good food into focus, spreads enthusiasm for food and works to increase the understanding of food and beverage as important aspects of culture. The culinary institute works within the fields of training, promotion and meals development, both for professionals in the food and drink industry and for anyone who is interested in food and food culture.

Creativity and innovation is also well-represented in the yearly food festival “Gladmat Festival” (best translated as “The Happy Food Festival”) that attracts national and international attention. This festival typifies the important of the food industry in the region, and is the biggest festival in Northern Europe. For information regarding the Gladmat festival, see the website www.gladmat.no.

Innovation & Success

The food manufacturer Fjordland is a good example of innovation and cooperation from Stavanger region. This success story has its roots in a cooperative effort between the chefs at the Culinary Institute of Norway and research at Norconserv



© SSigbjørnsen/SN/VRS/SVGZ008

Each year, Stavanger’s Gladmat, or “Happy Food” Festival attracts thousands of visitors ready for a summer extravaganza of food from around the world.



(now NOFIMA Norconserv), an institute working for the food processing industry. The end result has been instrumental in contributing to the realization of a product that sells ten million meals a year. Fjordland develops and refines ideas based mainly on its owners' raw materials, as well as from fish or shellfish, creating value creating value through product development, branding and sales.

Norconserv's key activities are research, development and training in industrial production of food with extended shelf-life. With large parts of the Greater Stavanger region's food industry geared toward the export market and international trading, Norconserv's activities take on an important meaning. The Institute places great emphasis on optimizing the value-added chain from raw material to end product, and is a centre of expertise for industrial processes and production.

In 2003 Norconserv was reorganized as a corporation owned by Fiskeriforskning (now known as Nofima), the Norconserv Foundation and the International Research Institute of Stavanger (IRIS). From 2008 Nofima has been included in the new research group Nofima. The Nofima Group aims to continually increase the competitiveness of the aquaculture

industry, fishing industry and food industry through research in the world and delivery of value-added services.

Regional Strength

The food industry related activities are well-represented in many of Greater Stavanger's municipalities, from restaurants to production to processing. The municipality of Time is a large agricultural area with the farmers who invest and focus on the future. On the basis of agriculture has been developed industry with high expertise in several fields. Most were employed by the industry sector and businesses that drive the retail trade, hotels and restaurant.

All of Greater Stavanger's municipalities have a range of activities within the food industry, such as Hå Municipality, the country's most important livestock municipality. Central in both the strategy of the Hå Municipality as well as the

corporate activities is the focus on the environment – and one excellent example of this is the recycling of the carbon dioxide produced from Tine's production facilities to direct use in greenhouses used to grow tomatoes – plants need high levels of CO₂. In addition, Tine is focusing on the development of a NOK 1.5 billion facility there, to be completed in 2011.

Balance & Sustainable

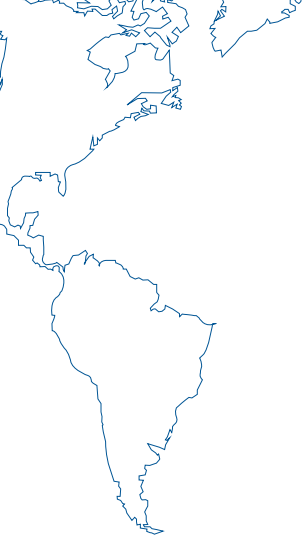
Tine BA is a strong believer in sustainable development and balance with the environment. As Norway's largest producer, distributor and exporter of dairy products, this "thought leadership" sets an excellent example for this company that is strongly positioned in the Norwegian consciousness. Innovation is key to the success of Tine, with a strong emphasis on research and development. As the sales and marketing organization for Norway's dairy, Tine BA is responsible for product development, quality assurance, production and distribution planning, marketing and the export of TINE products.

Total acreage of the new TINE facility will be approximately 25,000 square metres. With a total cost estimate of nearly NOK 1.5 billion, there will be no costs spared in ensuring that this facility



© Elisabeth Tønnesen

The municipality of Jæren plays a strong role in Greater Stavanger's food cluster activities.



represents the state-of-the-art when it comes to functionality, sustainability and environmental friendliness. This environmental focus is shown in the fact that the estimated energy use by the facility will be 34% lower than the total of the four processing plants that the new facility will replace in addition to a reduction of nearly 40% in CO2 emissions. The new facility will provide a good basis for progressive and attractive jobs, and shows the success of the Hå Municipalities ongoing strategy to make land and resources readily available to food producers. In addition to TINE, a number of companies are now well-established there, including Prima Jæren, Nortura and others.

Covering the Entire Value Chain

Felleskjøpet is another strong player in the Greater Stavanger region. This agricultural cooperative serves as a retailer of agricultural operating equipment including animal food and seeds. Felleskjøpet seeks to cover the entire value chain – both horizontal and vertical – and innovation is one key word in the activities undertaken. FK's primary sphere of activity is the production of feed concentrates, which forms the very backbone of FK's activities. With a market share of 68%, comparable to more than 1.1 million tonnes of feed

concentrates, the organization is the single largest player in the Norwegian feed concentrates market ruminants, swine, poultry, horses, fur-bearing animals, dogs and cats. One type of fish feed is actually made from peas – and as it turns out the fish very much like this vegetable!

Klepp Municipality is known for its excellent climate, where the condition for agriculture gives it the rank of one of the top areas in the country in this field. The second largest agricultural municipality in the Greater Stavanger region, the growth season is long with a mild climate and plentiful precipitation, making it the ideal spot for production of vegetables and a wide range of agricultural crops. Other municipalities such as Gjesdal are known for their wool and mutton production, and have made the area even more attractive with the establishment of Gjesdal Industrial Park, offering full 290 acres of regulated, strategic location industry areas to

companies looking for the combination of an excellent place to work and live.

Fosså in Hjelmeland Municipality is home to Marine Harvest activities related to fish and shellfish production. Marine Harvest is the world's leading seafood company, and is playing an important role in the changing seafood industry through sustainability and innovation. Marine Harvest is also active in Ryfylke, where the company farms cod in the process from eggs to small fish in the picturesque fjords in that municipality. Both municipalities are also active within the sheep industry, with a range of activities related to production of wool as well as meat.

The food industry in the Stavanger is not only linked to tradition and history, but to the future as well as individual companies, organizations, institutions, the government and the region as a whole work towards a taste for the best.



© Marine Harvest/ Steinar Johansen

Marine Harvest is globally respected for its sustainable activities within aquaculture, and has a number of installations in the Greater Stavanger region.



the gladmat festival – happy food in stavanger

Established in 1999, Stavanger's Gladmat, or "Happy Food" Festival attracts thousands of visitors ready for a summer extravaganza of food from around the world, including hundreds of stalls, competitions, children's activities and classes.

- Over 120 exhibitors each year
- 200,000 guests during the four day festival in July
- Over 2,000 people have attended Gladmat's cooking classes since its inception
- Cooking classes for children – seafood, bbq, sausages, sushi and more
- Includes the Norwegian Championships in pizza making
- The biggest food festival in the Nordic countries
- Spreads enthusiasm all year through school visits and cooking classes
- Invites international chefs to cook and get to know our raw materials

In 2009, the festival is due to be held from the 22nd to the 25th July. Local and international food, catering to all tastes will be available. The festival's aim is to promote interest in food amongst the public, and to combine food with culture in the form of a national festival.



All photos: Gladmatavis09



connected to the world

By David John Smith

One essential part of any region's success lies in the ability of its logistic infrastructure to be flexible, cost-effective, on-time, and in-tune with both the needs of industry, as well as the demands of the ever-changing international business environment. One key to Greater Stavanger's success in this area is the close coordination between local industry and the heart of the transportation in the region – the Port of Risavika, the Sola International Airport and Ganddal Godsterminal (Ganddal Freight Terminal).

The Port of Risavika enjoys a central location with close proximity to the Stavanger Airport, Sola, the railway and the centre of Stavanger with a number of major international service companies to the oil industry having their Norwegian headquarters in the direct vicinity. The port is positioned in an area that has been opened for industrial development, making it possible for companies to establish or expand their operations in the direct vicinity of the harbour.

Risavika is known as an important logistics hub in southwest Norway. The Port enjoys a strategically geographic location that makes it possible to export/import all kinds of goods to/from different destinations around the world. This type of logistical precision requires ongoing close communication with companies in the Stavanger Region and other areas in Norway as well as internationally. It is a port with a strong position with calls from international ports and as a link to ports farther north.

Risavika is well-positioned, making it possible for companies to establish or expand their operations in the direct vicinity of the harbour.

The centre of a highly professional logistics network, the Port of Risavika works with logistical services companies to ensure "just in time" satisfaction. Stavanger industry also depends upon the port to reach the global markets, and many companies have long enjoyed the services that Risavika provides. A strong "energy port", Risavika is the base of the leading oil companies and a number of other companies that supplies the oil industry both in the North Sea, Norwegian Sea, the Barents Sea and beyond.

A National & International Logistics Hub Takes Shape

The port is in a phase of formidable development, with a new international terminal opened in 2008. By 2010 the Port of Risavika will have established a new modern container terminal which will clearly position Risavika as Norway's most advanced port with excellent capacity. After the expansion, the total harbour area will constitute 950 acres and 1,800 meters of berths.

Another reason that Risavika will continue to be a focal point for the development



© Risavika Havn AS / Frederik Ringe



of new industry is a direct result of both excellent harbour facilities and its strategic location – in fact, Risavika is the country's largest natural harbour area. In addition, the activities related to the Energy Park as well as the Risavika Gas Centre, a test centre for new technologies related to gas, will continue to create exciting synergies. The purpose of the Energy Park is to serve as a centre of research, development and commercialisation of future – oriented energy technology.

These types of activities, combined with the ongoing professional service provided as well as the result of the excellent harbor facilities and strategic geographic positioning will see Risavika continuing to be a focal point for the development of new industry – and allowing the harbor to maintain its position as both the largest and most advanced logistic hub in Norway.

Stavanger Airport, Sola – Traditionally Modern

Stavanger Airport, Sola celebrated its 70th birthday in 2007. Even though the airport has come of age, it is as vital and dynamic as ever and has experienced an explosive growth in facilities, routes and passengers over the last few years. The airport is a state-of-the-art facility playing an important role in a dynamic region, which

Stavanger Airport, Sola, has experienced an explosive growth in facilities, routes and passengers over the last few years.

is constantly adapting to the changes both the national and international requirements.

In 2008 the airport catered to approximately 4 million passengers, offering direct flights to nine national and 25 international destinations. In December 2008, a new extension of the national terminal was opened, increasing the number of gates by three. Further development of both the international and national part of the airport terminal is underway.

During 2010, a new airport hotel will open, offering 188 rooms and extensive meeting facilities, enforcing and facilitating the possibilities of doing effective business in the Greater Stavanger area. The establishment of a new Route Development Forum in the spring of 2009, where local and regional authorities

and private companies will participate, will further the business-orientated development of Norway's most productive airport and region.

Connected to the World

In 2008 Ganddal Godsterminal (the Ganddal Freight Terminal) is the major logistics rail shipping link in the region, located near Ganddal in Sandnes. Built in 2007, it first opened for traffic in January 2008. After Oslo's Alnabru Terminal, Ganddal Freight Terminal is the second largest in the country, well-equipped to handle the growing needs of Greater Stavanger.

Whether by rail, sea or air, the Greater Stavanger region is well-connected to both Norway as well as the international environment, and is well-prepared to offer newcomers and residents alike the best of logistic services now and in the future.



© Avinor

internationalization at home – minister tora aasland interviewed by david john smith

The Minister of Research and Higher Education, Tora Aasland, has long been involved in the research and higher education environment in Stavanger, and has been instrumental in the ongoing development of the highly professional environment in the region. Elected Governor of the Rogaland region in 1991, and then appointed to head the Ministry of Research and Higher Education in 2007, Minister Aasland has been key factor in moving the research environment forward in Norway.

Q: Stavanger has a number of important research institutions, including IRIS, the Research Centre on Sustainable Energy, the National Centre of Industrial Gastronomy and the NCE Culinary. Norway in general has a number of activities focused on the strengthening of a student exchange with the international environment. Can you say a few words about this exchange, and how it benefits the nation and regions such as Stavanger?

A: For Norwegian students, funding from the State Education Loan Fund is crucial for opportunities to study abroad. The Norwegian funding is perhaps the best in the world, and gives the student the opportunity to expand the horizons of his or her own academic interests and ambitions.

“Internationalization at home” is a slogan for us. I have been concerned with strengthening the universities and colleges,

Minister of Research and Higher Education Tora Aasland.

international ambitions and strategies. In the Ministry’s new internationalization report, we place emphasis on the institution’s role – to seek international cooperation with other excellent institutions with both research and education in context.

Regarding Stavanger, this can be seen as a tool to seek cooperation with universities abroad that have a similar academic profile, and thus strengthen the region’s international position from an academic perspective. The University of Stavanger already has agreements with many partner

institutions on all continents, including the North Plus programme within Erasmus, and various bilateral agreements. These give students an extremely broad geographic and academic choice.

Q: Pure basic research is important, but also the process of applied research in bringing the result into active societal use. Can you say a few words about the Ministry’s activities in strengthening partnerships between educational institutions, research organizations, and the business communities in achieving commercialization of R&D breakthroughs in Norway?

A: There are two important measures that have been introduced since I became Minister for Research and Higher Education. The most important thing is that we have introduced a system that provides for a PhD student to have a job in the business sector, with both the government and business sharing the funding equally.



© Kunnskapsdepartement



This scheme has been very popular. It started with approximately 10 scholars in 2008, but has now been expanded ten-fold in 2009. The second important measure we've introduced is a new and improved funding of research that champions increased collaboration across sectors. This has a special role in assisting the business sector in research. I have also had very good cooperation with both the last two Ministers of Trade and Industry here in this country, and we have conducted a number of other measures. This has resulted in a number of innovations, including the various sectors of Norway's important maritime industry working together on a comprehensive program to fund professorships and doctorates at Norwegian educational institutions to increase shipping and maritime knowledge, also working globally with other like-minded institutions. Approximately 100 million Norwegian crowns have been committed to making this program a success.

Q: The Stavanger Region is well-known for its activities within the oil industry, but more and

By including both women and men within R&D, innovation and creativity is enhanced, and diversity becomes the norm.

more it is known for its research and educational opportunities and expertise where women are continually playing a more central role. Can you say a few words about women researchers and educators as role models for the younger generation who are looking for direction within R&D and higher education?

We see that even though women make up the majority of students, this tendency does not continue up the career ladder within academia. Especially in the technical and medical subjects, we have too few women in leading positions, such as professors. However, there are new figures that show that in 2008 there were about as many women as men who defended their theses in the humanities, social sciences and agricultural/veterinary

medicine, and women were also in the majority within medicine and health. In mathematics/science the proportion of women was 37% in 2008, an increase of 4 percentage points from 2007. The technology was the proportion of women 21% - a one percentage point increase.

My task is to find solutions, both financially and in the regulations that stimulate women to take leading positions. I must admit that the competition rules of the EU, which we are bound to, have made this work complicated and time consuming. My ambition is to establish arrangements that promote women in top posts in academia. In order to build a knowledgeable society, we must find the optimal way to work with the talents and skills of the people. By including both women and men, innovation and creativity is enhanced, and diversity becomes

the norm. I am especially impressed and inspired by women who forge new ways to be researchers in a modern knowledge society, and these female role models are a key to show young girls what is possible.



lifelong learning – education is international in Stavanger

By Ed Milsom

Those seeking an education for themselves or their children in Stavanger need not worry: Norway as a whole has one of the best educated populations, with the highest rates of literacy and adult education in the world. Stavanger, with its cosmopolitan population and status as an energy capital, is host to world experts in fields such as petroleum and engineering, and as a result is at the very forefront of educational opportunities – indeed its population has a significantly higher percentage of university education than the national average.

The International School of Stavanger

The International School of Stavanger (ISS), established in 1966, is accredited both by the New England Association of Schools and the Council of International Schools. There are today around 680 students from ages 3 to 18, with the largest represented nationalities being British, US, Norwegian, German, Canadian, Dutch, Polish and Italian. There is, Antarctica aside, not a continent on earth left unrepresented at ISS. Typically, many families are connected to international oil companies or the local NATO base.

In order to prepare students for a university education, the school blends elements of the North American and European systems, and offers both the IGCSE examinations, through the University of Cambridge in England, and the International Baccalaureate Diploma (IB). ISS graduates are accepted at the world's most prestigious universities every

year. The school's staff, most of whom hold graduate degrees, come from all around the world to teach at ISS.

The International School is a well-recognized part of Stavanger's skyline, with some of the city's impressive facilities at its disposal. These include a 400 metre track and soccer/football, baseball, rugby and softball fields. Indoors, a gym, two libraries, multiple IT facilities and separate, equipped areas for art, music and drama are just a few examples of what the school has to offer. With the outdoor world important to ISS, trips are arranged regularly for all age groups taking advantage of Stavanger's beautiful surroundings.

A City of Learning

Stavanger also has a British International School, which follows the United Kingdom national curriculum, and has a long tradition, dating back to its establishment

in 1977. Those wishing a French language education for their children are also well served here: the Lycée Français de Stavanger has classes from kindergarten up to baccalaureate level.

Adults too have plenty of possibilities. Aside from one of Norway's newest and fastest growing universities, the University of Stavanger, the School of Mission and Theology also boasts a number of courses in English, including fully accredited master's degrees in Global Studies and Theology, doctoral programmes and bachelors degrees, and a cosmopolitan mix of international students.

Stavanger's impressive library, located in the Stavanger Culture House, has a large collection and is renowned also for its comfort, style and family oriented focus. The same building also, rather appropriately, houses the Norwegian Children's Museum.

Students rehearse in the International School of Stavanger's impressive theatre, where drama and music are a key part of a wide range of activities for nearly 700 students of all ages. Photo: International School of Stavanger.



beyond the horizon

By David John Smith

With deep expertise and knowledge within many areas that include petroleum, renewable energy, gastronomy, and a range of others, the Stavanger region also understands the necessity of the top quality higher education as well as an active research and development environment. These respected institutions include the International Research Institute of Stavanger, Måltidets Hus, the University of Stavanger, the newly created Centre for Sustainable Energy, and a range of others.

The Minister of Research and Higher Education, Tora Aasland, has long been involved in the research and higher education environment in Stavanger. According to Minister Aasland, there are major benefits of Norwegian activities related to the ongoing identification and establishment of international R&D cooperation.

As Minister Aasland states, "The strongest tool for international cooperation today is the Norwegian Centres of Excellence. These centres have become engines for international publications, for cooperation, attracting foreign researchers, and important in educating new researchers. The results from these centres have far exceeded expectations that were set to them when it was started. The successful NCE's emphasizes once again how important a solid academic foundation and commitment to quality is to succeed in international cooperation."

An International Feel

The University of Stavanger has over 8,000 students, is a diverse international community, with 40 nations represented and a large range of programmes offered

IRIS activities within Drilling and Well Technology include fundamental research regarding the drilling process, focusing on the areas of well flow and wellbore mechanics including risk management.

in English, as well as the opportunity to study Norwegian. Students can choose from a range of degree programmes including biological chemistry, computer science, literacy, environmental engineering, offshore technology, petroleum studies and migration. Since its establishment in 2005, the university has fostered a growing international reputation, with more than 150 staff members holding doctoral degrees.

The International Research Institute of Stavanger (IRIS) is an internationally recognized independent research institute with high focus on applied research within

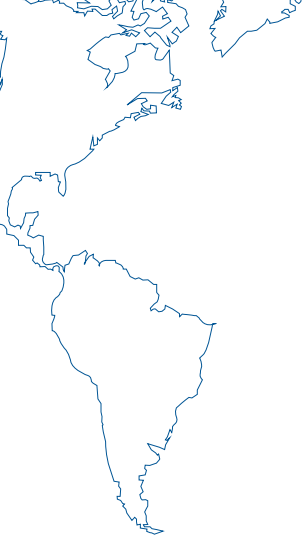
the areas of petroleum, social science and business development, biotechnology, as well as gas and energy. The organization seeks to challenge what is known and explore what is unknown, with target research areas of focus that include automated drilling, multiphase reservoir flow, and integrated marine environmental monitoring. Also of key interest are sustainable energy CO₂ capture and energy efficiency, as well as the ongoing development of Stavanger Centre for Innovation Research.

This Centre was established by the University of Stavanger and IRIS with the goal of being developed into a visible and internationally recognized research institution and to attain status as a National Center of Excellence. The Centre for Innovation Research seeks to generate discussion in the public domain open communication and a close relationship with governmental and private organizations, business and other R&D institutions.

Petroleum in Focus

Working with industry is extremely important to the petroleum-related research activities within IRIS, says Aina M. Berg, the Director of IRIS – Petroleum. The staff consists of highly motivated and skilled scientists and engineers. This has resulted in many significant results applied by the industry. IRIS –





Petroleum has several long term research programmes sponsored by the Research Council of Norway and the petroleum industry, especially within Drilling and Well Technology and Multiphase Reservoir Flow.

IRIS activities within Drilling and Well Technology include fundamental research regarding the drilling process, focusing on the areas of well flow and wellbore mechanics including risk management. IRIS's ambition is to be one of the most recognized international research institutes within automated drilling, including the achievement of remote control of the drilling process. Vital instruments towards this achievement is the Virtual Rig, a virtual R&D laboratory for drilling operations and the full scale testing facilities at Ullrigg Drilling and Well Centre.

Multiphase Reservoir Flow is another area where IRIS has high ambitions. The activities include R&D projects, laboratory experiments and field case studies with an emphasis on fundamental understanding of multiphase flow on pore-, reservoir-, and geology scale. IRIS has a long experience within methods for enhanced oil recovery, special core analysis, up scaling, reservoir model updating, and production optimization.

IRIS-Petroleum works not only with Norwegian companies and organizations, but on the international level as well, with special focus on activities in the USA

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(Texas), Russia, as well as in Europe regarding geological-related activities. With a view to the future, renewable energy and CO₂ storage in close coordination with the recently established Centre for Sustainable Energy is important areas for IRIS-Petroleum.

A View to the Future – The Centre for Sustainable Energy (CENSE)

One major focus point for IRIS is the area sustainable energy technology. This includes gas-based and renewable energy. Major emphasis will continue to be dedicated to bio fuels, especially biogas production and use, efficient integrated energy systems, CO₂ capture, wind energy applications in both on- and offshore installations and geothermal energy.

Energy represents one of the greatest challenges to society, indelibly linked to economic development and quality of life. Fossil fuels represent 80% of energy used at the present time, but this is changing – making the need greater than ever for energy solutions promoting sustainable

development. This is the background for an initiative pooling the collective expertise of IRIS and the University of Stavanger in the establishment of the Centre for Sustainable Energy.

The Research Centre's ambitious goals include conducting world class research and becoming a major provider of knowledge and technology. In addition, the already strong Stavanger energy cluster stands to gain from long-term, sustainable energy solutions and the training of a new generation of experts. One challenge regarding the development of any new energy solution is the commercialization process, and one main goal of the Research Centre will be to facilitate the successful transition from research to the marketplace.

Very importantly, the CENSE aims to act as a link between research and society, providing practical and technical information and guidance to governmental stakeholders and the general public. Demonstrating how practical solutions will actually benefit society will be one ongoing



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process taking place between the Centre for Sustainable Energy and the public at large.

A Question of Balance

IRIS and the University of Stavanger know that sustainable energy is not just about renewable energy, but about finding a balance of energy sources and consumption practices to meet the needs of society now and in the future. The lowering of carbon emissions stands central in this process, with the long-term goal being substantially lowering per capita carbon emissions as compared to current levels. A focus on this decarbonisation process will be central in the Research Centre's activities now and in the future.

This will require major advances in the development and use of renewable energy, major improvements in energy efficiency through the entire chain from production to end-use, and finally, major breakthroughs in decarbonisation of carbon fuels themselves. As stated in the IEA World Energy Outlook 2008, "The world's energy system is at a crossroads. Current global trends in energy supply and consumption are patently unsustainable – environmentally, economically and socially. But that can – and must – be altered; there's still time to change the road we're on." The Centre for Sustainable Energy is committed to doing its part in changing the energy road map.

Måltidets Hus features a number of facilities, including an 8,000 square meter research building custom made to support development of the food industry.

"Måltidets Hus" – The National Center of Industrial Gastronomy

Another important research focus area in the Stavanger Region is "Måltidets Hus" (The National Center of Industrial Gastronomy), a major project involving a number of organizations including NOFIMA Norconserv, the Culinary Institute of Norway, TINE FOU, EWOS Innovation and NCE Culinology. To be opened in 2009, Måltidets Hus will function as a venue for innovation – an arena not only for the region's R&D environment but also for industry experts, the food industry in general and the media.

Måltidets Hus features a number of facilities, including an 8,000 square metre research building custom made to support development of the food industry, including test kitchens and pilot plant for the upsizing of new products; analytical Laboratories for chemical, microbial and sensorial analysis; facilities for analysis and documentation related to the packaging closure, heat and process parameters; auditorium, meeting rooms, canteen coffee bars, guest offices, cafeteria, and a state of the art culinary kitchen with

a cooking "theatre", VIP restaurant and offices.

The expertise is impressive in the Måltidets Hus, with main areas of competence including consumer behaviour, product development, processing, packaging, durability, meal solutions and the art of culinology as a profession. On an industry level, services and information are available related to the industry network, the structure of the industry, use of events and festivals as part of the food industry, and project management, to name a few areas of activity.

In addition to the core partners in the "Måltidets Hus" project mentioned about, the best of the Stavanger Region within the food industry is represented with companies and organizations that include Ewos Innovation, Stiftelsen Norsk Matkultur, Norske Kokkemesteres Landsforening, Gladmat AS, Blue Planet/ Biomarin Vekst, Bioforsk Vest, Enforme AS and O. Drøpping. More information regarding "Måltidets Hus" will be available on the website www.maaltid.com during 2009.



© Måltidets Hus



AKER SOLUTIONS ASA
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Aker Solutions is a leading global provider of engineering and construction services, technology products and integrated solutions. The business within Aker Solutions comprises several industries, including oil and gas, refining and chemicals, mining and metals and power generation. With over NOK 58 billion in revenue and approximately 33,000 employees in nearly 30 countries, the company's impact is truly global.

33,000 Reasons why Aker Solutions is Thriving

From the urgency of energy delivery to the ongoing need for reliable industrial processes, the worldwide demand for engineering has never been greater. Aker Solutions delivers on this demand thanks to a team 33,000 strong. Together they design, develop and deploy comprehensive industrial solutions for their customers.

The expertise and innovation of Aker Solutions' people are exceeded only by their drive to deliver. Customers have been counting on this combination of ability and attitude for more than 150 years. Today, Aker Solutions continues to meet some of the world's most critical engineering challenges.

The mission is crystal clear: to provide services that are expert and reliable and that earn the trust of world-class customers, time after time. This is achieved thanks entirely to the people, 33,000 of the very best reasons for working with Aker Solutions.

Competence & People Development Profile

Aker Solutions is an international company with a vision to be the preferred partner as well as the preferred employer. At Aker Solutions employees have the opportunity to develop on the job, through challenging tasks, coaching and training. It is therefore not a coincidence that the company has been repeatedly ranked as one of the most attractive employers in Norway.

Aker Solutions is continuously searching for talent that can further develop the company's success. The company offers the right opportunities for people with the right attitude, global positions, world class challenges and professional growth.

Aker Solutions' International Trainee Programme

Aker Solutions' international trainee programme is an intensive two year 'on-the-job' learning experience, consisting of three assignments covering different businesses and geographies within the company. The programme's focus is to expose recent graduates to a range of roles, to broaden their experiences and to provide guidance through their first professional steps.

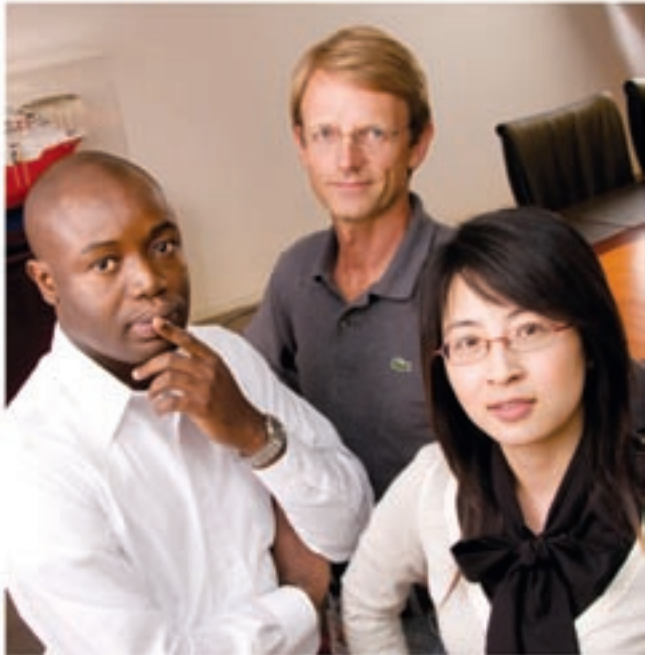
Upon successful completion of the programme, trainees are encouraged to further develop their skills in a fulfilling and long-term career with Aker Solutions.

"In business, it's all about exploring opportunities.

Pursuing a better career is no different. In Aker

Solutions, the trainee programme provides you this opportunity – to rediscover your talent while sharpening your professional skills and competencies. Your professional journey begins here." Way Meng How, Malaysia (First assignment in Stavanger, Norway)





Our vision is to be the preferred partner for solutions in the energy and process industries through living our values.

For more information and career opportunities - visit our website
www.akersolutions.com/www.notteknekker.no





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Unveiled by King Haakon VII in 1937, Stavanger Airport Sola, Norway's oldest civil airport, today handles close to four million passengers a year. The numbers of travellers using the airport has been growing to new heights and this trend has continued into 2009. Only Oslo Airport Gardermoen processes more business travellers and hosts more international flights.

The CAT II Landing System

Blessed with a 2,500 metre by 60 metre runway, Stavanger Airport Sola accommodates all types of passenger aircraft. Avinor has just completed construction of a CAT II landing system at the airport, enabling aircraft to land with only a 300 metre horizontal visual. Elsewhere in Norway, only Gardermoen can boast such a state-of-the-art ILS.

Investment Programme

An ongoing investment programme aims to deliver an even more impressive air and landside infrastructure to enhance the capabilities and services on offer. Improvements due for completion between 2008 and 2013 include further extensions to the domestic and international areas, new parking facilities and an airport hotel. In addition, the community is working hard to have an operational subway within the same time period.

Fresh Airline Routes

The next challenge for Stavanger Airport Sola is to ensure that fresh airline routes are added to its network. With the investments and plans to construct an LCC-orientated terminal underline, the airport as always reacts quickly and appropriately to the needs of its customers. Avinor actively seeks opportunities that will bring more visitors to the region.

Forum for Development

Stavanger Airport Sola constantly makes an effort in assisting the airlines with thorough information about the needs of business, planned expansions, building projects, expected work immigration etc., including the plans for further progress of the tourism industry.

In this perspective Avinor has taken the initiative for a forum for route development. The idea behind this project is to serve the airlines with documentation for whatever they need as a basis for making decisions. The first seminar was held in May 2008 and mayors and leaders from nearly 30 municipals and enterprises participated.

Pulsating Region

The airport is confident about its future prospects, including those of the City of Stavanger and the wider region of Rogaland. The profile of Stavanger, due to its being the European Capital of Culture for 2008, is higher than ever. The city boasts a strong catchment area, many globally significant businesses, oil and gas related especially, and beautiful scenery. This region hosts more than 40 national and international conferences and 70 festivals throughout the year. Few locations anywhere in Norway or Scandinavia hold such promise.



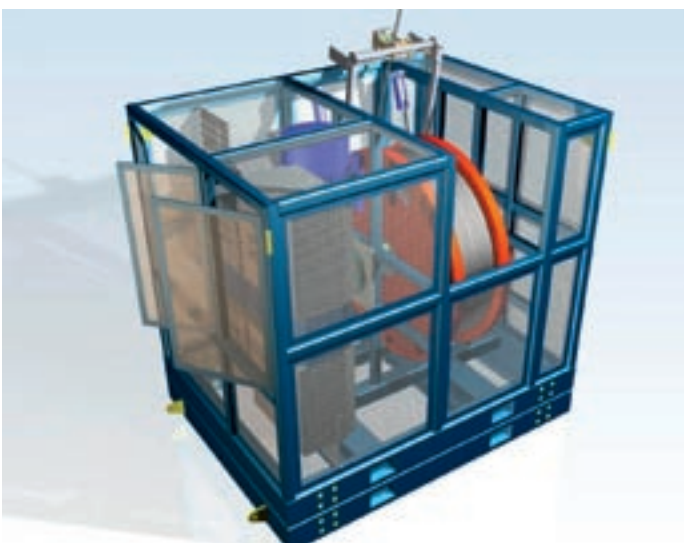
Direct routes from Stavanger



Stavanger Airport Sola – your gateway to the rest of the world!

Find out which airlines are flying where from our international airport at www.avinor.no/lufthavn/stavanger. Have a good journey!





BMS DAVINCI AS
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A member of the BMS group of companies, BMS Davinci is located in Bryne, approximately 35 kilometres south of Stavanger in Norway. The company's vision is to expand in the competitive offshore and marine market by offering the best custom designed winches and lifting products on the market. BMS Davinci produces tailor made hydraulic and electrical driven CTUW (constant tension umbilical winches) and AHCUW (active heave compensated umbilical winches).

High Quality Standard Winches

Traditionally, BMS Davinci supplies various markets with the well known Bryne winch in standard sizes from 2 to 12 tonnes. Based on cast steel rigid frames and a choice of high quality materials, the products have earned an excellent reputation throughout the industry for outstanding reliability, performance and long life. It is not unusual for the company's products to be used daily for more than 10 to 15 years.

Electrical & Hydraulic Tailored Umbilical Winches

Following strategic decisions related to expansion and product development over the years BMS Davinci has broadened its ability to serve additional offshore and marine markets. The company combines traditional, high quality products and knowledge with the latest technology in handling critical operations in harsh offshore conditions. Within market area EPU (Electric Powered

Units) BMS Davinci has a strong position, together with daughter company Ace Technology AS. Based on world leading AC drive equipment from Japanese Yaskawa electric, the company manufactures EExde drives to open up hoist solutions for both hazardous and safe area. Designed with European ATEX standards in mind, BMS Davinci solves hazardous area zone 1 and 2 hoisting challenges. In a stand alone winch module, the EPU-based winches can handle both large and small loads (1 to 50 tonnes) and can be synchronized together with multiple motor lines as needed. Winches can be designed for constant tension or active heave. Integrated into any given HMI environment, the company produces unparalleled functionality.

During the last three years BMS Davinci has delivered several electrical and hydraulic specially tailored umbilical winches for seismic and other off-shore activities. Together with Ace Technology, it has provided complete packages including radio or frequency remote control systems.

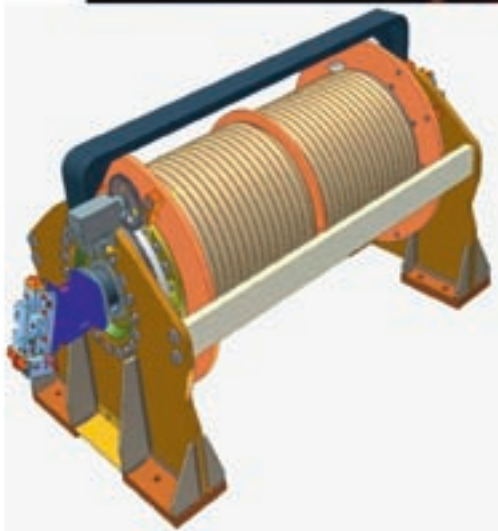
Lifting Products Supplied Globally

BMS Davinci's customer references include primarily shipyards and international oil and offshore-related companies. Based on their satisfying experience, most customers have repeatedly made new orders. Besides the company's home markets in Scandinavia and Europe, its products are in operation in China, the Middle East, Australia and the Americas. Generally, the company is familiar with climate and environmental challenges linked with tropical as well as arctic conditions.

Further expansion plans include new facilities, which will become available in the middle of 2009. In addition to spacious office facilities, the new workshop will cover 3,000 square metres. Production of the standard winches will be even more efficient, and, in particular, larger projects will be completed more quickly and easily.



Davinci looks into the future.
With unrivalled competence we
are focused on supporting our
Clients in Subsea Operations





DONG energy

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DONG Energy is one of northern Europe's leading energy groups. The company is headquartered in Denmark and its business is based on procuring, producing, distributing, trading and selling energy and related products in northern Europe. The company delivered revenue of DKK 41.6 billion in 2007 (approximately EUR 5.6 billion or USD 8.3 billion). DONG Energy has more than 5,000 employees.

Exploration & Production

- Providing natural gas at a competitive price through exploration and production
- Participation in approximately 55 exploration and appraisal licenses for natural gas and oil
- 10 % interest in the Norwegian Ormen Lange gas field
- Target is for own production of natural gas to represent 30% of the total sales volume
- Operation of the oil pipe from the Gorm E field to the crude oil terminal in Fredericia
- Activities in Denmark, Norway, UK, the Faroes and Greenland

Exploration & Production in Norway

DONG E&P Norge is a subsidiary in the DONG Energy group of companies with considerable activities on the Norwegian Continental Shelf. Its Stavanger office has 65 employees and a turnover of about NOK 5 billion.

DONG E&P Norge is a licensee in more than 30 licences. The company is the operator of several of these licenses, and has recently drilled several wells with encouraging results. The Trym and Oselvar discoveries are under development with expected production start in 2010 and 2011 respectively.

DONG E&P Norge is a partner in six producing oil and gas fields on the Norwegian Shelf: Ormen Lange, Ula, Gyda, Tambar, Glitne and Enoch. It also participates in the development of other fields and licenses on the NCS.

Power & Heat Production

- Production of energy from efficient power plants and renewable energy sources
- Construction, operation and maintenance of power plants and sale of electricity on the North European electricity market exchanges
- Market leadership in clean coal technology and construction and operation of offshore wind farms
- Production capacity of 5.7 GW in thermal power plants and 0.9 GW in renewable energy

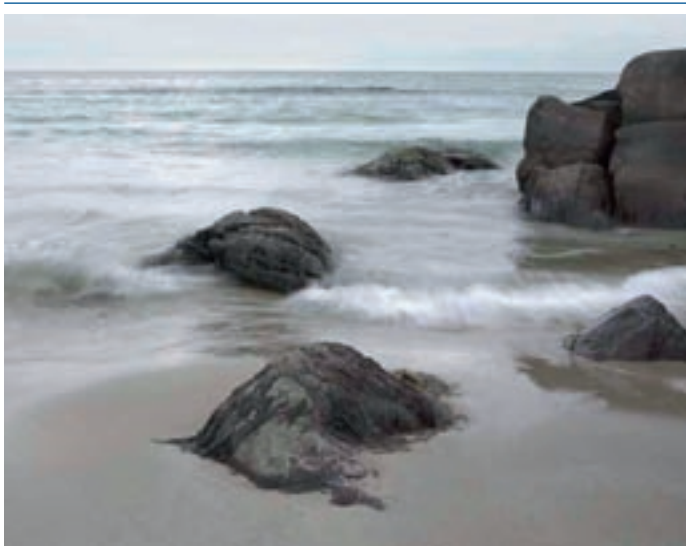


Distribution

- Operation of electricity and gas distribution networks and gas storage facilities in Denmark
- 970,000 customer connections to DONG Energy's electricity distribution grid in North Zealand, Copenhagen and Frederiksberg
- 119,000 customer connections to the natural gas network in the southern part of Jutland and Southern and Western Zealand
- Operation and maintenance of natural gas storage at Stenlille on Zealand

Markets

- Product development and sale of electricity, natural gas and related products to more than 1 million customers in Denmark, Sweden, Germany and Holland
- Ownership of gas pipes in the North Sea and those connecting Denmark with the European gas infrastructure
- Optimization of the energy port folio across the business units
- Trade on the international energy exchanges



IRIS

International Research Institute of Stavanger

INTERNATIONAL RESEARCH INSTITUTE OF STAVANGER (IRIS)

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IRIS is a medium-sized, non-profit independent research organization in Norway, counting 240 employees.

Commitment

IRIS is a provider of research, knowledge and solutions. Through quality, responsibility and the ability to act and deliver, the institute develops knowledge and contributes to solving challenges within society and problems presented by customers. IRIS' ability to work in very close connection with industrial partners enables it to have a real, "hands-on" perception of real-life problems.

The institute's research fields are petroleum, gas and energy, marine environment, the social sciences and business development. IRIS' diversity enables a multidisciplinary approach for seeking solutions to complex challenges.

IRIS Main Research Areas

- Automated drilling
- Multiphase reservoir flow
- Integrated marine environmental monitoring

Unique, in-house experimental facilities are available to support IRIS' wide-ranging research activities. Ullrigg is a full-scale offshore type drilling rig. Akvamiljø is a unique laboratory for testing and monitoring the biological effects of pollution in the marine environment. Risavika Gas Centre is a large-scale test site for natural gas and CO₂-capture technologies.

IRIS Petroleum

IRIS Petroleum is today an internationally recognized research environment with regards to drilling and well technology, multiphase reservoir flow and exploration.

Within drilling and well technology automated drilling, decision support, quantitative risk management, new drilling concepts and full scale testing are the key activities of IRIS Petroleum.

For multiphase reservoir flow, the keywords are: enhanced oil recovery, special core analysis, pore scale modelling, upscaling of reservoir properties, production optimization and history matching.

IRIS Biomiljø

IRIS Biomiljø develops integrated environmental monitoring solutions for marine operations (offshore and coast), providing real-time monitoring. Specializing in the study of biological effect markers and diagnostic methods, which can provide an early warning of potentially harmful effects to the environment, biological effect markers are applied in new geographical areas, including the Arctic and deep sea.

Other research areas include ecotoxicology, environmental risk assessment, oil biodegradation, microbial improved oil recovery and applied biotechnology.

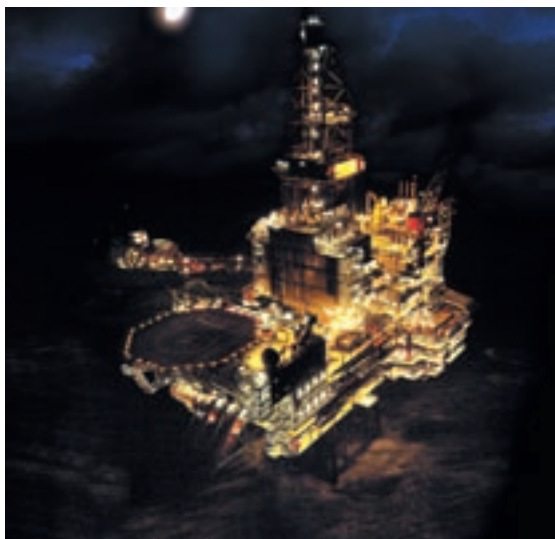
Sustainable Energy

Together with the University of Stavanger, IRIS is establishing a research centre on sustainable energy solutions. Its ambition is to contribute to the transfer of experience and expertise within the petroleum cluster in Stavanger, to long-term sustainable energy solutions and the training of a new generation. Research areas in the centre will be renewable energy, energy efficiency, GHG emission reduction and energy policy.

Commercialization

IRIS is experienced in leading processes from their conception stage to fully commercialized products. The commercialization of research results is a major objective for IRIS. Several spin-off companies have been successfully established, and new companies are being developed.

Any profit derived from the sale of these companies goes straight back into IRIS research.



ExxonMobil

EXXONMOBIL

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Website: www.exxonmobil.no/www.exxonmobil.com

ExxonMobil in Norway includes several companies: Esso Norge AS, ExxonMobil Exploration and Production Norway AS, and ExxonMobil Production Norway Inc. – all of which are affiliates of ExxonMobil Corporation in the USA. Here the term ExxonMobil is used when referring to the companies' activities in Norway.

About the Company

The company has its headquarters at Forus in Sandnes municipality, where all offshore exploration and production activities are coordinated. ExxonMobil's marketing activities are operated from the Skøyen office in Oslo, while the refinery is located at Slagentangen near Tønsberg. The total number of employees in the company is around 860.

ExxonMobil in Norway produces 10% of the total Norwegian oil and gas production, and it also contributes with 10% of the total ExxonMobil production worldwide – the world's largest publicly traded international oil and gas company. Worldwide the company has 14,000 scientists and engineers, working hard to develop technology that improves energy efficiency – to find better, safer and cleaner ways to deliver the energy the world needs. In Norway the company has the opportunity to share this technological and scientific strength and expertise.

Provide Energy, Protect the Environment – a Dual Challenge for Everyone

It lights people's homes, fuels transportation and powers the industries. Energy plays a crucial role in driving the world's economy. So there's a dual challenge: provide the increasing amounts of energy the world needs to prosper and reduce poverty, but do it in ways that lessen environmental impact.

Initiatives

- Improving energy efficiency at the company's facilities resulting in CO₂ emissions reduction of about 5 million metric tonnes in 2007 from steps taken in 2006 and 2007
- Continuing to support the Global Climate and Energy Project (GCEP) at Stanford University – a research effort to identify technologies that can meet energy demand with reduced greenhouse gas emissions
- Developed a new generation lithium-ion battery materials used in hybrid and electric vehicles, expected to improve power, capacity and safety



the challenge to supply tomorrow's energy is real. technology gives us more options.

Meeting future energy demand will take more than just oil. We'll need to tap every practical source of energy: from natural gas and coal to nuclear and renewables. But whatever source, we'll need technology to help us use it as efficiently and cleanly as possible.

About one quarter of the world's recoverable oil has been used to date. Much of the remainder is found in harsh environments, deep water or highly complex rock formations. New technologies will help us find, retrieve, deliver and use these supplies safely and in an environmentally responsible manner. That's why we're investing about €80 billion (\$125 billion) over the next five years in new energy development and technologies.

The story continues at
www.exxonmobil.com



ExxonMobil

Taking on the world's toughest energy challenges.™



FORUS BUSINESS PARK LTD.
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E-mail: post@forus.no • Website: www.forus.no

Forus Business Park Ltd. is responsible for the development, preparation and sale of sites zoned for business and industrial purposes in the Stavanger region. The company offers industrial sites at Forus and Gjesdal, plus office premises at Ullandhaug. Most of its activities are at Forus. The business park at Forus is one of Norway's largest business parks, established to meet the demands and wishes of trade and industry in the Stavanger region.

Forus – A Leading Business Park

Strategically located on the south western coast of Norway, Forus Business Park has developed into an international hub for business activity. More than 1,200 businesses have set up business in Forus, providing jobs for more than 25,000 people.

Norway's largest petro-maritime cluster is situated in this centre of business and industry in the Stavanger Region. Energy companies and subcontractors are predominant at Forus – StatoilHydro's headquarters, Exxon Mobile's European headquarters and larger service companies such as Subsea7, Aibel and Sørco are located there, as well as several consultancy companies, lawyer firms, recruiting agencies and IT companies.

The financial services industry is also well represented at Forus. Norwegian banks DnB NOR and Sandnes Sparebank are established there, and the region's largest bank, Sparebank 1 SR-Bank is planning a new building at Forus. Forus Business Park has a significant number of stores – there are furniture stores like IKEA, shopping centres, electronic stores, suppliers of white goods and building materials and car dealerships.

Business & Industry's Intersection

Forus Business Park is in close proximity to Stavanger's Sola Airport, which has direct international flights to cities such as London, Paris, Amsterdam and Copenhagen. The park is also strategically located with close connections to the Stavanger, Sandnes and Risavik harbours as well as the railroad.

The E39 motorway goes through the area and there are good bus services in and out of the Forus area. An urban railway going from Stavanger city centre to Forus and further on to the airport, with a possible extension to Risavik harbour, is being planned.

Gjesdal – Tailor-made for Industry, Warehouse & Transport Operations

Gjesdal Business Park AS offers a total of nearly 10 acres of regulated space at Skurve, which is 30 kilometres south of Stavanger along the E39 motorway. The location is adapted to industry, warehouse, transport and logistics operations. Today, about 400 people work at Gjesdal Business Park.

Do you want establish your company in the Stavanger region?

Stavanger • Photo: Magnus Larsen

Forus

One of Norway's leading business parks.



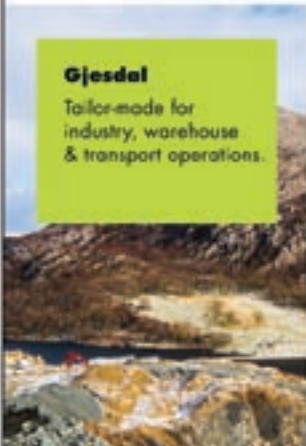
ipark

Brings together good ideas and an active commercial and R&D milieu.



Gjesdal

Tailor-made for industry, warehouse & transport operations.



For more information: www.forus.no • www.gjesdal-skurve.no • www.ipark.no





GRUNNSTEINEN AS
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Grunnsteinen AS is one of the leading property developers in the Stavanger region. The company owns properties in several of the most attractive areas in the region in addition to buildings designed for industry, business and office activities. When companies are established, Grunnsteinen is able to arrange everything from the localization of the right property to regulation, construction and all paperwork concerns. Everything takes place in close collaboration and in dialogue with all involved partners.

The Right Localization & the Right Building

Whether companies are set to be based in existing buildings or to be built from scratch, Grunnsteinen produces tailor-made solutions that suit each individual company's requirements. Grunnsteinen also works to put tenants together with companies that suit their needs and can thus make use of each other. Customers can either buy vacant plots, allow Grunnsteinen to construct, or rent premises in existing buildings.

Organization & Collaboration

Those who wish their projects to succeed need to do more than simply get hold of property. A holistic approach covering every angle is essential. For this reason, Grunnsteinen takes care of the entire value chain internally. This includes everything from identifying and acquiring attractive properties, to expertise in regard to regulations, project development, finance, construction leadership and architecture. Grunnsteinen has a staff with extensive experience as well as partners with their own experience within architecture, contractor

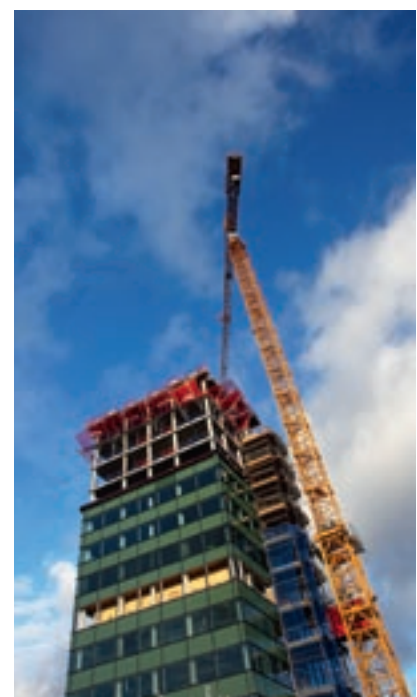
enterprises and other specialized fields – quality and projects goals are key success criteria.

Grunnsteinen AS emphasizes the importance of mutual collaboration in projects, and are continually searching for new and appropriate project partners. Grunnsteinen is locally owned by employees, as well as its largest owner, the investing company Stybjørn AS, which allow it good long term prospects for further initiatives.

Society & the Larger Picture

Grunnsteinen AS is based in Bryne, Norway, and has projects in Southern Norway and Germany. Its scope is extensive: from industry to shopping centres, housing projects and cabins in the mountains or by the sea. Grunnsteinen is also involved in the development of Forum Jæren, a new district of Bryne based on industry, education and culture. Forum Jæren includes, amongst other things, an 18 floor office building located by the railway station, which gives easy access to the rest of the region.

When Grunnsteinen develops an area, emphasis is placed on seeing it in a bigger context, both in relation to the larger plans and those undertaken at local and regional levels. Infrastructure and future requirements are always taken into consideration when projects are developed.





grunnsteinen
www.grunnsteinen.no • post@grunnsteinen.no
phone: +47 51 48 07 00

Your property provider

Industry, office, trade, rental or sale

Grunnsteinen owns and provides attractive properties in the Stavanger region. Competent personell and years of experience have given us the needed expertise in developing property projects from start to finish. Either to develop new properties or provide existing properties, Grunnsteinen will make it easy for you. We will handle the needed paperwork and develop the locations to your needs.



HINNA PARK AS
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 Website: www.hinna-park.no

Hinna Park aims to be one of Scandinavia’s most varied and exciting business and residential areas. In addition, the area will contribute strongly to regional development and cultural variety. Already, some 40,000 square metre office space and 600 apartments are being built, in addition to a state-of-the-art football stadium and Stadionparken Shopping Centre.

The Importance of Being Close

At a time when distance is no longer a barrier to the exchange of information the value of physical nearness is often overlooked. Hinna Park believes that nearness is important – it creates an environment, facilitating cross fertilization, development and networking. Many attempts have been made to explain why Silicon Valley became Silicon Valley, but physical nearness between innovative and strong development environments is perhaps the most important reason.

Transformation isn’t about buildings, but the people who bring them to life. Hinna Park therefore feels that the people who would want to buy or rent a place to live at Hinna Park are young – regardless of age. They are open and inquisitive, vibrant and willing to exploit the possibilities, which the Hinna Park area has to offer.

A Stimulating Environment

Hinna Park aims to be stimulating to development and growth by being:

- Located by the sea
- An urban community surrounded by parks
- Stimulating to personal wellness
- Stimulating to development and growth

- A highly advanced and attractive environment
- A centre for knowledge-driven businesses

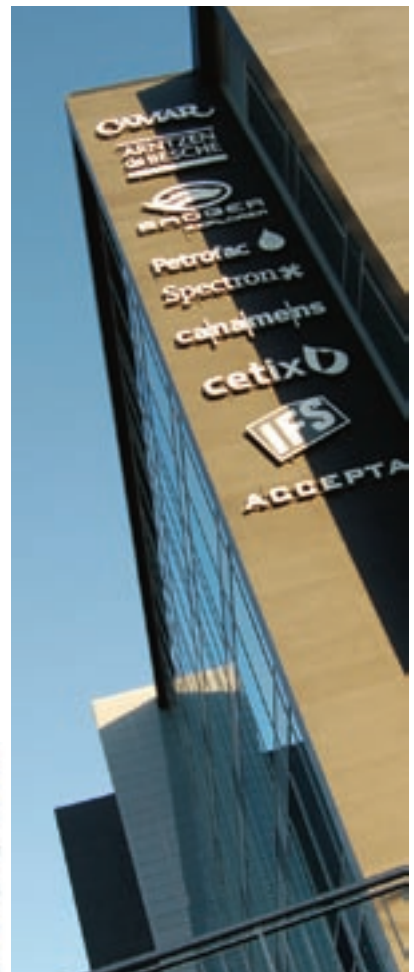
The park is host to:

- Technologically advanced companies
- Educational organizations
- Dynamic surroundings
- Environmental and innovative design

In addition, Hinna Park provides facilities including:

- Modern architecture
- Concerts and events
- Conference centre
- Dining and shopping
- Schools and childcare facilities
- Private marinas
- Cutting-edge data infrastructure
- Outsourcing facilities
- First class public transportation

Companies in Hinna Park





The most ambitious transformation project in Scandinavia!

Office space in new buildings available in 2010



At Hinna Park you don't just buy a house or rent office facilities, you are also offered a quality of life, which includes closeness to the sea and outstanding nature, a varied selection of services, and neighbours who contribute to the creation of an attractive new suburb.

Hinna Park, Jättåvågen 10, 4020 Stavanger Phone +47 51 95 73 00 www.hinna-park.no



HINNA PARK



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INERG provides consultants, in-house engineering and project management services to the oil and gas, renewable energy and aquaculture industries. Consultants are supplied within all traditional engineering disciplines, construction, drilling, geology/geophysics, petroleum engineering and IT. In addition, it acts as an agent for engineering and construction work from Norway to India and the Middle East. INERG has entered into cooperative efforts with, and acts as local representative for, one of India's largest engineering and construction companies. INERG is led by personnel with long and extensive experience from the offshore industry. Experience both from the client's and contractor's side gives the company broad and unique knowledge of its clients' needs so as to be able to provide reliable service.

About the Company

INERG's main business is to provide consultants, engineering services and project management to the global oil and gas industry. In addition, INERG provides engineering services and project

management to the aquaculture and renewable energy industries. The company supports inventors within renewable energy by providing access to design and engineering within our low cost region offices. The company also supports small-scale renewable energy projects

with project management and by acting as a research liaison. In order to serve the oil and gas industry with specialist know-how, INERG has established business relations with companies in the consultancy services in India and South America.





We shall support you in getting there

Whatever your budget

Wherever your destination

Provider of Engineers and Engineering
Services spanning all disciplines.

INERG has developed and is in the process of further developing even better cooperation with partners who have a vast experience in big and small EPCI (Engineering Procurement, Construction Installation) projects for the offshore and marine sectors. These companies have the available capacity to undertake 600,000 engineering man hours a year and to produce up to 3,000 metric tonnes of structural steel a month. The range of experience covers all phases from conceptual study to EPCI deliveries. The experience achieved in INERG's relations with Indian companies has made it possible for the company to begin its expansion into other markets in the oil and gas industry such as Venezuela, Colombia, Mexico, Brazil, Argentina and other Latin American countries.

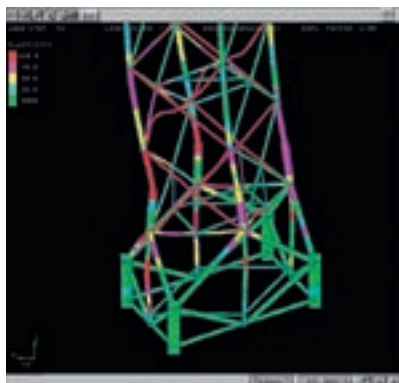
INERG's consultancy database in combination with resources within the organizations of cooperating companies provides a broad resource of engineering specialists also available for its in-house

projects. The company utilizes state-of-the-art communications over the Internet to facilitate collaboration without having to move people. This provides INERG and its clients with both cost reductions and a reduced hydrocarbon footprint. This is achieved using SaaS based systems for communication and project management in combination with data storage and backups on in-house servers. Customer access to the INERG SaaS based systems are platform

independent and any combination of browser and operating system can be used.

Core Activities

- Human resources, consultants and staff requirement
- Multi and single discipline engineering
- Oil and gas field development studies
- Project management services
- 2D and 3D cad modelling services
- Animation/visualization services





IPARK AS
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 E-mail: post@ipark.no • Website: www.ipark.no

Ipark is located in Stavanger and forms a part of the knowledge community concentrated in the city's Ullandhaug campus. Important partners there include the International Research Institute of Stavanger (IRIS) and the University of Stavanger (UiS).

Ipark's job is to help to run ideas into start-up companies faster and more securely. By delivering developmental power to innovative enterprises in an early growth phase, Ipark can contribute to entrepreneurship and value creation based on good concepts, research results, and advanced products and services.

Innovation & Creativity

Innovation and creativity have always been important elements in the economy of the Stavanger region. With the creation of Ipark as Norway's first-ever science park in 1993, the city of Stavanger made a clear commitment to promoting new companies. The aim was to provide the best frame conditions for new concepts and smart ideas in order to turn them into viable enterprises.

Located around four kilometres from Stavanger, Ipark to-day currently hosts almost 140 companies with very varied backgrounds with around 800 employees. This is a centre for innovation, not only regionally but also nationwide.

The Incubator Department

Ipark's incubator department is responsible for helping to hatch out new commercial ideas and bring them into profitable operation. It offers support in the early phases as well as the further development of the new company.

Customers can also get help with the very important job of securing capital and their first customers, as well as partners and alliances to develop the potential of their companies.

Ipark's incubator is located in a separate building on the site. Start-ups here originate with university graduates, university researchers, companies looking for spin-offs, individual entrepreneurs, inventors and people who want to develop an idea from their present workplace.

Precubator TTO

Existing research-based ideas get special follow-up at a very early stage in the process through the Precubator TTO. Owned by UiS,

IRIS, The Stavanger University Hospital, Nofima Norconserv and Ipark, the regional technology transfer office is a neutral body for commercializing research ideas with commercial potential, which are administered, developed and strengthened here.

Ipark Eiendom AS

Ipark offers premises and operational services through Ipark Eiendom AS. Common facilities are available, such as reception and switchboard services, a canteen and gym, as well as an auditorium with space for 96 people and common parking facilities.

In the Ullandhaug area, several leading companies and institutions are established, amongst them IRIS, SINTEF, Stavanger University, the Petroleum Directorate and NRK, as well as parts of the public policy system such as Innovation Norway, the Stavanger Region Industrial and Commercial Development, and Skape.no







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Website: www.knutsenoas.com

Knutsen OAS Shipping AS is a fully integrated ship owning company located in Haugesund, Norway. During 2009, the company will operate 39 ships, with 11 ships under construction. To meet future requirements and provide first-class services, the company has focused on advanced technology and innovative and environmentally friendly solutions.

Innovation & Technology Focus

Presently, Knutsen OAS Shipping is operating within the tanker segment in the following areas:

- Offshore loading and crude oil transport
- Products
- Chemicals
- Liquefied natural gas (LNG)

Since the mid-1980s Knutsen OAS Shipping AS has evolved into a leading ship owning company within offshore oil loading. All offshore loading shuttle tankers have a dynamic positioning system, which has given the company experienced crew with special skills to handle advanced operations. The experience has improved operations with focus on safety and using the latest market technology.

The transport of natural gas is another important focus. LNG experience, combined with long-term experience in offshore loading, products and ice operations, will be developed in order to provide high-standard marine transport services – as shipping expands into new sectors where issues of environmental significance represent increasingly greater challenges and opportunities.

Technology, Safety & Environment

Knutsen OAS Shipping's technological and advanced shipping services focuses have resulted in new innovations for the handling of volatile organic compounds (KVOC[®]), ballast water treatment and a new innovative method for marine transport of pressurized natural gas (PNG[®]).

Knutsen VOC Technology – KVOC[®]

KVOC[®] is a new cost-efficient method to limit VOC emissions during loading and transport of volatile cargoes such as crude oil, and has been installed on owned and other shipowning company's ships. Besides reducing air emissions, the KVOC[®] installation also reduces H₂S release from cargo – an increasing challenge representing a hazard to the environment, the ship itself and to human health. KVOC[®] is commercially available to other operators.

Ballast Water Technology

Within the next few years ballast water treatment will become more important, and strict requirements are now

imposed to minimize the transfer of harmful aquatic organisms and pathogens. Knutsen OAS Shipping has ambitions to implement its own ballast water treatment technology.

PNG[®] – New & Innovative Natural Gas Transport

PNG[®] (Pressurized Natural Gas) is a new transport solution for marine transport of natural gas, developed by Knutsen OAS Shipping in cooperation with German pipe manufacturer Europipe GmbH and Det Norske Veritas. It has passed all qualification requirements stipulated by the classification society and is now approved, ready for implementation.

PNG[®] will open for new transport alternatives and is particularly suitable for offshore loading for direct transport to the market. A PNG[®] solution will provide the gas industry with

new opportunities beyond conventional pipeline transport and LNG. Knutsen OAS Shipping's ambition is to become a world leader in technology for the marine transport of pressurized natural gas and to perform direct offshore loading of natural gas from offshore fields.





MICAMS® Frame from EU Craft Project.



PARKER MARITIME AS
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 E-mail: post@parkermaritime.no
 Website: www.parkermaritime.no

With annual sales exceeding USD12 billion, Parker Hannifin is the world's leading diversified manufacturer of motion and control technologies and systems, providing precision-engineered solutions for a wide variety of mobile, industrial and aerospace markets. Approximately 62,000 employees in 48 countries deliver value in an ethical manner to customers, shareholders and to the communities in which the company operates.

Parker Maritime AS, formerly Blom Maritime AS, became a part of the Parker Hannifin Corp in 2007. Parker Maritime is a Norwegian company providing a wide range of services including Subsea Metrology, dimensional control onshore and offshore, vessel and ROV gyro and attitude verifications and GPS "health checks", as well as maritime services like seabed mapping and our product Position Monitoring System – BlomPMS™ for shuttle tankers.

Parker Maritime operates world wide and has oil, construction and operating companies, as well as service companies as clients.

Parker's Win Strategy focuses employees on financial performance, customer service and profitable growth, ensuring the continue success of the company.

Parker Technology & Products

Some of Parker's technology and products include:

SICAMS® – cost effective subsea metrology. Parker developed an enhanced photogrammetry system - **Single Camera Metrology System (SICAMS®)**. SICAMS® uses images as input and gives 3D co-ordinates, for artificial marked points or natural points found on the structures, as output. SICAMS® was

developed to conduct Subsea metrology work to achieve a cost-saving operation by improving processing time and retaining quality – and is frequently combined with other instrumentation, such as inclinometers and depth-sensors to obtain actual verticality and horizontality of the structures surveyed.

MICAMS® – Multi Camera Metrology System, based on a concept where multiple cameras and a laser dot projector mounted into a frame. The laser projected dots are acquired by the cameras simultaneously. The 3D coordinates of the dots projected onto the surveyed structure can then be calculated; resulting in a point cloud of a few hundred up to several thousand points representing the surface of the object.

BlomPMS™ – The Blom **P**osition **M**onitoring **S**ystem, a standalone vessel position surveillance system and includes option for crude-oil flow monitoring, mainly used by shuttle tankers and support vessels thereto, and which also functions as a position system and alarm generator.

Dynamic attitude verification

Attitude Control Pitch, Roll and Heading
 Parker developed a four antenna GPS attitude

verification system, AttConPRH, in collaboration with the Hydrographic Service of the Norwegian Mapping Authority (NHS) with background in our clients' requests. AttConPRH is designed for doing dynamic vessel attitude sensor verification. This system enables a complete verification of the vessel sensors during realistic movements of the vessel.

The full list of Parker products and services covers:

- Dimensional Control
- Machinery Alignment
- Subsea Metrology
- 3D Scanning
- Gyro Calibration and DPGS Control
- Seabed Survey
- Position Monitoring Systems
- Remote Position Monitoring Systems
- Software – SC4W, 3D calculation software
- Targets for Total Station



Marking of Structure.



LYSE ENERGI AS
 Breiflåtveien 18 • Mariero
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 Website: www.lyse.no

Lyse seeks to be an innovative, socially aware and customer-oriented energy and telecommunications company. The company’s business areas include the construction and operation of infrastructure, as well as production and sale of energy and telecom products. The company has approximately 120,000 energy customers, 150,000 broadband customers (including partners) and an annual turnover of NOK 3.3 billion. Lyse is based in Stavanger, and is owned by 16 municipal authorities in Southern Rogaland County. Lyse’s shareholders have a long-term, industrial perspective for the development of the group.

Vision

Lyse seeks to simplify its customers’ everyday activities by offering useful, safe and future-oriented products and services.

The Natural Way

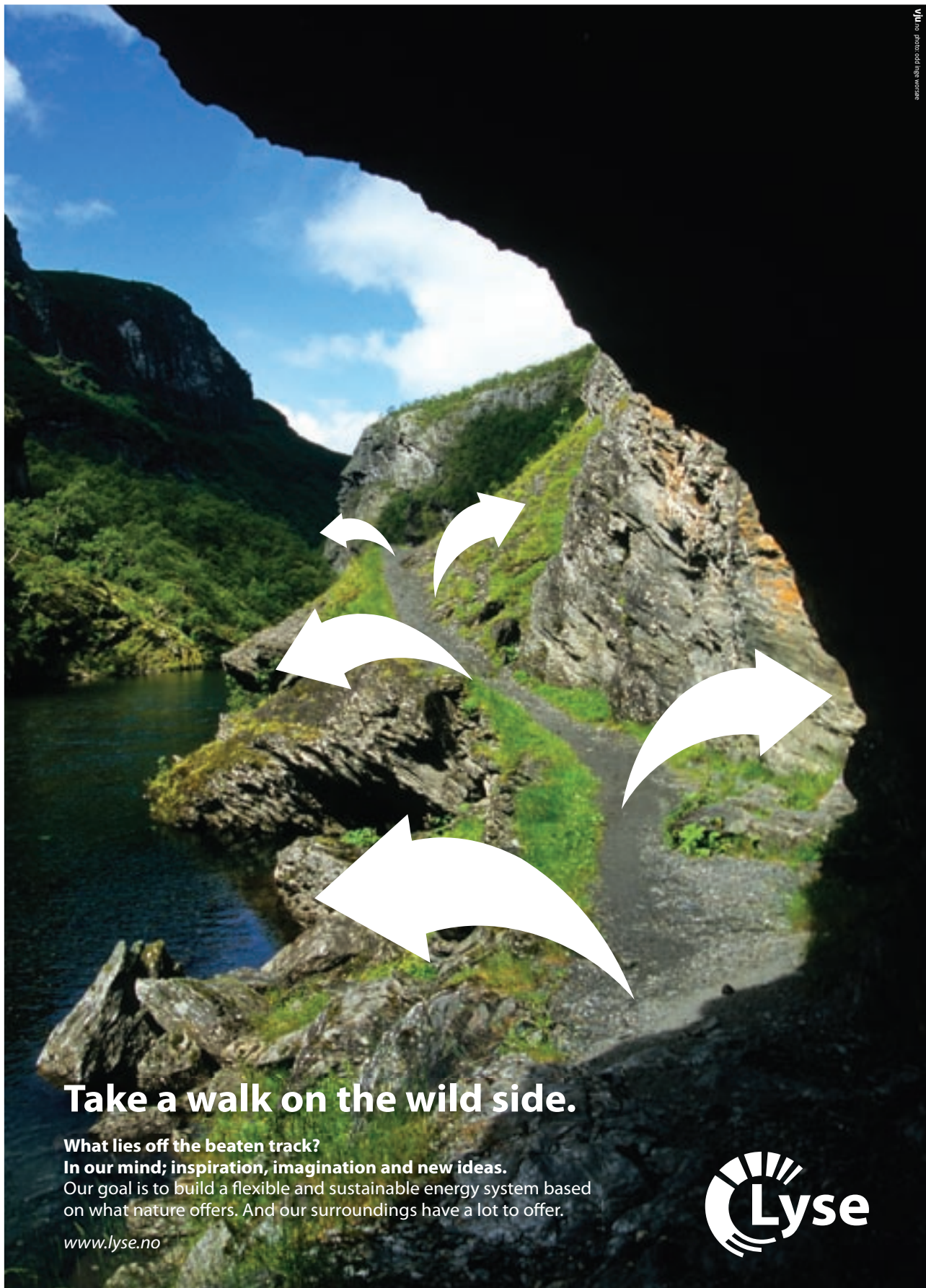
Lyse Energi’s ambition is to build a flexible and sustainable energy system based on the efficient utilization and distribution of what nature has to offer. Lyse has invested in renewable energy solutions within wind power, hydropower, natural gas and district heating. The main focus areas going forward are:

- **Wind Energy** – Clean wind energy and hydropower represent new opportunities for the region of Rogaland and for Lyse. Current investments in new technology for the generation of renewable energy will strengthen Lyse’s position as a major player within this field
- **Natural Gas** – Lyse’s gas distribution grid has opened up for research and development based on natural gas. Lyse is pioneering the utilization and commercialization of this source of energy, having built a 50-kilometre high pressure gas pipeline from Kårstø to Risavika and a 450-kilometre onshore gas distribution

grid. Lyse now delivers natural gas to the transport sector through filling stations for cars and buses

- **Biogas** – Biogas production from livestock waste is important to the environment, leading to less emission from agriculture. The biogas resources in Rogaland have a potential to produce approximately 1 TWh of climate-neutral gas which can be phased into Lyse’s natural gas grid. Lyse is currently engaged in two projects for the production of biogas
- **District Heating** – Turning waste to energy, Lyse offers water-based heating and refrigeration to companies and district heating to households
- **LNG-facility** – The LNG-facility is a natural extension of Lyse’s gas activity. Lyse is currently involved in the construction of an LNG-facility at Risavika. The facility is customized to deliver natural gas directly to major end users and to consumers connected to the local natural gas grid





Take a walk on the wild side.

What lies off the beaten track?

In our mind; inspiration, imagination and new ideas.

Our goal is to build a flexible and sustainable energy system based on what nature offers. And our surroundings have a lot to offer.

www.lyse.no





MOSAIQUE Headhunting

A WISE INVESTMENT

MOSAIQUE AS
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 E-mail: expat@mosaique.no
 Website: www.mosaique.no

Mosaique AS was established in 2001 and it has grown to become the largest player within headhunting in the Stavanger region. For the most part the company recruits qualified candidates for the oil and gas industry, IT and companies related to sales and marketing. Mosaique's services vary from the direct searching for and headhunting of managers and middle managers and to assisting in the recruitment of specialists and junior staff.

The Mosaique team is well-balanced and integrated. Each of the company's employees has a large network of contacts and a high level of in-demand expertise within his or her speciality. The chemistry between the team members is a genuine advantage for the recruitment process. The employees complement each other, which allow them to provide optimal assistance to their clients' businesses through the entire project.

Recruitment Systematized

Against a background of long experience, Mosaique has developed and systematized the appropriate tools to produce highly effective and sound results. This carefully designed twelve-point plan is just one of the many reasons for partnering with the largest headhunting firm in Stavanger:

- Professional supplier
- Effective methodology
- Certified consultants with relevant professional expertise
- Balanced and integrated team
- Well documented routines
- Well thought out and objective tests, analyses and interviews
- Ethical policies
- Discretion and confidentiality at all levels

- Respect for good communication with and sound understanding of its client's organization
- Mosaique knows the local businesses and has a particular focus on the oil industry
- Prequalified as a supplier to the oil industry. Achilles accredited

A Wide Spectrum of Services

Whether clients leave the entire tailor made process to Mosaique, or simply need help sifting through the applicants, the company can assist with the following:

- Consultancy
- Job descriptions
- Candidate profiles
- Analysis of profiles
- Selection processes
- Interviews at multiple levels
- Objective assessment of candidates
- Qualified testing in different areas
- Evaluation of test results
- Confidential checking of references
- Employee appraisals
- Team building
- Recruitment from abroad

Mosaique International AS

In addition to the company's subsidiary in Tallin it has a strong network of

contacts in Sweden, Germany, the Czech Republic and Romania, as well as many other European countries.

This gives Mosaique better access to qualified labour within those professional sectors that are attractive and accordingly less readily available in Norway.

Mosaique's Clients

- Bouvet
- Talisman
- E-on Ruhrgas
- Shell International
- ABB
- Centrica
- Keppel
- Hitec Products Drilling
- Det Norske Veritas
- Fugro-Jason
- Aker Drilling
- JP Kenny
- Remora
- Bureau Veritas
- Acta
- KPMG
- PWC
- IBM
- Logica



Welcome to Stavanger.

"Mosaïque often act as a consultant on employment and organizational changes in co-operation with our clients. Therefore we are proud to say that where others supply the heads, we really contribute with long-term support on recruitment."

Roar Dybing,
General Manager

Of all the players within headhunting in Bergen , Trondheim and Stavanger Mosaïque is the largest! We will find the right candidate for the vacant position, and we will help the experienced manager to the next career level.

Mosaïque has had a healthy growth since the start in 2001, and we are now among the market leaders within headhunting to positions within oil/gas, IT, economy and management.

Our clients range from global, major players to national and local businesses, all successful in their fields, and all working on exiting, large projects. Most of the positions requires a University degree or similar.

We recognize it as an acknowledgement of our work that our clients come back again and again. Both candidates and clients agree that Mosaïque's consultants are impartial, clever and creative, and they recommend us to others. Maybe because we know the region's businesses better than most people.

We are ready for you whether you need more specialists or managers or a new job for yourself! Contact us at expat@mosaique.no or call 5185 4160 or send your CV to expat@mosaique.no and we will contact you.

MOSAÏQUE Headhunting

A WISE INVESTMENT



MÅLTIDETS HUS

THE NATIONAL CENTRE OF INDUSTRIAL GASTRONOMY (Måltidets Hus)
 Richard Johnsenstgt 4 • NO-4021 Stavanger, Norway
 Tel: +47 51 87 59 00
 E-mail: helge.bergslie@nofima.no
 Website: www.maaltid.com

(Måltidets Hus) is a national research centre for industrial gastronomy, involving a number of organizations including NOFIMA Norconserv, the Culinary Institute of Norway, TINE FOU, EWOS Innovation and NCE Culinology. Måltidets Hus' unique facilities comprise of laboratories, a pilot plant facility and modern kitchens. The centre is set to open in May 2009 at Ipark in Stavanger, Norway, and will serve as a centre for innovation within the industry.

To realize the idea of Måltidets Hus three dimensions had been taken into consideration.

- From raw material to consumer – main focus in Måltidets Hus is the consumer end of the value chain
- From experience to academia dimension – the main focus in Måltidets Hus is documentation of experienced-based knowledge
- From culinary art to industrial production – another main focus in Måltidets Hus is industrialization.

Facilities

The research building comprises of in all 8,000 square metres specially designed for development areas within the culinary industries, including:

- Pilot plant facility with test kitchens and pilot plant for upsizing of new products
- Analysis laboratories for chemical, microbial and sensory analysis

- Facilities for analysis and documentation of package closure, heat treatment and process parameters
- A dissemination floor with auditorium, meeting rooms, canteens and coffee bars, social facilities and a guest office
- Culinary kitchen including kitchen theatre and "VIP Restaurant"
- Offices

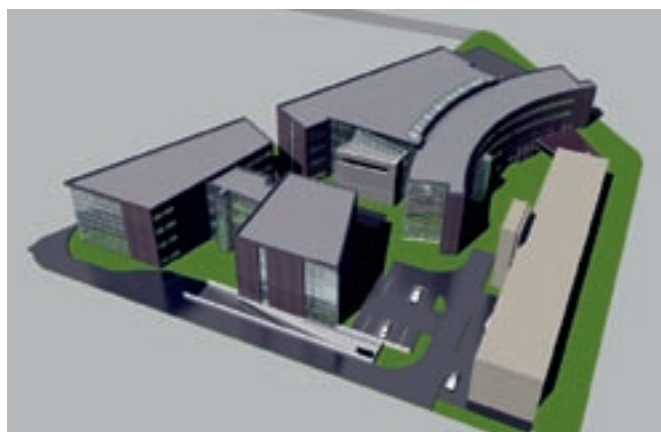
Central Areas of Expertise at Måltidets Hus

Måltidets Hus central areas of expertise include:

- studies and research concerning consumer behaviour

- various aspect of product development
- technology and methodology within processing
- practical applications and research regarding packaging
- studies related to shelf life
- various meal solutions
- the culinary profession in general

In addition, Måltidets Hus offers expertise connected to industry networks and structure, arrangements, events and festivals in a culinary context, the communication of results, and project management.



Participants

Stiftelsen Norconserv and Ipark Eiendom AS are the owners of the actual Måltidets Hus property and facilities, through a subsidiary company MHE AS. Testing facilities and laboratories are covered by Nofima Norconserv AS and Tine FoU.

Others operating on site will be:

- Gastronomisk Institutt
- Ewos Innovation
- Stiftelsen Norsk Matkultur
- NCE Culinology
- Fagforum for Mat og Drikke AS
- Norske Kokkemesteres Landsforening
- Gladmat AS

- Blue Planet/Biomarin Vekst
- Bioforsk Vest
- Enforme AS
- O. Drøpping

More information regarding "Måltidets Hus" will be available on the website www.maaltid.com during 2009.



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© Tom Haga



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The main objective in creating NCE Culinology is to strengthen the knowledge platform and capacity for innovation in the field of gastronomy and culinary differentiation for the benefit of Norwegian food production. The food cluster in Rogaland has deep historic roots in the production of agricultural-based food and seafood. In addition to a strong production side, the district has an acknowledged culinary environment and a well-established network in which industry, R&D institutions and the public authorities are working in close collaboration to develop the industry.

Background

The development of market and framework conditions reveals two clear lines of development in the food market. Firstly, Norwegian food producers and suppliers are exposed to increasingly tough international competition both in Norway and abroad as far as pricing, quality and character are concerned. Secondly, the quality requirements for raw materials, traceability, ingredients, product characteristics, production conditions, profiling and market orientation are becoming increasingly demanding. This not only applies to skills within the typical culinary market segments, but also within the more volume-oriented grocery trade. It is becoming increasingly clear that the culinary dimension and the need to differentiate products are critical success factors at corporate level.

The vision for NCE Culinology is to raise the production environment and Norwegian food production to the top level in the European food quality markets in the next 10 to 15 years. The partnership behind NCE Culinology consists of: Bioforsk, Biomarin Vekst, EWOS Innovation, Fatland, the Norwegian Agricultural Purchasing and

Marketing Co-Op for Rogaland and Agder, Finny Sirevaag, Fiskå Mølle, Fjordkjøkken, the County Agriculture and Forestry Office, the Culinary Institute of Norway, Marine Harvest Norway, Nofima Norconserv, the Norwegian School of Veterinary Science, section for small livestock research, Nortura, Prima Jæren, Rogaland Farmers' Union, Rogaland County Council, Rogaland Science Park, Greater Stavanger Economic Development, Sparebank 1 SR-bank, TINE, the University of Stavanger. The Professional Forum for Food and Beverage is a contractual partner.

Initiatives & Projects

The guiding principle throughout the entire project period will be clarity in the building up

and dissemination of knowledge. This will be achieved by means of four main activities:

- Basic knowledge
- Coordination – innovation-oriented R&D projects
- Innovation practice
- Other cluster-strategic common activities

Strategy & Objective

NCE Culinology functions as a professional catalyst and will be measured on its ability to increase the level of innovation and upgrade the professional and market-oriented skills within and between operators in the food and meal industry cluster. The objective is to further develop the quality of raw material production, specialize processing and increase value creation per investment factor.



© Tom Haga



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Among hotels in Stavanger, Skagen Brygge Hotell is the hotel in Stavanger closest to the main streets and the best restaurants in the city centre, and it is the ideal starting point for a successful trip to this city on the west coast of Norway.

Skagen Brygge Hotell

Skagen Brygge Hotell is a different hotel with a personal and friendly atmosphere. Its staff is sure that its guests will feel at home with them, enjoy their stay and always be welcome.

From Skagen Brygge Hotell's point of view, a hotel should primarily provide guests with a good night's sleep and a positive start to the day. The hotel's operation revolves around this principle. A new day in Stavanger starts with the hotel's fabulous breakfast buffet with a wide variety of choices.

After a tough and stressful day it is time to relax. The hotel's Turkish steam bath, sauna, sun bed and fitness room is the perfect place to soothe any aches, indulge oneself and be re-energized. Guests can also relax in the comfortable surroundings of 'kaffekroken', an ideal venue. Here, the hotel offers coffee and tea, international newspapers and the city's most stunning view.

Bar/Restaurant

Stavanger is a city of culinary pleasures. Skagen Brygge Hotell offers its guests the choice of 14 of the best restaurants Stavanger has to offer. After a visit to any of these restaurants, guests' meals can be directly charged to their hotel bill. In addition,

all of the participating restaurants are conveniently located within walking distance from the hotel.

Activities

- Golfing – Skagen Brygge Hotell is a member of and sponsors Sola Golf Club, and guests of the hotel are entitled a free green fee at the club
- Elixia Fitness Centre – If guests prefer a good workout, they can visit the Elixia Fitness Centre and take advantage of the fully equipped gym. Guests are automatically granted complementary access

Customer Benefits

Skagen Brygge Hotell's guests are offered the following benefits:

- Free coffee and tea
- Free afternoon snack every weekday
- Free use of the internet by the reception
- Every 10th night is free

- Free use of the Elixia Fitness Centre for all guests
- Free green fee at the Sola Golf Club
- Fourteen cooperating restaurants. Guests at Skagen Brygge Hotell may visit 14 different restaurants and have the bill transferred to their hotel bill
- Simple check-in and check-out at the reception
- Free sun bed at the hotel
- Wireless internet zone
- Bonus points for United Airlines, Lufthansa, Thai Air, Ana and Varig airlines





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Proud sponsor of

Norsk Vind Energi AS is a wind power developer and energy producer. The company's core business is to identify, develop, build and operate wind farms. With a concession granted for one 80 MW wind farm and five projects under application with a total capacity of 300 MW, Norsk Vind Energi is one of the larger independent wind power developers of Norway. Drawing on more than 10 years experience in project development Norsk Vind Energi also offers consulting services worldwide.

Green Future

Embracing fossil fuels without considering the environmental consequences is not only out of fashion, it is irresponsible. Energy production causes the majority of global climate gas emissions. While decision makers postpone their decisions on how to support modern energy development, things are moving in the region of Stavanger as small companies work on their wave, tidal and bio fuel concepts, and larger companies on their offshore wind power concepts. Norsk Vind Energi presents solutions for the future today. Wind energy is pure, renewable and the technology to utilize it is well proven. In a year, one wind turbine can replace the emissions from non-renewable sources equal to 4,000–8,000 tonnes of CO₂.

Successful Wind Farms

A good wind resource is the key for any wind power development. Combining a good wind resource with acceptable terrain, road

and grid connection forms the basis of site selection. Successful project development also relies on a good understanding of local interests. Norsk Vind Energi believes that wind farms are developed in close cooperation with local landowners and municipalities.

Norsk Vind Energi Goes International

Norsk Vind Energi is also involved in renewable energy activities abroad, mainly through local companies together with local partners. Norsk Vind Energi is the major shareholder in VetroEnergo, a company focusing on wind power development in the Murmansk region of Russia. Norsk Vind Energi is also working on commitments in both Central Europe and Africa. As consultants, Norsk Vind Energi has provided consultancy services to a range of companies, such as Norplan, Shell and Elkem.

Stavanger – a World Energy City

Norsk Vind Energi's head office lies in a knowledge and innovation cluster in Stavanger, a member of the World Energy Cities Partnership and Norway's capital of oil. The network of energy cities is founded on fossil energy, but the momentum is building for the development of modern, clean energy. As the public debates if Stavanger can become the Norwegian capital of energy in the future, Norsk Vind Energi is working towards this goal. Looking to the region's track record of international development in the oil industry, there can hardly be a better location in Norway for a company looking to develop a domestic as well as an international portfolio of green energy.





Tomorrows Solutions
Today

Norsk Vind Energi:

- Project Development
- Clean Energy Producer
- Domestic and International



NORSTONE

HEIDELBERGCEMENT Group

NORSTONE AS
PO Box 60 • NO-4301 Sandnes, Norway
Tel: +47 1 67 61 00 • Fax: +47 51 67 61 01
E-mail: info@norstone.no
Website: www.norstone.no

NorStone is Norway's largest manufacturer of gravel and crushed stone products. The company supplies in aggregate for concrete and asphalt, gravel to cover pipes on offshore installations, and other specialist products. From the twelve production sites, nearly 8 million tonnes are produced annually in several different types and qualities. NorStone is a part of Heidelberg Cement Group, the global market leader in aggregates. The group employs some 65,000 people at 2,700 locations in around 50 countries.

Offshore & Onshore Markets

For over 35 years NorStone has supplied stone and sand products of the highest quality to the offshore and onshore markets. The company's products are found in the largest and most spectacular constructions that are built in Scandinavia. For example, NorStone has had large deliveries for 24 concrete platforms in the North Sea, the Øresund fixed link, Vestbroen (the west bridge) / the Great Belt fixed link, the control tower at Gardermoen airport and the underground tunnel in Bjørvika etc.

NorStone has also had large deliveries to several projects outside Scandinavia, for example 250,000 tonnes of gravel has been delivered to the Channel Tunnel Rail Link that connects London to Paris, and concrete aggregate for Alcoa's large aluminium works in Iceland.

An Expert in Norwegian Bedrocks

NorStone has one of the world's best raw products, but it is the subsequent processing and correct mixing that optimizes the quality. At its modern laboratory, the properties of different types of rock are tested. Specially developed data programs provide a quick preparation of ideal curves, and fully automatic production planning gives high efficiency and consistent quality. Most important of all though is an experienced, established and competent staff of professionals.

Main Markets

The building sector, the concrete industry, agriculture, road building projects and not least the offshore industry are NorStone's

principal markets. Nationally, and to an increasing degree internationally, the company is known today for specially tailored materials of a consistently high quality.

HeidelbergCement

NorStone is a part of HeidelbergCement Group, the global market leader in aggregates and a prominent player in the fields of cement, concrete and other downstream activities, making it one of the world's largest manufacturers of building materials. NorStone joined the Group when Heidelberger Zement acquired Scancem in 1999. In 2001 the company changed its name to HeidelbergCement.

Other companies in Norway are Norcem (cement), NorBetong (ready-mixed concrete) and Renor (alternative fuels).

NorStone AS satisfies the requirements of NS-ISO 9002 for quality control in all areas. More information on the websites: www.norstone.no, www.norcem.no, www.norbetong.no, and www.heidelbergcement.com



When extra quality is required



NorStone is Norway's largest producer of offshore gravel and high quality concrete aggregates.

Our offshore gravels are used for covering underwater pipelines, as well as preparing seabed for installations. You will find our concrete aggregates in platforms and other concrete constructions in all oil-fields in the North-Sea.

NorStone has ten production sites, six sites in western Norway and four sites in south-eastern Norway. From our plants we have high capacity for deliveries along the coastline of Norway and to Northern Europe.

Special vessels, from 500 up to 40.000 tdw. is used to discharge the products. Some of these has long, flexible pipes with a pin-point precision down to 1,000 meters of depth. Minor quantities can be delivered in BigBags.

NORSTONE
HEIDELBERGCEMENT Group



stavanger forum

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Stavanger Forum is one of Norway's few conference and exhibition centres, able to offer 25 meeting rooms with capacities from 10 to 1,707 people. As one of Stavanger's few professional congress organizers, Stavanger Forum has organized and hosted a number of national and international events.

Stavanger Forum was established 28 years ago, and possesses the largest auditorium in Rogaland County, able to seat 1,707 people. It can be split into three smaller auditoria, and can accommodate 864 people for a banquet with long tables. Combined with the 690 square metre indoor plaza, Forum Plaza, these dimensions give the venue exciting opportunities to stage large and more demanding events. There is also an on-site hotel with 182 rooms, as part of the same complex as the conference centre, and the centre cooperates with all the hotels in the region.

Professional Congress Organizer – PCO

As an international PCO, Stavanger Forum's role is to serve as an adviser, partner and coordinator. It helps its clients with all the practical details before, during and after an event. Close to thirty years of experience as a PCO has given Stavanger Forum a great and varied expertise in this field.



Delegate Administration

Delegate administration, which forms part of the overall PCO service, is often the most time-consuming element for an organizer – both in the planning phase and during the actual event. Stavanger Forum has long experience with this type of assignment, and good routines for administering conference registration and hotel bookings. The services can include developing registration/booking forms and follow-up of delegates/guests from the moment they register for an event, via arrival/registration, until they settle their bill.

Multi-purpose Halls On-site

In addition to the conference centre, Stavanger Forum has five multi-purpose halls of a total of 15,000 square metres of exhibition space. The halls are used for exhibitions, concerts, large banquets and international conferences.

Stavanger Forum also coordinates a number of annual trade shows, which are open to the public, for instance fairs for careers and education, food and kitchen supplies and for house and home. The largest fair Stavanger Forum manages is the ONS conference and exhibition, which is one of the most important international oil and gas trade fairs in the world. In addition to the permanent halls, temporary sub-halls are employed for this trade fair.

Concerts in the Stavanger Forum halls have attracted thousands of people, especially when internationally renowned artists like Lene Marlin, Kent, Turbonegro and Motorhead have played at the venue.

Professional Exhibition Organizer – PEO

Stavanger Forum also has long experience as a PEO. Exhibitions have been a central part of the product ever since Stavanger Forum's establishment in 1981. As a PEO, Stavanger Forum coordinates all necessary activities before, during and after such events. One of the main responsibilities is technical management of the exhibition side of ONS. This biennial conference and exhibition is the largest event in Stavanger, covering 41,000 square metres of gross stand space, with close to 40,000 visitors.

Technical Support

Stavanger Forum has an in-house technical department, with full-time staff working largely with the technical aspects of exhibitions and conferences. The technical equipment in the conference centre is continuously updated, and Stavanger Forum boasts a number of professional sub-contractors as its partners. This allows the conference and exhibition centre to deliver the most up-to-date technological equipment for conferences and exhibitions, in line with client specifications and expectations.

Stavanger Forum also assists in designing exhibition, conference and banquet layouts in AutoCad, and quotes on providing technical support for such events. The production department also gives advice and guidance on selecting the technical equipment to meet client requirements.

Member Organizations

Stavanger Forum is a member of the following prestigious organizations: Norway Convention Bureau (NCB), International Congress & Convention Association (ICCA), the International Association of Conference Centres (AIPC), Union of International Associations (UIA), as well as the local Convention Bureau; Region Stavanger.

CONFERENCE WITH AN EDGE

Stavanger - Norway's most exciting destination!

Pulpit Rock (picture) and Norwegian fjords less than 30 minutes away.
5 golf courses 15 minutes from the city centre.
Beaches rated among the top ten in the world.
Easy access from most destinations.
European Capital of Culture in 2008.
Exotic food experiences.
Safe, clean and open-minded.

Stavanger Forum is one of Norway's few conference and exhibition centres, able to offer capacities from 10 to 1 707 people, 15 000m² of exhibition space, and excellent PCO service.

 **stavanger forum**
www.stavanger-forum.no



STAVANGER UNIVERSITY HOSPITAL
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Stavanger University Hospital (SUH) is Norway's fourth largest hospital, and caters for a population of 320,000 people. The hospital was originally founded in 1927 as a county hospital, and offer services within most medical disciplines. Almost 5,500 employees provide health care services to a steadily growing population.

Patient Treatment and Care

In terms of resources, the hospital has almost 900 hospital beds, and in addition 137 available beds at the nearby patient hotel. The hospital budget is 4 MNOK, and close to 45,000 inpatients and 340,000 outpatients received treatment and care in 2007. The main hospital is situated in Stavanger, while several clinics, medical centres and ambulance stations are located in the surrounding area.

Research Programmes

SUH has seen a considerable growth in its research activities, and had 116 articles published in international, peer reviewed medical journals in 2007. The hospital currently has 60 employees with PhD degrees, and 15 who will receive their PhD in 2009. The areas of research that the hospital focuses particularly on are: Cancer, Neuroscience, Acute Care Medicine, Cardiology and Psychiatry.

Education Programmes

SUH provides clinical training opportunities for 100 medical students every year in cooperation with the University of Bergen and Semmelweis University in Hungary. Almost 500 registered nurses also receive part of their training at SUH each year, as

well as 244 nursing assistants. Clinical training is also provided for a number of other medical professions.

Near Future Development

Stavanger University Hospital has great expansion plans for the future. In 2009 the construction of the new intensive care unit and isolation units will start. And in 2010 the process of building the new Centre for Child and Adolescence Psychiatry will commence, as well as the planning process for the new laboratory building.

Career Opportunities

Stavanger University Hospital is currently looking for health care professionals, especially trained nurses. All vacancies are continually published at www.sus.no. Those interested can send applications and resumes to career@sus.no.





Stavanger University Hospital
Stavanger Hospital Trust

Stavanger University Hospital is Norway's fourth largest hospital, and has currently 5500 employees. We offer services within most medical disciplines, and cater for a population of 315.000 people. In addition to patient care and treatment, we focus on research and patient education.

We are currently looking for health care professionals who wish to live and work in Norway's fourth largest city, and in an international environment.

Visit us at www.sus.no to learn more. We welcome your application at career@sus.no.



subsea 7

SUBSEA 7
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Subsea 7 is one of the world's leading engineering and construction companies, offering all the expertise and assets that make Subsea Umbilical, Riser and Flowline (SURF) field development and operation possible. With a multinational workforce in excess of 5,000 personnel, the company's offshore operations are supported out of Norway, UK, the Netherlands, Africa, Brazil, North America and Asia Pacific.

Experienced Personnel in All Disciplines

Subsea 7 was created in 2002 by the merger of Halliburton's Subsea Division with Norwegian Subsea construction company DSND. Subsea 7's heritage brings with it experienced project managers and engineers offering all the disciplines that make subsea oil and gas development and operation possible, supported by a modern fleet of pipelay, construction, diving and ROV support vessels and a portfolio of pipeline construction yards. Embedded in all activities is a deep-rooted health, safety, environmental and quality culture.

Full Range of Services

Subsea 7 carries out its Subsea field development business in all major offshore oil and gas markets globally. The company installs infield rigid and flexible pipelines up to 16 inches in diameter, riser systems and umbilicals connecting production facilities on the seabed to fixed or floating platforms.

Subsea 7 provides a full range of complementary design, fabrication and installation services for related subsea hardware – a total subsea field development package. The inspection, repair and maintenance of this infrastructure throughout

the producing life of the oil and gas fields is critical in order to protect the operators' investment. Subsea 7 offers experienced personnel the right assets and equipment for deployment, such as state of the art ROVs, and expert manned and unmanned intervention technology – critical to this market.

The Latest Technology

Subsea 7 uses the latest technology and techniques to undertake survey, positioning and inspection services, producing high quality processed information. The company



Vigra Spoolbase, Norway.

works with clients to analyse survey results, help them develop maintenance plans and execute plans on their behalf.

As water depths increase, so too do the costs of intervention and repair. Therefore, effective IRM becomes much more important. Subsea 7's track record of performance in the North Sea is now recognized globally with the recent Life-of-Field award in Angola by BP.

Complimentary Business Lines

The company has two business lines directly related to Subsea activities but outside the core Subsea field development and IRM business. i-Tech provides ROV services specifically to the drill rig market and operates in all major deepwater markets globally. Veripos is a specialist precise positioning service business for the oil and gas industry, allowing ships and vessels to operate and install assets in all water depths.

Against this background, Subsea 7 continues to look at advancing intervention and deepwater technology through sponsorship of an aggressive research and development programme and participation in joint industry projects addressing a wide range of deepwater production issues.



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Teo Teknikk AS is Norway's largest manufacturer of weighing equipment. The company was founded in 1985 by Terje Obrestad, who saw a great demand and potential for silage weighing scales. Today, Teo Scales are represented in many segments of the weighing industry. Two basic principles always apply; simplicity and reliability. Twenty-four years and 14,000 scales later, with exports to 25 countries and every continent, the demand for Teo products is greater than ever. The company is exhibiting for the first time at OTC in Houston in 2009

The calibration part of the company, separated into Teo Calibration AS in 2004, has also seen substantial growth. Teo Calibration is well on its way to becoming an accredited laboratory, employing the NS-17025 standard.

The Product Range

The most common products are hydrostatic crane scales (capacities 200 kg–85 t) and forklift scales (500kg–200t). Besides this, customers often bring their tasks and problems to Teo Teknikk, and a customised solution is found - for example, stainless steel pressure cells with glycerine filled indicator houses for underwater use.

Several running line monitors have been developed for various offshore operators. They are all stainless steel, and have optional remote reading and length measurement. Their compact size is also an asset. Thirteen

monitors were recently delivered to the Snorre A oil platform; others are used for sea cable laying in Singapore. Capacities range from 2,000– 100,000 kg and 12–70 mm wire diameters.

Service & Repairs

Aside from the company's own products, repairs are carried out on other products, both hydrostatic and electronic scales, often in conjunction with Teo Calibration. All scales are also available for rent.

Calibration Services

Teo Calibration calibrates tensile scales from 0–100 t, compressive scales from 0–50 t. Running line monitors are also calibrated. The calibration machine was built and developed by Teo Teknikk, and utilizes the leverage effect and a moving weight to achieve the desired load with extreme accuracy and repeatability.

Currently under development is an online library for customers of Teo Calibration, housing their calibration certificates and a complete history of all their equipment.

Agriculture & Food Industry

The well-known Teo Tipper, a box-turner for tractors and forklifts and electronic platform scales in aluminium for livestock is still being manufactured. In the food sector, machines that exchange pallets and turn goods around are manufactured for the dairy industry in Norway.

The Future

With an ISO 9001 certification just around the corner, new markets will be opening up for Teo Teknikk and Teo Calibration. The companies' flexible nature and fast turnaround times will continue to be trademarks for the future. With new products and exhibitions booked, the future seems both busy and exciting.





Member of the R. STAHL Technology Group

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Tranberg AS was established in 1901 and is a leading supplier of solutions for heating, lighting and enclosure systems for the oil & gas industry and for shipyards world wide. The company has approximately 80 employees, and runs its own production in modern facilities in Stavanger, on the west-coast of Norway. Tranberg AS is a member of the Stahl Group, which is one of the world's leading suppliers of explosion proof electrical equipment.

Equipment capable of performing under all climatic conditions, from arctic cold to tropical heat, is a special feature for products supplied by Tranberg AS. High product quality and durability has been developed by Tranberg through the delivery of equipment to demanding maritime and offshore markets for the last 100 years.

Tranberg develops, manufactures and distributes:

Heating Systems:

- Heat trace / de-ice systems
- Engineering and field support
- Control, monitoring and distribution panel
- Temperature controllers
- Junction boxes, heating cables and connection accessories



- Enclosure and immersion heaters
- Protection and heating of instruments
- Tube trace (heated instrument tube)

Lighting Systems:

- Navigation, search and signal light systems
- Floodlights, deck and obstruction lights
- Installation material
- Helideck lighting system
- NavAids



Enclosure Systems:

- Junction boxes
- Instrument enclosures
- Cable glands
- Panel building
- TUTUs (Topside Umbilical Termination Units)

Export Markets

Tranberg exports its products around the globe and has representatives worldwide.

Compliance & Quality

Tranberg navigation lights comply with all relevant SOLAS and IEC requirements. Tranberg's products are made to withstand adverse weather conditions, and most are available in ex-models for installation in hazardous areas.

The company's quality assurance system is certified by DET NORSKE VERITAS to ISO 9001-2000.





Innovative university. Creative people.

UNIVERSITY OF STAVANGER
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The University of Stavanger (UiS) is an innovative university that currently enrolls 8,300 students and employs 1,200 academic and administrative staff. The UiS is located in the city of Stavanger in the beautiful south western part of Norway. The region and the university are known for their success in the triple-helix of university, industry and government relations.

A Modern Campus

The UiS is a modern university with a state-of-the-art learning environment, comprehensive library and wireless Internet access throughout the campus. There is a brand new sport centre, book shop, reading halls and cafeterias and reasonable student housing available. The main campus is situated only 2 miles from the city centre with two units downtown as well.

The surroundings of the university have internationally orientated industrial clusters and offers grand nature and diverse cultural events. Many of the research activities are carried out with the university's affiliated International Research Institute of Stavanger AS (IRIS) or in cooperation with regional, national and international industry, research institutes and other universities.

International Relations

The influx of international students and researchers to the UiS has increased at a steady pace, enriching the community with academic, social and cultural diversity. Today more than 50 nationalities are represented at the university.

The UiS participates in an increasing number of student exchange programmes, as well as

a number of bilateral exchange agreements with universities and colleges worldwide.

The UiS embraces globalization but never forgets to nurture local, regional and national roots. This approach shapes the study programmes, students and international collaborations and exchanges.

Vision & Innovation

The vision of the UiS is "to challenge the well-known and explore the unknown". In order to realize this vision, the university needs both staff and students who are curious and hungry for knowledge.

The UiS aims at strengthening its development as a university with a commitment to innovation and stimulation for entrepreneurship in research, teaching and learning.

Research Centres

The university's research centres include Entrepreneurial Activities, Innovation Research, Sustainable Energy, Increased Oil Recovery, Risavika Gas Centre, Risk Management and Societal Safety, Industrial Asset Management, Acute Medicine, Organelle Research, Sick Leave and Occupational Rehabilitation, Behavioural

Research and Reading Education and Research.

Other research areas include Early Childhood Education, Culture, Languages, Music, Archaeology, Hospitality and Tourism, Media, Health and Welfare, Economics and Finances, Natural Sciences, Engineering and Petroleum.

Master Degree Programmes:

The university's Master Degree Programmes in English include Biological Chemistry, Computer Science, Environmental Technology, International Hotel and Tourism Leadership, Offshore Technology, Petroleum Engineering, Literacy Studies, Music Performance, Migration and Intercultural Relations.

Other postgraduate courses and student exchange programmes include Music Production and Recording, Classical Music, Jazz music, Business, Hotel and Tourism, Nursing, Comparative Educational Studies, Science and Technology.

Norwegian Language & Culture

The UiS offer a one-year language programme that allows students to qualify for regular Norwegian study programmes.



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Westcon is a progressive shipyard dedicated to producing quality services for the maritime industry. The company's motivated, innovative and qualified personnel are committed to providing solutions that meet the demands of the customer's challenging and competitive market. This, together with a uniquely sheltered position and a state-of-the-art machinery park, ensures we can meet complicated challenges without making things complicated.

Stavanger Office

Westcon listens to its customers; and with this in mind, an office has been established in Stavanger to improve offshore support to company clients based in the area.

Rig Repair

Since the middle of the nineties over seventy rig projects have been performed at the yard. Rigs return time after time to execute scopes of work that include SPS, engineering, upgrading, and installation work on all rig systems including: main motors, alternators, mud pumps, thrusters, anchor winches, mooring system, drillers' cabins, mud pits, riser tensions, Xmas tree handling systems, HP/LP compressors, accommodation – the list is endless.

Offshore

West Contractor's offshore department has permanent operators, to offer rig customers practical solutions. As far as possible engineering and prefabrication is performed on shore, and installation is executed offshore by experienced personnel.

Ship Repair

A wide variety of vessels have used the yard's well equipped workshops and two floating docks for service and upgrade, this includes offshore supply, anchor handlers, seismic, bulkers, tankers, fishing, tugboats, ferries and coastal cruise ships. The yard offers customers complete classification work, conversions, service/overhaul of diesel engines, propulsion systems, thrusters, electrical systems as well as turbo charging and sandblasting/surface treatment. Teamwork between the customer's staff and the yard's dedicated personnel ensure

solutions are correct for the working environment on board and that the yard stay is completed on time.

Ship Building

Westcon has tradition of delivering sophisticated and technically advanced vessels to the fishing, supply and seismic industries. The yard's integrity is reflected by the focus that has been given to obtaining further expertise in the building of advanced Liquefied Natural Gas (LNG) fuelled vessels that benefit both the customer and the environment.



Aker Spitsbergen and Safe Caledonia – February 2009

ansa

(association of norwegian students abroad)

ANSA – the Association of Norwegian Students Abroad – is a non-profit, independent organization voicing the interests of Norwegian students who study abroad. Currently 22,000 Norwegian students are studying abroad in over 60 countries at over 1,200 educational institutions worldwide.

ANSA was founded by Norwegian students in 1956, and through the years ANSA has worked to improve and change the rules and regulations governing grants and loans for students abroad. ANSA believes that all students should have the right to study any subject in any country they wish.

ANSA provides a broad range of services to students before, during, and after their studies abroad:

Before Studies

ANSA is the national Information Centre for higher education abroad. The Information Centre is funded by the Ministry of Education and Research and gives unbiased advice on higher education abroad. Its five full-time educational advisers visit schools and student recruitment fairs, give individual counselling, and publish information both in print and on the Internet.

During Studies

As the welfare organization of Norwegian students abroad, ANSA offers services and funds social events for its members during their studies. Members are organized locally in 21 groups spread all over the world, and more than 500 volunteers arrange various events and represent ANSA where they study.

Members also run professional committees in a variety of subjects. These committees arrange meetings for professional development and networking, often in close collaboration with Norwegian organizations such as Tekna (science and engineering), *Siviløkonomene* (business administration) and *Den norske lægeforening* (medicine).

In cases of international crises, ANSA cooperates closely with the Ministry of Foreign Affairs to secure the safety of Norwegian students abroad. ANSA also works with the Norwegian Church Abroad (*Sjømannskirken*) and the Student Health Services at the University of Oslo in giving individual aid to students in difficulty.

In cooperation with Norwegian service providers, ANSA offers high-quality and cost-effective banking and insurance solutions tailored to the needs of students abroad.

On the political front, ANSA acts as an advocate for students and studying abroad through its relations with the Ministry of Education and Research, the Norwegian State Educational Loan Fund (*Lånekassen*) and other players in the field of higher education. Six hundred yearly quotations in the media make ANSA's views known both to politicians and the general public.

After Studies

ANSA Alumni is a career network set up to help former students gain access to the Norwegian job market. ANSA Alumni arranges seminars, cooperates with ANSA's professional committees and offers an extensive network for job recruitment.

ANSA also maintains close connections with both public and private Norwegian employers, and with the Confederation of Norwegian Enterprise (NHO). Employers regularly advertise for candidates in ANSA's magazine *ANSAnytt* and through ANSA's mailing list. Every year ANSA organizes a Symposium where employers and students meet to discuss job opportunities.



ANSA
Association of Norwegian
Students Abroad

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ANSA attends to the professional, economic, social, and cultural interests of Norwegian students abroad, and strives to strengthen the appreciation of the resources these students represent because of their international experience and qualifications.



The Mayors of Greater Stavanger and the Mayor of Rogaland County



Mayor Kjell Nes
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Mayor Ole Tom Guse
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Mayor Olaug Vervik Bollestad
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Mayor Bjørn Laugaland
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Mayor Terje Mjåtveit
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Mayor Elfin Lea
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Mayor Ole Olsen
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Mayor Tone Tvedt Nybø
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the research council of norway

The Research Council of Norway offers project support to companies that invest in innovation through research and development. Industry projects are financed through the tax deduction scheme SkatteFUNN and within research programmes such as BIA. Long-term research projects are funded through the Centres for Research-Driven Innovation. Project support also can be found in thematic programmes such as VERDIKT (ICT) and NANOMAT (nanotechnology and materials technology).

Facilitating the development of knowledge and technology that supports sustainable development is an important target for the Research Council. One important measurement of the success of projects financed through the Research Council are measured on the basis of how they address environmental challenges.

Expanding Research Frontiers

The Research Council's overall strategy Research Expands Frontiers complements three main areas of activities: environment, advanced equipment and open competition for applied research. This overall strategy is further defined by five strategic priorities developed to guide efforts to generate insight, enhance opportunity and promote innovative solutions:

- Enhancing research quality
- Increasing innovation research
- Expanding the dialogue between research and society
- Continuing the internalization of Norwegian

research

- Fostering more national talent are all key success criteria.

The Research Council administrates and distributes public funding through more than 130 research projects, including seven large-scale research programmes. These include the FUGE (Functional Genomics in Norway) programme, combining marine, medical and basic biotechnology, with environmental science and ethics also representing important aspects of the project.

The Division for Innovation & the BIA Programme

Traditionally, the programmes in the Division for Innovation have been designed to target specific industrial sectors and/or technologies. The BIA programme, launched in 2005, marks a departure from this tradition in that it is defined as an 'open programme' for "user-driven research-based innovation".

This "openness" is two-fold: on the one hand, the choice of research projects is left to the participating companies; on the other hand, all companies are eligible to compete for public R&I funding irrespective of their industrial or technological sectors. As a result, businesses are encouraged to propose projects without fear of being excluded from public funding sources because they fall outside pre-selected topics or easily defined industry segments.

The annual budget for project funding in the BIA programme is about EUR 40 million, making it the largest programme managed by the Research Council. At any given time BIA has about 200 active projects involving on average eight partners – of which more than 500 are companies – representing entire value chains. BIA's projects are also an excellent means of recruiting new researchers: in 2006, for example, BIA financed about 130 doctorates through its project activities.

The activities of the Research Council of Norway are based on the vision that research expands the boundaries of what we know, understand and can achieve.

© Jon Solberg, Research Council of Norway



The Research Council of Norway

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– We give local ideas global opportunities

Innovation Norway offers products and services to increase innovation in industry throughout Norway, to help develop the national regions and promote Norwegian industry and internationalization and to promote Norway as a tourist destination.

With offices in more than 30 countries worldwide and in all Norwegian counties, Innovation Norway is easy to reach. Its staff has knowledge of local and international factors that will help turn its customers' ideas into business successes.

Products Tailor-Made to Customers' Requirements

Innovation Norway assists the entirety of Norwegian industry, but has particular responsibility for aiding entrepreneurs and assisting small and medium-sized companies with an ambition and potential for growth.

Innovation Norway offers:

- Funding provided as loans, guarantees and equity capital programmes
- Advisory and expertise development measures
- National and international network

building and technology transfer

- Marketing of Norwegian industry and Norway as a tourist destination

With these measures as a point of departure, Innovation Norway customizes its products and services according to the needs of each individual client. Through its offices in Norway and abroad, Innovation Norway's clients also gain access to services from other public agencies – such as the Research Council of Norway, the Norwegian Design Council and the Industrial Development Corporation of Norway (SIVA).

Dynamic & Result-Oriented

Innovation Norway supports the profitable

development of industry in both individual companies and in society at large:

- Innovation Norway contributes to the creation and securing of 9,000 jobs annually
- Customer surveys show that 90% of Innovation Norway's funds have been allocated to projects viewed as important to companies' survival and profit growth

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Innovation Norway took over the tasks of the Norwegian Trade Council, the Norwegian Industrial and Regional Development Fund, the Govt. Consultative Office for Inventors and the Norwegian Tourist Board on January 1, 2004.

find new business partners in norway

At www.nortrade.com you will find up-to-date information on more than 4,000 Norwegian manufacturers and exporters within 35 different industries. There you will find a search tool which allows you to perform searches for companies, products or persons in the Norwegian Export Directory.

Thirty Industry Portals

Nortrade also has 30 different industry portals containing information about companies, products and news of current interest.

Send Online Trade Requests

You can send inquiries directly to one or more companies following a product search. You will receive a reply directly from the company.

Subscribe to News Articles

You can subscribe to news from relevant industry sectors and companies free of charge.

Find Relevant Suppliers

Nortrade has a comprehensive presentation of Norwegian companies, complete with company profile pages, product pages, industry codes and news articles, along with e-mail and website links.



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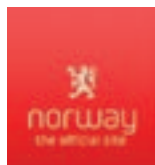
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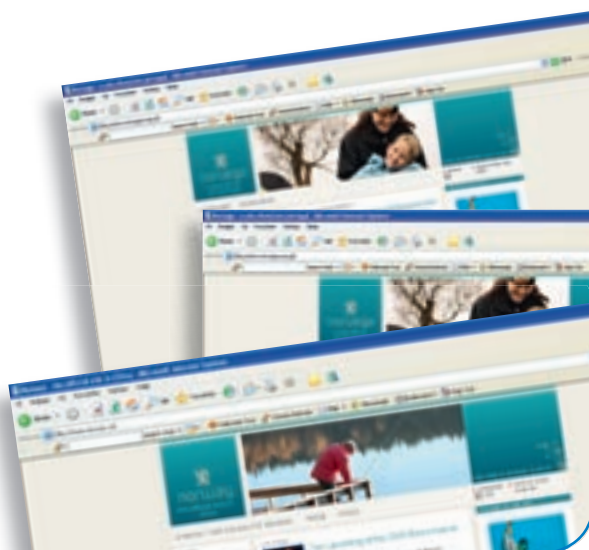
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