



Brønnøysundregistrene

The Brønnøysund Register Centre

2006

Annual Report



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Continuing our consumer focus



For years the Brønnøysund Register Centre has been developing the best possible services for our users. The Norwegian business community has the statutory duty to provide the Brønnøysund Register Centre with the necessary information about the legal and financial affairs in their enterprises. Rather than using our position to wield authority, we have always found it more important to provide efficient and correct service in an open and helpful way to all those obliged to deal with us.

We are therefore very pleased to find that our endeavours are producing the desired positive results. The broad profile survey of Norwegian public agencies and organizations carried out by Synovate MMI in the autumn of 2006 ranked the Brønnøysund Register Centre with the third best reputation of 82 state institutions. Only the Norwegian Meteorological Institute and the Consumer Ombudsman were ahead of us. For the measurement factor “Efficiency and financial control”, we came in first. In our category – directorates and inspectorates – with a total of 32 entities, we came in a very strong first place. In addition to the best total impression we also came in first in the ranking for efficiency and financial control and competence and expertise. I feel this allows us to say that we are living up to our mottos: “We deliver” and “Trust us”, which makes me proud to lead this institution.

2006 was a year with intense activity in all sections of our organization. Our strategic goal to have complete electronic solutions for all incoming, outgoing and in-house information by 2010 is being pursued through many projects. In the past year we introduced internet-based registration in the Central Coordinating Register for Legal Entities and the Register of Business Enterprises. This solution means that an enterprise can now register everything electronically with the necessary signatures. And this can be done from anywhere in the world, assuming that an internet connection is available. The solution is found in the Altinn portal. The first electronic sales lien notifications to the Register of Mortgaged Moveable Property were received in October. Soon we will be able to offer electronic solutions for “distrain charges” and “nothing to distrain”. These solutions will be operative before the end of the year.

Work on expanding Altinn’s functionality and providing new services has had high priority. Our solution has been a success with 20 cooperating partners so far and a growing number of new services and increased volumes for existing services. A new project for the next Altinn generation was launched in the winter of 2006. The aim is to have “Altinn II” in operation based on new contracts in the summer of 2008.

The use of the Brønnøysund Register Centre’s services has increased dramatically in recent years. An increasing number of business operators and public sector employees are more and more dependent on what we can deliver. This raises the demands for security and readiness on our part. During 2006 we improved our operational readiness significantly. The establishment of a new operations centre where all databases and systems are duplicated increases our ability to always be available and accessible. Last year we also opened a new register: The Aquaculture Register. On opening the register, Helga Pedersen, Minister of Fisheries and Coastal Affairs, stated that it would give the industry greater opportunities to adapt to changing framework conditions.

You can read more about all of this, and about our new profile programme, international cooperation, comprehensive statistics and the celebration of the 25th anniversary of the Register of Mortgaged Moveable Property in this annual report.

Enjoy!
Erik Fossum

A few words from the Minister of Trade and Industry

Value creation is the foundation of welfare. Therefore the aim of the Government's policy for business and industry, based on our policy-platform declaration, is that we shall have as much value creation in the Norwegian economy as possible. A proactive policy for business and industry strengthens the interests of the business community and society in general. The relation between society's ability to create and distribute value is the core of this Government's policy.

The way to achieve the most value creation in society is to ensure that the regulation and information requirements business enterprises must comply with do not drain their resources. The Government's information collection and simplification procedures aim to give Norwegian enterprises a substantial cost reduction while increasing their competitive edge. Developing good and user friendly electronic services for business enterprises is an important part of this.

Rapid developments in technology, expertise and international trends necessitate continuous monitoring and development of public regulation and information requirements to ensure that they are updated and easy to comply with. The public sector must be perceived as efficient and not at all bureaucratic. Proactive efforts to simplify procedures will increase the competitive ability of enterprises, so it is no surprise that this vital measure has been given top priority. The Brønnøysund Register Centre is a key part of these efforts and a prime mover in the coordination and simplification process.

Development of Altinn and the provision of even better electronic services are important tools in our efforts to simplify information requirements. Therefore, in January 2007 the Government proposed an action plan for electronic services for the business community. This plan shows how important the Brønnøysund Register Centre is in several key fields and how Altinn is the essential tool for satisfying our aims.

The business community has many requirements to fulfil in the acts, rules and regulations that govern their activities. This particularly applies to various statutory reporting requirements. There is no doubt that this dialogue needs to be coordinated and simplified. Many companies have invested in ICT solutions to support critical business and administrative processes. We must be able to exploit this by making sure the ICT systems used by the authorities interact with the systems in the private sector to avoid unnecessary doubling up of work and to eliminate superfluous paperwork.

We need good cooperation with the users. Good dialogues with enterprises and their organizations is the recipe for success in all our endeavours to simplify processes. Users can tell us how important it is to obtain good services quickly, where it is most useful to develop new services and how services across current public agency boundaries can be developed. The tasks of the Brønnøysund Register Centre are under constant development, and I praise this agency for the manner old and new tasks are addressed and undertaken. I am confident that the tasks we are facing in the future will be addressed in the best possible manner for business and industry and society in general. I offer the Brønnøysund Register Centre my best wishes in all their future endeavours.

*Minister of Trade and Industry
Dag Terje Andersen*





The Brønnøysund Register Centre's new profile

In September 2006 the Brønnøysund Register Centre changed its profile. After having featured the same profile and logo for 17 years the Centre displayed a fresh new look that expresses both the electronic and printed media that are prevalent in our work.

The Brønnøysund website also launched a new interface on its portal to make navigation even easier.

“The Brønnøysund Register Centre introduced its first logo in 1989, where the icon in front of the name depicted forms which then and up to the present have been received on paper. But these days, information is increasingly submitted to the Brønnøysund Register Centre in an electronic format. Therefore in the spring of 2006 we started work on changing the Brønnøysund Register Centre profile to give a more modern expression to our activities.

The result is what users see, and the transition went quite smoothly. We are very pleased with the new logo,” says Dagfinn Torgersen, head of communications.

Stylized sailing beacon

Innoventure Design Center (formerly Creuna Design) has designed the Brønnøysund Register Centre's new profile. The

logo is now more timeless and has many associations. The basis is a graphically stylized sailing beacon. The grid suggests that the Brønnøysund Register Centre shows the user the way, and indicates the centre's role as innovator for the public sector. It can also suggest forms, files and archives, and also forms an “R” for the registers. Thus there is a wide choice of interpretations.

All our material features the new profile

All the material issued by the Brønnøysund Register Centre has the new profile, including letters, certificates of registration, advertizing, announcements and other printed material such as brochures and guides. Users may still have received a brochure or guide with the old logo, but all our old material will soon be replaced and feature the new profile.

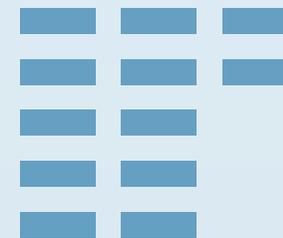
Facelift for the Brønnøysund website

In addition to our new graphic profile the Brønnøysund Register Centre website, the Brønnøysund web, has also had a facelift. The changes are particularly noticeable on the home page, where we have emphasised easier and speedier access to the important services the registers provide.

The Brønnøysund Register Centre is responsible for a wide range of services for various user groups. The changes we have implemented aim to allow easier access to the most relevant services for various users. Some of the most important services can be reached directly from the home page.

We hope that users of the Brønnøysund Register Centre are pleased with our new profile, and not least that they will find it easier to navigate to the information or services users seek on www.brreg.no.

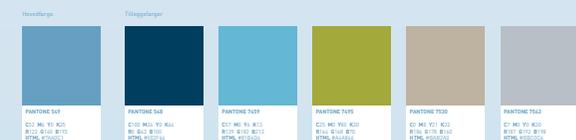
Logo icon



Logo (In both official versions of the Norwegian language)



Colour palette



Typography

DIN
ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅ
abcdefghijklmnopqrstuvwxyzæøå
0123456789!?!%&

Coordinated register notification – completely electronic

Just before the New Year the Brønnøysund Register Centre activated a new electronic version of the coordinated register notification (*Samordnet registermelding*). While earlier solutions have been based on signatures and attachments submitted on paper, everything in the new solution is processed electronically through Altinn.

For years the Brønnøysund Register Centre has had a solution to allow users to electronically register and change information for existing entities and business enterprises. By using Altinn to submit information, the last pieces of paper in the process are now history. Even attachments can now be sent electronically and the notification can be signed digitally.

Forms that listen

The coordinated register notification was made in connection with the establishment of the Central Coordinating Register for Legal Entities. The form was designed for all organization types and for any type of notification to be sent to the Central Coordinating Register for Legal Entities and affiliated regis-

ters. By making “one form for all” we made it easier for business operators and others to find the right form.

The solution for electronic registration takes this a step further, from “one form for all” to “a form just for you”. That is why we can say that the form “listens” to you – instead of a set form, you get one that is adapted to what you are intending to report.

When you open a new coordinated register notification you are first asked what you want to report and the entity or organization type the notification concerns. Based on your answer, a form will be created that only includes the pages that are relevant for your particular report. Thus you avoid having to answer questions that do not apply to you.

Common guidelines

The solution for electronic coordinated register notification is based on principles and specifications for the design of public agency forms on the internet from the ELMER 2 project.

The aim of ELMER 2 was to ensure that production of forms by the public authorities utilized the possibilities and dealt with the challenges of electronic form-based communication in a universal and user-friendly manner. The ELMER principles have also established guidelines for Altinn and other form solutions used by the public authorities.

The common guidelines ensure that forms used by public agencies have a uniform design and dialogue. The guidelines

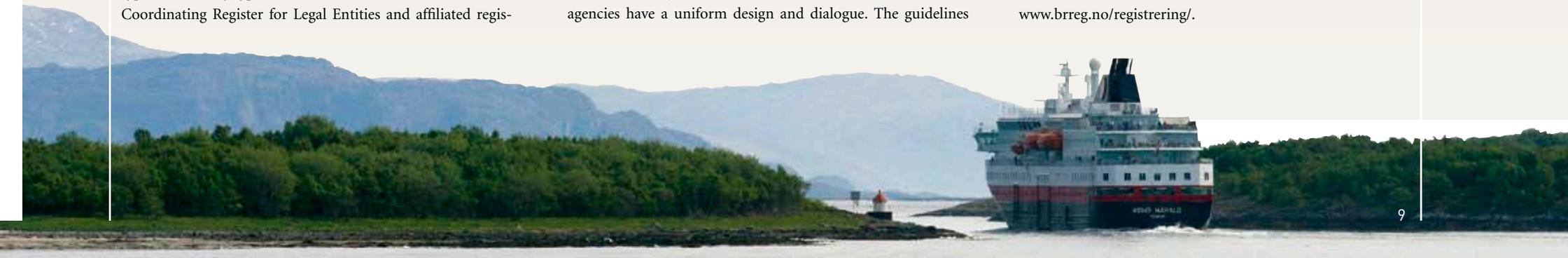
also emphasize that the form dialogue must be supplemented with instructions throughout the process. The result is forms that are easy to understand and use, and the user finds them easily recognizable.

Completely electronic

In the previous solution for electronic registration the information in the form was submitted electronically but signatures and attachments needed to be submitted on paper. Altinn now has solutions for electronic signing that can replace physical signatures on paper. Thus, using Altinn for submitting information removes the last piece of paper from the process.

Obviating the use of paper speeds up the entire process, both for submitting information and receiving feedback. But the electronic submission of information also places new demands on users. For notifications to be submitted electronically all attachments must be uploaded as files and everyone who needs to sign must do so digitally in Altinn. The requirements as to who has to sign the coordinated register notification remain the same in the electronic solution, and the person who signs must do so himself or herself. The transition to a completely electronic solution may require adaptation of procedures for some of those who have used the old solution, but when taken into use the new solution will give a speedier and simpler registration process.

You will find the electronic coordinated register notification at www.altinn.no. You can also read more about the solution at www.brreg.no/registering/.



The Brønnøysund Register Centre's new project model

In 2006 the Brønnøysund Register Centre started to use its new project model, a model that will be used for all projects at the Brønnøysund Register Centre. The new common project model was completed in the autumn of 2005.

What is a project?

The following definition shall be used by the Brønnøysund Register Centre:

“If a task is delimited, unique and can be measured (time, cost, delivery), we can choose to solve the task as a project. We then use a temporary organization that complies with stipulated rules for completion of the task using project techniques as needed.”

Several advantages in using the new project model

There are many advantages to selecting a common project model at the Brønnøysund Register Centre:

- It gives us a common way of completing projects using a common language
- It helps maintain the focus on the project idea and task (which is to deliver a finished product at the stipulated time and price), for example, the project model has templates so project management does not have to decide how the documents will look
- Project-related activities are kept under control; the project model may be considered a checklist for assessment of project-related activities

- The common project work procedures allow the Brønnøysund Register Centre to obtain data on experience on which improvements and learning can then be based
- Much improved point of departure for setting priorities and multi-project management

Phases and decision points

The project model is divided into five phases with seven compulsory decision points and seven compulsory milestones. Stepwise implementation ensures the project utility value, which means that the project delivery satisfies expectations and implementation is undertaken in a familiar and predictable manner. The project's utility value is assessed at each decision point. Project delivery requirements are examined during the three first phases and are first locked at decision point 4.

Idea and pilot study phase

The idea phase aims to pinpoint project ideas that support the Brønnøysund Register Centre's strategies and goals, while the pilot study phase aims to clarify the project's utility value for the organization, its priority and which alternative to choose if several alternatives exist.

The work can be carried out as the first project phase or as work on the line. Deciding what is most efficient depends on the nature of the task. For minor tasks where issues must be clarified by a small number of key persons, implementation on the line may be a good alter-

native. For larger tasks where the pilot study phase demands coordination across the organization or with external actors, a project pilot study may be best. If the task is very comprehensive the pilot study may be carried out as a separate project, a pilot project.

The preparation phase

The preparation phase is initiated when the project owner, the person who controls the project, draws up a task description. Then

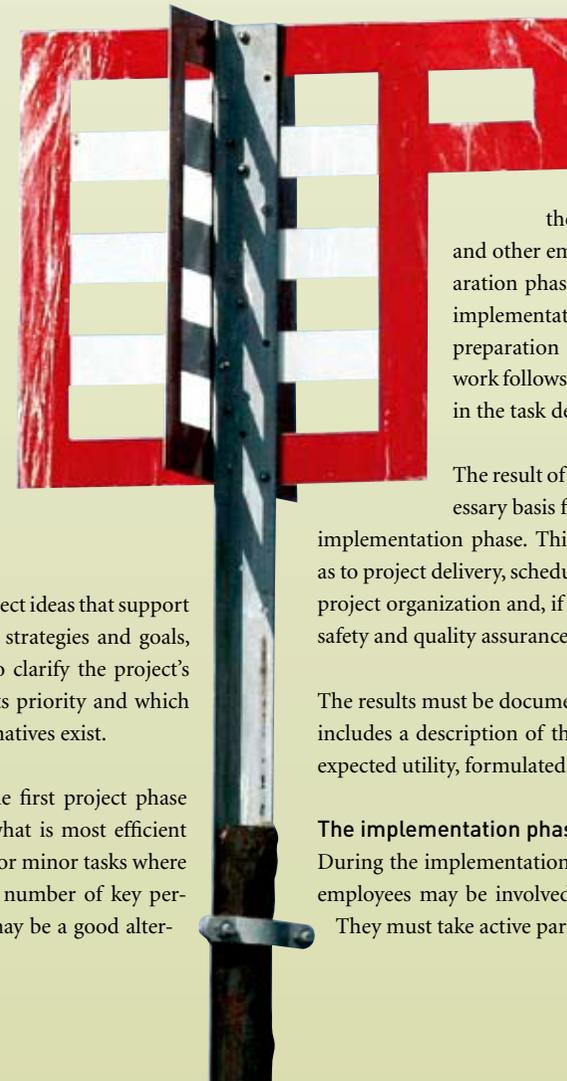
this project manager is appointed and other employees are assigned for the preparation phase. The project group draws up an implementation plan for the work during the preparation phase and distributes tasks. The work follows the instructions that are stipulated in the task description.

The result of the work will normally be the necessary basis for carrying out the next phase, the implementation phase. This generally includes requirements as to project delivery, schedule, budget, resource requirements, project organization and, if relevant, health, environment and safety and quality assurance plans.

The results must be documented in a project manual that also includes a description of the background for the project and expected utility, formulated as performance goals.

The implementation phase

During the implementation phase the majority of the project employees may be involved in the project for the first time. They must take active part in the review of the project man-



ual which is the introduction to the implementation phase. Participants must be allowed to submit proposals and objections. If these lead to changes in the result of the preparation phase, this is not in itself negative. The knowledge and experiences of project participants will quality assure the project, and in addition, the involved project participants will feel committed and motivated. This ensures a proactive project implementation.

Delivery

Between decision points 4 and 5 the project's delivery is determined in accordance with approved plans and in the manner stipulated. Work is followed up, deviations identified, and corrective measures introduced. The project manual is also updated, as an approved project manual must always be the basis for project implementation.

During the implementation phase the work is completed, only delivery to the project customer and in-house recipient remains. The start time for this transfer is determined at decision point 5.

Transfer is undertaken as described in the project manual. When the handover is finished, the implementation phase is complete.

The evaluation phase

The evaluation phase marks the completion of the project, the project group is dissolved and all accounts closed. Any project is unique and contributes to learning. Before the project group is dissolved, experiences from the project must therefore be recorded in a final report.

The final report must be filed so that it can be retrieved easily the next time a project of a similar nature is initiated.

All distrain proceedings must be registered

Due to changes in the regulations, all distraint proceedings must be registered in the Register of Mortgaged Moveable Property. This addition to the registration requirements will improve credit information and make it more secure.

“By the end of 2007, all distraint charges, distraint deductions and decisions finding “nothing to distraint” must be registered in the Register of Mortgaged Moveable Property. This applies to proceedings arranged by the execution and enforcement commissioners and the Norwegian National Collection Agency (NCA),” says Synnøve F. Olsen, Head of Section at the Register of Mortgaged Moveable Property. She is heading the project which was initiated in the summer of 2006.

Distraint deductions and nothing to distraint

“Distraint deduction” means that the execution and enforcement authorities may levy executions on a debtor's earnings or benefits in the case of unsettled claims. “Nothing to distraint” means that the execution and enforcement authorities have dropped the case with the conclusion that the debtor has no assets on which executions can be levied.

Electronic solution

A joint database will be established for the NCA and the various execution and enforcement authorities so they will be able to access each other's information, which they are unable to do today. “The NCA will function as an “information exchange agency” between the execution and enforcement authorities and the Register of Mortgaged Moveable Property. The database information will automatically be forwarded to the Register of Mortgaged Moveable Property. We are cooperating closely with the NCA to have an electronic solution up and running by the end of 2007,” says the project manager.

Better information

The purpose of this addition to the registration requirements is to collect all credit information in one place to improve the quality of the information and make it more secure. Only credit information agencies, finance institutions, collection agencies, lawyers, public institutions and the debtor will have access to this information from the Register of Mortgaged Moveable Property. Execution and enforcement commissioners are obliged to inform the debtor that distraint deductions and decisions that find nothing to distraint will be registered in the Register of Mortgaged Moveable Property. The number of distraint deductions and notifications of nothing to distraint probably amounts to somewhere between 250 000 and 350 000 documents.

Charges created by distress

It will also be possible to officially register distraint charges electronically. “We have around 20 000 official registrations annually. Electronic reporting of distraint charges will really simplify the official registration process. And distraint charges where official registration is not required for legal remedy will also be registered,” Olsen says.

Official registration means that a charge or lien will be registered as an encumbrance on the person/enterprise the claim concerns. Sales liens on motor vehicles, distraint charges and liens on operating equipment are examples of such encumbrances. Official registration gives legal remedy against creditors.

International exchange of business enterprise information

The Brønnøysund Register Centre participates in the international project “Business Register Interoperability throughout Europe” (BRITE). The aim is to establish electronic communication between European business enterprise registers. This is a comprehensive and complex cooperation project involving as many as 19 European actors.

“Improved communication between the business enterprise registers will reduce the administrative burden for Norwegian companies wishing to be active in other European countries,” says Ketil Ingebrigtsen, Head of Department at the Brønnøysund Register Centre. He also believes that BRITE will improve the general public’s ability to obtain an overview of business enterprises with activities across national borders, for example to trace business enterprises that have moved, or to search for a business enterprise’s branch offices.

Easier to move companies

The project will propose solutions for four services. One of them, “Moving registered headquarters”, is the service the Brønnøysund Register Centre is responsible for. “The Brønnøysund Register Centre is working closely with the Swedish Companies Registration Office (Bolagsverket) and the Companies Registration Office in Ireland to develop a service to be used when moving a company across national borders. If you want to move your company to another European country, you must strike off the company from the register in the country you wish to leave and then register it in the country you are moving your company to. In such

a situation it is very handy that the business enterprise registers can exchange relevant information,” Ingebrigtsen adds.

Other useful services

The second service to be developed will make it easier for a company to register branch offices in other countries. This service is being developed by Italy, Ireland and Sweden.

The third service is the exchange of information for public agency procurements. This service will make it easier for service or goods providers to use documents and certificates, for example a certificate of registration, when participating in tender rounds in another country. The fourth service will facilitate for information exchange between business enterprise registers and other actors. Other relevant fields include combating money laundering and financial crimes, information about business enterprises listed on stock exchanges and supervision of financial institutions.

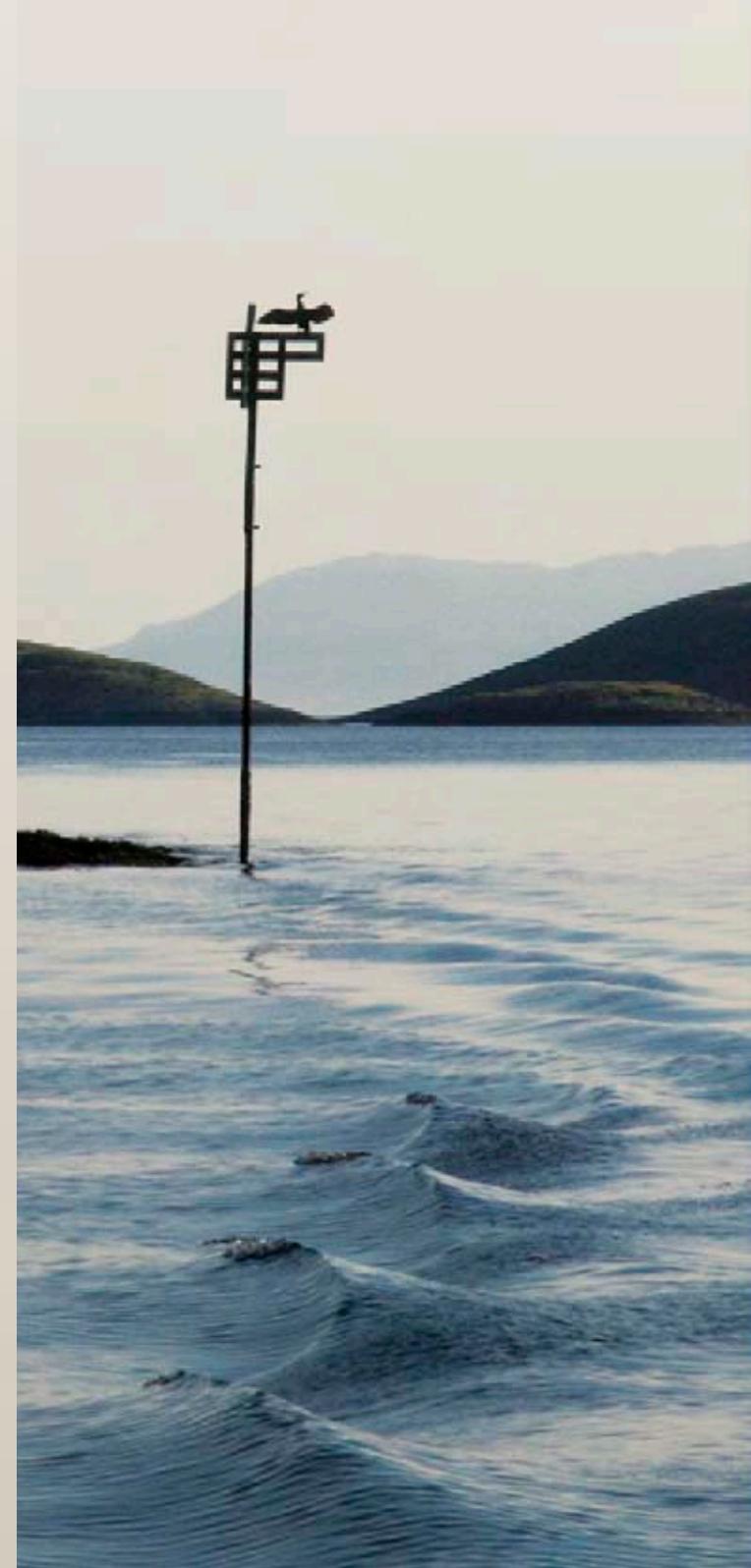
Technical contributor

The Brønnøysund Register Centre will also help with some of the information technology work.

“Common terms must be developed for information exchange and these must be defined in a logical system. The aim is that the information exchanged means the same to all the business enterprise registers. The Brønnøysund Register Centre has also made good progress with SERES, “the Semantics Register for Electronic Cooperation”, a common system for uniform information modelling. It is very important to cooperate with other actors in this field,” says Ketil Ingebrigtsen.

Finished in 2009

The project was launched in March 2006 and has a time horizon of three years. BRITE is funded by the EU, and is led by the European Business Register, a European network for exchange of business enterprise information.



Miscellaneous

The Minister of Fisheries opened the Aquaculture Register



Helga Pedersen, Minister of Fisheries and Coastal Affairs, opened the new Aquaculture Register in Brønnøysund on Tuesday 10 January. In her opening speech she stated that the register will make it easier for the fish-farming industry to adapt to changing framework conditions.

Helga Pedersen
Minister of Fisheries and Coastal Affairs

Director General of the Brønnøysund Register Centre, Erik Fossum, said that the Register Centre's 25 years of experience with official registration was an important reason why the Aquaculture Register was placed in Brønnøysund. For example, the Register of Mortgaged Moveable Property has officially registered a number of encumbrances on fish cages and fish over the years. The Aquaculture Register is a register of assets, which means that it is indexed according to granted licences. Each licence constitutes a separate entity in the register. The Aquaculture Register contains an overview of fish-farming licences and some essential administrative decisions connected to these licences. It also includes an overview of transfers, grants of security interests and other rights officially registered on the licences.

The Aquaculture Register is divided into an administrative section and an official registration section. The Directorate of Fisheries is responsible for the register's administrative section, allocating and registering the content of the fish-farming licences. The Brønnøysund Register Centre enters the information for the official registration section, and is responsible for this information. Official registration ensures protection under the law. Information in the register is open to the general public, meaning that any person may obtain information about encumbrances and rights registered in the Aquaculture Register. The first document for official registration in the Aquaculture Register, processed on Wednesday 18 January, was a mortgage document submitted by Sparebanken Vest in Bergen. Processing of the very first case is confirmation that the system works.

On 1 January 2006 the new organization model of the Department of Administrative Affairs was launched. From this date the old sections were replaced by teams with responsibilities from various fields and duties.

New structure for the Department of Administrative Affairs

The restructuring of the Department of Administrative Affairs was initiated to adapt to the challenges the Brønnøysund Register Centre will be facing in the years to come in connection with such issues as Plan 2010. The aim was also to improve utilization of resources and improve service and guidance services. The department is led by Ann-Christine Nybacka, the head of department, and three section heads. The Financial Director has been transferred to a position as a financial advisor. The responsibilities of the financial director position will be carried forward in the new position. The aim of the restructuring is to enable the Department of Administrative Affairs to deal proactively with operations and guidance duties in connection with future development and changes.



The Department of Distribution on the transition from pilot project to project for Altinn user service 2. Seated around the table from the left: Marit B. Vågan, Trine Brekka, Geir Ebbesen, Christine Hovstøl, Elaine M. Svartis, Anita Meisingset, Arild Hansten. Standing from the left: Roger Stenbakk Olsen, Roy Horn, Ivar Husevåg and Glenn McKenzie.

Altinn user service 2

The project Altinn user service 2 (ABS 2) was completed in September 2006.

The aim of the project was to:

- Describe the user-support needs to be covered by ABS 2
- Design specifications for assistance tools for the user support service
- Describe the structure of this service

The project was initiated in October 2005. First a pilot project was launched to describe the future organization of this service, to determine requirements and draw up project specifications. The pilot project was completed in December, and then the main project was immediately launched with Arild Hansten serving as

project manager. The ambitious time schedule meant that this was a period of hectic work and short deadlines.

The directors' meeting had also decided to allocate funding for the purchase of tools for use in ABS 2. The project would also have to decide which tools to choose and implement this by 1 April. The tools were tested in 2006.

The project was completed in September 2006. The Department of Distribution has since gained much useful experience to help improve the user service for Altinn's electronic solutions.

The end of “Attachment to the annual accounts”

In 2006 the need to send the “Attachment to the annual accounts” on paper from the Register of Company Accounts came to an end. The idea was that if the attachment could be eliminated, more business enterprises would be encouraged to submit their accounts electronically through Altinn, thus taking another step on the way to electronic administration.

In 2006 the attachment was therefore replaced by an information letter about the new scheme. Those who insisted on submitting their accounts on paper would need to order “Attachment to annual accounts” from the Brønnøysund Register Centre. The encouragement to submit annual accounts electronically has yielded good results for users and case processing officers. In 2005 around 20 per cent of the annual accounts were submitted electronically. This proportion increased to 45 per cent in 2006, hopefully due to the decision to stop issuing the “Attachment to the annual accounts”. In all probability the effect of this scheme will only appear in full from 2007 and the coming years. The aim is that 95 per cent of accounts will be submitted electronically to the Register of Company Accounts within 2010.

Satisfied users

The user forum, which arranged its annual meeting in Brønnøysund in June, offered nothing but praise for the services offered by the Brønnøysund Register Centre. Thirteen user organizations attended this meeting, regularly held in the spring over the last nine years.

At these meetings user organizations receive information about what the Brønnøysund Register Centre is doing and planning. This year the themes on Wednesday included electronic services and crisis and contingency planning at the Brønnøysund Register Centre, news on www.brreg.no, news from the Register of Mortgaged Moveable

Property, amendments to legislation and issues relating to NUF. Praise and criticism from users, or relevant questions and issues from the user's perspective were presented by Geir Lereim from the Norwegian Financial Services Association (*Finansnæringens hovedorganisasjon*). He offered little criticism of the work performed by the Brønnøysund Register Centre, but felt

that case processing times had been unduly long earlier in the year, and would like to see electronic invoicing. Included in the programme was an excursion to Hysværøyen and Gåkkå restaurant, where Øystein Ludvigsen served delicious dried cod. He also told stories about life on these islands, with the added spice of anecdotes about his encounters with bureaucracy.

The Register of Mortgaged Moveable Property celebrated its 25th birthday

The Register of Mortgaged Moveable Property was the start of what was later to become the Register Entity in Brønnøysund or the Brønnøysund Register Centre. The first of January 2006 was the 25th anniversary of the Register of Mortgaged Moveable Property – and the Register of Company Accounts – which were established under Brønnøy rural district court. The anniversary was celebrated on 16 June.

Around 90 guests took part in celebration at the Thon Hotel. Delicious food and festive guests helped make this a worthy celebration of this anniversary. In his speech, Director General Erik Fossum drew attention to the fantastic development, from the Register of Mortgaged Moveable Property being placed in Brønnøysund 25 years ago to the present Brønnøysund Register Centre. He also emphasized the indispensable efforts and dedicated commitment of Bodil Aakre, dubbed the “mother of the register”, in connection with the debate on where the register was to be placed. In her speech, Bodil Aakre looked back at the early years. “We were forced to improvise a lot. The computer equipment we had was not that sophisticated. The employees did the work through their hard efforts, and I remember that we had many competent people. Our advantage was that we recruited

from people who lived here and who did not leave for jobs elsewhere. Moreover, we also kept many young people living here because we were able to offer them a good job,” Aakre said. Rural District Court Judge Roald Tørrissen was the first director of the Register of Mortgaged Moveable Property and the other registers that came here in due course. Although he left this job 12 years ago he still felt very much at home. “I miss the sense of community I had when I was at the Brønnøysund Register Centre. When I left our ship, it was sailing in calm waters, now it is racing with full sails across larger oceans,” said Tørrissen. He concluded his speech with advice to the Brønnøysund Register Centre employees: “In the middle of what has grown great and large, you should never forget how it started. And never forget our northern Norwegian traditions of not being pedantic or too bureaucratic!”

Finally on the winner's podium!

The Brønnøysund Register Centre is one of the state agencies in Norway with the best reputation. According to a customer satisfaction survey of 82 public agencies undertaken by Synovate MMI, the Brønnøysund Register Centre came in third. The Norwegian Meteorological Institute came in first place with the Consumer Ombudsman in second.

This was the third year Synovate MMI undertook this survey. More than one thousand responses were received. The Brønnøysund Register Centre scored higher in all areas in 2006 compared to 2005. Here are the results from the study (2005 results in parenthesis):

- Total impression of agency: 3rd place (6th)
- Social responsibility: 12th place (14th)
- Efficiency and financial control: 1st place (2nd)
- Openness and information: 5th place (7th)
- Employee competence and expertise: 8th place (14th)

The survey placed the Brønnøysund Register Centre in the group “Directorates and inspectorates”. Of the 32 institutions measured in this group the Brønnøysund Register Centre placed first in three categories: “Total impression”, “Efficiency and financial control” and “Competence and expertise”. In the category “Social responsibility” the Brønnøysund Register Centre came in third behind the Norwegian Labour Inspectorate and the Data Inspectorate, and in the category “Openness and information” we placed second, with only Statistics Norway coming ahead of us.

First electronic official registration

Friday 6 October was a milestone day at the Register of Mortgaged Moveable Property. That is when the trial project “Electronic submission of e-sales liens without signatures” was launched.

“Already in August 1999 the Brønnøysund Register Centre proposed amending the Act relating to Official Registration to make this possible. Now we have finally started, in accordance with the Regulation dated 28 October 2005. We have encountered some technical problems with the communication solution, but these have been solved. The experiences we have gained through this project will come in very useful when we initiate the project “Distraint deduction/Nothing to distraint” which will have a much larger volume – a volume the system must be able to handle,” says Head of Section Synnøve Felicia Olsen who heads the project.

E-sales liens have been in the offing for quite some time. When the Brønnøysund Register Centre launched its proposal for legislation amendments the first time, the Ministry of Justice



With one press of a key Laila Irene Kirknes has allocated a series of title register numbers. The excitement is over as the first official registration has been made.

responded negatively, but the process had been begun. The obstacles have in part been due to technical issues, and in part to matters of a legal and regulatory nature. However, after a maturing period the act was adopted in 2003. Cooperation with Sparebanken Vest was established the same year and in 2006, three years later, electronic official registration became a reality. Now we are in a trial period with electronic official registration of around 3000 cases.

“The fact that the Brønnøysund Register Centre has been the initiator in this case is quite natural,” the project manager believes. “We are a major official registration agency and a self-declared cutting edge agency when it comes to electronic administration,” she adds.

Shared operations centre for greater security

On Wednesday 18 October the Brønnøysund Register Centre celebrated the takeover of new premises for a shared operations centre – a “back-up copy” of the data storage at the register centre.

“What the shared operations centre project means is that we have established a new computer operations centre. This now gives us two computer operations centres, where all systems and databases are duplicated,” says project manager and systems manager Olav Melteig. The alternative computer operations centre also has a separate technical laboratory and a remote archive in rented premises of 200 square meters. The project manager describes this project as very comprehensive and exciting. There have been many challenges concerning technical IT considerations, communication paths and infrastructure relating to operations. Many parties have been involved, headed by the owner and total supplier of the infrastructure.



The shared operations centre project is completed, and in typical Norwegian fashion proud employees celebrate with cake and coffee in the cafeteria. From the left: Oddmund Johansen, Gunnar Moe, Olav Melteig (project manager) and Erik Fossum, General Director.

Green state

In 2004-2005 the Brønnøysund Register Centre completed project Green State, part of which was the publishing of an environmental report. The level of ambition and future aims were stipulated in relation to demands and expectations placed on the Brønnøysund Register Centre.

Comprehensive surveys were carried out, as many measures had previously been introduced without being systematized or adequately documented. The environmental report shows today's status, the directions the various sections are going in and areas to concentrate on in the future.

For years the Brønnøysund Register Centre has focused on reducing energy consumption. We have introduced a number of measures that have contributed to a steady decline in energy consumption. A new energy efficiency analysis is planned in 2007 to pinpoint additional measures to reduce the consumption of energy.

Our purchasing policy focuses on environmentally friendly products, and we set environmental criteria for products and suppliers.

In the future new technology and register procedures will reduce the use of paper as our major source of waste. In relation to paper consumption and transportation, the transition to electronic administration will have positive ripple effects for the environment, both in-house and externally.

The Brønnøysund Register Centre has been given a more significant role when it comes to reuse and coordination of data, and our new role in public administration has increased the amount of travelling in recent years. As part of the travel policy for the Brønnøysund Register Centre, consideration will be given to increasing the use of video conferencing as an alternative to travelling in some cases.

We also refer to the Brønnøysund Register Centre report on "Green state".

The "ER/FR law" project

This project has finally reached completion, and on Tuesday 17 January this was celebrated with cake in the cafeteria, in typical Norwegian fashion. "I really must hand it to those who have worked on this project, they have all been wonderfully competent," says project manager Elisabeth Lilleholt.

The comprehensive project, called "ER/FR lov", was initiated in the winter of 2004 after a number of amendments were made in the Act relating to the Register of Business Enterprises and the Act relating to the Central Coordinating Register for Legal Entities. The greatest and most important amendments have been made in the latter of the two, where it is now required that all public agencies must reuse basic data from the Central Coordinating Register for Legal Entities. One of the aims of these amendments is to simplify the reporting obligations business enterprises have.

Well prepared

"This has been a very special project. We have worked with amendments to legislation which the Central Coordinating Register for Legal Entities and the Register of Business Enterprises have helped formulate. We were also allowed to propose dates when these amendments would enter into force after a pilot project showed us how comprehensive the changes to our systems would have to be. This made us well prepared for the consequences the Brønnøysund Register Centre would have to deal with when the main project started," Elisabeth Lilleholt says.

Kudos to everyone

Between 30 and 40 persons have been involved in the project, with contributions from the Central Coordinating Register for Legal Entities, the Register of Business Enterprises, the IT department, the Public Relations Staff and the Department of Distribution. Elisabeth feels it has been an exciting and not least instructive experience to work with employees across departments.

When asked whether it has been a difficult process Elisabeth smiles. "No, not fatiguing but often hectic! Because of our competent employees and the incredible cooperative climate in the project group it has been extremely smooth. Much has been resolved with humour and good spirits!"

Some work still to do

The project as such is finished, only a few legislative amendments remain, but Elisabeth will take this work with her into the new project she will join. Now she is starting the project "Making administration in bankruptcy more expedient, and the Register of Bankruptcies' affiliation with the Central Coordinating Register for Legal Entities".

Developing Altinn

We are continually improving Altinn both as a solution for users and as a tool for public agencies collaborating with us.

During 2006 three new versions were launched. One of the new features we introduced is the option to send an SMS or e-mail to notify that a message is available in the user's electronic mailbox in Altinn. This was enabled in the summer of 2005 when the option of receiving electronic messages from public agencies was launched. The number of messages sent by public agencies to Altinn users increased dramatically in 2006.

Integration with *Minside* (MyPage)

Altinn was also developed so it could be integrated with the portal *Minside* (MyPage) designed for Norwegian citizens as a link to public services. Launched towards the end of 2006, it makes it possible to use Altinn services after logging on to MyPage. A number of other adaptations for cooperation on electronic services from the public sector were introduced.

First link services

The Brønnøysund Register Centre was the first to use new functionality in Altinn which enables special electronic services to

be offered through Altinn's log-on solutions and service overview. Such a solution was developed for the coordinated register notification, which was available via Altinn as of December.

Single sign-on

Links to other websites in conjunction with forwarding identity and allocation of rights improve our ability to offer as many public sector services as possible from one site.

This functionality is interesting for a number of public agencies wishing to reuse already existing solutions through a familiar user interface. This makes the day-to-day work easier for users and saves money for the public agencies in areas where electronic services have already been developed.

Functionality has already been developed that enables public agencies to use Altinn's log-on solution and allocation of rights for services that are not integrated in the services offered on Altinn. This option has so far not been taken into use.

Positive feedback from users

More and more business operators are familiar with Altinn and find that they save time using it.

Figures from the Register of the Reporting Obligations of Enterprises at the Brønnøysund Register Centre show that during the last three years Altinn has led to a reduction in the time business enterprises spend on public agency forms, a savings that amounted to 550 full-time equivalents. This is time that can then be spent on value creation instead. The calculations from the Register of the Reporting Obligations of Enterprises are fully in accordance with feedback from a large majority of a representative sample of 2000 company managers who responded to a survey carried out in June.

Eight of ten maintain that their company spent less time filling in public agency forms using Altinn. A huge number, 93 per cent, say they would like to use Altinn for all reports to public agencies. This was the third time Altinn carried out such a survey, and the figures show that Altinn is seen as increasingly more positive and useful by Norwegian business managers.

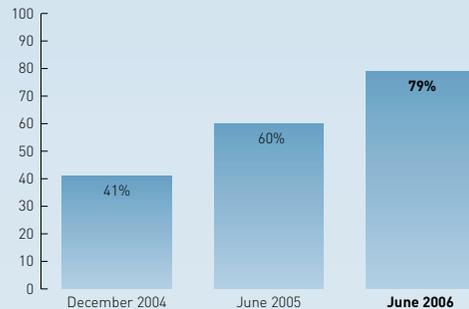
Simpler to use Altinn

Feedback from users is used proactively in the development of Altinn to make the solution simpler and more user-friendly. In the survey, eight of ten responded that they felt that Altinn is easy to use. In comparison, only a little under six of ten

Continuing to grow

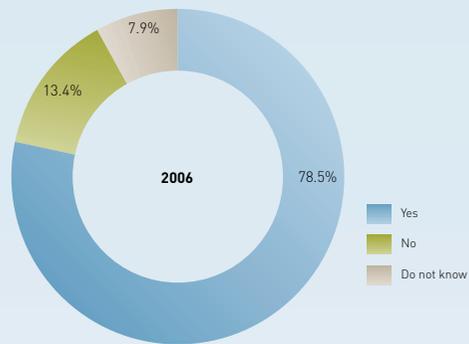
claimed the same in the corresponding survey in December 2004. Familiarity with Altinn has increased significantly among business managers. In June, 79 per cent responded that they had heard of Altinn compared to only 60 per cent the year before.

Familiarity with Altinn:



An increasing number of managers are familiar with Altinn. In eighteen months the proportion has increased from 41% to 79%.

Our company spends less time filling in public agency forms using Altinn:



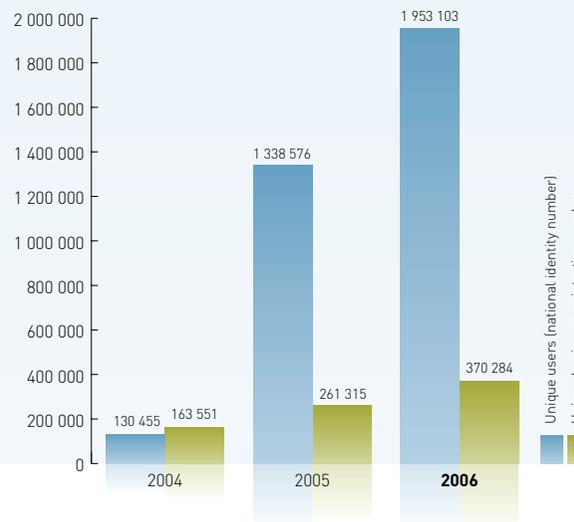
Almost eight of ten business managers confirmed the claim that "Our company spends less time filling in public agency forms using Altinn".

Altinn continues to grow in the number of services available, the number of participating agencies, the number of incoming and outgoing transactions and not least the number of users.

2006 also saw a dramatic increase in the number of Altinn users. Around 600 000 new users were registered during the year, while the number of companies and organizations reported for increased from 260 000 to more than 370 000. The large increase in the number of private individuals using Altinn has continued due to the increasing number of taxpayers submitting their tax returns through the internet.

Altinn users:

More and more people use Altinn. This applies to the number of persons reporting and the number of organizations reported for.

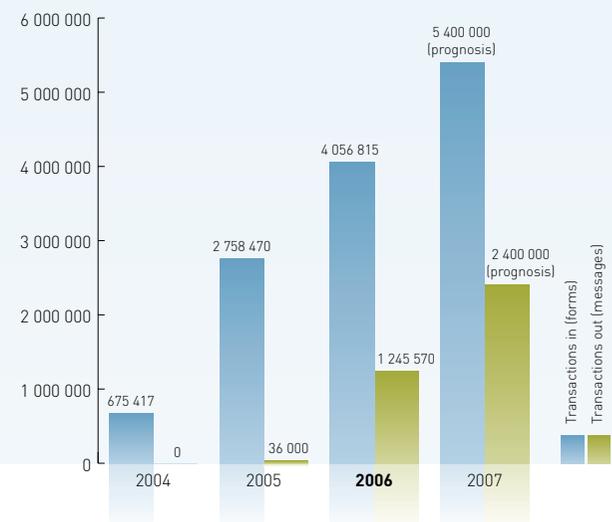


Electronic dialogue growing

During 2005 Altinn was developed from being a channel for submitting reports into a solution for electronic dialogue with public agencies. Users may submit forms and receive messages sent from the public agency in question on Altinn. The growth in 2006 was formidable for both the number of incoming transactions and for the number of outgoing transactions to Altinn users. Overall, more than four million notifications were sent (amounting to more than 7.7 million individual forms), while more than 1.24 million messages were sent to electronic user mailboxes in Altinn.

Transaction statistics:

The graph shows the development of transactions, including a prognosis for submitted forms and messages sent for 2007. The increase in the number of forms submitted is expected to continue at the same rate, while a doubling of the number of sent messages is expected.

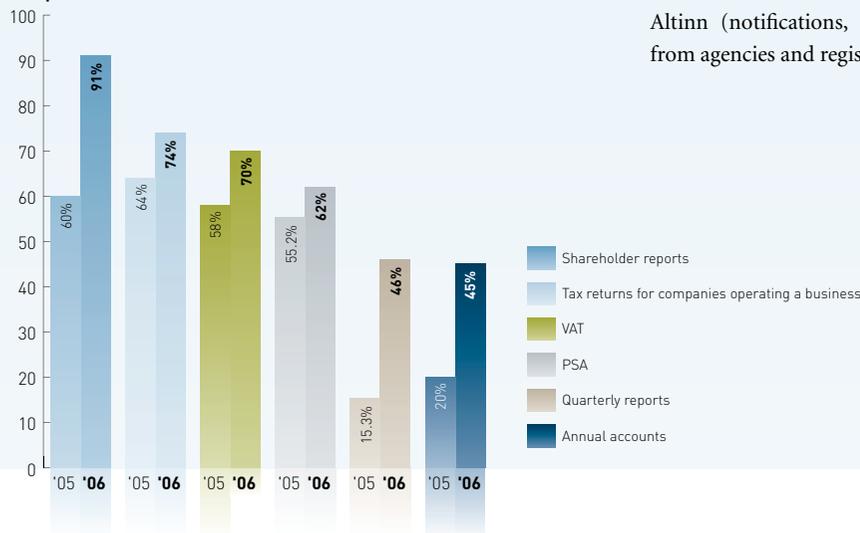


Large form schemes

The percentage of the largest forms submitted through Altinn shows a clear increase for all the forms compared to 2005. The major increase shows that Altinn has found the right track and is used more by an increasing number of users in many target groups. The target, that 75 per cent of all of these forms should be submitted through Altinn, is still some way off, however.

This particularly applies to quarterly reports and annual accounts submitted to the Brønnøysund Register Centre. The Altinn proportion still increased substantially in 2006. Three times as many quarterly reports were submitted compared to the percentage for the previous year. The total number of annual accounts submitted through Altinn increased by 161 per cent, but because of the large increase in the number of those under the obligation to report, 45 per cent were new Altinn submissions.

Proportion submitted via Altinn:



New services

During 2006 a number of new services from various agencies were made available on Altinn. One of the new arrivals, the Norwegian Patent Office, developed and put into production four forms during the year, while in April, one of the other newcomers, the Lottery and Foundation Authority, had completed its accounts form for organizations qualified to arrange lotteries in April. The Norwegian State Housing Bank and the Norwegian State Educational Loan Fund used Altinn for the first time to send annual report forms to their customers. These agencies were thus able to receive confirmation from those who opened their message in Altinn, obviating the need to send the same information by regular mail in accordance with the Public Administration Regulations. At the end of the year the first linking service in Altinn, the Coordinated Register Notification from the Brønnøysund Register Centre, was also made available through Altinn.

There are now more than 120 services available through Altinn (notifications, reports, application forms, messages from agencies and register searches).

Collaboration increasing

Five new agencies joined the Altinn collaboration in 2006. The newcomers were the Norwegian Patent Office, the Lottery and Foundation Authority, the Norwegian Food Safety Authority, the Civil Aviation Authority for Norway and the Norwegian Water Resources and Energy Directorate. The central administration for Altinn was also in dialogue with a number of other agencies who are considering joining. At the end of the year, the largest agency in Norway, NAV (the Norwegian Welfare and Labour Organization), was ready to join, and the agreement on collaboration was signed early in 2007.

Agencies that have joined as of 31 December 2006:

- The Brønnøysund Register Centre
- The Ministry of Fisheries
- The Norwegian State Housing Bank
- The Norwegian Competition Authority
- The Financial Supervisory Authority of Norway
- The Lottery and Foundation Authority
- The Civil Aviation Authority for Norway
- The Norwegian State Educational Loan Fund
- The Norwegian Food Safety Authority
- Bank of Norway
- The Norwegian Water Resources and Energy Directorate
- The Norwegian Patent Office
- The Authorities Central Register of Chemical Products
- The Norwegian Tax Authority
- The Norwegian Pollution Control Authority
- The Norwegian National Collection Agency
- The Norwegian Agricultural Authority
- Statistics Norway
- The Norwegian National Authority for Investigation and Prosecution of Economic and Environmental Crime

The Altinn of the future

In the autumn of 2008 a completely new Altinn solution will be online, with new agreements for development, application administration and operations. The project got off to a flying start in 2006.

In November 2005 the management board for Altinn decided that the Brønnøysund Register Centre and Altinn Central Administration would formulate an announcement for a bidding round for new Altinn contracts. The reason was that the existing agreements were not adapted to new services and requirements Altinn must deal with, and that the current agreements with the suppliers will shortly expire. The project with the working title Altinn II was established in February 2006 and within the year the project organization was in place.

Objective

The objective for the project is clear: Altinn will be a future platform for e-administration and electronic communication, where developments will focus on gains for business enterprises and the public sector. Altinn will also be positioned for international cooperation and service development. It will be developed from being a channel for electronic dialogue into a platform for user-focused service development, allowing services to be established across current agency boundaries, and enabling publicly and privately operated services to interact. Satisfactory legal and commercial agreements will be established with a smoothly functioning, predictable and attractive business model.

Pilot study completed

The first part of the project, a pilot study, was completed in the summer of 2006, with broad participation from agencies already taking part in the collaboration and agencies interested in joining. The pilot study consisted of three working groups and a core group with the project manager and group leaders who have coordinated the groups' work and findings and designed the plan and structure of the actual project. The three working groups worked on the fields form, service development and migration, architecture, modules and standards, the business model, legal aspects and negotiating strategies. The pilot project report was used as the basis for the main project.

Project progress

The project will continue in phases until the first version of the new Altinn solution is put into production in the autumn of 2008. The existing solution will not be replaced in its entirety but will be updated and improved as needed. Some components will be replaced by more up-to-date solutions, while others will be retained more or less unchanged.

The following phases and time horizons are outlined for the project:

- Project establishment (winter 2006)
- Pilot study (completed spring/summer 2006)
- Specifications (initiated autumn 2006, to be completed in January 2007)
- Announcement/call for bidders (to be published in January/February 2007)
- Choice of supplier(s) (during the spring of 2007)
- Dialogue phase (launch spring 2007)
- Implementation (to be started January 2008)

- Operation start (first version to be in operation in the autumn of 2008)

First to use the competitive dialogue

For the Altinn II project, the bidding competition will use competitive dialogue for the first time in the public sector in Norway. Instead of preparing a comprehensive specification of requirements, a description of needs will be drawn up. Using this and a solution proposal from suppliers, a dialogue will be initiated where the parties meet to discuss the project until a final solution proposal is found. The competitive dialogue will thus give the project a golden opportunity to combine project and supplier competence at an early stage in the process to create the best possible solution for everyone.

Project deliveries

In addition to establishing new agreements for Altinn, a new "form engine" will be put in place in Altinn. Today's solution is not flexible enough, making form development cumbersome and expensive. Replacing this solution has high priority so that we can eliminate these problems as soon as possible. By providing a better solution for form and service development, Altinn will be better equipped to satisfy its goal to be the form development solution for the public sector.

The first new version of Altinn to be launched under the Altinn II project will thus not focus on the visible changes. The priority is initially to adapt the solution to enable us to produce better services in a more efficient manner. In the next instance this will benefit all Altinn users through a better solution addressing everyone's needs. After this first version has been launched, the solution will continue to be developed as it is today.





Statistics for 2006, from the Brønnøysund Register Centre

The statistics in the 2006 annual report from the Brønnøysund Register Centre can be compared to the statistics in last year's annual report with the exception of minor changes. Altinn statistics can be found elsewhere in the annual report.

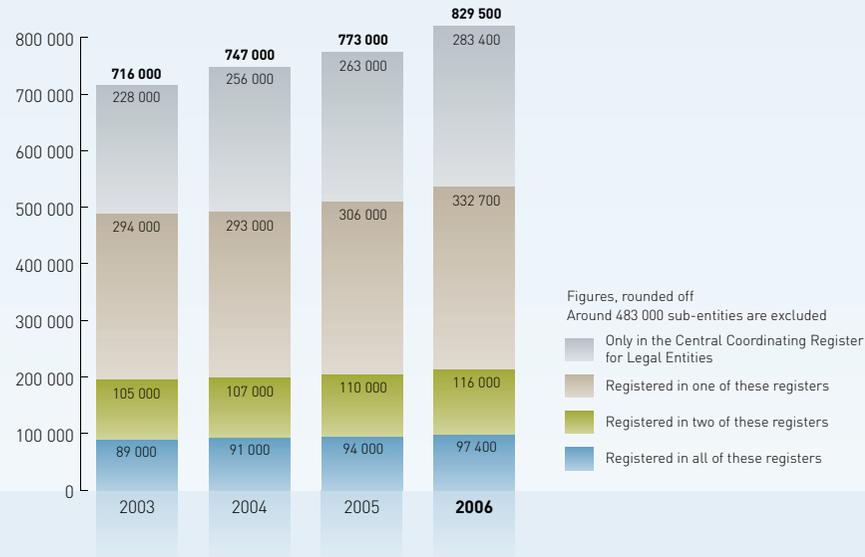
We have attempted to make the statistics understandable by providing explanatory texts with the graphic presentation. When there have been clear changes compared to previous years we have tried to explain why the changes have been made.

Our statistics are divided into seven main chapters:

- Registration of business enterprises
- Annual accounts
- Official registrations
- Liquidations and forced liquidations
- Information from the registers
- Other register fields
- The Brønnøysund Register Centre staff

To display developments over time, most graphs have figures showing the last three to five years. The tables have figures for last year or the last two years. Pie charts have also been used to show distribution by percentages.

Registered in the Central Coordinating Register for Legal Entities 2003–2006

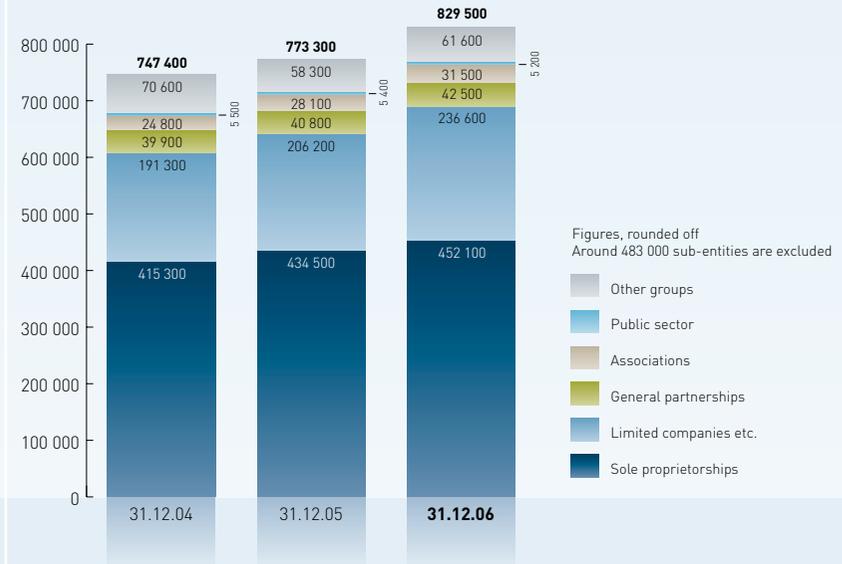


The Central Coordinating Register for Legal Entities has grown dramatically. By the end of the year there were 56 500 more entities than the previous year. One of the reasons for the large growth was the many newly founded limited companies based on transition rule E in accordance with the Taxation Act, and the backlog of 14 000 companies not registered in 2005.

All categories experienced growth in 2006. A total of 283 400 of the entities were only registered in the Central Coordinating Register for Legal Entities, 332 700 were registered in one of the affiliated registers, while 116 000 were registered in two of the affiliated registers. A total of 97 400 were registered in three or more registers.

The cooperation between the Central Coordinating Register for Legal Entities and the affiliated registers ensures that business operators about to register a new company or report changes only need to do this with the Central Coordinating Register for Legal Entities, which then forwards the necessary information to the affiliated registers. If notifications of change are submitted to other registers, they will be forwarded to the Central Coordinating Register for Legal Entities.

Registered in the Central Coordinating Register for Legal Entities, according to main groups 2004–2006

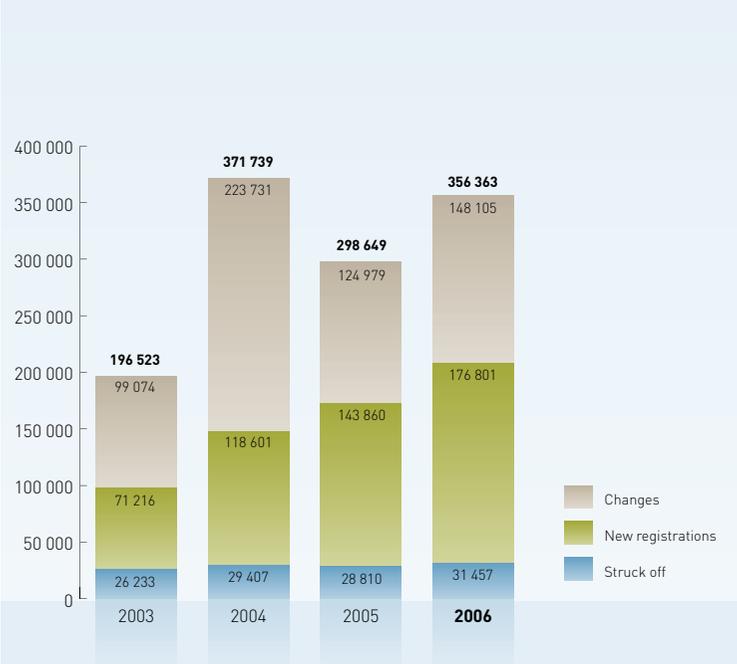


Previously sole proprietorships were the type of organization with the highest number of entities registered in the Central Coordinating Register for Legal Entities with more than half of all registered entities. In 2006 this proportion had declined to 45.5 per cent. One of the reasons was the strong growth in the number of new limited companies in 2006 due to transition rule E in the Taxation Act. The number of new sole proprietorships last year increased by 17 600 entities. This represents a drop of 32 per cent from 2005 when 26 000 new sole proprietorships were registered.

The second large group in the Central Coordinating Register for Legal Entities is limited companies, which amount to 28.5 per cent of all companies registered.

The number of associations continues to increase, rising by 3 400 entities in 2006. One of the reasons may be that more and more associations need an organization number to establish a bank account.

Cases processed by the Central Coordinating Register for Legal Entities 2003–2006



After a substantial decline in the number of cases for the Central Coordinating Register for Legal Entities in 2005, the number rose steeply again in 2006. A total of 356 000 cases were processed last year. 2004 was an exceptional year because a high number of accountants needed to update their account information in the Central Coordinating Register for Legal Entities in order to be authorized Altinn users. This pushed the number of cases processed over the 370 000 mark. In 2005 the number of cases dropped to under 300 000, which was still quite a lot higher than a normal year.

The main reason behind this increase is the fact that increased utilization of basic data from the Central Coordinating Register for Legal Entities in public administration (for example through Altinn) leads to more frequent updates of the register. There is also greater awareness of the importance of having correct information in the Central Coordinating Register for Legal Entities.

In total, 383 755 notifications were received by the Central Coordinating Register for Legal Entities, whereof 53 640 arrived electronically. This is an increase of 31 per cent from the previous year.

Newly registered business enterprises 2005–2006 and the number as of 31 December 2006

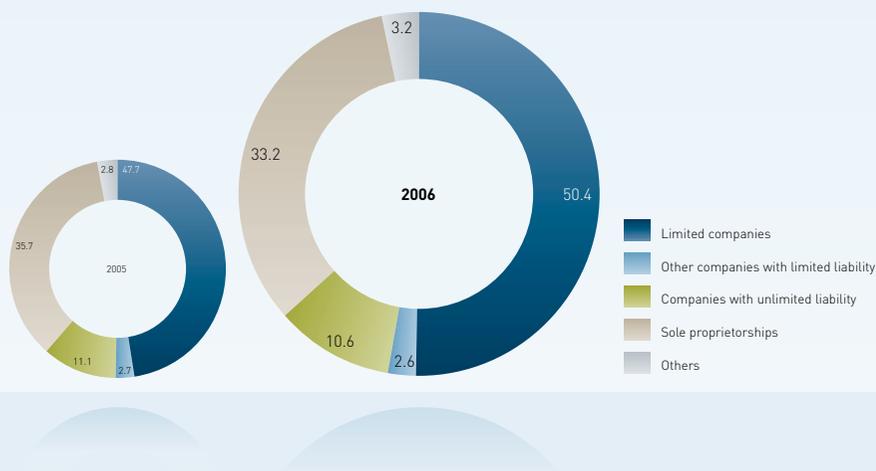
Type of organization	Newly registered business enterprises 2005	Number as of 31 December 2005	Newly registered business enterprises 2006	Number as of 31 December 2006
Limited companies	20 462	165 659	34 813	192 168
Public limited companies	35	494	36	505
General partnerships	853	20 950	735	20 956
General partnerships with shared liability	2 206	15 958	2 352	17 867
House building cooperatives	5	117	3	114
Housing cooperatives	405	7 189	489	7 667
Condominium owner associations	419	1 676	513	2 192
Sole proprietorships	6 680	124 386	7 232	127 033
Association/club/organization	44	788	54	817
County enterprises	1	13	0	13
Mutual insurance companies	0	53	0	53
Inter-municipal enterprises	38	191	23	211
Limited partnerships	121	1 025	105	1 012
Municipal enterprises	19	205	25	218
Foreign business enterprises registered in Norway	2 479	5 563	2 618	7 742
Jointly owned shipping companies	28	813	17	751
Public corporations	0	5	0	5
Companies with limited liability	107	2 219	116	2 266
Savings banks	0	125	0	125
Foundations	18	974	30	977
Other enterprises pursuant to special legislation	0	66	2	68
	33 920	348 469	49 163	382 760

For the second year in a row a new record was reached in the number of new enterprises in the Central Coordinating Register for Legal Entities. In 2006, 49 163 new enterprises were registered, the highest number of new registrations in one year since the Central Coordinating Register for Legal Entities was established in 1988. This is 15 249 more new registrations than in 2005, when the record was also set with 33 920 new registrations (45 per cent increase). One of the reasons for the large increase is all the newly founded limited companies in connection with transition rule E pursuant to the Taxation Act. This transition rule led to a large influx of incoming notifications toward the end of 2005, and around 14 000 of these were not registered until 2006.

At the end of last year 382 760 enterprises were registered in the Central Coordinating Register for Legal Entities. In the course of the year 15 011 enterprises were struck off so that the net growth in the Central Coordinating Register for Legal Entities in 2006 was 34 152 business enterprises.

The largest increase in the Central Coordinating Register for Legal Entities concerns newly registered limited companies. A total of 34 813 new limited companies were registered, a new record. The second large type of organization in the Central Coordinating Register for Legal Entities is sole proprietorships. A total of 7232 new sole proprietorships were registered in 2006.

Registered enterprises, according to type of enterprise Percentages as of 31 December 2005 and 31 December 2006



There was a 2.8 per cent increase in the number of limited companies registered in the Central Coordinating Register for Legal Entities in 2006, which came at the expense of the proportion of sole proprietorships. The proportion of limited companies has previously decreased annually, but in 2005 this development stopped, and the proportion increased by 0.9 per cent compared to the preceding year. The first count taken more than 10 years ago showed close to 70 per cent limited companies, today this is down to 50.4 per cent.

The decline in the number of sole proprietorships which we saw in 2004 and 2005 continues and amounted to 33.2 per cent in 2006. For companies with unlimited liability, and limited liability companies, the proportion remained more or less unchanged compared to the year before.

Newly registered and struck off in the Central Coordinating Register for Legal Entities by county

County	Struck off 2005	Registered 2005	Struck off 2006	Registered 2006
Østfold	754	1 603	790	2304
Akershus	1 671	3 587	1 585	5297
Oslo	3 427	6 910	3 197	9535
Hedmark	427	934	395	1357
Oppland	468	1167	403	1491
Buskerud	823	1 940	796	2534
Vestfold	737	1 689	744	2385
Telemark	445	1078	435	1383
Aust-Agder	242	696	271	917
Vest-Agder	453	1335	485	1996
Rogaland	1 090	2 916	1 077	4468
Hordaland	1 318	3 097	1 362	5050
Sogn og Fjordane	274	590	261	925
Møre og Romsdal	717	1 406	712	2220
Sør-Trøndelag	747	1 800	775	2768
Nord-Trøndelag	285	665	274	956
Nordland	677	1 235	705	1725
Troms	450	847	494	1226
Finnmark	254	391	232	553
Svalbard	6	34	18	73
Abroad	0	0	0	0
Total	15 265	33 920	15 011	49 163

The number of new registrations in the Central Coordinating Register for Legal Entities also increased dramatically in 2006. A total of 15 243 more enterprises were registered than in 2005, while 15 011 enterprises were struck off in 2006. The number of business enterprises struck off is on the same level as the year before. The net growth of the Central Coordinating Register for Legal Entities was thus 34 152 enterprises in 2006. As in previous years the greatest activity and thus the highest number of new registrations and companies struck off occurred in the counties with the largest cities and high population densities

Last year, as in the year before, there was an increase in the number of new registrations in all the counties.

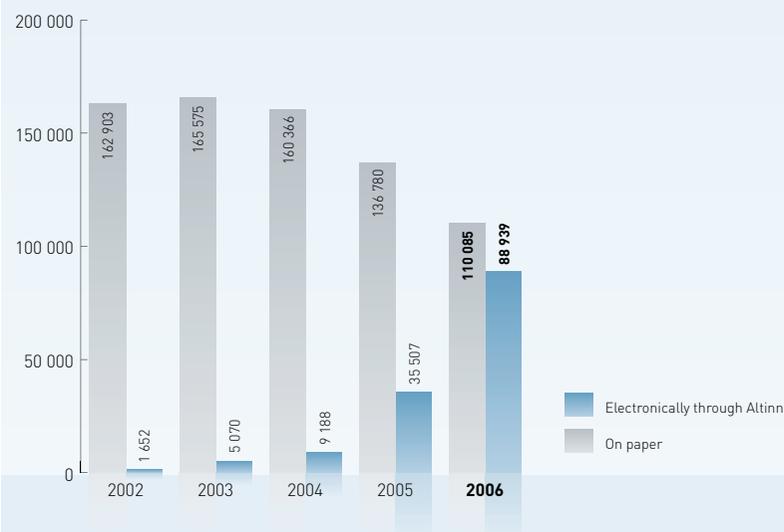
Enterprises sent to Liquidation Court 2002–2006

The grounds for being sent to Liquidation Court	2002	2003	2004	2005	2006
No auditor	897	777	833	659	751
No complete board	222	232	204	168	130
No general manager	3	9	3	3	3
Capital not fully paid up		0	0	0	0
Absence of share capital less than NOK 100 000			694	-	-
Limited companies that have been dissolved for more than a year	848	914	630	929	724
Total	1 970	1 932	2 364	1 759	1 608
Rectified after takeover by the Liquidation Court	1 090	1 051	1 186	993	790
Compulsory liquidation or being processed by the Liquidation Court	1 146	978	1 361	869	870

The decline in the number of enterprises sent to Liquidation Court continued in 2006. A total of 1608 business enterprises were sent to Liquidation Court last year, a decline of 151 from the year before. The main causes were, as in previous years, the absence of an auditor or the lack of a complete board. A total of 724 business enterprises were sent to Liquidation Court because they had been dissolved for more than a year.

Of the enterprises sent to Liquidation Court, 993 enterprises rectified the situation that put them under proceedings. A total of 869 enterprises were forced to liquidate or were being processed by the Liquidation Court.

Filed annual accounts; the 2002–2006 accounting years



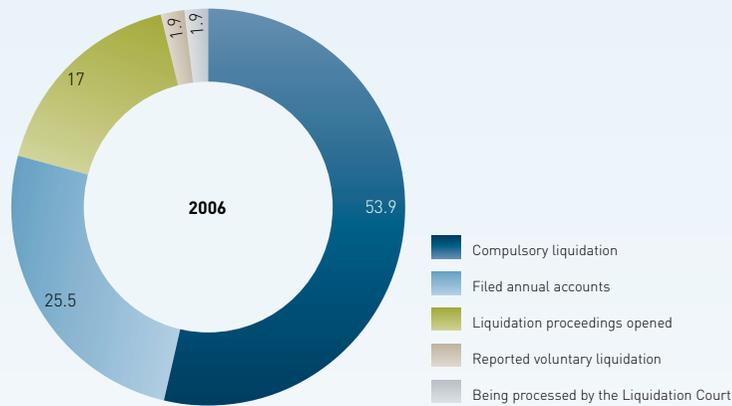
Annual accounts must be filed with the Register of Company Accounts before 1 August. Companies not complying with the deadline must pay a late-filing penalty which increases the longer the enterprise refrains from filing.

For the 2005 accounting year 199 024 approved annual accounts had been filed. More than 110 000 annual accounts were filed on paper, while almost 89 000 were submitted electronically through Altinn. This comes to almost 45 per cent of the total. As we see from the graph, there has been a very substantial rise in the number of accounts filed electronically in 2006.

June, July and August are the large filing months for annual accounts, with June and July for paper filing and July and August for electronic filing. To encourage more enterprises to file their annual accounts electronically, a month's extra deadline is given to Altinn users. This means that most electronic annual accounts are received a month later than normal.

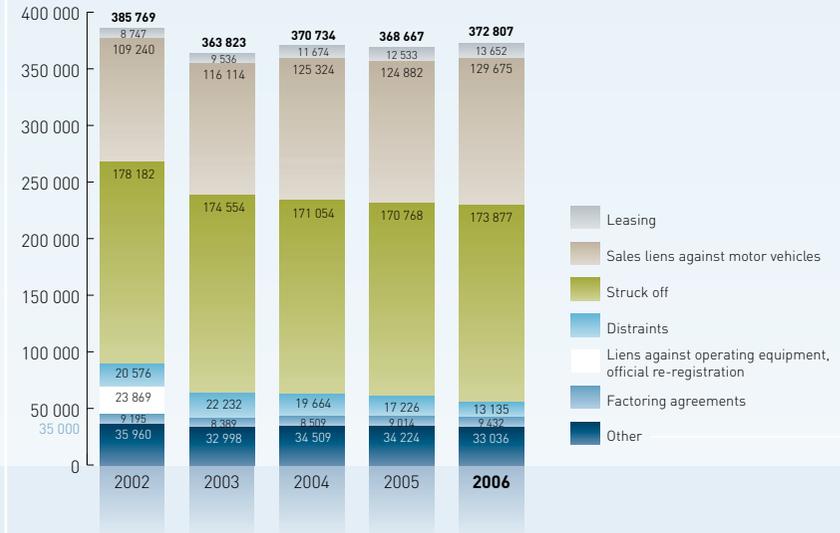
The percentage of rejected accounts in 2006 was lower for annual accounts filed electronically. A total of 6.9 per cent of the annual accounts filed electronically were rejected due to flaws, while 10.3 per cent of the annual accounts filed on paper were rejected.

Limited companies sent to Liquidation Court in 2006 for not filing accounts for 2004 (by percentages)



In 2006, 271 enterprises were sent to the Liquidation Court for failing to file accounts for 2004. Of these, 146 enterprises, or 53.9 per cent of the companies were placed under compulsory liquidation. A total of 69 companies, or 25.5 per cent of the late-filers, eventually filed their annual accounts and thus avoided compulsory liquidation. Liquidation proceedings were opened in 46 of the companies that had failed to file their annual accounts, while five companies reported voluntary liquidation. Five companies were still being processed by the Liquidation Court as we moved into 2007.

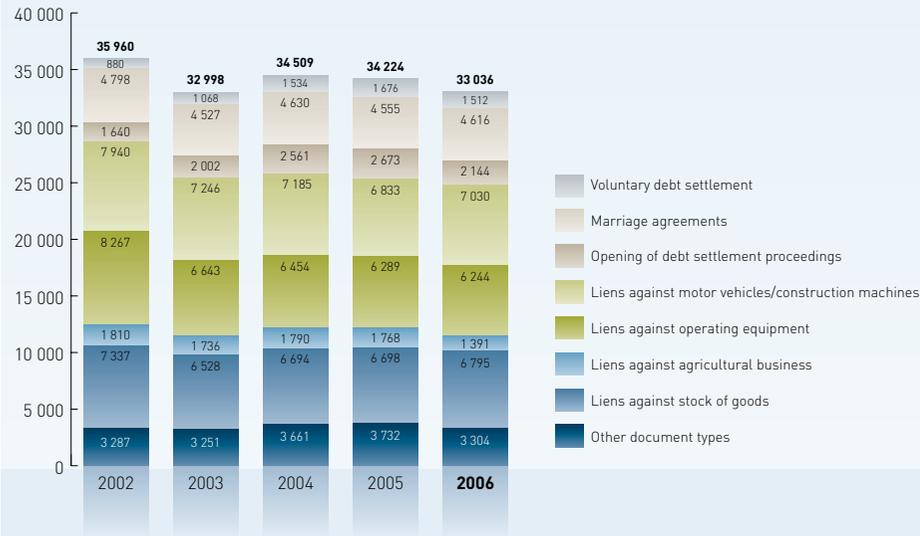
Official registrations 2002–2006



The number of official registrations in the Register of Mortgaged Moveable Property has remained at about the same level from one year to the next. During the last five years the average has been around 370 000 official registrations annually. After a stable increase through 2002, the number of official registrations declined noticeably in 2003 because official re-registration of mortgages in operating assets was abolished in 2002.

The number of “Sales liens against motor vehicles” increased again in 2006 after a minor decline in 2005.

The number of officially registered leasing agreements has increased constantly during the last four years after bottoming out in 2002. A Supreme Court ruling led to the drop in the number of officially registered leasing agreements. A new definition of leasing reduced the need for official registration of some leasing agreements.

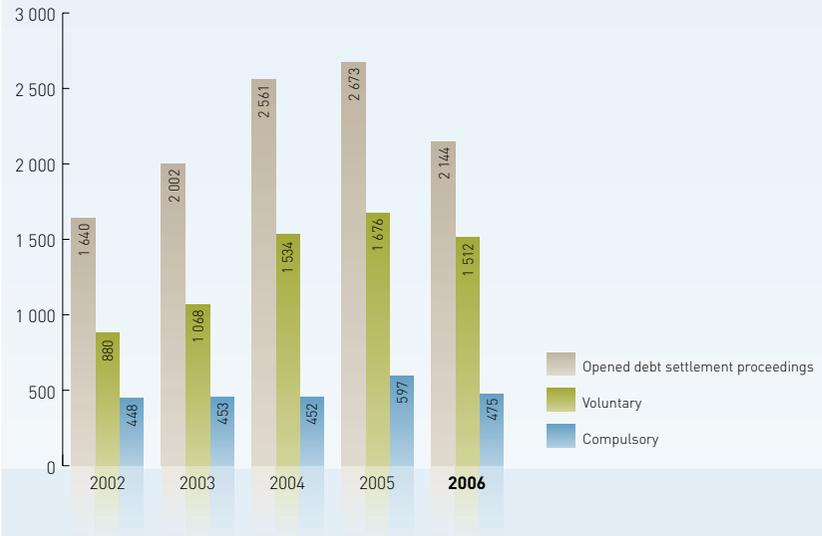


The number of business enterprises struck off the register increased again in 2006 after declining the last four years, although this decline has not been large.

The decline in the number of officially registered distraint proceedings continues. These actually increased through 2003, but the number has been dropping over the last three years. In 2006 more than 9000 fewer distraint proceedings were registered than in the peak year of 2003.

To show the most used document types we have divided the graph in two. The first graph shows document types starting at around 10 000 official registrations annually and up. The section of the column that includes “Other” is displayed in another graph showing document types down to around 1000 official registrations per year.

Opened debt settlement proceedings and official registration of debt settlements 2002–2006

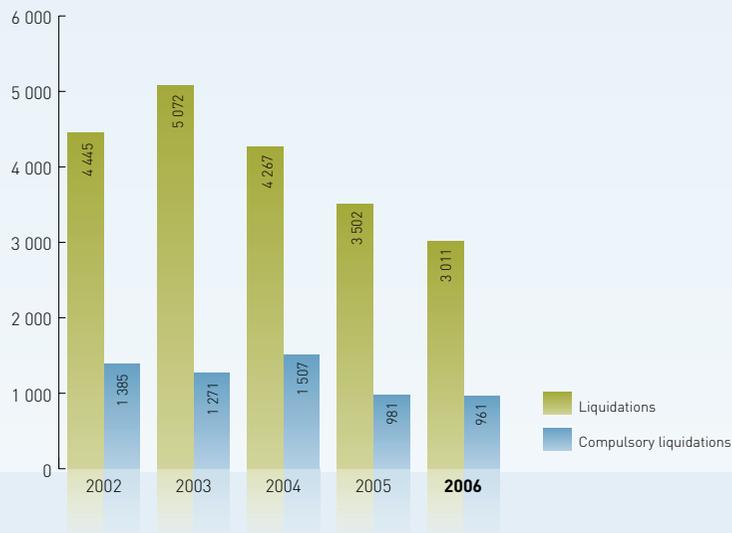


The number of opened debt settlement proceedings dropped again in 2006 after having increased in recent years, with particularly large increases in 2003 and 2004. In 2006, 2144 debt settlement proceedings were opened, where 1512 ended in a voluntary debt settlement, while 475 ended in compulsory debt settlement.

For some of the settlements where the proceedings were opened towards the end of 2006, an agreement on compulsory or voluntary debt settlement will come in 2007.

For some of the other opened debt settlement proceedings the debt problems were settled in one way or other, or it was found that there was no basis for a debt settlement.

Liquidations and compulsory liquidations 2002–2006

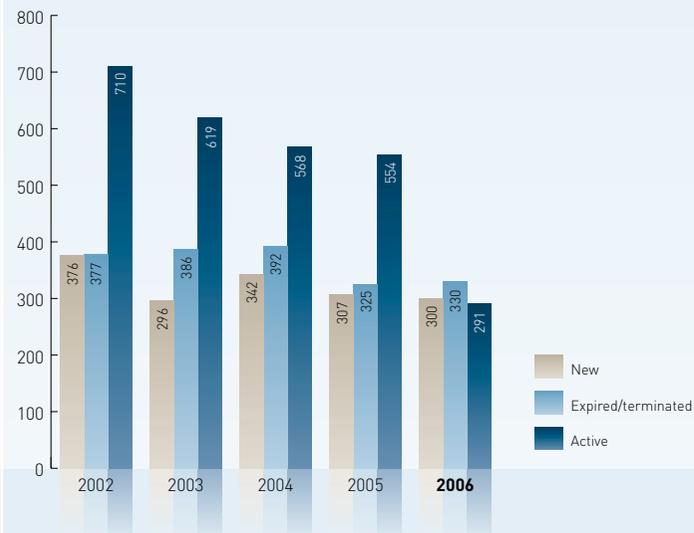


The decline in the number of liquidations that has been evident in recent years continued in 2006. After a peak of more than 5000 in 2003, the number of liquidations has gradually gone down to 3011 in 2006. This is far below the “average” figure of around 3500 per year. It appears that the new upswing in the business world continues to have a positive effect on the number of liquidation numbers.

The most liquidations are in companies with the industrial codes trade, property operations and business-service provision, building and construction and hotel and restaurant operations. The same codes also had the highest number of compulsory liquidations in 2006.

The number of compulsory liquidations declined by 20 in 2006, which was way off from the previous year, with a decline of 527 from 2004. The reason for the high figure in 2004 was that almost 700 enterprises were forced to liquidate because they had not increased their share capital to NOK 100 000. Last year the Register of Business Enterprises was responsible for 870 compulsory liquidations. The main reasons were the absence of an auditor and lack of a complete board.

New and struck off/expired disqualification periods 2002–2006



The number of disqualification periods in force declined steeply in 2006. The trend during the last five years shows a decline since the peak in 2002. The number of new disqualification periods has also shown a declining trend in recent years, but did increase in 2004. During the last two years the number has again dropped. A disqualification period lasts for two years.

Disqualification as of 31 December 2006, by county

County	New	Expired/terminated	Active
Østfold	22	27	39
Akershus	22	41	59
Oslo	32	53	53
Hedmark	10	17	18
Oppland	8	14	17
Buskerud	36	24	55
Vestfold	15	19	24
Telemark	4	2	7
Aust-Agder	8	5	15
Vest-Agder	9	1	12
Rogaland	17	28	37
Hordaland	10	15	15
Sogn og Fjordane	6	3	7
Møre og Romsdal	12	4	18
Sør-Trøndelag	25	21	38
Nord-Trøndelag	10	12	22
Nordland	19	12	30
Troms	13	9	24
Finnmark	11	7	12
Svalbard	0	0	0
Abroad	11	15	24
Unknown	0	1	0
Total	300	330	526

In 2006 the highest number of disqualifications was in Buskerud county (36), followed by Oslo (32) and Sør-Trøndelag (25). The lowest number was in Telemark (4) and Sogn og Fjordane (6).

Akershus, Buskerud and Oslo head the statistics of active disqualifications. Akershus had 59, Buskerud 55 and Oslo 53 active disqualifications. Telemark and Sogn og Fjordane have the lowest number of active disqualifications with seven each. Hordaland county, which includes the second largest city in Norway, Bergen, has in recent years had very few active disqualifications, only fifteen in 2006. On the other hand, Sør-Trøndelag county, with Trondheim, the third largest city in Norway, had 38 active disqualifications.

Compared to 2005 the number of disqualifications has declined. In 2006 there were seven fewer newly registered disqualifications, while there were 26 fewer active disqualifications.

Liquidations and Compulsory liquidations, by county

County	Liquidations 2005	Liquidations 2006	Liquidations change in %	Compulsory liquidation 2005	Compulsory liquidation 2006	Compulsory liquidation change in %
Østfold	201	158	-21.40%	46	37	-19.60%
Akershus	439	351	-20.00%	115	109	-5.20%
Oslo	686	587	-14.40%	247	259	4.90%
Hedmark	117	119	1.70%	20	20	0.00%
Oppland	97	98	1.00%	14	19	35.70%
Buskerud	150	138	-8.00%	54	44	-18.50%
Vestfold	181	163	-9.90%	51	59	15.70%
Telemark	119	119	0.80%	18	19	5.60%
Aust-Agder	46	35	-23.90%	8	12	50.00%
Vest-Agder	75	69	-8.00%	30	31	3.30%
Rogaland	191	175	-8.40%	55	74	34.50%
Hordaland	276	248	-10.10%	114	101	-11.40%
Sogn og Fjordane	59	43	-27.10%	10	8	-20.00%
Møre og Romsdal	168	142	-15.40%	33	15	-54.50%
Sør-Trøndelag	192	157	-18.20%	57	45	-21.10%
Nord-Trøndelag	62	60	-3.20%	19	21	10.50%
Nordland	231	168	-27.30%	45	32	-28.90%
Troms	143	119	-16.80%	16	24	50.00%
Finnmark	58	48	-17.20%	27	27	0.00%
Ishavsøyene	2	0	-100.00%	2	5	150.00%
Abroad	5	8	60.00%	0	0	0.00%
Unknown	4	6	50.00%	0	0	0.00%
Total	3 502	3 011	-14.00%	981	961	-2.00%

A total of 3011 liquidations were registered 2006, which was 494 less than the preceding year. This is a decline of 14.1 per cent. During the same period, the number of compulsory liquidations declined by 20, corresponding to a two per cent drop. The Register of Business Enterprises generates the most compulsory liquidations, last year 870 were enforced.

Apart from Hedmark, Oppland and Telemark counties, which had an increase in the number of liquidations of one to two per cent, there was a decline in all other counties. The greatest decline was in Nordland and Sogn og Fjordane counties with 27 per cent each, and Aust-Agder county with 24 per cent.

For compulsory liquidations, there was an increase in nine of the counties, a decline in eight, and two counties were on the same level as in 2005. Troms and Aust-Agder had an increase of 50 per cent, while Møre og Romsdal county and Nordland county had the largest decline, 54.5 per cent and 29 per cent, respectively.

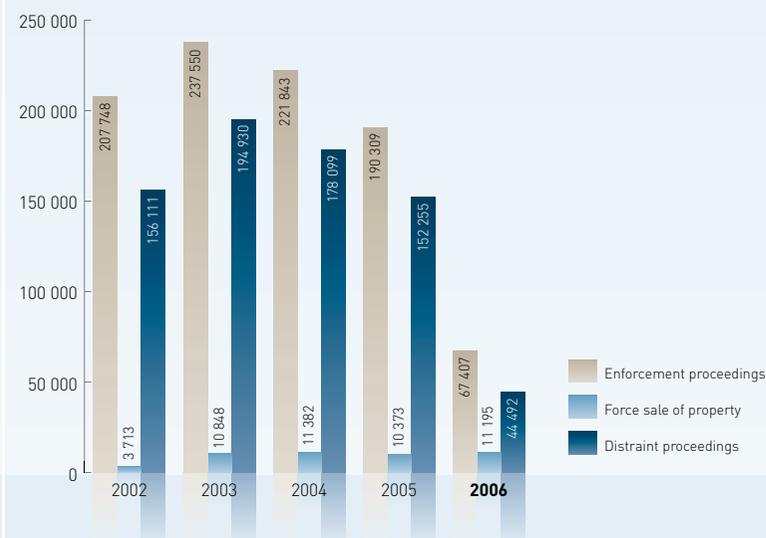
Liquidations and compulsory liquidations in 2006, by industry

Industry	Liquidations	Compulsory liquidations	Total
Agriculture and forestry	13	4	17
Fishing and fish farming	25	7	32
Mining and extraction	6	4	10
Industrial operations	141	68	209
Electricity and water supplies	0	1	1
Building and construction	275	93	368
Retail trade, vehicle repair	691	271	962
Hotel and restaurant operations	238	87	325
Transport and communication	104	55	159
Financial services and insurance	11	14	25
Business property operations	338	293	631
Education	7	7	14
Health and social services	23	14	37
Other social and personal services	59	31	90
Industry not defined	1 080	12	1 092
Total	3 011	961	3 972

As in previous years the highest number of liquidations was in companies with the industrial codes retail trade (691), property operations and service provision (338), building and construction (275) and hotel and restaurant operations (238). The same industrial codes also had the largest number of compulsory liquidations in 2006.

In 2006, 395 shops retailing various goods were wound up. This also applied to 205 restaurants and bars. Most compulsory liquidations are found in the above-mentioned industries.

Registered enforcement proceedings, compulsory sale of property and distraint proceedings 2002–2006

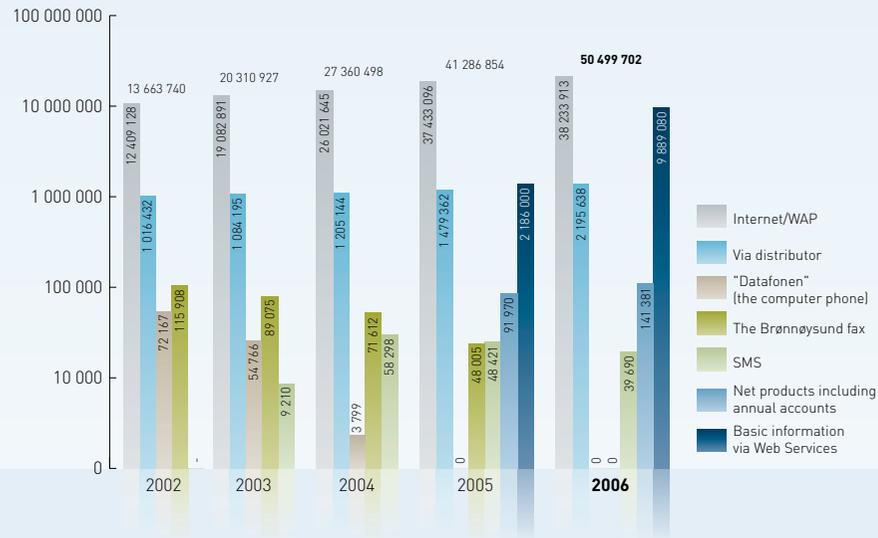


The number of enforcement proceedings declined dramatically in 2006, with a decline of 122 902 compulsory proceedings, or 65 per cent in 2006. Compulsory sales of property, on the other hand, increased by 822 cases, almost an eight per cent increase.

The main cause of the decline in enforcement proceedings is that the Norwegian National Collection Agency has taken over responsibility for enforcement proceedings from enforcement officers. The Brønnøysund Register Centre now only is responsible for cases coming from the district courts.

Distraint proceedings are cases where the enforcement officer goes on site to take or repossess assets to cover debts. The main reason for the increase in distraint proceedings is probably the high level of credit purchases and housing and consumer loans. Over time, the persons involved have been unable to cope with their liabilities when the debt is due for repayment.

Automatic register inquiries in 2006

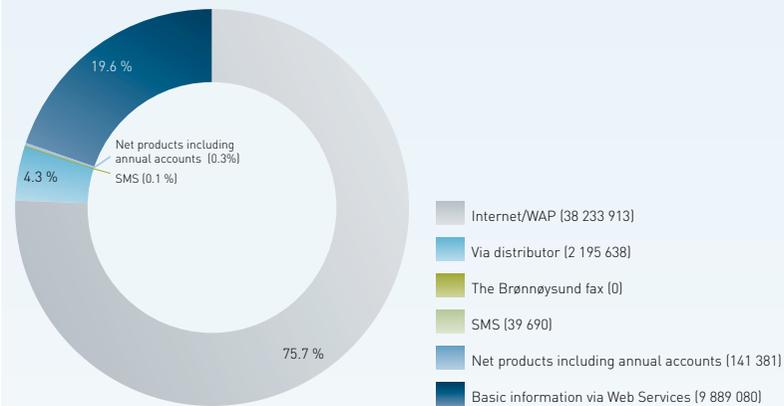


The graph features a logarithmic scale. Internet inquiries to the Brønnøysund Register Centre databases show a large increase year after year. In 2006 more than 50 million automatic inquiries were made, an increase of more than nine million (up 22.3 per cent) compared to the preceding year when the increase was almost 14 million inquiries. Around 2.2 million inquiries that go through our distributors are included in this figure, an increase of 48.4 per cent from the previous year.

In recent years many services have been developed that allow access to register information through the Brønnøysund web, <http://www.brreg.no>. One of the latest services to be offered is Basic information from the Central Coordinating Register for Legal Entities through Web Services. This service had almost ten million inquiries in 2006 which is a huge 352 per cent increase. One of the reasons for this is that other public agencies have been instructed to use Web Services when contacting the Central Coordinating Register for Legal Entities.

Many of the products that were earlier available via the Brønnøysund fax can now be ordered on the internet. This service had more than 181 000 inquiries in 2006, including the product annual accounts.

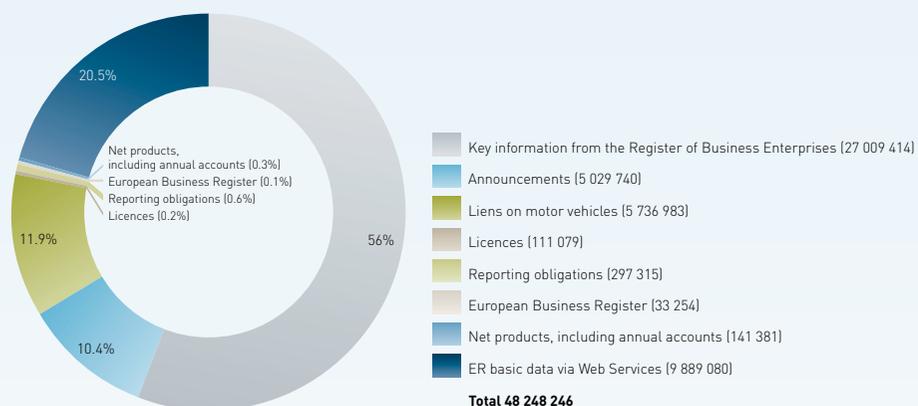
Distribution of automatic inquiries in registers



This shows the distribution of the automatic inquiries to the Brønnøysund web in 2006. Direct inquiries via the internet or WAP phone came to almost 76 per cent of all inquiries. Inquiries via Web Services had increased to 19.6 per cent, while the proportion of inquiries coming through distributors came to 4.3 per cent. The other inquiries via the Brønnøysund fax, SMS and other network products only came to 0.4 per cent.

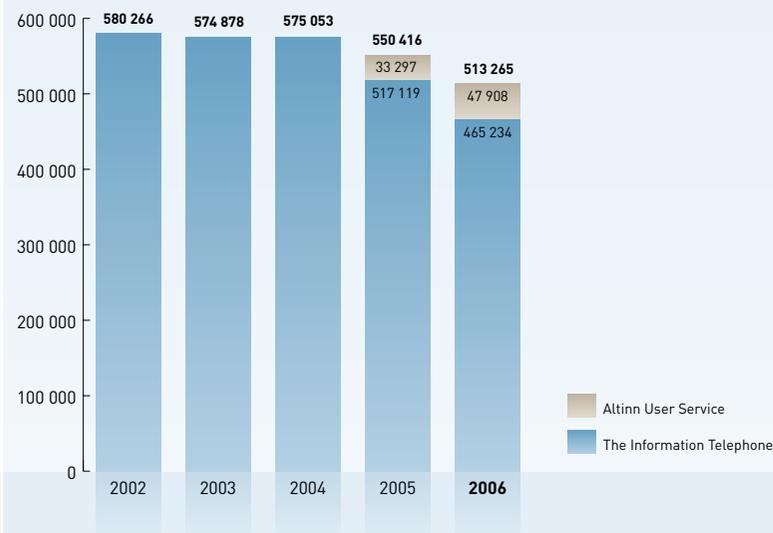
The internet has become the user distribution channel of choice when it comes to automatic inquiries to our registers. Information may be downloaded when convenient for the user at any time of the day and any day of the week.

Distribution of information inquiries to various web services



As in previous years *Key Information from the Central Coordinating Register for Legal Entities* was the most popular of the internet services offered by the Brønnøysund Register Centre, comprising 56 per cent of all inquiries compared to 64 per cent in 2005. “Basic Data” from the Central Coordinating Register for Legal Entities via *Web Services* amounted to 20.5 per cent of the inquiries. The *Announcements* service has also been used a great deal, and more than 10 per cent of inquiries were related to announcements from the Register of Business Enterprises, the Register of Bankruptcies and the Register of Company Accounts. This also applied to *Liens on Motor Vehicles*, which had more than 12 per cent of inquiries. Users can look up this type of information through the internet, WAP or SMS. *Reporting obligations, Permits, Web products including annual accounts and European Business Register* were the other services to receive inquiries.

Inquiries answered by the Information Telephone 2002–2006

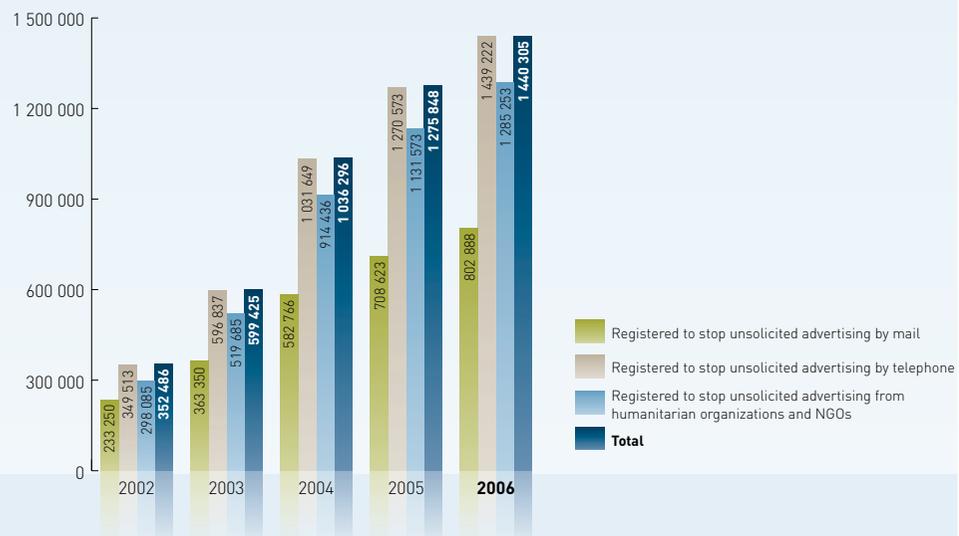


The number of inquiries answered by the Information Telephone is steadily declining while the number of inquiries to the Altinn User Service is steadily increasing. More than 513 000 inquiries were answered in 2006, a dramatic drop of more than 37 000 inquiries compared to the previous year. This corresponds to an average of almost 10 000 inquiries every week. The average waiting time before users were connected to the Information Telephone was 42 seconds and 33 seconds for the Altinn User Service. Our target is a 30-second response time.

In January 2005 separate user support for the Altinn portal was established with its own telephone number. More than 33 000 calls were made to the Altinn User Service in 2005 and almost 48 000 in 2006. Traffic to the Altinn User Service was particularly heavy in connection with deadlines for reporting to Altinn (such as tax returns for business enterprises).

The trend is that conversations are becoming more guidance related with respect to the internet services, and these conversations take more time. The average conversation time on the Information Telephone was 104 seconds and 210 seconds on the Altinn User Service.

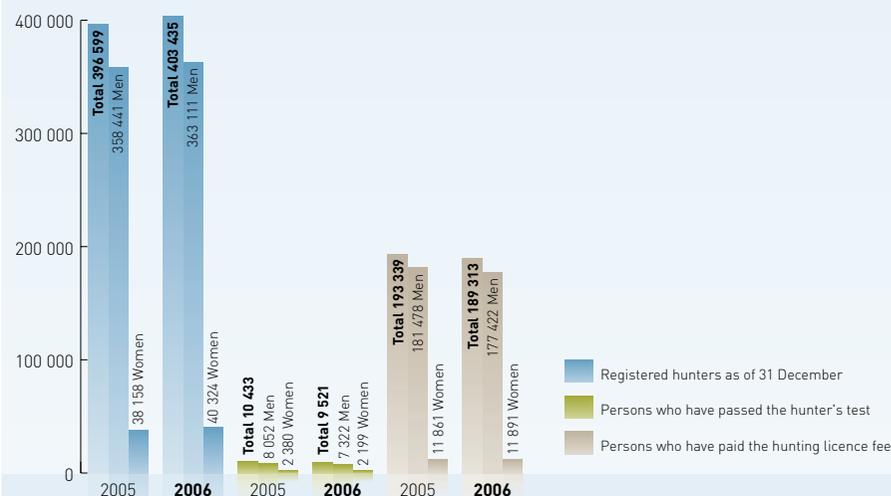
Registrations in the Central Marketing Exclusion Register 2002–2006



The number of persons who register in the Central Marketing Exclusion Register to stop unsolicited advertising by mail and phone continues to rise. In 2006 around 165 000 more persons registered. This represents an increase of almost 13 per cent.

As of 1 January 2006, 1 440 305 had used this service in the register. A total of 99.9 per cent had registered to stop phone advertising (telemarketing), while 55.7 per cent did not want addressed advertising in the mail. Statistics show that a very large number, 89.2 per cent, registered to stop advertising from humanitarian organizations and NGOs.

Registered Norwegian and foreign hunters

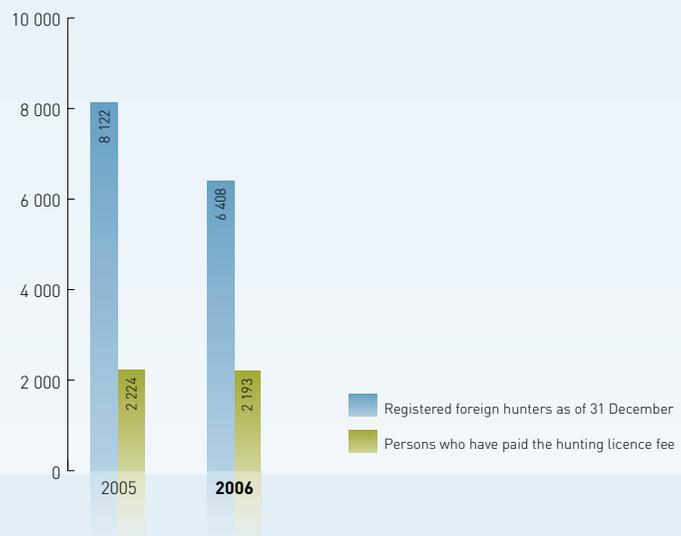


In January 2006 around 410 000 hunters had been registered in the Norwegian Register of Hunters, where more than 403 000 of these were Norwegians and over 6400 were foreign nationals.

The gender split among the Norwegian hunters was 363 111 men and 40 324 women. A total of 9521 new hunters were registered in 2006, 7322 men and 2199 women. This is down from 2005.

All those who pass the hunter's test are registered as new hunters. However, not all the registered hunters exercise their hobby. Only 191 500, or 47 per cent of those registered, paid the hunting licence fee last year thus obtaining permission to go hunting.

Registered foreign hunters



In January 2006, 6408 foreign nationals were registered in the Norwegian Register of Hunters. This is a drop of 21 per cent from 2005. Of these, 2193 paid their hunting licence fee in 2006, thus obtaining permission to hunt in Norway.

The hunting season starts on 1 April and ends on 31 March the following year. Thus the statistics for the Norwegian Register of Hunters as of 31 December 2006 are only preliminary.

Workload estimate of new reporting obligations 2002–2006

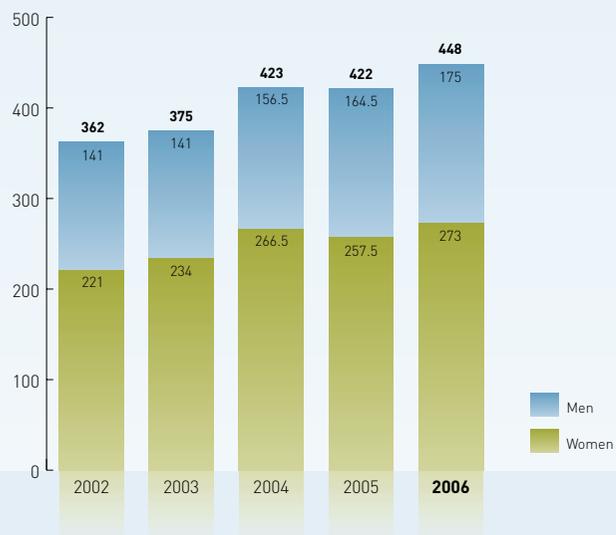
The burden on business enterprises in full-time equivalents	2000	2001	2002	2003	2004	2005	2006
New registered forms	16.3	1.8	2.7	8.8	30.6	4.1	2.3
Simplification and coordination measures	-32	-65.5	-90.4	-52	-78.3	-585	-100.7
The number of form versions							
New registered forms	4	10	14	19	22	40	27
Simplification and coordination measures	-18	-7	-4	-28	-33	-15	-6

In 2006, the efforts of the agencies and the Register of the Reporting Obligations of Enterprises to introduce simplification and coordination measures aimed at reducing the workload on business enterprises resulting from reporting obligations have resulted in a total reduction of 100.6 full-time equivalents. During the same period of time we have registered an addition of 2.3 full-time equivalents in connection with new obligations.

Of the total effect of the simplification and coordination measures, the transition to electronic reporting is responsible for 88.3 full-time equivalents. Of these, 63.9 full-time equivalents are related to Altinn. At the end of the year electronic reporting was feasible for 214 forms, around 29 per cent of the total number of registered forms. After the Register of the Reporting Obligations of Enterprises started its work in 1998, the reporting obligations of business enterprises to the central authorities have been reduced by 1032 full-time equivalents. What this means to companies is that they can put their employees to more productive tasks than responding to state reporting obligations. In total, the state reporting obligations amounted to around 4830 full-time equivalents as of 31 December 2006, where the reporting obligations were calculated on the basis of 732 forms from the central authorities.

Simplification has enabled us to eliminate six forms, while 27 new forms have been added. The number of forms does not necessarily mean more of a burden from reporting obligations. More forms may also mean that each business operator receives a form that is better suited to his or her operations, and which makes the reporting simpler, which in turn saves time. A total of nine public agencies found ways to reduce reporting obligations in 2006: Aetat (now part of NAV, the Norwegian Labour and Welfare Organization), the Norwegian Labour Inspection Authority, the Directorate of Fisheries, the Financial Supervisory Authority of Norway, Rikstrygdeverket (the National Insurance Administration, now part of NAV, the Norwegian Labour and Welfare Organization), the Directorate of Taxes, the Directorate of Health and Social Affairs, the Norwegian International Ship Register and Statistics Norway. These agencies reduced their reporting obligations by reusing data from the Central Coordinating Register for Legal Entities and other registers, simplifying forms and changing over to electronic reporting via Altinn.

Human resources in full-time equivalents, including overtime, 2002–2006

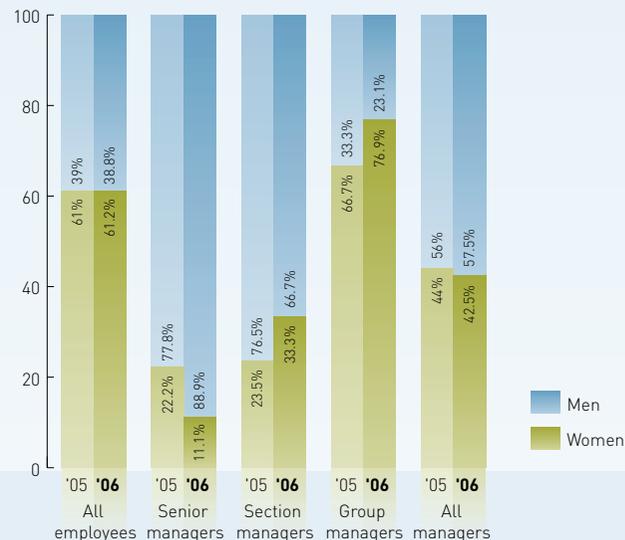


Human resources amounted to a total of 448 full-time equivalents in 2006, which represents an increase of 26 full-time equivalents compared to 2005. The human resource base was 412 full-time equivalents. Overtime, temps and cleaning staff amounted to 26 full-time equivalents.

Gender distribution among permanent employees at the Brønnøysund Register Centre was the same as last year and now comes to 61 per cent women and 39 per cent men.

Sickness absenteeism has increased again. In 2006 sickness absenteeism came to 7.0 per cent after two years with low sickness absenteeism, 5.1 and 5.3 per cent, respectively.

Managers, distribution by gender (percentages)



A majority of the managers at the Brønnøysund Register Centre are men, and the proportion of men in managerial positions increased in 2006 from 56 to 57.5 per cent, while the proportion of women dropped from 44 to 42.5 per cent.

Senior management and section managers had a clear majority of men, respectively 89 per cent and 67 per cent. The proportion of women has decreased on the senior management level, but risen on the section manager level and group manager level. On the group manager level there was a majority of women, 77 per cent of group managers were women, an increase of ten per cent compared to the previous year.

Gender distribution on the management level thus does not reflect the total division of male and female employees at the Brønnøysund Register Centre. In January 2006, 61 per cent of employees were women, while 39 per cent were men, as in 2005.

In 2006 the Brønnøysund Register Centre employed 257 women and 163 men, a distribution of 61 per cent to 39 per cent, the same as in 2005. The Department of Business Registers, the Register of Mortgaged Moveable Property, the Department of Distribution and the Department of Administrative Affairs have substantially more women than men, while the IT Department, the Department of Electronic Joint Services and senior management are dominated by men.

Equal opportunities

Men occupy the top positions. Women are employed in lower positions in the production departments. Within management, the distribution is 42.5 per cent women and 57.5 per cent men. The tendency is that the higher the position the more men. Group management is dominated by women, section management is distributed equally, while senior management is dominated by men.

Age groups

For the age group 20–29 there is the same number of men and women, while for 30–54 (except the 35–39 age group) we have around twice the number of women as men. From 55 years and up the dominance of women is not so strong. This distribution is also reflected in the overview of those leaving the centre.

Wages

In general women have equal pay or higher pay than men in the position categories that comprise the highest number of employees. In higher positions we find more men than women, which means that men in total have a higher average pay than women. In positions with many women this difference in pay is reduced.

New employees

In 2006 a total of 127 employees were hired, 63 per cent women and 37 per cent men. In positions such as clerical officers, cleaners, secretaries, senior secretaries and consultants 84 new employees were hired, the distribution being 71.5 per cent women and 28.5 per cent men. In positions such as senior consultant, advisor, group manager, deputy managing director and head of section, there were 42 new additions to the staff with an equal distribution of women and men. The trend in this group is that more women are being hired. Four women and three men were hired in managerial positions.

The gender distribution is more even when it comes to the total number of new employees compared to last year.

Working hours and overtime

Working hours are the same for all employees at the Brønnøysund Register Centre. Spot checks show that women have a significantly higher proportion of overtime than men. In the IT department men have most of the overtime. As of 31 December 2006, 25 employees worked part-time, 23 women and two men in permanent part-time positions.

Sickness absence and training

Sickness absenteeism in 2006 was on average 7.0 per cent, 9.1 per cent for women and 3.6 per cent for men. In 2006, 17 women and 5 men received grants for further or continuing education. Overall, the grants amounted to NOK 271 000. Men have clearly higher education levels than women. The Brønnøysund Register Centre has always consistently employed the best qualified applicant regardless of gender. The labour market and the particular applicants at the time of hiring have been decisive factors in choosing new employees.

Measures

In 2006 the Brønnøysund Register Centre continued to support the hiring of women to management positions by having two women participate in Statskonsult's mentor programme. Funds have been allocated for a competence-raising campaign with an equal-opportunity profile (mentor programme). An equal-opportunity seminar is being planned. The amount budgeted for grants has been raised with a view to the restructuring process in connection with the transition to electronic administration, as it is probable that most women will be affected by this. A smaller amount has also been allocated for general competence-raising measures with an equal opportunities profile.

Organization



Affiliations



Targets and results

Production at the Brønnøysund Register Centre has been very high in 2006. For most of the areas case processing times have been within targets, but some of the large registers have failed to satisfy their targets due to the high number of incoming notifications.

The Central Coordinating Register for Legal Entities continues to have longer case processing times than the target, but is on approximately the same level as in 2005. There was a large increase in case processing times in 2004. This was generally due to updating information about accountants in the Central Coordinating Register for Legal Entities so they could be authorized users on behalf of their clients in Altinn. The Register of Business Enterprises has had an increase in its case processing times. The main reason is the extraordinary influx of cases toward the end of 2005, which was mostly due to changes to transition rule E pursuant to the Taxation Act. The Register of Business Enterprises started 2006 with a backlog of 25 000 cases and it took months to clear this up. The Register of Mortgaged Moveable Property has had a small decline in case processing times, but this is still slightly over target. The National Fee Collection Office has also had longer case processing time than the target. The Department of Distribution was unable to satisfy the target of a 30-second response time on the Information Telephone in 2006, managing only 42 seconds, and the tendency is that conversations with users last longer and are more complex. The average conversation time was 104 seconds. One of the reasons why the response times have risen is the establishment of the Altinn User Service (ABS) in January 2005. The response time for ABS was 33 seconds and the average conversation time was 210 seconds.

Activity	Aim	2004	2005	2006
The Central Coordinating Register for Legal Entities				
Complete processing of all cases/notifications with information to affiliated registers	Within three days of reception	12 days	4.4 dager	4.4 days
Complete processing of all cases/notifications without information to affiliated registers	Within three days of reception	14.5 days	5.8 dager	5.5 days
Forwarding of notification that only concerns other registers	Within one day of reception	1 day	1 dag	1 day

The Register of Business Enterprises

Average processing time for new registrations and notifications of changes	5 days	6.4 days	7.6 days	9.7 days
Average processing time for complaints	21 days	19 days	19 days	35 days

The Register of Company Accounts

Processing of electronically received annual accounts	2 days			2 days
Processing of annual accounts received on paper	3 days	2 days	2 days	3 days
Complete processing of applications for cancellation of delay fines	21 days	25 days	22 days	24 days
Forwarding of appeals of rejected applications	21 days	26 days	20 days	24 days

The Register of the Reporting Obligations of Enterprises

Case processing for new and changed reporting obligations	21 days	20 days	8 days	10 days
Processing of coordination cases	21 days	18 days	3 days	9 days

The Register of Mortgaged Moveable Property

Processing time for official registration cases	3 days	3.6 days	3.9 days	3.6 days
Processing time for appeals	21 days	21 days	21 days	21 days

The Register of Bankruptcies

Average processing time for registration	1 day	1 day	1 day	1 day
Average processing time for complaints (appeals)	21 days	21 days	21 days	21 days

The National Fee Collection Office

Average processing time for registration of basis for invoice	3 days	5 days	4 days	4.6 days
Average processing time for basis for payment (page costs)	1 day	3 days	1 day	1 day

The Department of Distribution

Average telephone response time	30 seconds	27 seconds	34 seconds	42 seconds
Processing time for written information	1 day	1 day	1.1 day	1 day
Processing time for special provisions	7 days	4.9 days	6.6 days	7.3 days

Main figures 2006

Main figures	2005	2006
The Register of Mortgaged Moveable Property		
Total official registrations	368 667	372 807
Including:		
– struck off	170 768	173 877
– sales liens/leasing – motor vehicles	124 882	129 675
The Register of Bankruptcies		
Liquidations	3 502	3 011
Compulsory liquidations	981	961
New disqualifications	307	300
The Register of Private Debt Amnesty		
Opened debt settlement proceedings	2 673	2 144
Debt settlements granted	2 273	1 987
Including:		
– voluntary	1 676	1 512
– compulsory	597	475
The Register of Marriage Settlements		
Officially registered marriage agreements	4 555	4 616
The Central Coordinating Register for Legal Entities		
Number of entities as of 31 December	773 330	829 537
Of this, new entities registered during the year	88 860	103 327
Total number of cases processed	298 649	356 363
The Register of Business Enterprises		
New registered business enterprises	33 920	49 163
Of these:		
– limited companies	20 462	34 813
– sole proprietorships	6 680	7 232
– general partnerships	3 059	2 352
Notifications total, including changes and struck off	268 158	260 034

Main figures	2005	2006
The Register of Company Accounts		
Approved annual accounts for the last accounting year	155 713	199 024
The National Fee Collection Office		
Registered execution proceedings	190 309	67 407
Of these:		
– administrator's sales and forced sales – real property	10 373	11 195
– executed distraint proceedings	152 255	44 492
The Norwegian Register of Hunters		
Registered Norwegian hunters	396 599	403 435
Norwegian hunters who have paid as of 31 December	193 339	193 339
The Central Marketing Exclusion Register		
Number of registered exclusions	1 275 848	1 440 305
Registered against phone advertising	1 270 573	1 439 222
Registered against mail advertising	708 623	802 888
Information provided		
– Calls taken – manual phone	550 416	513 265
– Information provided in writing	104 748	114 884
– On-line ((transfer of data to users via distributors)	1 479 362	2 195 638
– Basic data via Web Services	2 186 000	9 889 080
Internet (all services)	37 433 096	38 233 913

Accounts 2006

Revenues

	2005	2006
Service fees		
Registration		
The Register of Mortgaged Moveable Property		
The Register of Marriage Settlements	239 712 871	248 744 720
The Aquaculture Register		243 600
The Register of Business Enterprises	186 509 260	293 326 106
TOTAL registration fees	426 222 131	542 314 426
Enforcement proceedings		
The National Fee Collection Office	498 088 750	247 912 150
Register information		
The Register of Mortgaged Moveable Property		
The Register of Marriage Settlements	2 323 191	2 431 993
The Register of Business Enterprises	11 109 935	14 126 833
The Register of Company Accounts	10 484 999	10 670 900
The Aquaculture Register		3 900
The Central Coordinating Register for Legal Entities	1 747 067	967 991
TOTAL information fees	25 665 192	28 201 617
TOTAL service fees paid (note 1)	949 976 073	818 428 193

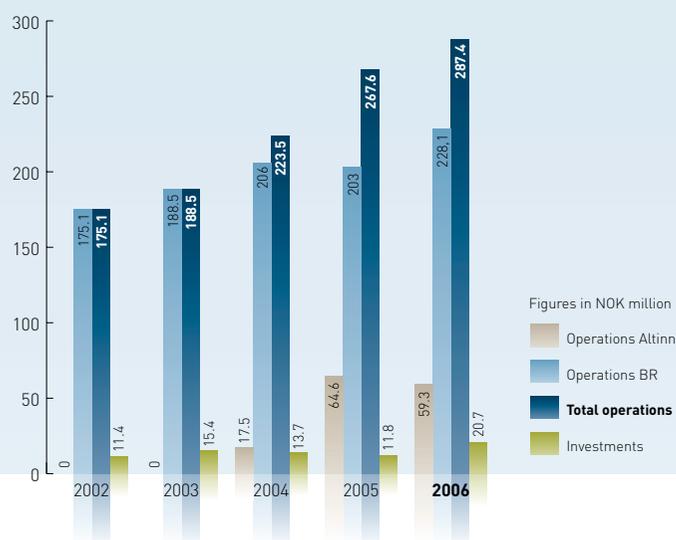
	2005	2006
Assignment revenue		
Basic reimbursements	3 183 136	4 800 598
Volume reimbursements	11 549 274	12 173 172
EBR revenues	90 364	186 365
The Central Marketing Exclusion Register	814 129	846 500
The accounts database	3 969 266	2 482 404
TOTAL assignment revenue – sales	19 606 169	20 489 039
Reimbursements public duties	0	10 268
Development and operations of databases/registers	9 422 765	12 718 752
Courses/training	283 207	547 205
AltBas	53 400	97 300
Collection activities	546 535	1 108 947
Consulting activities	8 303 922	9 285 166
TOTAL assignment revenues – reimbursements etc.	18 609 829	23 767 638
TOTAL assignment revenues BR (note 2)	38 215 998	44 256 677
Altinn – revenues/reimbursements	2 289 726	7 150 864
Safety services – revenues/reimbursements	6 244 900	12 985 000
TOTAL assignment revenues Altinn	8 534 626	20 135 864

Notes on the accounts

In the same way as many other state enterprises, the Brønnøysund Register Centre's operations are funded by annual appropriations from the government budget. Revenues are generated by the level of fees as laid down by Stortinget (Parliament), and are channelled straight into the national treasury. A substantial portion of the fee revenues is earned by the distraint and enforcement authorities, but these fees are collected by the Brønnøysund Register Centre. Thus using the normal terminology to talk about an operating surplus or deficit, as in normal business operations, does not really work for the type of activities the Brønnøysund Register Centre undertakes.

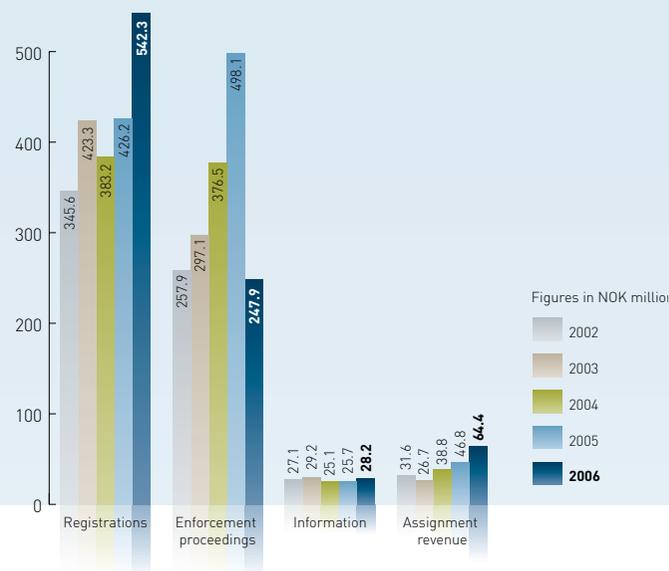
Service fees (Note 1)

The total amount of fees paid in 2006 amounted to NOK 818.3 million (2005: NOK 950 million). The fee revenues are lower because in 2006 the Brønnøysund Register Centre transferred collection of the fees for the execution authorities to the Norwegian National Collection Agency. Fee revenues for registration increased by NOK 116 million, or 27.4 per cent, compared to 2005. This is due to the general strong economic expansion and changes in the tax and fee legislation that triggered a substantial increase in the number of cases and fee revenues paid to the Central Coordinating Register for Legal Entities and the Register of Business Enterprises. The sum of NOK 28.2 million comes from sales of information for which fees are charged (2005: NOK 28.7 million).



Assignment revenues (Note 2)

The business community demands services and information that are basically not part of the range of services provided by the Brønnøysund Register Centre. Customers request information to be compiled and presented in specific ways, and when this is provided, they pay the costs of developing the product. In 2006 such assignments generated revenues of NOK 20.5 million. NOK 23.8 million of assignment revenues comes from the reimbursement for developing and operating the Lottery Register, the Norwegian Register of Hunters, the Voluntary Register of Complementary Practitioners, and supply of infrastructure services (IT, administration, premises, user support) for Altinn and the Security Portal.



Accounts 2006

Expenses

	2005	2006
Operating expenses – the Brønnøysund Register Centre		
<i>Payroll and allowances</i>		
Positions	112 947 056	124 132 590
Temps	8 953 435	9 032 042
Apprentices	39 369	209 343
Cleaning staff	2 085 511	2 249 043
Social benefits and pensions	17 673 046	19 137 227
TOTAL payroll and allowances	141 698 417	154 760 245
<i>Goods and services</i>		
Machinery, furnishings and equipment (investments)	11 780 502	20 729 710
Consumables	3 972 100	5 785 660
Travel expenses	9 410 076	11 578 505
Clerical services	16 988 697	19 237 439
Consultant services etc.	5 892 081	10 640 730
Maintenance and operation of machinery	6 478 442	7 229 176
Building operations	18 525 750	18 900 565
TOTAL goods and services	73 047 648	94 101 785
Operating expenses – AllInn		
Payroll	5 016 999	7 414 226
Employers' National Insurance contribution	454 534	984 019
Goods and services	59 095 710	50 853 366
TOTAL	64 567 243	59 251 611
TOTAL expenses (note 3)	279 313 308	308 113 641

	2005	2006
Operations – Result – the Brønnøysund Register Centre		
Financial framework	217 354 847	251 734 320
– expenses	-214 746 065	-248 862 030
Underabsorption/overabsorption	2 608 782	2 872 290
Expenses covered outside the Brønnøysund Register Centre's budget framework (note 4)		
<i>Collateral expenses – special operating expenses</i>		
The Register of Private Debt Amnesty	16 703 018	13 261 607
The National Fee Collection Office	45 364 765	36 845 171
The Register of Business Enterprises – announcements	21 393 426	24 450 924
The Register of Bankruptcies – announcements	12 332 028	6 465 688
The Register of Company Accounts – announcements	230 123	333 869
TOTAL collateral expenses	96 023 360	81 357 259

Notes on the accounts

Operating expenses (Note 3)

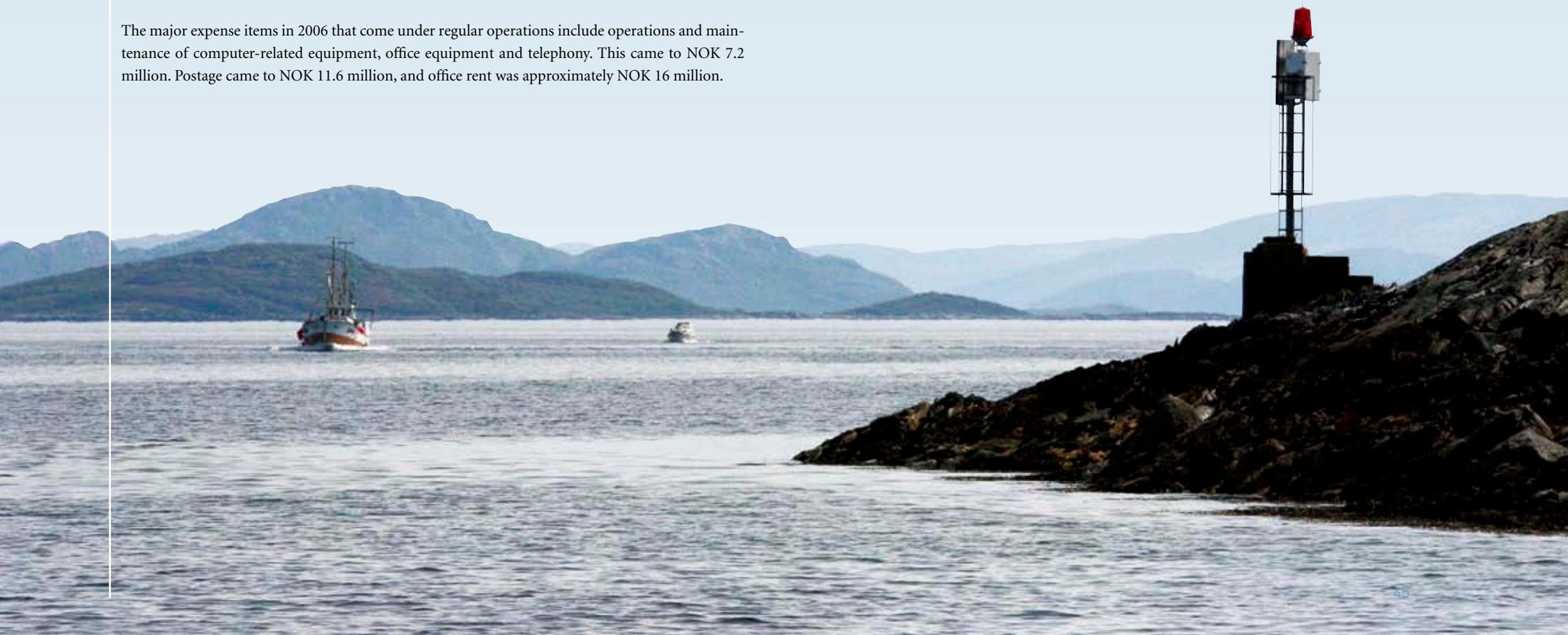
Payroll expenses amounted to NOK 154.8 million (2005: NOK 141.7 million). Of this NOK 124 million came from permanent positions, while wages for temps amounted to NOK 9 million and pay for cleaning staff came to NOK 2.3 million. Expenses for national insurance and pensions came to NOK 19.1 million. The higher payroll costs were due to the substantially heavier case loads in the Register of Business Enterprises and the Central Coordinating Register for Legal Entities and the settlement of the wage negotiations.

The Brønnøysund Register Centre's operations are generally based on information technology. For the registers to maintain a good technological level, annual investment in computer equipment is a necessity. In 2006 investments in hardware and software came to NOK 20.7 million.

The major expense items in 2006 that come under regular operations include operations and maintenance of computer-related equipment, office equipment and telephony. This came to NOK 7.2 million. Postage came to NOK 11.6 million, and office rent was approximately NOK 16 million.

Expenses covered outside the budget framework of the Brønnøysund Register Centre (Note 4)

In addition to payroll and operations expenses, there were costs (so-called collateral expenses) that were directly connected to business activities for the National Fee Collection Office, the Register of Private Debt Amnesty, the Register of Bankruptcies, the Register of Company Accounts and the Register of Business Enterprises. In total collateral expenses came to NOK 81 million (2005: NOK 96 million). NOK 31.3 million of this was used on announcements in the local press.



The Brønnøysund Register Centre's vision and strategy

Vision

We shall be a world leader to the benefit of the Norwegian business community and public administration.

The Brønnøysund Register Centre's main objective

1. We shall exercise our authority and serve as a high-quality data source in a way that generates confidence and trust and reflects our belief in accessibility, user-friendliness and service-mindedness
2. We shall simplify the dialogue between the business community, the general public and public administration
3. We shall simplify Norwegian public administration

Goals

1. We shall exercise our authority and serve as a high-quality data source in a way that generates confidence and trust and reflects our belief in accessibility, user-friendliness and service-mindedness
2. We shall simplify the dialogue between the business community, the general public and public administration
3. We shall simplify Norwegian public administration
4. We shall always be on the cutting edge
5. We shall develop a contemporary infrastructure
6. We shall actively resolve public tasks
7. We shall have motivated and flexible employees with the correct competence and user focus

8. We shall have an infrastructure that ensures quality and stability
9. We shall have good financial control and discipline
10. We shall have proper financial frameworks

Strategic goals for 2007-2010

1. We shall improve the utilization of our own resources by introducing electronic reporting and document processing
2. We shall simplify the dialogue that the business community and other users have the public authorities
3. We shall develop and adapt solutions for greater coordination between public enterprises

Strategy 1: eBR 2010

The Brønnøysund Register Centre shall have complete electronic administration by 2010. One specific goal is that by then 95% of all notifications and documents will be submitted electronically through *Altinn*. In-house notifications and administrative cases shall be electronically processed and information shall be sent electronically. This means that great emphasis will be placed on the development of a good IT infrastructure. It is a specific goal to have electronic versions of commonly used documents that are sent to the registers and electronic solutions for signed documents by the end of 2007. We will also focus on ensuring sufficient technical and operational capacity for adequate operation of our solutions. Raising employee competence to handle our solutions will be given significant focus.

A critical success factor for this strategy will be that users actually utilize our solutions. Customer training, marketing and incentive programmes will thus be given priority.

Strategy 2: Coordination

From 2006 to 2009 the Brønnøysund Register Centre shall actively work on increasing coordination between public enterprises. This shall be achieved by increasing our competence in the standardization of public reports, and by focusing on the development of services based on a higher degree of standardization. The "Coordination" strategy will be based for the most part on the technical solutions that are being developed to provide full electronic administration.

The Brønnøysund Register Centre shall use its leading position in the development of technical infrastructure for public administration to propose coordination services for state agencies and other public enterprises.

Strategy 3: New duties

From 2006 to 2009 the Brønnøysund Register Centre shall sharpen its focus on the efficient utilization of resources for solving public administration duties. The Brønnøysund Register Centre shall actively work to build relations with administrative bodies, and shall promote the views of the Brønnøysund Register Centre when and where important decisions are made.

The investments made in the technical infrastructure of the Brønnøysund Register Centre and its unique competence will be important arguments underpinning this type of influence. This also applies to documentation of increased productivity in our own processes at the Brønnøysund Register Centre.

Strategy 4: User support

By 2010 the Brønnøysund Register Centre shall have established a central unit for user support that handles electronic administration solutions for all public enterprises

where the Brønnøysund Register Centre is involved in the technical infrastructure. This will also include solutions where the Brønnøysund Register Centre has administrative responsibilities. For this we must develop an ICT system for user support, and we must develop employee competence in helping users with relevant solutions and in providing general guidance.

Strategy 5: National e-Administration

Based on the requirements laid down by the Government, the Brønnøysund Register Centre shall provide a common portal for electronic services from public agencies to the business community. This shall be developed using the Altinn solution. Altinn shall be developed as a tool for satisfying the goal of having electronic communication between the public authorities and users where there are benefits to be gained from simplifying and coordinating services for both the public and private sectors. The strategy refers to electronic services from the public authorities to the business community, from the central and local authorities, and also between the central and local authorities. This strategy also includes the goal of offering public electronic authentication and signature services.

Strategy 6: International involvement

The Brønnøysund Register Centre shall participate in international forums such as the ECRF and EBR, and shall collaborate and develop relations with the Nordic countries and the EU.

In connection with foreign aid involving administrative and register solutions, the Brønnøysund Register Centre shall work together with the Ministry of Foreign Affairs, Norad and other private and public actors. Our collaboration will take place in international forums or through bilateral cooperation with others.

Strategic programmes for 2007-2010

Programme 1: ICT for eBR

“ICT for eBR” shall ensure that the Brønnøysund Register Centre is furnished with sufficient infrastructure and capacity to introduce full electronic administration. The programme shall be the overriding support for department-specific programmes and projects that aim to satisfy this goal. The programme shall support goal attainment for strategy 1: eBR.

Programme 2: Competence for eBR

The programme shall ensure that the Brønnøysund Register Centre has sufficient competence to introduce full electronic administration. The programme shall support goal attainment for strategy 1: eBR.

Programme 3: Rationalisation of services through eBR

The programme shall ensure that the Brønnøysund Register Centre improves efficiency by introducing full electronic administration. The programme shall support goal attainment for strategy 1: eBR.

Programme 4: Using eBR

The aim is to ensure that the systems and solutions for full electronic administration are in fact used. The programme shall support goal attainment for strategy 1: eBR.

Programme 5: Coordination

The aim is to develop services based on coordinated use of public information and marketing of these services. The programme shall support goal attainment for strategy 2: Coordination.

Programme 6: Dialogue with the Ministries

The aim of the programme is to build strategic relationships with

the Ministries and actively market the Brønnøysund Register Centre. The programme shall support goal attainment for strategy 3: New duties.

Programme 7: Establish user support

The aim is to develop centralized user support for electronic solutions. The services shall support users of our administration solutions and other public administration solutions, including users in other public enterprises. The programme shall support goal attainment for strategy 4: User support.

Programme 8: National e-Administration

The aim is that the Brønnøysund Register Centre shall deliver the quality and capacity users and cooperation partners in common public services demand (Altinn and Safety Portal), including the requirements that are embedded in the Government's action plan for a simpler Norway. The programme shall also ensure that the necessary cooperation with these is established to satisfy the programme goals. Only then will the efforts yield results in the form of a more effective public sector and simplification for the business community. The programme shall support goal attainment for strategy 5: National e-Administration.

Programme 9: International involvement

The aim is to ensure that we develop and strengthen our own competence through concrete cooperation and development/assistance projects in other countries. We shall also participate in the development of multilateral services, harmonize rules and promote interoperability (electronic cooperation across national borders). The programme shall support goal attainment for strategy 6: International involvement. Each of the programmes is connected to a number of specific projects aimed at satisfying the strategic objectives.



Brønnøysundregistrene

The Brønnøysund Register Centre

Organization number 974 760 673

Telephones /Telefax

The Information Telephone	75 00 75 00
User support Altinn	75 00 60 00
Administration	75 00 75 09
The Norwegian Register of Hunters	75 00 79 99
Telefax	75 00 75 05
The Register of Hunters telefax	75 00 79 50

Automatic services

Motor vehicle liens via SMS	21 21
Motor vehicle liens via WAP	wap.brreg.no
Register exclusion from unsolicited advertising	75 00 75 03

Postal address

The Brønnøysund Register Centre

Register of Mortgaged Moveable Property
Register of Marriage Settlements
Register of Bankruptcies
Register of Company Accounts
National Fee Collection Office
Register of Business Enterprises
Central Coordinating Register for Legal Entities
Register of the Reporting Obligations of Enterprises
Norwegian Register of Hunters
Central Marketing Exclusion Register
Aquaculture Register
Altinn central administration
8910 Brønnøysund

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