

Annual Report 2012



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INTRODUCTION

The Norwegian oil and gas industry has been transformed in the last decade into a global industry. The petroleum cluster has become a globally competitive industry in addition to being a major supplier of oil and gas to the world from the activities on the Norwegian Continental Shelf.

Norway is currently the world's seventh largest exporter of oil and the second largest exporter of natural gas.

The petroleum sector is vital for the country's economy, representing some 25% of the gross domestic product, more than 25% of state income, around 50% of export earnings and providing some 250,000 jobs, directly and indirectly. Earnings from the export of oil and gas to global customers are no longer the only source of revenue. Exports of goods and services from the petroleum cluster are making major – and growing – contributions.

Norway has always focused on the ripple effects of petroleum activities on local and regional communities. This experience has proved that the impact depends on continued exploration, the development of new discoveries and production from oil and gas fields. Competent and competitive companies with technology and skilled labor are critical factors for success for achieving objectives. Companies strive to improve local value creation from offshore oil and gas activities – particularly through continuously gaining new knowledge, which again is dependent on the sharing of experience.

The relationship between society and the petroleum industry is fragile. To keep the license to operate, the industry must

deliver safe and responsible operations every day. Petroleum activities on the Norwegian Continental Shelf are based on the highest standards of health, safety and regard for the environment. More than 100 of INTSOK's partners work on issues related to safer and cleaner oil and gas production. Solutions for safer and cleaner offshore production, oil spill contingency and environmental monitoring are the core strength of several firms.

Petroleum activities in parts of the Arctic are demanding commercially, environmentally, technically and climatically. Handling these challenges requires knowledge, creativity and innovative skills from the petroleum industry at large.

INTSOK's new project between Norway and Russia focuses on the protection of the Arctic environment and how the challenges in the High North can be met. The industry is innovative and has overcome big challenges before. The ambition of the RU-NO program is to ensure that environmental challenges will not stand in the way of growing oil and gas activities in the North.

The Norwegian Continental Shelf is still the main market for most of the INTSOK partners. The average annual growth in international turnover has been 16% over the last ten years, whilst growth in turnover on the NCS has been 10%. The Norwegian petroleum cluster's total turnover is now getting close to NOK 350 billion annually, with some NOK 150 billion from the international market.

The Norwegian Continental Shelf remains the technology laboratory where new solutions are developed and tested. It will be critical for the Norwegian petroleum cluster to be able

• MAIN MARKETS

Angola
Australia
Brazil
China
Russia
UK
US (GoM)

• OTHER PRIORITY MARKETS

Canada
India
Indonesia
Kazakhstan
Korea
Malaysia
Mexico
Singapore
United Arab Emirates

• MARKETS UNDER OBSERVATION

Caspian: Azerbaijan
East Africa: Mozambique, Tanzania
West Africa: Ghana, Nigeria
Middle East: Iraq, Qatar, Saudi Arabia
SE Asia: Myanmar

to be at the forefront in this area. The new research center launched for increased oil recovery will provide new and valuable supplements to efforts that increase the recovery factors.

Developing technology and solutions for the harsh environment on the NCS is competitive around the world. More focus on offshore production in deeper waters worldwide has benefitted Norwegian products and solutions like drilling rigs, floating production solutions, service and supply ships as well as subsea solutions.

Three markets have emerged as the most important for the Norwegian petroleum cluster during the last few years; Brazil, Korea and the US Gulf of Mexico. The neighboring UK market also remains one of the most important for Norwegian companies.

Australia, Brazil, the UK and the US Gulf of Mexico are seen by our partners as the geographical markets with the highest potential for further growth. The industry has the technologies, products and services required to enhance their business in the years to come.

The yards in Korea have been winning huge contracts from oil companies operating on the NCS and from rig owners. Norwegian firms have delivered 80% of the drilling equipment to the rigs built in Korea. INTSOK has recruited an experienced advisor in Korea as one step towards building stronger relations with the Korean yards to ensure that Norwegian companies can continue to make major contributions to projects under construction in the yards.

International expansion is not only on the agenda in the larger companies. INTSOK's partnership growth in recent years has been strong from small- and medium-sized companies. More than 220 companies are INTSOK partners. Some of them have been with us since the beginning. The partners, with their subsidiaries, represent more than 300 individual companies.

We are promoting their capabilities to an increasingly wider audience. A number of new catalogues document the industry's capabilities and are used actively as the basis for INTSOK events in the markets.

Local advisors with long experience and knowledge of their markets are making valuable contributions in 14 countries.

Gulbrand Wangen has decided to step down as INTSOK's managing director after 14 years. He has made major contributions to the development of the organisation and the role INTSOK is now playing in the Norwegian petroleum cluster.

Gulbrand Wangen will not leave INTSOK entirely; instead he will continue on as a regional director with responsibility for some of our most important markets. He will open doors to Brazil, and monitor developments in Africa, especially the emerging opportunities in East Africa.

I am looking forward to continue his work and ensure that INTSOK remains a strong part of the Norwegian oil and gas scene.



Sjur E Bratland
Managing Director



ONS is an important arena for INTSOK, our partners and visiting clients. Photo: INTSOK

WIDE RANGE OF SERVICES TO PARTNERS

The Norwegian petroleum cluster is expanding into global markets with advanced, cost-effective technologies, delivering front edge reservoir and seismic technologies, subsea technology, floating production, multiphase flow solutions, technologies for cleaner production and new ways to increase oil recovery.

Norwegian R&D institutions, suppliers and service companies have played a significant part in developing systems and equipment to meet the new standards increasingly required in oil and gas provinces around the world.

INTSOK focuses attention on the markets most attractive to our partners. Priorities are discussed and approved by the INTSOK board. The markets where we are active represent more than 70% of total global offshore oil and gas production and close to USD 1 trillion of capital expenditure in the period up to 2015.

We assist companies' international expansion by providing advice and market and project information to partners, and communicating the capabilities of the Norwegian petroleum cluster to key clients in overseas markets.

INTSOK events have become excellent venues for the exchange of views, experiences and meeting with customers. In 2012 INTSOK hosted a number of events at home and abroad:

- The annual Russian – Norwegian Conference in Oslo
- The annual US – Norway Technology Partnership Conference in Houston

- The International Oil & Gas Business Day held during ONS in Stavanger
- The FPSO/FLNG International event in Oslo
- Safe and Cleaner Technology Conference in Beijing
- The SURF workshop in the US has become a place where partners can showcase their deepwater capabilities
- Strategic partnership with business in Indonesia in connection with Their Royal Highnesses Crown Prince Haakon and Crown Princess Mette-Marit's official visit

Partners have met close to 100 oil companies, contractors and shipbuilding companies at INTSOK events in 2012. Most of the major international oil companies and leading national oil companies have been in attendance.

ADNOC, CNOOC, Gazprom, KazMunaiGaz, Lukoil, ONGC, Pemex, Petrobras, Qatar Petroleum and Saudi Aramco have visited partners in Norway focusing on topics such as cleaner production, integrated operations, offshore technology and increased oil recovery strategies.

Asian yards represent a significant portion of the export value from the Norwegian petroleum cluster. INTSOK has a high focus on developing relations to the most important yards in China, Korea and Singapore and organised visits to three of Korea's leading offshore shipyards in 2012. The delegation had the chance to meet with the shipyards' senior management, procurement management and project management. Partners got an excellent opportunity to gain insight into the yards' strategies and present their products, technologies and services related to floating



Korean Shipyard Visit with The Deputy Minister of Petroleum and Energy, Mr. Per Rune Henriksen. Photo: INTSOK

LNG, FPSOs and drilling rigs. Mr. Per Rune Henriksen, the Norwegian Deputy Minister of Petroleum and Energy, led the delegation.

Australia is a quickly expanding market with a number of LNG projects underway. Australia will also export LNG from coal seam gas. INTSOK took partners to Brisbane to get a better understanding of the new technologies for using gas from coal fields to produce LNG.

Several partners also joined a trip to Astrakhan in Russia where Lukoil presented business opportunities linked to the development of the Vladimir Filanovsky project in the Caspian Sea.

INTSOK continues to open the doors to key clients in customer meetings and workshops. Annual events like the client weeks in Aberdeen, Houston, London and Paris allowed partners to meet with key oil companies and contractors. Business-to-business meetings were also held in Astana between Norwegian and Kazakh firms.

INTSOK organised a roadshow to the state of Louisiana in the US for the second time where partners met suppliers and buyers of MMO services. Another mission went to Alaska, bringing together experts from Alaska and Norway to discuss and share experiences on important technical issues. The visit to Alaska was organised in partnership with Statoil.

Delegations also travelled to Malaysia, Brazil, Abu Dhabi and Indonesia to meet with potential clients.





Sevan drilling rig contracted by Petrobras to be used on Santos basin at pre-salt area.
Photo: Benício Biz, TN Petroleo



Pluto LNG onshore gas plant in Australia. Photo: Woodside

PROVIDING INSIGHT INTO THE HUGE GLOBAL MARKETS

INTSOK provides partners with relevant information on how the global oil and gas markets are developing, and offers insights into the most important projects. Close to 100 global projects are monitored and information is updated regularly on INTSOK's website. A number of reports address specific issues in markets of interests. Other reports look at how to succeed in the markets.

Over the last few years Rystad Energy has delivered the market insights which are used in the Annual Market Report. Rystad Energy is an independent oil and gas consulting services and business intelligence data firm offering global databases, strategy advisory and research products for E&P and oil service companies, investors and governments. It has become a leading supplier of data to the world's oil and gas industry.

The Annual Market Report has become an important tool for partners to access information concerning the activities in the markets and is available to partners on INTSOK's webpage.

The report for 2013-16 provides detailed information for the markets in 22 countries. Capital expenditure in the targeted offshore markets has been estimated to be at USD 1.25 trillion for the period covered in the report.

INTSOK has prioritised the markets into three categories;

- Main markets
- Other priority markets
- Markets under observation

The main markets reflect partners' priorities and they include Australia, Brazil, China, Russia, the UK, and the US Gulf of Mexico. INTSOK is also giving significant attention to markets like Angola, Canada, India, Indonesia, Kazakhstan, Malaysia, Mexico, the United Arab Emirates, and the ship-yards in Korea and Singapore.

Developments in Azerbaijan, East and West Africa and the Middle East are under observation.

The markets we target account for 72% of the global offshore E&P spent in the period 2006 to 2016. The Norwegian offshore market will remain one of the absolute largest in the world in the period with a number of major projects to be developed, such as the huge Johan Sverdrup field. Internationally, the offshore markets in Brazil, the US Gulf of Mexico, the UK Continental Shelf, Australia and Angola are the top five.

Brazil continues to be a hotspot for industry focus as its vast amount of resources are being developed. The country has emerged as one of the most important international markets for the Norwegian petroleum cluster. Discoveries in Brazil represent 63% of worldwide deepwater discoveries in the last five years and Petrobras is planning to invest more than any other oil company. Petrobras is forecasted to account for approximately 80-90% of the Brazilian production in the 2013-2016 time frame. The local content requirements are strict and many of our partners have set up activities in the country to maintain competitiveness.

Brazil is high on INTSOK's agenda as a result of the Norwegian Government's strategy for expanding relations with the country. Over the last few years several ministers

INTSOK Business Delegation visiting Rio Grande Shipyard in Brazil. Photo: INTSOK



Subsea manifolds and templates with suction anchors for Laggan Tormore, West of Shetland, under loading in Tønsberg (Agility Group). Photo: Total (Operator) FMC Technologies (Contractor and Photo)



have travelled to Brazil to support increased bilateral collaboration between Brazil and Norway. The ambition has been to strengthen the links between Brazil and Norway in research and development, technological innovation and education. Several Norwegian universities and research institutes are strengthening their ties to Brazilian institutes.

INTSOK has assisted companies planning to enter the Brazilian market. The Brazil Entry Network Project – in partnership with Innovation Norway – introduced small- and medium- sized Norwegian companies to the opportunities and challenges in the market.

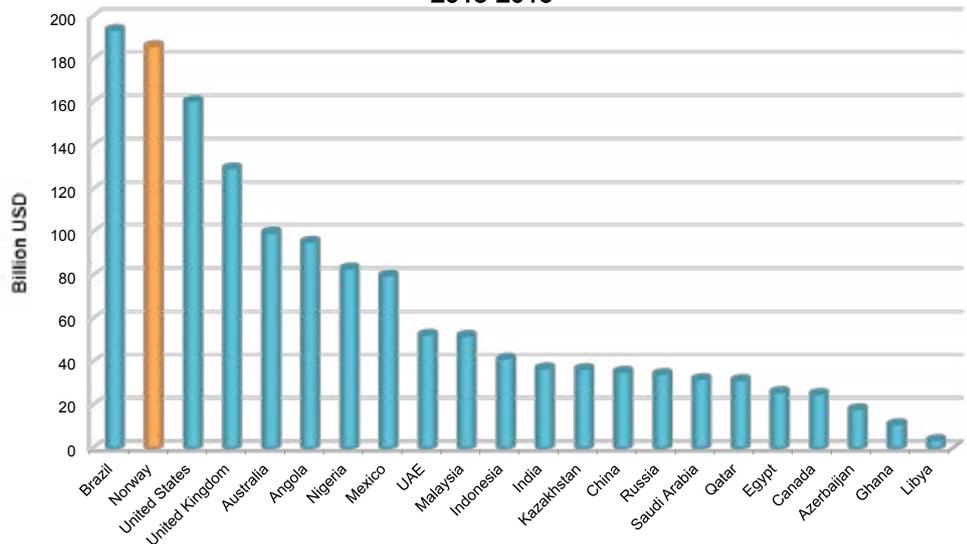
The Australian offshore market will become one of the largest offshore markets in the world due to investments in LNG projects like Gorgon and Wheatstone (Chevron), Ichthys (Inpex), Prelude (Shell) and Browse LNG (Woodside).

The UK offshore oil province is among the more mature in the world. It is a market that attracts a wide range of INTSOK partners since the UKCS has many similarities to the activities on the Norwegian Continental Shelf. The market has grown recently and may reach an annual capital expenditure of more than USD 30 billion up to 2016, up from USD 20 billion in 2010. The operator landscape in the UK is highly fragmented, but BP is the largest

investor in the period. Statoil will become one of the more important operators in the period as a result of the development of the Mariner and Bressay projects.

The UK Department for Energy and Climate Change (DECC) and INTSOK launched the fourth UK – Norway Cross Border Mentoring program in early 2012. Six Norwegian mentees and six mentors have worked together with six British-based mentors and mentees respectively for one year. The technical focus of the program has been increased oil recovery.

**Total Offshore Oil & Gas Expenditure
2013-2016**



Source: Rystad Energy 2013



Photo: Mikhail Perfilov - Fotolia

NEW PROJECT IN THE HIGH NORTH

INTSOK has developed a new program to contribute to the growth of the Russian and Norwegian-based industries in future petroleum endeavors in the High North. It is a follow up to the successful partnership project that was concluded in late 2010.

The project aims to mobilise the Russian and Norwegian petroleum industries to assess the common technology challenges and analyze existing technologies, methods and best practices for the High North. Based on the outcome, the project will try reveal the innovation and technology development required to overcome the challenges. The project will also promote stronger industrial links.

The Arctic region is unique with its extreme climate and sensitive nature. It is rich in natural resources such as flora, fauna, energy and mineral deposits. With the development of technology there are new opportunities for the development of the resources as well as for transport and logistics for the benefit of the Arctic region. Development has to be long-term and done in a sustainable manner in order to protect the people and the environment of the Arctic region.

Developing the Barents Sea as a new energy province will require that the necessary technology is able to operate in vulnerable areas. Co-operation between public and private actors from Norway and Russia is essential for success.

The Ministry of Foreign Affairs is co-funding the Norwegian–Russian Barents project along with contributions from a number of international oil companies, regional governments and research institutes in Russia and Norway.

The project will add industrial weight to the energy co-operation with Russia in the wake of the maritime delineation treaty. It will help to facilitate increased petroleum activity in the Barents Sea in a sustainable and responsible manner, with the petroleum industry taking the lead.

The five focus areas are:

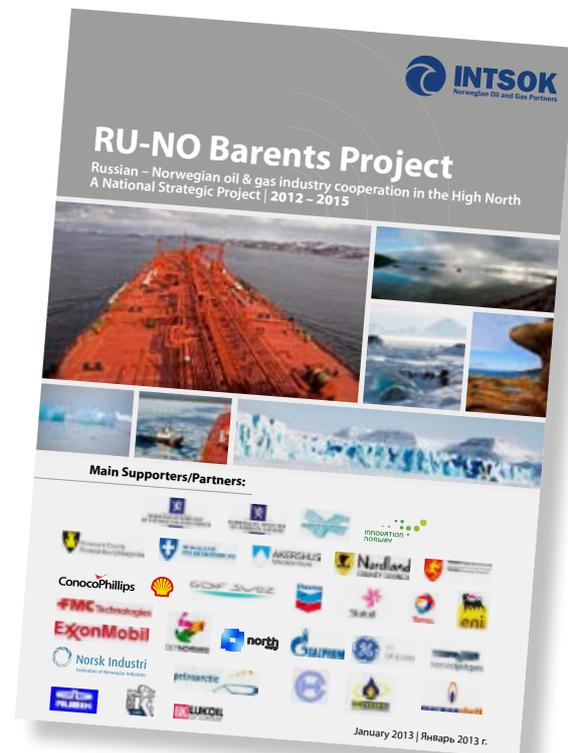
- Logistics and transport – the Arctic challenges, gaps and solutions
- Drilling, well operations and equipment
- Environmental protection, monitoring systems and oil spill contingency
- Pipelines and subsea installations
- Floating and fixed installations

The industrial actors involved in the project will assess the common technology challenges Russia and Norway face in developing the High North. They will then analyze existing technology, methods and best practices. Once concluded, the project will show where there is a need for innovation and further technological development.



The Arctic region is unique with extreme climate and sensitive nature. Photo: Tyler Olson - Fotolia

Emphasis in 2012 was placed on two focus areas; logistics and transport, and drilling, well operations and equipment. A task force is leading each area with a strong and experienced industry core team. Three workshops were held in 2012. Focus in 2013 will be on environmental protection, monitoring systems and oil spill contingency. The overriding goal is to support an environmentally friendly and safe development of petroleum resources in the High North through increased Russian-Norwegian energy co-operation.





International Oil and Business Day with more than 350 participants. Photo: INTSOK



INTSOK's dinner at Flor og Fjære is a successful arena to meet partners and business associates. Photo: INTSOK

THE ONS AND IOGBD SUCCESS

INTSOK hosted delegations from Abu Dhabi, Australia, Brazil, China, Indonesia, Korea, Malaysia, Mexico, Russia, Saudi Arabia, Qatar and Singapore during ONS 2012 and INTSOK's annual International Oil and Gas Business Day. The delegates met with over 50 INTSOK partners during the successful Offshore Northern Seas (ONS) exhibition and conference.

The 11th annual International Oil and Gas Business Day (IOGBD) was held at the ONS Venue. More than 350 participants, officials and key business people from the Norwegian and international oil and gas industries took part – making this the highest number of attendees ever. Representatives from 11 countries gave presentations about business opportunities in their country at the conference. Saudi Aramco, ADNOC, Petronas and Woodside were among the oil companies outlining their requirements in the years to come.

Seven Asian shipyards from China, Korea and Singapore outlined their strategy and how to build relations with them. Daewoo sources 60-70% of its procurement annually from outside Korea. The North Sea was seen as one of the most promising business areas in the years ahead and the yard's aim was to strengthen its presence there.

Three countries presented themselves during the ONS week in partnership with INTSOK. The Brazil Day was hosted in

close co-operation with ONIP, Sebrae and different Brazilian institutions. More than 150 people attended the event. Thirty small- and medium-sized Brazilian companies interacted in business-to-business meetings with the Norwegian companies. The Brazilian regulator, ANP, explained the rules and regulations for spending on technology development and innovation.

The Australia Day was arranged by the provinces of Western Australia and Queensland in co-operation with INTSOK. A total of some 90 participants got an update on the fast growing business opportunities in the Australian petroleum industry.

The conference room was packed when Gazprom, Restec and INTSOK arranged the Russian Day. Gazprom and Rosneft gave an update of the potential in the Russian offshore industry and INTSOK presented the RU-NO Barents Project.





INTSOK's capability catalogues

DOCUMENTING PARTNER CAPABILITIES

Over the last two years INTSOK has developed four catalogues where partner capabilities are documented. The catalogues serve as excellent tools for engaging with key clients and for developing market activities.

Solutions for Cleaner Production.

INTSOK has experienced growing interest in many markets for the Norwegian strategy of developing a cleaner and more efficient oil and gas industry. Norway's petroleum sector is one of the most carbon-efficient in the world. These accomplishments would not have been possible without the continuous efforts of the industry to develop and implement increasingly advanced technologies. More than 100 companies are represented in the catalogue, presenting the capabilities available in the Norwegian petroleum cluster.

Capabilities in IOR

Many of INTSOK's priority markets have increased oil recovery high on their agenda. The IOR catalogue maps the Norwegian petroleum cluster's capabilities. Norway is currently expecting to recover 50% of the oil in and 70% of the gas from the fields on the NCS. The ambition is to develop knowledge, competence and technology to be able to increase the recovery factor. The Ministry of Petroleum and Energy has decided to establish a new research center for increased recovery. Many of the more than 50 firms in the INTSOK catalogue make important contributions to the new research center.

SURF (subsea, umbilicals, risers and flowlines)

Underwater facilities for oil and gas production are generally referred to using a subsea prefix, such as subsea well, subsea tree, subsea manifold, etc. Together with the engineering,

manufacturing and installation of umbilicals, risers, and flowlines, as well as associated services, this scope is often abbreviated as "SURF".

SURF systems will play an increasing role as fields are to be developed in deeper and more remote areas, in addition to when developing marginal fields. Smaller deposits are to be tied back to fixed or floating hubs covering larger areas. Compared to fixed platform solutions, development solutions applying floaters and/or SURF solutions will be increasingly important. The offshore oil service market has doubled from 2010 to 2016 and offshore E&P total spending is expected to reach USD 1 trillion in 2030. Close to 50 Norwegian-based suppliers and service providers are represented in the catalogue, providing equipment and systems for subsea field developments.

Equipment and systems for FLNGs, FPSOs and service vessels, and MODUs

The Norwegian-based technology providers have a well established reputation and a significant market share in the global fleet of offshore floating units like semi-submersibles, TLPs, SPARs FPSOs and FLNGs and offshore service vessels. This catalogue presents the cluster of close to 50 INTSOK partners that provide products and services for this market.



Photo: INTSOK

ADVISORS PROVIDE VALUABLE ASSISTANCE

INTSOK has a strong team of experienced advisors in the priority markets who offer a wide range of services to partners. Their local knowledge and networks add significant value to INTSOK's activities. They know the markets, the players and the business culture in their countries and deliver services to INTSOK partners in accordance with the INTSOK Code of Conduct and Anti-Corruption Policy.

The INTSOK Board approved the INTSOK Guidelines for Advisory Services in 2012 outlining the services to be provided to INTSOK partners from the local oil and gas advisors.

INTSOK has engaged a new advisor in Korea to assist Norwegian firms and monitor a market which will be of significant importance due to the many contracts placed with Korean yards.

Most of the advisors travel to Norway once or twice every year to visit partners and to get more in-depth knowledge of our partners' strategies and capabilities, and to discuss how they can assist. They collectively visited 170 partners in Norway in 2012 and partners used their advisory services close to 475 times the same year.

The advisors responsible for the Gulf of Mexico, Brazil, Australia, China, UAE and Russia have had the highest demand for advisory services, which reflects the strong business opportunities in these markets.

INTSOK encourages partners to be even more active in seeking advice from our local advisors as feedback from companies using them is very positive.

The team of advisors are:



Tore Moe

Australia: Tore Moe is an upstream oil and gas professional with more than 20 years of experience spanning operations and general management, business development, technical training and field operations. Tore has been living and working in Australia since 2001.



Adhemar Freire

Brazil: Adhemar Freire is responsible for Brazil. He has more than 26 years of experience in Oil & Gas industry working at National and International Companies.



Tor Naess

Canada: Tor Naess is based in St. John and has extensive international engineering, business development and management experience from the petroleum industry.



Jian Guo

China: Jian Guo has worked in the offshore industry for 18 years. In China he has held several management positions with Nexans, GE Industry, Ametek Solidstate Controls and has also worked for CNOOC's Engineering and Research Institute.



Aidyn Tumyshev

Kazakhstan: Aidyn Tumyshev is a petroleum engineer and has worked on various international oil and gas projects, as well as holding governmental jobs for increasing local content in Kazakhstan.



Photo: INTSOK



Azam Ali Khan

India: Azam Ali Khan is INTSOK's Oil & Gas Advisor in India. He has diverse experience in the field of Upstream Offshore Oil & Gas, Power Generation and financial services in Indian Market.



Ananda Idris

Indonesia: Ananda Idris has extensive experience from the Indonesian oil and gas industry and has held a number of positions in his 22 years for Total Indonesia and Statoil Indonesia.



Jae Keun Ha

Korea: Jae Keun Ha is INTSOK's Oil & Gas Advisor in KOREA, maintaining his present position of professor in ULSAN College. Previously Mr. Ha was the Senior Vice President of Basic Design Office of Shipbuilding Division in HHI where has over 30 years of experience.



Tuan Hai Ewe

Malaysia: Tuan Hai Ewe has acquired a wide range of working experience in assisting Norwegian companies in various economic sectors in Malaysia during his tenure of more than 20 years as the Head of Innovation Norway and the former Norwegian Trade Council in Malaysia.



Sergio Rivas Farias

Mexico: Sergio Rivas Farias has long experience from Pemex, the national oil company.



Vladimir Ryashin

Russia: Vladimir Ryashin has extensive experience from the Russian and international oil and gas industries.



Tay Siow Hwee

Singapore: Tay Siow Hwee is the Country Director for Innovation Norway's office in Singapore in addition to being INTSOK's local advisor. He has assisted a wide range of Norwegian companies.



Nasrollah Gharesifard

UAE: Nasrollah Gharesifard is a Petroleum Engineer from University of Stavanger He has worked for Statoil, Shell and Innovation Norway in Dubai.



John Hurter

USA: John L. Hurter has long international experience from ABB as their global account manager for Exxonmobil. He has an extensive network and contacts throughout the industry.



Photo: Pixabay

CULTURAL AWARENESS PROJECT

The current global market situation creates competition on a technical and product level but also creates challenges in relation to cultural differences. Studies show that the cultural barriers encountered in international business are of greater importance than previously believed and may be a reason for not being as successful on the international market as anticipated. INTSOK is aware of this problem as feedback from our local advisors, business contacts abroad and our partners has identified the necessity for increased cultural awareness in business settings. We have therefore embarked on a two-fold project which aims to improve our partners' business performance through increased cultural awareness. The project consists of country specific films with our local advisors and workshops.

Our local advisors are experts in their cultures and have first hand information about how Norwegian culture and behaviour is perceived in business settings. The films aim to give useful country facts, an insight into how Norwegians are perceived abroad, information regarding business processes and conduct, in addition to important cultural "do's and don'ts". The films and country fact sheets are available on our website and are a useful tool for our partners that wish to gain a better understanding of relevant markets and in turn lead to successful business.

The second part of the project will be launched in 2013. The one-day workshops will be facilitated by experienced external professionals and have two inter-linked themes; cultural awareness and sales presentations. Focus is put on cultural aspects, Norwegian culture and perceptions abroad, typical scenarios and presentation training. The workshops aim to be an arena for dialogue and sharing of experiences and focus on topics such as power distance, sales methods, roles, educational systems and how cultural differences lead to misunderstandings and can sabotage business opportunities. The workshops are suitable for both Norwegians working towards international markets, and foreigners working in Norway seeking to better understand the Norwegian culture and why Norwegians are the way they are.





Photo: INTSOK

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Middle East and Korea



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and Kazakhstan.



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Africa



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Special Advisor



Willy Olsen
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Petter Hovland
Special Advisor



Thor Christian Andvik
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Coordinator



**Kirsti-Ann S.
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Event
Coordinator



Ingvild Litlabø
Controller



**Therese N.
Marthinsen**
Web Editor

INTSOK PARTNERS PER DECEMBER 31ST 2012

4 Subsea AS
ABB AS
Abbon AS
Add Energy Group AS
Agility Group
AGR Group
Aibel AS
Aker Solutions ASA
Alfsen og Gunderson AS
Align
Alustar AS
Amitec AS
APIteq
Apply Leirvik
Aquateam
AS CONNECTOR
ATCD
Autronica Fire And Security AS
Axess AS
Bandak Group
Beerenberg Corp AS
Business Region Bergen
Bilfinger Industrier AS
Blueway Offshore Norge AS
Bolt Norge AS
Bredero Shaw Norway AS
Bring Logistics AS
BVS AS
BW Offshore
Cameron Sense
Carbon Limits AS
Ceragon
ClampOn AS
CMA CONTIKI AS
Computit
Cre8
Deep Sea Anchors AS
DeepOcean ASA

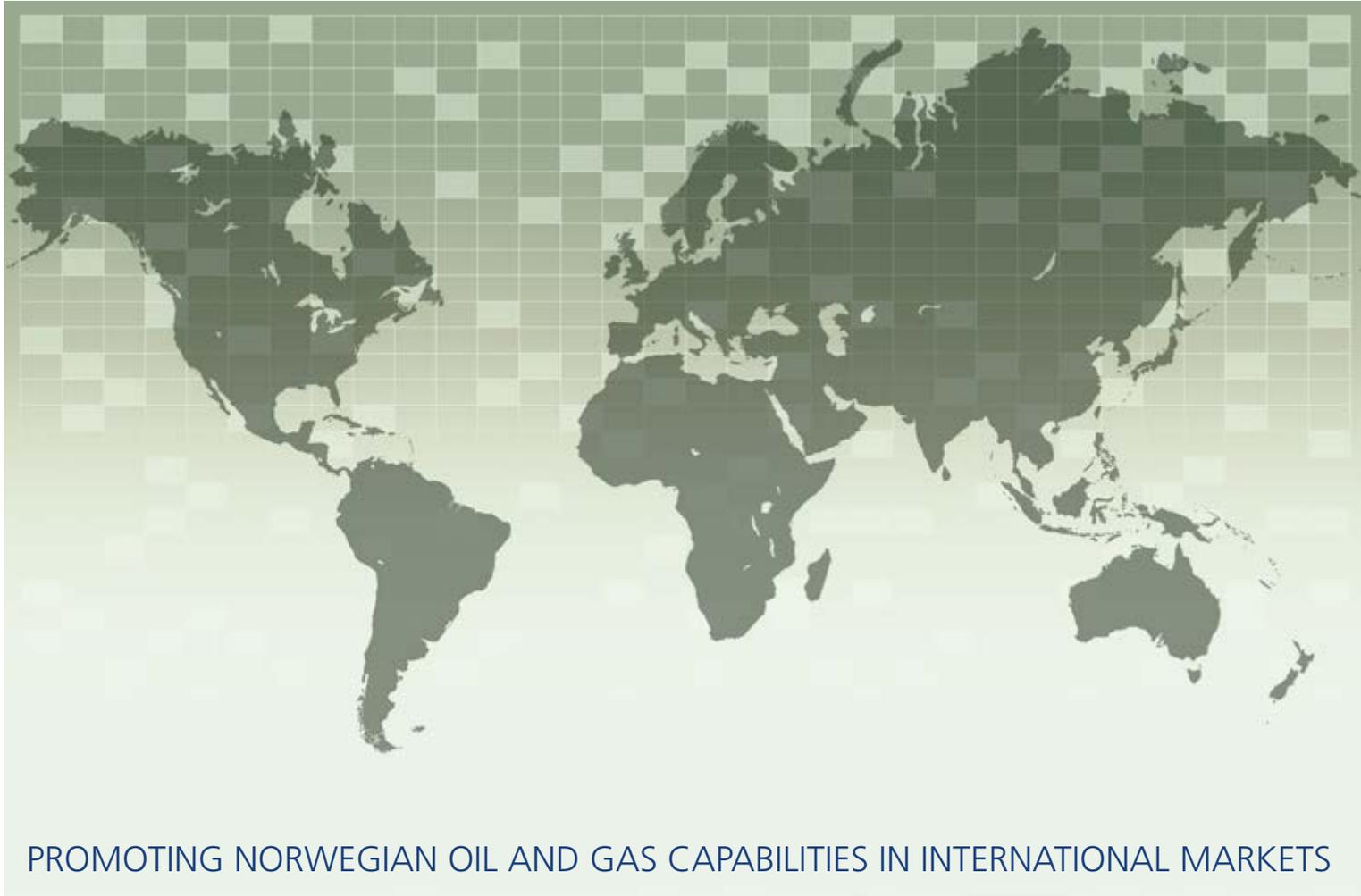
Delta-P Pumpe og Kompressorsystemer AS
DNB ASA
Det Norske Veritas (DNV)
DOF Subsea Norway AS
Dovre Group
Dresser-Rand AS
E-Innovation
eDrilling Solutions
Eksploater AS
Ellingsen Nor Instruments
EMAS AMC AS
EMGS (ElectroMagnetic GeoServices)
Exprosoft
Falck Nutec AS
Fedem Technology AS
Ferguson Norge AS
Firenor AS
Fishbones AS
Flex LNG
Fluenta
FMC Kongsberg Metering AS
FMC Technologies
FORCE Technology Norway AS
Framo Engineering AS
Frank Mohn Flatøy AS
GANN Mekaniske AS
GasSecure AS
Gassnova SF
GE Oil & Gas
Geomec Engineering
Gexcon
GIEK
Glamox International ASA
GMC HVAC AS
Greater Stavanger Economic Development
GS-Hydro Norge AS
Wärtsilä Oil and Gas Systems
Hellenes

HERNIS Scan Systems AS
High North Center for Business and Governance
Hitec Products Group
Höegh LNG
IKM Group
IK Stavanger as
Imenco
Inmaco AS
Innovar Solutions AS
Inocean AS
Institute for Energy Technology (IFE)
Interwell
IOS InterMoor AS
IRIS
iSURVEY GROUP AS
Jotun AS
K. Lund Offshore AS
Kaefer IKM AS
Kongsberg Maritime AS
Kongsberg Norcontrol It AS
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Kvaerner ASA
Kyllingstad Kleveland Advokatfirma DA
Light Structures AS
Linjebygg Offshore AS
LMG Marin AS
Malthus AS
Marine Aluminium AS
Marine Cybernetics AS
MARINTEK
Markleen AS
M-I Epcon AS
Miros
Moss Maritime a.s.
Multi Phase Meters AS (MPM)
Multiconsult AS

Nature Oil & Gas AS
NCE Maritime
Nexans Norway AS
NLI Group
Norconsult International AS
NOREQ AS
NorLense AS
Norner AS
NORSAFE AS
NorSea Group AS
Norshore Management AS
Norske Ventil AS
Norwegian Centre of Expertise Subsea (NCE)
Norwegian Petroleum Academy
Norwegian University of Science & Technology (NTNU)
Novenco AS
Lithicon
NYMO
Ocean Riser Systems
Octio
Odfjell Drilling AS
IHS-Petrodata
Oiltec Solutions AS
Oiltools AS
ONS (Offshore Northern Seas)
Onsite Treatment Technologies AS
OSM Offshore AS
PALFINGER DREGGGEN
Parat Halvorsen AS
Parker Maritime AS
Petrell AS
Petroleum Technology Company (PTC)
Petrolink AS
PG Pump Solutions
Polytec R&D Institute
Pon Power Scandinavia AS

Presens
ProAnalysis AS
Prosep Norway AS
QuickFlange AS
Rapp Bomek AS
READ
REINERTSEN AS
Remora ASA
RESMAN AS
Rogaland County Council
Rogaland Training & Education Centre (RKK)
Rolls-Royce Marine AS
Roxar
Reservoir Exploration Technology ASA
Rystad Energy
Safeclean
Safety Tools Allmet AS
Sandvik Riser Technology AS
SAR AS
REEF Subsea
Scanseis Consultant Group AS
Scan Tech AS
Scana Industrier ASA
Scandpower AS
Seabox
Seadrill
Sekal
Sensor Developments
Sevan Marine ASA
Sharecat Solutions AS
Shell Technology Norway AS
Ship Modelling Simulator Centre AS
Siemens Oil & Gas Solutions
SIMONSEN Advokatfirma DA
SIMTRONICS ASA
SINTEF Group
SINTEF Petroleum Research
Snaptv as

SPT Group AS
Statoil ASA
StormGeo AS
Stream AS
StS Gruppen AS
STX OSV AS
Subsea 7 Norway
Tampnet AS
Technip Offshore Norge AS
Techno Dive AS
Tecni
TESS as
Thermtech AS
TORGY MEK INDUSTRI AS
Trac ID systems AS
Trelleborg Offshore Norway AS
Tschudi Shipping Company
TTS Group ASA
Ulstein International
UMOE Schat-Harding Group AS
Uniteam International AS
VECTOR AS
Verande Technology AS
Weatherford Petroleum Consultants AS
Wellcem
Wikborg, Rein & Co
Willhemsen Technological Solutions
Xait AS
Xynteo AS
Zenitel Norway AS
Øglænd System AS
Ølen Betong AS



PROMOTING NORWEGIAN OIL AND GAS CAPABILITIES IN INTERNATIONAL MARKETS

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