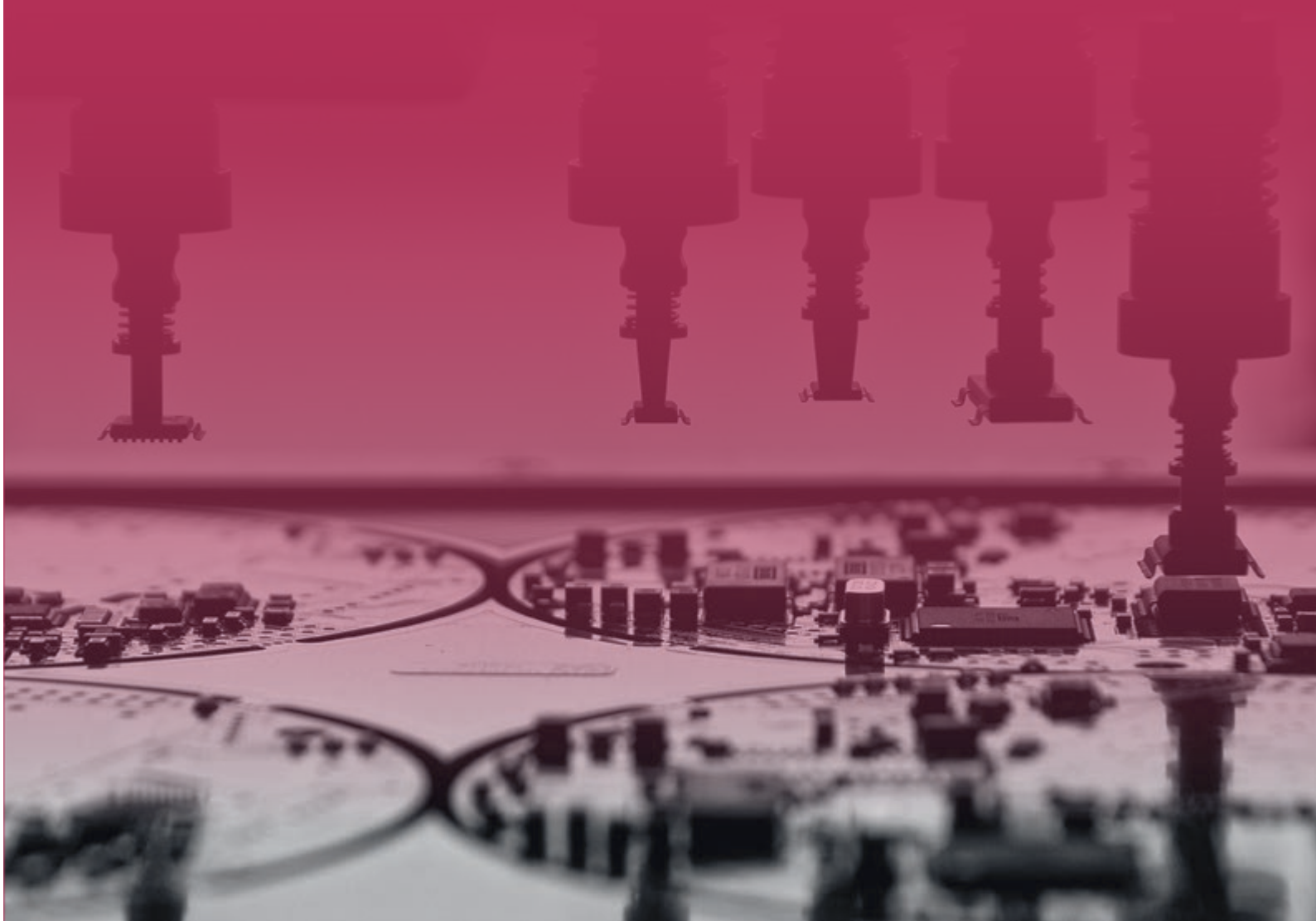


# THE STATE OWNERSHIP REPORT 2017



Norwegian Ministry of Trade,  
Industry and Fisheries

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In case of discrepancy between the original text in Norwegian and the English translation, the Norwegian text shall prevail.

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# Foreword

The State Ownership Report is an annual report which covers the state's direct ownership in companies. The report presents an overview of all the 75 companies in which the state is an owner. Twelve ministries manage the state's direct ownership in these companies. The report presents the companies' financial development, goal attainment, key events in 2017 and the manner in which the state performs its role as owner. The purpose of the State Ownership Report is to contribute to transparency, something which I believe is vital in order to secure trust in the state's ownership.

In the case of companies where the state's ownership has commercial objectives (categories 1–3), we strive to generate the highest possible return on invested capital over time. In the case of companies for which the state's ownership has sectoral policy objectives (category 4), the ambition is to achieve the objectives as efficiently as possible. The state as owner is committed to ensuring that the goals and strategies established by the board of directors support the state's objectives behind the ownership.

The total value of the state's commercial ownership was estimated to be NOK 844 billion at year-end 2017, up NOK 130 billion from the previous year. The state received NOK 37.7 billion in dividends from all the companies for the 2017 financial year. This reflects an upturn in financial results compared with 2016 and an excellent year for the state as owner from a historical perspective. The financial results achieved by companies with sectoral policy objectives are presented for each company with the aim of illustrating how the company's operations in 2017 supported the state's objectives behind its ownership.

The state as owner has a series of expectations regarding the boards and companies that are required to contribute to the state's objectives for its ownership. These are described in chapter eight of the ownership report. An abridged ver-

sion of the expectations is presented on page 34.

The world is changing and it is changing fast. As owner, we are concerned that both the boards of directors and the companies as a whole have a good understanding of reality and a good "radar" which detects changes and opportunities that impact on each company. The boards must continually decide how the company can best adapt itself to the altered framework conditions and new opportunities. They must assess what risks should be taken and support the resulting assessment through unequivocal goals and a clear strategy. This is important regardless of whether the company has commercial goals or sectoral policy goals. We are proud of the companies in which the state has direct ownership and strongly believe that the companies have the ability to adapt to change, as they have so often done in the past. However, we are very aware that this will require dedication at every level.

The articles in this year's report concern corporate governance and reporting. Access to relevant information is a key criterion for best ownership practice and contributes to transparency concerning the state ownership. It also enables other stakeholders to continually assess the companies' operations, results, development and goal attainment. For the state as owner, it is important to understand what the companies are striving to achieve (goals), how the companies will get there (strategy) and what risks the goals and strategy entail for the company and owner. We hope the articles inspire you.

Finally, I would like to thank the boards and all the employees of the companies in which the state is an owner. The companies represent a key part of the Norwegian economy and account for the production of many important goods and services. The job that you do, you do on behalf of the whole of Norway.

I hope you will find this report both informative and useful.



© Mørte Garmann

A handwritten signature in black ink, consisting of a stylized 'T' followed by a series of loops and a long horizontal stroke.

Torbjørn Røe Isaksen  
Minister of Trade and Industry







# Scope and key figures

## The state's direct ownership

The state's direct ownership includes companies in which the state's ownership interests are managed directly by the ministries. The table on page 6 presents an overview of the 75 companies, distributed according to ministry. All the companies are presented in the 2017 State Owner-

ship Report. Contact details for the twelve ministries which manage the state's ownership interests in companies can be found on page 136 of the appendix.

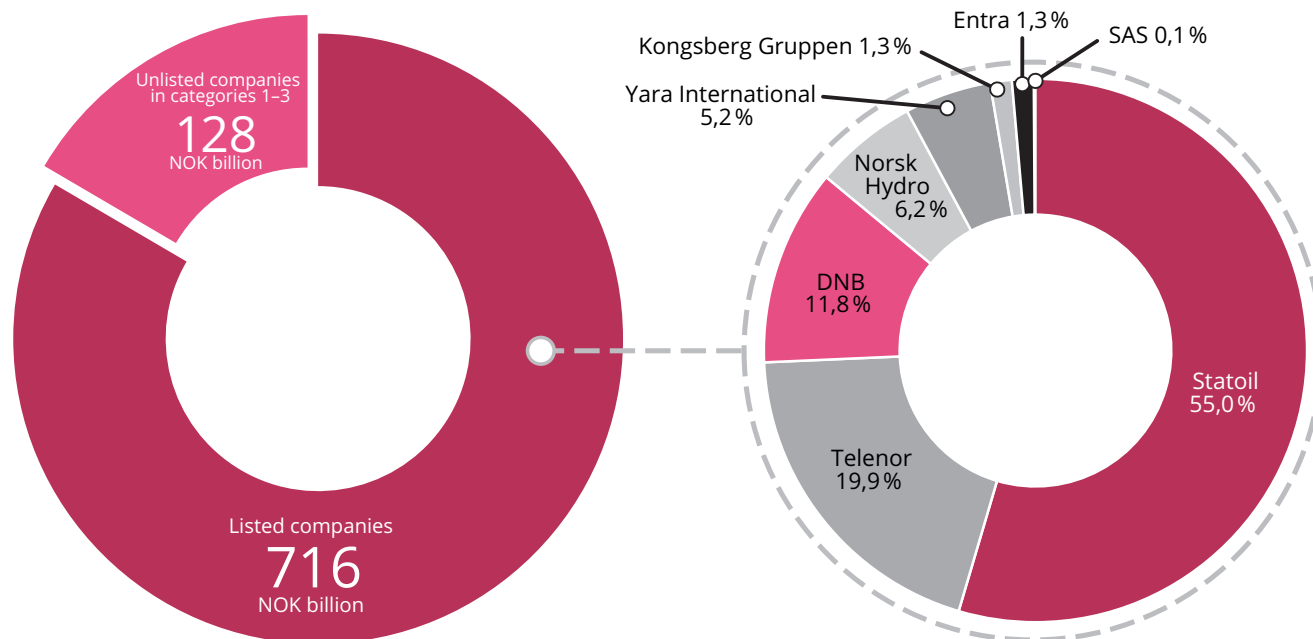
## Categorisation of the companies

The state has justifications and objectives for its direct ownership. These are ex-

plained in the presentation of the individual companies from page 41 and for most companies in white paper Report no. 27 to the Storting (2013–2014) Diverse and value-creating ownership (the White Paper on Ownership). The companies are divided into four categories based on the state's objectives behind the ownership:

Share of the value of the state's shareholding:  
**844 NOK billion**

**Key figures 2017<sup>1</sup>**



Return in listed companies: **25,2%**

Return on equity in unlisted companies in categories 1–3: **13,4%**

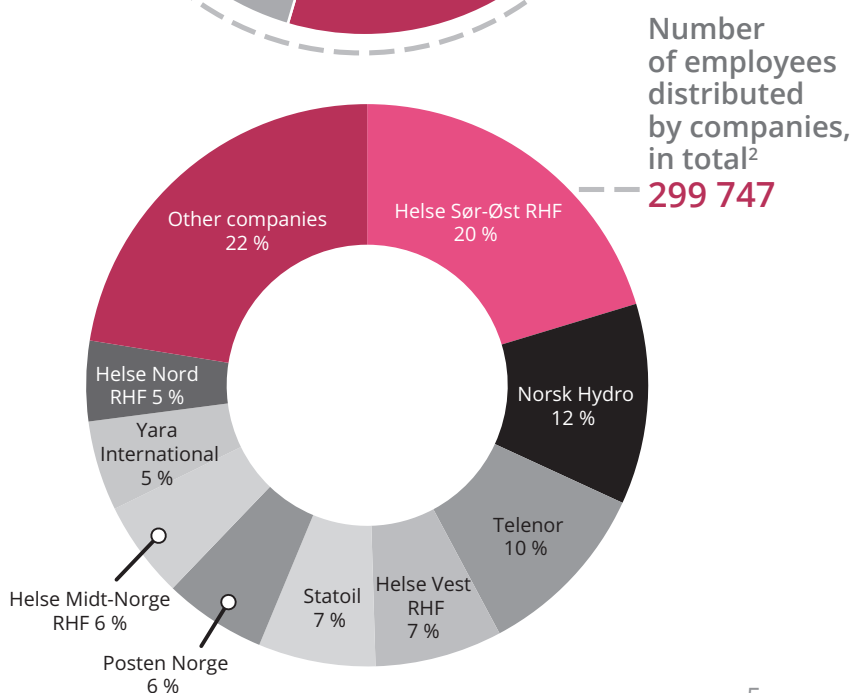
Sales proceeds to the state: **NOK 37,7 billion**

Operating income: **NOK 1 276 billion**

Annual profit: **NOK 120 billion**

Capital contribution from/ share purchases by the state: **NOK 9,4 billion**

Grants from the state: **NOK 155 billion**



<sup>1</sup> The figures are defined on page 137.

<sup>2</sup> Does not include employees in underlying companies in Aker Kværner Holding.

- 1 Commercial objectives.
- 2 Commercial objectives and objective of maintaining head office functions in Norway.
- 3 Commercial objectives and other specifically defined objectives.
- 4 Sectoral policy objectives.

The main objective of the state's commercial ownership (companies in categories 1–3) is to achieve the highest possible return on invested capital over

time. For companies in category 2, the state also aims to maintain Norwegian anchoring of the companies' head offices and associated head office functions. For companies in category 3, the state has commercial objectives and other societal justifications for state ownership besides anchoring of head offices in Norway. There are 26 companies in categories 1–3, and the state's ownership interests in 21 of these are managed by the

Ownership Department in the Ministry of Trade, Industry and Fisheries.

State ownership of the companies in category 4 primarily has sector policy objectives. The state's ownership of these companies is usually managed by the ministries whose remit includes the sectoral policy responsibility concerned. As an owner, the State strives to achieve its sectoral policy objectives as efficiently as possible.

## Overview of the state's direct ownership by ministry

MINISTRY AND COMPANY	SHAREHOLDING	CATEGORY
----------------------	--------------	----------

### Ministry of Finance

Folketrygdfondet (special-legislation company)	100 %	Not categorised
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### Ministry of Defence

Aerospace Industrial Maintenance Norway AS	100 %	2
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### Ministry of Health and Care Services

Helse Midt-Norge RHF	100 %	4
Helse Nord RHF	100 %	4
Helse Sør-Øst RHF	100 %	4
Helse Vest RHF	100 %	4
Nordisk Institutt for Odontologiske Materialer AS	49 %	4
Norsk Helsenett SF	100 %	4
AS Vinmonopolet (special-legislation company)	100 %	4

### Ministry of Climate and Environment

Bjørnøen AS	100 %	4
Enova SF	100 %	4
Kings Bay AS	100 %	4

### Ministry of Local Government and Modernisation

Kommunalbanken AS	100 %	3
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### Ministry of Culture

Carte Blanche AS	70 %	4
AS Den Nationale Scene	66,67 %	4
Den Norske Opera & Ballett AS	100 %	4
Filmparken AS	77,6 %	4
Nationaltheatret AS	100 %	4
Norsk rikskringkasting AS	100 %	4
Norsk Tipping AS (special-legislation company)	100 %	4
Rogaland Teater AS	66,67 %	4
Rosenkrantzgate 10 AS	3,07 %	Not categorised
Talent Norge AS	33,33 %	4
Trøndelag Teater AS	66,67 %	4

### Ministry of Education and Research

NSD – Norsk senter for forskningsdata AS	100 %	4
Simula Research Laboratory AS	100 %	4
UNINETT AS	100 %	4
Universitetscenteret på Svalbard AS	100 %	4

### Ministry of Agriculture and Food

Graminor AS	28,2 %	4
Kimen Sjøvarelaboratoriet AS	51 %	4
Statskog SF	100 %	4
Staur gård AS	100 %	4

MINISTRY AND COMPANY	SHAREHOLDING	CATEGORY
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### The Ministry of Trade, Industry and Fisheries

Ambita AS	100 %	1
Aker Kværner Holding AS	30 %	2
Andøya Space Center AS	90 %	4
Argentum FondsInvestments AS	100 %	3
Baneservice AS	100 %	1
DNB ASA	34 %	2
Eksportfinans ASA	15 %	3
Eksportkreditt Norge AS	100 %	4
Electronic Chart Centre AS	100 %	3
Entra ASA	33,4 %	1
Flytoget AS	100 %	1
Fornybar AS	100 %	Not categorised
GIEK Kredittforsikring AS	100 %	3
Innovasjon Norge (special-legislation company)	51 %	4
Investinor AS	100 %	3
Kongsberg Gruppen ASA	50,001 %	2
Mesta AS	100 %	1
Nammo AS	50 %	2
Nofima AS	56,84 %	4
Norges sjømatråd AS	100 %	4
Norsk Hydro ASA	34,26 %	2
Posten Norge AS	100 %	3
SAS AB	9,88 %	1
Siva – Selskapet for Industrivekst SF	100 %	4
Space Norway AS	100 %	4
Statkraft SF	100 %	3
Store Norske Spitsbergen Kulkompani AS	100 %	4
Telenor ASA	53,97 %	2
Veterinærmedisinsk Oppdragscenter AS	34 %	1
Yara International ASA	36,21 %	2

### Ministry of Petroleum and Energy

Gassco AS	100 %	4
Gassnova SF	100 %	4
Petoro AS	100 %	4
Statnett SF	100 %	4
Statoil ASA	67 %	2

### Ministry of Transport and Communication

Avinor AS	100 %	4
Bane NOR SF	100 %	4
Entur AS	100 %	4
Mantena AS	100 %	3
Norske tog AS	100 %	4
NSB AS	100 %	3
Nye Veier AS	100 %	4

### Ministry of Foreign Affairs

Norfund (special-legislation company)	100 %	4
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# Key issues for the State as owner

## Reduction in the state's ownership

In November 2017, an extraordinary general meeting of SAS decided to authorise the board of directors to implement one or more private placements totalling up to 66 million new shares through until the 2018 ordinary general meeting. In accordance with this authorisation, SAS carried out a private placement on 8 November 2017 aimed at selected investors and the board of directors decided on 9 November 2017 to issue 52.5 million new shares (approximately 16% of the outstanding ordinary shares before the placement), which gave the company around SEK 1.27 billion in new equity. The transaction price was SEK 24.2 per share, which involved a discount of 7.3% relative to the share price at the time of the transaction. The Norwegian state did not take part in the placement and therefore reduced its holding in SAS from 11.45% to 9.88%.

## Establishment of new companies

As part of the process of putting out passenger rail services to competitive tender, it was necessary to divest production factors from the NSB Group. To facilitate competition on equal terms, the subsidiaries Materiellselskapet AS (later changed to Norske tog AS) and Reiseplan og billett AS (later changed to Entur AS) were established by NSB in June 2016. Train maintenance was already being handled by NSB's subsidiary Mantena AS. Norske tog AS, Entur AS and Mantena AS were divested from NSB on 24 April 2017. The companies then became subsidiaries of the Ministry of Transport and Communications' interim companies, i.e. Togmateriell AS, Reiseplan og billett AS and Togvedlikehold AS respectively. The three last-mentioned companies were dissolved through a general meeting resolution in December 2017, thereby making the Ministry of Transport and Communications the direct owner of Norske tog AS, Entur AS and Mantena AS.

## Capital injection

The Storting has awarded NOK 4.2 billion to Investinor AS. The company will receive

capital when it requires liquidity. As of the start of 2016, NOK 2.7 billion had previously been transferred to the company, while the remaining NOK 1.5 billion was held in the state's account. At the request of the company, a capital injection of NOK 250 million was approved at an extraordinary general meeting held in March 2017.

Following a request by the Storting, the Ministry of Agriculture and Food injected equity into Staur gård AS in spring 2017, as a result of the company being close to bankruptcy. The Ministry of Agriculture and Food injected a total of NOK 8 million, enabling the company to fulfil its obligations and achieve a satisfactory level of equity. In the ownership dialogue for 2017, the Ministry of Agriculture and Food stressed that the company must ensure that its accounts balance and that the board must seek to develop the company's operating concept further. Following the capital injection, the company has redeemed all loans and leasing contracts. In 2017, the company's finances improved, turning the deficit of many years into a small profit. In 2017, the company's board of directors initiated a process of looking at the opportunities that are available to further develop the company's operations with the aim of bringing about positive growth and development within the company.

In Bill 1 S (2017–2018), the Ministry of Trade, Industry and Fisheries presented a proposal to grant an equity injection of NOK 43 million to Store Norske Spitsbergen Kulkompani AS to cover pension commitments linked to the company's mining operations. The proposal was considered through Recommendation 8 S (2017–2018) and a decision by the Storting in December 2017.

## Changes in sectoral policy guidelines

On 5 April 2017, the Ministry of Transport and Communications presented Report to the Storting No. 30 (2016–2017) om virksomheten til Avinor AS (About the business in Avinor AS). The purpose of this report was to inform the Storting of the

company's development and plans and to present the Ministry of Transport and Communications' assessments. A key topic for the report to the Storting was further work relating to the putting out of air navigation services to competitive tender. The report was considered by the Storting on 15 June 2017.

During the consideration of the National Budget on 14 December 2017, the Storting approved the linear escalation of the financial framework for Nye Veier AS to a long-term funding level of NOK 5.3 billion; see Bill 1 S (2017–2018)/Recommendation 2 S (2017–2018). In line with the level that was adopted in the National Transport Plan, it was decided to grant NOK 5,279 million to Nye Veier in 2018. The grant will be used to finance the payments to which Nye Veier will be entitled under agreements with the state through the Ministry of Transport and Communications linked to its operations. During the debate on the National Budget, the Storting also decided to adjust the company's portfolio through transferring responsibility for the development of the E6 Skjerdingstad-Melhus S route from the Norwegian Public Roads Administration to Nye Veier.

Amended articles of association were adopted for Norsk rikskringkasting AS during an extraordinary general meeting held on 19 December 2017. The primary aim of the amendments was to adapt the articles of association to the Storting's consideration of the Storting reports Report to the Storting No. 38 (2014–2015) Open og opplyst (Open and enlightened) and Report to the Storting No. 15 (2016–2017) Eit moderne og framtidsretta NRK (A modern and progressive NRK). The amendments mean that NRK's societal mission (NRK-plakaten) has been incorporated in its entirety in part II of the organisation's articles of association - as the mission is worded following the Storting's consideration of Report to the Storting No. 15 (2016–2017), see Recommendation No. 332. S (2016–2017). The amendments also mean that more detailed provisions are adopted in part III of the articles of as-

sociation. The proposed amendments to part III of the articles of association are anchored in NRK's societal mission. In addition, a number of minor amendments are implemented in part I of the articles of association. The amendments impose a number of new obligations upon NRK. For example, NRK will have an independent responsibility to contribute to Norwegian media diversity (both regionally and nationally). At least 40% of the music that is played on NRK P1, P2 and P3 must be Norwegian, with an emphasis on Norwegian language or Norwegian-composed music. Moreover, NRK must assign an average of at least 40% for the last three years of the unrestricted TV programme budget to external producers.

### Financial framework

In line with the framework for the enterprise's operations as set out in the articles of association for Bane NOR SF, when considering the National Budget, the Storting decided to grant NOK 500 million as a working capital facility for the enterprise; see Bill 13 S (2017-2018)/Recommendation 79 S (2017-2018). The working capital facility will help to give the enterprise more predictable and stable framework conditions and thereby give Bane NOR more solid foundations on which to operate efficiently. The scheme also gives Bane NOR fast and flexible access to additional funding in extraordinary situations, such as in the event of an accident or natural disaster.

### Other matters

In Bill 1 S (2017-2018), the Ministry of Trade, Industry and Fisheries presented a proposal to wind up the coal mining operations of Store Norske Spitsbergen Grubekompani AS (SNSG) at Svea and Lunckefjell. A proposal was also put forward to initiate remediation in the area, with SNSG as the responsible client and using subcontractors. The proposal to discontinue coal mining operations at Svea and Lunckefjell and initiate remediation resulted in a proposal in the 2018 National Budget to grant NOK 141 million for remediation at Svea and Lunckefjell. The proposal was considered through Recommendation 8 S (2017-2018) and a decision by the Storting in December 2017.













# Return and financial values

## The Norwegian and international economy<sup>1</sup>

GDP growth for mainland Norway was 1.9% in 2017, up from 1.1% in 2016.<sup>2</sup> The economy bottomed out in the latter half of 2016 and the economic upturn continued throughout the whole of 2017. The growth in GDP has been driven by an increase in petroleum investments and higher growth internationally. Future growth will be moderated by reduced investment in housing, higher interest rates and a stronger Norwegian krone.

As an annual mean, employment rose by 0.1% in 2017. Employment is not keeping pace with the growth in population and the employment rate has therefore

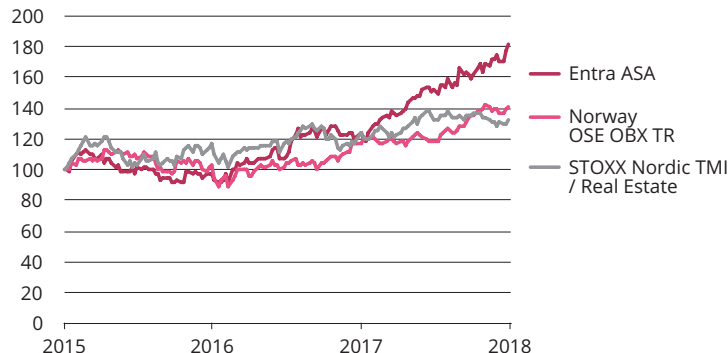
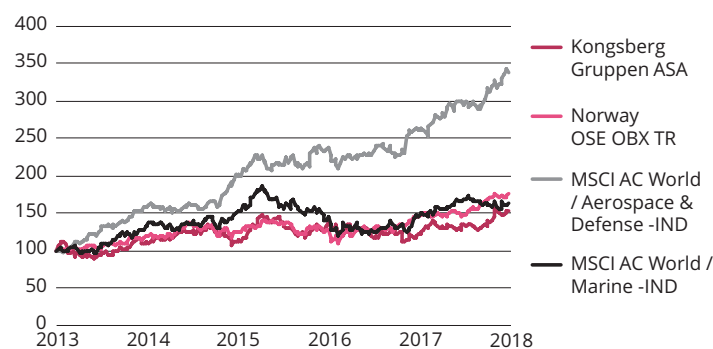
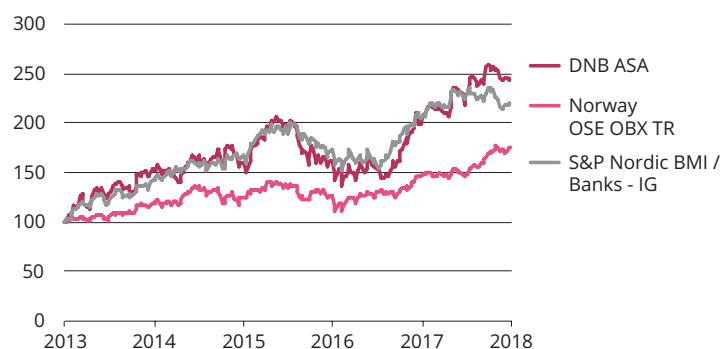
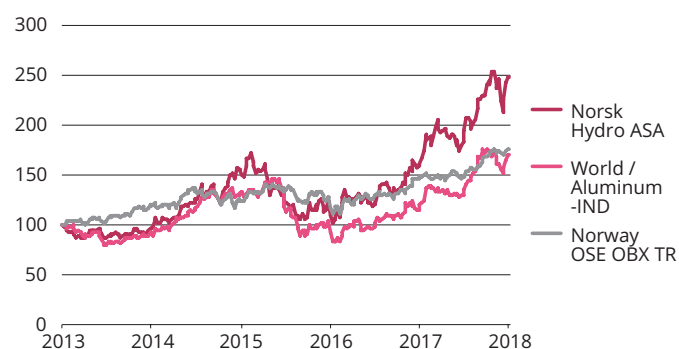
continued to fall. The unemployment rate, as measured by Statistics Norway's Labour Force Survey, was 4.2% in 2017, down from 4.7% in 2016. Annual wage growth in 2017 was estimated at 2.3%.<sup>3</sup> Inflation measured by the consumer price index (CPI) was 1.8% in 2017, corresponding to a slight real wage increase of 0.5%, following a real wage decrease in 2016.

Growth in global GDP in 2017 is estimated at around 3.7%.<sup>4</sup> This has been the broadest upturn in the global economy in seven years, aided by growth in both industrial and developing countries. The growth has largely been linked to an increase in industrial output and global

trade, an upturn in the price of oil and strong growth in the financial markets.

Amongst Norway's key trading partners<sup>5</sup>, economic growth was 2.6% in 2017, up from 2.2% in 2016. The economic upturn in the euro zone continued throughout 2017, with annual growth rates of just over 2% during the past four quarters. Unemployment, which was still high, continued to fall and reached its lowest level in nine years. In the USA, growth picked up half-way through 2017, ending with an upturn of 2.2% for the year as a whole. This was largely driven by high growth in consumer spending and to some extent an increase in investments. Growth in the United Kingdom virtually halved com-

## Share price performance<sup>6</sup> for listed companies, the Oslo Stock Exchange main index and sector indices<sup>7</sup>



1 Sources include Statistics Norway, Economic analysis 14/2017.

2 Source: <https://www.ssb.no/nasjonalregnskapog-konjunkturer/statistikker/krn/kvartal>

3 The Norwegian Technical Calculation Committee for Wage Settlements

4 OECD, Interim Economic Outlook, november 2017 and IMF, World Economic Outlook, January 2018.

5 The eurozone, Sweden, USA, UK, Denmark, China, South Korea, Poland, Russia and Japan.

6 Statistics Norway, Economic analysis 4/2017.

7 Share price performance including reinvested dividends (source: FactSet).

pared with growth in the six months before as a result of the impact of Brexit on the British pound, but picked up again as the weakening of the pound reversed through 2017.

### The stock market in Norway and internationally<sup>8</sup>

The main index on Oslo Stock Exchange rose 19.1% in 2017, the highest increase since 2013. It was the largest companies on Oslo Stock Exchange that increased most in value, led by Statoil, Marine Harvest, Norsk Hydro and DNB. Strong economic development internationally resulted in rising values on the world's stock markets, while in Norway rising oil and gas prices had a positive impact on the development of Oslo Stock Exchange. Sectors such as telecom, materials and finance contributed to the upturn.

Oslo Stock Exchange performed on a par with or better than comparable international indices in 2017. The S&P 500 in the USA and the DAX index in Germany rose by 19.4% and 12.5% respectively. The OMX Stockholm 30 index and the Nikkei 225 index in Japan rose by 3.9 and 19.1% respectively. The FTSE 100 index in London rose by 7.6%.

### Return for listed companies

The return comprises the sum total of the increase in market value of a company's equity and direct return in the form of dividends and any impact on the company's buyback and deletion of shares.

The state has direct ownership of eight companies listed on Oslo Stock Exchange. The value-adjusted return for these companies, including reinvested dividends, was 25.2% in 2017, compared with 22.8% in the previous year. The return is weighted with the value of the state's shareholding at the end of 2017. Statoil, which accounts for about half of the total value of the state's assets on the stock exchange, has a considerable influence on the weighted total return.

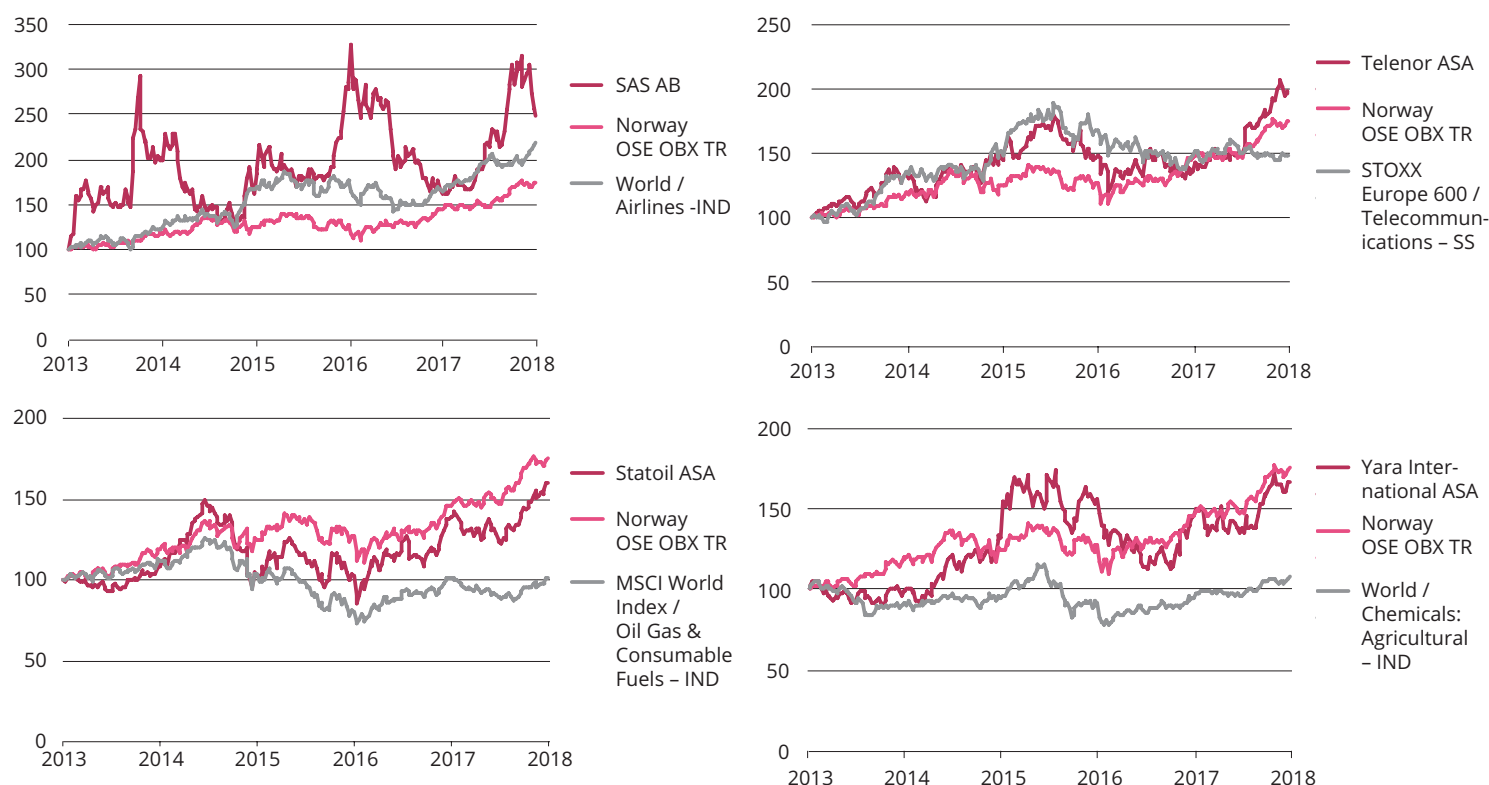
### Value of the state's equity

To estimate the value of the companies, the value of the company's shares is used for listed shares, while book equity less minority interests is used for unlisted companies in categories 1–3.<sup>10</sup> The table on page 16 shows the estimated value of each company for 2017 and 2016. No estimate is made of the value of the companies where the main objective of the state's ownership is not commercial, i.e. companies in category 4.

The value of the state's shares on Oslo Stock Exchange was NOK 716 billion at year-end 2017, up NOK 119 billion from the previous year. Statoil contributed NOK 45.7 billion to the increase in total value. The state's holdings in Telenor, Norsk Hydro and DNB rose in value by NOK 38.0, 14.9 and 13.1 billion respectively. The value of the state's holdings in Yara International, Entra and the Kongsberg Group increased by NOK 3.6, 2.2 and 1.6 billion respectively. The state's share of the market value of SAS rose by NOK 273 million in 2017.

The state's share of the book value of unlisted companies in categories 1–3 at year-end 2017 amounted to NOK 128 billion, up NOK 11.0 billion from the previous year. The state's share of the book value of Statkraft and Kommunalbanken rose during 2017 by NOK 12.2 and 1.02 billion respectively. For Argentum Fondsinvesteringer AS, Posten Norge, AIM Norway, Investinor and Aker Kværner Holding, the state's share of the book value also increased in 2017, by NOK 778, 455, 336, 293 and 288 million respectively. For Investinor, the majority of the increase arose as a result of a capital injection of NOK 250 million. The book value of NSB fell by NOK 4.9 billion as a result of the divestment of Entur, Mantena and Norske tog.

## Share price performance for listed companies, the Oslo Stock Exchange main index and sector indices<sup>9</sup>

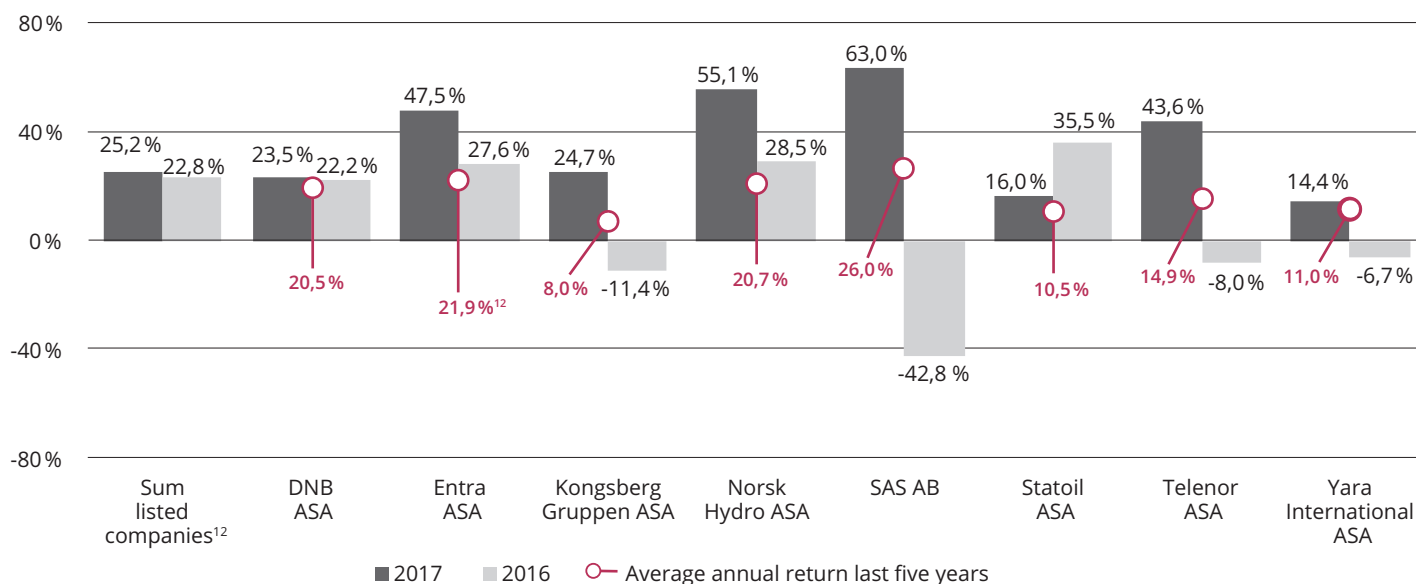


<sup>8</sup> Sources include: <https://www.oslobors.no/Oslo-Boers/Om-Oslo-Boers/Nyheter-fra-Oslo-Boers/Et-sjeldent-godt-boersaar>.

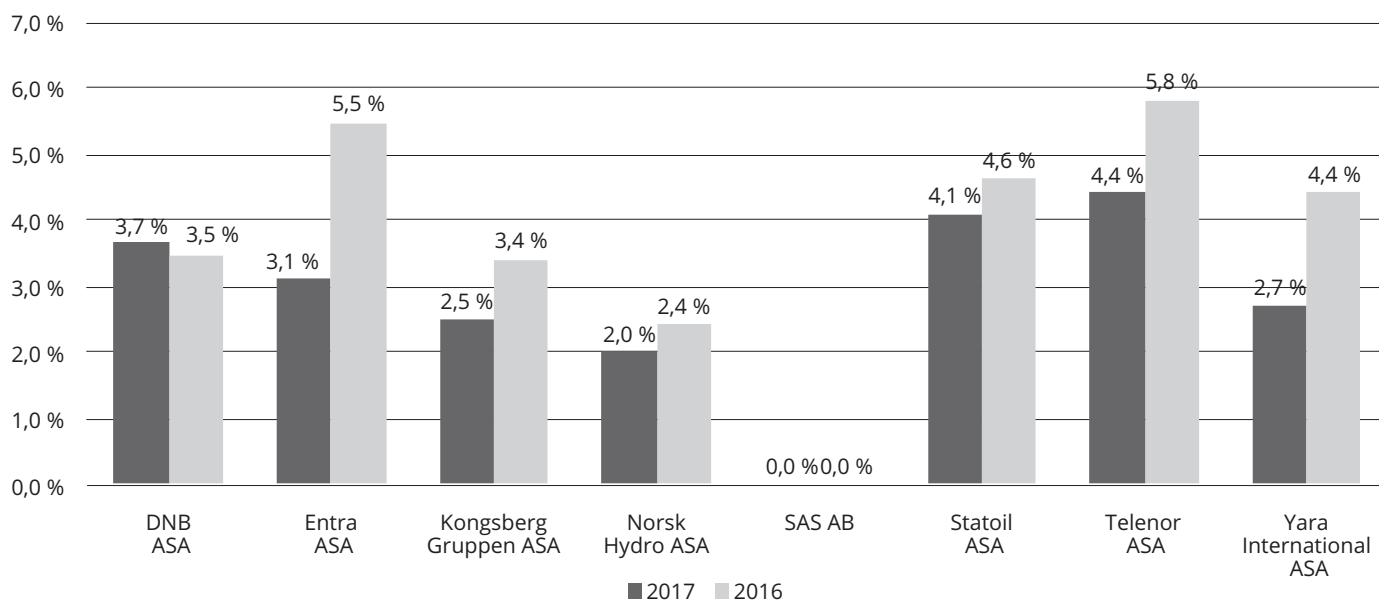
<sup>9</sup> Share price performance including reinvested dividends (source: FactSet).

<sup>10</sup> Book equity may deviate considerably from the companies' real market value. The value of the state's ownership interest in Aker Kværner Holding was calculated using the market prices for Akastor, Aker Solutions and Kværner, and the state's indirect ownership interest in these companies.

## Return 2017<sup>11</sup> and 2016, average annual return last five years



## Direct return 2017 and 2016<sup>13</sup>



The total estimated value of the state's assets in the companies in categories 1–3 was NOK 844 billion, up NOK 130 billion from the previous year.

### Dividends

The state will receive NOK 37.7 billion in dividends for the 2017 financial year, up almost NOK 5 billion from the previous year. Dividends from Statkraft increased most from last year, by NOK 3.6 billion. From DNB, Norsk Hydro and NSB, dividends rose by NOK 775, 355 and 315 million respectively. The dividends from Mesta, Yara International and Avinor decreased by NOK 350, 346 and 300 million.

<sup>11</sup> The return is weighted with the value of the state's shareholding at year-end 2017.

<sup>12</sup> Average annual return last three years, as Entra was listed in 2014.

<sup>13</sup> Direct return is calculated as paid dividend per share in 2017 as a percentage of share price at year-end 2017 (source: FactSet).



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## Financial values 2017 and 2016<sup>14</sup>

### NOK million

	STATE'S SHAREHOLDING		MARKET VALUE OF EQUITY <sup>15</sup>		VALUE OF THE STATE'S SHAREHOLDING <sup>15</sup>		DIVIDEND TO THE STATE FOR THE FINANCIAL YEAR <sup>16</sup>		STATE'S SALES PROCEEDS, CAPITAL CONTRIBUTION AND SHARE PURCHASE <sup>17</sup>	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
<b>Listed companies</b>										
DNB ASA	34 %	34 %	247 740	209 138	84 232	71 107	3 932	3 157	0	0
Entra ASA	33,4 %	33,4 %	22 145	15 755	7 487	5 262	252	212	0	2 490
Kongsberg Gruppen ASA	50,001 %	50,001 %	18 120	14 940	9 060	7 470	225	225	0	0
Norsk Hydro ASA	34,26 %	34,26 %	129 002	85 450	44 198	29 276	1 241	886	0	0
SAS AB	9,88 %	11,45 %	8 141	4 605	804	527	0	0	0	132
Statoil ASA	67 %	67 %	582 219	514 016	390 087	344 391	15 937	15 742	-7 539	-5 025
Telenor ASA	53,97 %	53,97 %	264 106	193 688	142 526	104 524	6 564	6 320	0	0
Yara International ASA	36,21 %	36,21 %	102 921	92 894	37 269	33 638	643	989	0	252
<b>Total listed companies</b>			<b>1 374 394</b>	<b>1 130 485</b>	<b>715 663</b>	<b>596 196</b>	<b>28 794</b>	<b>27 531</b>	<b>-7 539</b>	<b>-2 151</b>
			BOOK EQUITY LESS MINORITY INTERESTS		BOOK VALUES OF STATE'S SHAREHOLDING <sup>18</sup>		DIVIDEND TO THE STATE FOR THE FINANCIAL YEAR <sup>16</sup>		STATE'S SALES PROCEEDS, CAPITAL CONTRIBUTION AND SHARE PURCHASE <sup>17</sup>	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
<b>Unlisted companies in categories 1-3</b>										
Ambita AS	100 %	100 %	100	96	100	96	1,5	3,2	0	0
Baneservice AS	100 %	100 %	231	218	231	218	14	13	0	0
Flytoget AS	100 %	100 %	717	771	717	771	120	105	0	0
Mesta AS	100 %	100 %	696	716	696	716	0	350	0	0
Veterinærmedisinsk Oppdragscenter AS	34 %	34 %	58	55	20	19	0,3	0,3	0	0
Aerospace Industrial Maintenance Norway SF	100 %	100 %	798	462	798	462	0	0	0	0
Aker Kværner Holding AS	30 %	30 %	8 648	7 688	2 594	2 306	0	0	0	0
Nammo AS	50 %	50 %	2 495	2 383	1 248	1 192	45	70	0	0
Argentum FondsInvestments AS	100 %	100 %	8 109	7 331	8 109	7 331	350	800	0	0
Eksportfinans ASA	15 %	15 %	6 803	7 065	1 020	1 060	0	0	0	0
Electronic Chart Centre AS	100 %	100 %	9	9	9	9	5	5	0	0
GIEK Kredittforsikring AS	100 %	100 %	239	245	239	245	0	0	0	0
Investinor AS	100 %	100 %	2 927	2 634	2 927	2 634	50	0	-250	-500
Kommunalbanken AS	100 %	100 %	12 478	11 458	12 478	11 458	443	390	0	0
Mantena AS	100 %	-	176	-	176	-	0	-	0	0
NSB AS	100 %	100 %	5 001	9 934	5 001	9 934	315	0	0	0
Posten Norge AS	100 %	100 %	6 353	5 898	6 353	5 898	194	19	0	0
Statkraft SF	100 %	100 %	85 307	73 069	85 307	73 069	6 040	2 400	0	0
<b>Total unlisted companies in categories 1-3</b>			<b>141 145</b>	<b>130 031</b>	<b>128 023</b>	<b>117 417</b>	<b>7 577</b>	<b>4 155</b>	<b>-250</b>	<b>-500</b>
<b>Total all companies in categories 1-3</b>			<b>1 515 539</b>	<b>1 260 516</b>	<b>843 686</b>	<b>713 612</b>	<b>36 371</b>	<b>31 686</b>	<b>-7 789</b>	<b>-2 651</b>
<b>Companies in category 4<sup>19</sup></b>										
Avinor AS	100 %	100 %	-	-	-	-	250	550	0	0
Innovasjon Norge	51 %	51 %	-	-	-	-	271,0	183	0	0
Kimen Sårvelaboratoriet AS	51 %	51 %	-	-	-	-	0	0,2	0,0	0
Norfund	100 %	100 %	-	-	-	-	0	0	-1 500	-1 478
Siva - Selskapet for Industrivekst SF	100 %	100 %	-	-	-	-	391	147	0	0
Statnett SF	100 %	100 %	-	-	-	-	326,0	350	0	0
Statskog SF	100 %	100 %	-	-	-	-	60	53	0	0
Staur gård AS	100 %	100 %	-	-	-	-	0	0	-8	0
Store Norske Spitsbergen Kulkompani AS	100 %	100 %	-	-	-	-	0	0	-144	-587
AS Vinmonopolet	100 %	100 %	-	-	-	-	64	75	0	0
<b>Total companies in category 4</b>							<b>1 362</b>	<b>1 358</b>	<b>-1 652</b>	<b>-2 065</b>
<b>Total all companies in categories 1-4</b>							<b>37 733</b>	<b>33 044</b>	<b>-9 441</b>	<b>-4 716</b>

<sup>14</sup> The figures are defined on page 137.

<sup>15</sup> At year-end 2017. Source: Factset.

<sup>16</sup> For Statoil, which pays dividends quarterly, the figure is paid dividends in 2017. Paid dividends consists of cash and newly issued shares in the company, see information about the scrip dividend programme on page ten in the State Ownership Report 2016. The part of the dividend that the state has used to subscribe for new shares in Statoil is shown in the column "State's sales proceeds, capital contributions and share purchase."

<sup>17</sup> Sales proceeds are shown as positive figures; capital contributions and share purchases are shown as negative.

<sup>18</sup> The state's share of book equity less minority interests. The value of the state's ownership interest in Aker Kværner Holding was calculated using the market prices for Akastor, Aker Solutions and Kværner at year-end 2017 and the state's indirect ownership interest in these companies on the same time.

<sup>19</sup> Companies in category 4 without dividends, sales proceeds, contributions and share purchases are not included in the table.



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# Key figures describing financial performance

## Companies in categories 1–3<sup>1</sup>

The tables on pages 20 and 21 present some key financial figures from 2017 for companies for which the state's ownership has commercial objectives, i.e. companies in categories 1–3.

### Profit performance

The combined profit for the year after tax and minority interests for the companies in categories 1–3 was NOK 106 billion in 2017, up NOK 86.7 billion from the previous year. The improvement in Statoil's profit of NOK 62.5 billion, from NOK -24.5 billion in 2016 to NOK 38.0 billion in 2017 was a strong contributory factor behind this. Excluding Statoil, the combined profit for the year rose from NOK 44.1 billion to NOK 68.2 billion, representing a growth in profit of 54.6%.

A number of companies improved their profits from the previous year, including Statkraft and Telenor which saw growth in profit of NOK 11.6 and 9.2 billion respectively. All of the companies delivered positive annual results in 2017, with the exception of Mesta, Eksportfinans and Mantena.

### Revenue performance

Combined operating revenues amounted to NOK 1,033 billion in 2017, up NOK 153 billion from the previous year. Statoil's upturn in revenues of NOK 121 billion was a contributory factor behind this. In addition, Norsk Hydro saw its revenues increase from the previous year for companies in categories 1–3 by NOK 29.2 billion, while Telenor and Yara International recorded decreases of NOK 6.7 and 3.4 billion respectively.

### Dividend share

The dividend share is the proportion of a company's profits that is paid out to its owners.<sup>2</sup> The rest of the profit remains within the company and is added to book equity. The owners' direct return may take the form of a dividend or buy-back of shares.

Of the listed companies, only SAS did not pay a dividend for the 2017 financial year and all the companies except Entra paid out 40% or more of their profit for the year after tax and minority interests. Of the unlisted companies in categories 1–3, Ambita, Baneservice, Electronic Chart Centre, Flytoget, Investinor, Nammo, NSB, Posten Norge and Statkraft paid dividends of 40% or more of their profit for the year after tax and minority interests.

The average dividend percentage over the past five years indicates the capacity of the companies to generate a direct return over time. This is calculated as the sum of all dividends divided by the sum of the annual profits after tax and minority interests.

During the past five years, the listed companies, excluding SAS, had an average dividend percentage of between 24 and 332% of the profit for the year. With the exception of Aerospace Industrial Maintenance Norway, Aker Kværner Holding, Eksporthfinans and GIEK Kredittforsikring, unlisted companies in categories 1–3 have paid an average dividend percentage that varies between 28 and 275% of the profit for the year.

### Return on equity

Return on equity gives an indication of how efficiently resources are used within a company compared with book value. Return on equity indicates the owner's return on this component of the capital and is measured as the profit for the year after tax and minority interests, divided by the average value of the book equity.

In 2017, 13 companies recorded a return on equity of 10% or more. The average annual return on equity over the past five years has exceeded 15% for AIM Norway, Argentum Fondsinvestments, Entra, Flytoget, SAS, Statkraft and Telenor.

### Companies in category 4<sup>3</sup>

The table on page 22 presents some key financial figures from 2017 for companies

where the state's ownership has sectoral policy objectives, companies in category 4. Several of the companies in category 4 perform tasks that are not commercially profitable. In order to achieve the sectoral policy objectives of the state's ownership of these companies, the state may regulate access to the market and pricing (e.g. Statnett and Vinmonopolet), procure specific services or service levels (e.g. Bane NOR), and finance all or part of the operation through direct allocation in the National Budget (e.g. the regional health authorities, Kings Bay and Petoro). At Avinor, commercially unprofitable operations are financed through profits from the company's other operations.

Public sector procurement particularly takes place amongst companies which compete in a market. It is also used, for example, in connection with the procurement of health services from the regional healthcare enterprises, and this accounts for the majority of the healthcare enterprises' revenues. Financing through state grants is primarily used for companies which do not compete in a market, while competition and price regulation are largely used for public sector monopolies. Revenue performance

For a number of companies, state grants account for a significant part of their operating revenues. Several companies also have a monopoly for their operations.

Combined operating revenues amounted to NOK 244 billion in 2017, up NOK 20 billion from the previous year. The operating revenues of the regional healthcare authorities and other companies in category 4 amounted to NOK 145 billion and NOK 99 billion respectively. From 2016 to 2017, Bane NOR, Nye Veier, Norsk Tipping, Norfund and Avinor saw their revenues increase by NOK 12.0, 3.0, 2.9, 1.0 and 0.7 billion respectively, while the revenues of Store Norske Spitsbergen Kulkompani and Siva fell by NOK 392 and 229 million respectively.

<sup>1</sup> For more information about individual companies' economic development and causes of this, see the company reviews from page 41.

<sup>2</sup> For some companies, own income bases are defined based on the company's results. For some listed companies, also the development in dividends per share is a central consideration in the companies' dividend policy.

<sup>3</sup> For more information about individual companies, see the company reviews from page 41.

## Group accounting figures 2017 – companies in categories 1–3<sup>4</sup>

NOK million

	STATE'S SHAREHOLDING	OPERATING REVENUE <sup>5</sup>	OPERATING PROFIT/LOSS	PROFIT FOR THE YEAR AFTER TAX AND MINORITY INTERESTS	CAPITAL EMPLOYED	BALANCE SHEET TOTAL
<b>Listed companies</b>						
DNB ASA	34 %	51 140	26 858	21 803	–	2 698 268
Entra ASA	33,4 %	1 913	1 483	4 464	37 387	43 410
Kongsberg Gruppen ASA	50,001 %	14 490	772	554	10 705	20 843
Norsk Hydro ASA	34,26 %	112 167	10 663	8 783	109 509	163 327
SAS AB <sup>6</sup>	9,88 %	40 884	1 159	1 101	16 262	31 829
Statoil ASA <sup>7</sup>	67 %	506 090	113 903	37 965	563 757	918 930
Telenor ASA	53,97 %	124 756	26 739	11 982	136 632	201 766
Yara International ASA	36,21 %	93 812	3 777	3 948	101 672	129 246
<b>Total listed companies</b>		<b>945 252</b>	<b>185 354</b>	<b>90 600</b>	<b>975 924</b>	<b>4 207 799</b>
<b>Unlisted companies in categories 1–3</b>						
Ambita AS	100 %	368	6	6	106	177
Baneservice AS	100 %	743	45	26	375	581
Flytoget AS	100 %	932	151	120	717	1 409
Mesta AS	100 %	3 765	-19	-15	702	1 726
Veterinærmedisinsk Oppdragscenter AS	34 %	481	18	4	81	138
Aerospace Industrial Maintenance Norway AS	100 %	1 173	95	316	798	1 475
Aker Kværner Holding AS	30 %	0	-2	960	8 650	8 650
Nammo AS	50 %	4 462	367	181	3 818	5 650
Argentum FondsInvestments AS	100 %	1 664	1 595	1 577	8 141	8 201
Eksportfinans ASA	15 %	-224	-338	-254	–	22 398
Electronic Chart Centre AS	100 %	25	1	1	9	16
GIEK Kredittforsikring AS	100 %	53	-9	-5	–	471
Investinor AS	100 %	74	28	40	2 927	2 943
Kommunalbanken AS	100 %	2 130	1 783	1 429	–	412 854
Mantena AS	100 %	1 524	89	-26	176	1 078
NSB AS	100 %	14 990	578	630	5 878	11 434
Posten Norge AS	100 %	24 678	701	382	10 136	16 962
Statkraft SF	100 %	30 567	17 187	11 926	128 720	166 493
<b>Total unlisted companies in categories 1–3</b>		<b>87 405</b>	<b>22 276</b>	<b>17 298</b>	<b>171 234</b>	<b>662 656</b>
<b>Total all companies in categories 1–3</b>		<b>1 032 657</b>	<b>207 630</b>	<b>107 898</b>	<b>1 147 158</b>	<b>4 870 455</b>

<sup>4</sup> The figures are defined on page 137.

<sup>5</sup> For Entra, net rental income is used.

<sup>6</sup> SAS presents its accounts in Swedish kroner (SEK). The figures in the table are converted into Norwegian kroner (NOK). The exchange rate used is the average price for 2017, NOK/SEK 95.82, and at the balance sheet date, NOK/SEK 97.77.

<sup>7</sup> Statoil presents its accounts in USD. The figures in the table are converted into Norwegian kroner (NOK). The exchange rate used is the average price for 2017, NOK/USD 8.2712.

### Procurement by and subsidies from the state as a sector policy instrument

In total, the companies in category 4 generated revenues amounting to NOK 152 billion through the procurement of services and direct subsidies from the state





## Group accounting figures 2017 – companies in categories 1–3<sup>8</sup>

NOK million

	DIVIDEND PERCENTAGE <sup>9</sup>	AVERAGE DIVIDEND PERCENTAGE LAST FIVE YEARS	EQUITY RATIO <sup>10</sup>	RETURN ON EQUITY	AVERAGE RETURN ON- EQUITY LAST FIVE YEARS
<b>Listed companies</b>					
DNB ASA	55 %	37 %	16 %	11 %	13 %
Entra ASA	17 %	24 %	44 %	27 %	17 %
Kongsberg Gruppen ASA	81 %	78 %	35 %	8 %	13 %
Norsk Hydro ASA	41 %	69 %	56 %	10 %	4 %
SAS AB	0 %	0 %	25 %	16 %	11 %
Statoil ASA	62 %	332 %	36 %	12 %	2 %
Telenor ASA	102 %	157 %	31 %	22 %	12 %
Yara International ASA	45 %	47 %	60 %	5 %	10 %
<b>Weighted average listed companies</b>				<b>13,5 %</b>	
<b>Unlisted companies in categories 1–3</b>					
Ambita AS	26 %	38 %	59 %	6 %	32 %
Baneservice AS	60 %	27 %	43 %	11 %	15 %
Flytoget AS	100 %	119 %	51 %	16 %	19 %
Mesta AS	0 %	135 %	40 %	-2 %	16 %
Veterinærmedisinsk Oppdragssenter AS	29 %	100 %	42 %	6 %	54 %
Aerospace Industrial Maintenance Norway AS	0 %	0 %	54 %	50 %	15 %
Aker Kværner Holding AS	0 %	-18 %	100 %	–	–
Nammo AS	50 %	50 %	44 %	7 %	12 %
Argentum FondsInvestments AS	22 %	55 %	99 %	20 %	11 %
Eksportfinans ASA	0 %	0 %	94 %	-4 %	-18 %
Electronic Chart Centre AS	388 %	275 %	56 %	14 %	13 %
GIEK Kredittforsikring AS	0 %	0 %	51 %	-2 %	3 % <sup>9</sup>
Investinor AS	125 %	43 %	99 %	1 %	1 %
Kommunalbanken AS	31 %	29 %	18 %	13 %	12 %
Mantena AS	0 %	–	16 %	–	–
NSB AS	50 %	32 %	44 %	8 %	16 %
Posten Norge AS	51 %	59 %	38 %	6 %	4 %
Statkraft SF	51 %	104 %	53 %	15 %	4 %
<b>Weighted average unlisted companies in categories 1–3</b>				<b>13,6 %</b>	
<b>Weighted average all companies in categories 1–3</b>				<b>13,5 %</b>	

<sup>8</sup> The figures are defined on page 137.

<sup>9</sup> Last three years.

<sup>10</sup> For DNB and Kommunalbanken, common equity Tier 1 capital ratio is used.  
For Eksportfinans, Tier 1 capital ratio is used.

in 2017. Of this amount, the financing of health services accounted for a total of NOK 134 billion, while NOK 18 billion is allocated to other companies in category 4.

In addition, the state purchased commercially unprofitable services from NSB and Posten Norge amounting to NOK 3.3 and 0.35 billion respectively in 2017. Compa-

nies in categories 3 and 4 therefore received revenues totalling NOK 155 billion from the state through procurements and subsidies as a sector policy instrument.



## Group accounting figures 2017 – Companies in category 4<sup>11</sup>

NOK million

	STATE'S SHAREHOLDING	OPERATING REVE- NUES <sup>2</sup>	OPERATING PROFIT	ÅRS PROFIT/LOSS AFTER TAX OG MINORITY INTERESTS	EQUITY FRATRUKKET MINORITY INTERESTS	TOTAL BALANCE SHEET	KJØP AV/SUBSIDIES FRA STATEN
<b>Companies in category 4</b>							
Andøya Space Center AS	90 %	103	-6	-4	88	145	36
Avinor AS	100 %	11 526	1 237	499	14 054	43 936	0
Bane NOR SF	100 %	12 038	6 017	23	10 689	170 090	12 058
Bjørnøen AS	100 %	0	0	0	4	4	0
Carte Blanche AS	70 %	40	0	1	9	22	27
AS Den Nationale Scene	66,67 %	149	2	2	41	77	120
Den Norske Opera & Ballett AS	100 %	784	9	8	-100	263	612
Eksportkreditt Norge AS	100 %	111	4	4	47	86	110
Enova SF	100 %	125	9	10	27	56	125
Entur AS	100 %	431	46	37	114	392	0
Gassco AS	100 %	0	0	0	15	1 035	13
Gassnova SF	100 %	282	-5	-4	40	314	269
Graminor AS	28,2 %	72	0	1	75	104	22
Innovasjon Norge	51 %	1 214	301	301	1 579	24 941	1 071
Kimén Sävarelaboratoriet AS	51 %	12	0	0	12	14	4
Kings Bay AS	100 %	56	-6	-6	6	52	51
Nationalteatret AS	100 %	262	-13	-13	8	124	196
Nofima AS	56,84 %	595	21	23	154	348	102
Nordisk Institutt for Odontologiske Materialer AS	49 %	35	0	0	13	17	21
Norfund	100 %	1 605	1 461	1 941	23 327	25 667	39
Norges sjømatråd AS	100 %	362	-144	-138	343	436	0
Norsk Helsenett SF	100 %	621	5	6	109	277	110
Norsk rikskringkasting AS	100 %	5 921	3	43	1 157	3 130	0,3
Norsk Tipping AS	100 %	34 922	5 222	5 251	364	6 336	0
Norske tog AS	100 %	997	268	143	2 566	11 207	0
NSD – Norsk senter for forskningsdata AS	100 %	72	2	4	39	89	35
Nye Veier AS	100 %	3 499	237	261	1 899	3 029	2 075
Petoro AS	100 %	281	5	7	20	237	280
Rogaland Teater AS	66,67 %	112	4	2	56	120	62
Simula Research Laboratory AS	100 %	215	13	7	74	153	60
Siva - Selskapet for Industrivekst SF	100 %	209	22	421	923	3 185	245
Space Norway AS	100 %	59	-33	35	488	726	0
Statnett SF	100 %	7 401	1 312	813	14 011	58 721	0
Statskog SF	100 %	379	78	81	1 720	2 051	18
Staur gård AS	100 %	9	1	1	8	9	8
Store Norske Spitsbergen Kulkompani AS	100 %	192	-169	-172	113	648	0
Talent Norge AS	33,33 %	65	2	2	5	72	36
Trøndelag Teater AS	66,67 %	133	0	0	16	46	71
UNINETT AS	100 %	309	-15	-4	202	409	131
Universitetssenteret på Svalbard AS	100 %	148	1	1	11	75	129
AS Vinmonopolet	100 %	13 444	147	127	796	3 696	0
<b>Total companies in category 4</b>		<b>98 647</b>		<b>9 713</b>			<b>18 123</b>
<b>Regionale helseforetak</b>							
Helse Midt-Norge RHF	100 %	20 972	345	307	9 119	19 268	19 419
Helse Nord RHF	100 %	17 109	361	383	10 549	17 872	16 145
Helse Sør-Øst RHF	100 %	79 097	1 104	1 016	34 912	64 196	71 791
Helse Vest RHF	100 %	27 673	520	577	14 616	23 424	26 141
<b>Sum regionale helseforetak</b>		<b>144 851</b>		<b>2 283</b>			<b>133 496</b>
<b>Total all companies in categories 4</b>		<b>243 498</b>		<b>11 996</b>			<b>151 619</b>

<sup>11</sup> The figures are defined on page 137.











# Turn yourself inside out!

## Opportunities with better corporate reporting



*Eli Moe-Helgesen*  
State-authorised public  
accountant and head of  
Risk Advisory Services  
PwC

Today, the world's economies, people and knowledge are inextricably linked together. Financial stability and sustainable development are global goals. The businesses of the world are a vital part of this ecosystem – good investment decisions, sound business practices and appropriate information-sharing are critical both for value creation and for reputation.

An important driving force is rising expectations from various stakeholder groups concerning greater corporate responsibility. This responsibility may be linked to environmentally friendly behaviour, efforts to reduce greenhouse gas emissions, the protection of human rights and a focus on social issues such as inequality. Products and services which consumers purchase should preferably meet these expectations throughout the entire value chain.

Another key driving force is that data is now accessible in a way which we have never seen before. Eric Schmidt, the former executive chairman of Google, says that we now produce as much data in two days as we have ever produced since the dawn of time. This makes the task of navigating or searching for information a much bigger job. Businesses must therefore safeguard their interests by sharpening their message in areas that are important for them. Information should also be shared continually, not simply through quarterly and annual updates.

### Financial reporting alone is not enough

In this reality, we have a substantial reporting gap. More and better information is expected from every single business. It is no longer enough to simply report traditional financial information. Non-financial matters must be reported; yet there is no generally accepted "good accounting practice" for such information.

### Better reporting = more opportunities

Structuring information and reports in a sensible way is more important and difficult than ever before. Our experience is that more and more businesses and leaders are realising that it is necessary to focus on and report more than financial matters. Many business leaders are also realising that this creates opportunities too. In PwC's annual global CEO survey, 75% of business leaders said that they believe that measurement and reporting of their company's operations across social, environmental and economic dimensions contributes to better and more long-term value creation for their own business<sup>1</sup>.

This is supported by many surveys which have found evidence that more integrated financial and non-financial reporting with a stronger focus on company strategy leads to a better dialogue with investors and higher value creation. In another study conducted by PwC, investors were asked about their views of the possible consequences of more transparent and strategic reporting. The message was clear: Eighty nine percent of investors believed that transparency concerning the company's strategy, risk, value drivers and opportunities had a direct impact on the company's capital expenditure.<sup>2</sup> The investors also believed that the principles behind more strategic and integrated reporting enabled them to improve their investment analyses.

Studies conducted by the University of Bern, the University of Hamburg and Harvard Business School document that more holistic external reporting has a positive impact on a company's value<sup>3</sup> and results in the company attracting more long-term investors<sup>4</sup>. A comprehensive survey conducted by Blacksun<sup>5</sup> documents that businesses that have taken steps towards more strategic external reports can cite:

- better internal understanding of business opportunities and risk (65%)
- improvements in internal decision-making (79%)
- better interaction concerning strategy and objectives between the board and the company's strategic functions (78%).

### Principal challenges linked to current corporate reporting

Today, there are considerable deficiencies in the way in which businesses report information. The current reporting requirements for financial reporting are considered to be complex and have not been developed to give a complete picture of what a business is doing and prioritising; they have been developed on the basis of other considerations. Both Norwegian and international companies are trying to bridge the information gap in the best possible way. However, one could sometimes ask whether companies really understand their own business based on what they communicate.

In autumn 2017, PwC conducted an analysis of non-financial information published by Norway's 100 largest businesses. The analysis included both annual reports and other information shared publicly by the company. The principal conclusion was that external reporting by Norwegian businesses appears to be more the result of fulfilling a duty than providing transparent, relevant and well-structured information which tells readers what they need to know about the company.

Based on the analysis and PwC's own experience of the reporting and auditing of financial and non-financial information, a number of key challenges have been identified in the way in which Norwegian businesses report information:

- Many businesses show little or no link between strategy, goals, risks and the financial and non-financial results that have been achieved. Eight out of ten companies have not reported what is actually important for their long-term value creation.

<sup>1</sup> PwC: PwC Global CEO Survey

<sup>2</sup> PwC: Corporate performance: What do investors want to know?

<sup>3</sup> Arnold, Bassen and Frank: Integrating CSR reports into financial statements: An experimental study

<sup>4</sup> Serafeim: Integrated reporting and investor clientele. Harvard Business School

<sup>5</sup> Blacksun: Realizing the benefits, the impact of integrated reporting

<sup>6</sup> PwC: Bærekraft 100: <https://www.pwc.no/no/publikasjoner/pwc-baerekraft-100.html>

# The benefits of more integrated reporting

## Ask yourself...

### Internal reporting

- Do we spend time producing figures? Or do we spend time creating real insight?
- Is the reporting sufficiently flexible to ensure that we are able to identify and respond to critical changes?
- Do we have an insight into the market and the non-financial information we need in order to be ahead of the game? Or are we too dependent on historical financial information?
- Do we have clear parameters which are known to everyone and is it clear who is responsible?
- Do we have a complete and updated picture of what is happening within the business financially and operationally?

### External reporting

- Can those who do not know us from the inside understand what we are doing and how we are creating values?
- Do reports show a clear link between strategy, goals and performance?
- Do we report on the actual risks and our success factors?
- Are we sufficiently specific as regards what constitutes our goals and how we measure?
- Would I have invested in the company on the basis of what we present - both financial and non-financial goals and achieved results?

All management groups need to see themselves from the outside and assess what the business is communicating externally with a critical view, like an investor, new employee, customer or supplier.



- Corporate reporting focuses largely on the past and says little about the future in the form of strategy and goals.
- The reporting of risk does not make sufficient reference to risk tolerance or measures to manage undesirable risks. Half of the companies do not report information concerning climate risk.
- The reporting is too broad and diluted.
- There is little transparency regarding strategy, risk and priorities.
- The goals being reported are of little relevance and goals which are established are not sufficiently ambitious or relevant. Only half of the businesses report clear information concerning non-financial goals, e.g. regarding sustainable development.

### Characteristics of "good reporting"

In recent years, various institutions, businesses and driving forces have worked purposefully to try to find models to close the information gap. Many proposals and initiatives have been launched. This work is challenging, not least because more regulation is rarely desirable, particularly in areas which are challenging to regulate.

However, what stands out are a number of properties which characterise good reporting:

- The business provides clear information concerning what constitutes its goals and includes goals which concern more than financial performance. For example, the best companies include relevant goals linked to the United Nations' sustainable development goals, thereby showing how the company interacts with the world around it.
- The information is based on risk and materiality - what is critical to the company's goal attainment and what are the company's stakeholders concerned about?

- The company reports on what is important for its value creation. This means that information which is shared is strategically focussed, based on the company's core processes and concerns what promotes and hinders goal attainment in both the short and the long term. The links between strategy, goals, risks and the financial and non-financial results that are achieved are presented.
- Information is not only retrospective, but also forward-looking.
- A common thread which shows the link between the reporting of adopted strategies, objectives and achieved results.
- The material risk of not achieving the goals, risk tolerance and measures to manage undesirable risk are presented.
- The information is complete (given what is material), relevant, brief, precise and comparable over time.
- The information is genuine and true.

### Three tips for the road

Although it is a challenging process, it is just as possible for complex enterprises to prepare good reports. There are many examples of this.

Based on experience, there are three tips in particular that should be highlighted:

#### 1. Communicate what is important

External reports must be based on what is needed in order to understand the company's value creation and what is important for the company's stakeholders. "One size does not fit all"; companies must tailor their reporting based on what is critical to them. An important aspect of this is to understand what the company's stakeholders are concerned about. The stakeholders consist of more than investors - employees, public authorities, suppliers and the society around the company are



all examples of stakeholders. The company's goals must (or should) also comprise much more than just financial goals.

## ② Establish a context

External reporting must present as complete a picture as possible of how the company will generate value and promote sustainability going forward. The full story is told when strategy, goals, risks and performances are linked together. Typical topics which should be discussed include business models, key external circumstances which impact on the business, strategies, strategic risks and objectives, and indicators which show the degree of goal attainment. This means that the company must establish a genuine and deep insight into what generates value for the business in both the short and the long term. What the company must report on externally is probably what it is governed on the basis of to a much greater extent than was previously the case. The dash-

board that the stakeholders want information from is what actually generates value. And it should be precisely this that the company's leadership uses as a basis for its management. It may be inappropriate or perhaps even impossible to present certain aspects of this for reasons of competition or confidentiality. However, it is only likely to be an issue in exceptional cases and companies should strive to be as transparent as possible.

## ③ Reports concerning goal attainment

External reporting must include information on target figures and what has been important for achieving the established goals (or prevented them from being achieved). Where there are discrepancies between goals and goal attainment, emphasis should be placed on explaining the discrepancies. The business must also take advantage of the opportunities that lie in modern technology when it reports goal attainment, rather than increasing manual bureaucracy.

In short, this means that businesses must turn more of their insides out. Businesses must not be afraid to explain how they work to integrate considerations which are not directly financial in nature. External stakeholders are concerned about what happens on the inside, how the company works and whether it actually measures and manages itself on the basis of more than simply financial performance.

## The magical consequences of reporting openly

Businesses which in recent years have reported externally in the manner that is described above talk about something magical happening. A stronger focus on materiality, value drivers and risk in external reporting appears to create better insight, more governance and management focus and better decisions. In other words, transparency in external reporting drives the company in a positive direction.

# The best businesses integrate the United Nations' sustainable development goals in their external reporting

We all have a responsibility to contribute to a sustainable world and most businesses are increasingly taking their corporate social responsibility seriously. Our clear advice is to integrate the United Nations' sustainable development goals in your business strategy, risk management, performance measurement and external reporting.

We can see many leading companies doing this increasingly well. The very best companies do this by:

- ① Identifying the company's stakeholders and understanding what they are concerned about.
- ② Identifying which sustainable development themes represent a risk and which represent an opportunity. The analysis is carried out on the basis of the company's strategy and goals. The best do this as an integral part of the company's risk management.

- ③ Map out how and which values the business generates through its established business strategy. Identify what sustainable development goals could have a positive impact through its strategy and the values that the business creates.
- ④ Defining goals and implementing plans to maximise the positive and minimise the negative contribution to the relevant sustainable development goals.
- ⑤ Report externally on the work. The best organisations do this by publishing clear reports concerning the process to integrate sustainable development in corporate governance and internal control, strategies, goals and performance measurement.

The 17 Sustainable Development Goals of the United Nations







# Corporate governance

The main objective of the state's commercial ownership (companies in categories 1-3) is to achieve the highest possible return on invested capital over time. The primary objective of the state's ownership of companies in category 4 is sector policy in nature, and as an owner, the state strives to achieve its sector policy objectives as efficiently as possible.

State ownership shall be exercised professionally and predictably within the constraints of Norwegian corporate legislation and other law, based on generally accepted corporate governance principles and in observance of the strict separation of the role as owner from other roles assumed by the state.

## Exercising of ownership

The state's exercising of its ownership shall help to create value by following up the state's objectives for its ownership. Like other owners, the state is committed to ensuring that companies are run by a competent management aligned with its owners objectives, that the governance structure is appropriate, that strategies and incentives reinforce the objectives, that the management deploys capital effectively, that operations are sustainable, and that there is transparency concerning the company's operations. To operationalise these objectives, the state's exercising of its ownership is oriented such that it will contribute to:

- ① Appropriate board composition
- ② Good corporate governance
- ③ Effective capital structure and dividends
- ④ Sustainable development and corporate social responsibility integrated into the business
- ⑤ Transparency and relevant reporting

The board of directors and the general manager are responsible for ensuring that the company is managed in the owners' interests. The state as an owner exercises its authority as an owner through the general meeting/corporate assembly and constantly strives to improve its exercising of ownership in all the abovementioned areas. The state's voting at general

meetings and owner supervision are based on the Norwegian state's ten principles for good corporate governance in addition to other explicitly defined expectations. The figure on page 34 presents a simplified representation of the state's principles for good corporate governance and expectations. A full account of the state's ownership policy is given in the white paper Report to the Storting No. 27 (2013–2014) *Diverse and value-creating ownership* (the White Paper on Ownership).

The state's expectations from the White Paper on Ownership are communicated to the companies' boards and management. Within the framework of company and securities legislation and the principles of good corporate governance, many ministries have quarterly meetings with the companies, annual meetings concerning corporate social responsibility and other meetings as and when necessary concerning specific issues. The meetings may be less frequent for some ministries, e.g. every six months and/or as necessary.

During the meetings with the companies, matters of importance for the state's objectives for the ownership and the company's operations, including the state's expectations, are discussed. The opinions expressed by the state are input to the company's management and board.

The state's expectations and associated owner supervision support the state's objectives of the ownership, i.e. the long-term return and/or efficient achievement of sector policy objectives. Ownership supervision is carried out through the ministries' daily work and regular contact with the companies. Familiarity with relevant and updated information concerning the companies' operations and competence which is relevant to exercising of the role of owner in the best possible way are prerequisites for good ownership supervision. On the following pages, we explain how the state as owner strives to contribute to value creation by the companies. It is not an exhaustive description, but it does provide an insight into the work of the state.

## Appropriate board composition

One of the most important tasks of the state as an owner is to contribute to well-structured, competent boards. The goal is for the board of each company as a whole to possess the relevant expertise and experience appropriate to the company's operations, opportunities and challenges and to the objectives of the state's ownership.

The boards of the companies should be composed and act so that they promote the state's goals behind its ownership and are leaders in their sector. If they do not, the companies will not develop as strongly as their competitors over time. The right skills are a cornerstone in the board selection process and the key criterion in the search for candidates. Competence is about relevant experience and background, as well as personal aptitude.

Using the required basic skills as its starting point, the state will help ensure that each board represents a relevant diversity. One of the reasons for emphasising the diversity element is that diversity in background and skills contributes to good board work and good decisions because issues are considered from different perspectives. The state strives for an equal gender board representation and has an ambition to increase female board chairs in companies with state ownership. The state also strives to prevent the same people being represented on too many boards of companies with state ownership.

Board recruitment is a structured process that takes place throughout the year, where the state as owner assesses aspects such as the board's composition, working method, skills, effort, goal attainment and contribution to value creation. As part of the assessment of the board, the state, through the responsible ministry, normally holds annual meetings with all owner-elected board members in companies which are wholly owned by the state. The state also strives to meet with the CEO and representatives elected by the employees. In companies that have a nomination committee, it is the committee that holds the meetings with board members.

In connection with board elections, the state will assess the companies' operations, opportunities and challenges that they face and the skills that the board should possess in the future. This forms the basis for a description of skills, which is prepared for each board. The description of skills forms the mandate for the board recruitment process and what the state uses in its search for new board members. Emphasis is generally placed on characteristics such as senior management/line experience with good results, board experience and relevant industry knowledge in assessments of the competence of relevant candidates. Candidates must also have demonstrated that they have the personal characteristics which enable them to work well in a collegium.

Several hundred candidates are identified and assessed each year. The ministries, or the nomination committees, conduct interviews and draft recommendations before the board elections at the general meeting.

In 2017, the state as an owner contributed to 52 new board members being elected in 30 companies in which the state is an owner. From page 132 is an overview of owner-appointed/shareholder-elected board members as of 31 March 2018. Pages 31 and 130 present the gender distribution within the boards and changes in this distribution over time.

In 2017, the Ministry of Trade, Industry and Fisheries organised a seminar for board chairs as well as a separate seminar for new board members in companies with state ownership. The purpose of these seminars is to provide an arena for the exchange of experience concerning good board practice and to increase knowledge of the state as an owner.

The remuneration of board members is determined by the general meeting or corporate assembly. This remuneration should reflect the board's responsibilities, its skills, the time spent and the complexity of the business. When deciding how to vote, the state places emphasis on market practice in the relevant industry, wage growth in Norway and comparisons with other similar companies. At the same time, the remuneration must also be moderate.

The table on page 129 shows the remuneration of board chairs, vice chairs and board members, as well as the total board remuneration in companies with state ownership in 2017.

### Good corporate governance

'Corporate governance' means how and on what basis decisions are taken within a business. It concerns the structures, processes and tools that are used to govern activities, resources and risk exposure within a company. An understanding of how and on what basis decisions are made is key to enabling an owner to as-



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sess whether or not resource allocation is based on good principles.

Follow-up of the companies' corporate governance is a key element in the state's exercising of its ownership. The agenda for meetings with the companies varies between companies and over time, and is intended to be as relevant as possible for the company's operations and the state's objectives for the ownership. Within corporate governance, the state as owner will often want to understand what the boards are working on:

- preparation of goals, strategy and performance indicators, and establishment of risk level;
- decision-making structure, organisation and corporate culture;
- innovation and technological development;
- incentive systems and management pay;
- risk management.

It is important for the state as owner that the companies' boards and management have a good situational understanding and that capital and other resources are allocated on the basis of clear goals and strategies. A company's ability to generate value and returns is heavily dependent on the risk level that the board decides to adopt. This is a decision that should be integrated in the strategic work and when goals are prepared.

The competitiveness of companies is increasingly being determined by their ability to innovate and how new technology is adopted. The ever-increasing pace of development in the world in which most companies operate is presenting new challenges as regards adaptability, and having managers and employees with diverse skills and backgrounds can help to meet these challenges. The state is committed to ensuring that the companies establish strategies both to promote diver-

sity within companies and to boost the number of female senior managers. The tables on pages 31 and 130 presents the gender distribution amongst the senior executives in the companies.

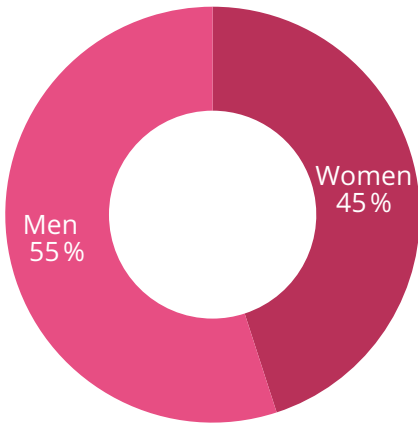
The ability of companies to achieve their goals is dependent on their employees being able to understand the goals and having both the ability and incentives to work towards such goals. The state's expectations as regards management pay are set out in the state's guidelines for the remuneration of senior executives. These guidelines set out the factors that the state must place emphasis on in its voting when a board's statement concerning the setting of salaries and other remuneration for senior executives is considered at the company's general meeting or corporate assembly. The guidelines also reflect the state's attitude towards pay and other remuneration to senior executives in companies where this is not a specific item for consideration at a general meeting/corporate assembly. The guidelines do not alter the regulations laid down in company legislation concerning board responsibilities or the distribution of roles between the general meeting and the board or between the board and the CEO. The state's guidelines are available at [www.eierskap.no](http://www.eierskap.no). The board's report on executive remuneration is discussed as a separate issue at the general meeting/corporate assembly of most companies with state ownership. The table on page 129 presents the total remuneration paid to the CEOs of the companies in 2017.

Examples of issues that are often covered in the owner dialogue linked to corporate governance are:

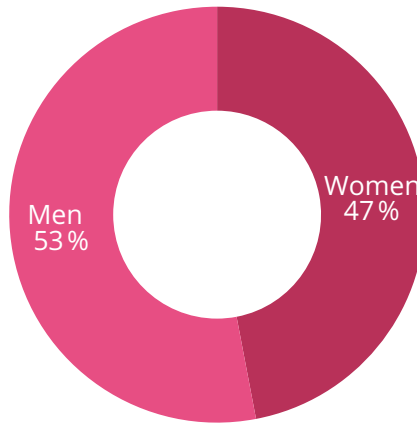
- What are the company's main objectives, financial and otherwise, and how are they measured and managed?
- How does the company gain an insight into the indicators, parameters and



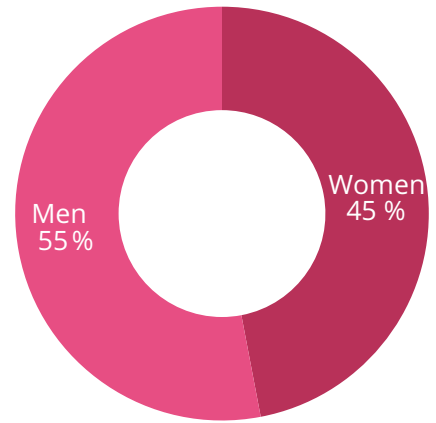
Gender distribution on the boards at 31st of March 2018



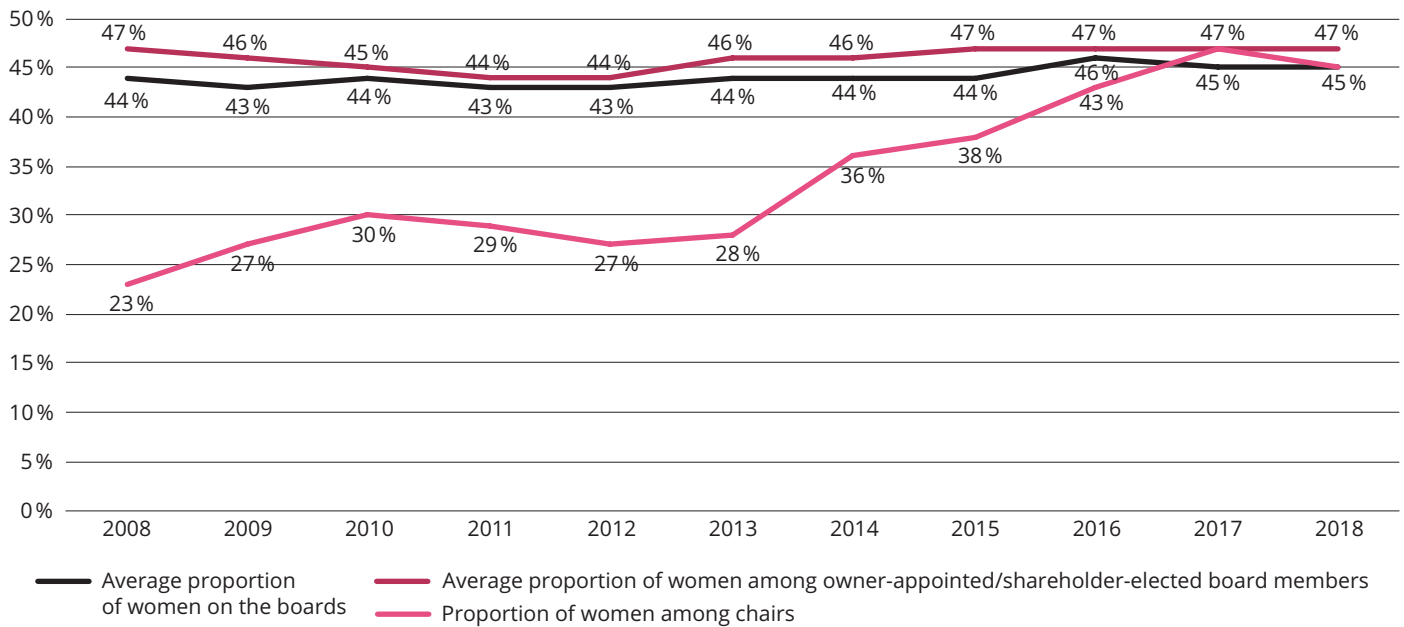
Gender distribution among owner-appointed/shareholder-elected board members at 31st of March 2018



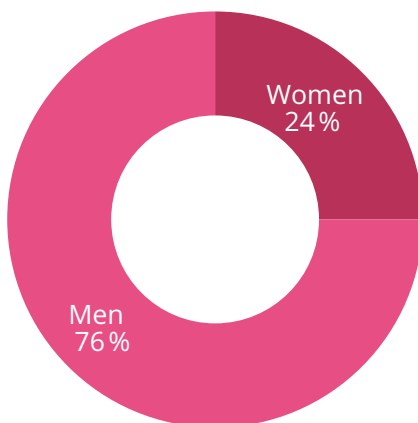
Gender distribution among chairs at 31st of March 2018



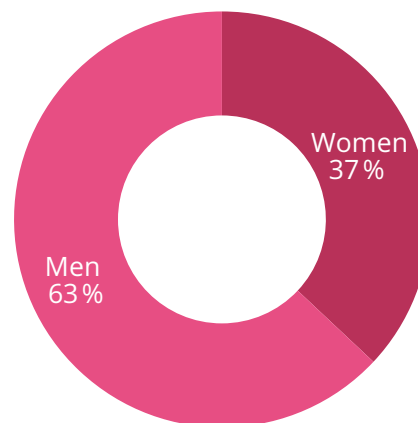
Gender distribution on the boards at 31st of March 2008–2018



Gender distribution among CEO's at year-end 2017



Gender distribution in group management/ the company's management group at year end 2017



stakeholders that have the greatest impact on value creation in the company?

- ◉ What measures does the company take to achieve its goals?
- ◉ How does the board follow up the company's defined strategy and its implementation?
- ◉ How does the company manage its resources – financial, physical and human capital, including diversity and talent development?
- ◉ How does the board work to understand how new technology impacts on the company and the company's industry?
- ◉ What is the company's approach to innovation in order to exploit opportunities and overcome threats?
- ◉ Does the company have a strategy or established measures or goals to improve the gender balance amongst managers and senior executives?
- ◉ If the management has variable remuneration: how will the board ensure alignment between the criteria for bonuses and the company's goals and targets?

In addition to the owner dialogue that the state has with each individual company, the ministries hold regular events and meetings with broad company participation. This includes the Ministry of Trade, Industry and Fisheries' annual ownership conference, where the aim is to put ownership generally and state ownership in particular on the agenda. In 2017, the theme of the conference was "Competitiveness and the state's exercising of ownership". Participants at the conference include board chairmen and CEOs of companies with state ownership, as well as other key people in Norwegian industry and owner communities. The Ministry of Health and Care Services holds joint meetings with board chairmen, CEOs and other senior executives in each health authority every four months. Specific meetings are also held concerning relevant topics. In 2017, the Ministry of Trade, Industry and Fisheries invited the board chairmen of companies in which the state's ownership is managed by the ministry and the chairman of the board at Kommunalbanken to a meeting concerning the work of the companies relating to goals and strategies covering issues such as diversity and equal opportunity.

### **Effective capital structure and dividends**

The company's board and the rest of the senior management manage the owners' capital. The company's ability to operate efficiently and to allocate capital in an appropriate manner is vital for value creation. Each company should have a capital structure which is conducive to long-term value-creation, management by objectives and the lowest attainable capital out-

lay. The capital structure should be appropriate for the company's objectives, strategy and risk profile. A high equity ratio helps to reduce the company's financial risk, but if the ratio is too high, there is a greater risk of unprofitable investments and low resource utilisation. The board has overarching responsibility for monitoring the capital structure.

The main objective of the state's commercial ownership (companies in categories 1-3) is to achieve the highest possible return on invested capital over time for the state as owner. The return comprises the sum total of the change in value of a company's equity and yield in the form of dividends and any share buybacks and subsequent deletion.

As part of its exercising of ownership, the state assesses the companies' capitalisation and defines target rates of return (reference return) and dividend expectations for each company in categories 1-3. The state's target rates of return and long-term dividend expectations generally apply for a period of three to five years, and are communicated through the owner follow-up, e.g. in discussions relating to value growth, profit development and capital structure, etc. The state as owner also prepares annual dividend expectations, which are communicated to the boards before they finalise their dividend recommendations to the general meeting or corporate assembly. Factors considered in the state's assessments include the company's investment track record, investment opportunities, expansion plans, earnings and return outlook, cash-flow and capital expenditure.

The state as owner does not generally set target rates of return for companies in category 4, where sector policy objectives lie behind the ownership. Many of these companies are dependent on subsidies from the state and therefore follow the Appropriation Regulations. The state as an owner expects companies in category 4 to operate efficiently and follows this up in its ownership dialogue.

In 2017, the Ministry of Trade, Industry and Fisheries revised the target returns for all companies in categories 1-3 of the ministry's portfolio.

### **Sustainable development and corporate social responsibility integrated into the business**

As an owner, the state is committed to good resource utilisation and ensuring that the companies develop value over time. This requires sustainable resource management based on long-term decisions. Among other things, this entails understanding the impact of the company on society and the environment, and vice versa. The ability to stay ahead of changes in the company's surroundings and stakeholders, and adapt the company's strategy ac-

cordingly, can help to develop the company's values. Sustainable development and corporate social responsibility should form an integral part of the company's operations and therefore influence the company's objectives, positioning and strategy.

The state as an owner expects the companies to work on corporate social responsibility both because the state believes it helps to protect the state's shareholder value and because companies with state ownership must act in an ethically correct manner. The state expects companies with state ownership to systematically manage and fulfil their corporate social responsibilities. This should also support the company's commercial development. Corporate social responsibility includes responsibilities that companies are expected to assume with respect to people, communities and the environment that are affected by their operation. The state requires the companies' work relating to corporate social responsibility to be anchored in the boards, and also expects the companies to report on significant areas in their annual report.

Sustainable development and corporate social responsibility are integrated into the state's follow-up of its ownership. The state's expectations are communicated and followed up in the dialogue with the companies, in an annual meeting concerning corporate social responsibility and/or in quarterly meetings or via other forms of communication as and when necessary.

The ownership dialogue is adapted to the individual company, with a view to ensuring that it is relevant in the light of the distinctive nature, risk and operations of each company. In the ownership dialogue concerning corporate social responsibility, the state stresses that companies must report on significant areas of risk and opportunity, including relevant areas within which the state has expressed expectations.

Prior to meetings on sustainable development and corporate social responsibility, the state assesses what must be discussed during the meeting with each company. Topics that are raised may vary between companies and over the years, based on assessments of what is considered to be of material importance. These assessments are based on information concerning the state's expectations, information from previous meetings during which corporate social responsibility has been discussed, the company's annual report/sustainability report, websites, and any other relevant information. The state is particularly interested in the guidelines, systems and measures that the companies have implemented in areas within corporate social responsibility which they believe to be significant. The state is also concerned about the board's involvement in and work relating to corpo-





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rate social responsibility, in addition to the way in which the companies report on important factors.

Relevant issues that the state may raise with the companies in the ownership dialogue include:

- ◉ How is the work relating to corporate social responsibility organised within the company?
- ◉ What role does the board play in identifying, managing and monitoring corporate social responsibility?
- ◉ How does the company define goals and follow-up plans for key areas of corporate social responsibility?
- ◉ Does the company have an understanding of what is the biggest risk linked to climate change and climate regulations?
- ◉ What kind of stakeholder dialogue does the company have regarding human rights?
- ◉ Does the company have guidelines and measures to reduce the risk of corruption?

In 2017, the Ministry of Trade, Industry and Fisheries held meetings with each of the companies with state ownership to discuss corporate social responsibility. The topics considered in these meetings varies according to what is most important for the companies' respective operations. The follow-up of expectations linked to equal opportunity and diversity was brought up during the corporate social responsibility meetings with all companies.

In 2016, the Ministry of Trade, Industry and Fisheries commissioned PwC to prepare a report which presented a review of relevant anti-corruption regulations, recommendations concerning best practice anti-corruption programmes and ownership follow-up. This report is available via [www.eierskap.no](http://www.eierskap.no) and was sent to the boards of all companies in which the Ministry of Trade, Industry and Fisheries manages the state's ownership and has been sent to other ministries which manages the state's ownership. As a follow-up to this, specific meetings were held in 2017

and early 2018 concerning anticorruption with all companies in which the Ministry of Trade, Industry and Fisheries is responsible for managing the state's ownership.

In 2016/2017, the Ministry of Trade, Industry and Fisheries and five other ministries commissioned the consultancy firm Trucost to review and assess the way in which 37 companies with state ownership follow up the government's expectations relating to climate and the environment, and thereby how the state as owner is exposed to climate-related risks through its direct ownership. The report was completed in June 2017 and is available at [www.eierskap.no](http://www.eierskap.no).

In 2017, two meetings of the Competence Forum were held in which a number of voluntary organisations and ministries which manage the state's ownership took part. The topic for the meetings held in 2017 were the United Nations' sustainable development goals and transparency concerning tax and cash flows.

The above work and events were intended to increase the competence of the state as owner within the field of sustainable development.

In order to obtain an indication as to whether the companies follow up some of the state's expectations relating to sustainable development, the responses to some questions which the companies were asked are presented on page 131. The relevance of the questions and the companies' interpretation of them may vary between the companies. The board is responsible for assessing how the expectations can best be followed up and for ensuring that they are operationalised and reported appropriately. If the companies deviate from the state's expectations for any reason, the state expects them to explain the deviation ("the comply or explain principle"). The reasons behind any deviations from the expectations are not given, and the responses should therefore be interpreted with caution.

The companies have been given the opportunity to identify specific areas with-

in sustainable development and corporate social responsibility on which they worked in 2017 in the company report from page 41.





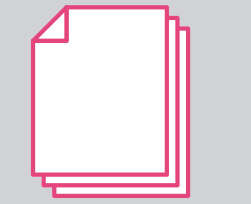
### Transparency and relevant reporting

Access to relevant information about a company is a key prerequisite for the responsible exercising of ownership. It may also influence the access to capital markets and the legitimacy among the company's stakeholders and the general public. Relevant and timely information enables the owners to evaluate the companies' operations, performance, development, risk exposure and goal achievement on an ongoing basis.

The state as owner obtains relevant information from quarterly reports and annual reports, other publicly available information, general meetings and the ownership dialogue. The state's expectations of transparency and reporting apply to the areas described in this chapter, including the board and its work, corporate governance, capital structure and dividends, as well as corporate social responsibility and sustainability. The companies' follow-up of the state's expectations are assessed on an ongoing basis, but especially in connection with preparations for the general meetings at which the company's annual report and annual accounts are to be approved.

A number of factors can form the basis for understanding the opportunities and risks facing the company. In order to exercise good ownership, the state needs to understand the factors that could impact on the company's value creation. These may include how the company is affected by global challenges such as population growth, resource scarcity, changes in commodity prices, political unrest and climate change, the company's strategic competition, relevant technological development, the company's main stakeholders, the goals set by the board and which resources are essential.

# Exercising of ownership which contributes to value creation

THEME	PRINCIPLES	EXPECTATIONS
<b>Appropriate board composition</b> 	<p>The composition of the board shall be characterised by competence, capacity and diversity and shall reflect the distinctive characteristics of each company (principle 6).</p> <p>The board should adopt a plan for its own work, and actively strive to develop its own competencies and evaluate its own activities (principle 8).</p>	<p>The board should act as a sparring partner for the management and contribute beyond its supervisory role. The board should contribute to the company's strategic planning, risk management, talent development and follow up the company's work with corporate social responsibility.</p> <p>The board should work systematically and appropriately and put an adequate amount of work into the office. The board should develop its own work and evaluate its activities and competencies on an annual basis. The state as an owner assesses the company's needs and the board's performance and makes changes to the board of this assessment. Remuneration of the members of the board shall contribute to the board having the right competence and reflect the board's responsibilities and workload, and be moderate.</p>
<b>Good corporate governance</b> 	<p>Ownership decisions and resolutions shall be made at the general meeting (principle 3).</p> <p>The board assumes executive responsibility for administration of the company, including performing an independent supervisory function vis-à-vis the company's management on behalf of the owners (principle 7).</p> <p>The board is responsible for elaborating explicit objectives and strategies for the company within the constraints of its articles of association; the state sets performance targets for each company (principle 4).</p> <p>Compensation and incentive schemes shall promote value creation within the company and be generally regarded as reasonable (principle 9).</p>	<p>Matters that require the owner's approval must be treated at the general meeting. The board shall organise the business, hire the CEO and oversee the company's operations. The board shall also ensure the strategic leadership and manage the company on the basis of the owners' interests within the limits set at the general meeting. The board should be a resource, a discussion partner and a support for the company's management. At the same time the board must monitor the management's work and must therefore have an independent role.</p> <p>The board is expected to draw up clear objectives and strategies for the company within the framework of the articles of association, manage company resources optimally and determine the company's risk profile. The board ought to report on this so that the owners can monitor goal achievement and hold the board accountable for this. For companies where the state's ownership has commercial objectives, the state as an owner sets expectations with respect to returns and dividends. In companies where the state's ownership has sectoral policy objectives, the state as owner will strive to develop clear performance expectations and performance indicators.</p> <p>Personnel policy should be characterised by inclusivity and diversity. The board should make sure the company has strategies and measures to promote equality and diversity in the company, including how the best expertise can be used in the company and measures to ensure more female senior executives.</p> <p>Remuneration of senior executives should be competitive, but not wage leading. In addition, remuneration should be linked to the company's goals.</p>
<b>Effective capital structure and suitable dividends</b> 	<p>The capital structure of the company shall be appropriate given the objective and situation of the company (principle 5)</p>	<p>The company should have an appropriate capital structure that paves the way for long-term value creation, efficient goal achievement and lowest cost of capital. The board has overall responsibility for this.</p> <p>The main objective of the state's commercial ownership is to achieve the highest possible return on invested capital over time. The state as an owner sets clear expectations for the companies regarding returns and dividends and expects the companies in categories 1–3 to deliver market return.</p>
<b>Corporate social responsibility and sustainability integrated in the business</b> 	<p>The company shall work systematically to safeguard its corporate social responsibility (principle 10).</p>	<p>The state as an owner has general expectations related to corporate social responsibility and specific expectations within climate and the environment, human rights employee rights, and transparency and corruption. The board is responsible for assessing how the expectations can best be followed up and that they are operationalised and reported on appropriately. Work on sustainability and corporate social responsibility shall support the shareholder value.</p>
<b>Transparency and good reporting</b> 	<p>There shall be transparency in the state's exercise of its ownership and the company's operations (principle 2).</p> <p>All shareholders shall be treated equally (principle 1).</p>	<p>The state expects that companies with the state ownership are open about important matters related to the business. Access to relevant and timely information enables stakeholders to evaluate the companies' operation on an ongoing basis and is a key prerequisite for good exercise of ownership.</p> <p>Companies that are wholly owned by the state and that are not "small enterprises" should strive to be as open as listed companies. All companies that are wholly owned by the state should follow the Norwegian Code of Practice for Corporate Governance where appropriate.</p> <p>The companies should treat all shareholders equally, for example when it comes to disclosure of information. The board should ensure that the company has a high degree of transparency towards all shareholders.</p>







## Key Financials

Recurrent revenue  
(NOKM)



Net income from property  
management  
(NOKM)



Net asset value  
(NOKB)





# Perspectives on the work relating to goals and strategies



Hege Sjø  
Assistant Director General of the  
Ownership Department, Ministry  
of Trade, Industry and Fisheries

VCompanies are operating in an environment with accelerating change within areas such as technology, competition and customer preferences. Regulations linked to climate change and environmental requirements, consumer protection and data protection reinforce the complexity. As the outside world and underlying framework conditions change rapidly and constantly, the work to establish goals and strategies becomes not only more challenging, but also perhaps more important than ever before.

The aim behind the state's follow-up of its ownership is to contribute to value creation. There are two reasons why the state as owner is concerned about the work of the companies relating to goals and strategies. Firstly, it forms the basis for the allocation of resources and value creation. Secondly, owners must understand what the companies are striving to achieve (the company's goals), how the company will get there (strategy) and the risks linked to pathways, in order to take good decisions as an owner.

Based on experiences and sources, we share some observations below to provide inspiration in the work relating to goal and strategy development. Many factors determine how successful the work will be. The topics that are highlighted here are not exhaustive.

The discussion is particularly relevant to companies where the state's objective behind its ownership is purely commercial in nature. However, the importance of a good understanding of reality, clear and quantifiable goals and unequivocal strategies also applies to the sectoral policy companies whose objective is to deliver the state's sectoral policy goals as effectively as possible.

Good owner decisions require insight into what the companies want to achieve and how they will get there.

Setting goals, risk levels and strategies is the board's responsibility, so why are owners so concerned about these issues? According to economic theory, owners and those who are assigned the task of managing owners' assets can have different interests. Back in 1776, Adam Smith referred to the challenges associated with someone managing assets that are not their own. The financial literature has demonstrated the existence of agent costs on both a theoretical and an empirical basis. Like other owners, the state as owner is concerned about fundamental issues which follow from transferring assets to others to manage:

- ◉ **Who does the owner transfer responsibility to?** Does the board have the necessary skills and incentives to act in the owner's interest? The state considers this when assessing and choosing board members.
- ◉ **How does the board decide to manage, take decisions and use the resources that have been transferred into their care?** As owner, we follow up the company's corporate governance.
- ◉ **How do the companies manage the capital that is injected by the owner?** In the owner follow-up, we assess the company's capital, debt ratio and dividend expectations.
- ◉ **Does the board have the same time perspective as the owner?** The state as owner has a clear expectation that the work of the companies relating to sustainable development and corporate social responsibility forms an integral part of the business.
- ◉ **Does the owner have sufficient insight into the business to provide a basis to enable good owner decisions to be taken?** Transparency and reporting are important for the state's companies because they impact on the level of trust in the companies amongst the general population and give the state as owner a basis on which to take owner decisions.

Economic theory and experience indicate that higher values are generated when owners hold the board to account and help to ensure that owners and the company have common interests. The state as owner manages by establishing specific expectations<sup>1</sup> and following them up. In the dialogue with the board of directors, goals for long-term returns and dividends are communicated, along with expectations regarding reporting, corporate governance and sustainable development.

On the basis of thorough assessments, the state takes decisions concerning the disposal of shares, targets regarding returns, how much capital the company should have at its disposal and dividend levels. In addition, an assessment is made as to how the board is meeting the expectations of the state as owner.

In order to take good decisions, the state as owner must understand what influences a company's value creation, such as macro factors, supply and demand, growth, innovation and disruption, future cash flows, revenues, costs and investment levels, and the opportunities and threats that the company is facing.

## Goals provide direction and a basis for establishing priorities

The overall goal for the commercial companies for the state as owner is to achieve the highest possible return on invested capital over time. As regards the other companies, the sectoral policy goals must be achieved as efficiently as possible. The company's goals form the basis for the board's decisions, priorities and investments. Creating value and generating a return on the owner's capital should be the guiding principle when the commercial companies establish their hierarchy of goals. A well-formulated goal for a company should be broken down into more detailed goals and performance indicators within the organisation.

In addition to giving the company direction, surveys show that employees be-

<sup>1</sup> See chapter 8 in the Report to the Storting no. 27 (2013-2014) Diverse and value-creating ownership, and a short version on page 34.

come more motivated and perform better when a company has expressed a purpose behind the business and works towards a strategically desired position. A purpose often describes the needs that the company must meet or the benefit that it will give for the company's key customer group, for example.<sup>2</sup>

### The strategy leads the way to a desired future position and goal.

In this context, 'strategy' means the way in which the company expresses what is needed in order to achieve the goal.

When the goal for the owner is the highest possible return, this means that there is a desire for and acceptance that the company will take risks. The way in which the board reflects on what is the right risk level to adopt is decisive for the owners' trust and should act as a guiding principle as regards the strategies that the company adopts. The type of strategic risk that is the source of returns and increases in value is partly linked to investments and innovation. Another type of risk is risk that can be reduced through a structured approach, such as the risk of operating faults, breaches in trust, regulatory breaches and breaches of internal guidelines.

Most businesses are facing increased external pressure and a faster pace of change, driven by factors such as technology, tougher competition, altered customer needs and regulation. These changes can be seen as threats, but in many cases they act as a catalyst for innovation.

The companies with state ownership are typically what are referred to in the literature as incumbents: established businesses which have held central market positions over time. Many have been monopolies in the past. For this type of company, it may be even more challenging to face up to change and implement restructuring processes. According to McKinsey<sup>3</sup>, this may be because:

- ❶ Established companies are not as good at seeing change before it happens.
- ❷ Culture and management often favouritise the established - innovation challenges the prevailing way of thinking and established power structures.
- ❸ The management is loyal to previous strategies (vested interest).
- ❹ Innovation and new products may entail cannibalising parts of an established business.

In a world with less predictability, there are often more questions than answers, and the state as owner does not expect the boards to be able to predict the future. What is expected are reflections on what the management believes are likely scenarios for the market in which the company operates. The vision of the fu-

ture that the management adopts may be more relevant for owners to understand than detailed operational plans.

It is predicted that products and markets will die out at a faster rate than previously, either because there is no longer any demand for them or because others can deliver them cheaper and/or better. A strategic choice may therefore be to attempt to create new products and services or find new markets in which to operate. This can often entail a high level of risk and substantial investments in areas for which established companies do not necessarily have the prerequisites. New strategies should be based on a future scenario which describes an attractive position in a market which is based on the company's competitive advantages.

### An accurate understanding of reality as a basis for goals and strategy

In order for companies to succeed in a time of rapid change, we believe that it is vital that they understand both their surroundings and their stakeholders. There is reason to believe that the dialogue with employees, customers, suppliers and others who impact on the ability of companies to achieve their goals will become even more important in order to rapidly adapt the business to new framework conditions.<sup>4</sup> Companies have traditionally often viewed competitors in a 'zero sum game', where a sort of hostile relationship develops between the companies. However, the new network economy, as an example, is creating valuable opportunities for partnerships and alliances which require a different form of interaction between companies and their stakeholders. Trust amongst customers and society in general has become a decisive competitive factor in most industries, something which is particularly apparent in the network economy where global companies exclusively survive on the basis of trust and customer feedback. Customer rankings and the exchange of experiences on social media also impact on demand in industries which are less consumer-oriented.

A study<sup>5</sup> which looked at companies in crisis reported many common characteristics. For example, the boards lacked the right skills and were considered to be "risk-blind". Other common characteristics were that the businesses had developed into extremely complex organisations, that the management teams had incentives which conflicted with the owners' interests, and that those who were responsible for risk encountered a "glass ceiling" which resulted in their views not being taken into account by the management. A follow-up study<sup>6</sup> showed that companies that were

characterised as resistant and less likely to end up in crisis had the following characteristics: an exceptionally good "radar" which gave an accurate understanding of reality; strong relationships with internal and external stakeholders; an organisational form which enabled rapid responses; and diversified resources with diverse skills and approaches.

Understanding opportunities, challenges and the circumstances of companies requires new insight and new data.

The state as owner is interested in understanding how the boards work on this and the way in which this work is organised within the companies concerned. In the dialogue with the companies, we want to find answers to questions such as:

- ❶ How are relevant changes which impact on the companies identified?
- ❷ How is the work relating to business analysis organised?
- ❸ How is information obtained, understood and integrated in the operation and strategy?
- ❹ How do the companies gain an insight into the perspectives of their stakeholders?

### Summary reflections

The aim behind the state's follow-up of its ownership is to contribute to value creation. To take good decisions, the state as owner must understand the factors that impact on the company's value creation. Among other things, this assumes that we have an insight into the companies' strategies, goals, risk levels and resource allocation - and how the companies established these parameters.

Our experience suggests that a good understanding of reality is essential in order to set appropriate goals and the right strategy. Today, the way in which the management works to understand the world around it and to establish goals and strategies is probably more important and more challenging than ever before, regardless of the owner concerned. Nevertheless, some of the companies which the state wholly or partly owns face bigger challenges than other companies as a result of the fact that they are established businesses with historical central market positions. Common to all companies is that we believe that a good understanding of, and an active dialogue with, the companies' stakeholders, including owners, will impact on the ability of the companies to achieve their goals in a positive direction.

From pages 29 to 34, we describe in more detail the dialogue that the state as owner wishes to have with the companies concerning their work relating to goals, strategy and corporate governance in general.

<sup>2</sup> See for example: A business case for purpose, EY, Harvard Business Review.

<sup>3</sup> An incumbent's guide to digital disruption McKinsey Quarterly May 2016 og «Patterns of disruption: Anticipating disruptive strategies in a world of unicorns, black swans, and exponentials», Deloitte Insights, november, 2015.

<sup>4</sup> See for example: *Too many boards ask the wrong questions*, Financial Times 23.2.2018 by Peter Montagnon.

<sup>5</sup> «Roads to Ruin», Cass Business School/Airmic/Reputability, 2011.

<sup>6</sup> «Roads to Resilience», Airmic, 2014.











## CATEGORY 1

# Commercial objectives

This category includes companies where the state's ownership objective is purely commercial. The sole purpose behind ownership of the companies in this category is to maximise the value of the state's investments, notably through contributing to sound commercial development of the companies. Whether the state should remain an owner of these companies is the subject of continuous commercial assessment. The state has expectations regarding profits and returns based on the companies' risk profile. The companies operate in a market with other commercial actors.

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CEO: Stig W. Seljeseth

Board of Directors: Toril Nag (chair), Ingeborg Moen Borgerud (vice chair), Anders Roger Øynes, Eli Cathrine Disch, Gunnar Sellæg, Tore Torvildsen\*, Mona Andreassen\* (\* elected by the employees)

Auditors: EY AS



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State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.ambita.com](http://www.ambita.com)

**Ambita AS** is a technology company which supplies digitalisation solutions for the property market. Ambita was established in 1987 with a social mission to digitalise property information in Norway. Ambita is the majority shareholder in both Boligmappa.no and the start-up company Alva Technologies.

Today, solutions from Ambita are used in most property sale processes across Norway. Many estate agents use Ambita's services when they order their agent packs for property sales. Banks and credit institutions validate their customers' identities based on property data from Ambita. Mortgages are approved and properties are registered immediately with the aid of eTinglysing supplied by Ambita. Ambita specialises in property data, complex integrations and open platforms.

The company has been wholly owned by the state since 1992 and has been exposed to competition since 2014. At that time, the name of the company was changed from Norsk Propertyinformasjon to Ambita. Ambita's head office is situated in Oslo and its development department is situated in Bergen.

The objective of the state's ownership of Ambita is purely commercial. The company is run on a commercial basis with the aim of delivering a competitive return.

## Key events

In 2017, Ambita launched artificial intelligence and machine-learning in its new solutions for the estate agent sector. This technology simplifies property sales, automates processes and frees up time. Another milestone was reached when Ambita launched a new version of Infoland,

which is a trading portal for property information. Ambita has been responsible for the operation, maintenance and further development of the registration system for real property since 1989. The project was completed in 2017, when the state's newly developed registration system was commissioned.

## Sustainability and responsible business conduct

Corporate social responsibility is an integral part of Ambita's operations. By digitalising processes in the property market, the company is making an important contribution towards Norway having a transparent and clear property market today. Every year, Ambita carries out EcoVadis' supplier analysis concerning sustainable development and corporate social responsibility, and produces results which show that a high standard is being maintained and that Ambita is ranked amongst the top 30% of respondents. In 2017, Ambita decided to become a member of the United Nations Global Compact, which is based around ten identified principles for sustainable development under the categories of the environment, human rights, employment and anti-corruption.

## Financial development

The company's financial development is stable, with consistent growth across the company's business areas. The group has seen operating revenues grow from NOK 331.9 million in 2016 to NOK 367.7 million in 2017 and delivered an operating profit of NOK 5.9 million in 2017. The Infoland trading portal has generated good growth in revenues.

Income statement (NOK millions)	2017	2016
Operating revenues	367,7	332,0
Operating expenses	361,8	323,0
Gross operating profit (EBITDA)	21,4	23,2
Operating profit (EBIT)	5,9	9,3
Net financial items	0,9	1,1
Profit/loss before tax	6,8	10,3
Tax charge	2,9	2,2
Minority interests	-1,8	-2,9
Profit/loss after tax and minority	5,8	11,0

Balance sheet	2017	2016
Intangible assets	68,8	50,1
Fixed assets	108,2	120,0
Total assets	177,0	170,0

Equity	100,0	96,0
Minority interests	5,3	1,9
Total equity	105,3	97,9
Provision for liabilities	-	0,0
Current interest-bearing liabilities	1,0	2,5
Current interest-free liabilities	70,7	69,7
Total debt and liabilities	71,7	72,3
Total equity and liabilities	177,0	170,0

Cash flow	2017	2016
Operating activities	22,3	22,6
Investment activities	-32,9	-18,3
Financing activities	0,4	-0,6
Change cash and cash equivalents	-10,2	3,7

Key figures	2017	2016
Capital employed	106,0	100,0
Gross operating margin (EBITDA)	6 %	7 %
Operating margin (EBIT)	2 %	3 %
Equity ratio	59 %	58 %
Return on equity	6 %	12 %
Average return on equity last 5 years	32 %	26 %
Return on capital employed	7 %	11 %

Dividends	2017	2016
Dividend for the financial year	1,5	3,2
Dividend percentage	26 %	29 %
Average dividend percentage last 5 years	38 %	43 %
Dividend to the state	1,5	3,2

Additional information	2017	2016
Number of employees	79	72
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	57 %	57 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	60 %



CEO: Ingvild Storås

Board of Directors: Thor Svegårdén (chair), Cecilia Elizabeth Rudolfsson, Ann Pedersen, Christel Borge, Ole Christian Rognlien\*, Harald Vaagaas-ar Nikolaisen, Tom Bragen\*, Ole Strøm\* (\* elected by the employees)

Auditors: BDO AS



© Baneservice AS/Claes Axtell

State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.baneservice.no](http://www.baneservice.no)

**Baneservice AS** was divested from the Norwegian National Rail Administration (now Bane NOR) on 1 January 2005. From 1 January 2016, responsibility for the administration was transferred from the Ministry of Transport and Communications to the Ministry of Trade, Industry and Fisheries. Baneservice aims to be the leading rail infrastructure contractor in Norway and provides services within maintenance and new-build to the rail industry.

The Norwegian business is organised through the parent company Baneservice AS and the partly owned subsidiary RailCom AS (57%). In Sweden, the group is represented through the wholly owned subsidiary Baneservice Skandinavia AB, which provides shift services at freight terminals. The group's head office is situated at Lysaker in Bærum. The group's largest customer is Bane NOR. Baneservice AS and RailCom AS also carry out assignments for Sporveien AS, and act as subcontractors to other main contractors operating within the rail market in Norway. In Sweden, the Port of Gothenburg is the company's largest customer.

The objective of the state's ownership of Baneservice is purely commercial. The company is run on a commercial basis with the aim of delivering a competitive return.

## Key events

The "JBT Demolish and re-establish" contract for the Follo Line for Bane NOR was the largest individual project in 2017. The works commenced in January 2016. The contract is a construction project which is worth around NOK 220 million and lasts until autumn 2019. In March 2017, the company was awarded the contract for the first cooperation phase in the turnkey contract for electrification of the Trønder and Meråker Line. The first phase of the cooperation contract was completed in 2017. The turnkey contract, which is worth around NOK 1 billion, has been deferred as a result of a budget funding shortage in 2018. In January 2018, Baneservice was awarded a ballast cleaning

contract for Bane NOR covering the period 2018–2020 which is worth NOK 386 million.

## Sustainability and responsible business conduct

The group's guidelines concerning corporate governance describe how the company is to work within the areas of human rights, employee rights, environment/climate and anti-corruption. The company's corporate social responsibility also encompasses ethical regulations, including a whistleblowing routine. In autumn 2017, work began to establish a new environmental strategy for the group, which will be implemented in 2018. Measures are also being implemented to certify the parent company in accordance with the EcoLighthouse Foundation. The group will continue the initiative relating to apprentices as a measure to further develop and strengthen the industry.

## Financial development

The group's revenues in 2017 amounted to NOK 743 million (compared with NOK 828 million in 2016) and profit before tax amounted to NOK 43 million (compared with NOK 86 million in 2016). The downturn in revenues and profit from 2016 is due to a reduction in market volume for the group's services in 2017 within the rail sector. Despite a challenging market in 2017, the group achieved a good financial result. The "#Konkurranseskraft" efficiency project, which was launched in 2017 with a focus on added sales, efficient operation and working methodology, has been successful. Both subsidiaries also encountered challenging market conditions during 2017, but still managed to deliver good results.

In March 2017, the second of two new track adjustment machines was delivered. The order backlog at the start of 2018 is larger than in the previous year and the outlook is considered to be promising. The board recommended to the company's general meeting a dividend for 2017 of NOK 13.5 million.

Income statement (NOK millions)	2017	2016
Operating revenues	743	828
Operating expenses	697	741
Gross operating profit (EBITDA)	74,9	102
Operating profit (EBIT)	45,4	87,1
Net financial items	-2,6	-1,3
Profit/loss before tax	42,7	85,8
Tax charge	11,0	18,7
Profit/loss after tax	25,7	68,1

Balance sheet	2017	2016
Intangible assets	210	148
Fixed assets	372	371
Total assets	581	5190
Equity	231	218
Minority interests	16,0	15,6
Total equity	247	234
Provision for liabilities	12,8	13,3
Current interest-bearing liabilities	128	50
Current interest-free liabilities	193	222
Total debt and liabilities	334	285
Total equity and liabilities	581	519

Cash flow	2017	2016
Operating activities	23,4	75,6
Investment activities	-70,8	-65,8
Financing activities	25,8	13,4
Change cash and cash equivalents	-21,6	23,2

Key figures	2017	2016
Capital employed	375	284
Gross operating margin (EBITDA)	10 %	12 %
Operating margin (EBIT)	6 %	11 %
Equity ratio	43 %	45 %
Return on equity	11 %	36 %
Average return on equity last 5 years	15 %	6 %
Return on capital employed	14 %	36 %

Dividends	2017	2016
Dividend for the financial year	13,6	12,5
Dividend percentage	53 %	18 %
Average dividend percentage last 5 years	24 %	30 %
Dividend to the state	13,6	12,5

Additional information	2017	2016
Number of employees	394	382
Proportion of employees in Norway	93 %	95 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	38 %	38 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	60 %

CEO: Arve Regland

Board of Directors: Siri Beate Hatlen (chair), Kjell Bjordal (vice chair), Katarina Staaf, Widar Salbuviik, Ingrid Dahl Hovland, Cathrine Vaar Austheim\*, Hans Petter Skogstad\* (elected by the employees)

Auditors: Deloitte AS



© Entra ASA

State ownership through the Ministry of Trade, Industry and Fisheries: 33,4 %  
The company's website: [www.entra.no](http://www.entra.no)

**Entra ASA** is one of Norway's leading property companies and an active owner, manager and developer of office properties.

Entra was divested from Statsbygg and established as a separate company wholly owned by the state in 2000. The company was converted into a limited company in autumn 2014, and the state's shareholding was reduced to 49.7%. In September 2016, the state sold shares through a secondary sale and now owns 33.4% of the company's shares.

At the year-end, Entra owned around 1.2 million square metres split between 84 buildings with a central location close to public transport hubs in the four largest cities in Norway. The market value of the property portfolio was around NOK 40 billion. The company's commercial strategy is to deliver profitable growth and be a leader within customer-perceived quality and the environment within the sector. Entra's head office is situated in Oslo. The occupancy rate of the portfolio has remained stable and high over time and amounted to 97% at the year-end. At the year-end, the company's weighted average unexpired lease term was 7.4 years.

The objective of the state's ownership of Entra is purely commercial. The company is run on a commercial basis with the aim of delivering a competitive return.

## Key events

In 2017, Entra signed new and renegotiated contracts representing a total annual rent amounting to NOK 269 million (115,000 square metres). During 2017, Entra completed the development projects Media City Bergen (45,000 square metres) and Trondheimsporten (28,600 square metres). Entra also completed the refurbishment of blocks 1 and 3 at Kjørbo in Sandvika and began the refurbishment of block 2. In Trondheim, Entra started up two new construction projects at Bratørkaia 16 and 17A. Entra has continued to be active in the transaction market and acquired Skanska Commercial Development's 50% share in Sundtkvartalet

(31,300 square metres) in Oslo. Entra is now the sole owner of the property. Entra also completed the sale of 14 properties located outside strategic core areas in Kristiansand, Bodø, Oslo and Trondheim.

## Sustainability and responsible business conduct

Entra aims to be the environmental leader within the industry. In 2017, Entra adopted a revised and expanded environmental strategy which has the following goals and associated measures: Entra's property portfolio shall be climate-neutral; Entra shall influence and impose requirements on parties with which the company interacts; Entra shall be an environmental leader within property management; Entra's projects shall maintain a high level of quality and flexibility and a low environmental impact. Entra also has a zero tolerance policy towards corruption and work-related crime throughout its organisation and has an active approach to ethics in practice, responsible procurement and close monitoring of its suppliers. HSE is a high priority and Entra's goal is to ensure that no one is injured or falls ill as a result of the company's working environment. Entra is committed to maintaining a good working environment and safeguards workers' rights, knowledge development, diversity and equal opportunities. As a major owner and developer of office properties, Entra strives to create a good and secure atmosphere in and around its buildings at all times.

## Financial development

Entra's rental income rose by 9% from NOK 1,899 million in 2016 to NOK 2,075 million in 2017. Net operating revenues amounted to NOK 1,913 million (1,740) and net income from property management was NOK 1,259 million (1,070). Net positive changes in value amounted to NOK 3,547 million (2,116) and profit before tax was NOK 5,030 million (3,306). Entra pays dividends every six months and paid a total dividend of NOK 4.10 per share for 2017 (NOK 3.45 per share in 2016).

Income statement (NOK millions)	2017	2016
Rentals	2 075	1 899
Maintenance and operating costs	-162	-159
<b>Net rental income</b>	<b>1 913</b>	<b>1 740</b>
Other incomes	285	950
Other costs	-246	-927
Administrative cost of ownership	-163	-152
Share of profits in associates and joint ventures	244	150
Net financial items	-550	-572
<b>Operating profit</b>	<b>1 483</b>	<b>1 190</b>
- of which result from property management	1 259	1 070
Change in value of investment properties	3 460	1 991
Unrealized value change financial instruments	87	125
<b>Rofit/loss before tax and minority</b>	<b>5 030</b>	<b>3 306</b>
Tax charge	-516	-584
Minority interests	-50	-103
<b>Profit/loss after tax and minority</b>	<b>4 464</b>	<b>2 619</b>

Balance sheet	2017	2016
<b>Intangible assets</b>	<b>42 159</b>	<b>37 976</b>
Fixed assets	1 071	746
Investment property held for sale	180	168
<b>Total assets</b>	<b>43 410</b>	<b>38 890</b>
Equity	18 505	14 732
Minority interests	433	392
<b>Total equity</b>	<b>18 938</b>	<b>15 124</b>
Provision for liabilities	5 423	5 107
Current interest-bearing liabilities	18 449	18 113
Current interest-free liabilities	600	547
<b>Total debt and liabilities</b>	<b>24 472</b>	<b>23 767</b>
<b>Total equity and liabilities</b>	<b>43 410</b>	<b>38 890</b>

Cash flow	2017	2016
Operating activities	1 222	1 097
Investment activities	-65	-2 972
Financing activities	-1 211	1 906
<b>Change cash and cash equivalents</b>	<b>-53</b>	<b>31</b>

Key figures	2017	2016
Capital employed	37 387	33 237
Net lease margin	92 %	92 %
Operating margin (Profit from property operation + net financial items / rental income)	87 %	86 %
Equity ratio	44 %	39 %
Return on equity	27 %	19 %
Average return on equity last 5 years	17 %	13 %
Return on capital employed	16 %	13 %

Assets and dividends	2017	2016
Market value at year-end	22 415	15 755
Price/book	1,2	1,1
Closing price	122,0	85,8
Dividend for the financial year	753	634
Dividend percentage	17 %	24 %
Average dividend percentage last 5 years	24 %	31 %
Dividend to the state	252	212
Return including dividends last year	46,6 %	28 %
Sales proceeds to the state	-	2 490

Additional information	2017	2016
Number of employees	155	166
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	33,4 %	33,4 %
Proportion of women on the board	57 %	43 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	40 %



CEO: Philipp Engedal

Board of Directors: Rolf Gunnar Roverud (chair), Trygve Gjertsen, Gyrid Skalleberg Ingerø, Aslak Sverdrup, Lena Angela Nesteby\*, Per Stene\*, Jon E. Johansen\* (\* elected by the employees)

Auditors: PricewaterhouseCoopers AS



© Øvind Haug/Flytoget AS

State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
 The company's website: [www.flytoget.no](http://www.flytoget.no)

**Flytoget AS** was founded in 1992 as NSB Gardermobanen AS. Operation of the airport express trains commenced when Oslo Airport opened in October 1998. The company had 6.6 million passengers in 2017, equivalent to around 10% of all rail passengers in Norway. Flytoget is the most important contributor to Oslo Airport's high public transport share. Flytoget is continually striving to create simpler journey experiences in order to increase the value and attractiveness of the feeder service.

The objective of the state's ownership of Flytoget is purely commercial. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

Flytoget is very pleased to maintain its position as the first choice mode of travel to and from Oslo Airport and by the fact that it achieved high scores for customer satisfaction and punctuality. In 2017, Flytoget's customer satisfaction rating ended at 97.2%. For the sixth time, Flytoget was voted the customers' favourite through the Norwegian Business School's customer satisfaction survey. In 2017, Flytoget's punctuality ended at 95.7%, a decrease from the previous year which is largely due to infrastructure failures. The railway reform entails major changes in Flytoget's framework conditions and Flytoget has worked consciously to understand the consequences and opportunities that this reform entails.

The new terminal (T2) at Oslo Airport opened on 27 April 2017. The new part of the airport has an annual capacity of no fewer than 28 million passengers. In connection with this, Flytoget has upgraded the airport express rail service terminal to give passengers a positive journey experience and to contribute to the perception amongst passengers of it being easy to travel by Flytoget.

In May 2017, new uniforms were launched and all trains, station areas and

digital interfaces were reprofiled. The new logo has a modern expression which gives clear associations with the service that is provided by linking train and plane together.

The 100 millionth passenger travelled by Flytoget during 2017. This milestone was marked with the Minister of Transport and Communications present.

### Sustainability and responsible business conduct

Flytoget's operations contribute to a high share of public transport by offering an efficient and environmentally friendly means of transport to and from Oslo Airport. Getting more travellers to switch from car to train is Flytoget's biggest contribution to society, alongside delivering a good return to the state. The company will take an active part in the future development of railways, work to raise awareness of climate change and the environment, and the work of the community to promote efficient use of society's resources. In 2017, Flytoget continued its systematic integration of sustainability and corporate social responsibility in the company's corporate governance, strategies and action plans.

### Financial development

Flytoget's revenues amounted to NOK 932 million in 2017, compared with NOK 923 million in the previous year. The number of passengers travelling via Oslo Airport (excluding transfers and transits) rose by 6.3% in 2017, and was a strong contributory factor in a 2.6% upturn in passenger numbers for Flytoget. Profit before tax amounted to NOK 157 million, while profit after tax amounted to NOK 119.5 million. This gave a return on equity after tax of 16.1% in 2017, compared with 17% in the previous year. The equity ratio was 51% at the end of 2017, compared with 52% in the previous year. For the 2017 financial year, Flytoget paid out NOK 119.5 million in dividends.

Income statement (NOK millions)	2017	2016
Operating revenues	932	923
Operating expenses	781	755
Gross operating profit (EBITDA)	299	284
Operating profit (EBIT)	151	167
Net financial items	6	3
Profit/loss before tax	157	170
Tax charge	37	39
Profit/loss after tax	120	132

Balance sheet	2017	2016
Intangible assets	1 331	1 336
Fixed assets	78	153
Total assets	1 409	1 488

Equity	717	771
Provision for liabilities	333	285
Current interest-bearing liabilities	0	0
Current interest-free liabilities	358	432
Total debt and liabilities	691	717
Total equity and liabilities	1 408	1 488

Cash flow	2017	2016
Operating activities	112	236
Investment activities	-142	-110
Financing activities	-50	-181
Change cash and cash equivalents	-80	-55

Key figures	2017	2016
Capital employed	717	771
Gross operating margin (EBITDA)	32 %	31 %
Operating margin (EBIT)	16 %	18 %
Equity ratio	51 %	52 %
Return on equity	16 %	17 %
Average return on equity last 5 years	19 %	18 %
Return on capital employed	22 %	22 %

Dividends	2017	2016
Dividend for the financial year	120	105
Dividend percentage	100 %	80 %
Average dividend percentage last 5 years	119 %	119 %
Dividend to the state	120	105

Additional information	2017	2016
Number of employees	331	366
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	38 %	29 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	25 %

CEO: Kurt Opseth

Board of Directors: John Nyheim (chair), Hilde Nordskogen, Janicke Westlie Driveklepp, Adele Norman Pran, Per-Olof Wedin, Jens-Petter Hermansen\*, Geir Krokå\*, Terje Dahlen (\*elected by the employees)

Auditors: KPMG AS



© Bo Mathisen

State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.mesta.no](http://www.mesta.no)

**Mesta AS** is Norway's largest contractor within the operation and maintenance of roads and has operations across Norway. The company is also delivering other projects and services linked to road and rail, e.g. tunnel and rock protection, railing work, electrical engineering services and construction projects. The group has Mesta AS as its parent company and Mesta Sverige AB as a subsidiary. The company's head office is situated in Lysaker. The company was established on 1 January 2003, when the production division of the Norwegian Public Roads Administration was split off. Since it was established, Mesta has undergone extensive restructuring and rationalisation.

The objective of the state's ownership of Mesta is purely commercial. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

Mesta won six out of 14 operating contracts for the Norwegian Public Roads Administration in 2017, with a financial success rate of over 50%. The market share in the operating and maintenance market is estimated at 45%, an increase from 43% in 2016. There were a total of four lost-time injuries in 2017 (compared with three in 2016).

### Sustainability and responsible business conduct

Mesta is committed to fulfilling its corporate social responsibility over and above ordinary statutory requirements. The company's core values, "focus, will to change, holistic responsibility and honesty" form the framework for the way in which the company's employees are to act both internally and externally. The company has ethical guidelines that define the company's approach and atti-

tudes in relations with customers, suppliers, colleagues and the wider community. Mesta also actively promotes corporate social responsibility throughout the supply chain through the integration of ethical guidelines into the company's contractual terms for purchases of goods and services in Norway and abroad. As a road contractor, Mesta's operations impact on the environment both locally and globally. Mesta aims to minimise the environmental impact of the company's operations. Emissions from the production division, including environmentally harmful substances, are within the limits imposed by the authorities.

### Financial development

In 2017, Mesta's revenues amounted to almost NOK 3.8 billion, compared with NOK 3.6 billion in 2016. The group's operating profit was NOK -19 million, compared with NOK 137 million in 2016. At year-end, Mesta had an order backlog of NOK 6.8 billion, which the company considers to be acceptable. Mesta had an equity ratio of 40% at the end of the year. In 2017, net investments in the group totalled NOK 57 million. The company's cash equivalents at the end of 2017 amounted to NOK 78 million.

The market outlook linked to public investments in infrastructure over the coming years is discussed in the National Transport Plan (NTP). The NTP indicates an increase in funding for operation and maintenance of the national road network, as well as growth in investments for new road and rail projects. There is strong competition in the market for contracts for road operation and maintenance. Competition linked to development projects in the transport sector has become tougher, partly as a result of an increasing number of foreign companies entering the market.

Income statement (NOK millions)	2017	2016
Operating revenues	3 765	3 608
Operating expenses	3 784	3 471
Gross operating profit (EBITDA)	100	262
Operating profit (EBIT)	-19	137
Net financial items	-3	3
Profit/loss before tax	-21	139
Tax charge	6	72
Profit/loss from discontinued operations	13	-1
Profit/loss after tax	-15	66

Balance sheet	2017	2016
Intangible assets	644	584
Fixed assets	1 083	1 251
Assets from discontinued operations	0	197
Total assets	1 726	2 032
Equity	696	716
Provisions for liabilities	7	90
Current interest-bearing liabilities	6	8
Current interest-free liabilities	1 017	1 210
Debt from discontinued operations	0	10
Total debt and liabilities	1 031	1 317
Total equity and liabilities	1 726	2 032

Cash flow	2017	2016
Operating activities	8	150
Investment activities	-57	30
Financing activities	-351	-302
Net cash flow from reorganisastion/restructuring	0	14
Change cash and cash equivalents	-400	-108

Key figures	2017	2016
Capital employed	702	723
Gross operating margin (EBITDA)	3 %	7 %
Operating margin (EBIT)	0 %	4 %
Equity ratio	40 %	35 %
Return on equity	-2 %	8 %
Average return on equity last 5 years	16 %	20 %
Return on capital employed	-2 %	17 %

Dividends	2017	2016
Dividend for the financial year	0	350
Dividend percentage	0 %	531 %
Average dividend percentage last 5 years	135 %	135 %
Dividend to the state	0	350

Additional information	2017	2016
Number of employees	1 420	1 334
Proportion of employees in Norway	99 %	99 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	38 %	33 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	50 %





CEO: Rickard Gustafson

Board of Directors: Fritz Henrik Schur (chair), Jacob Wallenberg (vice chair), Dag Mejdell (andre nestleder), Monica Caneman, Sanna Suvanto-Harsaee, Lars-Johan Jarnheimer, Berit Svendsen, Carsten Dilling, Cecilia Van Der Meulen\*, Endre Røros\*, Janne Wegeberg\* (\* elected by the employees)

Auditors: PricewaterhouseCoopers AB



© Knut Lövsundhagen/SAS AB

**SAS AB** is one of Scandinavia's leading airlines. The company's vision is to make life easier for people who travel frequently in Scandinavia and the company offers seamless, competitive air travel for passengers to, from and within Scandinavia for both business and leisure travellers. The company is also part of the global Star Alliance. In the 2016–2017 financial year, the company flew over 30 million passengers to 123 destinations. SAS is headquartered in Stockholm and listed in Sweden, Norway and Denmark.

The objective of the state's ownership in SAS is purely commercial. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

In November 2017, SAS carried out an equity issue of SEK 1.3 billion. The Norwegian state did not take part in the placement and therefore reduced its holding to 9.88%. The capital from the issue was partly used to redeem preferential shares at the beginning of 2018.

SAS has expanded its cost reduction programme with the aim of realising annual savings of SEK 3 billion by 2020. SAS decided to open new bases in London and Malaga. The first flight from the base in London took place in December 2017, whilst flights from the Malaga base will commence in spring 2018.

In 2017, SAS sold the Danish regional airline Cimber along with eleven CRJ900 aircraft to CityJet.

New three-year collective agreements were signed with the trade unions in the three Scandinavian countries.

Eurobonus celebrated its 25th anniversary and reached five million members.

### Sustainability and responsible business conduct

SAS aims to ensure that the products and services it offers will facilitate sustainable social development globally, with the least possible impact on climate and the environment. By 2020, the company aims to reduce CO2 emissions by 20% per passenger kilometre and to reduce noise levels by 15% compared with 2010 and to regularly use biofuel in its aircraft.

The financial year saw the commissioning of eleven A320neo aircraft, which use 18% less fuel than their predecessors. This helped the company to reduce its CO2 emissions per passenger kilometre

flown by 1.7% compared with the previous year. As of the end of the 2016–2017 financial year, the company's CO2 emissions had been cut by 12.1% and noise levels had been reduced by 11.1% compared with 2010. SAS purchased around 100 tonnes of biofuel during the year and continued to promote the commercialisation of biofuel for aviation use.

### Financial development

The SAS group's profit after tax and minority interests was NOK 1.1 billion for the 2016–2017 financial year, compared with NOK 1.3 billion in the previous financial year. However, the normalised profit before tax (adjusted for non-recurring items) rose by around NOK 1 billion to NOK 2 billion, primarily driven by higher revenues as a result of an increase in passenger numbers and positive effects from the streamlining programme. Operating revenues for the year amounted to NOK 41 billion, up from NOK 39 billion last year.

A growing proportion of the company's revenue comes from Eurobonus members. Membership grew by 10% to over 5 million members during the year.

Equity within the group rose from NOK 5.5 billion to NOK 7.9 billion and the equity ratio increased correspondingly from 19% to 25%. This increase primarily stemmed from the positive result for the year and the revaluation of the defined-benefit pension scheme, partly counteracted by dividends on preferential shares and translation differences (currency).

The company strengthened its financial position during the year with positive net interest-bearing debt (net cash position) of NOK 2.7 billion at the year-end, up from NOK 1.1 billion at the start of the financial year. The increase was primarily driven by the positive cash flow from operations. The return on invested capital (ROIC) for the year was 13%, compared with 12% in the previous financial year, which is also the company's capital expenditure.

SAS did not pay dividends to ordinary shareholders for the financial year, but did pay SEK 350 million in dividends to owners of the company's preferential shares.

State ownership through the Ministry of Trade, Industry and Fisheries: 9,88 %  
The company's website: [www.sasgroup.net](http://www.sasgroup.net)

Income statement (NOK millions) <sup>1</sup>	2017	2016
Operating revenues	40 884	39 285
Operating expenses	39 725	37 697
Gross operating profit (EBITDA)	2 726	2 949
Operating profit (EBIT)	1 159	1 588
Share of profits in associates and joint ventures	938	297
Net financial items	-444	-460
Profit/loss before tax and minority	1 653	1 425
Tax charge	552	110
Minority interests	0	0
Profit/loss after tax and minority	1 101	1 315

Balance sheet	2017	2016
Intangible assets	19 800	17 692
Fixed assets	12 029	11 388
Total assets	31 829	29 080
Equity	7 878	5 519
Minority interests	0	0
Total equity	7 878	5 519
Provision for liabilities	3 737	1 916
Current interest-bearing liabilities	8 384	9 045
Current interest-free liabilities	11 830	12 600
Total debt and liabilities	23 951	23 562
Total equity and liabilities	31 829	29 080

Cash flow	2017	2016
Operating activities	2 342	3 647
Investment activities	-83	-2 603
Financing activities	-1 809	-876
Change cash and cash equivalents	450	167

Key figures	2017	2016
Capital employed	16 262	14 564
Gross operating margin (EBITDA)	7 %	8 %
Operating margin (EBIT)	3 %	4 %
Equity ratio	25 %	19 %
Return on equity	16 %	22 %
Average return on equity last 5 years	11 %	6 %
Return on capital employed	15 %	13 %

Assets and dividends	2017	2016
Market value at year-end <sup>2</sup>	8 141	4 605
Price/book <sup>2</sup>	0,0	0,8
Closing price <sup>2</sup>	21,6	13,3
Dividend for the financial year	0	0
Dividend percentage	0 %	0 %
Average dividend percentage last 5 years	0 %	0 %
Dividend to the state	0	0
Return including dividends last year <sup>2</sup>	63 %	-42,8 %
Average return last 5 years <sup>2</sup>	26 %	11,8 %
Sales proceeds to the state	0	132

Additional information	2017	2016
Number of employees	10 324	10 710
Proportion of employees in Norway	27 %	28 %
State ownership at year-end	9,88 %	11,45 %
Proportion of women on the board	45 %	36 %
Proportion of women among owner-appointed/shareholder elected board members	38 %	38 %

<sup>1</sup> SAS presents its accounts in Swedish kronor (SEK). The figures in the table are converted into Norwegian kroner (NOK). The exchange rate used is the price at the balance sheet date 31 October 2017 NOK/SEK 97.77 for 2017 and 91.58 for 2016, and the average price for the period November 2016– October 2017 NOK/SEK 95.85 for 2017 and NOK/SEK 99.56 for 2016.

<sup>2</sup> From Factset.

CEO: Arne Gulbrand Ruud  
Board of Directors: Bjørn Skjævestad (chair), Arne Gulbrand Ruud (vice chair), Benedicte H. Fossum, Bjørn Flatland, Audur Thorisdottir\* (\* elected by the employees)  
Auditors: Svindal Leidland Myhrer & Co AS



© Veterinærmedisinsk Oppdragscenter AS

State ownership through the Ministry of Trade, Industry and Fisheries: 34 %  
The company's website: [www.veso.no](http://www.veso.no)

**Veterinærmedisinsk Oppdragscenter AS (VESO)** was established by the Norwegian Agricultural Research Council as part of the SEFO group in 1988 and was reorganised as a separate limited company in 1991. The company has two business areas: distribution of pharmaceuticals for animals in the Norwegian market and clinical infection tests on fish in connection with vaccine development, feed development and breeding. The company is also the majority shareholder in Brynsløkken AS, a producer of biocidal products for the aquaculture industry.

The company is currently a leading distributor of veterinary pharmaceuticals in the Norwegian market and operates one of the leading global clinical laboratories for fish infections in salmonids. The company's mission is to offer products and services that contribute to good animal and fish health, thereby boosting efficiency and sustainability in aquaculture and livestock production. Pharmaceuticals are distributed from the company's main office in Adamstuen in Oslo, while the clinical laboratory for fish infections is located outside Namsos in the county of Trøndelag.

The objective of the state's ownership in VESO is purely commercial. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

The company's revenues relating to pharmaceuticals for the aquaculture industry declined throughout 2017. This fall was the result of a reduction in the use of pharmaceuticals for the treatment of salmon louse. The decrease was partly offset by an increase in sales of fish vaccines. The company operates in markets where customers are moderately affected by economic fluctuations in the country generally. VESO maintained a relatively stable market share within both the animal health segment and the fish health market during 2017. Demand for the company's services at Viken remained strong throughout 2017, and the importance of the laboratory for the Norwegian

aquaculture industry is apparent from the trials which were conducted there and the products which were subsequently developed based on the trials. Since VESO took over the majority shareholding in the company, the development of Brynsløkken AS has been very positive and further growth is expected in 2018.

With effect from 1 January 2018, VESO took over all shares in AVS Chile and concentrated all the company's operations in Chile. Within both the laboratory and distribution operations based in Chile, the company experienced a breakthrough in 2017 and further growth is expected in 2018.

### Sustainability and responsible business conduct

The company aims to contribute to good animal and fish health through good access to vaccines and pharmaceuticals, and internationally through the development of effective vaccines and feed additives. VESO has a policy of full equal opportunity in recruitment processes as regards both gender and ethnic background and salary determination. The company is contributing funds for the development of a school project in Uganda.

As regards the environment and climate, VESO uses "scheduled" transport means wherever possible while, as regards emissions, the company complies with the requirements and orders issued by the public authorities.

### Financial development

In 2017, VESO's revenues amounted to NOK 481 million. This corresponds to a reduction of around NOK 17 million compared with 2016 and is primarily due to reduced revenues within pharmaceuticals for the aquaculture industry. This also impacted on the profit, which amounted to NOK 3.5 million (NOK 15.8 million). VESO also decided to write down the value of the shareholding in AFGC INC. VESO has a number of major development projects under way which are requiring capital and the dividend for 2017 was therefore low.

Income statement (NOK millions)	2017	2016
Operating revenues	481,1	497,9
Operating expenses	462,9	475,7
Gross operating profit (EBITDA)	21,9	25,4
Operating profit (EBIT)	18,2	22,1
Net financial items	-10,9	-0,9
Profit/loss before tax	7,4	21,2
Tax charge	3,9	5,4
Profit/loss after tax	3,5	15,8

Balance sheet	2017	2016
Intangible assets	40,1	36,5
Fixed assets	97,9	107,6
Total assets	138,0	144,1
Equity	57,5	55,0
Provisions for liabilities	0,0	0,0
Current interest-bearing liabilities	23,9	25,5
Current interest-free liabilities	56,7	63,5
Total debt and liabilities	80,5	89,0
Total equity and liabilities	138,0	144,0

Cash flow	2017	2016
Operating activities	5,0	-11,8
Investment activities	-4,5	-9,8
Financing activities	-14,2	-50,2
Change cash and cash equivalents	-13,7	-71,8

Key figures	2017	2016
Capital employed	81,3	80,5
Gross operating margin (EBITDA)	5 %	5 %
Operating margin (EBIT)	4 %	4 %
Equity ratio	42 %	38 %
Return on equity	6 %	33 %
Average return on equity last 5 years	54 %	64 %
Return on capital employed	24 %	37 %

Dividends	2017	2016
Dividend for the financial year	1	1
Dividend percentage	29 %	6 %
Average dividend percentage last 5 years	100 %	101 %
Dividend to the state	0,3	0,3

Additional information	2017	2016
Number of employees	50	49
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	34 %	34 %
Proportion of women on the board	40 %	40 %
Proportion of women among owner-appointed/shareholder elected board members	25 %	25 %











## CATEGORY 2

# Commercial objectives and national anchoring of head offices functions

This category includes companies where the state's ownership has commercial objectives and an objective of maintaining the companies head offices and associated head office functions in Norway. An ownership stake of one-third is generally adequate in order to meet the latter objective. The state's expectations regarding profits and returns are based on the companies' risk profiles. The companies operate in a market with other commercial actors.

Aerospace Industrial Maintenance Norway AS	52
Aker Kværner Holding AS	53
DNB ASA	54
Kongsberg Gruppen ASA	55
Nammo AS	56
Norsk Hydro ASA	57
Statoil ASA	58
Telenor ASA	59
Yara International ASA	60

CEO: Ove Radvik Haukåssveen  
Board of Directors: Jan Erik Korssjøen (chair), Grethe Fossli (vice chair), Petter Andreas Berg, Svein Ivar Hansen, Tone Merete Lindberg, Anders Haug\*, Jonas Hvalbye\*, Øivind Kongsvold\* (\* elected by the employees)  
Auditors: Deloitte AS



State ownership through the Ministry of Defence: 100 %  
The company's website: [www.aimnorway.com](http://www.aimnorway.com)

**Aerospace Industrial Maintenance Norway AS** (AIM Norway) was established in 2011 when the Norwegian Air Force's main maintenance facility at Kjeller was converted into a state enterprise. In 2016, the state enterprise was converted into a private limited company. The company represents the most experienced aeronautical group in Norway, with continuous operations since 1916. The company therefore celebrated its centenary in 2016. AIM Norway is the parent company in a group consisting of AIM Engine AS, AIM Norway Ltd. and Belgium Engine Center SPRL.

At the close of 2017, AIM Norway had 376 employees, with a total of 476 in the group, split between 22 production units, organised into the areas of aircraft maintenance, engine maintenance, electronic component maintenance, mechanical processes and engineering. The enterprise provides maintenance and modification services for aircraft, helicopters, components and ground equipment to the Norwegian Armed Forces and other customers, including Leonardo Helicopters and Lockheed Martin. The production units have a long history of working very closely with the Norwegian Armed Forces' units at Kjeller and the Norwegian Air Force. The enterprise's mission is to be the preferred supplier of products and services for air and ground systems, and its vision is to deliver world class aerospace services.

The objective of the state's ownership in AIM Norway is to maintain a knowledge-based and high-tech company with head office functions in Norway. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

Norge/AIM Norway was awarded the contract to maintain F-135 engines (belong-

ing to F-35 fighter aircraft) by the international Joint Strike Fighter programme. On 21 December 2017, the board of AIM Norway decided to invest in an engine facility for such maintenance worth a total of around NOK 800 million. The facility, which comprises a workshop building and test cell, is expected to be completed in 2021.

### Sustainability and responsible business conduct

AIM Norway actively pursues corporate social responsibility and has established CSR guidelines, which have been incorporated into its governance system. The guidelines for corporate social responsibility provide an overarching framework for the work to integrate social and environmental aspects into the enterprise's operations. AIM Norway has joined the UN Global Compact initiative and works to promote Global Compact's ten universally accepted principles. The enterprise is working to comply with the OECD Guidelines for Multinational Enterprises and bases its work with suppliers on the core conventions of the International Labour Organisation (ILO). AIM Norway focuses on safety, local involvement, human resources, occupational health and safety, working conditions, anti-corruption, human rights and the environment.

### Financial development

In 2017, AIM Norway's revenues amounted to NOK 1,173 million (compared with NOK 734 million in 2016), and the company recorded a profit after tax of NOK 341 million (compared with NOK 77 million in 2016). The increase is largely due to property sales amounting to NOK 248 million. Equity amounts to NOK 798 million (an increase from NOK 465 million in 2016).

Income statement (NOK millions)	2017	2016
Operating revenues	1 173	734
Operating expenses	1 078	658
Gross operating profit (EBITDA)	151	109
Operating profit (EBIT)	94,9	75,9
Net financial items	246,4	0,9
Profit/loss before tax and minority	341,4	76,9
Tax charge	25,9	22,3
Minority interests	0,0	0,0
Profit/loss after tax and minority	315,5	54,5

Balance sheet	2017	2016
Intangible assets	370	526
Fixed assets	1 105	775
Total assets	1 475	1 300

Equity	798	465
Minority interests	0,0	0,0
Total equity	798	465
Provision for liabilities	223	197
Current interest-bearing liabilities	0	200
Current interest-free liabilities	455	438
Total debt and liabilities	677	835
Total equity and liabilities	1 475	1 300

Cash flow	2017	2016
Operating activities	160	177
Investment activities	388	-321
Financing activities	-200	200
Change cash and cash equivalents	348,0	55,9

Key figures	2017	2016
Capital employed	798	665
Gross operating margin (EBITDA)	13 %	15 %
Operating margin (EBIT)	8 %	10 %
Equity ratio	54 %	36 %
Return on equity	50 %	12 %
Average return on equity last 5 years	15 %	6 %
Return on capital employed	48 %	15 %

Dividends	2017	2016
Dividend for the financial year	0	0
Dividend percentage	0 %	0 %
Average dividend percentage last 5 years	0 %	0 %
Dividend to the state	0	0

Additional information	2017	2016
Number of employees	476	514
Proportion of employees in Norway	78 %	81 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	25 %	25 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %



# Aker Kværner Holding AS

General manager:  
Arild Støren Frick

Board of Directors: Øyvind Eriksen (chair), Ida Helliesen, Kjell Inge Røkke, Else Bugge Fougner, Kristin Margrethe Krohn Devold, Atle Tranøy\* (\* elected by the employees)

Auditors: Deloitte AS



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State ownership through the Ministry of Trade, Industry and Fisheries: 30 %

**Aker Kværner Holding AS'** commercial objective is to own shares in Akastor ASA, Aker Solutions ASA and Kværner ASA. Aker Kværner Holding owns about 40% of the shares in each of these companies and has the same rights as other shareholders.

The state owns 30% of the shares in Aker Kværner Holding. The other owner is Aker ASA. The owners of Aker Kværner Holding have entered into a shareholder agreement, which in practice secures the state and Aker a blocking interest in Akastor, Aker Solutions and Kværner with regard to a number of key areas.

The state and Aker have made a mutual commitment to maintain the present ownership in Akastor, Aker Solutions and Kværner for a period of at least ten years (2007–2017). The period ended in June 2017, but the shareholder agreement still applies. The state's acquisition of shares in the former Aker Holding took place on 20 December 2007, following authorisation from the Storting issued on 11 December 2007. The terms of the acquisition are set out in Proposition no. 88 to the Storting (2006–2007) The state's ownership in Aker Holding AS, and Recommendation no. 54 to the Storting (2007–2008).

## Financial development

Aker Kværner Holding's sole revenue comprises dividends from Akastor, Aker

Solutions and Kværner, plus some limited interest income. The company has few expenses. As a result of a continuing challenging market situation within the oil supplier industry, none of the portfolio companies paid dividends for 2017. Aker Kværner Holding also did not pay a dividend for 2016 or 2017. The underlying assets in Aker Kværner Holding can be measured by the share prices of Akastor, Aker Solutions and Kværner. In 2017, Aker Kværner Holding reversed impairments from previous years amounting to NOK 962 billion. This reversal reflects the considerable increase in value of the portfolio companies on Oslo Stock Exchange in 2017. In 2016, Aker Kværner Holding reversed previous impairments amounting to NOK 2.2 billion.

On 22 June 2007, the state entered into an agreement to acquire 30% of the shares in Aker Kværner Holding AS at the price of NOK 145.6 per share in Aker Solutions, plus interest until the takeover date. At the end of 2017, the respective share prices for Akastor, Aker Solutions and Kværner were NOK 16.4, NOK 46.2 and NOK 15.8. In 2017, Akastor, Aker Solutions and Kværner reported annual profits after tax of NOK -0.1, 0.2 and 0.5 billion respectively, compared with NOK -1.3, 0.4 and 0.2 billion in the previous year.

Income statement (NOK millions)	2017	2016
Operating revenues	0	0
Operating expenses	2	1
Operating profit (EBIT)	-2	-1
Net financial items	962	2 113
Profit/loss before tax	960	2 112
Tax charge	0	0
Profit/loss after tax	960	2 112

Balance sheet	2017	2016
Intangible assets	8 649	7 687
Fixed assets	1	1
Total assets	8 650	7 688
Equity	8 648	7 688
Provision for liabilities	0	0
Current interest-bearing liabilities	2	0
Current interest-free liabilities	1	1
Total debt and liabilities	3	1
Total equity and liabilities	8 650	7 688

Cash flow	2017	2016
Operating activities	-2	-3
Investment activities	0	0
Financing activities	2	0
Change cash and cash equivalents	0	-3

Key figures	2017	2016
Equity ratio	100 %	100 %
Market value of the State's indirect ownership in the companies	2 595	2 306

Dividends	2017	2016
Dividend for the financial year	0	0
Dividend percentage	0	0
Average dividend percentage last 5 years	-18 %	81 %
Dividend to the state	0	0

Additional information	2017	2016
Number of employees	0	0
State ownership at year-end	30 %	30 %
Proportion of women on the board	50 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	60 %



**DNB ASA** is Norway's largest finance group and one of the largest in the Nordic region by market value. The group offers a broad range of financial services, including loans, savings, investment, payment mediation, advisory services, estate agency and pensions for personal and corporate customers. DNB is among the world's leading banks within its international initiative areas, especially energy, shipping, fisheries and seafood. The bank is available through mobile solutions, a 24-hour customer centre, online banking, bank branches, post offices, post-in-store, estate agents and international offices. DNB is listed on Oslo Stock Exchange and is headquartered in Oslo.

The objective of the state's ownership in DNB is to maintain a large and skilled finance group with head office functions in Norway. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

During 2017, DNB defined a new mission, new values and a new strategy for its organisation. A number of factors and developments in recent years had rendered this necessary. Changes in underlying framework conditions have made it easier to switch bank, whilst new consumer patterns and digital innovations are resulting in customers having new expectations. The introduction of new regulations is also presenting opportunities for completely new competitors. In order to meet this challenge, DNB must offer the best customer experiences.

DNB has identified four key factors for successfully offering such customer experiences: Enhance innovation capacity, make greater use of customer insight, implement a training initiative and integrate corporate social responsibility in the processes.

DNB believes that it must think and act like a technology company in areas such as customer experience, innovation, automation, working methodology, new business models, collaboration models, data use and skills composition. The four initiative areas are intended to help move DNB in this direction. Changes were also implemented in the corporate management team during 2017.

### Sustainability and responsible business conduct

DNB strives to promote sustainable value creation by integrating ethical, environ-

CEO: Rune Bjerke

Board of Directors: Anne Carine Tanum (chair), Tore Olaf Rimmereid (vice chair), Karl-Christian Agerup, Jaan Ivar Semlitsch, Berit Svendsen, Carl Anders Løvvik\*, Vigdis Mathisen\* (\* elected by the employees)

Auditors: EY AS



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State ownership through the Ministry of Trade, Industry and Fisheries: 34 %  
The company's website: [www.dnb.no](http://www.dnb.no)

mental and social considerations into its business operation. Corporate social responsibility is now integrated in the principles for corporate governance within DNB.

DNB satisfies the requirements imposed by the authorities regarding reporting linked to human rights, employee rights and social conditions, the external environment and the combating of corruption in business strategies, general operations and in relation to stakeholders through integrated annual reporting and reporting in accordance with the guidelines issued by the Global Reporting Initiative (GRI Standard).

In order to put what the bank means by corporate social responsibility into specific terms, a specific approach to the issue has been adopted in connection with the new strategy. This comprises four points: DNB shall operate with a long-term perspective and generate sustainable financial value for its owners, make a positive contribution to social development by striving to achieve the United Nations' sustainable development goals, acting fairly and honestly and putting the customer's needs first and being open about the business.

### Financial development

In 2017, DNB delivered a profit of NOK 21,803 million. This represents an increase of NOK 2,552 million over 2016, driven by lower impairment on loans and guarantees and an increase in net interest income.

Net interest income increased by NOK 1,313 million from 2016, as a result of lower financing costs, higher volumes and an increase in lending margins. There were increases in volumes in the segments for private customers and small and medium-sized businesses, as well as a planned reduction in volumes regarding large businesses and international customers. Net other operating revenues decreased by NOK 2,335 million from 2016.

Operating expenses rose by NOK 1,261 million from 2016, primarily as a result of provisions for financial activity tax, increased digitalisation, IT projects and non-recurring effects.

Impairments on loans and guarantees were reduced by NOK 4,996 million from 2016 due to lower individual impairments

Income statement (NOK millions)	2017	2016
Net interest income	35 422	34 110
Net other operating income	15 718	18 053
Operating expenses	22 593	21 333
Net gains on fixed and intangible assets	738	-19
Impairment of loans and guarantees	2 428	7 424
Operating profit	26 858	23 387
Tax charge	5 054	4 140
Profit from operations held for sale, after taxes	-1	4
Profit/loss after tax and minority	21 803	19 251

Balance sheet	2017	2016
Loans to customers	1 545 415	1 509 078
Other assets	1 152 853	1 144 123
Total assets	2 698 268	2 653 201
Deposits from customers	971 137	934 897
Other debt and liabilities	1 510 234	1 511 882
Total debt and liabilities	2 481 371	2 446 779
Equity	216 897	206 423
Minority interests	0	0
Total equity	216 897	206 423
Total equity and liabilities	2 698 268	2 653 201

Key figures	2017	2016
Common equity Tier 1 capital ratio <sup>1</sup>	16,4 %	16,0 %
Cost/income ratio	44,2 %	40,9 %
Net non-performing and net doubtful loans, per cent of net loans	0,15 %	0,48 %
Return on equity	10,8 %	10,1 %
Average return on equity last 5 years	12,5 %	12,5 %

Assets and dividends	2017	2016
Market value at year-end	246 105	209 138
Price/book <sup>2</sup>	1,2	1,1
Closing price	152,1	128,4
Dividend for the financial year	11 450	9 284
Dividend percentage	55 %	48 %
Average dividend percentage 5 years	37 %	32 %
Dividend to the state	3 932	3 157
Return including dividends last year	23,5 %	22,2 %
Average return last 5 year	22,0 %	20,5 %

Additional information	2017	2016
Number of employees	9 561	11 459
Proportion of employees in Norway	85 %	72 %
State ownership at year-end	34 %	34 %
Proportion of women on the board	43 %	43 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

<sup>1</sup> In accordance with the transitional rules

<sup>2</sup> Excluding hybrid capital.

and group impairments in the shipping, oil and offshore segments. The reduction in group impairments was due to an improvement in the economic situation and positive migration in certain sectors.

Return on equity was 10.8%, compared with 10.1% in 2016. DNB paid a dividend of NOK 7.10 per share for the 2017 financial year.





# KONGSBERG

**Kongsberg Gruppen ASA** is an international, knowledge-based group established in 1814 that delivers high-technology systems and solutions to customers in the offshore industry, the oil and gas industry, merchant fleet, defence and aerospace. In 2017, 81% of the group's operating revenues originated from outside Norway. At year-end 2017, the group had 6,830 employees in more than 30 countries, of whom 65% worked in Norway. Kongsberg Gruppen is listed on the Oslo Stock Exchange and has its head office in Kongsberg.

Kongsberg Gruppen has three business areas: Kongsberg Maritime (KM), Kongsberg Defence & Aerospace (KDA) and Kongsberg Digital (KDI) (the latter reports under other activity). KDI was established as a step in the development of next-generation digitalised products and services. KM develops products and systems for positioning, navigation and automation for merchant shipping and offshore facilities, as well as products and systems for seabed mapping and monitoring. KDS supplies command and control systems, weapons control systems, communication solutions, missiles and advanced composites and surveillance. The Kongsberg Group is also the Nordic region's largest industrial space company.

The objective of the state's ownership in Kongsberg Gruppen is to maintain a knowledge-based and high-technology industrial group with head office functions in Norway. The company is run on a commercial basis with the aim of delivering a competitive return.

## Key events

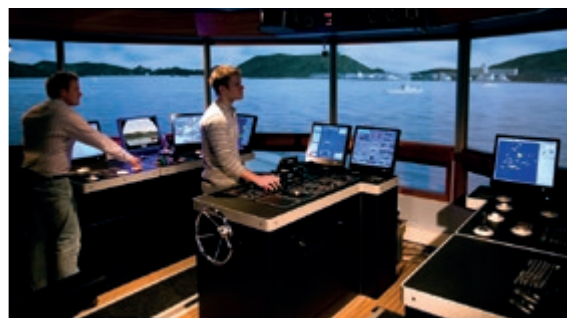
2017 was an eventful year for the Kongsberg Group, during which the group took many technological and market positions. KM took positions within autonomy and remote control and announced a partnership with Yara concerning the world's first autonomous and fully electric container vessel. KM is also a supplier to "Ocean Farm 1", the world's first marine fish farm which was commissioned off the coast of Trøndelag in 2017. The business area continued to encounter challenging market conditions within the oil and gas sectors. Other maritime segments showed positive development, and KM is delivering products and services for many vessel types and maritime market segments.

The former defence areas KPS and KDS were merged to form KDA. KDA signed a

CEO: Geir Håøy

Board of Directors: Eivind Reiten (chair), Irene Waage Basili (vice chair), Morten Henriksen, Anne-Grete Strøm-Erichsen, Martha Kold Bakkevig, Elisabeth Fossan\*, Helge Lintvedt\*, Sigmund Ivar Bakke\* (\* elected by the employees)

Auditors: EY AS



© Kongsberg Gruppen ASA

State ownership through the Ministry of Trade, Industry and Fisheries: 50,001 %  
The company's website: [www.kongsberg.com](http://www.kongsberg.com)

collaboration agreement with German industry for the delivery of combat systems for future submarines, and the Naval Strive Missile was chosen as the standard missile for the German navy. In 2017, the NASAMS air-defence system was chosen by a further three nations: Australia, Lithuania and Indonesia. Substantial steps forward were taken within both parts production for the F-35 programme and development of the Joint Strike Missile. In 2017, the company signed an agreement for the first global satellite-based internet, an important position within the "New Space" segment. KDI launched the Kognifai digital platform.

During 2017, Eivind Reiten was elected as the new board chair.

## Sustainability and responsible business conduct

Sustainable development and corporate social responsibility are pivotal parts of the group's strategic processes. Sustainable technological innovation is a key element in overcoming the major global challenges that the world is facing. In 2018, Kongsberg Gruppen will continue to focus strongly on anti-corruption, corporate social responsibility in the supplier network, and the follow-up of human and workers' rights, both within its own organisation and amongst its business partners.

## Financial development

In 2017, the Kongsberg Group's operating revenues amounted to NOK 14,490 million, 8.6% down on the previous year. The reduction in operating revenues is primarily linked to KM and a sluggish offshore market. KDA recorded operating revenues on a par with the previous year. The group's EBITDA margin was 8.8%, compared with 7.7% in 2016. The group had a strong cash flow in 2017. Improved working capital considerably boosted cash flow. The reduction in net interest-bearing debt amounted to NOK 1,811 million. The equity ratio at the end of 2017 was 35.4%. Book equity rose by NOK 640 million during 2017. The group's board recommended a dividend of NOK 3.75 per share for the 2017 financial year.

Income statement (NOK millions)	2017	2016
Operating revenues	14 490	15 845
Operating expenses	13 718	15 153
Gross operating profit (EBITDA)	1 279	1 217
Operating profit (EBIT)	772	692
Share of profits in associates and joint ventures	187	230
Net financial items	-118	37
Rofit/loss before tax and minority	654	729
Tax charge	95	78
Minority interests	5	-2
Profit/loss after tax and minority	554	653
Balance sheet	2017	2016
Intangible assets	9 023	8 907
Fixed assets	11 820	12 289
Total assets	20 843	21 196
Equity	7 331	6 691
Minority interests	34	34
Total equity	7 365	6 725
Provision for liabilities	2 080	1 830
Current interest-bearing liabilities	3 340	4 083
Current interest-free liabilities	8 058	8 558
Total debt and liabilities	13 478	14 471
Total equity and liabilities	20 843	21 196
Cash flow	2017	2016
Operating activities	2 899	809
Investment activities	-528	-3 343
Financing activities	-1 319	2 668
Foreign currency effects	16	-53
Change cash and cash equivalents	1 068	81
Key figures	2017	2016
Capital employed	10 705	10 808
Gross operating margin (EBITDA)	9 %	8 %
Operating margin (EBIT)	5 %	4 %
Equity ratio	35 %	32 %
Return on equity	8 %	10 %
Average return on equity last 5 years	13 %	15 %
Return on capital employed	8 %	10 %
Assets and dividends	2017	2016
Market value at year-end	18 120	14 940
Price/book	2,5	2,2
Closing price	151,0	124,5
Dividend for the financial year	450	450
Dividend percentage	81 %	69 %
Average dividend percentage last 5 years	78 %	65 %
Dividend to the state	225	225
Return including dividends last year	24,3 %	-11,4 %
Average return last 5 years	8,9 %	5,6 %
Additional information	2017	2016
Number of employees	6 830	7 159
Proportion of employees in Norway	65 %	64 %
State ownership at year-end	50 %	50 %
Proportion of women on the board	50 %	25 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	40 %

**Nammo AS** was founded in 1998 through the merger of three major Nordic munitions companies with a view to strengthening security of supply in the Nordic region. Today, Nammo is a leading supplier of high-end products to the aerospace and defence industry. The core business includes development and production of rocket motors, military and sports ammunition, shoulder-fired systems and environmentally friendly demilitarisation services. At the close of 2017, the company had 2,343 employees, 28 production units and a presence in 14 countries. The head office, together with the group's largest subsidiary which employs almost a third of the group's staff, is situated in Raufoss.

Nammo's vision is "Securing the Future". The company will work to secure the future of its customers, owners and employees through the delivery of top-quality high-tech products. This in turn creates secure and stable jobs and a sustainable business. Nammo's strategic objective is to generate profitable growth in existing markets, with a particular focus on Europe and North America.

The objective of the state's ownership in Nammo is to maintain a knowledge-based and high-tech group with head office functions in Norway. The company is run on a commercial basis with the aim of delivering a competitive return.

## Key events

In 2017, Nammo initiated a series of measures to realise the company's strategy of profitable growth. In January, Nammo entered into a public-private partnership with the US Naval Surface Warfare Center in Indian Head. In December, Nammo's board also approved an investment plan for the facility in Indian Head. The partnership gives Nammo an opportunity to gain a foothold in the US market for rocket motors. The aim is to enable the company to compete for large orders in the market for military rocket motors.

Nammo acquired four new companies during 2017. Three of these come from Moog Inc. and operate within the European market for civilian rocket motors and aerospace. The acquisition of Berger Bullets, which is based in California and manufactures high-quality ammunition primarily aimed at the hunting and competitive shooting segments, was completed at the start of 2017. In January 2018, Nammo acquired 45% of the shares in the US company MAC, which manufactures lightweight ammunition sleeves and boxes made from polymer.

CEO: Morten Brandtzæg

Board of Directors: Jan Erik Korssj  en (chair), Olli Isotalo (vice chair), Ville Jaakonsalo, Dag Opedal, Ingelise Arntsen, Sirpa-Helena Sormunen, Marianne Stensrud\*, Astrid Berg Ardesj   (\*elected by the employees)

Auditors: KPMG AS



  Nammo AS

State ownership through the Ministry of Trade, Industry and Fisheries: 50 %  
The company's website: [www.nammo.com](http://www.nammo.com)

## Sustainability and responsible business conduct

Nammo reports in accordance with the guidelines issued by the Global Reporting Initiative (GRI Standard). The company supports the ten principles of the United Nations Global Compact. During 2017, Nammo's work specifically focussed on the environment, safety and anti-corruption.

Within health, safety and environment, the company particularly focussed on crisis management and preparedness, partly in partnership with the local communities around the production facilities.

Nammo selects raw materials based on their appropriateness and environmentally friendly characteristics with regard to product development and to comply with environmental requirements.

During 2017, internet-based training was provided for employees relating to preventive information security. Nammo has a zero tolerance policy regarding corruption, and the work to follow up and ensure compliance with the ethical guidelines is partly based on dilemma and anti-corruption training.

## Financial development

In 2017, Nammo recorded a profit before tax of NOK 341 million and a profit after tax of NOK 181 million. Profit before tax is 11% lower than last year, while profit after tax is down 35%. The downturn in operating profit was primarily the result of reduced sales as a result of a weaker market within certain areas of the ammunition business and a sluggish and declining market within the demilitarisation operation in Europe. During 2017, Nammo also recognised costs relating to the reorganisation of production and distribution operations in the USA.

Revenue in 2017 amounted to NOK 4,462 million, an increase of 8%. Of this increase, 2.8% is due to acquisitions in the USA, United Kingdom and Ireland, whilst the remainder is organic growth. This has strengthened the company's basis for further profitable growth in its core markets.

The equity ratio was 44% at the end of 2017, compared with 47% in the previous year. This is largely due to an increase in

Income statement (NOK millions)	2017	2016
Operating revenues	4 462	4 132
Operating expenses	4 095	3 748
Gross operating profit (EBITDA)	539	548
Operating profit (EBIT)	367	384
Net financial items	-25	1
Profit/loss before tax and minority	341	385
Tax charge	161	105
Minority interests	0	0
Profit/loss after tax and minority	181	279

Balance sheet	2017	2016
Intangible assets	2 142	1 821
Fixed assets	3 508	3 228
Total assets	5 650	5 050

Equity	2 495	2 383
Minority interests	0	0
Total equity	2 495	2 383
Provision for liabilities	242	233
Current interest-bearing liabilities	1 323	1 068
Current interest-free liabilities	1 590	1 366
Total debt and liabilities	3 155	2 667
Total equity and liabilities	5 650	5 050

Cash flow	2017	2016
Operating activities	154	371
Investment activities	-484	-391
Financing activities	52	201
Change cash and cash equivalents	-278	181

Key figures	2017	2016
Capital employed	3 818	3 451
Gross operating margin (EBITDA)	12 %	13 %
Operating margin (EBIT)	8 %	9 %
Equity ratio	44 %	47 %
Return on equity	7 %	12 %
Average return on equity last 5 years	12 %	14 %
Return on capital employed	11 %	13 %

Dividends	2017	2016
Dividend for the financial year	90	140
Dividend percentage	50 %	50 %
Average dividend percentage last 5 years	50 %	50 %
Dividend to the state	45	70

Additional information	2017	2016
Number of employees	2 343	2 152
Proportion of employees in Norway	34 %	34 %
State ownership at year-end	50 %	50 %
Proportion of women on the board	38 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	33 %	33 %

total assets in the form of an increase in depreciable fixed assets through investments in 2017 and an increase in current receivables and stocks. Nammos achieved a return on equity of 7.6% in 2017. The order backlog at the end of 2017 amounted to NOK 4,645 million, which is considered to be solid. The company paid a dividend for 2017 of NOK 90.3 million, of which half went to the state.





**Norsk Hydro ASA** (Norsk Hydro ASA) (Hydro) is a Norwegian listed and global aluminium company with production, sales and trading throughout the value chain, from bauxite, alumina and energy generation to the production of primary aluminium and rolled products as well as recycling. Based in Norway, the company has 35,000 employees in more than 40 countries. The objective of the state's ownership in Hydro is to maintain a knowledge-based, high-technology industrial group with head office functions in Norway. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

In 2017, Hydro completed the acquisition of Sapa, making Hydro the only global fully integrated aluminium company with a presence throughout the value chain. The acquisition will strengthen Hydro's position within technology, R&D, innovation and product development.

During 2017, Hydro also entered into a long-term wind power contract with Markbygden ETT AB concerning an annual energy supply of 1.65 TWh to Hydro's smelting plants in Norway over a 19-year period from 2021.

Hydro has continued to make progress within the strategic areas "Better, Bigger and Greener". Examples include the start-up of the technology pilot on Karmøy, the production line for car components (AL3) and the recycling facility for used beverage cans (both in Germany), the marketing of the Hydro 75R product, which ensures a recycling rate of at least 75%, and the certified Hydro 4.0 product, with a carbon footprint of less than 4 kg CO<sub>2</sub> per kg aluminium, the binding bid for the ISAL aluminium plant on Iceland and the decision to upgrade and start up the second line at Husnes.

Hydro's improvement target has been increased from NOK 2.9 billion to NOK 3.0 billion by 2019. NOK 1.8 billion has been realised since 2015. Bigger improvements than expected within Bauxite & Alumina offset weaker progress in both Primary Metals and Rolled Products.

In February 2018, extreme rainfall in Pará, Brazil led to flooding in the region. Due to concern for possible water pollution from Alunorte as a result of the flooding, the authorities issued the aluminium refinery with a number of orders. Hydro established both an internal and an independent external group of experts which conducted

CEO: Svein Richard Brandtzæg

Board of Directors: Dag Mejdell (chair), Irene Rummelhoff (vice chair), Marianne Wiinholt, Finn Marum Jebsen, Thomas Schulz, Liv Monica Bargem Stubbholt, Svein Kåre Sund\*, Billy Fredagsvik\*, Sten Roar Martinsen\* (\* elected by the employees)

Auditors: KPMG AS

State ownership through the Ministry of Trade, Industry and Fisheries: 34,26 %  
The company's website: [www.hydro.com](http://www.hydro.com)



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a comprehensive review of Alunorte. Both groups concluded that no leakage had occurred from the red mud landfill sites and that there was also no proof or evidence that Alunorte had polluted local communities nearby after the extreme rainfall in February. Nevertheless, Hydro has implemented various measures and has for example decided to invest NOK 500 million in upgrading the water treatment plant.

### Sustainability and responsible business conduct

Corporate social responsibility and sustainable development are integrated in Hydro's overarching business strategy. The company also has specific support strategies relating to the environment, climate change and human rights. Hydro reports in accordance with the guidelines issued by the Global Reporting Initiative (GRI Standard), is affiliated to the United Nations Global Compact and since 1999 has been included in the Dow Jones' sustainable development indices and in the FTSE4Good and UN Global Compact 100 stock indices.

The results achieved by Hydro relating to safety deteriorated in 2017. Hydro had two fatal accidents and did not achieve the goal of a TRI value of 2.4.

In connection with the situation in Alunorte, Hydro is working with local organisations concerning humanitarian aid to assist local communities in and around Barcarena within health and water supply.

### Financial development

The profit for the year amounted to NOK 9,184 million, including a net currency loss of NOK 1,114 million. The profit for 2016 amounted to NOK 6,586 million, including a net currency gain of NOK 2,126 million. Hydro's underlying EBIT rose to NOK 11,215 million, compared with NOK 6,425 million in 2016. This increase reflects higher realised "all-in" metal and aluminium prices, partly offset by increases in raw material costs, fixed costs and negative currency effects. Net liabilities amounted to NOK 4.1 billion. Hydro's board recommended that a dividend of NOK 1.75 per share be paid for 2017. This dividend reflects the company's strong operating results in 2017 and sound financial position.

Income statement (NOK millions)	2017	2016
Operating revenues	112 167	82 983
Operating expenses	101 504	76 958
Gross operating profit (EBITDA)	16 824	11 499
Operating profit (EBIT)	10 663	6 025
Share of profits in associates and joint ventures	1 527	985
Net financial items	-1 115	2 126
Profit/loss before tax and minority	11 075	9 136
Tax charge	1 891	2 551
Resultat fra avhendet virksomhet	0	0
Minority interests	401	199
Profit/loss after tax and minority	8 783	6 386

Balance sheet	2017	2016
Intangible assets	108 730	94 422
Fixed assets	54 597	36 371
Total assets	163 327	130 793

Equity	87 074	81 906
Minority interests	5 178	5 733
Total equity	92 252	87 639
Provision for liabilities	28 737	22 650
Current interest-bearing liabilities	17 257	6 680
Current interest-free liabilities	25 082	13 824
Total debt and liabilities	71 076	43 154
Total equity and liabilities	163 328	130 793

Cash flow	2017	2016
Operating activities	14 347	10 018
Investment activities	-14 436	-4 781
Financing activities	3 840	-4 386
Foreign currency effects	40	269
Change cash and cash equivalents	3 791	1 120

Key figures	2017	2016
Capital employed	109 509	94 319
Gross operating margin (EBITDA)	15 %	14 %
Operating margin (EBIT)	10 %	7 %
Equity ratio	56 %	67 %
Return on equity	10 %	8 %
Average return on equity last 5 years	4 %	2 %
Return on capital employed	12 %	8 %

Assets and dividends	2017	2016
Market value at year-end	127 487	85 450
Price/book	1,5	1,0
Closing price	62,4	41,3
Dividend for the financial year	3 578	2 554
Dividend percentage	41 %	40 %
Dividend to the state	1 241	886
Average dividend percentage 5 years	69 %	139 %
Return including dividends last year	55,1 %	28,5 %
Average return last 5 years	20,7 %	11,3 %

Additional information	2017	2016
Number of employees	34 625	12 911
Proportion of employees in Norway	11 %	29 %
State ownership at year-end	34,26 %	34,26 %
Proportion of women on the board	33 %	33 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	43 %

**Statoil ASA<sup>4</sup>** is an international technology-based energy company whose main aim is the production of oil and gas. The company also has downstream operations and activities in renewable energy, such as offshore wind farms. The company has operations in more than 30 countries. Statoil is among the world's largest net sellers of crude oil and condensate, and is one of the largest suppliers of natural gas to the European market. At the end of 2017, the company had around 20,250 employees. Statoil is listed on Oslo Stock Exchange and the New York Stock Exchange and is headquartered in Stavanger.

The aim behind the state's ownership of Statoil is for the company to be run on a commercial basis with the aim of delivering a competitive return. A further objective behind the state's ownership is to help maintain a knowledge-based and high-technology industrial group with head office functions in Norway.

## Key events

In October, Statoil took part in the winning bid for the Carcará Nord block and completed transactions in the neighbouring block in order to coordinate assets across the two blocks which make up the Carcará oil discovery off the coast of Brazil. The company further strengthened its position in Brazil towards the end of the year through the acquisition of a 25% share in the Roncador Field. The consideration for the transaction included a cash payment of USD 2.35 billion and resulted in Statoil's total production in Brazil roughly doubling to 110,000 barrels of oil equivalents per day.

Statoil is the operator for the Gina Krog Field in the North Sea, where production commenced at the end of June. In November, Statoil announced that it had entered into an agreement to acquire Total's assets in the Martin Linge Field and the Garantiana discovery for a consideration of USD 1.45 billion.

In 2017, Statoil and its partners submitted a plan for development and operation (PDO) for the following oil and gas fields on the Norwegian shelf: Johan Castberg, Bauge, Njord and Snorre Expansion Project.

The company followed up the initiative within renewable energy and in autumn 2017 opened the two wind farms at Dudgeon and Hywind Scotland, off the coast of the United Kingdom. In October, the company acquired a 43.75% share in the Apodi solar energy project in Brazil.

<sup>4</sup> Statoil ASA changed name to Equinor ASA from 16 May 2018.

CEO: Eldar Sætre

Board of Directors: Jon Erik Reinhardsen (chair), Roy Franklin, Bjørn Tore Godal, Maria Johanna Oudeman, Wenche Agerup, Rebekka Glasser Herlofsen, Jeroen van der Veer, Ingrid Elisabeth di Valerio\*, Stig Lægred\*, Per Martin Labrten \* (\* elected by the employees)

Auditors: KPMG AS

State ownership through the Ministry of Petroleum and Energy: 67 %  
The company's website: [www.statoil.com](http://www.statoil.com)



© Harald Petersen/Statoil ASA

## Sustainability and responsible business conduct

After a period of continuous improvement in its safety statistics since 2008, Statoil experienced a deterioration in 2016. In the wake of this, the company implemented specific measures aimed at further improving safety. At the end of 2017, the frequency of serious incidents had returned to the 2015 level.

There were a total of 16 serious oil and gas leaks in 2017, compared with 18 in 2016. During 2017, Statoil's efforts to reduce direct greenhouse gas emissions were stepped up through the introduction of group-wide guidelines for the assessment of carbon intensity and opportunities for emission reductions for all potential projects and investments.

Statoil aims to implement measures to reduce CO<sub>2</sub> emissions by the equivalent of 3 million tonnes per year from 2017 to 2030. The energy efficiency measures at Hammerfest LNG were the biggest contributory factor in efforts to reduce CO<sub>2</sub> emissions in 2017.

## Financial development

Statoil's operating profit for 2017 ended at USD 13,771 million, compared with USD 80 million in 2016. Higher gas production and higher liquid and gas prices were the main factors behind the improvement in the profit. Lower exploration costs were also a contributory factor.

The company's production in 2017 was at a record high, and for the year as a whole ended at 2,080 million barrels of oil equivalents per day, an increase from 1,978 million barrels in 2016. The increase in production was primarily due to higher flexible gas production in order to take advantage of higher prices, increased onshore production in the USA and the escalation of production from new fields.

In May 2016, Statoil's general meeting approved a dividend share programme. The scrip dividend programme was a series of issues where the company's shareholders could opt to use all or part of their net dividend to acquire new shares in Statoil with a discount of 5%. The programme was terminated as planned after the third quarter of 2017. On the capital market day in 2018, the board recommended increasing the dividend from USD 0.2201 to 0.23 per share for the fourth quarter of 2017.

Income statement (NOK millions) <sup>5</sup>			2017	2016
Operating revenues			506 090	385 397
Operating expenses			392 187	384 734
Gross operating profit (EBITDA)			185 399	97 700
Operating profit (EBIT)			113 903	664
Share of profits in associates and joint ventures			0	0
Net financial items			-2 903	-2 168
Profit/loss before tax and minority			111 000	-1 504
Tax charge			72 969	22 885
Minority interests			66	168
Profit/loss after tax and minority			37 965	-24 557
Balance sheet			2017	2016
Intangible assets			694 045	664 828
Fixed assets			213 562	208 850
Total assets			918 930	878 190
Equity			329 698	294 654
Minority interests			199	227
Total equity			329 897	294 881
Provision for liabilities			355 174	317 212
Current interest-bearing liabilities			233 860	266 098
Current interest-free liabilities			0	0
Total debt and liabilities			589 034	583 309
Total equity and liabilities			918 930	878 190
Cash flow			2017	2016
Operating activities			118 799	75 898
Investment activities			-80 049	-87 761
Financing activities			-48 155	-16 458
Foreign currency effects			3 606	-1 277
Change cash and cash equivalents			-5 798	-29 598
Key figures			2017	2016
Capital employed			563 757	560 978
Gross operating margin (EBITDA)			37 %	25 %
Operating margin (EBIT)			23 %	0 %
Equity ratio			36 %	34 %
Return on equity			12 %	-8 %
Average return on equity last 5 years			2 %	5 %
Return on capital employed			21 %	1 %
Assets and dividends			2017	2016
Market value at year-end			582 219	514 016
Price/book			1.8	1.7
Closing price			175.2	158.4
Dividends paid as cash settlement			12 332	15 761
Dividends in the form of shares			11 224	7 595
Total paid/settled dividends			23 556	23 356
Dividend percentage			62 %	-
Average dividend percentage 5 years			332 %	178 %
Dividend to the state paid as cash settlement			8 398	10 718
Dividend to the state in the form of shares			7 539	5 025
Total paid/settled dividend to the state			15 937	15 742
Return including dividends last year			16.0 %	35.5 %
Average return last 5 years			10.5 %	6.1 %
Additional information			2017	2016
Number of employees			20 245	20 539
Proportion of employees in Norway			87 %	88 %
State ownership at year-end			67 %	67 %
Proportion of women on the board			40 %	50 %
Proportion of women among owner-appointed/shareholder elected board members			43 %	43 %

<sup>5</sup> From 2016, Statoil presents its accounts in USD. The figures for 2017 are converted into Norwegian kroner (NOK), calculated from Statoil's group figures. The exchange rate used is the average price for NOK/USD 8.2712.





CEO: Sigve Brekke

Board of Directors: Gunn Wærsted (chair), Sally Margaret Davis, Rene Obermann, Grethe Viksaas, Jørgen Kildahl, Jon Erik Reinhardsen, Jacob Agraou, Sabah Qayyum\*, Roger Rønning\*, Harald Stavn\* (\* elected by the employees)

Auditors: EY AS



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State ownership through the Ministry of Trade, Industry and Fisheries: 53,97 %  
The company's website: [www.telenor.com](http://www.telenor.com)

**Telenor ASA** is one of the world's leading mobile telecommunications operators, with over 180 million mobile subscribers and 30,000 employees worldwide. The company has operations in Norway, Sweden, Denmark, Thailand, Malaysia, Bangladesh, Pakistan, Myanmar, Hungary, Montenegro, Serbia and Bulgaria. Telenor was established in 1994 through the conversion of Televerket into a limited liability company. The company was listed on the stock exchange in 2000 and is headquartered in Oslo.

The objective of the state's ownership in Telenor is to maintain a knowledge-based and high-technology group with head office functions in Norway. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

In February 2017, Telenor held a capital market day during which the company presented a new strategic direction towards 2020. In future, the company will focus on streamlining its operations, digitalising its organisation and simplifying processes.

One aspect of this strategy was to optimise the company's portfolio of business areas and geographic presence. In March 2018, the company announced that the operations in Hungary, Montenegro, Serbia and Bulgaria were to be sold. After the transaction, Telenor's operations will be focussed on the Nordic region and Asia. In February 2017, Telenor signed an agreement with Bahrti Airtel concerning the takeover of the Indian company. The agreement is expected to be completed in 2018 and will see Telenor withdraw from the Indian market. The company also sold its holding in VEON (Vimpelcom) during the year. The company has also disposed of minor operations within finance and rubric.

### Sustainability and responsible business conduct

In 2017, Telenor focussed on issues such as anti-corruption, human rights and the

responsible follow-up of the supplier chain. The company carried out 5,000 inspections in order to investigate the circumstances of its subcontractors. The company also provided training courses for its employees within issues such as data protection, ethics and HSE. Telenor has committed to adhere to the United Nations' sustainability targets and has specifically highlighted goal number ten to reduce social inequalities. Measures include provision for the registration of newborn babies in Pakistan in collaboration with UNICEF and local authorities.

### Financial development

In 2017, Telenor's revenues ended at NOK 124.8 billion, an organic growth of 1% over the previous year. The growth stems from strong market development in Bangladesh, Pakistan and Myanmar. In 2017, operating expenses were reduced by NOK 2.2 billion to NOK 44.7 billion, driven by the implementation of an efficiency programme in accordance with the new strategy. The biggest cuts were made in Thailand, Norway, Sweden and Pakistan. The company delivered a record EBITDA of NOK 49.0 billion (39% margin), to which Bangladesh, Pakistan, Sweden and Thailand were the biggest contributors. Investments fell from NOK 25.3 billion to NOK 21.3 billion, primarily as a result of a downturn in Asia. Adjusted for acquisitions, spectrum and licences, investments accounted for 14.6% of total revenues, down from 17.4% in 2016.

Telenor delivered a profit after tax of NOK 12.0 billion. Profit improved compared with 2016 (NOK 2.8 billion) as a result of more efficient operation and reduced losses from business areas which have been sold. Telenor paid a dividend of NOK 8.1 per share for the 2017 financial year, amounting to NOK 12.2 billion in total. The board also recommended an extraordinary payment to shareholders of NOK 3 per share, totalling NOK 4.5 billion, following the disposal of the operations in Central and Eastern Europe.

Income statement (NOK millions)	2017	2016
Operating revenues	124 756	131 427
Operating expenses	98 017	114 357
Gross operating profit (EBITDA)	48 891	45 103
Operating profit (EBIT)	26 739	17 070
Share of profits in associates and joint ventures	-4 617	-1 796
Net financial items	-164	-3 543
Profit/loss before tax and minority	21 958	11 731
Tax charge	6 854	5 924
Minority interests	2 915	2 974
Profit/loss after tax and minority	11 982	2 832
<b>Balance sheet</b>	<b>2017</b>	<b>2016</b>
Intangible assets	148 298	153 328
Fixed assets	53 468	52 991
Total assets	201 766	206 319
Equity	57 496	50 879
Minority interests	4 839	4 517
Total equity	62 335	55 396
Provision for liabilities	11 161	10 775
Current interest-bearing liabilities	74 297	86 361
Current interest-free liabilities	53 972	53 787
Total debt and liabilities	139 430	150 923
Total equity and liabilities	201 765	206 319
<b>Cash flow</b>	<b>2017</b>	<b>2016</b>
Operating activities	42 046	39 778
Investment activities	-9 710	-21 105
Financing activities	-33 421	-9 037
Foreign currency effects	-632	-446
Change cash and cash equivalents	-1 717	9 190
<b>Key figures</b>	<b>2017</b>	<b>2016</b>
Capital employed	136 632	141 757
Gross operating margin (EBITDA)	39 %	34 %
Operating margin (EBIT)	21 %	13 %
Equity ratio	31 %	27 %
Return on equity	22 %	5 %
Average return on equity last 5 years	12 %	9 %
Return on capital employed	17 %	11 %
<b>Assets and dividends</b>	<b>2017</b>	<b>2016</b>
Market value at year-end	264 106	193 688
Price/book	4,6	3,8
Closing price	175,90	129,00
Dividend for the financial year	12 162	11 711
Dividend percentage	102 %	413 %
Average dividend percentage last 5 years	157 %	164 %
Dividend to the state	6 564	6 320
Return including dividends last year	42,5 %	-7,8 %
Average return last 5 years	15,8 %	10,9 %
Sales proceeds to the state/retirement of shares	0	0
<b>Additional information</b>	<b>2017</b>	<b>2016</b>
Number of employees	31 000	37 000
Proportion of employees in Norway	12,0 %	15,9 %
State ownership at year-end	53,97 %	53,97 %
Proportion of women on the board	40 %	45 %
Proportion of women among owner-appointed/shareholder elected board members	43 %	50 %



**Yara International ASA** (Yara) is an integrated fertilizer company with a growing portfolio of nitrogen-based chemicals for industrial use. Yara was established in 1905 and now has a presence across much of the world, with around 16,000 employees and over 200 terminals, warehouse buildings, mixing facilities and packing facilities in more than 60 countries. The company has 31 production units, of which two are situated in Norway, in Glomfjord and Herøya. Yara is listed on the Oslo Stock Exchange and is headquartered in Oslo. In collaboration with its customers and business partners, Yara cultivates knowledge in order to achieve the company's vision of a society built on collaboration, a world without hunger and respect for the planet. The objective of the state's ownership in Yara is to maintain a knowledge-based, high-technology industrial group with a head office in Norway. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

Yara's strategy is based on profitable growth and the company carried out a number of acquisitions and expansions in 2017. The company has also initiated an improvement programme to improve the productivity of its existing facilities. In December, Yara announced the acquisition of the Vale Cubatão Fertilizantes complex in Brazil. Yara further developed its own expansion projects in 2017, in Porsgrunn, Norway; Köping, Sweden; Sluiskil, Netherlands; Uusikaupunki, Finland; and Salitre and Rio Grande in Brazil. Yara also announced plans to increase its investments in digital agricultural solutions. As part of this strategy, in 2017 Yara acquired Agronomic Technology Corp (ATC), a US agricultural technology company with a focus on modelling and analysis of soil, water, crops and fertiliser.

### Sustainability and responsible business conduct

As a member of the United Nations' Global Compact, Yara has undertaken to follow the organisation's principles on human rights, the environment, workers' rights and anti-corruption. Yara also adheres to the OECD Guidelines for Multinational Enterprises and Anti-Bribery Convention, and the company supports the United Nations' Sustainable Development Goals.

Yara's strategy is to generate value for its shareholders, customers and employees, as well as for society in general, and in 2017:

CEO: Svein Tore Holsether

Board of Directors: Leif Teksum (chair), Maria Moræus Hanssen (deputy chair), Geir Petter Isaksen, Hilde Bakken, John Gabriel Thuestad, Geir Olav Sundbø\*, Rune Bratteberg\*, Kjersti Aass (\*elected by the employees)

Auditors: Deloitte AS



© Yara International ASA

State ownership through the Ministry of Trade, Industry and Fisheries: 36,21 %  
The company's website: [www.yara.com](http://www.yara.com)

- Yara continued to invest in energy efficiency, resulting in a reduction in energy consumption per unit of ammonia produced of around 8%.
- Yara contributed to further efficiency gains within the consumption of fertilizer and water in agriculture through the development of its N-Sensor and N-Tester tools, combined with crop modelling and new sensor and map technology.
- The company further developed a series of development engagements, including the SAGCOT agricultural growth corridor in Tanzania, Farm to Market alliance (FtMA) with the World Food Program and other partners, which has so far reached more than 136,000 farmers with improvements in financial returns and finance.
- Yara continued its long-term prioritisation of compliance, partly through training 3,740 employees face-to-face and processing 253 enquiries through its internal and external reporting channels.
- The company increased the proportion of women amongst senior executives and implemented a raft of measures to increase the proportion further.
- The company reduced injury frequency further, from 2.5 in 2016 to 1.8 in 2017.

### Financial development

Yara's cash return on gross investment (CROGI) ended at 7.0% for 2017, down from 9.5% in 2016, and below Yara's target for a minimum of 10% over the business cycle. The margins were lower than in 2016, primarily as a result of higher energy prices and lower premiums for NPK fertiliser and nitrates. Yara's global fertiliser deliveries ended at 27.2 million tonnes, on a par with 2016. Yara's net profit after minority interests amounted to NOK 3,948 million, 38% down on 2016. Yara maintained a strong financial position in 2017, although the gearing ratio rose from 0.17 to 0.25, as the sum of maintenance and growth investments and dividends to shareholders exceeded cash earnings. The board recommended a dividend of NOK 6.50 per share, down from NOK 10 in 2016. This corresponds to a total payment to shareholders of NOK 1,776 million.

Income statement (NOK millions)	2017	2016
Operating revenues	93 812	97 170
Operating expenses	90 036	88 399
Gross operating profit (EBITDA)	11 120	13 450
Operating profit (EBIT)	3 777	8 771
Share of profits in associates and joint ventures	245	-348
Net financial items	782	-61
Rofit/loss before tax and minority	4 803	8 363
Tax charge	815	2 041
Minority interests	41	-37
Profit/loss after tax and minority	3 948	6 360
<b>Balance sheet</b>	<b>2017</b>	<b>2016</b>
Intangible assets	90 078	83 938
Fixed assets	39 168	36 567
Total assets	129 246	120 505
Equity	75 540	74 444
Minority interests	2 290	2 326
Total equity	77 831	76 770
Provision for liabilities	11 266	11 558
Current interest-bearing liabilities	23 841	16 555
Current interest-free liabilities	16 309	15 621
Total debt and liabilities	51 416	43 734
Total equity and liabilities	129 246	120 505
<b>Cash flow</b>	<b>2017</b>	<b>2016</b>
Operating activities	6 478	14 084
Investment activities	-11 105	-10 604
Financing activities	5 379	-2 989
Foreign currency effects	-47	39
Change cash and cash equivalents	705	531
<b>Key figures</b>	<b>2017</b>	<b>2016</b>
Capital employed	101 672	93 325
Gross operating margin (EBITDA)	12 %	14 %
Operating margin (EBIT)	4 %	9 %
Equity ratio	60 %	64 %
Return on equity	5 %	9 %
Average return on equity last 5 years	10 %	13 %
Return on capital employed	5 %	10 %
<b>Assets and dividends</b>	<b>2017</b>	<b>2016</b>
Market value at year-end	102 921	92 894
Price/book	1,4	1,2
Closing price	377	340
Dividend for the financial year	1 776	2 732
Dividend percentage	45 %	43 %
Average dividend percentage last 5 years	47 %	44 %
Dividend to the state	643	989
Return including dividends last year	12,7 %	-9,2 %
Average return last 5 years	10,2 %	11,5 %
Sales proceeds to the state/retirement of shares	0	252
<b>Additional information</b>	<b>2017</b>	<b>2016</b>
Number of employees	15 527	14 736
Proportion of employees in Norway	9 %	9 %
State ownership at year-end	36,21 %	36,21 %
Proportion of women on the board	38 %	38 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %









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## CATEGORY 3

# Commercial objectives and other specifically defined objectives

This category includes companies where the state's ownership has commercial objectives and other societal reasons for state ownership than maintaining the head office in Norway. The state's expectations regarding profits and returns are based on the companies' risk profiles. The companies operate in markets with other commercial actors..

Argentum Fonds-Investments AS	64
Eksportfinans ASA	65
Electronic Chart Centre AS	66
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# ARGENTUM

**Argentum Fondsinvestments AS** was established in 2001 to manage the state's investments in active equity funds (private equity) with the objective of generating competitive returns and creating a more dynamic capital market for unlisted companies.

The company has grown into a specialised capital management business directed at active equity funds in Norway and Northern Europe, and the energy sector internationally. The investment model is based on the fund-in-fund principle, where the company commits capital to private equity funds which primarily raise capital in the international capital markets. Investments are divided into buy-out funds and venture funds. Argentum is the largest investor in Norwegian venture capital funds. As of 31 December 2017, the company had investments in 120 funds, which in turn owned 688 unlisted companies. As of the same date, Argentum Fondsinvestments had equity of around NOK 7 billion and net fund commitments of around NOK 9.3 billion. The company's head office is situated in Bergen.

Argentum Asset Management is the group's asset management company. The company's core expertise is the evaluation and selection of private equity funds and fund managers. Investments are made by investing in newly established funds (primary), by acquiring interests in existing funds (secondary) or through co-investments with fund managers. Argentum Asset Management also manages capital for professional investors such as pension funds, foundations and wealthy individuals. Argentum Asset Management manages net fund commitments totalling NOK 13 billion.

The objective of the state's ownership of Argentum is to achieve a good return on investments in private equity funds, contribute to a more dynamic capital market for unlisted companies and co-invest in such funds with private investors, and, as an investor, to promote the development of the private equity sector. The state's ownership objective is provided for by the state being an owner of the company, and not through special guidelines from the owners on the company's operations.

## Key events

Argentum Fondsinvestments committed a total of NOK 600 million in new funds during 2017. Argentum Asset Management has established a new series of annual fund-in-funds, where the company offers professional investors selected active equity funds in Northern Europe during the year in question.

CEO:  
Joachim Høegh-Krohn

Board of Directors: Jon Hindar (chair),  
Grethe Høiland (vice chair), Rikke  
Reinemo, Kjell Martin Grimeland,  
Tina Steinsvik Sund

Auditors:  
PricewaterhouseCoopers AS



© Argentum Fondsinvestments AS

State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.argentum.no](http://www.argentum.no)

## Sustainability and responsible business conduct

The assessment of corporate social responsibility is a key aspect of all investment decisions in Argentum and in the monitoring of the company's managers. Argentum maintains a regular dialogue with managers and other stakeholders in order to contribute to the development of good processes and routines linked to corporate social responsibility. Argentum is a member of the UN Global Compact and reports to the organisation yearly. The company is also an active member of Norsif, an independent association for investors with an interest in responsible and sustainable management. Argentum supports "Women's Empowerment Principles", an initiative to promote gender equality under the auspices of the UN. Argentum annually publishes a separate corporate social responsibility report, which also presents an overview of developments within the area in the company's fund portfolio.

In 2017, the analysis agency Menon Economics conducted a survey on behalf of Argentum. This survey showed that Norwegian businesses owned by a fund in which Argentum has invested employ a total of 59,000 people, whereas they employed 12,000 people in 2002. This corresponds to an average annual growth in the number of employees of 12%, which is above the rate of growth in the Norwegian economy generally.

## Financial development

Argentum delivered a profit of NOK 1,577 million in 2017. Of this profit, NOK 599 million consisted of gains realised from the investment portfolio in private equity funds, whilst NOK 1,054 million stemmed from value increases in the portfolio. The profit for 2017 is the best in the company's history.

The market value of the investment portfolio in private equity funds amounted to NOK 7,643 million at the close of 2017, whereas the corresponding value at the end of 2016 was NOK 6,131 million. The net return (after all costs) on the company's investment portfolio was 13.35% per year measured from the start-up in 2001 to the end of 2017.

Income statement (NOK millions)	2017	2016
Operating revenues	1 664	-50
Operating expenses	69	60
Gross operating profit (EBITDA)	1 595	-111
Operating profit (EBIT)	1 595	-111
Net financial items	0	4
Profit/loss before tax and minority	1 595	-106
Tax charge	18	17
Minority interests	0	0
Profit/loss after tax and minority	1 577	-123

Balance sheet	2017	2016
Intangible assets	7 857	6 337
Fixed assets	344	1 034
Total assets	8 201	7 370

Equity	8 109	7 331
Provision for liabilities	0	0
Current interest-bearing liabilities	33	0
Current interest-free liabilities	60	39
Total debt and liabilities	92	39
Total equity and liabilities	8 201	7 370

Cash flow	2017	2016
Operating activities	78	171
Investment activities	98	-7
Financing activities	-800	-500
Change cash and cash equivalents	-624	-336

Key figures	2017	2016
Capital employed	8 141	7 331
Gross operating margin (EBITDA)	96 %	-
Operating margin (EBIT)	96 %	-
Equity ratio	99 %	99 %
Return on equity	20 %	-2 %
Average return on equity last 5 years	11 %	9 %
Return on capital employed	21 %	-1 %

Dividends	2017	2016
Dividend for the financial year	350	800
Dividend percentage	22 %	-
Average dividend percentage last 5 years	55 %	80 %
Dividend to the state	350	800

Additional information	2017	2016
Number of employees	20	21
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	60 %	60 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	60 %



CEO: Geir Bergvoll

Board of Directors: Sigurd Carlsen (chair), Christian Berg (vice chair), Toril Eidesvik, Bjørn Berg, Marianne Bergmann Røren, Rune Helgeland\* (\* elected by the employees)

Auditors: PricewaterhouseCoopers AS



© Eksportfinans ASA

State ownership through the Ministry of Trade, Industry and Fisheries: 15 %  
The company's website: [www.eksportfinans.no](http://www.eksportfinans.no)

**Eksportfinans ASA** was established in 1962 and is located in Oslo. The company actively manages a portfolio of loans to the Norwegian export industry, foreign buyers of Norwegian capital goods, and the municipal sector in Norway. Almost all of the loans are guaranteed by the Norwegian Export Credit Guarantee Agency (GIEK) and/or banks. The company also manages a portfolio of international securities. Business is funded through bonds and commercial paper issued in the international capital markets. At the close of 2017, the company had 27 employees and was owned by 22 commercial and savings banks in addition to the state, represented by the Ministry of Trade and Industry. The state acquired its 15% ownership interest through a private placement in 2001.

The objective of the state's ownership in Eksportfinans is to contribute, as a shareholder, to the company managing to best effect its existing portfolio of assets, liabilities and obligations in accordance with applicable contracts.

## Key events

During 2017, the company continued to manage its existing portfolio of assets and liabilities in accordance with establish agreements, but without granting new loans. This strategy was established in 2012, in connection with Eksportkredit Norge being made responsible for providing new state-supported export credits. As expected, Eksportfinans' balance was reduced during the year and the company repaid the final listed loan in the USA. The operation was stable and solvency and liquidity were both strong. For the first time since 2011, Eksportfinans issued a new bond loan of NOK 2 billion in 2017 and the company also renewed its Commercial Paper programme. The company's rating is BBB+ according to Standard & Poor's Rating Services, which revised its view of the company's future outlook from stable to positive in November 2017.

## Sustainability and responsible business conduct

The board of Eksportfinans has adopted guidelines for corporate social responsibility. Eksportfinans' Social Responsibility Policy sets out ethical guidelines and

whistle-blowing routines for the company, environmental and social requirements for projects funded by Eksportfinans, anti-corruption measures and measures to prevent money laundering. The policy document is publicly available on the company's website. The company also has HSE guidelines, which were revised in 2017. Eksportfinans monitored its portfolios in accordance with the guidelines in close collaboration with GIEK and other guarantors during the year.

## Financial development

Net interest income in 2017 was NOK 191 million, compared with NOK 260 million in 2016. The decline was primarily due to lower interest-bearing balance. The profit from the underlying business, excluding unrealised gains and losses on financial instruments and losses hedged by the portfolio hedge agreement, amounted to NOK -13 million in 2017, compared with NOK 177 million in 2016. The negative profit was partly due to a termination fee of NOK 55 million, which was triggered when the portfolio hedging agreement was terminated at the request of Eksportfinans with effect from 31 December 2017. The figures for 2016 also include a gain from the sale of Eksportfinans' office building, partly offset by provisions linked to a judgement in the now concluded case between the company and the Ministry of Trade, Industry and Fisheries concerning the 108-agreement.

Comprehensive income in accordance with IFRS was NOK -261 million for 2017, compared with NOK -345 million for 2016. The negative figures are primarily due to the reversal of previously unrealised gains on Eksportfinans' own debt. The remaining balance of previously unrealised gains of NOK 368 million (after derivatives) at the end of 2017 will continue to be reversed as unrealised losses in the income statement in the future. At the close of 2017, Eksportfinans had assets totalling NOK 22.4 billion. Debts and liabilities amounted to NOK 15.6 billion, and equity was NOK 6.8 billion. The capital adequacy ratio and Tier 1 capital ratio were both 94%. Eksportfinans did not pay dividend for the year 2017.

Income statement (NOK millions)	2017	2016
Interest income	640	1 279
Interest costs	449	1 019
<b>Net interest income</b>	<b>191</b>	<b>260</b>
Net operating income	-415	-661
Operating expenses	114	107
Net losses	0	0
<b>Operating profit</b>	<b>-338</b>	<b>-508</b>
Tax charge	-84	-177
<b>Profit/loss after tax</b>	<b>-254</b>	<b>-331</b>

Balance sheet	2017	2016
<b>Total assets</b>	<b>22 398</b>	<b>33 171</b>
<b>Total debt</b>	<b>15 595</b>	<b>26 106</b>
<b>Equity</b>	<b>6 803</b>	<b>7 065</b>
<b>Total equity and liabilities</b>	<b>22 398</b>	<b>33 171</b>

Key figures	2017	2016
Tier 1 capital ratio	94 %	61 %
Loss ratio lending	0 %	0 %
Return on equity	-4 %	-7 %
Average return on equity last 5 years	-18 %	-31 %

Dividends	2017	2016
Dividend for the financial year	0	0
Dividend percentage	0 %	0 %
Average dividend percentage last 5 years	0 %	0 %
Dividend to the state	0	0

Additional information	2017	2016
Number of employees	27	29
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	15 %	15 %
Proportion of women on the board	33 %	33 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %



## ELECTRONIC CHART CENTRE

**Electronic Chart Centre AS (ECC)** aims to help improve safety at sea, partly through the development and operation of electronic sea charts. The company was established as a limited company following divestment from the Norwegian Mapping Authority in 1999. ECC has its head office in Stavanger and employs 20 staff.

The company's operations are concentrated on the provision of services which ensure that Norway meets its obligations under international and national strategies regarding safety at sea. This is achieved by managing a database for PRIMAR, a coordination centre for official navigation charts in which many countries are participating. ECC also strives to meet requirements from new areas of use and new technologies for actors on land, at sea and in the air.

The objectives of the state's ownership of ECC are to enable Norway to fulfil its obligations under international conventions concerning safety at sea, and to meet the public need for increased maritime safety by managing and publishing authorised electronic nautical charts owned by the hydrographic offices. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

In 2017, ECC negotiated and signed a new contract with the Norwegian Mapping Authority concerning the further development and operation of electronic sea charts for the PRIMAR database. The work for PRIMAR accounts for around 90% of ECC's revenues.

ECC has signed new contracts to develop technological solutions adapted to new map standards (including S-101 and S-102).

At the beginning of 2018, ECC entered into an agreement to develop GIS Solutions for eSmart Systems.

ECC produced the first version of the LZ-Nord (Landing Zone-North) app in March 2017, which provides maps of safe landing zones for rescue helicopters and which will be used by various preparedness units in Norway. During the year, ECC continued to further develop and market this solution.

ECC has developed, or will develop, many other map-related solutions for Gule Sider in Norway and Sweden, the Norwegian pilot service and port authorities internationally.

### Sustainability and responsible business conduct

ECC evaluates and prioritises develop-

CEO:  
Ralph Emmanuel Daber  
Board of Directors: Tina Steinsvik Sund (chair), Knut Ole Flåthen (vice chair), Nicolai Jarlsby  
Auditors: Deloitte AS



© Electronic Chart Centre AS

State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.ecc.no](http://www.ecc.no)

ment activities, cooperation and business procedures and has a strong awareness of its corporate social responsibility. The company's activities help to improve safety at sea. ECC has an external whistleblowing service, where employees can anonymously report any reprehensible circumstances within the company. The company also consciously strives to limit the environmental impact of its operations.

ECC's principal customer is the Norwegian Mapping Authority, but given the company's aim of attracting more private customers, the need for awareness of and good routines for background checks of customers and subcontractors is increasing. In 2017, ECC prepared a standard procedure and contract template for large project opportunities and established a specific anti-corruption routine.

In 2017, ECC was accredited as an Inclusive Working Life company and supported the Norwegian Cancer Society's relay for life event by providing a map solution.

### Financial development

Operating revenues declined to NOK 25.5 million in 2017, compared with NOK 27.7 million in the previous year, primarily as a result of a lower level of activity linked to the development and operation of electronic sea charts for PRIMAR. Profit after tax was relatively low at NOK 1.2 million, especially compared with a particularly good profit for the previous year of NOK 5.4 million. The downturn was partly due to lower revenues and higher costs for positioning in preparation for future growth. ECC paid an ordinary dividend of NOK 1.2 million for 2017, as well as a dividend of NOK 3.5 million through a capital reduction, approved at the 2018 ordinary general meeting.

ECC aims to invest for future growth and to exploit new business opportunities. International conventions and strategies which require greater use of ECC's products and services will present opportunities for future operation, and existing investments are also expected to have positive effects.

Income statement (NOK millions)	2017	2016
Operating revenues	25,5	27,7
Operating expenses	24,3	22,3
Gross operating profit (EBITDA)	1,3	5,5
Operating profit (EBIT)	1,2	5,4
Net financial items	0,0	0,0
Profit/loss before tax	1,2	5,4
Tax charge	0,0	0,0
Profit/loss after tax	1,2	5,4

Balance sheet	2017	2016
Intangible assets	3,9	3,3
Fixed assets	11,7	16,0
Total assets	15,6	19,3
Equity	8,8	8,8
Provision for liabilities	0,0	0,0
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	6,8	10,6
Total debt and liabilities	6,8	10,6
Total equity and liabilities	15,6	19,3

Key figures	2017	2016
Capital employed	8,8	8,8
Gross operating margin (EBITDA)	5 %	20 %
Operating margin (EBIT)	5 %	19 %
Equity ratio	56 %	45 %
Return on equity	14 %	58 %
Average return on equity last 5 years	13 %	13 %
Return on capital employed	14 %	58 %

Dividends	2017	2016
Dividend for the financial year	4,7	5,4
Dividend percentage	388 %	100 %
Average dividend percentage last 5 years	275 %	214 %
Dividend to the state	4,7	5,4

Additional information	2017	2016
Number of employees	20	18
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	33 %	33 %
Proportion of women among owner-appointed/shareholder elected board members	33 %	33 %



CEO: Erica Blakstad

Board of Directors: Mai-Lill Ibsen (chair), Anne Breiby (vice chair), Johan Fredrik Dahle, Trond Ellingsen, Einar Westby, Christine Lundberg Larsen, Kristine Bugge-Lie\* (\* elected by the employees)

Auditors: PricewaterhouseCoopers AS



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**GIEK Kredittforsikring AS** aims to promote Norwegian industry with a special emphasis on small and medium enterprises (SME) and Norwegian exports. GIEK Kredittforsikring is the only fully integrated Norwegian credit insurance company and has all functions in Norway. GIEK Kredittforsikring's history stretches back to 1922. The company has followed Norwegian businesses out into the market since the beginning. The company was part of the Norwegian Export Credit Guarantee Agency (GIEK) until 2001, when it was divested as a separate limited company. The state's ownership was managed by GIEK until the end of 2014. Management of the state's ownership was transferred to the Ministry of Trade, Industry and Fisheries with effect from 1 January 2015. Today, GIEK Kredittforsikring is an important collaboration partner for the Norwegian seafood industry and for small, medium and large enterprises in other industries. GIEK insures the companies' trade debtors, both before and after delivery. GIEK Kredittforsikring has its head office in Oslo.

The aim of the state's ownership of GIEK Kredittforsikring is to help provide appropriate credit insurance to small and medium-sized businesses. The company is run on a commercial basis with the aim of delivering a competitive return.

## Key events

Customer behaviour, technology and framework conditions are changing both in Norway and elsewhere, and demand for credit insurance solutions amongst businesses is affected by these factors. As part of its product development, GIEK Kredittforsikring has expanded its collaboration with financial institutions. The products are now increasingly being used as an instrument to give customers of financial institutions greater access to financing.

Smart and effective IT solutions are important, and GIEK Kredittforsikring is constantly striving to develop solutions which support the company's goals and business strategy. In 2017, certain processes were automated with the aim of developing better and more integrated solutions in partnership with customers.

During 2016 and 2017, GIEK Kredittforsikring worked with GIEK, Eksportkredit Norge and Innovasjon Norge to implement the joint "Eksportteamet" project.

State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.giekkreditt.no](http://www.giekkreditt.no)

GIEK Kredittforsikring has drawn on experiences gained through this project in a close collaboration with the policy implementation system aimed at customers and used them as input concerning the government's strategy for exports and internationalisation and as input to the report entitled "Evaluation of GIEK and Eksporkredit Norge".

## Sustainability and responsible business conduct

GIEK Kredittforsikring believes that corporate social responsibility is an integral part of the company's operations and strategy. GIEK Kredittforsikring also insures sales to many countries, including countries where there is a high risk of corruption, money-laundering or terrorism financing generally. The company does not directly influence trade between its Norwegian customers and their clients. Nevertheless, it is a clear goal for GIEK Kredittforsikring to help reduce the risk of corruption, money laundering and financing of terrorism between the company's customers and their clients.

During 2017, GIEK Kredittforsikring revised and reinforced its routines linked to money laundering. The preventive work is carried out through the imposition of requirements for transparent transactions and good documentation. In addition, a separate clause has been incorporated into the insurance terms and conditions to combat these types of offences. In the clause, it is assumed that customers linked to the contracts and receivables that the insurance concerns have not acted in breach of the relevant provisions of the Penal Code. The provisions prohibit the financing of terrorism, the receiving of stolen goods, money laundering and corruption, and the aiding and abetting of such acts. The insurance liability will lapse if the company's customers still act in breach of these bans. The same will apply if any assistants of customers act in breach of the bans and the customer knew or must have been aware of their actions.

## Financial development

Competition in the credit insurance market is tough, and the company's premium

Income statement (NOK millions)	2017	2016
Premiums, net of reinsurance	47,8	43,5
Other insurance-related income	4,7	4,6
Claims incurred, net of reinsurance	-26,4	-5,3
Insurance-related operating expenses, net of reinsurance	-35,6	-40,9
Result of technical accounting for non-life insurance	-9,4	1,8
Net income from investments	4,0	7,1
Other incomes	0,4	0,6
Profit/loss, non-technical accounts	4,4	7,8
Profit/loss from ordinary activities	-5,1	9,6
Tax charge	1,2	-2,5
Result before other comprehensive income	-3,9	7,1
Actuarial gains / losses defined benefit plans	-2,1	-4,9
Tax on actuarial profit/loss	0,5	1,2
Profit/loss after tax	-5,4	3,4
<b>Balance sheet</b>	<b>2017</b>	<b>2016</b>
Total assets	471	476
Total liabilities	232	231
Total equity	239	245
Total equity and liabilities	471	476
<b>Key figures</b>	<b>2017</b>	<b>2016</b>
Equity ratio	51 %	51 %
Solvency margin	292 %	283 %
Cost ratio	74 %	94 %
Loss ratio	55 %	12 %
Combined ratio	130 %	106 %
Return on equity	-2,2 %	1,4 %
Average return on equity last 3 years	3,1 %	5,8 %
<b>Dividends</b>	<b>2017</b>	<b>2016</b>
Dividend for the financial year	0	0
Dividend percentage	0 %	0 %
Average dividend percentage last 5 years	0 %	4 %
Dividend to the state	0	0
<b>Additional information</b>	<b>2017</b>	<b>2016</b>
Number of employees	34	34
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	57 %	57 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %

revenues were negatively affected by lower premium rates in the market. The company's pension commitments increased in 2017 as a result of changes in assumptions, e.g. a reduction in the discount rate which is used to calculate the present value of future commitments in the scheme. The profit for the year was NOK -5.4 million in 2017. The company did not pay a dividend for 2017.



CEO: Haakon H. Jensen  
Board of Directors: Thomas Falck (chair), Anne Kathrine Slungård (vice chair), Beatriz Malo de Molina, Thor Egil Five, Hans Aasnæs  
Auditors: KPMG AS



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State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.investinor.no](http://www.investinor.no)

**Investinor AS** invests in competitive, internationally oriented companies, primarily during the commercialisation phase. In addition to investment in the early stages of growth, the company has some flexibility towards investing in companies in the expansion phase. Investinor exercises competent, active ownership. The company is operated on a commercial basis in accordance with the market investor principle in the EEA agreement, with the aim of delivering a good long-term return combined with risk diversification. Investinor sells its stake in portfolio companies when other owners are better placed to take them to the next level. Investinor's vision is to transform promising companies into global leaders by working with entrepreneurs and other investors.

The objective of the state's ownership of Investinor is to boost value creation in Norwegian business and industry through investing in start-up companies, early stage companies and, to a lesser extent, those in the expansion stage. State ownership is also intended to help develop experience and expertise in owning and developing companies in the early stages of growth. The company is to be run on a commercial basis with the aim of delivering a competitive return.

### Key events

In 2017, Investinor invested in 13 new portfolio companies and conducted 39 follow-up investments in existing portfolio companies. A total of around NOK 938 million of venture capital was injected into the portfolio companies, of which Investinor contributed approximately NOK 310 million. The investment portfolio increased from 35 to 46 companies. In 2017, Investinor carried out its first stock exchange listing of a portfolio company with BergenBio. Investinor also attracted

a number of international venture funds to its portfolio companies, including Intel Capital and White Star Capital. During the year, many of the portfolio companies developed positively, and show the potential to become strong growth companies in the years to come.

### Sustainability and responsible business conduct

Investinor is a responsible investor that will contribute to sustainable wealth creation by taking into account environmental, social and governance (ESG) issues in all its investments. ESG issues have been incorporated into Investinor's investment analysis, decision-making processes and active exercising of ownership. Investinor has committed to the UN's Global Compact and the UN's Principles for Responsible Investment. Investinor aims to develop good internal procedures in order to identify and manage challenges associated with the investment process, i.e. during the analysis and negotiation phase before Investinor becomes the co-owner of a company. The work to quality-assure Investinor's methodology for analysing ESG risk in investments was further stepped up in 2017.

### Financial development

As an investment company, Investinor's operating revenues consist of changes in the value of the investment portfolio. In 2017, Investinor's operating revenues totalled NOK 74.3 million, compared with NOK 166.5 million in the previous year. This downturn is primarily due to a stronger net change in market value in the investment portfolio. The company's operating profit for 2017 amounted to NOK 28.3 million (NOK 114.3 million). Investinor's profit for 2017 amounted to NOK 40.0 million (NOK 122.9 million).

Income statement (NOK millions)	2017	2016
Operating revenues	74	166
Operating expenses	46	52
Gross operating profit (EBITDA)	29	115
Operating profit (EBIT)	28	114
Net financial items	12	8
Profit/loss before tax and minority	40	122
Tax charge	0	0
Minority interests	0	0
Other incomes og kostnader i perioden	0	0
Profit/loss after tax and minority	40	122

Balance sheet	2017	2016
Intangible assets	2 319	2 073
Fixed assets	624	585
Total assets	2 943	2 658
Equity	2 927	2 634
Minority interests	0	0
Total equity	2 927	2 634
Provision for liabilities	9	11
Current interest-bearing liabilities	0	0
Current interest-free liabilities	7	12
Total debt and liabilities	16	23
Total equity and liabilities	2 943	2 658

Cash flow	2017	2016
Operating activities	-212	-348
Investment activities	-26	-137
Financing activities	250	500
Change cash and cash equivalents	13	15

Key figures	2017	2016
Capital employed	2 927	2 634
Gross operating margin (EBITDA)	39 %	69 %
Operating margin (EBIT)	38 %	69 %
Equity ratio	99 %	99 %
Return on equity	1 %	5 %
Average return on equity last 5 years	1 %	0 %
Return on capital employed	1 %	5 %

Dividends	2017	2016
Dividend for the financial year	50	0
Dividend percentage	125 %	0 %
Average dividend percentage last 5 years	43 %	0 %
Dividend to the state	50	0
Capital contributions from the state	250	500

Additional information	2017	2016
Number of employees	19	18
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	40 %	40 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %



**Kommunalbanken AS** is one of the largest financial enterprises in Norway and has been identified as a systematically important financial institution. The company offers stable, cost-effective and long-term loan financing to the municipal sector. At the close of 2017, every single municipal authority and county council in the country had a loan with Kommunalbanken. Kommunalbanken offers the same loan conditions regardless of the size of the municipality or county. This expresses the sectoral function that the bank performs and helps to give inhabitants access to good welfare services across the whole country.

The aim behind the state's ownership in Kommunalbanken AS is to facilitate financing for the municipal sector and for the company to provide the state with a satisfactory return on invested capital. The highest achievable credit rating of AAA/Aaa gives Kommunalbanken good access to borrowing in the capital market on attractive terms. This enables the bank to finance major welfare investments, irrespective of economic cycles. The company is run on a commercial basis with the aim of delivering a satisfactory return. The required rate of return for the period 2016–2018 was 8% of value-adjusted equity after tax. Kommunalbanken is subject to supervision by Financial Supervisory Authority of Norway and has its head office in Oslo.

## Key events

In 2017, Kommunalbanken approved 646 new loans worth a total of NOK 55 billion. The lending portfolio grew during the year by NOK 15.2 billion, or 5.7%. A high proportion of new loans were granted to schools, preschools, health buildings and care homes, the water, wastewater and refuse collection sector and investments to prevent and adapt to the effects of climate change.

The customer survey for the year shows a high level of customer satisfaction. Good service and availability, attractive loan margins and capable customer managers resulted in a particularly high score. Around half of the bank's customers began using the KBN Finans debt management portal. The work to further develop KBN Finans as a tool for customers will continue in 2018 as part of the strategy adopted for 2018–2020. A stronger focus on customer information through digitalisation and simplified financial management will be pivotal during the strategy period.

CEO: Kristine Falkgård

Board of Directors: Else Bugge Fougner (chair), Martin Skancke (vice chair), Martha Takvam, Nanna Egidius, Brit Kristin Sæbø Rugland, Rune Midtgaard, Petter Steen jr., May-Iren Walstad Wassås\*, Jarle Byre (\*elected by the employees)

Auditors: EY AS



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State ownership through the Ministry of Local Government and Modernisation: 100 %  
The company's website: [www.kommunalbanken.no](http://www.kommunalbanken.no)

## Sustainability and responsible business conduct

The goals for corporate social responsibility are anchored in Kommunalbanken's business strategy. Kommunalbanken aims to utilise its position to act as a driving force to promote ethical, environmentally friendly and financially sustainable behaviour amongst customers, suppliers, employees and other stakeholders. In order to promote municipal investments which are appropriate for a climate-robust, low-emission society, Kommunalbanken offers a loan product with a lower interest rate for investments which result in reductions in energy consumption and greenhouse gas emissions and contribute to local climate adaptation. Kommunalbanken aims to promote ambitious climate targets and address climate challenges in all municipal investments. The loans are financed using green bonds aimed at investors whose investment mandates include references to climate. The corporate social responsibility report for 2017 follows the Global Reporting Initiative (GRI) standard.

## Financial development

Profit for 2017 was NOK 1,429 million, compared with NOK 689 million in 2016. Net interest income rose from 2016, due to a combination of good margins in the markets throughout much of 2017 and a higher lending portfolio. The profit was affected by unrealised losses of NOK 163 million. The losses stem from changes in the value of the borrowing portfolio which is recognised at fair value. The losses were partly offset by unrealised gains for fixed interest rate loans. The bank's financial instruments are normally held until maturity and the effect of unrealised changes in value on the profit are reversed in the event of a reversal in the market movements or when the instrument matures. In 2016, recognised unrealised losses amounted to NOK 974 million. Operating costs remained low and corresponded to approximately 0.05% of total assets. The return on value-adjusted equity was 12.7% in 2017, compared with 6.3% in the previous year.

Income statement (NOK millions)	2017	2016
Income statement (NOK millions)	2017	2016
Interest income	5 843	5 617
Interest costs	3 713	3 563
<b>Net interest income</b>	<b>2 130</b>	<b>2 054</b>
Other operating revenues	-154	-958
Operating expenses	193	177
Net losses	0	0
<b>Operating profit</b>	<b>1 783</b>	<b>919</b>
Tax charge	354	230
<b>Profit/loss after tax</b>	<b>1 429</b>	<b>689</b>

Balance sheet	2017	2016
Net lending	283 396	267 521
Other assets	129 458	150 806
<b>Total assets</b>	<b>412 854</b>	<b>418 327</b>
Total debt	398 187	405 875
<b>Total equity</b>	<b>14 667</b>	<b>12 452</b>
<b>Total equity and liabilities</b>	<b>412 854</b>	<b>418 327</b>

Key figures	2017	2016
Common equity Tier 1 capital ratio	18,4 %	16,9 %
Cost/income ratio	9,8 %	16,1 %
Loss provision as percentage of gross lending	0 %	0 %
Loss ratio lending	0 %	0 %
Return on equity	13 %	6 %
Average return on equity last 5 years	12 %	15 %

Dividends	2017	2016
Dividend for the financial year	443	390
Dividend percentage	31 %	57 %
Average dividend percentage 5 years	29 %	24 %
Dividend to the state	443	390

Additional information	2017	2016
Number of employees	80	72
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	56 %	56 %
Proportion of women among owner-appointed/shareholder elected board members	57 %	57 %



CEO: Tomm Bråten

Board of Directors: Kari Broberg (chair), Ronny Solberg (vice chair), Øyvind Hasaas, Marianne Kartum, Kjell Helmer Vekve Næss\*, Jomar Morten Kvitland\*, Petter Trønnes\* (\* elected by the employees)

Auditors: Deloitte AS



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State ownership through the Ministry of Transport and Communications: 100 %  
The company's website: [www.mantena.no](http://www.mantena.no)

**Mantena AS** was previously the engineering unit in NSB, but was divested in 2002 as a separate subsidiary. The company was divested from NSB AS and placed under the Ministry of Transport and Communications in April 2017. Mantena is the largest supplier of maintenance services to train operating companies in Norway. The principal activity consists of the maintenance of locomotives, coaches and multiple units. Mantena also has its own workshop for the maintenance of components and parts, as well as a logistics function. The company also carries out maintenance and repairs on rail-borne plant in Norway. The Mantena Group has won major maintenance contracts in Sweden through its subsidiary Mantena Sverige AB. Mantena's vision is to be the best in the maintenance of rail-borne vehicles in Europe. The company has therefore adopted a strategy based on a substantial increase in revenue, through both organic growth and acquisitions. Mantena's head office is situated in Oslo, but the company also operates from bases across the country, including in Trondheim, Bergen, Stavanger, Skien, Drammen and Oslo (Lodalen and Grorud). In Sweden, Mantena has bases in Helsingborg, Västerås and Stockholm.

The objective of the state's ownership in Mantena is commercial. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

Until 2017, many of Mantena's functions have been purchased by NSB. In recent years, Mantena has worked to sign new agreements and establish functions under its own auspices in a number of administrative areas. 2017 was thus charac-

terised by constant efforts to adapt the organisation to both existing customers and customers of the future and to prepare for future competition.

### Sustainability and responsible business conduct

Mantena has a conscious attitude towards the company's corporate social responsibility and takes this into account in its governing documents, goals and plans. During 2017, the work relating to corporate social responsibility was primarily focussed on the establishment of company-specific documents and guidelines following the company's divestment from the NSB Group. Mantena is very concerned about how the company's operations impact on the external environment. For Mantena, environmental awareness and energy saving throughout its organisation is a pivotal goal. Mapping the company's environmental aspects provides a basis for ongoing environmental work. Numerous measures have been implemented aimed at energy-saving, reductions in the use of chemicals and last but not least environmental training for the company's employees.

### Financial development

The group recorded a profit of NOK 63 million after tax in 2017 (before extraordinary items). In 2017, the group's operating profit was NOK 89 million and revenues amounted to NOK 1,524 million. The group has developed positively since 2016, when it recorded a deficit. This is primarily because the Swedish operation is performing more strongly and because the Norwegian operation recorded a healthy operating profit as a result of wide-ranging streamlining measures.

Income statement (NOK millions)	2017
Operating revenues	1 524
Operating expenses	1 435
Gross operating profit (EBITDA)	89
Operating profit (EBIT)	89
Net financial items	0
Profit/loss before tax and minority	89
Tax charge	25
Minority interests	0
Other revenues and expenses in the period	-90
Profit/loss after tax and minority	-26

Balance sheet	2017
Intangible assets	355
Fixed assets	723
Total assets	1 078
Equity	176
Minority interests	0
Total equity	176
Provision for liabilities	902
Current interest-bearing liabilities	0
Current interest-free liabilities	0
Total debt and liabilities	902
Total equity and liabilities	1 078

Cash flow	2017
Operating activities	20
Investment activities	-211
Financing activities	191
Change cash and cash equivalents	-1

Key figures	2017
Capital employed	176
Gross operating margin (EBITDA)	6 %
Operating margin (EBIT)	6 %
Equity ratio	16 %
Return on equity	i.a.
Average return on equity last 5 years	i.a.
Return on capital employed	i.a.

Dividends	2017
Dividend for the financial year	0
Dividend percentage	0 %
Average dividend percentage last 5 years	
Dividend to the state	0

Additional information	2017
Number of employees	1 050
Proportion of employees in Norway	84 %
State ownership at year-end	100 %
Proportion of women on the board	29 %
Proportion of women among owner-appointed/shareholder elected board members	50 %





CEO: Geir Isaksen

Board of Directors: Dag Mejdell (chair), Bjarne Borgersen (vice chair), Kjerstin Fyllingen, Åsne Havnelid, Wenche Teigland, Rolf Juul Ringdal\*, Ove Sindre Lund\*, Jan Audun Strand\* (\* elected by the employees)

Auditors: Deloitte AS



© Mads Kristiansen

State ownership through the Ministry of Transport and Communications: 100 %  
The company's website: [www.nsbkonsernet.no](http://www.nsbkonsernet.no)

**NSB AS** was established as a separate company in 1996 and has been organised as a limited company since 2002. The company is one of Norway's largest transport groups and also has extensive operations in Sweden. In 2017, the NSB group consisted of the following business areas: passenger trains (NSB AS, NSB Gjøvikbanen AS and Svenska Tågkompaniet AB), freight transport (CargoNet AS), bus operations (Nettbus AS) and tourism. The NSB group's vision is to create "The best journey", while CargoNet's vision is to offer "The best transport". The NSB group's mission is to offer customers and clients business travel, leisure travel and travel experiences in the Nordic region. CargoNet's mission is to offer businesses the transport of goods by rail and associated services. The principal goal of the group is to be the Nordic market leader by 2025. The company's head office is situated in Oslo.

The objective of the state's ownership of NSB is to help secure efficient, accessible, safe and eco-friendly passenger and freight transport by rail in Norway. The company is run on a commercial basis with the aim of delivering a competitive return.

## Key events

The train maintenance company Mante-na AS, the sale and ticketing solutions in Entur AS, the rolling stock in Norske tog AS and the property company ROM Property were split off from NSB with effect from 24 April 2017.

NSB is carrying out a major programme of change in order to prepare the business for competition concerning the operation of rail passenger transport services in Norway. The market is being divided into six to eight traffic packages, each of which covers a specific geographic area. The competitive tendering procedures for "Traffic Package South" and "Traffic Package North" were announced by the Norwegian Railway Directorate in 2017/2018.

At the end of December 2017, it was decided to switch to a new pension scheme for NSB AS and NSB Gjøvikbanen AS. For employees of these companies, the current pension scheme with the Norwegian Public Service Pension Fund (SPK) will be closed to those over the age of 55

at the end of 2018. All younger employees at the time of closure of the scheme will have an accrued right in SPK and be enrolled in a new defined-contribution scheme from 2019.

## Sustainability and responsible business conduct

The NSB Group has established its own guidelines for the fulfilment of its corporate social responsibility. NSB's biggest contribution to society is to enable society's transport challenges to be met in an effective, accessible, safe and environmentally friendly manner. During 2017, the group worked to develop a new sustainable development strategy - The green journey - with the aim of ensuring that the group is better than its competitors at taking responsibility for sustainable development. Key measures include reducing the group's greenhouse gas emissions and the application of quality standards and certification as a basis for the work relating to the environment. The social account forms an integral part of the group's annual report and covers strategies, plans and the status of the working environment/sick-leave, safety, equal opportunities/discrimination, external environment and anti-corruption. The NSB Group reports on the status of the fulfilment of its corporate social responsibility in accordance with the Accounting Act and GRI4 Core.

## Financial development

The group's profit after tax amounted to NOK 634 million, compared with NOK 1,267 million in 2016. In order to give a representative picture of developments, the financial results of 2017 should be compared with the continued activity from 2016, adjusted for the profit element of deliveries from the discontinued activity. After such an adjustment, the group's profit for the year is NOK 79 million better than last year. This improvement is primarily due to an increase in the share of profits from jointly controlled and associated companies. The group's revenues amounted to NOK 14,990 million and the return on book equity after the divestment was 13.2%.

Income statement (NOK millions)	2017	2016 <sup>1</sup>
Operating revenues	14 990	15 559
Operating expenses	14 413	14 542
Gross operating profit (EBITDA)	1 233	2 513
Operating profit (EBIT)	578	1 017
Share of profits in associates and joint ventures	195	172
Unrealised changes in the value of investment properties and upon reclassification	0	551
Net financial items	-1	-237
Rofit/loss before tax and minority	772	1 503
Tax charge	138	236
Minority interests	4	6
Profit/loss after tax and minority	630	1 261

Balance sheet	2017	2016
Intangible assets	3 528	20 893
Fixed assets	7 907	8 073
Total assets	11 434	28 966

Equity	5 001	9 935
Minority interests	-16	-1
Total equity	4 985	9 934
Provision for liabilities	2 561	917
Current interest-bearing liabilities	893	10 936
Current interest-free liabilities	2 995	7 179
Total debt and liabilities	6 449	19 032
Total equity and liabilities	11 434	28 966

Cash flow	2017	2016
Operating activities	572	2 698
Investment activities	-708	-1 016
Financing activities	-2 086	-1 958
Foreign currency effects	18	-12
Change cash and cash equivalents	-2 204	-288

Key figures	2017	2016
Capital employed	5 878	20 870
Gross operating margin (EBITDA)	8 %	16 %
Operating margin (EBIT)	4 %	7 %
Equity ratio	44 %	34 %
Return on equity	8 %	13 %
Average return on equity last 5 years	16 %	17 %
Return on capital employed	7 %	7 %

No. of train journeys in Norway (millions)	66,6	67,6
Punctuality passenger trains (on time at final destination)	88,4 %	88,3 %
Freight transport in Norway (million tonnes/km)	2 040	1 913
Freight transport in Norway (1000 TEU)	355	368

Public purchases	2017	2016
Income from the state	3 338	3 159

Dividends	2017	2016
Dividend for the financial year	315	0
Dividend percentage	50 %	0 %
Average dividend percentage last 5 years	32 %	31 %
Dividend to the state	315	0

Additional information	2017	2016
Number of employees	10 858	12 578
Proportion of employees in Norway	85 %	88 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	38 %	38 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	60 %

<sup>1</sup> Applies to total business in 2016. In the 2017 financial statements, the comparative figures for 2016 are translated into continuing business.

**Posten Norge AS** is a Nordic mail and logistics group that develops and delivers complete solutions within postal services, communications and logistics. The group markets itself using two brands: Posten and Bring. Posten Norge's head office is situated in Oslo. The group consists of approximately 16,000 full-time equivalents and has four divisions and four corporate staff functions. The corporate management team consists of the group CEO and eight company CEOs, of whom 56% are women.

In 2017, the group developed a new strategy for the next few years. The key-words for this work were "customer-oriented, simplified and profitable". This strategy has been set out in a new corporate strategy, in a new strategic platform with a vision, purpose and primary goals, and in the business strategies. The vision is "We make everyday life easier and the world smaller" and the aim is to simplify and value-add trade and communication for people and businesses across the Nordic region.

From 2017, responsibility for managing the state's ownership of Posten Norge was transferred from the Ministry of Transport and Communications to the Ministry of Trade, Industry and Fisheries. The state's aim behind its ownership in Posten Norge is commercial. The ownership is also justified through the need to ensure that there is a nationwide supplier of postal services.

### Key events

Posten Norge's financial results improved in 2017. During the year, the group developed a new strategy, adjusted its portfolio and implemented a major restructuring programme within its postal operation. In 2017, Crown Prince Haakon opened Posten and Brings Logistics Centre Oslo. The logistics centre is the beating heart of Posten Norge's nationwide network with modern terminals.

At the start of 2018, the group carried out one of the biggest restructuring processes in Posten's history by switching from A and B post (first and second class post) to a single addressed letter stream. Letter volumes are expected to continue to decline in the future and the next essential restructuring step will be to reduce the number of delivery days. In January 2018, the Ministry of Transport and Communications presented a consultation proposal concerning amendments to the Post Act to facilitate this.

### Sustainability and responsible business conduct

Posten Norge strives to promote long-term value creation through ensuring the

CEO: Tone Wille

Board of Directors: Idar Kreutzer (chair), Randi Bakkerud Sætershagen (vice chair), Tove Andersen, Anne Britt Berentsen, Morten Karlsen Sørby, Terje Wold, Erling Andreas Wold\*, Lars Nilsen\*, Ann Elisabeth Wirgerness\*, Odd Christian Øverland\* (\* elected by the employees)

Auditors: EY AS



© Posten Norge AS

State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.posten.no](http://www.posten.no)

sustainable and responsible management of the company's key resources. The group has chosen three initiative areas: HSE, environment/climate and integration/diversity. The company's sustainable development report for 2017 sets out the values that Posten Norge has established in recent years and the footprint that the company has left in society.

### Financial development

Posten Norge's operating revenues in 2017 amounted to NOK 24,678 million, which is NOK 94 million lower than in 2016. Profit before tax was NOK 621 million in 2017, an improvement of NOK 391 million over the previous year. Operating profit in 2017 amounted to NOK 692 million, which is NOK 514 million better than in 2016. Write-downs of NOK 59 million and other income of NOK 57 million were recognised in 2017. In 2017, adjusted profit (EBITE) amounted to NOK 703 million, which is NOK 58 million better than the previous year.

During 2017, the logistics operation outside Norway recorded an increase in its profit as a result of strong and profitable growth within parcels and home delivery, stronger demand for international transport and the winding-up of the unprofitable freight operation in Sweden. This made a positive contribute to the adjusted operating profit (EBITE) for the Logistics segment in 2017 amounting to NOK 129 million, an improvement of NOK 80 million over 2016. The logistics operation in Norway saw a downturn in profit in 2017. This was partly due to sluggish volume growth and pressure on prices for parcels, as well as challenges relating to margins within international transport. The offshore operation continued to be affected by the sluggish economy, but picked up again to some extent towards the end of the year. The express and warehousing operations achieved good margins. In 2017, the Post segment recorded an operating profit (EBITE) of NOK 843 million, an improvement of NOK 43 million compared with 2016, despite a sharp decline in volumes within addressed letters.

Income statement (NOK millions)	2017	2016
Operating revenues	24 678	24 772
Operating expenses	23 977	24 607
Gross operating profit (EBITDA)	1 443	1 170
Operating profit (EBIT)	701	163
Share of profits in associates and joint ventures	-9	15
Net financial items	-71	52
Rofit/loss before tax and minority	621	230
Tax charge	233	191
Minority interests	6	4
Profit/loss after tax and minority	382	36

Balance sheet	2017	2016
Intangible assets	8 850	9 063
Fixed assets	8 112	6 236
Total assets	16 962	15 299
Equity	6 353	5 898
Minority interests	22	14
Total equity	6 375	5 912
Provisions for liabilities	1 505	1 588
Current interest-bearing liabilities	3 761	2 393
Current interest-free liabilities	5 321	5 406
Total debt and liabilities	10 587	9 387
Total equity and liabilities	16 962	15 299

Cash flow	2017	2016
Operating activities	592	945
Investment activities	88	-1 210
Financing activities	1 382	-633
Change cash and cash equivalents	2 062	-898

Key figures	2017	2016
Capital employed	10 136	8 305
Gross operating margin (EBITDA)	6 %	5 %
Operating margin (EBIT)	3 %	1 %
Equity ratio	38 %	39 %
Return on equity	6 %	1 %
Average return on equity last 5 years	4 %	5 %
Return on capital employed	10 %	6 %

Postal service outlets	1 371	1 480
Delivery quality A-priority post (overnight delivery)	85 %	86 %
Reputation of Posten (max points: 100)	60	68
Volume development A- and B-mail	-10 %	-11 %

Dividends	2017	2016
Dividend for the financial year	194	19
Dividend percentage	51 %	53 %
Average dividend percentage last 5 years	59 %	62 %
Dividend to the state	194	19

Public purchases	2017	2016
Purchase of postal and banking services	357	403

Additional information	2017	2016
Number of employees	17 674	18 327
Proportion of employees in Norway	79 %	79 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	45 %	40 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %



**Statkraft SF** is the parent company in the Statkraft group. Statkraft SF is a leading international hydropower company, Europe's largest supplier of renewable energy, and a global market player in energy-trading in both Europe and selected markets in Asia and South America.

The group's power stations have an installed output of 19,080 MW (Statkraft's holding), with 82% originating from hydropower, 12.5% gas power, 5.2% wind power and 0.2% biopower. Most of the capacity is concentrated in Norway, with 68% of capacity, while Sweden accounts for 9.5%, the rest of Europe 16%, South America 4.8% and India/Nepal 0.9%. Statkraft's district heating plants have an installed output of 789 MW, split between around 80% in Norway and 20% in Sweden. Today, Statkraft is Europe's leading supplier of services for market access for smaller producers of renewable energy, as well as a total portfolio of over 10,000 MW.

Statkraft's strategic ambition is to strengthen its position as a leading international supplier of clean energy, with a focus on Norway, Sweden and selected markets in South America and Asia. The company has six strategic focus areas: European flexible power generation, market operations, international power generation, wind power, district heating and commercial development in Norway.

The aim of the state's ownership of Statkraft is to contribute to the profitable and responsible management of Norwegian natural resources and the development of Norwegian expertise within renewable energy, which can also be used to implement profitable power projects internationally. The company is run on a commercial basis with the aim of delivering a competitive return.

### Key events

In spring 2017, the Storting adopted a new long-term dividend expectation for Statkraft. This will require Statkraft to pay a dividend of 85% of the realised profit from its Norwegian hydropower operation and 25% of the realised profit from other operations. The new dividend expectation will help to ensure that the return generated from Norwegian hydropower resources benefits society at large and gives the company opportunities for further growth within the rest of its operation.

Statkraft and Norfund swapped shares in their jointly owned enterprises, through Statkraft acquiring Norfund's shares in Statkraft IH Invest and selling its 50% stake in SN Power to Norfund. The move makes Statkraft sole owner of the operations in South America, India and Nepal, but also means that the company has withdrawn from Panama, Zambia, Laos, Thailand and the Philippines.

CEO: Christian Rynning-Tønnesen

Board of Directors: Thorhild Widvey (chair), Halvor Stenstadvold (vice chair), Hilde Drønen, Peter Mellbye, Helene Biström, Bengt Ekenstierna, Vilde Eriksen Bjerknes\*, Asbjørn Sevejordet\*, Thorbjørn Holøs\* (\* elected by the employees)

Auditors: Deloitte AS



© Statkraft SF

State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.statkraft.no](http://www.statkraft.no)

Statkraft sold its holdings in the offshore wind sector, in accordance with the company's strategy. The final transaction was completed in the first quarter of 2018. Ringedalen hydropower station in Norge, which has an installed capacity of 23 MW, was opened and Statkraft has a comprehensive upgrading and maintenance programme under way for Norwegian hydropower.

### Sustainability and responsible business conduct

Statkraft adheres to globally recognised initiatives and standards, and the follow-up of corporate social responsibility is an integrated part of Statkraft's governance system.

Statkraft's improvement programme for health, safety and the environment, entitled "Powered by care", was continued in 2017. Strengthening of Statkraft's preparedness for emergency situations was a priority during 2017. The company's plants and development projects impact on both the natural environment and the local population, and the company follows good international practice and standards, based on the IFC's Performance Standards on Environmental and Social Sustainability.

The group has adopted an active preventive approach to business ethics and anticorruption. Statkraft has established a new Corporate Compliance unit. One of the new initiatives being implemented is a training programme, which will include a new e-learning course with interactive modules and new clear guides.

### Financial development

Profit before tax was NOK 15.8 billion, and after tax and minority interests NOK 11.9 million. This is the highest profit since 2008. In 2017, Statkraft generated 63 TWh of electricity and 1.1 TWh of district heating, a slight decrease from the record year of 2016. Nevertheless, higher prices for power in the Nordic region and a stronger contribution from market activities led to a substantial increase in the underlying operating profit. The Nordic system price was 9% higher than in 2016. All segments made a positive contribution to the underlying EBITDA in 2017, which totalled NOK 14.5 billion. Previous impairments totalling NOK 1.3 billion, partly as a result of the im-

Income statement (NOK millions)	2017	2016
Net operating revenues	30 567	20 146
Operating expenses	13 380	17 144
Gross operating profit (EBITDA)	21 702	10 842
Operating profit (EBIT)	17 187	3 002
Share of profits in associates and joint ventures	-62	503
Net financial items	-1 331	2 120
Profit/loss before tax and minority	15 794	5 625
Tax charge	3 962	5 433
Minority interests	-94	-62
Profit/loss after tax and minority	11 926	254

Balance sheet	2017	2016
Intangible assets	126 553	136 605
Fixed assets	39 939	27 396
Total assets	166 493	164 001
Equity	85 307	73 069
Minority interests	3 591	7 747
Total equity	88 898	80 816
Provision for liabilities	15 944	19 332
Derivator	1 101	1 805
Current interest-bearing liabilities	39 821	39 989
Current interest-free liabilities	20 727	22 059
Total debt and liabilities	77 594	83 185
Total equity and liabilities	166 493	164 001

Cash flow	2017	2016
Operating activities	8 419	8 353
Investment activities	4 309	-6 817
Financing activities	-5 822	-3 205
Foreign currency effects	-36	-85
Change cash and cash equivalents	6 870	-1 754

Key figures	2017	2016
Capital employed	128 720	120 805
Gross operating margin (EBITDA)	71 %	54 %
Operating margin (EBIT)	56 %	15 %
Equity ratio	53 %	49 %
Return on equity	15 %	0 %
Average return on equity last 5 years	4 %	2 %
Return on capital employed	14 %	3 %

Assets and dividends	2017	2016
Dividend for the financial year	6 040	2 400
Dividend percentage	51 %	945 %
Average dividend percentage last 5 years	104 %	177 %
Dividend to the state	6 040	2 400
Garantibeløp	400	400
Garantiprovisjon til staten	2	2

Additional information	2017	2016
Number of employees	3 593	3 804
Proportion of employees in Norway	62 %	60 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	44 %	44 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %

proved outlook for future profitability for gas power in Germany, were reversed. On the other hand, changes in the company's view of long-term power prices led to impairments totalling NOK 2.4 billion. The disposal of the company's positions in offshore-based wind power resulted in an accounting gain of NOK 2.6 billion.







## CATEGORY 4

# Sectoral policy objectives

State ownership of the companies in category 4 primarily has sector policy objectives. As an owner, the state strives to achieve its sector policy objectives as efficiently as possible..

Andøya Space Center AS	76	Kings Bay AS	91	Rogaland Teater AS	104
Avinor AS	77	Nationaltheatret AS	92	Simula Research Laboratory AS	105
Bane NOR SF	78	Nofima AS	93	Siva – Selskapet for Industrivekst SF	106
Bjørnøen AS	79	Nordisk Institutt for Odontologiske Materialer AS	94	Space Norway AS	107
Carte Blanche AS	80	Norfund	95	Statnett SF	108
AS Den Nationale Scene	81	Norges sjømatråd AS	96	Statskog SF	109
Den Norske Opera & Ballett AS	82	Norsk Helsenett SF	97	Staur gård AS	110
Eksportkreditt Norge AS	83	Norsk riks-kringkasting AS	98	Store Norske Spitsbergen Kulkompani AS	111
Enova SF	84	Norsk Tipping AS	99	Talent Norge AS	112
Entur AS	85	Norske tog AS	100	Trøndelag Teater AS	113
Gassco AS	86	NSD – Norsk senter for forskningsdata AS	101	UNINETT AS	114
Gassnova SF	87	Nye Veier AS	102	Universitetssenteret på Svalbard AS	115
Graminor AS	88	Petoro AS	103	AS Vinmonopolet	116
Innovasjon Norge	89				
Kimen Såvare-laboratoriet AS	90				



**CEO:** Odd Roger Enoksen  
**Board of Directors:** Sverre Are Jensen (chair), Rolf Skatteboe (vice chair), Sandra Riise, Grethe Stave, Bjørn Kanck, Åge Fredriksen\* (\* elected by the employees)  
**Auditors:** Vesteråls-Revisjon AS



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**State ownership through the Ministry of Trade, Industry and Fisheries: 90 %**  
**The company's website: [www.andoyaspace.no](http://www.andoyaspace.no)**

**Andøya Space Center AS** supplies services and products for space and atmospheric research, environmental monitoring and technology testing and verification. The company also aims to contribute to knowledge development and interest in these areas.

The company was established in 1997 when it was demerged from the Norwegian Space Centre foundation. The company's roots date back to 1962, when it was established under the auspices of the Norwegian Defence Research Establishment as one of the precursors to the Research Council of Norway, originally being established to meet military and civil radio communication requirements.

The group's head office is situated in the municipality of Andøy and, in addition to the parent company Andøya Space Center AS, comprises the subsidiaries Andøya Test Center AS and NAROM (Norwegian Centre for Space-related Education). The ALOMAR observatory is also part of the company's service spectrum. The company is owned by the state through the Ministry of Trade, Industry and Fisheries (90%) and Kongsberg Defence Systems AS (10%).

The company supplies services to national and international research institutions (launch of sounding rockets and release of research balloons) and to technology development enterprises (testing of rocket motors). Andøya Space Center is also seeing increasing activity relating to the development, testing and use of unmanned aerial systems (UAV/RPAS), and carries out student-oriented work through the NAROM subsidiary. Around 45% of the company's total revenues originate from Norwegian and foreign agencies through the ESRANGE Andøya Special Project (EASP) multilateral agreement between Sweden, Norway, Germany, France and Switzerland. As a result of the EASP agreement, the group has imposed a ban on the payment of dividends in accordance with the company's articles of association. In addition to the grants from the EASP agreement, the company has its own revenues from the sale of services, notably to the Norwegian Armed Forces and NASA.

The objective of the state's ownership

in Andøya Space Center is to strengthen Norwegian research and high-technology business activities through the operation and development of infrastructure for technology testing and scientific research. It is a requirement for the company to be run efficiently.

## Key events

In partnership with NASA, JAXA and SIOS, Andøya Space Center and the University of Oslo have established the international Grand Challenge Initiative (CUSP), which will launch twelve research rockets from Andøya and Svalbard in 2018 and 2019. The subsidiary Andøya Test Center is now in its second year of a five-year agreement with the Norwegian Armed Forces, which will help to improve predictability as regards the group's financial situation.

It was decided to close Andøya airbase in 2016. The airbase is an important collaboration partner for parts of the group and the consequences of the closure are still being reviewed. In 2017, the group continued to focus on assessing the opportunities to develop capacity for the launching of small satellites from Andøya.

## Sustainability and responsible business conduct

Andøya Space Center is working with Nammo AS to develop a more environmentally friendly rocket engine, which will be tested in 2018. The group strives to maintain a good dialogue with local authorities, local residents and industry regarding the impact of its operations on the local environment. Andøya Space Center supports local groups and organisations which carry on activities aimed at children and young people.

## Sectoral policy goal attainment

Andøya Space Center AS provides facilities and support services for space and atmospheric research for Norwegian and international research environments. The group also carries out tests for Norwegian industry, as well as tests and exercises for military customers in Norway and other NATO countries. In addition, the group has operations linked to teaching and information dissemination through its subsidiary NAROM.

Income statement (NOK millions)	2017	2016
Operating revenues	102,5	121
Operating expenses	93,0	112
Gross operating profit (EBITDA)	9,5	25,0
Operating profit (EBIT)	-6,1	8,8
Net financial items	0,1	0,2
Profit/loss before tax and minority	-6,2	9,0
Tax charge	-2,0	3,2
Profit/loss after tax and minority	-4,3	5,8

Balance sheet	2017	2016
Intangible assets	106,2	109
Fixed assets	38,5	48,7
Total assets	144,7	157
Total equity	87,6	91,9
Provision for liabilities	0,1	3,1
Current interest-bearing liabilities	32,1	34,4
Current interest-free liabilities	25,0	28,0
Total debt and liabilities	57,2	65,4
Total equity and liabilities	144,7	157

Cash flow	2017	2016
Operating activities	5,9	32,6
Investment activities	-13,6	-7,0
Financing activities	2,6	2,6
Change cash and cash equivalents	-5,1	28,2

Key figures	2017	2016
Capital employed	119,7	126
Gross operating margin (EBITDA)	9 %	21 %
Operating margin (EBIT)	-6 %	7 %
Equity ratio	61 %	58 %
Return on equity	-5 %	6 %
Average return on equity last 5 years	8 %	10 %
Return on capital employed	-4 %	8 %

Government grants/Public purchases	2017	2016
Government grants/Public purchases	36	35,6

Additional information	2017	2016
Number of employees	84	80
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	90 %	90 %
Proportion of women on the board	56 %	33 %
Proportion of women among owner-appointed/shareholder elected board members	57 %	40 %



CEO: Dag Falk-Petersen

Board of Directors: Ola Mørkved Rinnan (chair), Ola Henrik Strand (vice chair), Linda Bernander Silseth, Eli Skrøvset, Herlof Nilssen, Olav Aadal\*, Heidi Anette Sørsum\*, Bjørn Tore Mikkelsen\* (\* elected by the employees)

Auditors: EY AS



© Avinor AS

State ownership through the Ministry of Transport and Communications: 100 %  
The company's website: [www.avinor.no](http://www.avinor.no)

**Avinor AS** was established in 2003 when the Norwegian Civil Aviation Authority (Luftfartsverket) was converted into a state-owned limited company. The company's mission is to own, operate and develop a nationwide network of airports for the civilian sector and provide a joint air navigation service for civilian and military aviation. The company's head office is situated in Oslo.

The aviation operations business encompasses 45 airports in Norway, as well as air traffic control towers, control centres and other technical infrastructure for safe air navigation. The company also performs a number of socially mandated tasks. Avinor's goal is to facilitate safe, environmentally friendly and efficient aviation and ensure good accessibility for all categories of passengers. In addition to aviation operations, Avinor receives commercial revenues from duty-free sales, car parks, airport hotels, cafés and restaurants, as well as other services at the airports.

Avinor aims to be self-financing insofar as is possible through revenues generated via its primary and commercial operations. Within the company, operations are managed as a single entity, with the result that the financially profitable airports help finance unprofitable airports. The air navigation service is self-financing through pricing of the services provided according to the cost coverage principle.

The objective of the state's ownership of Avinor is to operate and develop a nationwide network of airports for the civilian sector and provide joint air navigation services for the civilian and military sectors. It is a requirement for the company to be run efficiently.

## Key events

In 2017, new terminal buildings opened at Oslo Airport and Bergen Airport. It was confirmed that Avinor is to draw up plans for a possible third runway at Oslo Airport, east of the existing runways. Avinor began work to put the operation of Haugesund Airport out to competitive tender and was also tasked with planning the relocation of Bodø Airport.

In spring 2017, the Ministry of Transport

and Communications presented Report to the Storting No. 30 (2016–2017) om virksomheten til Avinor AS (on Avinor AS' operations). The report presents the company's development and plans, and gives an account of the ministry's assessments. An important topic in the report was further work relating to the putting out of air navigation services to competitive tender.

## Sustainability and responsible business conduct

Avinor strives to be a driving force in the work relating to the climate-related and environmental challenges associated with aviation, and aims to help reduce greenhouse gas emissions from aviation. The company's aim is to halve its total controllable greenhouse gas emissions by 2020 compared with 2012. During 2017, Avinor worked on projects to facilitate electric aircraft, improve the use of air space and provide facilities for the use of sustainable jet biofuel.

The company will strive to ensure that as much feeder traffic as possible travels by public transport. Avinor has previously developed an anti-corruption programme, set up a whistleblowing committee and signed up to the United Nations Global Compact and the OECD's guidelines for responsible industry, and publishes reports concerning corporate social responsibility in accordance with the Global Reporting Initiative (GRI).

## Sectoral policy goal attainment

Avinor has maintained the stable, safe and secure operation of 45 airports and the air navigation service within a self-funded framework and delivered a profit of NOK 499 million in 2017. New terminal buildings at Oslo Airport and Bergen Airport were completed on time and on budget. The goals for the group's modernisation programme were also achieved in 2017.

The construction of a centre in Bodø for the remote control of air control towers at 15 airports by 2020 has begun. In 2017, Avinor announced tender competitions for the operation of Haugesund Airport and planned the outsourcing of air navigation services at certain airports.

Income statement (NOK millions)	2017	2016
Operating revenues	11 526	10 788
Operating expenses	10 289	9 030
Gross operating profit (EBITDA)	3 126	3 521
Operating profit (EBIT)	1 237	1 758
Net financial items	-598	-384
Profit/loss before tax	640	1 374
Tax charge	141	346
Profit/loss after tax	499	1 029

Balance sheet	2017	2016
Intangible assets	40 436	38 581
Fixed assets	3 500	2 456
Total assets	43 936	41 037
Total equity	14 054	14 937
Provision for liabilities	4 215	2 756
Current interest-bearing liabilities	22 837	18 607
Current interest-free liabilities	2 830	4 738
Total debt and liabilities	29 882	26 101
Total equity and liabilities	43 936	41 037

Cash flow	2017	2016
Operating activities	3 653	3 100
Investment activities	-3 378	-4 561
Financing activities	848	743
Change cash and cash equivalents	1 123	-718

Key figures	2017	2016
Capital employed	36 891	33 544
Gross operating margin (EBITDA)	27 %	33 %
Operating margin (EBIT)	11 %	16 %
Equity ratio	32 %	36 %
Return on equity	3 %	7 %
Average return on equity last 5 years	10 %	11 %
Return on capital employed	4 %	5 %

Regularity (percentage of scheduled departures carried out)	98 %	99 %
Punctuality (percentage of departures carried out with max. 15 minutes delay)	85 %	87 %
Traffic (total number of passengers in thousands)	52 885	50 803

Dividends	2017	2016
Dividend for the financial year	249,7	550
Dividend percentage	50 %	53 %
Average dividend percentage last 5 years	36 %	37 %
Dividend to the state	249,7	550

Additional information	2017	2016
Number of employees	3 098	3 074
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	38 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	50 %

CEO: Gorm Frimannslund

Board of Directors: Siri Beate Hatlen (chair), Olaf Trygve Melbø (vice chair), Auke Lont, Ane Rongen Breivega, Toril Nag, Baard Haugen, Tor Egil Pålertud\*, Solbjørg Engeset\* (\* elected by the employees)

Auditors: PricewaterhouseCoopers AS



© Øystein Grune/Bane NOR SF

**Bane NOR SF** was established in February 2016. The majority of the administrative body, the Norwegian National Rail Administration, was transferred to Bane NOR, which became operational in January 2017. The objective of the new enterprise is to safeguard the provision of railway infrastructure and effective and user-friendly services, including hub and terminal development.

Bane NOR is responsible for the planning, development, management, operation and maintenance of the national rail network, traffic management and the management and development of railway property. The enterprise also has operational responsibility for coordinating safety work, preparedness and crisis management. Bane NOR's head office is situated in Oslo.

The aim of the state's ownership of Bane NOR is to ensure a cost-effective and customer-oriented infrastructure manager for the railways and the development of transport hubs.

## Key events

Bane NOR is currently undergoing a major restructuring process and in its first operational year continued to develop management, reporting and control systems which will place the enterprise on a more commercial footing and satisfy the requirements for professional corporate governance.

In 2017, it was important to establish new agreements with the Norwegian Railway Directorate concerning payments for the provision of infrastructure services. In addition, much of the preparatory work regarding the possible contracting out of operation and maintenance has been completed. The Østfold Line has been identified as a possible trial route for the first contract based on competitive tendering. Bane NOR also continued the work to develop contract strategies for development, the follow-up of the enterprise's improvement programme, the procurement process for ERTMS, the co-location of the enterprise's operations, organisation of the traffic management centres and the provision of input to the Norwegian Railway Directorate's action programme.

In 2017, Bane NOR was awarded NOK 500 million as a working capital facility, which is the enterprise's only access to loans. The working capital facility is a short-term loan with a term of up to twelve months. The enterprise has extensive

sive operations, where changes in the timing of incoming and outgoing payments can result in substantial fluctuations in liquidity. The working capital facility is therefore important to ensure the availability of liquidity for ongoing outgoing payments.

## Sustainability and responsible business conduct

Bane NOR has developed a policy for ethical conduct and corporate social responsibility. Bane NOR has complex deliveries, comprehensive contracts and a large number of suppliers, employees and hired personnel. To ensure that the enterprise fulfils its responsibilities and expectations, a set of core values and ethical guidelines has been developed. As part of this work, both an external and an internal whistle-blowing channel have been established. The external whistleblowing channel will help to combat financial crime and tackle challenges relating to salary and working conditions in particular.

Bane NOR requires suppliers to follow its ethical requirements for business partners, which encompass compliance with relevant laws, regulations and requirements regarding HSE, ethics and external environmental and social conditions, including whistleblowing.

## Sectoral policy goal attainment

Bane NOR and the Norwegian Railway Directorate enter into agreements concerning payments for the fulfilment of the enterprise's obligations concerning the provision of infrastructure services, including with regard to the provision of existing infrastructure, studies, planning, project engineering and construction. For 2018, these agreements are worth NOK 19.3 billion. Bane NOR also receives revenues from the management and development of property and user payments for services, including charges for the use of railway infrastructure. Emphasis is placed on developing clear expectations as regards the enterprise's performance and following up the work of the enterprise to develop clear goals, strategies and performance indicators for the operation.

State ownership through the Ministry of Transport and Communications: 100 %  
The company's website: [www.banenor.no](http://www.banenor.no)

Income statement (NOK millions)	2017	2016
Operating revenues	12 038	53
Operating expenses	6 021	53
Gross operating profit (EBITDA)	6 017	0
Operating profit (EBIT)	177	0
Net financial items	-124	0
Profit/loss before tax	53	0
Tax charge	30	0
Profit/loss after tax	23	0

Balance sheet	2 017	2 016
Intangible assets	156 369	11
Fixed assets	13 716	35
Total assets	170 085	46

Equity	10 689	0
Provision for liabilities	149 565	10
Current interest-bearing liabilities	5 545	0
Current interest-free liabilities	4 286	35
Total debt and liabilities	159 391	46
Total equity and liabilities	170 085	46

Cash flow	2 017	2 016
Operating activities	-3 840	20
Investment activities	-12 886	-11
Financing activities	18 920	10
Change cash and cash equivalents	2 194	20

Key figures	2 017	2 016
Capital employed	20 525	36
Gross operating margin (EBITDA)	50,0 %	0
Operating margin (EBIT)	1,5 %	0
Equity ratio	6,3 %	0

Subsidies from the state	2017	2016
Ministry of Transport and Communications	12 058	101

Additional information	2017	2016
Number of employees	4 500	2
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	50 %	43 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	60 %



CEO: Per Erik Hanevold

Board of Directors: Unni Steinsmo (chair), Widar Salbuvik (vice chair), Kirsten Broch-Mathisen, Egil Murud, Sven Ole Fagernæs

Auditors: PricewaterhouseCoopers AS



State ownership through the Ministry of Climate and the Environment: 100 %  
The company's website: [www.kingsbay.no](http://www.kingsbay.no)

**Bjørnøen AS** owns all the land and some historic buildings on the Arctic island of Bjørnøya. The company was taken over by the Norwegian state in 1932 and placed under the management of Kings Bay AS, which also supplies management services to Bjørnøen, in 1967. Some of the state subsidy to Kings Bay is transferred for the operation of Bjørnøen.

The purpose of Bjørnøen is to operate and utilise the company's properties on Bjørnøya and carry out other associated activities. The Norwegian Meteorological Institute's Weather Service for Northern Norway leases property for its meteorological station on Bjørnøya. The Weather Service for Northern Norway is also responsible for coordinating the scientific activities conducted on the property that it leases on the island.

The Bjørnøya Nature Reserve was established in 2002. The reserve covers most of the island. The Governor of Svalbard is the authority responsible for managing and monitoring the nature reserve. Bjørnøya is situated in a strategically important location, halfway between the Norwegian mainland and Spitsbergen. A small area of land on the island could meet supply and transport needs and serve as an emergency harbour in connection with the recovery of oil in the Barents Sea and other activities in the Arctic region.

The company's operating revenues originate from the leasing of property and amounted to NOK 19,710 in 2017. Operating costs which exceed these are covered by a subsidy transferred from Kings Bay and covered via the national budget. The subsidy in 2017 amounted to NOK 173,739, compared with NOK 163,594 in 2016.

The objective of the state's ownership of Bjørnøen AS is to manage the property portfolio on Bjørnøya and thereby also safeguard Norwegian sovereignty interests. It is a requirement for the company to be run efficiently.

### Key events

The Russian ship Petrozavodsk ran aground on the southern tip of Bjørnøya in May 2009 and remains a potential source of local pollution today. The company essentially wants the wreck to be removed with the least possible damage to Bjørnøya and the surrounding environment. In autumn 2011, the Norwegian Coastal Administration concluded that it would not be appropriate to remove the wreck.

### Sectoral policy goal attainment

Bjørnøen AS manages the ownership of the land on Bjørnøya and the lease agreements with the Norwegian Meteorological Institute in an efficient manner.

Income statement (NOK millions)	2017	2016
Operating revenues	0,2	0,2
Of which subsidies from Kings Bay AS	0,2	0,2
Operating expenses	0,2	0,2
Operating profit	0,0	0,0
Net financial items	0,0	0,0
Profit/loss before tax	0,0	0,0
Tax charge	0,0	0,0
Profit/loss after tax	0,0	0,0

Balance sheet	2017	2016
Intangible assets	3,9	3,9
Fixed assets	0,3	0,3
Total assets	4,2	4,2
Total equity	4,1	4,1
Provision for liabilities	0,0	0,0
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	0,1	0,1
Total debt and liabilities	0,1	0,1
Total equity and liabilities	4,2	4,2

Additional information	2017	2016
Number of employees	0	0
State ownership at year-end	100 %	100 %
Proportion of women on the board	40 %	40 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

## CARTE BLANCHE

**Carte Blanche AS** is Norway's national company of contemporary dance and the only permanent contemporary dance ensemble in Norway. In 1988, the Storting decided to establish a company for contemporary dance, based in Bergen, from 1989.

Carte Blanche produces and presents performances created by renowned and new Norwegian and international contemporary dance choreographers. The company has national and regional responsibility for disseminating contemporary dance to a diverse audience and awareness of Norwegian contemporary dance worldwide by working for international recognition and an international presence. The company has 30 employees, 14 of whom are dancers. The company puts on two or three new productions every year, consisting of three to five choreographies. The productions tour Norway and other countries and give 60–70 performances per year.

The purpose of the state's ownership of Carte Blanche is to secure cultural policy objectives. The aim behind the 2017 dramatic art grants was to facilitate production, promotion and demand for different dramatic art expressions. This will support the overarching objectives to help ensure that everyone has access to high-quality art and culture and to promote artistic development and renewal.

### Key events

In the revised National Budget for 2017, up to NOK 230 million was allocated to conversion of the Sentralbadet public baths into a permanent centre for production and performances for use by Carte Blanche and BIT Teatergarasjen. The City of Bergen awarded the same amount during the 2018–2021 financial planning period. Hordaland County Council will clarify its contribution towards the project in June 2018. According to the revised plan, completion and occupation of the premises is expected in autumn 2022. It has not yet been decided where Carte Blanche will produce and give performances in Bergen from autumn 2019 through until it moves into Sentralbadet.

### Sustainability and responsible business conduct

A fundamental prerequisite for Carte Blanche is that the company is managed in accordance with applicable laws and contractual frameworks and in line with good practice within areas such as health, safety and environment, human rights, business ethics and anti-corruption.

Theatre Director: Hooman Sharifi

Board of Directors: Laila Dāvøy (chair), Ole Hope (vice chair), Per-Harald Nilsson, Anne-Grete Strøm-Erichsen, Svein Halleraker, Anne Beth Njærheim, Guro Rimeslåtten\* (\* elected by the employees)

Auditors: PricewaterhouseCoopers AS



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State ownership through the Ministry of Culture: 70 %  
The company's website: [www.carteblanche.no](http://www.carteblanche.no)

The company is aware of its corporate social responsibility as a publicly owned dramatic arts institution, and is an active contributor with respect to collaboration partners such as other institutions, independent dance companies, schools of culture and other dance schools and communities.

The company's employees have a diverse cultural background and consciously utilise this diversity in its own promotions in order to help create good and diverse role models. Freedom of expression is a fundamental human right and a key prerequisite for the company's internal and external communication and stage productions.

### Sectoral policy goal attainment

Based on the overarching goals for Norwegian dramatic art referred to above, Carte Blanche defined specific goals for 2017. These goals were to: reach out to a larger and more diverse audience, strengthen its touring activity and produce new performances. Carte Blanche achieved its goals for 2017.

The performance of "Jerada" premiered in February 2017. The performance won the Norwegian Dance Critics Award for 2016/2017. The other new production during the year was the performance of "While they are floating" by Hooman Sharifi. The performance was based on the personal tales of refugees. The production of the performance involved work focussing on the Introductory Programme for Refugees and various asylum reception centres. A good dialogue was established with a public sector reception centre before it was closed. Large groups of refugees/migrants took part as the audience, with "before and after" discussions linked to the performance.

The number of Norwegian touring performances increased from 14 in 2016 to 23 in 2017. "Jerada" toured in Oslo, Hamar, Arendal, Stavanger and Molde. "While they are floating" was put on in Harstad, Bodø, Sandnes, Oslo, Kristiansand and Tromsø, in addition to The Cultural Rucksack performances in Bergen and Tromsø.

Efforts are being made to increase the number of school performances. "Jerada" generated international interest and was performed in Hamburg in November 2017.

Income statement (NOK millions)	2017	2016
Operating revenues	40,1	38,7
Operating expenses	39,7	37,4
Gross operating profit (EBITDA)	1,4	2,3
Operating profit (EBIT)	0,4	1,3
Net financial items	0,1	0,1
Profit/loss before tax	0,5	1,5
Tax charge	0,0	0,0
Profit/loss after tax	0,5	1,5

Balance sheet	2017	2016
Intangible assets	4,1	4,4
Fixed assets	18,2	15,5
Total assets	22,3	20,0
Equity	9,0	8,5
Provision for liabilities	7,1	6,2
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	6,1	5,2
Total debt and liabilities	13,2	11,4
Total equity and liabilities	22,3	20,0

Cash flow	2017	2016
Operating activities	3,0	2,5
Investment activities	-0,7	-0,9
Financing activities	0,0	0,0
Change cash and cash equivalents	2,3	1,6

Key figures	2017	2016
Capital employed	9,0	8,5
Gross operating margin (EBITDA)	4 %	6 %
Operating margin (EBIT)	1 %	3 %
Equity ratio	41 %	43 %
Return on equity	5 %	19 %
Average return on equity last 4 years	19 %	14 %
Return on capital employed	5 %	19 %

Other key figures	2017	2016
Total number of performances	96	72
Tickets sold	8 960	9 986
Bergen audiences (excluding the Cultural Rucksack)	57 %	71 %
Audiences, Norwegian tours (excluding the Cultural Rucksack)	36 %	59 %
Guest performances/tour internationally	26 %	115 %
Ticket sales	1,3	1,2

Subsidies	2017	2016
Ministry of Culture	26,5	26,0
Hordaland County Council and Bergen municipality	11,4	11,2
Other subsidies	0,4	0,1
Total subsidies	38,3	37,3

Additional information	2017	2016
Number of employees	30	30
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	70 %	70 %
Proportion of women on the board	57 %	57 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %

The show has been invited to numerous international guest performances in 2018.

Carte Blanche is funded by the state (70%), municipalities (15%) and county councils (15%), as well as through its own revenues (ticket sales, workshops, etc.).



Theatre Director:  
Signe Agnete Gullestad Haaland

Board of Directors: Siren Nøkleng Sundland (chair), Victor Danielsen Norman (vice chair), Harald Alfssen, Kristin Bjørn, Ole Hope, Stig Amdam\*, Frode Prestegård\* (\* elected by the employees)

Auditors: EY AS



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State ownership through the Ministry of Culture: 66,67 %  
The company's website: [www.dns.no](http://www.dns.no)

**AS Den Nationale Scene (DNS)** is one of the country's four national dramatic art institutions and has a long tradition. The theatre is an extension of Ole Bull's Det Norske Theater, which was established in 1850. The current theatre building was opened in 1909 and is now protected. DNS's vision is to create high-quality, socially relevant, engaging and relevant theatre to a broad audience. Around 700 performances are put on every year on the building's three stages. Around 140 people work for DNS, and around 120,000-140,000 visit the theatre every year.

The state's ownership of DNS aims to secure cultural policy objectives. The aim behind the 2017 dramatic art grants was to facilitate production, promotion and demand for different dramatic art expressions. This will support the overarching objectives to help ensure that everyone has access to high-quality art and culture and to promote artistic development and renewal.

### Key events

For DNS, high-quality, future-proof production and performance premises are vital to ensure artistic quality and fulfilment of the organisation's corporate social responsibility in the future. External quality assurance (KS1) of the concept study was carried out on behalf of the Ministry of Culture concerning the future building solution for DNS. The Ministry of Culture will consider the chosen concept. An extraordinary investment grant totalling NOK 101 million was approved in 2017 and 2018 for refurbishment of the roof and facades. The theatre itself will be responsible for carrying out the project, which is expected to start in 2018.

### Sustainability and responsible business conduct

DNS aims to fulfil its corporate social responsibility in line with the government's ownership policy and to safeguard human

rights and workers' rights within its organisation. The theatre has a good partnership with the trade unions and safety representatives within the company. DNS has an active and focussed approach to HSE. No cases of corruption has been identified and the rules regarding conflict of interest are being followed. DNS has established control routines which ensure this. The theatre has no adverse impact on the external environment and follows the City of Bergen's waste sorting system.

### Sectoral policy goal attainment

In line with its mandate as a national theatre, DNS presents new drama, safeguards the country's cultural heritage and has a broad collaboration with other players. In 2017, the repertoire included 36 different performances, of which 26 were produced inhouse, five were premieres and three were joint productions. Almost 90 percent of performances given in 2017 attracted considerable praise from critics. "Our Honour and Our Power" received the International Ibsen Award and was put on again by DNS in 2017.

Trends in audience figures are important for DNS and efforts are constantly being made to reach as large and as varied an audience as possible. In 2017, the theatre continued its dns& initiative and had 58 promotional activities with various partners (from both the culture sector and private industry). Over 5,700 people took part in these events. DNS worked closely with the Cultural Rucksack and voluntary organisations. A free loyalty programme was set up for young people and a café was opened in Teaterkjelleren.

The income statement for 2017 shows a profit for the year of NOK 2.4 million. DNS has a good balance between revenues and expenses, and ticket sales were above budget during 2017. The theatre's costs were also below budget, which enabled more artistic production than originally planned.

Income statement (NOK millions)	2017	2016
Operating revenues	149	150
Operating expenses	147	111
Gross operating profit (EBITDA)	5,9	43,0
Operating profit (EBIT)	2,1	39,7
Net financial items	0,3	0,3
Profit/loss before tax	2,4	40,0
Tax charge	0,0	0,0
Profit/loss after tax	2,4	40,0

Balance sheet	2017	2016
Intangible assets	27,1	26,9
Fixed assets	49,5	51,5
Total assets	76,6	78,4

Equity	41,4	39,6
Provision for liabilities	1,4	0,0
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	33,8	38,8
Total debt and liabilities	35,2	38,8
Total equity and liabilities	76,6	78,4

Cash flow	2017	2016
Operating activities	1,7	15,6
Investment activities	-4,6	-5,0
Financing activities	-0,4	-2,8
Change cash and cash equivalents	-3,2	7,8

Key figures	2017	2016
Capital employed	41,4	39,6
Gross operating margin (EBITDA)	4 %	29 %
Operating margin (EBIT)	1 %	26 %
Equity ratio	54 %	51 %
Return on equity	6 %	101 %
Return on capital employed	6 %	101 %

Other key figures	2017	2016
Total number of performances	760	676
Tickets sold	126 832	108 038
Audiences	75 %	72 %
Ticket sales	22,8	22,5

Subsidies from the state	2017	2016
Ministry of Culture	120	117
Andre	0,0	5,0
Total subsidies	120	122

Additional information	2017	2016
Number of employees	139	144
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	66,67 %	66,67 %
Proportion of women on the board	43 %	29 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

CEO: Geir Bergkastet  
Board of Directors: Anne Carine Tanum (chair), Jan Petersen (vice chair), Harald Espedal, Håkon Berge, Gro Malmbekk Bergrabb, Rasmus Heggdal\*, Marit Brekke\* (\* elected by the employees)  
Auditors: KPMG AS



© Erik Berg/Den Norske Opera & Ballett AS

**Den Norske Opera & Ballett AS (DNO &B)** the Norwegian National Opera & Ballet, is Norway's largest institution for music and the dramatic arts and presents operas, ballets and concerts of the highest artistic quality. DNO&B comprises the companies, the Norwegian National Ballet and the Norwegian National Opera, in addition to the Norwegian National Opera Orchestra, the Norwegian National Opera Chorus, the Norwegian National Ballet 2, the Norwegian National Opera Children's Chorus and the Norwegian National Ballet School. It is a stated goal to be a leading institution in the international opera and ballet world.

The state's ownership of DNO&B aims to secure cultural policy objectives. The aim behind the 2017 dramatic art grants was to facilitate production, promotion and demand for different dramatic art expressions. This will support the overarching objectives to help ensure that everyone has access to high-quality art and culture and to promote artistic development and renewal.

### Key events

DNO&B's new CEO and Opera Director took up his position in autumn 2017. The Ballet Director began her second fixed-term contract at the same time. The Music Director left in 2017. The task of formulating a new strategic plan began in autumn 2017.

In 2017, the company reached a combined audience of around 380,000 people, split between 307,000 via stage productions and concerts and 73,000 via various promotional activities. A total of 56 stage productions were put on and 310 stage performances and 70 concerts were given. A total of 2,865 promotional activities of various kinds took place. The average seat occupancy ended at 89%.

### Sustainability and responsible business conduct

Guidelines for corporate social responsibility are under preparation. These guidelines set out DNO&B's responsibility to contribute to overcoming climate and environmental challenges and to ensure that the organisation has zero tolerance towards all forms of corruption, that employee rights are respected and that DNO&B is aware of its role in the safeguarding of fundamental human rights.

State ownership through the Ministry of Culture: 100 %  
The company's website: <https://operaen.no/>

The organisation has placed particular focus on whistleblowing routines and new and improved routines are currently being implemented within this area.

In an artistic organisation such as DNO&B, corporate social responsibility is fulfilled through encouraging diverse public statements from different perspectives. Our activities help to encourage open and public statements. DNO&B's primary responsibility is to manage the cultural heritage that lies in opera and ballet. This is ensured through development of the classical repertoire and through new artistic expressions and forms.

DNO&B has a systematic approach to health, safety and the environment and has a reporting system that is linked to operating incidents with a view to learning lessons and improving routines and work processes.

DNO&B has an agreement with the Eco-Lighthouse Foundation concerning environmental certification of the organisation. This involves the fulfilment of around 80 requirements relating to working environment, procurement, energy consumption, waste management, systematics, transport and emissions.

### Sectoral policy goal attainment

Many of DNO&B's productions in 2017 attracted positive reviews in both the Norwegian and international press, including the operatic performances of "La Cenerentola" and "Tosca" and the National Ballet's performances of "Sleepless Beauty" and "Hedda Gabler". The National Ballet was invited to give guest performances in Paris, Vienna and The Hague.

The performance of Tosca was broadcast by NRK and shown free on a big screen to several thousand guests on the opera roof. The performance also reached an international audience thanks to the company's involvement in the internet portal "The Opera Platform".

The talent development initiative was continued during 2017 and the Norwegian National Ballet 2 left its mark both nationally and internationally.

The major promotional activities carried out in 2017 included the Opera på timeplanen ("Opera in the timetable")

Income statement (NOK millions)	2017	2016
Operating revenues	784	774
Operating expenses	776	817
Gross operating profit (EBITDA)	21,0	-32,2
Operating profit (EBIT)	8,9	-42,4
Net financial items	-0,5	-0,3
Profit/loss before tax	8,4	-42,6
Tax charge	0,0	0,0
Profit/loss after tax	8,4	-42,6

Balance sheet	2017	2016
Sum Intangible assets	87,1	75,5
Fixed assets	176	160
Total assets	263	236
Equity	-100	-109
Provision for liabilities	21,4	22,8
Current interest-bearing liabilities	160	130
Current interest-free liabilities	182	191
Total debt and liabilities	363	344
Total equity and liabilities	263	236

Cash flow	2017	2016
Operating activities	40,8	79,9
Investment activities	-23,8	-19,1
Financing activities	-1,4	-1,4
Change cash and cash equivalents	15,6	59,4

Key figures	2017	2016
Capital employed	59,6	21,7
Gross operating margin (EBITDA)	3 %	-4 %
Operating margin (EBIT)	1 %	-5 %
Equity ratio	-38 %	-46 %

Other key figures	2017	2016
Total number of performances	351	373
Tickets sold	284 208	312 201
Audiences	89 %	91 %
Ticket sales	108	120

Subsidies from the state	2017	2016
Ministry of Culture	612	601

Additional information	2017	2016
Number of employees	646	629
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	38 %	57 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	60 %

project, where year 5 pupils were given the opportunity to learn about opera during the course of an entire autumn and to put on their own performance. Through the På tå hev ("On tiptoe") project, young school children with an interest in dance across the country were given the opportunity to develop themselves and to dance at the Opera under the guidance of the organisation's leading ballet dancers. In 2017, the company was funded through an operating subsidy of NOK 611.4 million. The company's own revenues amounted to NOK 168.7 million, of which NOK 100.4 million originated from ticket revenues. The company recorded a profit for the year of NOK 8.4 million.



**Eksportkreditt Norge AS** was established in 2012 to manage the state's export credit scheme, which was managed by Eksportfinans ASA until 2011. The company's activities are regulated by the Act relating to Eksportkreditt Norge AS and the Export Credit Regulations.

The export credit scheme is a state scheme for financial services for Norwegian exports of capital goods and services, which aims to offer customers of Norwegian exporters export credit on internationally competitive terms. Borrowers can choose between publicly supported fixed interest loans, known as CIRR loans (Commercial Interest Reference Rate) and market loans. The conditions for the loans are laid down in an OECD-affiliated export financing agreement, among others. All applications that comply with the rules of the scheme will receive an offer of financing. The loans are funded by the Treasury and are recorded on the state's statement of financial position. The State thus assumes all the risks associated with the credit scheme.

All the loans must be guaranteed by state export guarantee institutions and/or a financial institution with a good credit rating, or secured in accordance with Eksportkreditt Norge's credit guidelines.

The objective of the state's ownership of Eksportkreditt Norge is to promote Norwegian exports through competitive, accessible and effective export financing. It is a requirement for the company to be run efficiently.

## Key events

At the end of 2017, the lending balance under the export credit scheme amounted to NOK 69.4 billion. Of this, CIRR loans amounted to 63% and market loans 37%. At the same time, 73% of the lending balance was guaranteed by the Norwegian Export Credit Guarantee Agency (GIEK). Some 97.6% of the lending balance was related to the oil and gas industry and maritime industries. The situation in the oil and gas industry has been challenging since 2014. In 2017, the company worked hard to follow up outstanding loans in this part of the portfolio.

The company also carried out a number of projects in order to streamline its operations and improve its digital services for exporters and borrowers, e.g. linked to export contracts for small and medium-sized enterprises. The company also carried out a number of projects in order to streamline its operations and improve the digital services it offers to exporters and borrowers, e.g. linked to export contracts for large and medium enterprises. During 2017, the government

CEO: Otto Søberg

Board of Directors: Else Bugge Fougner (chair), Finn Ivar Marum, Siri Beate Hatlen, Ingelise Arntsen, Øyvind Holte, Fanny Fabricius Bye\* (\* elected by the employees)

Auditors: KPMG AS



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State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.eksportkreditt.no](http://www.eksportkreditt.no)

made a number of changes to the export credit scheme in order to make the scheme more competitive and relevant for Norwegian industry. An evaluation of Eksportkreditt Norge and GIEK was carried out in 2017. This evaluation has been distributed for public consultation.

## Sustainability and responsible business conduct

Eksportkreditt Norge's general guidelines for corporate social responsibility can be found in the OECD Common Approaches for Officially Supported Export Credits and Environmental and Social Due Diligence and the Recommendation on Bribery and Officially Supported Export Credits. Eksportkreditt Norge has also adopted the Equator Principles. In accordance with guidelines from the OECD and the Equator Principles, the company classifies its loans according to the risk of adverse environmental and social impacts.

Eksportkreditt Norge formally collaborates with GIEK on corporate social responsibility, and together they can have a positive impact through the requirements they set in the projects they finance. The company also works in a targeted manner to combat corruption. Anti-corruption measures are implemented based on risk assessments of countries, sectors and transactions. All loans are given subject to the condition that there is no suspicion of corruption related to the transaction.

## Sectoral policy goal attainment

The company's operations during 2017 supported the state's objectives behind its ownership of Eksportkreditt Norge. As a result of the challenging market situation within the oil and gas sector, the loan portfolio was reduced from 2016 to 2017. The company works actively to publicise the services it offers and to make them available to different sectors and target groups. The company's work relating to simplification projects will contribute to the more efficient use of resources, both for borrowers and exporters and internally within Eksportkreditt Norge.

Revenues and expenses related to the loan portfolio under the export credit

Income statement (NOK millions)	2017	2016
Net operating revenues	111	103
Operating expenses	107	107
Gross operating profit (EBITDA)	6,6	-0,6
Operating profit (EBIT)	4,0	-4,1
Net financial items	1,1	1,2
Profit/loss before tax	5,1	-2,8
Tax charge	1,4	-0,6
Profit/loss after tax	3,7	-2,2

Balance sheet	2017	2016
Intangible assets	7,7	11,3
Fixed assets	77,9	72,7
Total assets	85,6	84,0
Equity	46,9	43,2
Provision for liabilities	16,1	18,6
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	22,6	22,2
Total debt and liabilities	38,6	40,8
Total equity and liabilities	85,6	84,0

Cash flow	2017	2016
Operating activities	0,0	0,0
Investment activities	0,5	0,2
Financing activities	0,0	0,0
Foreign currency effects	0,0	0,0
Change cash and cash equivalents	0,5	0,2

Key figures	2017	2016
Capital employed	46,9	43,2
Gross operating margin (EBITDA)	6 %	-1 %
Operating margin (EBIT)	4 %	-4 %
Equity ratio	55 %	51 %
Return on equity	8 %	-5 %
Average return on equity last 4 years	5 %	12 %
Return on capital employed	12 %	-6 %

Subsidies from the state	2017	2016
Ministry of Trade, Industry and Fisheries	110	101

Additional information	2017	2016
Number of employees	45	48
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	67 %	67 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	60 %

scheme are not included in Eksportkreditt Norge's accounts, but are recognised directly in the national accounts on a cash basis. Eksportkreditt Norge's operations are based on grants from the state. In 2017, the company received a grant of NOK 109.7 million. Profit after tax was NOK 3.7 million.

CEO: Nils Kristian Nakstad  
 Board of Directors: Tore Holm (chair),  
 Elizabeth Baumann Ofstad (vice chair),  
 Eirik Gaard Kristiansen, Linda Litlekalsøy  
 Aase, Dina Elverum Aune, Olav Hasaas,  
 Einar Håndlykken, Tor Brekke\*, Konrad  
 Pütz\*, Hege Glasø Wiggen\* Anita Fossdal\*,  
 Boy Kåre Kristoffersen\*, (\* elected by  
 the employees)  
 Auditors: Deloitte AS



© Enova SF

**Enova SF** was established in 2001 following a reorganisation of the work relating to the restructuring of energy consumption and generation. Enova's objective is to contribute to reductions in greenhouse gas emissions and improve supply reliability for energy and technological development, which will also help to reduce greenhouse gas emissions in the longer term. Enova manages the Climate and Energy Fund, which is intended to be a long-term source of funding for the work. The Climate and Energy Fund is funded by a parafiscal charge on electricity grid tariffs, transfers via the National Budget and interest earned on the balance of capital in the Climate and Energy Fund during the previous year.

Enova is managed according to the principles of management by objectives and results. The task of managing the Energy Fund was assigned to Enova through a four-year management agreement between the Ministry of Climate and the Environment and Enova, as well as through the annual letter of assignment from the ministry. The annual budget framework for Enova's operations is determined in the annual letter of assignment from the Ministry of Climate and the Environment and is covered by the Climate and Energy Fund.

The objective of the state's ownership of Enova is to achieve energy policy goals. It is a requirement for the company to be run efficiently.

## Key events

On 14 December 2016, the Ministry of Petroleum and Energy and Enova signed a new management agreement with a revised objective structure for the period 2017–2020. Enova's objects were also amended during the corporate assembly held on 30 January 2017. In a meeting of the Council of State held on 17 January 2018, it was decided to transfer responsibility for Enova SF, including responsibility for following up the state's ownership in Enova SF, from the Ministry of Petroleum and Energy to the Ministry of Climate and Environment.

## Sustainability and responsible business conduct

It is a basic prerequisite for Enova that all work is performed in accordance with applicable laws and regulations and in line with good practice in areas such as occu-

pational health and safety, the environment, human rights, business ethics and anti-corruption. Enova has established ethical guidelines which define requirements for employees, partners and others acting on the company's behalf. Enova's ethical guidelines are available on the company's website.

Enova shall act as a role model within environmental and climate issues, and seeks to minimise the company's impact on the external environment. Part of Enova's corporate social responsibility is exercised through awareness campaigns aimed at children and young people.

## Sectoral policy goal attainment

The management agreement gives Enova a long-term financial framework and considerable freedom as regards its operation. The management agreement gives Enova the opportunity to utilise the resources that are made available effectively.

In addition to Enova's objectives, the management agreement sets out three secondary objectives, which require Enova to reduce greenhouse gas emissions in order to contribute to Norway's fulfilment of its climate obligation for 2030, increase innovation within energy and climate technology which facilitate the switch to the low emission society and improve supply reliability through flexible and efficient power and energy consumption. Four performance indicators have been developed which will provide an indication of Enova's goal attainment during the agreement period. These performance indicators form one of a number of cornerstones for the management dialogue between the ministry and Enova.

In 2017, Enova was awarded approximately NOK 2.7 billion and has awarded aid in excess of NOK 2.3 billion to around 900 energy and climate projects and also supported around 8,000 individual initiatives in homes through the Enova grant. During 2017, the trend in all performance indicators was good compared with the contractually established levels for the period 2017–2020.

<sup>1</sup> Transferred from the Ministry of Petroleum and Energy 1 May 2018.

State ownership through the Ministry of Climate and the Environment<sup>1</sup>: 100 %  
 The company's website: [www.enova.no](http://www.enova.no)

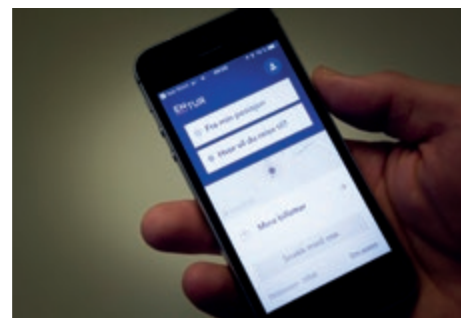
Income statement (NOK millions)	2017	2016
Operating revenues	125	121
Operating expenses	116	116
Gross operating profit (EBITDA)	10,0	6,1
Operating profit (EBIT)	9,0	5,3
Net financial items	0,7	0,7
Profit/loss before tax	9,7	6,0
Tax charge	0,0	0,0
Profit/loss after tax	9,7	6,0
<b>Balance sheet</b>	<b>2017</b>	<b>2016</b>
Intangible assets	2,5	3,2
Fixed assets	53,4	44,5
Total assets	55,9	47,7
Equity	27,2	20,0
Provision for liabilities	0,0	0,0
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	28,6	27,7
Total debt and liabilities	28,6	27,7
Total equity and liabilities	55,8	47,7
<b>Cash flow</b>	<b>2017</b>	<b>2016</b>
Operating activities	12,1	11,5
Investment activities	0,0	0,0
Financing activities	0,0	0,0
Change cash and cash equivalents	12,1	11,5
<b>Key figures</b>	<b>2017</b>	<b>2016</b>
Capital employed	27,2	20,0
Gross operating margin (EBITDA)	8 %	5 %
Operating margin (EBIT)	7 %	4 %
Equity ratio	49 %	42 %
Return on equity	41 %	35 %
Average return on equity last 5 years	16 %	-2 %
Return on capital employed	41 %	35 %
Contractual energy result (TWh)	0,4	1,4
<b>Additional information</b>	<b>2017</b>	<b>2016</b>
Number of employees	77	78
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	40 %	40 %
Proportion of women among owner-appointed/shareholder elected board members	43 %	43 %



CEO: Johnny Welle

Board of Directors: Kari Bing Orgland (chair), Leif Harald Jensen (vice chair), Jarl Eliassen, Sonja Chirico Indrebø, Klaus Ruyter\* (\* elected by the employees)

Auditors: Deloitte AS



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State ownership through the Ministry of Transport and Communications: 100 %  
The company's website: [www.entur.org](http://www.entur.org)

**Entur AS** was divested from NSB AS and placed under the Ministry of Transport and Communications in April 2017. Entur carries out tasks linked to the sale of travel and ticket solutions for the rail sector, ticketing for public transport in areas where there are fare partnerships between rail operators and county council-funded public transport services and basic services within electronic ticketing for all public transport services. The company also provides services which make it easy to plan, compare and purchase seamless travel across all public transport companies in Norway, including train, bus, ferry, underground and tram services. Entur's head office is situated in Oslo.

The state's goals behind its holding is to offer services on competition-neutral terms for journey planning and ticketing for the public transport sector.

## Key events

During 2017, Entur completed much of the modernisation process concerning ticket systems and provision to enable such systems to handle new operators which become established in the Norwegian market. In 2017, Entur launched a national journey planning service. Entur has also taken over services which were previously supplied by Norsk Reiseinformasjon AS, along with ownership of Interoperabilitetstjenester AS, which provides basic services within electronic ticketing for the public transport sector.

## Sustainability and responsible business conduct

Entur has prepared a report on corporate social responsibility for 2017, which describes how the company operates within key areas. The company's work re-

lating to corporate social responsibility is based on the results of a stakeholder and materiality analysis. In 2018, Entur will continue to develop goals and indicators for the company's work relating to corporate social responsibility.

## Sectoral policy goal attainment

Through the modernisation and restructuring of the railway's ticket systems in 2017, Entur helped the sector to offer services on competition-neutral terms. In 2017, Entur also helped to make it easier to travel by public transport by launching services linked to a national stopping place register, the collection and sharing of timetable data and the launch of a national journey planner.

The services that Entur offers are regulated in an agreement with the Norwegian Railway Directorate and are funded via the National Budget. Sales and ticketing for the rail sector are fully funded through the affiliation agreements. The affiliation agreements are appendices to the state's traffic agreements with the rail operators and the costs are therefore covered by the state through the fees paid to the rail operators. Services within journey planning, etc. for all public transport services are financed through appropriations via the National Budget.

During 2017, the quality of Entur's services fulfilled the requirements stipulated in applicable contracts with the rail operator NSB AS and the Norwegian Railway Directorate. In partnership with NSB, improvements were carried out which resulted in the streamlining of services, and an option concerning a price reduction regarding Entur's services was triggered. Entur reported a positive financial result for 2017.

Income statement (NOK millions)	2017
Operating revenues	430,5
Operating expenses	384,2
Gross operating profit (EBITDA)	77,3
Operating profit (EBIT)	46,3
Net financial items	2,9
Profit/loss before tax	49,2
Tax charge	12,1
Profit/loss after tax	37,1
Balance sheet	2017
Intangible assets	57,9
Fixed assets	333,6
Total assets	391,5
Equity	114,3
Provision for liabilities	63,2
Current interest-bearing liabilities	0,0
Current interest-free liabilities	214,0
Total debt and liabilities	277,2
Total equity and liabilities	391,5
Cash flow	2017
Operating activities	206,8
Investment activities	-0,5
Financing activities	42,2
Change cash and cash equivalents	248,5
Key figures	2017
Capital employed	328,3
Gross operating margin (EBITDA)	18 %
Operating margin (EBIT)	11 %
Equity ratio	29 %
Subsidies from the state	2017
Ministry of Transport and Communications	0
Additional information	2017
Number of employees	250
Proportion of employees in Norway	100 %
State ownership at year-end	100 %
Proportion of women on the board	50 %
Proportion of women among owner-appointed/shareholder elected board members	50 %

**Gassco AS** was established in 2001 and operates the integrated gas transport system for gas from the Norwegian continental shelf to Europe. The system consists of pipelines, processing facilities, platforms and gas terminals on the European mainland and in the UK.

As a neutral and independent operator, Gassco is responsible for the efficient operation, maintenance and development of transport and processing installations. As part of its system responsibility, Gassco investigates the further development of the transport system and associated installations in order to create a coherent transport and processing solution for the petroleum sector. Gassco is also responsible for allocating and distributing capacity between vessels.

The gas transport system is owned by various joint ventures, which are in turn owned by oil and gas companies on the Norwegian continental shelf and infrastructure companies. Gassco's operations are conducted on behalf of the joint ventures at the owners expense and risk. Gassco does not make a profit or loss from its operations. The shippers pay regulated transport tariffs that provide the owners of the gas transport system with a reasonable return on their investments.

Gassco's vision is: "Gassco securing energy supply". Gassco's head office is situated in Karmøy municipality. The company also has branches in Germany, Belgium, France and the UK.

The objective of the state's ownership of Gassco is to assume operator responsibility for the transport of gas from the Norwegian continental shelf. Gassco aims to be a neutral and independent operator which is responsible for ensuring efficient daily operation and the coherent development of the transport system.

### Key events

Gassco took over the operatorship for the Polarled pipeline on 1 May 2017 and for the process facility at Nyhamna on 1 October 2017.

Gassco took over the operatorship for Vestprosess on 1 January 2018, whilst on the same date the facility was incorporated under the Tariff Regulation with regulated tariffs for new reservations in the facility.

The subsea connection to the Zeepipe IIA pipeline for the Gina Krog Field was completed during the fourth quarter of 2017. The Maria Field began production via the Kristin platform in December 2017. The gas is exported via Åsgard Transport to the Kårstø facility.

In 2017, Gassco completed a concept study for a branch pipeline from the

**CEO: Frode Leversund**

**Board of Directors:** Mimi Kristine Berdal (chair), Arvid Grundekjøn, Johan Einar Hustad, Nina Schieldrop Lie, Tor Rasmus Skjærpe, Brynjar Aardal\*, Mona Storesund-Losnegård\*, Hilde Berge Kringstad\* (\* elected by the employees)

**Auditors:** PricewaterhouseCoopers AS

**State ownership through the Ministry of Petroleum and Energy: 100 %**  
The company's website: [www.gassco.no](http://www.gassco.no)



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Gassco-operated Europipe II to Nybro in Denmark. This connection would give Norwegian gas exporters direct access to the Danish market and to Poland via the planned Baltic pipe.

In 2017, a plan for development and operation (PDO) was approved for the Utgard, Byrding, Oda, Dvalin, Trestakk and Bauge Fields. PDOs were also submitted for the Snorre Expansion and Fenja, amongst other developments. Gassco has considered transport solutions for all of these in order to ensure that the best solution is chosen for the Norwegian continental shelf. Gassco has also assessed a gas transport solution for the gas resources of the central and northern part of the North Sea ("Noaka") in connection with its concept study.

Gassco was responsible for and carried out concept studies for the transport by ship of CO<sub>2</sub> on behalf of the Ministry of Petroleum and Energy. The work was carried out in partnership with Gassnova.

### Sustainability and responsible business conduct

Corporate social responsibility and ethics are an integral part of Gassco's culture, strategy and operations. The company has a specific procedure regarding corporate social responsibility which is based on the guidelines in ISO 26000 and follows the state's ownership policy.

Gassco's guidelines and principles are in line with the United Nations Global Compact and the OECD Guidelines for Multinational Enterprises. Every year, the company prepares a plan for the work relating to corporate social responsibility, which is followed up by the management and anchored in the board of directors.

### Sectoral policy goal attainment

Gassco has a management-by-objectives system which, through approved performance indicators, measures whether or not the company is delivering on the sectoral policy goals. The company has HSE, financial and operational indicators.

Deliveries of natural gas from the Norwegian gas transport system to Europe in 2017 amounted to 117.4 billion Sm<sup>3</sup>, compared with 108.6 billion Sm<sup>3</sup> in 2016. This

Income statement (NOK millions)	2017	2016
Operating revenues	0,0	0,0
Operating expenses	0,0	0,0
Gross operating profit (EBITDA)	0,0	0,0
Operating profit (EBIT)	0,0	0,0
Net financial items	0,0	0,0
Profit/loss before tax	0,0	0,0
Tax charge	0,0	-0,8
Profit/loss after tax	0,0	0,8

Balance sheet	2017	2016
Intangible assets	462	508
Fixed assets	573	976
Total assets	1 035	1 484
Equity	15	15
Provision for liabilities	498	527
Current interest-bearing liabilities	97	104
Current interest-free liabilities	425	838
Total debt and liabilities	1 020	1 469
Total equity and liabilities	1 035	1 484

Cash flow	2017	2016
Operating activities	17	-23
Investment activities	-25	-53
Financing activities	0	0
Change cash and cash equivalents	-8	-75

Key figures	2017	2016
Pipeline system (no. of km)	8 900	8 365
Regularity	99,48 %	99,71 %
Gas transport to onshore terminals in Europe (billion Sm <sup>3</sup> )	117	109
Largest delivery per 24 hours (mill. Sm <sup>3</sup> )	376	358
Ships arriving at Kårstø	618	676
Tariff income Gassco operatorship	27 670	27 377
Operating costs Gassco operatorship	5 382	5 222

Subsidies from the state	2017	2016
Subsidy for CO <sub>2</sub> -value chain studies	12,7	11,5

Additional information	2017	2016
Number of employees	332	349
Proportion of employees in Norway	58 %	59 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	50 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

makes the gas deliveries in 2017 through the Gassco-operated system the highest in history. Total delivery regularity was 99.48%, compared with 99.71% in 2016. The company also enabled the ships to sell an additional 1,232 MSm gas in 2017 by providing day-to-day capacity in the transport system.

Gassco must not make a financial loss or profit through its operations. The company's costs are financed by joint ventures, users and third parties. Operating costs were below budget in 2017.





**Gassnova SF** is the Norwegian state enterprise for carbon capture and storage. Gassnova was established as an administrative agency under the Ministry of Petroleum and Energy in 2005 and became a state enterprise in 2007. The enterprise manages the state's interests relating to carbon capture, transportation and geological storage (CCS) and carries out projects as determined by the corporate assembly.

One of the enterprise's principal objectives is to promote technological development and the development of expertise for cost-effective and future-proof solutions for CCS. Gassnova will also act as a specialist adviser for the ministry as regards carbon capture. Gassnova's head office is situated in Porsgrunn.

The objective of the state's ownership of Gassnova is to manage the state's interests regarding CCS. It is a requirement for the company to be run efficiently.

### Key events

Morten Ruud became Gassnova's new board chairman in June 2017.

Concept studies of carbon sequestration and transport were completed in October 2017. These studies show that carbon sequestration is technically feasible at the facilities belonging to the three industrial concerns Norcem, Yara and Fortum Oslo Varme. The concept study concerning the transport of CO<sub>2</sub> shows that transport by ship from a sequestration facility to an onshore facility linked to a storage facility offers the most flexible and cost-effective solution for CO<sub>2</sub> transport. After Statoil was awarded a contract for concept studies concerning a CO<sub>2</sub> storage facility, they signed a collaboration agreement with Shell and Total concerning the execution of the concept studies for a CO<sub>2</sub> storage facility. The collaboration partners are now studying a CO<sub>2</sub> storage facility in an area close to the Troll Field. The concept study for a storage facility is expected to be completed in early autumn 2018. Overall, the studies show that it would be possible to realise a full-scale CO<sub>2</sub> management chain in Norway.

In 2017, the Technology Centre at Mongstad (TCM) was reorganised with a new owner structure and new owners. TCM Assets AS was established as a wholly owned subsidiary of Gassnova SF. As a result, 2017 is the first year in which consolidated accounts were submitted. TCM Assets AS owns and leases out the test facilities at Mongstad. The transfer of the facility and the start-up of the new operat-

CEO: Trude Sundset

Board of Directors: Morten Ruud (chair), Marianne Holmen (vice chair), Cathrine Brekke, Trond Moengen, Alfred Nordgård, Ståle Aakenes \* (\* elected by the employees)

Auditors: Deloitte AS

State ownership through the Ministry of Petroleum and Energy: 100 %  
The company's website: [www.gassnova.no](http://www.gassnova.no)



© TCM DA

ing company took effect on 18 August 2017. The operating company for TCM is organised as a company with divided liability. The corporate assembly is the company's supreme governing body. Gassnova administers the state's share of 77.5%. Two test campaigns were carried out in 2017. US technology company ION Engineering concluded its campaign during the first six months of the year following a successful test campaign funded through the DoE/NETL system in the USA.

A major open scientific campaign (MEA3) was also carried out in 2017. In addition to ongoing test campaigns, TCM is increasingly focussing the operation on knowledge dissemination by defining itself as a global centre of expertise regarding carbon sequestration technology. In June 2017, a collaboration agreement was signed with the Chinese Guangdong project, under which TCM will provide expertise in order to develop a small test centre in the region.

### Sustainability and responsible business conduct

Gassnova shall operate in an ethical, sustainable and responsible manner, in line with applicable laws, regulations and generally accepted practice. The enterprise places particular emphasis on preventive measures aimed at anti-corruption and legal capacity issues, through both campaigns and greater transparency.

The enterprise's requirements and expectations are laid down in guidelines for the enterprise's efforts relating to corporate social responsibility, as well as guidelines and principles for ethical conduct, legal capacity and whistleblowing. These guidelines are available via the enterprise's website.

### Sectoral policy goal attainment

Through TCM, the CLIMIT programme and the full-scale project, Gassnova safeguards the state's interests linked to CO<sub>2</sub> management in accordance with the letter of assignment. Gassnova's operations are funded via the national budget. Gassnova invoices the Ministry of Petroleum and Energy for services it performs for the Ministry in accordance with the adopted budget. The enterprise also receives revenues from the sale of services to TCM.

Income statement (NOK millions)	2017	2016
Operating revenues	282	152
Operating expenses	287	145
Gross operating profit (EBITDA)	11,3	8,0
Operating profit (EBIT)	-5,1	7,7
Net financial items	1,5	1,4
Profit/loss before tax	-3,6	9,2
Tax charge	0,0	0,0
Profit/loss after tax	-3,6	9,2

Balance sheet	2017	2016
Intangible assets	132	0,3
Fixed assets	183	101
Total assets	314	101
Equity	39,8	48,8
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	274,6	52,4
Total debt and liabilities	274,6	52,4
Total equity and liabilities	314,4	101

Cash flow	2017	2016
Operating activities	70,7	-0,5
Investment activities	0,0	-0,2
Financing activities	0,0	0,0
Change cash and cash equivalents	70,7	-0,7

Key figures	2017	2016
Capital employed	40,0	48,8
Gross operating margin (EBITDA)	-2 %	5 %
Operating margin (EBIT)	-2 %	5 %
Equity ratio	13 %	48 %
Return on equity	-8 %	21 %
Average return on equity last 5 years	13 %	13 %
Return on capital employed	-8 %	21 %

Subsidies from the state	2017	2016
Government grants	85,3	76,1
Subsidy for CO <sub>2</sub> project management funds	171,6	63,3
Grants related to TMC Assets AS	12,3	-
Total subsidies	269,2	139,4

Additional information	2017	2016
Number of employees	41	38
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	33 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

The enterprise's expenses mainly consist of wages, personnel hire, purchase of external services, travel expenses, rent and other office expenses. Gassnova's administrative grant in 2017 was NOK 107 million.



CEO: Idun Christie

Board of Directors: Hans Frøde Kielland Asmyhr (chair), Bjørn Stabbetorp (vice chair), Harald Lossius, Wenche Myhre Dale, Annette Olesen, Nina Heiberg, Jostein Fjeld, Jon Arne Dieseth\* (\* elected by the employees)

Auditors: BDO AS



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State ownership through the Ministry of Agriculture and Food: 28,2 %  
The company's website: [www.graminor.no](http://www.graminor.no)

**Graminor AS** is a plant breeding company that develops new and improved plant varieties, represents imported varieties, and produces pre-basic seed. Graminor was established in 2002, as a continuation of Norsk Kornforedling AS, in order to concentrate Norwegian plant breeding for farming and horticulture in a single company.

The purpose of the state's ownership of Graminor is to ensure that the Norwegian agriculture and horticulture sectors have access to varied disease-free field crops and horticultural plants that are suitable for Norwegian growing conditions. Graminor is responsible for all cultivation of crops and horticultural plants in Norway.

### Key events

New premises for the cleaning of pre-basic seed were brought into use in spring 2017. This will benefit HSE, quality assurance and rational production.

A new Graminor variety of barley was approved in 2017, along with two foreign varieties and one variety of spring wheat.

### Sustainability and responsible business conduct

Graminor's corporate social responsibility is to develop and acquire plant varieties for Norwegian and Nordic growth conditions in order to boost food production on Norwegian resources and safeguard food safety in Norway.

### Sectoral policy goal attainment

During 2017, Graminor contributed to the development of environmentally friendly and disease-free plant varieties for Norwegian agriculture. The company's revenues originate from breeder and licence revenues based on sales by the seed businesses. Graminor also initiated and carried out breeding programmes within field crops, fruit, berries and potatoes with support from the state.

During 2017, the company delivered the expected quantity and quality of products and services and thereby fulfilled its primary objective. The company's annual accounts show a profit after tax which is somewhat lower than the previous year, but still satisfactory.

Income statement (NOK millions)	2017	2016
Operating revenues	72,3	68,4
Avskrivning og nedskrivning	2,2	2,4
Operating expenses	72,0	63,9
Gross operating profit (EBITDA)	2,5	6,9
Operating profit (EBIT)	0,3	4,5
Financial income	0,7	1,0
Financial cost	0,2	0,2
Net financial items	0,5	0,8
Profit/loss before tax	0,8	5,3
Tax charge	0,0	1,1
Profit/loss after tax	0,8	4,2

Balance sheet	2017	2016
Intangible assets	43,0	44,6
Fixed assets	60,7	58,9
Total assets	104	104

Total equity	75,2	74,4
Provision for liabilities	0,0	0,1
Current interest-bearing liabilities	28,5	29,0
Current interest-free liabilities	0,0	0,0
Total debt and liabilities	28,5	29,1
Total equity and liabilities	104	104

Key figures	2017	2016
Capital employed	104	103
Gross operating margin (EBITDA)	3 %	10 %
Operating margin (EBIT)	0 %	7 %
Equity ratio	73 %	72 %
Return on equity	1 %	6 %
Average return on equity last 4 years	4 %	4 %
Return on capital employed	1 %	6 %

Subsidies from the state/ Public purchases	2017	2016
Subsidies from the state/Public purchases	22,0	22,0

Additional information	2017	2016
Number of employees	34	34
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	28,2 %	28,2 %
Proportion of women on the board	38 %	38 %
Proportion of women among owner-appointed/shareholder elected board members	43 %	43 %



**Innovation Norway's** purpose is to act as a national and local authority instrument for realising value-generating business development throughout Norway. The company administers business-oriented policy instruments on behalf of various ministries and county councils. The principal common objectives of these instruments are to promote commercially and socially beneficial business development, and to spur regional business opportunities through sub-goals of facilitating more entrepreneurs, more high-growth companies and more innovative businesses.

Innovation Norway is organised as a special legislation company in accordance with the Act relating to Innovation Norway. This form of association means that the company is a separate legal entity with independent and professional responsibility for decisions concerning individual matters. Ownership of Innovation Norway is shared by the state, represented by the Ministry of Trade, Industry and Fisheries, (51%), and the county councils (49%).

The objective of the state's ownership of Innovation Norway is to promote a nationally coordinated service of business-oriented measures and schemes to spur commercially and socially beneficial business development and promote regional business opportunities. It is a requirement for the company to be run efficiently.

### Key events

In 2017, the company contributed through easier access to venture capital for industry through greater use of venture capital loans and the introduction of start-up loans for entrepreneurs. In total, Innovation issued venture capital loans amounting to NOK 1.5 billion in 2017. This was made possible by the signing of an agreement with the European Investment Fund (EIF) for a total of NOK 1.2 billion, enabling the volume of venture capital loans issued to Norwegian businesses to be increased by NOK 500 million in 2017.

In January 2017, Innovation Norway was tasked with boosting Norway's "green offensive profile" to secure more exports, providing more cooperation arenas and making Norway a more attractive country in which to invest. Together with Norwegian industry, a digital display window was developed to present Norwegian green and sustainable solutions.

In 2017, Innovation Norway adjusted its presence in a total of 11 countries in line with the feedback given by Norwegian industry, the markets and the strategy that has been adopted for the company.

In order to promote the services provided by a collective funding agency to Norwegian exporters, Innovation Norway also es-

CEO: Anita Krohn Traaseth  
Board of Directors: Per Otto Dyb (chair), Jørund Ødegård Lunde (vice chair), Arvid Andenæs, Kristin Misund, Jan Løkling, Jørund Ødegård Lunde, Helen Falch Fladmark, Kim Daniel Victor Arthur, Wenche Kjølås, Heidi Wang, Leela Borring Låstad\*, Gaute Hagerup\* (\* elected by the employees)

Auditors: Deloitte AS



© Innovasjon Norge

State ownership through the Ministry of Trade, Industry and Fisheries: 51 %  
The company's website: [www.innovasjon Norge.no](http://www.innovasjon Norge.no)

established a joint export team for 2016 and 2017 together with representatives from Eksportkredit Norge, the Norwegian Export Credit Guarantee Agency (GIEK) and GIEK Kredittforsikring. Regardless of which of the four abovementioned funding organisations businesses contact, customers are linked to the services and aid schemes that are relevant in each individual case.

### Sustainability and responsible business conduct

Innovation Norway's Sustainable Development Strategy (2016–2020) sets out the framework for all work that is carried out within innovation Norway and bases the work relating to the strategy and its implementation on the United Nations' sustainable development goals, the principles of the United Nations Global Compact, the OECD's guidelines for multinational companies and the United Nations' guiding principles for industry and human rights. The requirements that the companies impose on customers and business partners are referred to in the document entitled God forretningsskikk – Innovation Norway's forventninger til kunder og samarbeidspartnere (Good business practice – Innovation Norway's expectations regarding customers and business partners), which are based on the same guidelines and principles – all recognised standards within the area of corporate social responsibility.

### Sectoral policy goal attainment

The company's goal attainment is measured through three impact indicators in line with the secondary goals. Statistics Norway's measurements indicate that companies that have received aid from Innovation Norway have recorded annual added growth in all three impact indicators over a three-year period compared with the control group; annual added growth in sales revenues of 12.7 percentage points (2016: 12.3), annual added growth in value creation of 6.1 percentage points (2016: 6.2) and annual added growth in productivity of 2.1 percentage points (2016: 2.2).

In addition to Statistics Norway's measurements of the three impact indicators, regular evaluations of individual schemes are also carried out.

Income statement (NOK millions)	2017	2016
Recognised grants	1 071	1 057
Other operating revenues	143	159
<b>Total operating revenues</b>	<b>1 214</b>	<b>1 217</b>
Operating expenses	1 374	1 378
Net financial items	411	383
<b>Operating profit before losses on loans and guarantees</b>	<b>251</b>	<b>222</b>
Net losses	-50	10
<b>Profit/loss before tax</b>	<b>301</b>	<b>211</b>
Tax charge	0	0
<b>Profit/loss after tax</b>	<b>301</b>	<b>211</b>

Balance sheet	2017	2016
<b>Total assets</b>	<b>24 941</b>	<b>24 043</b>

Deposits from the State	15 690	15 020
Net bond debt	0	0
Other debt and liabilities	1 538	1 361
Other provisions for liabilities	3 944	3 855
Total loan and investment fund	2 190	2 252
<b>Total debt and liabilities</b>	<b>23 362</b>	<b>22 488</b>
<b>Total equity</b>	<b>1 579</b>	<b>1 555</b>
<b>Total equity and liabilities</b>	<b>24 941</b>	<b>24 043</b>

Cash flow	2017	2016
Operating activities	-306	-202
Payment from owner	-52	178
Investment activities	-119	-73
Financing activities	670	195
<b>Change cash and cash equivalents</b>	<b>193</b>	<b>98</b>

Dividends	2017	2016
Dividend for the financial year	287	201
Dividend percentage	95 %	95 %
Average dividend percentage last 5 years	65 %	51 %
Dividend to the state	271	183

Subsidies from the state/ Public purchases	2017	2016
Grants	1 071	1 057

Allocations	2017	2016
Transfers to the State/owners	271	201
Transferred to/from funds and equity	30	10
<b>Total allocations</b>	<b>301</b>	<b>211</b>

Additional information	2017	2016
Number of employees	697	714
Proportion of employees in Norway	78 %	79 %
State ownership at year-end	51 %	51 %
Proportion of women on the board	55 %	55 %
Proportion of women among owner-appointed/shareholder elected board members	56 %	56 %

Innovation Norway is primarily funded through assignments from ministries and county councils, including revenues from the company's lending and investment activities. In recent years, Innovation Norway has stepped up its efforts aimed at industry, primarily as a result of an increase in the number of assignments, combined with a drop in the company's total operating costs. The company has also further developed its documentation and follow-up of efficiency as regards resource use.

Daglig leder: Birgitte Henriksen

Board of Directors: Kåre Oskar Larsen (chair), Arnfinn Sjøseth (vice chair), Unni Abrahamsen, Jostein Fjeld, Jon Atle Repstad, Barbro Isaksen\* (\* elected by the employees)

Auditors: Mazars Revisjon AS



© Kimen SÅVARELABORATORIET AS

State ownership through the Ministry of Agriculture and Food: 51 %  
The company's website: [www.kimen.no](http://www.kimen.no)

**Kimen SÅvarelaboratoriet AS** (Kimen) is Norway's centre of expertise relating to seed quality and seed analysis and is the national reference laboratory for seed analysis. The company has built up its expertise through more than 130 years of principally state ownership. The laboratory was restructured as a limited company in 2004. The company is owned by the state through the Ministry of Agriculture and Food (51%), Felleskjøpet Agri SA (34%) and Strand Unikorn AS (15%).

The laboratory is accredited by ISTA (International Seed Testing Association) for germination analysis, seed health, purity and moisture content determination of all relevant seeds and can issue international seed certificates. The accreditation guarantees quality and national competence in the field. Quality-assured analysis results and services are vital for customers.

The company's main strategy is to meet the needs of the seed industry and the government for services relating to purity, germination and health analyses of seed.

The aim of the state's ownership of Kimen is to carry out seed analyses to ensure that the Norwegian seed industry has access to the necessary production and management analyses as laid down in the regulations for seeds, wild oats, plant health and plant production.

### Key events

The year 2017 was characterised by a stable organisation and ordinary operation without any major events. However, of importance for the operation was the decision by the board to invest in a new seed scanner. Manual analyses and personal competence characterise the work carried out at the laboratory, as it still does within the field of seed control worldwide. Investment in technology of this type is therefore forward-looking and important for the company from a financial and operational perspective. During this phase, the investment will replace an older type of seed scanner and will therefore not entail any major change in everyday operations.

In addition to ordinary seed analyses,

the laboratory carried out analyses of seed samples from Svalbard under the direction of NorGen's "100-year trial". Analyses of such seeds are carried out every five years by Kimen. It is now 30 years since the project began, and the storage of seeds in mine 3 can be seen as a forerunner to the formation of the Svalbard Global Seed Vault. Many samples from a new monitoring and mapping project were also analysed: "Unwanted seeds (species) in important food, feed and seeds", which was initiated by the Norwegian Food Safety Authority.

### Sustainability and responsible business conduct

Kimen aims to have the lowest possible greenhouse gas emissions and minimal environmental impact. The company's employees are not often required to travel on business and environmental impact is given great emphasis in connection with the procurement of goods.

### Sectoral policy goal attainment

The company's revenues primarily originate from sales of analyses and services to the seed industry and others (administration, farmers, research institutions, etc.). Purchases of services by the public sector are specified and organised through a knowledge support agreement with the Norwegian Food Safety Authority. In 2017, the company delivered the scope and level of quality of analyses and services that seed businesses, administration and other customers requested and thereby fulfilled its primary objective.

Participation in international tests under the direction of the accreditation body ISTA makes it possible to measure, and thereby safeguard, maintenance of analysis quality. The industry must continually with natural fluctuations and there was a downturn in sample numbers and analysis revenues compared with 2016. The requisite level of expertise has been maintained with stable prices over a number of years. This has been made possible through rationalisation of the operation and an ongoing focus on keeping costs down.

Income statement (NOK millions)	2017	2016
Operating revenues	12,3	13,3
Operating expenses	12,2	12,3
Gross operating profit (EBITDA)	0,3	1,1
Operating profit (EBIT)	0,1	1,0
Net financial items	0,1	0,1
Profit/loss before tax	0,2	1,1
Tax charge	0,1	0,3
Profit/loss after tax	0,1	0,8

Balance sheet	2017	2016
Intangible assets	1,3	0,5
Fixed assets	12,7	14,0
Total assets	14,0	14,5
Equity	11,6	11,5
Provision for liabilities	0,0	0,0
Current interest-bearing liabilities	2,3	3,0
Current interest-free liabilities	0,0	0,0
Total debt and liabilities	2,3	3,0
Total equity and liabilities	13,9	14,5

Key figures	2017	2016
Capital employed	13,9	14,5
Gross operating margin (EBITDA)	2 %	8 %
Operating margin (EBIT)	1 %	8 %
Equity ratio	83 %	79 %
Return on equity	1 %	7 %
Average return on equity last 4 years	1 %	3 %
Return on capital employed	1 %	8 %

Subsidies from the state/ Public purchases	2017	2016
Subsidies from the state/Public purchases	3,6	3,6

Dividends	2017	2016
Dividend for the financial year	0,0	0,4
Dividend percentage	0 %	50 %
Average dividend percentage last 5 years	72 %	77 %
Dividend to the state	0,0	0,2

Additional information	2017	2016
Number of employees	19	20
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	51 %	51 %
Proportion of women on the board	33 %	33 %
Proportion of women among owner-appointed/shareholder elected board members	20 %	20 %





CEO: Per Erik Hanevold  
 Board of Directors: Unni Steinsmo (chair), Widar Salbuvik (vice chair), Kirsten Broch-Mathisen, Egil Murud, Sven Ole Fagernæs  
 Auditors: PricewaterhouseCoopers AS



© Kings Bay AS

State ownership through the Ministry of Climate and the Environment: 100 %  
 The company's website: [www.kingsbay.no](http://www.kingsbay.no)

**Kings Bay AS** owns and is responsible for operating and developing the infrastructure in Ny-Ålesund in Svalbard. Operations include accommodation provision, catering, purchase and organisation of air transport services, maritime services, emergency preparedness, engineering services and water and electricity supply. The company also provides services to cruise ships and other vessels that arrive for the day during the summer season. Ten research communities from different nations have a permanent base in Ny-Ålesund, and every year close to 20 different research communities carry out research projects on Kings Bay's properties in and around Ny-Ålesund. Kings Bay is committed to environmentally friendly and efficient operation.

The objective of the state's ownership of Kings Bay is to ensure that Ny-Ålesund can be developed as a Norwegian centre for international Arctic scientific research in Svalbard. It is a requirement for the company to be run efficiently.

### Key events

There were 14,248 research days in 2017. This represents an increase of 930 days from 2016, while compared with previous years the biggest increase occurred during the first four months of the year. There were a total of approx. 26,017 overnight stays in Ny-Ålesund in 2017, including employees, visitors and seasonal workers.

During 2017, substantial settlement damage has been surveyed in two buildings as a result of changes in the permafrost. This damage will require structural repairs, and various companies are working to plan and carry out these works. The company is also in the process of building a new joint research building, which will be completed in 2018. The former hospital has also been refurbished and now has twelve modernised accommodation rooms.

The company is continuing to develop

the infrastructure and building complex in Ny-Ålesund as joint facilities for the research community, and the company is focussing on developing the area in a climate- and environment-friendly manner.

The administrative management of Kings Bay changed during the latter half of 2017. A new CEO, office manager and research advisor took up their positions in July.

There were twelve official group visits to Ny-Ålesund in 2017.

### Sustainability and responsible business conduct

Kings Bay has publicly available ethical guidelines and its annual report provides information about the company's work relating to corporate social responsibility. The company is committed to giving due consideration to climate and environmental issues and has organised its operations with the aim of minimising its impact on nature and the environment around the local community in Ny-Ålesund.

Kings Bay has established and integrated routines for corruption prevention and for whistleblowing regarding other unacceptable circumstances.

### Sectoral policy goal attainment

In 2017, the company received an operating grant from the Ministry of Climate and Environment of NOK 53.6 million. Of this amount, NOK 20.5 million was allocated to a joint new research building in Ny-Ålesund.

The company's development of the building complex and the focus on providing shared facilities for researchers is in line with the owner's goal. There was also a positive development in the number of research days during the first four months of the year, which previously saw lower levels of activity. The company also received NOK 12 million for refurbishing the service and administration building in Ny-Ålesund.

Income statement (NOK millions)	2017	2016
Operating revenues	55,9	57,4
Operating expenses	61,5	57,2
Operating profit	-5,6	0,1
Net financial items	-0,2	-0,3
Profit/loss before tax	-5,8	-0,1
Tax charge	0,5	0,0
Profit/loss after tax	-6,3	-0,1

Balance sheet	2017	2016
Intangible assets	0,0	2,5
Fixed assets	51,5	17,0
Total assets	51,5	19,5

Equity	6,0	12,4
Provision for liabilities	28,4	0,0
Current interest-bearing liabilities	1,9	0,0
Current interest-free liabilities	15,2	7,1
Total debt and liabilities	45,5	7,1
Total equity and liabilities	51,5	19,5

Cash flow	2017	2016
Operating activities	24,8	-5,0
Investment activities	-22,9	-21,0
Financing activities	22,9	21,0
Change cash and cash equivalents	24,8	-5,0

Subsidies	2017	2016
Operating and investment grants from the state	50,6	20,7
Grants from others	0,9	3,0
Grants transferred to Bjørnøen ASS	-0,2	-0,2
Total subsidies til Kings Bay AS	51,3	23,5

Application of grants		
Investments	21,0	23,0
Transferred from previous	2,0	0,0
Transferred to next year	29,2	-2,0
Grants recognized in the income statement during the year	3,1	2,5
Total use of grants	51,3	23,5

Additional information	2017	2016
Number of employees	24	24
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	40 %	40 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

CEO/Theatre Director:  
Hanne Gløtvold Tømta

Board of Directors: Merete Smith  
(chair), Øystein Kåre Djupedal (vice  
chair), Olav Selvaag, Henrik Langeland,  
Tone Winje, Ingjerd Egeberg\*, Mattis  
Herman Nyquist\*, Bjørn Moe\*  
(\* elected by the employees)

Auditors: BDO AS



© Tor Enstadblad

State ownership through the Ministry of Culture: 100 %  
The company's website: [www.nationaltheateret.no](http://www.nationaltheateret.no)

**Nationaltheatret AS** was founded in 1899 with the objective of putting on theatre productions. The company has special responsibility for safeguarding national cultural policy interests in the field of dramatic art. Nationaltheatret has a central location in Oslo.

Nationaltheatret's strategy for the period 2015–2018 states that Nationaltheatret shall be the leading theatre in Norway, develop dramatic art and receive international recognition. Performances should be daring and relevant, and the theatre should be open and engage the public.

The theatre strives to be a modern theatre company in terms of its organisation and technically, with up-to-date premises and facilities. The theatre has a number of permanent stages in Oslo city centre and one stage in the district of Torshov. In addition, Nationaltheatret shares joint workshops with Rikstheatret in Brobekk.

The state's ownership of Nationaltheatret aims to secure cultural policy objectives. The aim behind the 2017 dramatic art grants was to facilitate production, promotion and demand for different dramatic art expressions. This will support the overarching objectives to help ensure that everyone has access to high-quality art and culture and to promote artistic development and renewal.

### Key events

In June 2012, the government decided to implemented a quality assurance (KS1) process with a concept study and associated external quality assurance process in connection with refurbishment of the Nationaltheatret's building. It is a prerequisite that Nationaltheatret's building is refurbished and upgraded as a theatre. The concept study was carried out in 2013–2014 and the external quality assurance was concluded in autumn 2015. Reports on both the concept study and the external quality assurance process were published on 26 October 2015. The government decided to continue the process in the spring of 2017 and initiated the clarification phase of the construction project, where Statsbygg will look in more detail at the ground conditions beneath

the theatre, antiquarian considerations, universal design and the theatre's need to lease premises outside the theatre.

### Sustainability and responsible business conduct

Nationaltheatret safeguards national cultural policy interests in the field of dramatic art. Nationaltheatret works to make dramatic art and high-quality culture available to everyone, promotes artistic development and renewal, and protects the national cultural heritage. Nationaltheatret shall contribute to an open and enlightened public discourse through its activities.

The theatre also regards it as an important corporate social responsibility to work actively to provide a healthy working environment and to structure its operations such that energy consumption, waste and emissions are minimised as far as is possible within the framework of the current building.

### Sectoral policy goal attainment

From an artistic perspective, 2017 was a good year for Nationaltheatret. For example, the theatre was nominated for twelve awards under the Hedda Award 2017, a new record in the history of Nationaltheatret. Jan Sælid received the award for best male actor/lead role for his role as Kong Bérenger in "Kongen dør", Toralf Maurstad received the award for best male actor/co-actor for his role as John in "Overføring" (a joint venture between Nationaltheatret and Det norske Teatret), Sigrid Strøm Reibo for best director for "Som dere vil" (Nationaltheatret) and "Orlando" (Rogaland teater) and Arne Lygre for best script for the piece "La deg være". Actor Jan Sælid also received Per Aabel's honorary award for his roles as Kong Bérenger in "Kongen dør" and John Gabriel Borkman in "Borkman".

Nationaltheatret put on 741 performances in 2017, compared with 866 in 2016. The theatre was also heavily involved in promotional activities. The theatre director gave many talks and hosted 269 promotional events in 2017. The total combined audience figure was 224,000, compared with 274,000 in 2016.

Income statement (NOK millions)	2017	2016
Operating revenues	262	277
Operating expenses	276	244
Gross operating profit (EBITDA)	-1,9	42,9
Operating profit (EBIT)	-13,2	32,8
Net financial items	-0,2	-0,2
Profit/loss before tax	-13,4	32,6
Tax charge	0,0	0,0
Profit/loss after tax	-13,4	32,6

Balance sheet	2017	2016
Intangible assets	65,2	56,8
Fixed assets	58,5	80,7
Total assets	124	138
Equity	7,9	18,7
Provision for liabilities	44,1	44,7
Current interest-bearing liabilities	5,6	8,1
Current interest-free liabilities	66,0	66,0
Total debt and liabilities	116	119
Total equity and liabilities	124	138

Cash flow	2017	2016
Operating activities	-0,1	13,4
Investment activities	-19,0	-7,5
Financing activities	-4,4	4,5
Change cash and cash equivalents	-23,5	10,4

Key figures	2017	2016
Capital employed	13,5	26,8
Gross operating margin (EBITDA)	-1 %	16 %
Operating margin (EBIT)	-5 %	12 %
Equity ratio	6 %	14 %
Return on equity	-101 %	116 %
Average return on equity last 4 years	12 %	37 %
Return on capital employed	-62 %	89 %

Other key figures	2017	2016
Total number of performances	1 052	1 129
Tickets sold	224 142	274 491
Audiences	72 %	83 %
Ticket sales	50,0	60,8

Subsidies from the state	2017	2016
Ministry of Culture	196	197

Additional information	2017	2016
Number of employees	405	407
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	54 %	38 %
Proportion of women among owner-appointed/shareholder elected board members	57 %	40 %



**Nofima AS** is an internationally recognised, industry-oriented research institute, which focuses on practical applications of research results. Nofima's aim is to help ensure that research-based knowledge and ideas with commercial potential create jobs through sustainable production, new products and services to the benefit of society and the company's clients.

Nofima's clients comes from the aquaculture industry, the fisheries industry, the onshore- and offshore-based food industry, the supply industry, the feed supplier and ingredients industry and the public administration. Nofima has 371 employees at five locations across the country. The company's head office is situated in Tromsø.

The objective of the state's ownership in Nofima is to help ensure that Norway has a strong research community able to meet the needs of the food, fisheries and aquaculture industries regarding long-term, strategic industrial research. It is a requirement for the company to be run efficiently.

### Key events

The company focuses on boosting scientific output and quality and has developed a series of strategic research initiatives funded through the company's basic grants and inhouse funding. The strategic initiatives have been developed in close cooperation with industrial players with the aim of contributing to long-term, fundamental research within areas where knowledge gaps have been identified.

The company particularly aims to ensure that research results contribute to value creation. During the year, Nofima developed a specific innovation strategy to ensure that research results are applied within industry to a greater extent. The strategy is being implemented through the company's learning arena in a close partnership with industrial players.

Nofima has established a guest scheme which enables the company's employees to work closely with industry and other knowledge communities both in Norway and abroad. The scheme gives employees a better insight into needs and issues which can be resolved through research-based knowledge, which in turn provides input to strategic research issues.

Nofima has stepped up its work aimed at the EU's Horizon 2020 and strengthened its partnerships with international research communities. At the end of 2017, the company's research staff are participating in eleven Horizon 2020 pro-

CEO: Øyvind Fylling-Jensen

Board of Directors: Olav Fjell (chair), Eirik Selmer-Olsen (vice chair), Yngve Myhre, Edel Storelvmo, Ann Øygård, Jens Petter Wold\*, Åsa Maria O. Espmark\*, Audun Iversen\*  
(\* elected by the employees)

Auditors: PricewaterhouseCoopers AS

State ownership through the Ministry of Trade, Industry and Fisheries: 56,84 %  
The company's website: [www.nofima.no](http://www.nofima.no)



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jects. The company's researchers are also actively participating by providing input to the EU's new framework programme, FWP 9, and are actively taking part as members of national and international forums which set the research agenda.

The company has relevant and modern research infrastructure. The company's operations in Bergen have been considerably upgraded and a refurbishment programme has been initiated for the research station at Sunndalsøra. The company's pilot facility in Kaldfjord, Biotep, has also been upgraded with modern technology.

### Sustainability and responsible business conduct

Nofima works systematically on challenges linked to the United Nations' sustainable development goals. These form the basis for all activities in the organisation's research.

Nofima has established ethical guidelines and research ethics guidelines. The company bases its operations on the eight core conventions of the International Labour Organisation (ILO) and follows specific company- and industry-oriented guidelines in its reporting. In addition, the company follows government guidelines to minimise the environmental impact of its research activities.

### Sectoral policy goal attainment

Nofima has a high profile in the national and international competition for research funding. The company delivers high-quality, research-based scientific knowledge, which is contributing to the development of sustainable aquaculture and food production. Nofima conducts research into relevant issues for industry and gives research-based input to the ministries, municipal authorities and county councils.

There is a strong focus on ensuring that research results are applied and help to boost national competitiveness. Nofima funds its research assignments through announcements via the Research Council of Norway, the EU, the FHF and FFL research funds, other funding organisations and industry.

Income statement (NOK millions)	2017	2016
Operating revenues	595	582
Operating expenses	574	555
Gross operating profit (EBITDA)	30,0	34,3
Operating profit (EBIT)	21,0	26,4
Net financial items	1,9	2,3
Profit/loss before tax	22,9	28,7
Tax charge	0,0	0,0
Profit/loss after tax	22,9	28,7

Balance sheet	2017	2016
Intangible assets	54,6	47,0
Fixed assets	294	250
Total assets	348	297
Equity	154	131
Provision for liabilities	13,4	15,5
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	181	151
Total debt and liabilities	194	167
Total equity and liabilities	348	297

Cash flow	2017	2016
Operating activities	38,9	20,4
Investment activities	-36,5	-45,3
Financing activities	0,0	-0,1
Foreign currency effects	0,0	0,0
Change cash and cash equivalents	2,4	-25,0

Key figures	2017	2016
Capital employed	154	131
Gross operating margin (EBITDA)	5 %	6 %
Operating margin (EBIT)	4 %	5 %
Equity ratio	44 %	44 %
Return on equity	16 %	25 %
Average return on equity last 5 years	36 %	21 %
Return on capital employed	16 %	25 %

Subsidies from the state	2017	2016
Operating subsidies	101,5	99,5

Additional information	2017	2016
Number of employees	371	363
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	56,84 %	56,84 %
Proportion of women on the board	38 %	38 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

The company receives basic funding from the Research Council of Norway and grants from the Ministry of Trade, Industry and Fisheries. This represents 32% of the company's turnover.

**Nordisk Institutt for Odontologiske Materialer AS (NIOM)** was established as a private limited company on 26 October 2009 with the Ministry of Health and Care Services (49% of the shares) and UniRand AS (51%) as owners. The company was founded in 1972 as an institute under the Nordic Council of Ministers and transferred Norwegian ownership in accordance with a political decision.

NIOM is a Nordic cooperative body working to promote and continue the Nordic cooperation within the mandate and framework contract between the company and the Nordic Council of Ministers. The company is also required to safeguard the objects and tasks set out in the Ministry of Health and Care Services' annual national budget. NIOM and the county dental health service's centres of expertise cooperate regarding clinical and patient-related research projects.

The company's vision is to help ensure safe, well-functioning biomaterials for patients in the Nordic countries. NIOM's strategy is to have a high Nordic profile, conduct biomaterials research on a high international level, be an active contributor to policy formulation in European and international standardisation, and for the company's assignment-based work to generate funds and knowledge that can boost the company's other activities. The company's research and information activities are required to be scientifically based and have practical applications within the field of clinical dentistry.

The aim of the state's ownership of NIOM is to secure Nordic representation on the board. This was a condition imposed by the Nordic Council of Ministers (NCM) in order to transfer ownership from NCM to the Norwegian state. Through board appointments and the company's general meeting, the state also secures influence over NIOM's activities and the institute's importance with respect to the dental health field as a policy area in Norway.

### Key events

In 2017, it was 45 years since NIOM was founded, an event which was marked by a two-day Nordic seminar on research and patient safety.

NIOM's information and research activities, research collaborations and visiting researcher cooperations generate considerable benefits for the Nordic region. The primary focus has been placed on dental materials and biomaterials generally. In addition to clinical projects, the

CEO: Jon Einar Dahl

Board of Directors: Pål Barkvoll (chair), Hilde Kanli Galtung (vice chair), Ellen Berggreen, Vaska Vandevska-Radunovic, Erik Gulbrandsen, Marianne Hiorth, Preben Hørsted Bindslev, Anne Nordblad, Helga Ágústsdóttir, Andreas Cederlund

Auditors: Lundes Revisjonskontor I DA



© NIOM AS

State ownership through the Ministry of Health and Care Services: 49 %  
The company's website: [www.niom.no](http://www.niom.no)

company has carried out projects within toxicology, microbiology, polymer chemistry/leaching and material properties/inorganic chemistry. All visiting researchers were offered paid jobs. Eighteen research projects were interdisciplinary in nature and twelve were co-Nordic, with NIOM's researchers being responsible for coordination. There are interdisciplinary and Nordic collaboration partners within institutions in Denmark, Finland, Iceland, Norway and Sweden.

NIOM has a wide-ranging partnership with the dental health service's centres of expertise in Norway. Nordic dentists are informed of the results of NIOM's research and advice through lectures at dental conferences, webinars and publication in Nordic dental journals, and on NIOM's website.

NIOM has published 22 articles relating to the company's research in international and Nordic journals and published eleven newsletters and answered a large number of enquiries from dental health staff, health authorities and patients. NIOM's researchers are leaders in both European and international standardisation within dental health and biomaterials generally, and have made important contributions to the development of standards in these areas.

### Sustainability and responsible business conduct

NIOM's activities are of vital importance for patient safety both in Norway and in the other Nordic countries. NIOM provides neutral and manufacturer-independent information based on research published in acknowledged international periodicals with peer review.

NIOM strives to ensure that international standards contain relevant requirements which promote patient safety.

### Sectoral policy goal attainment

Norwegian health authorities finance rent, standardisation and clinically related research, which accounted for 65% of revenues in 2017.

Research, information and standardisation have helped to improve patient safety within the field of dental health.

Income statement (NOK millions)	2017	2016
Operating revenues	34,7	34,7
Operating expenses	34,7	32,8
Gross operating profit (EBITDA)	0,7	2,4
Operating profit (EBIT)	0,0	1,9
Net financial items	0,1	0,1
Profit/loss before tax	0,1	2,0
Tax charge	0,0	0,0
Profit/loss after tax	0,1	2,0

Balance sheet	2017	2016
Intangible assets	5,1	4,3
Fixed assets	11,5	14,0
Total assets	16,6	18,3

Equity	13,1	13,1
Provision for liabilities	0,0	0,0
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	3,5	5,2
Total debt and liabilities	3,5	5,2
Total equity and liabilities	16,6	18,3

Cash flow	2017	2016
Operating activities	0,2	0,8
Investment activities	-1,6	-1,7
Financing activities	0,0	0,0
Change cash and cash equivalents	-1,4	-0,9

Key figures	2017	2016
Capital employed	13,1	13,1
Gross operating margin (EBITDA)	2 %	7 %
Operating margin (EBIT)	0 %	5 %
Equity ratio	79 %	72 %
Return on equity	1 %	17 %
Average return on equity last 4 years	22 %	30 %
Return on capital employed	1 %	17 %

Subsidies from the state	2017	2016
Ministry of Health and Care Services	21,1	19,0

Additional information	2017	2016
Number of employees	27	28
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	49 %	49 %
Proportion of women on the board	60 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	50 %



CEO: Kjell Roland

Board of Directors: Kristin Clemet (chair), Tove Stuhr Sjøblom, Finn Marum Jebsen, Martin Skancke, Brit Kristin Sæbø Rugland, Per Kristian Sbertoli, Kristin Sandtorv\*, Felix Barwinek\* (\* elected by the employees)

Auditors: Deloitte AS



© Norfund

**Norfund** (the Norwegian Investment Fund for Developing Countries) was established as a state-owned and -financed investment company in 1997. The fund is an instrument in Norwegian development policy which contributes to economic development and jobs in developing countries through developing profitable businesses, particularly within clean energy, the finance sector and agriculture. Norfund's head office is situated in Oslo.

The objective of the state's ownership of Norfund is to assist in the development of sustainable commercial activity in developing countries by financing viable, profitable activities which would otherwise not be realised due to the high financial risk involved. It is a requirement for the company to be run efficiently.

### Key events

In 2017, Norfund entered into investment obligations with a total value of NOK 3.6 billion. Around NOK 2.1 billion of this concerned investments in renewable energy, NOK 939 million in financial institutions, NOK 169 million within food and agriculture and NOK 378 in funds for small and medium enterprises (SME fund). Of new investment agreements established in 2017, 35% were signed in Africa south of the Sahara. Thirty four percent of new investments were made in least developed countries (LDCs).

The single most important event in 2017 was the signing of an agreement with Statkraft, according to which Norfund sold its stake in Statkraft International Hydro Investments AS (SKIHI) and Statkraft was released from its stake in SN Power AS. Through this transaction, Norfund became the sole owner of SN Power AS. The company now operates as a subsidiary and is followed up by Norfund in the same way as other companies in the portfolio.

During 2017, the fund implemented a raft of measures as part of the follow-up of the company's strategy. The fund stepped up its work to ensure compliance with regulations, financial risk and documentation of development effects for the entire portfolio. The geographic scope has been expanded and now also covers Ethiopia and Somalia and the fund has now begun to invest in West Africa. A new regional office has been established in Accra, Ghana.

State ownership through the Ministry of Foreign Affairs: 100 %  
The company's website: [www.norfund.no](http://www.norfund.no)

### Sustainability and responsible business conduct

Norfund exercises corporate social responsibility by setting high standards for its own operations and the operations of the companies in its portfolio. Norfund has zero tolerance for corruption and requires respect for human rights, gender equality, local communities, and the environment and biodiversity. Norfund therefore stipulates compliance requirements over and above those that are regulated in national legislation and commits the businesses to compliance with the environmental and social standards of the World Bank's International Finance Corporation. Monitoring compliance with these standards is an integral part of the work related to entering into investment agreements and following up the investments.

At the end of 2017, a total of 292,000 people were employed by enterprises in which Norfund had invested either directly or indirectly. The companies purchased goods and services from local suppliers with a total value of NOK 16.8 billion, and enterprises in Norfund's portfolio paid NOK 9.3 billion in taxes and duties to the authorities in the countries in which they operate. In 2017, the energy companies in Norfund's portfolio generated a total of NOK 14.7 TWh of electricity, of which 34% was in LDCs. Norfund's renewable portfolio contributed to a reduction of around 4.7 million tonnes of CO<sub>2</sub> emissions in 2017.

### Sectoral policy goal attainment

Norfund's objective is to establish viable, profitable businesses that would not otherwise get off the ground due to their high risk. Norfund has directly and indirectly invested in 845 enterprises.

The return on the investment portfolio in 2017 was 14% measured in the investment currency and 10% in Norwegian kroner. Since its establishment, the fund has had an average annual return of 6% in the investment currency and 9% in Norwegian kroner, calculating the return from the start date of the investments.

Income statement (NOK millions)	2017	2016
Operating revenues	1 605	615
Operating expenses	144	537
Gross operating profit (EBITDA)	1 358	463
Operating profit (EBIT)	1 461	78
Net financial items	501	-78
Profit/loss before tax	1 962	-1
Tax charge	21	5
Profit/loss after tax	1 941	-6

Balance sheet	2017	2016
Intangible assets	14 053	5 237
Fixed assets	11 614	13 218
Total assets	25 667	18 455

Equity	23 327	16 759
Provision for liabilities	383	27
Current interest-bearing liabilities	1 055	310
Current interest-free liabilities	903	1 358
Total debt and liabilities	2 341	1 696
Total equity and liabilities	25 667	18 455

Cash flow	2017	2016
Operating activities	614	1 863
Investment activities	-1 138	-2 078
Financing activities	1 415	1 454
Change cash and cash equivalents	891	1 239

Key figures	2017	2016
Percentage new investments in least developed countries	34 %	57 %
Percentage investments in Africa	35 %	73 %

Subsidies from the state	2017	2016
Subsidies for professional investment assistance	39	0
Capital contributions from the state	1 500	1 478

Additional information	2017	2016
Number of employees	71	69
Proportion of employees in Norway	70 %	67 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	50 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %

**Norges sjømatråd AS**, the Norwegian Seafood Council, aims to increase value creation in the seafood industry by increasing demand for and awareness of Norwegian seafood both in Norway and abroad. This is achieved through generic marketing and work on market information, market access and preparedness. The Norwegian Seafood Council also seeks to develop new and further exploit established markets and strengthen and cement the reputation of Norwegian seafood. The Norwegian Seafood Council's head office is situated in Tromsø, and the company has employees in 13 markets.

The objective of the state's ownership of the Norwegian Seafood Council is to have a sector policy instrument to help boost value creation in the fisheries and aquaculture industries by increasing demand for and awareness of Norwegian seafood at home and abroad. It is a requirement for the company to be run efficiently.

## Key events

Norwegian seafood exports achieved yet another new record in 2017. A total of 2.6 million tonnes of seafood with a value of NOK 94.5 billion was exported, reflecting increases in value and volume of 3% and 7% respectively. Salmon is the most important species and accounts for around 70% of the total value of exports. This year, the EU also imported Norwegian seafood worth in excess of NOK 60 billion, making the region the most important market for the industry.

In May 2016, proceedings were initiated against Norway, through the Ministry of Trade, Industry and Fisheries, by the EEA supervisory authority (ESA), with a claim that the market tax and the activities of the Norwegian Seafood Council were in breach of the EEA Agreement. One case primarily concerned a claim that the activities in Norway involve a restriction on imports. The other case concerned a claim that the market tax and the activities of the Norwegian Seafood Council constitute illegal state aid.

In the case concerning state aid, the ESA decided to close the case, citing that it did not believe that it possessed the necessary competence to consider issues relating to state aid within the fisheries sector. Marine Harvest appealed the decision before the EFTA court. The judgement by the EFTA court was announced on 27 November 2017, with the conclusion that the ESA does not possess the requisite competence to consider issues relating to state aid in the fisheries sector. The appeal concerning trade restrictions is still being considered.

CEO: Renate Larsen

Board of Directors: Marianne Elisabeth Johnsen (chair), Sverre Søraa (vice chair), Rita Karlsen, Amund Drønen Ringdal, Eva Marie Kristoffersen, Andreas Mikalsen, Solveig Strand, Tom Jørgen Gangsø\*, Trude Bessesen\*, Hildegunn Fure Osmundsvåg\* (\* elected by the employees)

Auditors: KPMG AS

State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
Selskapets nettsider: [www.seafood.no](http://www.seafood.no) • [www.godfisk.no](http://www.godfisk.no)



© Norges sjømatråd AS

## Sustainability and responsible business conduct

The Norwegian Seafood Council has publicly available ethical guidelines that govern its work relating to corporate social responsibility. The company bases its operations on the eight core conventions of the International Labour Organisation (ILO).

## Sectoral policy goal attainment

In order to assess the extent to which the Norwegian Seafood Council fulfilled its mandate, the organisation carries out analyses to measure the added value that the market tax contributes to the Norwegian Seafood Council. This is done through yield analyses and econometric methods, where the investments are isolated through checking for other relevant market-related explanatory variables. In this work, the Norwegian Seafood Council has opted to enter into a three-year evaluation agreement with FABA (Forecasting and Business Analytics) at Texas A&M University, a specialist community which specialises in the yield analysis of joint marketing.

Calculations for the period 2003 to 2016 show that 10% of the value of Norwegian seafood exports during the period can be attributed to the Norwegian Seafood Council's investment of the market tax. This result manifests itself in the form of an increase in export prices of between 3.5% and 12% and an increase in export volumes of up to 6.5%. The study also concluded that the work of the Norwegian Seafood Council has realised a yield of between NOK 14 and NOK 16 per krone used to promote seafood exports. In June 2018, the FABA will present a new study which specifically considers the investments that have been made within the 'whitefish' category.

In addition to these general studies, the Norwegian Seafood Council is carrying out impact studies linked to individual campaigns. In 2017, one such study was carried out in connection with a major salmon campaign in Spain where EUR 1.7 million was invested. The study was conducted by Kantar and showed that the campaign had a direct sales-triggering effect (as well as a brand-building effect) where every euro invested contributed to additional sales of EUR 1.56 of salmon.

Income statement (NOK millions)	2017	2016
Operating revenues	362	564
Operating expenses	506	532
Gross operating profit (EBITDA)	-143	33,1
Operating profit (EBIT)	-144	31,9
Net financial items	6	10,0
Profit/loss before tax	-138	41,9
Tax charge	0,0	0,0
Profit/loss after tax	-138	41,9

Balance sheet	2017	2016
Intangible assets	2,4	3,3
Fixed assets	434	603
Total assets	436	606

Equity	343	481
Provision for liabilities	0,0	0,0
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	93	125
Total debt and liabilities	93	125
Total equity and liabilities	436	606

Cash flow	2017	2016
Operating activities	-111	40,3
Investment activities	-5	-30,7
Financing activities	0	0,0
Change cash and cash equivalents	-117	9,6

Key figures	2017	2016
Capital employed	343	481
Gross operating margin (EBITDA)	-39 %	6 %
Operating margin (EBIT)	-40 %	6 %
Equity ratio	79 %	79 %
Return on equity	-34 %	9 %
Average return on equity last 5 years	3 %	12 %
Return on capital employed	-32 %	10 %

Additional information	2017	2016
Number of employees	82	77
Proportion of employees in Norway	70 %	67 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	60 %	60 %
Proportion of women among owner-appointed/shareholder elected board members	57 %	57 %



**Norsk Helsenett SF** was founded by the Ministry of Health and Care Services in 2009. The state enterprise is responsible for operating and developing a secure, robust and expedient national ICT infrastructure that meets the need for efficient interaction between all of the players within the health and care sector (the Health Network). This includes development, establishment and operation of a number of national services, like [www.helsenorge.no](http://www.helsenorge.no), the Core Record System, Electronic Data Interchange (EDI) and video conferencing. Norsk Helsenett SF's activities are financed through a membership fee for affiliation to the Norwegian Health Network, state grants for the provision of national services and the execution of various projects, as well as the sale of services. The customer group consists of all the health trusts, municipalities, general practitioners and other providers in the health and care sector, along with a number of third-party suppliers who provide services to them via the Health Network.

On 1 January 2017, Norsk Helsenett SF established an administrative service centre within ICT and procurements for the eleven health authorities within the central health administration.

As of 31 December 2017, Norsk Helsenett SF had a total of 321 employees split between the head office in Trondheim and the regional offices in Tromsø and Oslo. Work is under way to establish an office in Longyearbyen in Svalbard.

The objective of the state's ownership of Norsk Helsenett is to secure access to necessary health data on a secure ICT platform for the administration and communication of secure information and the use of telemedical solutions in the sector. It is a requirement for the company to be run efficiently.

## Key events

Traffic in the health network is steadily increasing and, during 2017, over 214 million medical messages were exchanged between the organisations within the health and care services sector. This shows that the organisations in the health and care services sector are adopting the digital solutions that are being made available.

The new high-availability trunk network for the sector will be developed in the health regions and give both regional and local hospitals a network which meets the sector's future needs as regards security, capacity and quality. The trunk network in Helse Nord was delivered and commissioned during 2017.

CEO: Håkon Grimstad

Board of Directors: Toril Bariusdotter Ressem (chair), Herlof Nilssen (vice chair), Kjartan Olafsson, Aage Jostein Thunem, Inger Østensjø, Cathrine Hole\*, Jacob Gajowniczek\*, Sindre Solem\* (\* elected by the employees)

Auditors: Deloitte AS

State ownership through the Ministry of Health and Care Services: 100 %  
The company's website: [www.nhn.no](http://www.nhn.no)

## Sustainability and responsible business conduct

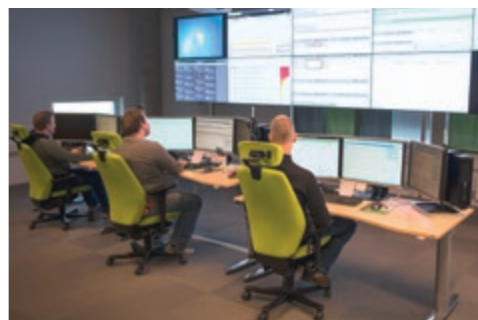
Norsk Helsenett SF fulfils its corporate social responsibility through establishing provision for apprentices and ensuring that it has a good learning environment. The state enterprise carries out numerous initiatives targeted at students both through teaching and through visits to companies. Norsk Helsenett is very concerned about ensuring diversity within its organisation and fulfils its responsibilities within this area by being an Inclusive Working Life company. The state enterprise has a good partnership with NAV regarding the provision of jobs and offers of work experience.

Norsk Helsenett SF is an important specialist resource and a major contributor to the development of ICT tasks at national level. The state enterprise is working to ensure that its operation is as climate- and environment-friendly as possible through environmentally friendly offices, proximity to public transport, the use of energy-saving virtual products and the extensive use of video conferencing in order to reduce travel.

## Sectoral policy goal attainment

Norsk Helsenett SF is helping to ensure that the sector introduces digital solutions and increases its use of digital interaction. The service centre for the health administration has been established and expansion of the trunk network is under way. The organisation has contributed to national services such as HelseID and electronic birth notifications. A message validator has been developed to improve the quality of medical communications.

HelseCERT monitors the traffic in the health network and is carrying out a number of initiatives relating to information security, e.g. penetration tests and information dissemination. The financing of Norsk Helsenett SF is based on membership fees, hourly rates, contractual prices and public grants via the National Budget. The service centre is funded through a price model based on an established cost basis. Work has begun to establish a service price based on the use of services.



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Income statement (NOK millions)	2017	2016
Operating revenues	621,0	388,8
Operating expenses	615,6	410,3
Gross operating profit (EBITDA)	37,0	3,4
Operating profit (EBIT)	5,4	-21,5
Net financial items	0,9	2,0
Profit/loss before tax	6,3	-19,5
Tax charge	0	0,0
Profit/loss after tax	6,3	-19,5

Balance sheet	2017	2016
Intangible assets	152,3	83,0
Fixed assets	125,1	177,7
Total assets	277,4	260,7

Total equity	108,5	102,1
Provision for liabilities	46,3	31,3
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	122,6	127,2
Total debt and liabilities	168,9	158,5
Total equity and liabilities	277,4	260,6

Cash flow	2017	2016
Operating activities	90,5	-17,9
Investment activities	-101,0	-31,2
Financing activities	0,0	0,0
Change cash and cash equivalents	-10,5	-49,1

Key figures	2017	2016
Capital employed	108,5	102,1
Gross operating margin (EBITDA)	6 %	1 %
Operating margin (EBIT)	1 %	-6 %
Equity ratio	39 %	39 %
Return on equity	6 %	-17 %
Average return on equity last 5 years	0 %	0 %
Return on capital employed	7 %	-17 %

Subsidies from the state	2017	2016
Ministry of Health and Care Services	110,2	107,8
Others	0,0	0,0
Total subsidies	110,2	107,8

Additional information	2017	2016
Number of employees	321	201
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	38 %	57 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	60 %



**Norsk rikskringkasting AS (NRK)** was established in 1933. With three linear TV channels, 13 DAB radio channels, the streaming services NRK TV, NRK Super and NRK Radio, the website [nrk.no](http://nrk.no) and content on mobile, NRK offers a broad range of media services.

NRK's public service remit is set out in the company's articles of association. It rests on three basic pillars: NRK shall support and strengthen democracy, NRK shall strengthen the Norwegian language, identity and culture, and NRK shall ensure universal availability. The latter is a prerequisite for succeeding at the first two.

NRK reflects the geographic diversity in Norway and has a presence at over 50 locations across Norway. NRK's head office is situated in Oslo. NRK also has 15 regional offices which offer the general public news from the whole country to the whole country. NRK Sápmi has its head office in Karasjok. NRK also has ten correspondents with offices in Nairobi, Beijing, Istanbul, Cairo, Moscow, Berlin, Brussels, London and Washington DC.

The objective of the state's ownership of NRK is to ensure good provision of public service broadcasting in Norway. It is a requirement for the company to be run efficiently.

## Key events

NRK ended its analogue FM broadcasts in 2017.

In June 2017, the Storting adopted a new societal mission for NRK. NRK's societal mission is the governing policy document for NRK's content obligations and activities, and sets out the Storting's overarching requirements and framework for NRK. The formal public service broadcasting remit is laid down in the organisation's articles of association. These articles of association were amended at NRK's general meeting held in December 2017.

The Storting's consideration of Report to the Storting No. 15 (2016–2017) "Eit moderne og framtidsretta NRK - Finansiering og innholdsplikter" (A modern and progressive NRK - Funding and content obligations) asks the government to investigate and propose a new funding model for NRK. The Storting gave further support to the ministry's decision to introduce a four-year indicative statement for NRK's financial framework.

Head of Broadcasting:  
Thor Gjermund Eriksen  
Board of Directors: Birger Magnus (chair), Gunvor Ulstein (vice chair), Geir Bergkaset, Silvija Seres, Audhild Gregori-  
usdotter Rotevatn, Lars Oscar Toverud\*, May-Britt Bøhn\*, Per Ravnaas\* (\* elected by the employees)  
Auditors: KPMG AS



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State ownership through the Ministry of Culture: 100 %  
The company's website: [www.nrk.no](http://www.nrk.no)

## Sustainability and responsible business conduct

NRK works purposefully on matters which are important for the organisation's impact on people, society and the environment.

NRK systematised, collated and published a description of the organisation's efforts relating to corporate social responsibility, broken down into nine key areas. The description has been published at <https://www.nrk.no/informasjon/xl/NRKs-samfunnsansvar>.

## Sectoral policy goal attainment

In an era of globalisation and increased competition for people's time and attention, NRK has strong support and legitimacy amongst the Norwegian population. No less than 85% of everyone over the age of twelve uses one or more of NRK's services daily. NRK also has a good reputation amongst the general population. NRK is at the top of Ipsos's list of the most reputable businesses in 2017. NRK has a stable and high level of support concerning the licence. In NRK's annual profile survey, 69% of respondents stated that the licence fee is either "very good" or "good" value for money.

NRK (group) recorded a profit of NOK 44 million in 2017. This figure is unchanged from 2016. The financial statements for 2017 included an extraordinary gain from the sale of NRK's property in Bergen and extraordinary items linked to the impairment of fixed assets and programmes where NRK has insufficient streaming rights.

The broadcasting tax increased from NOK 2,835 in 2016 to NOK 2,878 in 2017, both figures inclusive of 10% VAT. The number of licence payers rose by 7,000 from December 2016 to December 2017. There were 2,038,000 licence payers at the end of 2017. NRK's commercial activities are organised through NRK Aktivum AS (a wholly owned subsidiary). NRK's commercial activities made an overall contribution of NOK 88 million to programme activities in 2017.

Income statement (NOK millions)	2017	2016
Operating revenues	5 921	5 699
Operating expenses	5 918	5 695
Gross operating profit (EBITDA)	357	283
Operating profit (EBIT)	3	4
Net financial items	44	41
Profit/loss before tax	47	46
Tax charge	4	2
Profit/loss after tax	43	43

Balance sheet	2017	2016
Intangible assets	1 650	1 741
Fixed assets	1 480	1 277
Total assets	3 130	3 018
Equity	1 157	1 129
Provision for liabilities	995	939
Current interest-bearing liabilities	0	0
Current interest-free liabilities	978	950
Total debt and liabilities	1 973	1 889
Total equity and liabilities	3 130	3 018

Cash flow	2017	2016
Operating activities	294	246
Investment activities	-83	-193
Financing activities	0	-113
Change cash and cash equivalents	211	-61

Key figures	2017	2016
Capital employed	1 157	1 129
Gross operating margin (EBITDA)	6 %	5 %
Operating margin (EBIT)	0 %	0 %
Equity ratio	37 %	37 %
Return on equity	4 %	4 %
Average return on equity last 5 years	-1 %	-1 %
Return on capital employed	5 %	5 %

Other key figures	2017	2016
Licence fees as percentage of total revenues	94,2 %	96,8 %
Licence fee per year per household including VAT	2 868	2 835
Percentage of the population that uses NRK every day	85 %	86 %
Market share NRK TV (all year)	40 %	39 %
Market share NRK radio (all year)	66 %	68 %

Subsidies from the state	2017	2016
Ministry of Culture	0,3	0,3
Additional information	2017	2016
Number of employees	3 419	3 450
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	50 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	60 %	60 %





## NORSK TIPPING

**Norsk Tipping AS** was established in 1946 and started operating in 1948. The company has exclusive rights to offer a range of money games in Norway and operates pursuant to The Gaming Act. Norsk Tipping's head office is situated in Hamar. The company shall, in accordance with the rules laid down by the Ministry of Culture, offer gambling in a socially acceptable form under public control, with a view to preventing the negative consequences of gambling. At the same time, the company shall, through efficient operation, ensure that as much of the proceeds from the games as possible go to socially beneficial causes determined by the owner.

The Grassroots share scheme gives gamblers the opportunity to allocate an amount corresponding to 7% of the stake to a cause of their own choosing (altered from 5% from 1 January 2018).

The objective of the state's ownership of Norsk Tipping is to prevent problem-gambling by channelling Norwegians' desire to gamble into moderate and responsible services.

### Key events

In May 2017, the Storting considered the principles in the Storting report "Alt å vinne – ein ansvarleg og aktiv pengespelpolitikk" (Everything to gain – a responsible and active gambling policy). The Storting stated that prevention and responsibility are still the guiding principles for gambling policy and that the exclusive rights model is best suited to safeguarding this. This reaffirms Norsk Tipping's societal mission and provides guidance as regards the further development of the company.

The company must step up its work relating to responsibility further and has high ambitions in this area. At the same time, it is vital that the regulated actors have a high market share, which requires the company's products and services to be seen as attractive.

Against this background, the company has worked on organisational development and continuous improvement and innovation. A new organisation model is being implemented in 2018.

The Storting has requested a report which considers whether Norsk Tipping and Norsk Rikstoto's organisation, product portfolio and marketing are at the right level in order to fulfil the task of channelling demand for gambling amongst the general population. The report is expected in June 2018.

CEO: Åsne Havelid

Board of Directors: Linda Bernander Silseth (chair), Per Olav Monseth (vice chair), David Hansen, Anne Lise Meyer, Kari Skeidsvoll Moe, Andreas Egge Thorsheim, Bjørn Vidar Mathisen\*, Hege Andersen\* (\* elected by the employees)



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State ownership through the Ministry of Culture: 100 %  
The company's website: [www.norsk-tipping.no](http://www.norsk-tipping.no)

### Sustainability and responsible business conduct

Norsk Tipping shall take responsibility for its impact on people, society and the environment, and identify areas where it is possible to make positive contributions to the development of society.

The work carried out relating to corporate social responsibility in 2017 primarily concerned the implementation of a policy for corporate social responsibility, which had been adopted in 2016. This policy provides guidance concerning the way in which ethics, the environment and societal considerations must be integrated within the organisation.

The focus areas 'responsible gambling', 'business ethics', 'anticorruption', 'human rights' and 'environment' are areas at what is known as "compliance level", with the clearest expectations for Norsk Tipping from owners and other stakeholders. The expectations regarding the focus areas 'equal opportunity/diversity' and 'working environment/health' are not as clear, but here, as a major and important societal actor, the company is best placed to contribute.

One example from 2017 is when the company spoke up for equal opportunities for girls as well as boys in sport. Norsk Tipping proved its commitment through a new sponsorship partnership with Serieføreningen for kvinnefotball, the Norwegian league association for women's football.

### Sectoral policy goal attainment

The most important sectoral policy goal for the company is the prevention of gambling problems. The company works methodically with a knowledge-based approach on the issue as regards the development of products, marketing, responsibility measures and research. The Norwegian Gaming and Foundation Authority audits Norsk Tipping annually within the area 'responsible gambling'.

After the first full year with limits on total losses, we can see that customers' gambling patterns are moving in the "green" direction. That this is happening in a year with record turnover and profit is an excellent achievement.

The figures from 2017 show that the company is succeeding in its efforts to channel new customers, as per the com-

Income statement (NOK millions)	2017	2016
Operating revenues	34 922	32 039
Operating expenses	29 700	27 056
Gross operating profit (EBITDA)	5 430	5 217
Operating profit (EBIT)	5 222	4 983
Net financial items	28	19
Profit/loss before tax	5 251	5 002
Tax charge	0	0
Profit/loss after tax	5 251	5 002
Balance sheet	2017	2016
Intangible assets	715	853
Fixed assets	5622	5 101
Total assets	6 336	5 954
Equity	364	364
Provision for liabilities	141	109
Current interest-bearing liabilities	0	0
Current interest-free liabilities	5 831	5 481
Total debt and liabilities	5 972	5 589
Total equity and liabilities	6 336	5 953
Cash flow	2017	2016
Operating activities	5 555	5 422
Investment activities	-55	-198
Financing activities	-4 945	-4 363
Change cash and cash equivalents	555	862
Key figures	2017	2016
Capital employed	364	364
Gross operating margin (EBITDA)	16 %	16 %
Operating margin (EBIT)	15 %	16 %
Equity ratio	6 %	6 %
Allocations of proceeds	2017	2016
Profits distributed through Tippenøkkelen	4 715	4 336
Grassroots share	455	447
Profit for health and rehabilitation	0	0
Profit for bingo owners' causes	66	63
Measures to combat gambling problems	15	6
Transferred to/from other equity	0	150
Total allocations	5 251	5 002
Additional information	2017	2016
Number of employees	406	408
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	50 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %

pany's societal mission. Norsk Tipping gained around 83,000 new customers in 2017, of whom 70% are aged under 40. A total of 1.96 million customers played Norsk Tipping's games in 2017. Together with the record turnover of NOK 5.25 billion, this shows that the company is able to appeal to new generations of gamblers.

Norsk Tipping must ensure that its operation is efficient, to the benefit of the company's objectives. The company works systematically on cost-effectiveness and is ahead of its cost ratio target for the period.



State ownership through the Ministry of Transport and Communications: 100 %  
The company's website: [www.norsketog.no](http://www.norsketog.no)

**Norske tog** was divested from NSB AS and placed under the Ministry of Transport and Communications in April 2017. Norske tog aims to ensure that entry barriers to new establishments are low and is responsible for procuring, owning and managing rolling stock on competition-neutral terms.

Norske tog enters into agreements concerning the leasing of rolling stock with rail operators which have a traffic agreement with the Norwegian Railway Directorate. These leasing agreements form an appendix to the traffic agreements between the Norwegian Railway Directorate and the rail operators and are negotiated with the Norwegian Railway Directorate. The company's head office is situated in Oslo.

The aim of the state's ownership in Norske tog is to safeguard a cost-effective provider of rolling stock subject to competition-neutral terms. It is a requirement for the company to be run efficiently.

### Key events

Norske tog is a relatively recently established company in a reformed railway sector with a number of new companies. Rolling stock leasing agreements for the direct purchase agreements with NSB AS and NSB Gjøvikbanen AS have been signed for 2018 and corresponding agreements have been prepared for the first two traffic packages which are being put out to competitive tender (South and North).

### Sustainability and responsible business conduct

Norske tog has established ethical guidelines and CSR guidelines, which have been incorporated into the company's governance system. For Norske tog, sustainable development and corporate social responsibility are about building good relationships with the company's stakeholders and securing long-term value creation.

The company's focus areas for the work relating to corporate social responsibility are the environment, workers' rights and human rights, safety, anticorruption, responsible procurement and whistleblowing.

### Sectoral policy goal attainment

Norske tog offers rolling stock subject to competition-neutral terms to rail operators which enter into traffic agreements with the Norwegian Railway Directorate. The company was established to secure low entry barriers as passenger rail services are put out to competitive tender.

Norske tog is fully financed through the rolling stock leasing agreements. The rolling stock leasing agreements are appendices to the state's traffic agreements with the rail operators and leasing costs are therefore covered by the state through the fees paid to the rail operators.

The ownership dialogue in 2017 centred on the company's framework conditions and scope, as well as the way in which the company is working to formulate goals, strategies and performance indicators.

Income statement (NOK millions)	2017
Operating revenues	996,7
Operating expenses	729,1
Gross operating profit (EBITDA)	910,1
Operating profit (EBIT)	267,6
Net financial items	-115,5
Profit/loss before tax	152,1
Tax charge	9,6
Profit/loss after tax	142,5

Balance sheet	2017
Intangible assets	9 733,8
Fixed assets	1 473,5
Total assets	11 207,2
Equity	2 565,8
Provision for liabilities	0,0
Current interest-bearing liabilities	7 975,2
Current interest-free liabilities	666,2
Total debt and liabilities	8 641,4
Total equity and liabilities	11 207,2

Cash flow	2017
Operating activities	346,1
Investment activities	-1 133,6
Financing activities	1 144,4
Change cash and cash equivalents	356,9

Key figures	2017
Capital employed	11 207,2
Gross operating margin (EBITDA)	91 %
Operating margin (EBIT)	27 %
Equity ratio	23 %

Subsidies from the state	2017
Ministry of Transport and Communications	0

Additional information	2017
Number of employees	29
Proportion of employees in Norway	100 %
State ownership at year-end	100 %
Proportion of women on the board	25 %
Proportion of women among owner-appointed/shareholder elected board members	33 %





**NSD – Norsk senter for forskningsdata AS** (NSD) was established as a national infrastructure for research in 1971 and has been organised as a limited company since 2003.

NSD's objective is to manage data and provide services to the research sector. The company is engaged in development work within its area in collaboration with national and international actors. The company's head office is situated in Bergen.

The objective of the state's ownership of NSD is to secure data management and service provision for the research sector. It is a requirement for the company to be run efficiently.

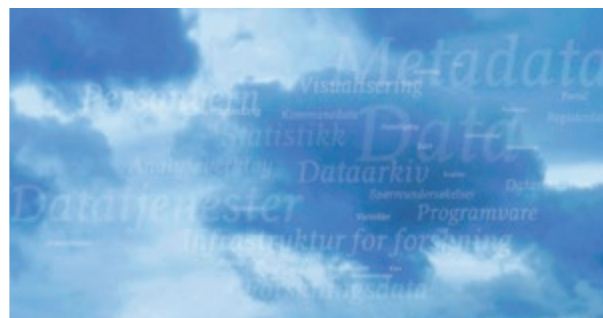
### Key events

Norwegian Open Research Data Infrastructure (NORDi) is a five-year project with project support from the Research Council of Norway. Through the project, NSD is developing new e-infrastructure for research data which includes user-friendly tools for the storage, administration and dissemination of research data. This will include powerful tools which will make it easier to find, use and share research data. Many new courses and support services are being established as an extension of this.

Through the RAIRD register data project, NSD has worked with Statistics Norway (SSB) to develop new solutions, models and techniques to make it easy for researchers to work with the time components in data. The project has resulted in a completely new service for the secure use of register data based on a self-service arrangement. Using this technology, which includes an anonymising interface, researchers can work via the internet and do not need to apply for data for each individual research project. The Norwegian Data Inspectorate believes that the solution will be successful and that it represents an example of integrated data protection in practice.

In autumn 2017, NSD organised the national school election ahead of the Storting elections. A total of 157,000 pupils at 385 schools took part in the school election, which is the highest recorded number since the first national school elections were held in 1989. The percentage of pupils taking part also reached a record level, with 83.5% of students participating at schools which held the election.

CEO: Bjørn Henrichsen  
Board of Directors:  
Jens Petter Aasen  
(chair), Torstein Arne Bye,  
Elin Haugsgjerd Allern,  
Kjell Gunnar Salvanes,  
Eva Stensland, Kristina  
Nicolaisen\*, Erlend Aarsand\*  
(\* elected by the employees)  
Auditors: BDO AS



© NSD – Norsk senter for forskningsdata AS

State ownership through the Ministry of Education and Research: 100 %  
The company's website: [www.nsd.uib.no](http://www.nsd.uib.no)

The European Social Survey (ESS) is the most comprehensive and frequently used social survey in Europe. NSD is responsible for the processing, storage and distribution of data and documentation. All data is free and openly available from the date of publication. NSD also administers the ESS' official website, [www.european-socialsurvey.org](http://www.european-socialsurvey.org), where all dissemination of data and documentation takes place. ESS now has around 120,000 registered users.

### Sustainability and responsible business conduct

NSD provides the research community with services and guidance concerning issues such as personal privacy and research ethics. NSD is committed to ensuring that it is a trusted organisation with a good reputation. In order to fulfil this commitment, NSD believes it is important to have a well-funded ethical framework and an ethical work culture. NSD has adopted guidelines which stress that good results must be achieved through ethical conduct.

NSD aims to have a gender balance amongst its employees, and is committed to diversity and encouraging suitably qualified candidates to apply for positions, irrespective of their age or cultural and ethnic background.

### Sectoral policy goal attainment

NSD's primary goal is to give Norwegian research access to good and well-documented data. This is achieved through NSD's function as a national archive for research data which offers a broad range of services for researchers, students, administrators, funding institutions and public authorities. Collectively, this makes it easier to find and share research data.

Today, NSD offers several thousand data sets for research purposes. This, combined with the development of good archiving solutions, advance software solutions, extensive data protection services, systems for data administration and training and guidance services, enables NSD to provide a comprehensive research infrastructure for the sector.

Income statement (NOK millions)	2017	2016
Operating revenues	72,4	70,2
Operating expenses	70,0	67,1
Gross operating profit (EBITDA)	2,7	3,4
Operating profit (EBIT)	2,4	3,2
Net financial items	1,3	-0,4
Profit/loss before tax	3,7	2,7
Tax charge	0,0	0,0
Profit/loss after tax	3,7	2,7

Balance sheet	2017	2016
Intangible assets	1,4	0,9
Fixed assets	87,9	78,1
Total assets	89,3	79,0
Equity	39,4	35,8
Provision for liabilities	17,5	12,4
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	32,4	30,9
Total debt and liabilities	49,9	43,3
Total equity and liabilities	89,3	79,0

Key figures	2017	2016
Capital employed	39,4	35,8
Gross operating margin (EBITDA)	4 %	5 %
Operating margin (EBIT)	3 %	4 %
Equity ratio	44 %	45 %
Return on equity	10 %	8 %
Average return on equity last 5 years	23 %	26 %
Return on capital employed	10 %	10 %

Subsidies from the state	2017	2016
Subsidies from the Ministry of Education and Research and other ministries	17,2	17,2
Subsidies from the Research-Council of Norway	17,8	19,8
Total subsidies	35,0	37,0

Additional information	2017	2016
Number of employees	90	89
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	43 %	43 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

**Nye Veier AS** was established on 4 May 2015 and has been in ordinary operation since 1 January 2016. Nye Veier is tasked with undertaking the planning, construction, operation and maintenance of sections of national highways covered by the company's portfolio. The company has a construction portfolio of 530 kilometres of four-lane motorway with an estimated construction cost of around NOK 148 billion.

The route sections in the company's combined construction portfolio with high socio-economic profitability are to be given priority over those with low/negative socio-economic profitability. The aim is to boost the socio-economic profitability of the road projects for which the company has been delegated responsibility. The company's vision is to "build good roads quickly and smartly", based on the values "renew, improve and secure".

Nye Veier has its head office in Kristiansand and project organisations in Aust-Agder, Telemark, Hedmark and Trøndelag.

The purpose of the state's ownership of Nye Veier is to ensure the more cohesive and cost-efficient development of safe national highways, thus creating added value compared with a traditional approach to road construction.

### Key events

In accordance with the basis for the establishment of Nye Veier, in 2017, the Storting approved the linear escalation of the financial framework for the company to a long-term grant level of NOK 5.3 billion; see Bill 1 S (2017–2018)/Recommendation 2 S (2017–2018).

The grant of NOK 5,279 million for 2018 will be used to finance the payments to which Nye Veier will be entitled under agreements with the state through the Ministry of Transport and Communications linked to their operations. During the debate on the National Budget for 2018, the Storting also decided to adjust the company's portfolio through transferring responsibility for the development of the E6 Skjerdingsstad-Melhus S route from the Norwegian Public Roads Administration to Nye Veier. In its third portfolio prioritisation (December 2017), Nye Veier maintained the route sections E6 Ranheim-Åsen, E39 Kristiansand west-Lyngdal west and E18 Langangen-Dørdal for development.

### Sustainability and responsible business conduct

Nye Veier's ambition is to help raise the level of professionalism within the industry and has a conscious attitude towards the company's impact on society. The

CEO: Ingrid Dahl Hovland

Board of Directors: Rolf Gunnar Roverud (chair), Harald Vaagaasar Nikolaisen (vice chair), Dag Morten Dalen, Eli Giske, Eva Nygren, Magne A. Buaas Bye\*, Vivien Rennell Aagre\* (\* elected by the employees)

Auditors: EY AS



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State ownership through the Ministry of Transport and Communications: 100 %  
The company's website: [www.nyeveier.no](http://www.nyeveier.no)

supplier's fulfilment of requirements must be documented during the prequalification process. Companies that fail to verify their own practice in the implementation of contracts will not qualify for contracts. Nye Veier imposes a requirement for at least 50% skilled workers and at least 7% apprentices for projects. The company must have National Confederation of Trade Unions (LO) coordinators for all its projects. The company also requires documented and implemented HSE&Q processes and instructions based on recognised standards and plans which are relevant to the specific nature of the work.

During 2017, Nye Veier placed special emphasis on the way in which the industry can work to fulfil the '0-vision' regarding injuries, both during the execution phase and once roads have been opened to traffic.

Nye Veier also aims to help reduce CO2 emissions through the appropriate planning and execution of construction projects, partly through careful material selection and greater use of alternative fuels and zero-emission technologies in projects.

### Sectoral policy goal attainment

The company is funded through the National Budget and road toll revenues. Since the company was established, Nye Veier has entered into construction agreements with the Ministry of Transport and Communications with a combined anticipated development cost of almost NOK 42 billion. For these agreements, a combined road toll contribution of around NOK 16.7 billion has been assumed through specific propositions considered by the Storting. The project priorities are based on a total estimated cost prepared by the Norwegian Public Roads Administration of NOK 148 billion at 2016 prices for the entire construction portfolio. Based on value analyses and further confirmations through the established turnkey contracts, Nye Veier believes that costs can be reduced by around 20%. The company believes that this presents an opportunity to complete the portfolio in as little as twelve years. This is considerably faster than the twenty years stated in

Income statement (NOK millions)	2017	2016
Operating revenues	3 499	541
Operating expenses	3 262	529
Gross operating profit (EBITDA)	237,6	12,6
Operating profit (EBIT)	236,7	12,3
Net financial items	24,5	12,1
Profit/loss before tax	261,2	24,4
Tax charge	0,0	0,0
Profit/loss after tax	261,2	24,4

Balance sheet	2017	2016
Intangible assets	4,4	2,6
Fixed assets	3 024	1 942
Total assets	3 029	1 945

Total equity	1 899	1 635
Provision for liabilities	188,4	8,4
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	942	301
Total debt and liabilities	1 130	310
Total equity and liabilities	3 029	1 945

Cash flow	2017	2016
Operating activities	-477	217
Investment activities	-2,6	-2,9
Financing activities	1 000	600
Change cash and cash equivalents	520	814

Key figures	2017	2016
Capital employed	1 899	1 635
Gross operating margin (EBITDA)	7 %	2 %
Operating margin (EBIT)	7 %	2 %
Equity ratio	63 %	84 %

Public purchases	2017	2016
Remuneration for agreements with the state	2 075	676

Additional information	2017	2016
Number of employees	126	60
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	43 %	43 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

Report to the Storting 25 (2014–2015) På rett vei (On the right road). Good local planning processes and early involvement by those who will plan and carry out the construction work will facilitate faster and more cost-effective developments. The construction of a new E18 Tvedestrand-Arendal, a new E18 Rugtvedt-Dørdal and a new E6 Kolomoen-Moelv is currently under way.





**Petoro AS** manages the commercial aspects of the State's Direct Financial Interest (SDFI) in the petroleum sector on the Norwegian continental shelf and other associated operations on behalf of the state. The company was formed in 2001 as part of the restructuring of the state's oil and gas operations. Petoro's activities are governed by Chapter 11 of the Petroleum Act. The overall objective for the management of the SDFI portfolio is to maximise revenues for the state.

The SDFI scheme was set up with effect from 1985. Under this scheme, the state participates as a direct investor in petroleum operations on the Norwegian continental shelf. Petoro is the licensee for the state's interests in production licences, fields, pipelines and onshore facilities. Petoro is responsible for managing the SDFI portfolio on commercial terms. At the end of March 2017, the portfolio consisted of 35 producing fields, 203 production licences and 16 joint ventures for pipelines and terminals. Petoro is not an operator.

Petoro is not responsible for selling the oil and gas managed by the company and is thus not a player in the oil and gas markets. Responsibility for marketing and sale of the state's petroleum has been assigned to Statoil under a special instruction – the sales and marketing instruction. The cash flow generated by selling SDFI petroleum goes directly from Statoil to the Treasury. Petoro is responsible for monitoring Statoil's marketing and sale of the petroleum produced from the state's direct participatory interests, pursuant to the marketing and sale instruction. Both Statoil and Petoro have an independent and joint responsibility for ensuring that the state's coordinated ownership strategy is implemented in line with its intentions. In view of the substantial assets being managed, it is important that Petoro exercises sound financial management and accounting of the SDFI portfolio.

The objective of the state's ownership of Petoro is to ensure the best possible management of the state's direct financial interest in petroleum activities on the NCS. It is a requirement for the company to be run efficiently.

### Key events

Net cash flow from SDFI is transferred to the Government Pension Fund Global. This represents a high proportion of the state's total revenues from the petroleum sector. In 2017, the net cash flow from SDFI to the state amounted to NOK 87.2 billion, NOK 21.3 billion more than in 2016. The increase is primarily due to higher oil and gas prices as well as higher gas volumes.

CEO: Grethe Moen

Board of Directors: Gunn Wærsted (chair), Brian Bjordal (vice chair), Hugo Sandal, Per Arvid Schøyen, Trude Haugen Fjeldstad, Ove Skretting\*, Heidi Iren Hilleren Nes\* (\* elected by the employees)

Auditors: Erga Revisjon AS

State ownership through the Ministry of Petroleum and Energy: 100 %  
The company's website: [www.petoro.no](http://www.petoro.no)

Total production amounted to 1,110 million barrels of oil equivalents per day, almost 7% up on 2016, primarily as a result of record gas production in 2017. The Troll, Åsgard, Oseberg, Heidrun, Snorre and Gullfaks oil fields accounted for approximately 70% of total liquid production. Around 70% of the gas production originated from the Troll, Ormen Lange and Åsgard fields.

### Sustainability and responsible business conduct

Petoro has publicly available ethical guidelines and guidelines for its work on corporate social responsibility.

The company bases its operations and reporting on corporate social responsibility on the relevant parts of the Global Reporting Initiative and the eight core conventions of the International Labour Organisation (ILO). In addition, the company follows other, more specific company and industry-oriented guidelines in its reporting.

### Sectoral policy goal attainment

The overall objective for the management of the SDFI portfolio is to maximise revenues for the state. Petro is funded through grants via the National Budget. The Ministry of Petroleum and Energy prepares annual letters of assignment which set out Petoro's financial framework and describe the company's goals and tasks. Petoro's funds must be prioritised in accordance with the company's principal tasks. Petoro is a small organisation and the company establishes strict priorities regarding the areas and fields it can concentrate its efforts on. These must be areas of high value or fundamental importance for the state.

Mature fields account for a high proportion of the value creation from the SDFI portfolio. A proportion of the grants appropriated in recent years has been earmarked by the Ministry of Petroleum and Energy for the work to realise the values in mature fields with an SDFI share. Petoro's efforts are partly linked to further development, drainage strategy and increasing the number of wells. In 2017 Petoro carried out specific reservoir stud-



© Harald Petersen/Statoil ASA

Income statement (NOK millions)	2017	2016
Operating revenues	281	285
Operating expenses	276	288
Gross operating profit (EBITDA)	8,5	-0,7
Operating profit (EBIT)	5,4	-3,5
Net financial items	1,2	1,0
Profit/loss before tax	6,7	-2,5
Tax charge	0,0	0,1
Profit/loss after tax	6,7	-2,6

Balance sheet	2017	2016
Intangible assets	6,1	4,2
Fixed assets	231	207
Total assets	237	211

Equity	19,5	12,9
Provision for liabilities	165	153
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	52,6	45,2
Total debt and liabilities	218	198
Total equity and liabilities	237	211

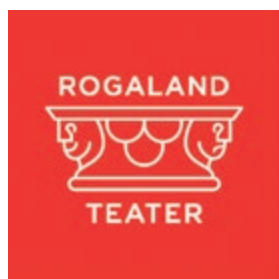
Cash flow	2017	2016
Operating activities	24,0	-2,5
Investment activities	-5,0	-2,1
Financing activities	0,0	0,0
Change cash and cash equivalents	19,0	-4,6

Key figures	2017	2016
Capital employed	19,5	12,9
Gross operating margin (EBITDA)	3 %	0 %
Operating margin (EBIT)	2 %	-1 %
Equity ratio	8 %	6 %
Return on equity	41 %	-14 %
Average return on equity last 5 years	4 %	-10 %
Return on capital employed	42 %	-13 %

Subsidies from the state	2017	2016
Ministry of Petroleum and Energy	280	284

Additional information	2017	2016
Number of employees	65	64
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	43 %	43 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

ies for Snorre, Heidrun and Troll. In December 2017, the licence holders for Snorre submitted a revised plan for the development and operation of the field to the Ministry of Petroleum and Energy. It has been estimated that the recovery rate in the field as a whole will be increased from 46 to 51% as a result of the project. Petoro has also worked to safeguard the values in Castberg and take advantage of the opportunities for further development of the field in the future. The development plan for Castberg was submitted to the Ministry of Petroleum and Energy in December 2017.



Theatre Director: Arne Nøst  
 Board of Directors: Inger Østensjø (chair), Morten Walderhaug (vice chair), Gry Isabell Sannes, Kjartan Alexander Lunde, Kåre Reiten, Marita Skogen\*, Marianne Holter\* (\* elected by the employees)  
 Auditors: EY AS



© Rogaland Teater AS/Håvard Drdal

State ownership through the Ministry of Culture: 66,67 %  
 The company's website: [www.rogaland-teater.no](http://www.rogaland-teater.no)

**Rogaland Teater AS** presents theatre of high artistic quality to the inhabitants of the region. The theatre is based in premises which date from the first theatre to be opened in Stavanger in 1883. The children's and youth theatre, where children perform for children in a professional setting, is an integrated and important part of the theatre's activities. The theatre has four stages in central Stavanger and mounts productions on its own stages and through collaborative projects.

The aim of the state's ownership of Rogaland Teater is to secure cultural policy objectives. The goals of the grants for dramatic art purposes in 2017 were to help ensure that everyone has access to high-quality art and culture and to promote artistic development and renewal and to collate, document and disseminate cultural heritage.

### Key events

In 2017, Rogaland Teater was nominated for seven Hedda Awards. The performance 'Orlando' won the award for performance of the year, Nina Ellen Ødegård won the award for best female lead role and Sigrid Strøm Reibo won the award for best director.

During 2017, the theatre continued its efforts to establish a more resource-efficient operating form. In 2017, the theatre put on 32 productions, an increase of 11 productions from the previous year. A total of 522 performances were put on in 2017, compared with 447 in 2016. Around 89,000 tickets were sold in 2017, compared with 77,000 tickets in 2016, an increase of 16%.

During 2017, Rogaland Teater commissioned an external quality assurance of the concept study for a future theatre building. The quality assurance supported the recommendations given in the concept study report that the theatre needs new, modern production premises, but also asks the theatre to investigate the possibility of realising such a theatre on the existing plot.

In connection with the end of theatre director Arne Nøst's fixed-term contract on 31 December 2018, the board has appointed Glenn André Kaada as the new theatre director for the period 2019–2023.

### Sustainability and responsible business conduct

Rogaland Teater has publicly available corporate social responsibility and prepares annual reports concerning the area.

The theatre respects the fundamental human rights as laid down in international conventions. The theatre also follows this up with respect to suppliers and collaboration partners/sponsors. The theatre respects and contributes to a decent working life, where fundamental standards of work and rights are safeguarded. The theatre has adopted the ILO's eight core conventions.

Rogaland Teater has established guidelines and routines to prevent corruption and ensure transparency in financial transactions. The theatre's operations should have the least possible negative impact on the environment. This also applies in connection with the selection of subcontractors.

### Sectoral policy goal attainment

The level of diversity in the theatre's performances increased considerably during 2017 and the theatre is attracting considerable national attention and recognition for its productions.

The transition to a more resource-effective programming model has led to an increase in audience figures, and the theatre is finding that many diverse and capable artistic forces want to be linked to the theatre's productions.

The introduction of Dramakortet and good communication and sales strategies have helped to boost audience figures considerably. Earnings have risen as a result of increases in both ticket sales and donations.

Income statement (NOK millions)	2017	2016
Operating revenues	112	114
Operating expenses	109	109
Gross operating profit (EBITDA)	7,8	9,0
Operating profit (EBIT)	3,5	5,0
Net financial items	-1,5	-1,5
Profit/loss before tax	2,0	3,5
Tax charge	0,0	0,0
Profit/loss after tax	2,0	3,5

Balance sheet	2017	2016
Intangible assets	88,4	91,1
Fixed assets	31,4	27,9
Total assets	120	119
Equity	56,2	54,2
Provision for liabilities	2,9	4,7
Current interest-bearing liabilities	35,6	38,0
Current interest-free liabilities	25,1	22,1
Total debt and liabilities	63,6	64,8
Total equity and liabilities	120	119

Cash flow	2017	2016
Operating activities	9,6	3,9
Investment activities	-3,1	-7,9
Financing activities	-2,3	-2,2
Change cash and cash equivalents	4,2	-6,2

Key figures	2017	2016
Capital employed	91,8	92,2
Gross operating margin (EBITDA)	7 %	8 %
Operating margin (EBIT)	3 %	4 %
Equity ratio	47 %	46 %
Return on equity	4 %	7 %
Average return on equity last 4 years	10 %	9 %
Return on capital employed	4 %	6 %

Other key figures	2017	2016
Total number of performances	618	547
Tickets sold	88 891	76 800
Ticket sales	15	13

Subsidies	2017	2016
Ministry of Culture	62,0	65,9
Rogaland County Council and Stavanger municipality	27,8	27,2
Total subsidies	89,8	93,1

Additional information	2017	2016
Number of employees	120	121
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	66,67 %	66,67 %
Proportion of women on the board	57 %	57 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %



**Simula Research Laboratory AS** (Simula) was established in 2001 and conducts basic research in selected areas within software engineering and communications technology, and thereby contributes to innovation within industry.

Simula educates computer scientists in collaboration with degree-conferring institutions, primarily the University of Oslo. The company combines academic traditions with business management models from industry. The company has the following subsidiaries: Simula Innovation AS, Simula School of Research and Innovation AS and Forskningscenteret for informasjon- og kommunikasjonssikkerhet AS with the short name "Simula@UiB" and the Centre for Digital Engineering with the short name "Simula@OsloMet".

Simula Innovation is wholly owned, while Simula School of Research and Innovation AS is owned by Simula (56%), Statoil (21), Bærum municipality (14), Telenor (7), Norsk Regnesentral (1) and Sintef (1). Simula@UiB is owned by Simula (51%) and the University of Bergen (49%). Simula@OsloMet is owned by Simula (51%) and OsloMet – Oslo Metropolitan University (49%). The parent company and subsidiaries have a close partnership and are located in the municipality of Bærum, with the exception of Simula@UiB, which has premises in Bergen and Simula@OsloMet, which has premises in Oslo. Simula also has holdings in 16 companies, most of which are spin-offs originating from activities at the centre.

Simula is the host institution for a centre for research-driven innovation (SFI), The Certus Centre, and is a research partner in the Centre of Cardiological Innovation, an SFI for which Oslo University Hospital is host.

The objective of the state's ownership in Simula is to contribute to fundamental long-term research in selected areas in software and communication technology. It is a requirement for the company to be run efficiently.

## Key events

Simula@OsloMet was established at the year-end. The CEO and vice chair have been appointed, along with ten senior researchers. During the year, 18 recruitment positions and three administrative posts were filled. The partnership with the University of California, San Diego is continuing and being strengthened. During 2017, 25 students completed summer school, an increase of 40% over the previous year.

A collaboration agreement has been entered into between Simula, Technische Universität Berlin and Einstein Center Dig-

CEO: Aslak Tveito

Board of Directors: Ingvild Myhre (chair), Mats Lundqvist, Pinar Heggernes, Ingolf Søreide, Annik Myhre, Ingvild Wasteson, Silvija Seres, Sverre Gotaas, Valeriya Naumova\*, Joakim Sundnes\* (\* elected by the employees)

Auditors: Lundes Revisjonskontor DA

State ownership through the Ministry of Education and Research: 100 %  
The company's website: [www.simula.no](http://www.simula.no)

ital Future in Berlin, and the first of two PhD students was appointed in 2017. Simula was allocated nine recruitment positions by the Ministry of Education and Research from autumn 2017. These will be used within ICT, with a particular emphasis on ICT security.

During the period 2001–2017, 115 PhD students completed their doctorate and 391 master's students completed their degree after being mentored by Simula's research staff.

## Sustainability and responsible business conduct

Simula is a charitable, non-profit enterprise. Simula has an international research community, and 56% of employees come from outside Norway and represent 33 different nations.

The proportion of women amongst the staff is 28% and Simula aims to increase this proportion to 40% by 2028. Through the "Simula garage", Simula offers free workplaces for up to a year for entrepreneurs within ICT. These entrepreneurs receive guidance concerning the administration of intellectual property rights and setting up a company, as well as contact with Simula's researchers. Simula Innovation invests in some of the most promising companies.

Simula believes that a high ethical standard has an intrinsic value for both the company and individual employees. In addition, Simula believes this to be an important aspect of the company's responsibility as a participant in society and that it helps to maintain trust from the outside world. The company has established ethical guidelines which cover research ethics, working environment and inclusion, gifts and corruption, confidentiality and conflicts of interest.

## Sectoral policy goal attainment

Simula's goal attainment is evaluated by an international panel under the auspices of the Research Council of Norway approximately every five years. The evaluation for the period 2011–2015 was presented in April 2017 and showed that Simula is achieving many of its goals. All three of Simula's research areas were evaluated as being excellent; the compa-



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Income statement (NOK millions)	2017	2016
Operating revenues	215,1	212,6
Operating expenses	202,6	195,6
Gross operating profit (EBITDA)	14,7	19,4
Operating profit (EBIT)	12,5	17,0
Net financial items	-2,4	-0,9
Profit/loss before tax and minority	10,1	16,1
Tax charge	0,6	0,8
Minority interests	-2,2	-2,3
Profit/loss after tax and minority	7,4	13,0

Balance sheet	2017	2016
Intangible assets	29,7	25,5
Fixed assets	123,1	92,1
Total assets	153	118
Equity	67,0	59,8
Minority interests	6,6	4,4
Total equity	73,6	64,2
Provision for liabilities	0,0	0,1
Current interest-bearing liabilities	3,5	3,5
Current interest-free liabilities	75,7	49,8
Total debt and liabilities	79,2	53,4
Total equity and liabilities	153	118

Cash flow	2017	2016
Operating activities	11,8	35,6
Investment activities	-6,1	-7,4
Financing activities	6,6	-0,2
Foreign currency effects	0	0
Change cash and cash equivalents	12,3	28,0

Key figures	2017	2016
Capital employed	77,1	67,7
Gross operating margin (EBITDA)	7 %	9 %
Operating margin (EBIT)	6 %	8 %
Equity ratio	48 %	55 %
Return on equity	12 %	24 %
Average return on equity last 5 years	19 %	23 %
Return on capital employed	20 %	30 %

Publications	2017	2016
Books and doctoral theses	18	15
Articles in refereed journal	87	77
Peer-reviewed articles	81	110
Number of post-graduate fellowships	33	35
Number of post-doctoral fellows	24	24

Subsidies from the state	2017	2016
Subsidies to research from the Ministry of Education and Research	59,7	59

Additional information	2017	2016
Number of employees	148	151
Proportion of employees in Norway	98 %	97 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	60 %	60 %
Proportion of women among owner-appointed/shareholder elected board members	63 %	63 %

ny's education activity was considered to be strong and innovation activities were highly praised.

The recommendations of the evaluation committee were used in the development of a new strategy for the company.

**Siva – Selskapet for Industrivekst SF** (Siva) is part of the Norwegian public support system. Through its property and innovation activities, the company acts as a government instrument for facilitating the ownership and development of companies and industrial and knowledge clusters throughout Norway. Siva has special responsibility for promoting growth in remote areas.

Siva's main objective is to trigger profitable business development in companies and regional business and knowledge environments. Through its property investments, Siva aims to lower entry barriers for the establishment of commercial activity in areas or industries where market mechanisms make entry especially difficult, including as regards major industrial property projects. Through its innovation activities, Siva aims to facilitate the establishment and development of enterprises in business and knowledge environments and link them together in regional, national and international networks.

Innovation activities are funded by grants allocated via the national budget. Siva's property operations are self-financing and subject to financial return requirements. This operation is carried on through the wholly owned subsidiary Siva Property Holding AS.

Siva operates through a partner network of business parks and incubators across the country, as well as through holdings in strategically important innovation and property companies. The Siva group consists of the parent company and 18 subsidiaries. Siva also has holdings in 70 affiliated companies, two jointly controlled enterprises and 37 other companies with a holding of less than 20%. The group has operations across the country and the company's head office is situated in Trondheim.

The objective of the state's ownership of Siva is to promote profitable business development in companies and regional industrial and knowledge clusters, particularly in remote areas, by facilitating physical and organisational infrastructure. It is a requirement for the company to be run efficiently.

## Key events

In spring 2017, Siva established the new "catapult scheme", which will make it easier for small and medium enterprises to test out new products and solutions. A total of NOK 50 million was allocated to the scheme via the National Budget and the first two catapult centres opened their doors in February 2018: Future Materials in Kristiansand and Grimstad, and Manufacturing Technology at Raufoss. In the National Budget for 2018, the scheme

CEO: Stein Terje Dahl

Board of Directors: Elisabeth Maråk Støle (chair), Sverre Narvesen (vice chair), Lillian Mathisen Sund, Maja Adriansen, Mette Kamsvåg, Bjørn Østbø, Morten Henriksen, Jørgen Andersen (\*elected by the employees)

Auditors: Deloitte AS



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State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.siva.no](http://www.siva.no)

was boosted to a total of NOK 125 million. A new round of applications for catapult centres were announced on 1 March 2018 and the new centres will be announced at the Siva Conference on 5 June.

On 3 January 2018, Siva's CEO Espen Susegg decided to withdraw from his post. Stein Terje Dahl was then appointed acting CEO. At the same time, a recruitment process was started to find Susegg's successor.

During the first quarter of 2018, Siva introduced a new company logo and visual profile. The new logo was inspired by the industrial lifting hook, which is an important part of Siva's history and identity.

## Sustainability and responsible business conduct

Siva has published its internal ethical guidelines on the company's website. The company is opposed to all forms of corruption and works actively to prevent corruption in accordance with Norwegian law and international treaties.

Human rights norms are defined in international human rights treaties, which Norway has adopted and which therefore apply to Siva. They include the UN Declaration of Human Rights, standards from the International Labour Organisation (ILO), principles of the UN Global Compact and the OECD Guidelines for Multinational Enterprises.

Siva assesses the environmental and socio-economic sustainability of its investments and development projects.

## Sectoral policy goal attainment

In 2017, 3,600 businesses were affiliated to Siva's incubators and business parks, an increase of 11% over 2016. These businesses generate NOK 8.6 billion in added value every year. The analyses also indicate that businesses linked to Siva's innovation infrastructure perform better than other businesses.

A yield requirement applies to return on equity in Siva Property Holding AS, formulated as a five-year rolling mean. In 2017, Siva achieved its owner's yield requirement for the first time since 2011. The deviation in recent years is due to extraordinary impairments of property assets in 2012, linked to the solar power industry. The yield in 2017 was 6.7%, whilst the average yield over the past five years was 4.0%.

Income statement (NOK millions)	2017	2016
Subsidies	209	200
Other operating revenues	231	238
Total operating revenues	440	438
Operating expenses	419	380
Gross operating profit (EBITDA)	94	125
Operating profit (EBIT)	22	58
Net financial items	395	21
Profit/loss before tax and minority	416	80
Tax charge	0	1
Minority interests	-4	-2
Profit/loss after tax and minority	421	81

Balance sheet	2017	2016
Intangible assets	2 153	2 337
Fixed assets	1 032	607
Total assets	3 185	2 944

Equity	923	893
Minority interests	39	41
Total equity	961	934
Statslån	700	700
Provision for liabilities	25	20
Current interest-bearing liabilities	934	991
Current interest-free liabilities	564	299
Total debt and liabilities	2 223	2 010
Total equity and liabilities	3 185	2 944

Cash flow	2017	2016
Operating activities	12	26
Investment activities	23	-37
Financing activities	317	126
Change cash and cash equivalents	352	116

Key figures	2017	2016
Capital employed	2 596	2 625
Gross operating margin (EBITDA)	21 %	28 %
Operating margin (EBIT)	5 %	13 %
Equity ratio	30 %	32 %
Return on equity	46 %	9 %
Average return on equity last 5 years	14 %	3 %
Return on capital employed	19 %	6 %

State loan limit	700	700
State loans	700	700
Interest on state loans	17	19
Commission on state loans	7	7

Subsidies from the state	2017	2016
Ministry of Local Government and Modernisation	125,7	85,5
Ministry of Trade, Industry and Fisheries	114,4	80,0
Ministry of Agriculture and Food	5,3	5,1
Total subsidies	245	171

Assets in and out of the company	2017	2016
Dividend for the financial year	391	147
Dividend percentage	93 %	182 %
Average dividend percentage last 5 years	76 %	74 %
Dividend to the state	391	147

Additional information	2017	2016
Number of employees	42	42
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	50 %	63 %
Proportion of women among owner-appointed/shareholder elected board members	57 %	57 %



CEO: Jostein Rønneberg  
Board of Directors: Asbjørn Birkeland (chair), Øyvind Stene, Ingvild Ragna Myhre, Hege Flatheim, Nina Frisak  
Auditors: KPMG AS



State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.spacenorway.no](http://www.spacenorway.no)

**Space Norway AS** aims to contribute to the development and operation of space-related infrastructure in order to meet national user requirements and facilitate value creation based on space-related activities in Norway. The company identifies and develops new opportunities and projects with a long-term horizon, and collaborates with other national communication and space organisations.

Space Norway was established in 1995 when it was spun off from the Norwegian Space Centre, and the company is operated in accordance with ordinary business principles. The group's head office is situated in Oslo.

Space Norway owns and manages the fibre optic cable between mainland Norway and Svalbard. In addition to transferring downloaded data via satellites, the cable is also the main telecommunications link between Svalbard and the outside world. The company also sublets capacity on Telenor's Thor 7 satellite for communication with the Norwegian Troll research station in Antarctica. In line with its purpose, the company is continuing to identify, investigate and develop new space-related projects based in Norway, either alone or in collaboration with others.

Space Norway owns 50% of the shares in Kongsberg Satellite Services AS (KSAT), which operates ground stations that communicate with satellites.

KSAT is the largest company of its kind in the world and has enjoyed strong growth in the international market. Space Norway also owns 100% of the shares in Statsat AS, which is a tool for the development and operation of small satellites for state purposes.

The objective of the state's ownership of Space Norway is to contribute to the operation and development of space-related infrastructure in order to meet national user needs and facilitate value creation based on space-related activities in Norway. It is a requirement for the company to be run efficiently.

## Key events

During 2017, the group concentrated on maintaining and securing infrastructure and the further development of space infrastructure projects.

The task of further safeguarding the fibre cable to Svalbard was continued. The 'Broadband in the Arctic' project has made good progress and the company is currently in negotiations with potential customers and is preparing for a possible procurement process. The project entitled 'Marine surveillance using small satellites' is well under way with the construction of a test and demonstration satellite.

In the development of the new international maritime VHF Data Exchange System (VDES), Space Norway has won a number of ESA contracts with Kongsberg Seatex, Norwegian Defence Research Establishment and the UK Maritime and Coastguard Agency for measurements in the Arctic, the development of satellite and ship electronics and system studies.

## Sustainability and responsible business conduct

The company has adopted guidelines and routines for ethical conduct and corporate social responsibility, including work on responsible procurement and the relationship with suppliers.

The company is committed to preventing corruption and other undesirable events.

## Sectoral policy goal attainment

All the company's projects which are either being assessed or in progress are based on clear sectoral policy goals.

The company has a particular focus on improving communication and marine surveillance in the northern regions.

The company has a number of projects where partnerships with Norwegian industry are producing good results.

Income statement (NOK millions)	2017	2016
Operating revenues	58,9	57,1
Operating expenses	91,7	86,2
Gross operating profit (EBITDA)	-20,7	-17,1
Operating profit (EBIT)	-32,8	-29,1
Net financial items	88,5	67,3
Profit/loss before tax	55,7	38,2
Tax charge	21,1	-8,6
Profit/loss after tax	34,6	46,8

Balance sheet	2017	2016
Intangible assets	537	506
Fixed assets	189	207
Total assets	726	712
Equity	488	453
Provision for liabilities	0,0	0,0
Current interest-bearing liabilities	169	180
Current interest-free liabilities	69,7	79,8
Total debt and liabilities	238	259
Total equity and liabilities	726	712

Cash flow	2017	2016
Operating activities	45,8	56,9
Investment activities	-57,2	-19,7
Financing activities	0,0	0,0
Change cash and cash equivalents	-11,4	37,2

Key figures	2017	2016
Capital employed	656	633
Gross operating margin (EBITDA)	-35 %	-30 %
Operating margin (EBIT)	-56 %	-51 %
Equity ratio	67 %	64 %
Return on equity	7 %	11 %
Average return on equity last 5 years	16 %	19 %
Return on capital employed	10 %	8 %

Additional information	2017	2016
Number of employees	19	15
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	50 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %

CEO: Auke Lont

Board of Directors: Per Hjorth (chair), Synne Hombly (vice chair), Maria Sandsmark, Egil Gjesteland, Kirsten Indgjerd Værdal, Einar Strømsvåg, Karianne Burhol\*, Steinar Jøråndstad\*, Nils Ole Kristensen\* (\* elected by the employees)

Auditors: EY AS



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State ownership through the Ministry of Petroleum and Energy: 100 %  
The company's website: [www.statnett.no](http://www.statnett.no)

**Statnett SF** is the transmission system operator in the Norwegian power system and is responsible for socio-economically rational operation and development of the central power transmission grid. The company is otherwise required to follow commercial principles.

As system manager, Statnett is responsible for ensuring that there is a balance between the production and consumption of electrical power in Norway at all times. The role of system manager and associated tasks is otherwise regulated in a specific regulation.

Statnett has been assigned responsibility for carrying out studies on the transmission grid, and every other year prepares a power system report on the entire grid. The report describes the existing power grid, generation and consumption, future transmission conditions and anticipated grid measures and investments. The public sector part of the report is known as Statnett's grid development plan.

Statnett owns over 90% of the transmission grid in Norway and the power connections abroad. Statnett also owns 28.2% of the physical power exchange Nord Pool Spot AS. Statnett is a monopoly enterprise subject to regulation by the energy authorities, and the company's revenues are regulated by the Norwegian Water Resources and Energy Directorate. Statnett was established in 1992 and the enterprise's head office is situated in Oslo.

The objective of the state's ownership of Statnett is to contribute to the socially and economically rational operation and development of the central transmission grid. The state's ownership of Statnett helps the enterprise to be perceived as a neutral market player. It is a requirement for the company to be run efficiently.

## Key events

Statnett is planning and has initiated substantial investments in the transmission grid. In 2015, the Ministry of Petroleum and Energy granted a licence for a new 420 kV power line from Balsfjord to Skaidi. Statnett is in the process of constructing the Balsfjord-Skillemoen power line

and has decided to start on the northern section of the project from Skillemoen to Skaidi.

The first construction stage between Namsos and Surna is well under way, as is the voltage upgrade at Namsos.

An important milestone was reached in the upgrading of the transmission grid in the Oslo region when new power cables were laid in Oslofjord between Hurum and Vestby.

In addition to the substantial investments in the domestic transmission grid, Statnett is currently constructing two international connections, one to Germany and one to the United Kingdom.

## Sustainability and responsible business conduct

Statnett has publicly available ethical guidelines and guidelines for its work relating to corporate social responsibility. The enterprise reports in accordance with the Global Reporting Initiative (GRI) for the electricity sector: GRI Sustainability Reporting Guidelines & Electric Utility Sector Disclosures.

Statnett complies with relevant parts of the OECD Guidelines for Multinational Enterprises and bases its work on the eight core conventions of the International Labour Organisation (ILO).

In addition, Statnett follows other, more specific company and industry-oriented guidelines in its reporting. Statnett's operations affect users of the power grid and a broad range of actors in society. The enterprise aims to increase transparency concerning its operations.

## Sectoral policy goal attainment

Statnett is responsible for developing the transmission grid and for ensuring that its operations are socio-economically rational. Statnett fulfils these responsibilities by realising socio-economically profitable projects in the transmission grid and implementing measures so that there is at all times a balance between the generation and consumption of electrical power in Norway.

The operating situation was satisfactory during the period.

Income statement (NOK millions)	2017	2016
Operating revenues	7 401	6 678
Operating expenses	6 089	5 526
Gross operating profit (EBITDA)	3 715	3 296
Operating profit (EBIT)	1 312	1 152
Share of profits in associates and joint ventures	0	0
Net financial items	-336	-369
Profit/loss before tax	976	783
Tax charge	163	138
Profit/loss after tax	813	645
Balance sheet	2017	2016
Intangible assets	52 753	46 424
Fixed assets	5 968	4 319
Total assets	58 721	50 743
Equity	14 011	13 867
Minority interests	0	0
Total equity	14 011	13 867
Provision for liabilities	1 876	1 933
Current interest-bearing liabilities	39 189	32 633
Current interest-free liabilities	3 645	2 310
Total debt and liabilities	44 710	36 876
Total equity and liabilities	58 721	50 743
Cash flow	2017	2016
Operating activities	3 615	3 235
Investment activities	-10 764	-7 788
Financing activities	6 168	5 157
Change cash and cash equivalents	-981	604
Key figures	2017	2016
Capital employed	53 200	46 500
Gross operating margin (EBITDA)	50 %	49 %
Operating margin (EBIT)	18 %	17 %
Equity ratio	24 %	27 %
Return on equity	6 %	5 %
Average return on equity last 5 years	5 %	6 %
Return on capital employed	4 %	3 %
Dividends	2017	2016
Dividend for the financial year	326	350
Dividend percentage	40 %	54 %
Average dividend percentage last 5 years	39 %	33 %
Dividend to the state	326	350
Additional information	2017	2016
Number of employees	1 415	1 323
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	44 %	44 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %



**Statskog SF** was established in 1993 as a state enterprise with its head office in Namsos. The enterprise is the country's largest landowner and manages around 59 million hectares, almost a third of the mainland surface area. This land is virtually all mountains and uncultivated wilderness. The enterprise is also the country's largest forest owner, with around 6% of the total productive forest area in Norway.

A high proportion of the state's land in southern and central Norway consists of state-owned common land managed by Statskog, the mountain boards and the common land boards, under the Act relating to the exploitation of rights and entitlements in the state commons and the Act on forestry etc. in the state commons.

Statskog's commercial activities comprise forestry, wilderness management and other land and property management. In addition to its commercial activities, Statskog performs management tasks for the state as prescribed in law and delegated authorities, and as instructed by the Ministry of Agriculture and Food and the Ministry of Climate and the Environment. These tasks comprise national administrative duties, supervision of property and common land, administration of hunting and fishing on state land etc. Statskog also safeguards and develops all assets on public land and guarantees public access to hunting, fishing and outdoor recreation in Norway.

The objective of the state's ownership of Statskog is to ensure efficient resource management for the benefit of society and to meet public demand for hunting, fishing and outdoor recreational facilities, etc. The company is operated on a commercial basis.

### Key events

For many years, Statskog has focussed on digitalising its operations to ensure that its properties are managed appropriately and efficiently. Through this work, Statskog has also quality-assured the public sector property register and simplified the work of municipal authorities in clarifying boundaries. The digitalisation process is also presenting opportunities on state-owned land, particularly as regards hunting, fishing and outdoor recreation.

In 2017, Statskog established a new website based on modern and user-friendly technology. The website will provide a platform for better public services and information concerning Statskog's extensive operations.

Gunnar Lien was appointed as the new CEO in February 2017.

### Sustainability and responsible business conduct

Statskog's work relating to corporate social responsibility involves developing

CEO: Gunnar Lien

Board of Directors: Gunnar Olofsson (chair), Eli Reistad, Hans Aasnæs, Christine Tørklep, Ole Johan Eira, Tom-Rune Eliseussen\*, Merete Bøe\*, (\* elected by the employees)

Auditors: KPMG AS



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State ownership through the Ministry of Agriculture and Food: 100 %  
The company's website: [www.statskog.no](http://www.statskog.no)

knowledge and an overview of the organisation's own environmental impact in all areas: forestry, hunting, fishing, outdoor recreation, development of holiday cabin areas, business parks and other land use. Statnett constantly strives to develop its environmental management system within forestry with the aim of safeguarding key biological assets.

Statskog is mapping risks and measures in order to face up to climate change. This affects most parts of Statskog's operations. Statskog SF is involved in an international research programme linked to climate challenges in forestry.

Statskog's operations are carried out in an understanding with land users and the public authorities. Statskog has established formal collaborative relationships with a number of key actors in order to ensure the exchange of information and arenas for feedback to the enterprise. To ensure equal treatment and transparency concerning financial appropriations, Statskog uses open competitive tendering procedures and tender competitions in connection with property sales, the procurement of contractor services and access to plots for holiday homes.

Statskog is working to introduce reporting in accordance with the template published by the Global Reporting Initiative (GRI Standard).

### Sectoral policy goal attainment

Statskog's forestry operations generate economic value and have a positive impact on the climate. Much of Statskog's land is protected. Statskog is implementing physical and digital measures to promote hunting, fishing and outdoor recreation. Statskog's provision and pricing policy are helping to make natural experiences accessible to the general public. Over time, there have been increases in purchases of hunting licences, fishing licences and stays in holiday cabins on Statskog's land.

Through Statskog's operations, rights linked to the state's properties within state-owned common land and other state-owned land are continually followed.

Statskog has an assignment agreement with the Ministry of Agriculture and Food which covers both statutory tasks and tasks which concern sectoral policy initiatives. Statskog prepares specific reports on the execution of this assignment.

Income statement (NOK millions)	2017	2016
Operating revenues	379	423
Operating expenses	301	298
Gross operating profit (EBITDA)	87	135
Operating profit (EBIT)	78	125
Net financial items	-2	16
Profit/loss before tax and minority	76	141
Tax charge	-6	11
Minority interests	1	0
Profit/loss after tax and minority	81	130

Balance sheet	2017	2016
Intangible assets	1 720	1 790
Fixed assets	331	318
Total assets	2 051	2 108

Equity	1 795	1 774
Minority interests	5	5
Total equity	1 800	1 779
Provision for liabilities	85	86
Current interest-bearing liabilities	25	100
Current interest-free liabilities	141	143
Total debt and liabilities	251	329
Total equity and liabilities	2 051	2 108

Cash flow	2017	2016
Operating activities	86	100
Investment activities	61	91
Financing activities	-128	-40
Change cash and cash equivalents	19	151

Key figures	2017	2016
Capital employed	1 825	1 879
Gross operating margin (EBITDA)	23 %	32 %
Operating margin (EBIT)	21 %	30 %
Equity ratio	88 %	84 %
Return on equity	5 %	7 %
Average return on equity last 5 years	4 %	5 %
Return on capital employed	5 %	8 %

Revenue distribution	2017	2016
Property	29 %	26 %
Energy	6 %	4 %
Forestry	33 %	29 %
Outdoor recreation	11 %	9 %
Forest protection compensation	10 %	15 %
Property sale	4 %	10 %
Other	6 %	6 %
Number of hunting and fishing licenses sold	44 341	40 765

Subsidies from the state/ Public purchases	2017	2016
Purchase of services	14	14
Subsidies	4	3
Total subsidies/Public purchases	18	17

Dividends	2017	2016
Dividend for the financial year	60	53
Dividend percentage	74 %	41 %
Average dividend percentage last 5 years	64 %	51 %
Dividend to the state	60	53

Additional information	2017	2016
Number of employees	115	120
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	43 %	43 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %



State ownership through the Ministry of Agriculture and Food: 100 %  
 The company's website: [www.staur.no](http://www.staur.no)

**Staur gård AS** was established in 2001 to continue the business of the state-owned Staur gård farm in the municipality of Stange, which had previously been run by the Norwegian Grain Corporation.

The company's objective is to facilitate research and development (R&D) in agriculture, property management and property letting. R&D is carried out by private companies. Staur gård conducts its own agricultural activities on the rest of the property.

The building complex has extensive facilities for accommodation, courses, conferences and letting for special events. The purpose of the letting activity is to utilise, safeguard and develop the unique aspects of the property.

The Staur gård property is considered to be a unique agricultural property and a cultural monument in a national context. The property was protected by the Directorate for Cultural Heritage in 2012.

The aim of the state's ownership of Staur gård AS is to facilitate research and trials relating to agriculture and to manage the property in the best possible way.

### Key events

In spring 2017, the Ministry of Agriculture and Food injected equity amounting to NOK 8 million into Staur gård AS at the request of the Storting, as a result of the company being close to bankruptcy. This enabled the company to fulfil its obligations and achieve a satisfactory level of equity.

In the ownership dialogue for 2017, the Ministry of Agriculture and Food stressed that the company must ensure that its accounts balance and that the board must seek to develop the company's operating concept further. Following the capital injection, the company has redeemed all loans and leasing contracts. During 2017, the company gained better control over its finances and turned the deficit that it had been recording for many years into a small profit.

In 2017, the company's board of directors initiated a process of reviewing the opportunities that are available to further develop the company's operations with the aim of bringing about positive growth and development within the company.

### Sustainability and responsible business conduct

The company's operations do not pollute the external environment other than is normal for agriculture.

The research farm is focussing on the environment and run-off issues with a fertiliser plan and established grass/grazing land down towards Lake Mjøsa.

The farm complies with the framework of the Quality System in Agriculture.

### Sectoral policy goal attainment

During 2017, Staur gård worked to ensure that Graminor, Norsk Sau og Geit and Nortura/TYR are able to carry on research and testing on the property. The research farm is run in accordance with applicable agreements and the farm's collaboration partners are satisfied with the deliverables they have received from Staur gård AS. The collaboration partners also contribute important knowledge for further development in Norwegian agricultural production.

Through continuation of the guest farm operation and other letting, the company has ensured that the necessary activity is carried out on the property and that the building complex is used. For the state as owner, it is important that the building complex on the property is both well-used and adequately maintained.

The company is considered to have achieved its sectoral policy goals satisfactorily through its operations in 2017. The financial challenges that the company has faced and is continuing to face mean that the Ministry of Agriculture and Food is investigating the possibilities for adjusting the company's operating arrangements to safeguard sustainable operation in the future.

Income statement (NOK millions)	2017	2016
Operating revenues	9,1	8,4
Operating expenses	8,4	10,3
Gross operating profit (EBITDA)	1,0	-0,7
Operating profit (EBIT)	0,7	-1,9
Net financial items	0,0	-0,1
Profit/loss before tax	0,7	-2,0
Tax charge	0,0	0,0
Profit/loss after tax	0,7	-2,0

Balance sheet	2017	2016
Intangible assets	1,1	1,1
Fixed assets	8,1	2,1
Total assets	9,2	3,2

Equity	7,5	-1,1
Provision for liabilities	0,0	0,0
Current interest-bearing liabilities	0,0	2,4
Current interest-free liabilities	1,7	1,9
Total debt and liabilities	1,7	4,3
Total equity and liabilities	9,2	3,2

Cash flow	2017	2016
Operating activities	0,0	0,9
Investment activities	0,0	-0,3
Financing activities	0,0	-0,4
Change cash and cash equivalents	0,0	0,2

Key figures	2017	2016
Capital employed	7,5	1,3
Gross operating margin (EBITDA)	11 %	-8 %
Operating margin (EBIT)	8 %	-23 %
Equity ratio	82 %	-34 %
Return on capital employed	17 %	-74 %

Values in and out of the company	2017	2016
Equity contribution	8,0	0,0
Grants	0,0	0,3

Additional information	2017	2016
Number of employees	4	5
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	33 %	40 %
Proportion of women among owner-appointed/shareholder elected board members	33 %	40 %



**Store Norske Spitsbergen Kulkompani AS (SNSK)** core business is coal mining in Svalbard. The company was established in Longyearbyen in 1916 and continues to be an important player in the community in Svalbard. SNSK's head office is situated in Longyearbyen. In 2017, the company mined coal from Mine 7 outside Longyearbyen through its subsidiary Store Norske Spitsbergen Grubekompani AS (SNSG). During the Storting's consideration of the National Budget for 2018, it was decided to discontinue the mining operations in Svea and Lunckefjell.

The SNSK group also consists of the wholly owned subsidiaries Store Norske Boliger AS, Store Norske Gruvedrift AS, Gruve 3 AS and the partly owned Pole Position Logistics AS, in which SNSK has a stake of 75%, as well as Svea Svalbard AS with a stake of 51%.

The aim behind the state's ownership in SNSK is to help ensure that the power station in Longyearbyen has access to a stable and secure supply of coal through the operation of Mine 7 and that the operation is carried out in accordance with the overarching goals of Norway's policy for Svalbard. It is a requirement that Mine 7 is operated efficiently. The company's other operations must be undertaken on a commercial basis.

### Key events

Since the coal mining operations in Svea and Lunckefjell were suspended with effect from 2016, no coal has been produced in this area. During the spring of 2017, the company re-evaluated the basis for the possible start-up of the mining operation and the continuation of the suspension. In a letter to the ministry dated 12 June 2017, the company's board stated that continuing the suspension of operations from 2018 would entail a high risk of losing critical expertise and deterioration of the infrastructure. This, combined with the estimated cost of continuing the suspension, led the board to believe that continuing the suspension was inappropriate based on purely commercial considerations. The board also stated that it would be profitable to resume mining operations in Svea and Lunckefjell from autumn 2018 subject to certain conditions.

In connection with the Storting's consideration of the 2018 National Budget (see Bill 1 S (2017-2018)), it was decided that SNSK's coal mining operations in

CEO: Jan Morten Ertsaas

Board of Directors: Annette Malm Justad (chair), Birger Solberg (vice chair), Hege Schøyen Dillner, Britt Mjellem, Johnny Undeli, Rune Mjelde\*, Håvard Velve\* (\* elected by the employees)

Auditors: PricewaterhouseCoopers AS



© Store Norske Spitsbergen Kulkompani AS

State ownership through the Ministry of Trade, Industry and Fisheries: 100 %  
The company's website: [www.snsk.no](http://www.snsk.no)

Svea and Lunckefjell should be wound up. It was also decided to initiate remediation in the area, with SNSG as the responsible client and using subcontractors.

For the first time in many years, coal was produced from Mine 7 in two shifts and around 130,000 tonnes of coal was extracted. The operations of Gruve 3 AS and Svea Svalbard AS developed positively during 2017, even though both companies recorded an operating loss. During the year, Pole Position Logistics AS completed its new technical platform for a future initiative within logistical services.

### Sustainability and responsible business conduct

Corporate social responsibility is a central part of SNSK's business strategy and provides a guideline for the company's operations. Health, safety and the environment have the highest priority. SNSK strives to ensure that neither people nor the environment are harmed in any way as a result of the company's operations.

In 2017, the company worked hard to rectify the difficult housing situation in Longyearbyen.

Through the Svalbard Environmental Protection Act, SNSK adheres to strict environmental legislation. SNSK has a specific environmental monitoring programme for discharges into water, air and the ground, and the company has carried out comprehensive environmental impact assessments. Every year, SNSK prepares an environmental report which is published on the company's website.

### Sectoral policy goal attainment

The aim behind the state's ownership in SNSK is to help ensure that the power station in Longyearbyen has access to a stable and secure supply of coal through the operation of Mine 7. Throughout the whole of 2017, there was production in two shifts from Mine 7 and SNSK has supplied the power station in Longyearbyen with coal in accordance with the agreement with Longyearbyen Lokalstyre. At the end of 2017, just over 100 people were employed by SNSK.

Income statement (NOK millions)		2017 <sup>1</sup>	2016
Operating revenues		192	584
Operating expenses		362	496
Gross operating profit (EBITDA)		-125	134
Operating profit (EBIT)		-169	87
Net financial items		-3	-41
Profit/loss before tax		-172	46
Tax charge		0	-4
Profit/loss after tax		-172	50
Balance sheet		2017	2016
Intangible assets		364	401
Fixed assets		283	436
Total assets		648	837
Equity		113	281
Provision for liabilities		343	354
Current interest-bearing liabilities		144	148
Current interest-free liabilities		47	53
Total debt and liabilities		534	556
Total equity and liabilities		648	837
Cash flow		2017	2016
Operating activities		ikke klart	-44
Investment activities		ikke klart	-15
Financing activities		ikke klart	-133
Change cash and cash equivalents		-180	-192
Key figures		2017	2016
Capital employed		257	429
Gross operating margin (EBITDA)		-65 %	23 %
Operating margin (EBIT)		-88 %	15 %
Equity ratio		18 %	34 %
Return on capital employed		-48 %	34 %
Assets and dividends		2017	2016
Dividend for the financial year		0	0
Dividend percentage		0 %	0 %
Average dividend percentage last 5 years		0 %	0 %
Dividend to the state		0	0
Purchase of shares		0	0
Capital contributions from the state <sup>1</sup>		144	587
Additional information		2017	2016
Number of employees		107	106
Proportion of employees in Norway		100 %	100 %
State ownership at year-end		100 %	100 %
Proportion of women on the board		43 %	43 %
Proportion of women among owner-appointed/shareholder elected board members		60 %	60 %

<sup>1</sup> The figures for 2017 are preliminary and before annual accounts.



General manager:  
Maria Cecilie Mediaas Jørstad

Board of Directors: John Gordon  
Bernander (chair), Bentein Baardson,  
Cecilie Broch Knudsen, Brit Kristin  
Sæbø Rugland, Ingrid Røynesdal,  
Bjørn Olav Ragnar Øiulfstad

Auditors: Deloitte AS



© Jørg Wiemer

State ownership through the Ministry of Culture: 33,33 %  
The company's website: [www.talentnorge.no](http://www.talentnorge.no)

**Talent Norge AS** was established in 2015 by Kristiansand kommunes Energiverkssstiftelse – Cultiva, Sparebankstiftelsen DNB and the state through the Ministry of Culture. The company has office workplaces in the attic of the DNB Savings Bank Foundation's temporary premises in Oslo.

Talent Norge's strategic vision is to give talented artists the opportunity to realise their full potential. The company's overarching aim is to improve the framework surrounding talent development and thereby contribute to a richer cultural life. The company strives to establish successful, permanent relations both artistically and financially through investments in talented artists that lead to a high level of artistic recognition and trigger substantial private investment.

Talent Norge works with leading organisations, institutions and communities within the Norwegian culture sector to offer talented artists specialist expertise, development opportunities and support. The company aims to trigger at least as much private capital as public support in the project portfolio.

The company prioritises initiatives aimed at talented artists who are either just about to complete their higher arts education or have recently graduated. The target group comprises both performing and creative artists in all forms and expressions of art.

The aim of the state's ownership in Talent Norge is to develop leading artistic talents in Norway in a partnership between the state and private actors. The initiative contributes to an internationally renowned cultural sector and the broader financing of the cultural sector. The state's owner interests in Talent Norge support the overall objectives to help make high-quality art and culture available to everyone and to promote artistic development and renewal.

### Key events

During 2017, the company approved 11 new initiatives and five extensions to previously approved initiatives. Together

with the existing approved initiatives, Talent Norge was involved in 36 ongoing talent development programmes as of 31 December 2017. The programmes extend from 2015 to 2021. These initiatives represent over 500 talent places annually. The initiatives are split between different genres with a wide geographic spread.

The company's efforts have led to the creation of an extensive network of contributors, project owners, mentors and talents. During 2017, Talent Norge continued its work to facilitate the exchange of experience and the transfer of skills between disciplines, genres and initiatives. The aim is to ensure that this knowledge is used to improve the quality of talent development in the Norwegian culture sector generally. The exchange of experience and knowledge is structured through three principal arenas: Specialist meetings within Artistic Excellence, open meeting places (TN Møteplass) and, as a new development for 2017, participation in Olympiatoppen's performance cluster.

### Sectoral policy goal attainment

As of 31 December 2017, Talent Norge had a combined portfolio of NOK 211.9 million for talent initiatives within the culture sector. The initiatives were approved with a total of NOK 80.8 million in support from Talent Norge and will trigger NOK 131.2 million in private co-financing.

Of the NOK 80.8 million allocated by Talent Norge, NOK 31.8 million had been paid out by 31 December 2017 and NOK 48.9 million had been set aside for future payments in accordance with established agreements. In addition, NOK 13.2 million has been set aside for the Artistic Excellence, Talent Norge Junior, Møteplasser og synergier programmes and for the Talent Norges Kvinneløft pilot.

Ties with private contributors were further strengthened through many such contributors increasing their contributions or entering into new initiatives. The partnerships with private contributors are essential and form a cornerstone for the work of Talent Norge.

Income statement (NOK millions)	2017	2016
Operating revenues	64,9	31,5
Operating expenses	62,9	28,7
Gross operating profit (EBITDA)	1,9	2,7
Operating profit (EBIT)	2,0	2,8
Net financial items	0,4	0,2
Profit/loss before tax	2,4	3,0
Tax charge	0,0	0,0
Profit/loss after tax	2,4	3,0

Balance sheet	2017	2016
Intangible assets	2,1	0,2
Fixed assets	69,9	52,1
Total assets	71,9	52,3
Equity	5,4	3,1
Provision for liabilities	64,8	48,4
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	1,7	0,8
Total debt and liabilities	66,5	49,2
Total equity and liabilities	71,9	52,3

Cash flow	2017	2016
Operating activities	1,3	3,4
Investment activities	0,0	-0,1
Financing activities	16,5	25,7
Change cash and cash equivalents	17,7	29,0

Key figures	2017	2016
Capital employed	5,4	3,1
Gross operating margin (EBITDA)	3 %	9 %
Operating margin (EBIT)	3 %	9 %
Equity ratio	7 %	6 %

Subsidies from the state	2017	2016
Ministry of Culture	36,1	30,5

Additional information	2017	2016
Number of employees	3	2
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	33,33 %	33,33 %
Proportion of women on the board	50 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %





Theatre Director: Kristian Seltun  
Board of Directors: Terje Roll Danielsen (chair), Tore Onshuus Sandvik (vice chair), Leif Bjerkan, Solvor Ingjerd Amdal, Turid Stenseth, Ingeborg Hopshaug\*, Hallbjørn Rønning\* (\* elected by the employees)

Auditors:  
PricewaterhouseCoopers AS



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State ownership through the Ministry of Culture: 66,67 %  
The company's website: [www.trondelag-teater.no](http://www.trondelag-teater.no)

**Trøndelag Teater AS** is located in Trondheim and is the regional theatre for Trøndelag. Trøndelag Teater was established in Trondheim in 1937 with the aim of "... providing theatre in Trondheim and the surrounding regions, as well as tours and guest performances."

The theatre's vision is to be the most important cultural institution in central Norway by ensuring that the theatre means something to every inhabitant of the region. Trøndelag Teater's mission is to present professional productions for the audience. Different forms of artistic expression must be part of the repertoire, separately and integrated.

The aim of the state's ownership of Trøndelag Teater is to secure cultural policy objectives. The aim behind the 2017 dramatic art grants was to facilitate production, promotion and demand for different dramatic art expressions. This will support the overarching objectives to help ensure that everyone has access to high-quality art and culture and to promote artistic development and renewal.

### Key events

The theatre year started on the main stage with Edward Albee's "Who is afraid of Virginia Woolf?". The performance saw strong performances from the actors and was praised by critics. The theatre then presented the big event of the spring: a recently written musical entitled "Robin Hood – Rai Rai in Sherwood Forest". Ticket sales ended at 41,500, the best figure for Trøndelag Teater since "Les Misérables" in 2006.

During the autumn season, Henrik Ibsen and "The Wild Duck" lay claim to the main stage. The year ended with "Juleevangeliet – en smash hit musical (alle snakker norsk)", which was a repeat from Gamle scene in 2016. The performance of "Søndagsskolen" looked at both the Old Testament and the New Testament and was largely played by child actors. The performance was praised by critics, but failed to completely reach out to its target group.

The Studio stage saw the premiere of "Evig søndag", based on texts by Linnea Myhre. A total of 3,500 people saw the performance, an excellent figure for the Studio stage. Another popular performance was "The Glass Menagerie", which was seen by a total of 3,200 people. Performances on the secondary stages during the year concluded with the premiere of Lisa Lie's "Uår av Terje Vigen".

6 February 2017 also saw the centenary of the Sami Parliament, which was marked on Gamle Scene by a special event and a performance of "Elsa Laula".

In 2017, the board of Trøndelag Teater appointed Elisabeth Egseth Hansen as the new theatre director with effect from 1 January 2019. She is currently a dramaturge at Trøndelag Teater.

### Sustainability and responsible business conduct

Trøndelag Teater is aware of its corporate social responsibility as a major cultural player in central Norway. This applies with regard to the choice of productions and the interpretation of these productions, as well as the raising of awareness regarding the labour that we use and our procurement of materials and services.

### Sectoral policy goal attainment

Trøndelag Teater had twelve inhouse productions on its programme for 2017, of which three were repeats from previous years. The theatre also produced "Unge dramatikere" in collaboration with Kjernehuset, and "Kupp en klassiker" in collaboration with Kulturskolen. There were also seven guest performances.

2017 was a good year for audience figures in Trøndelag. The theatre had a total of 109,006 visitors, split between a total of 462 performances with an average seat occupancy rate of 81%. Earnings amounted to NOK 31.3 million, compared with NOK 20.0 million in 2016, while the operating profit in 2017 was NOK 101.6 million, compared with NOK 99.8 million in 2016.

Income statement (NOK millions)	2017	2016
Operating revenues	133	120
Operating expenses	133,1	96,9
Gross operating profit (EBITDA)	2,3	25,8
Operating profit (EBIT)	-0,2	23,0
Net financial items	0,4	0,2
Profit/loss before tax	0,2	23,2
Tax charge	0,0	0,0
Profit/loss after tax	0,2	23,2

Balance sheet	2017	2016
Intangible assets	18,2	18,1
Fixed assets	28,1	25,1
Total assets	46,3	43,2

Equity	15,8	17,0
Provision for liabilities	4,4	0,0
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	26,1	26,2
Total debt and liabilities	30,5	26,2
Total equity and liabilities	46,3	43,2

Cash flow	2017	2016
Operating activities	6,2	3,2
Investment activities	-2,7	-2,7
Financing activities	0,0	0,0
Change cash and cash equivalents	3,5	0,5

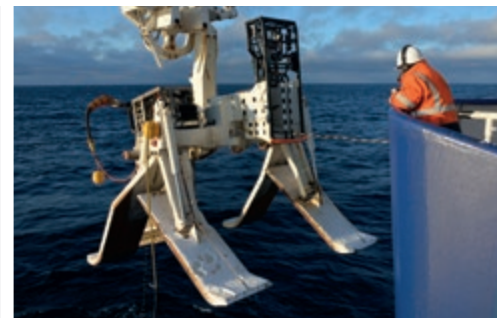
Key figures	2017	2016
Capital employed	15,8	17,0
Gross operating margin (EBITDA)	2 %	22 %
Operating margin (EBIT)	0 %	19 %
Equity ratio	34 %	39 %
Return on equity	1 %	109 %
Average return on equity last 4 years	33 %	34 %
Return on capital employed	2 %	109 %

Other key figures	2017	2016
Total number of performances	462	542
Tickets sold	109 006	99 378
Audiences	81 %	63 %
Ticket sales	27,0	17,0

Subsidies from the state	2017	2016
Ministry of Culture	70,9	69,7
Sør-Trøndelag County Council, Trondheim municipality and collaborators	30,8	30,1
Total subsidies	101,7	99,8

Additional information	2017	2016
Number of employees	172	170
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	66,67 %	66,67 %
Proportion of women on the board	58 %	43 %
Proportion of women among owner-appointed/shareholder elected board members	40 %	40 %

CEO: Tor Holmen (konstituert)  
Board of Directors: Frank Arntsen (chair), Steen Pedersen, Benedicte Rustad, Pål Dietrichs, Cecilie Ohm, Seunn Smith-Tønnessen, Morten Knutsen\* (\* elected by the employees)  
Auditors: EY AS



State ownership through the Ministry of Education and Research: 100 %  
The company's website: [www.uninett.no](http://www.uninett.no)

**UNINETT AS** is the authorities' tool for developing and managing a versatile national e-infrastructure for research and higher education. The company fulfils its remit based on subsidies from the Ministry of Education and Research and delivers infrastructure with production services and experimental services. Through partnerships and synergies, UNINETT optimises the acquisition and utilisation of the overall ICT resources within the university and university college sector in Norway.

UNINETT AS was established in 1993. It is the parent company in the UNINETT group and had two wholly owned subsidiaries in 2016: UNINETT Norid AS, which is the national registration unit for the .no domain, and UNINETT Sigma2 AS, which manages procurement and operation of national equipment for advanced scientific calculations. All the companies are run from joint offices in Trondheim. Together with the research networks in the other Nordic countries, UNINETT is a joint owner of NORDUnet AS, which operates a corresponding academic network infrastructure between the Nordic countries and with respect to the global academic community.

The objective of the state's ownership of UNINETT is to secure the operation and development of a national electronic network for information exchange between groups and users in Norwegian research and education. It is a requirement for the company to be run efficiently.

## Key events

In June 2017, the Ministry of Education and Research decided that certain assignments should be transferred from UNI-

NETT AS to a newly established administrative body, which should also take over responsibility for Ceres and Bibsys. The transfer was effected from 1 January 2018. As a consequence of this, UNINETT AS is working on a new business strategy.

UNINETT AS' new CEO joined the company with effect from 1 September 2017, being appointed from 1 January 2018 as CEO of the Ministry of Education and Research's service body.

## Sustainability and responsible business conduct

Corporate social responsibility is one of UNINETT AS' three core values. The company has drawn up guidelines for pollution, waste management, energy consumption, procurement, noise and service production.

The company strives to ensure that the Norwegian university and university college sector reduces its energy consumption in its IT rooms and increases its use of digital solutions within research, teaching and dissemination in order to contribute to the more efficient use of society's resources.

## Sectoral policy goal attainment

UNINETT AS strives to achieve its sectoral policy goals through the development and operation of a nationwide research network, the coordination of ICT-related joint measures, the provision of infrastructure and system data for new research and contributions to international development. The network is constantly being adapted to meet increasing requirements regarding capacity and speed.

Income statement (NOK millions)	2017	2016
Operating revenues	309	288
Operating expenses	325	288
Gross operating profit (EBITDA)	10,3	5,7
Operating profit (EBIT)	-15,4	-0,7
Net financial items	3,7	3,6
Profit/loss before tax	-11,7	2,9
Tax charge	-8,1	0,0
Profit/loss after tax	-3,6	2,9

Balance sheet	2017	2016
Intangible assets	123,1	42,6
Fixed assets	286	341
Total assets	409	384
Equity	202	236
Provision for liabilities	62,2	7,5
Current interest-bearing liabilities	0,0	0,0
Current interest-free liabilities	145	141
Total debt and liabilities	207	148
Total equity and liabilities	409	384

Cash flow	2017	2016
Operating activities	45,0	53,6
Investment activities	-98,1	-1,2
Financing activities	25,2	-1,7
Change cash and cash equivalents	-27,9	50,7

Key figures	2017	2016
Capital employed	202	236
Gross operating margin (EBITDA)	3 %	2 %
Operating margin (EBIT)	-5 %	0 %
Equity ratio	49 %	61 %
Return on equity	-2 %	1 %
Average return on equity last 5 years	9 %	10 %
Return on capital employed	-5 %	1 %

Subsidies from the state	2017	2016
Kunnskapsdepartementet	42,5	51,7
Andre (IKT-senter og Norges forskningsråd)	88,9	45,8
Total subsidies	131,4	97,5

Additional information	2017	2016
Number of employees	115	108
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	43 %	43 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %



CEO: Harald Ellingsen

Board of Directors: Berit Johanne Kjeldstad (chair), Jarle Nygard (vice chair), Eva Falleth, Lise Øverås, Morten Hald, Arild Olsen, Nina Frisak, Pernille Bronken\*, Petter Sele\*, Eli Anne Ersdal\*, Linn Margrethe Høeg Voldstad\*\*  
(\* elected by the employees)  
(\*\*Elected by students)

Auditors: PricewaterhouseCoopers AS



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State ownership through the Ministry of Education and Research: 100 %  
The company's website: [www.unis.no](http://www.unis.no)

**Universitetscenteret på Svalbard AS** - The University Centre in Svalbard (UNIS) - was established as a state-owned limited company on 29 November 2002. The company replaced the former foundation, University Courses in Svalbard, established by the four Norwegian universities in 1994.

The company offers courses and conducts research based on Svalbard's geographic location in the High Arctic and the special advantages associated with using nature as a laboratory. The study options are to be at university level and offered as a supplement to the education provided at universities on the mainland, and can form part of an ordinary course of study leading to degrees at bachelor, master and doctoral levels. The studies offered must have an international profile and teaching must be carried out in English.

UNIS has four fields of study: Arctic biology, Arctic geology, Arctic geophysics and Arctic technology. In 2017, a total of 98 courses were taught at bachelor's, master's or doctorate level. A total of 794 students from 45 nations followed the teaching and 59 master's students work on their dissertations. This corresponds to 222.5 student full-time equivalents. 50% of students came from study programmes at Norwegian universities, an increase of 5% from 2016, 31 post-doctoral students and PhD students studied at UNIS in 2017 and five disputations took place.

The objective of the state's ownership of UNIS is to contribute to the centre's university level study provision and research activities based on Svalbard's location in the High Arctic. It is a requirement for the company to be run efficiently.

### Key events

In 2017, UNIS achieved its goal of carrying out 220 student full-time equivalents. The

company has developed strongly and took part in the work relating to the government's strategy for research and higher education on Svalbard. After a number of years of recording a financial deficit, the company recorded a profit in 2017.

### Sustainability and responsible business conduct

UNIS is required to carry out its research and provide teaching with the least possible negative impact on the environment. The Svalbard Environment Act is a premise for all activity, and UNIS is constantly striving to limit the environmental impact of its activities and has an internal control system for field, cruise and laboratory work.

UNIS aims to be a resource for local communities in Svalbard. Staff must live and work in Longyearbyen and contribute to the development of the institution and society. The accounts for 2017 show that approximately 55% of goods and services were purchased locally in Longyearbyen. UNIS's employees are also a vital resource in connection with the evaluation of avalanche risk in and around Longyearbyen and also contribute actively in connection with local events such as Polarjazz, the Svalbard Seminar Series, Svalbard Skimaraton, etc.

### Sectoral policy goal attainment

UNIS offers a study programme at university level and conducts research based on Svalbard's location in the High Arctic. In terms of research policy, Svalbard is considered to be an important arena for the internationalisation of Norwegian research and cooperation with foreign researchers. The company's operations help to boost the level of activity in Longyearbyen and help to ensure that an all-year round family-based society can be maintained.

Income statement (NOK millions)	2017	2016
Operating revenues	148,3	146,3
Operating expenses	147,3	152,0
Gross operating profit (EBITDA)	2,8	-4,0
Operating profit (EBIT)	1,0	-5,7
Net financial items	-0,1	0,0
Profit/loss before tax	0,9	-5,7
Tax charge	0,0	0,0
Profit/loss after tax	0,9	-5,7

Balance sheet	2017	2016
Intangible assets	0,0	0,0
Fixed assets	32,9	34,6
Intangible assets	32,9	34,6
Fixed assets	42,2	25,7
Total assets	75,1	60,3

Retained earnings	2,1	2,1
Paid-up equity	9,2	8,3
Total equity	11,3	10,4
Provision for liabilities	3,4	0,0
Non-current interest-bearing liabilities	16,6	18,4
Non-current interest-bearing liabilities	43,8	31,5
Total debt and liabilities	63,8	49,9
Total equity and liabilities	75,1	60,3

Cash flow	2017	2016
Operating activities	12,1	-14,4
Investment activities	-1,0	-2,6
Financing activities	3,7	-0,3
Change cash and cash equivalents	14,8	-17,3

Key figures	2017	2016
Capital employed	27,9	28,8
Gross operating margin (EBITDA)	2 %	-3 %
Operating margin (EBIT)	1 %	-4 %
Equity ratio	15 %	17 %
Return on equity	7 %	-36 %
Average return on equity last 5 years	-3 %	-2 %
Return on capital employed	5 %	-13 %

Other key figures	2017	2016
Student labour years	222,5	214,4

Subsidies from the state	2017	
Operating subsidies	128,9	125,6

Additional information	2017	2016
Number of employees	112	123
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	60 %	60 %
Proportion of women among owner-appointed/shareholder elected board members	67 %	57 %

CEO: Hilde Britt Mellbye

Board of Directors: Hill-Marta Solberg (chair), Ellen Seip (vice chair), David Hansen, Per Arne Olsen, Sverre Helno, Sverre Bugge<sup>1</sup>, Helge Storvik\*, Turid Sundsetvik\*, Svend Bang Pedersen\* (\* elected by the employees)

Auditors: PricewaterhouseCoopers AS

<sup>1</sup> Sverre Bugge was Liv Kari Eskeland's permanent deputy from autumn 2017 through until a new board was appointed on 1 July 2018, as she was elected to the Storting in autumn 2017.



© AS Vinmonopolet

State ownership through the Ministry of Health and Care Services: 100 %  
The company's website: [www.vinmonopolet.no](http://www.vinmonopolet.no)

**AS Vinmonopolet** is a state-owned company with exclusive rights to sell alcoholic beverages containing more than 4.7% alcohol by volume to consumers. The company was founded in 1922. Vinmonopolet is one of the most important instruments in Norway's alcohol policy and is intended to help limit alcohol consumption within society by regulating availability.

The alcohol policy is expressed through effective social control, measures to create positive attitudes, efficient operations and the absence of promotional activities. To ensure legitimacy with the general public, Vinmonopolet places emphasis on being a specialist trade chain offering a wide range of products and personal customer service. Vinmonopolet's head office is situated in Oslo.

The objective of the state's ownership of Vinmonopolet is to ensure that sales of alcoholic drinks of more than 4.7 per cent by volume take place in a controlled manner, so as to limit the harmful effects of alcohol for the individual and for society. Due to the alcohol policy objective of restricting the sale of alcohol, no targets are defined for the company's financial results beyond the requirement to operate as efficiently as possible.

### Key events

In 2017, Vinmonopolet opened eight new retail outlets, all of which are self-service. Vinmonopolet has a total of 323 outlets and is established in 247 of the country's municipalities.

Vinmonopolet has a strong reputation. For the fifth consecutive year, the company topped TNS Gallup's syndicated corporate reputation survey and was among the top ten in most of the other major reputation surveys in Norway.

Vinmonopolet's board of directors approved a new strategy for the company in 2017. In the years to come, Vinmonopolet aims to strengthen its position as society's key instrument for the responsible sale of alcohol. The company aims to be a pio-

neer as regards corporate social responsibility and sustainable development and to become Norway's best workplace.

### Sustainability and responsible business conduct

Vinmonopolet is a member of the CSR organisation amfori BSCI and, together with the other Nordic monopolies which are also members, uses its Code of Conduct as a basis for ethical requirements in the supplier chain. During 2017, Vinmonopolet specifically followed up South African producers and their farms. Over a four-week period in March and April 2017, Vinmonopolet carried out a total of 22 inspections. The report from the inspections shows that there are a number of major challenges as regards certain farms and during 2017 Vinmonopolet actively followed up and pursued a dialogue with the producers concerned and supported them in the work to rectify the deficiencies that have been identified.

In 2017, Vinmonopolet established new ambitions and objectives for the work relating to corporate social responsibility and placed them in a context which is also linked to the United Nations' sustainable development goals. In 2018, Vinmonopolet will launch its own sustainable development strategy.

### Sectoral policy goal attainment

Vinmonopolet sold 10.66 million litres of pure alcohol during 2017. This represents a decline of 1.01% compared with the previous year. Vinmonopolet places great emphasis on preventing sales to minors and therefore asks all customers under 25 to show identification at the checkout. The company has been very successful with regard to this. The company aims to ensure that 90% of all customers in the 18-25 age group present identification. The company uses mystery shoppers to measure fulfilment. In 2017, the company's store staff asked 94.9% of all mystery shoppers in the 18-25 age range to show identification.

Income statement (NOK millions)	2017	2016
Operating revenues	13 444	13 269
Herav alkoholavgift	7 089	7 009
Operating expenses	13 297	13 090
Gross operating profit (EBITDA)	215	246
Operating profit (EBIT)	147	179
Net financial items	20	20
Profit/loss before tax	167	199
Tax charge	40	50
Profit after the Vinmonpol tax	127	150

Balance sheet	2017	2016
Intangible assets	531	501
Fixed assets	3 165	3 291
Total assets	3 696	3 792

Equity	796	829
Current interest-bearing liabilities	0	0
Current interest-free liabilities	2 900	2 963
Total debt and liabilities	2 900	2 963
Total equity and liabilities	3 696	3 792

Cash flow	2017	2016
Operating activities	0	176
Investment activities	-85	-75
Financing activities	0	0
Change cash and cash equivalents	-84	101

Key figures	2017	2016
Capital employed	796	829
Gross operating margin (EBITDA)	2 %	2 %
Operating margin (EBIT)	1 %	1 %
Equity ratio	22 %	22 %
Return on equity	16 %	22 %
Average return on equity last 5 years	26 %	29 %
Return on capital employed	21 %	29 %

Dividends	2017	2016
Dividend for the financial year	64	75
Dividend percentage	50 %	50 %
Average dividend percentage last 5 years	50 %	50 %
Dividend to the state	64	75

Additional information	2017	2016
Number of employees	1 815	1 812
Proportion of employees in Norway	100 %	100 %
State ownership at year-end	100 %	100 %
Proportion of women on the board	33 %	44 %
Proportion of women among owner-appointed/shareholder elected board members	33 %	50 %









# Regional health authorities

The objective of the state's ownership is for the regional health authorities to guarantee specialised health services for the region's population by offering high-quality and equitable specialised health services to everyone who needs them, when they need them, regardless of their age, gender, place of residence, personal finances or ethnic background, and to facilitate research and training. It is a requirement for the health authorities to be run efficiently.

Helse Midt-Norge RHF	120
Helse Nord RHF	121
Helse Sør-Øst RHF	122
Helse Vest RHF	123



<sup>1</sup> Based on map data from the Norwegian Mapping Authority. Processed by the Ministry of Health and Care Services.

**Helse Midt-Norge RHF**, the Central Norway Regional Health Authority, was established in 2002 and has overall responsibility for securing the inhabitants of the counties of Møre og Romsdal and Trøndelag access to high-quality specialist health services. The health region comprises Møre og Romsdal Hospital Trust, St. Olavs Hospital Trust, Nord-Trøndelag Hospital Trust and the Central Norway Hospital Pharmacies. Helse Midt-Norge RHF has its head office in Stjørdal. The health region's vision is "Teaming with you for your health", based on the core values of quality, security and respect. The regional health authority has long-term agreements with numerous private suppliers of health services.

In 2017, Helse Midt-Norge purchased external health services worth approximately NOK 1.9 billion. This corresponds to 9.4% of its operating expenses. The terms for grants to the regional health authorities are set out in special regulatory documents.

The aim of the state's ownership in the regional health authorities is explained on page 119.

### Key events

The feasibility project for the new hospital in Nordmøre og Romsdal HF (SNR) was approved by the board of Helse Midt-Norge RHF in December 2017. SNR consists of a new accident and emergency hospital at Hjelset in Molde and a new regional medical centre with a polyclinic and day surgery centre in Kristiansund.

Through the Health Platform programme, Helse Midt-Norge RHF has been tasked with acting as a regional trial arena for the national vision "One inhabitant - one medical record". During 2017, Health Platform continued the involvement of health authorities, municipal authorities and general practitioners in central Norway in the work which forms the basis for the procurement of new electronic patient medical records and patient administration systems.

### Sustainability and responsible business conduct

Helse Midt-Norge has established guidelines for the exercising of corporate social responsibility and ethical guidelines. In 2017, work began to develop an anticorruption programme within Helse Midt-Norge. A proposal for a programme will be presented to the board in autumn 2018.

During 2016 and 2017, all the health authorities in central Norway were certified in accordance with the standard NS-EN ISO 14001:2015 Environmental management systems.

CEO: Stig Arild Slørdahl

Board of Directors: Tina Steinsvik Sund (chair), Paul Steinar Valle (vice chair), Beate Skillingstad, Bjørn Gustafsson, Kristian Dahlberg Hauge, Liv Stette, Anita Solberg\*, Ivar Østrem\*, Lindy Jarosch-von Schweder\* (\* elected by the employees)

Auditors: BDO AS



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State ownership through the Ministry of Health and Care Services: 100 %  
The company's website: [www.helse-midt.no](http://www.helse-midt.no)

In March 2017, Helse Midt-Norge RHF arranged the annual national environment and climate conference for the specialist health service.

### Sectoral policy goal attainment

Helse Midt-Norge RHF follows up the targets set by the Ministry of Health and Care Services to reduce unnecessary waiting and variations in capacity utilisation, prioritise mental healthcare and interdisciplinary specialised alcohol and substance abuse treatment and improve quality and patient safety.

Waiting times at Helse Midt-Norge hospitals have never been as short as they were in 2017. The average waiting time for patients who have started treatment was 56 days, a reduction of two days from 2016. The health authorities within Helse Midt-Norge recorded an increase in the number of cases involving maximum waiting times being exceeded during 2017. Most of these cases related to somatic treatment.

During the year, the health authority group worked to reduce variations in capacity utilisation, partly through the development and implementation of standardised patient pathways. All the health authorities in the region are working to reduce the use of broad-spectrum antibiotics.

During 2017, Helse Midt-Norge did not achieve its goal of a higher rate of growth within mental healthcare and interdisciplinary specialised alcohol and drug abuse treatment than in somatic treatment for all performance indicators, also referred to as 'the golden rule'. However, the region is achieving its targets for waiting times within interdisciplinary treatment for substance abuse and mental healthcare for children and adolescents. The goal within activity was achieved for interdisciplinary specialised alcohol and drug abuse treatment and mental healthcare for adults, while the goal within staffing was only achieved as regards mental healthcare for children and adolescents. There is an urgent need to continue working on systematic change and to strengthen mental healthcare, and Helse Midt-Norge RHF will closely follow up the hos-

Income statement (NOK millions)	2017	2016
Operating revenues	20 972	21 249
Operating expenses	20 628	20 865
Operating profit	345	384
Net financial items	-36	-17
Tax charge	2	3
Profit/loss for the year	307	364
Exempt from performance requirement	0	0
Performance requirements set by the Ministry of Health and Care Services	0	0
Deviation from performance requirements set by the Ministry of Health and Care Services	307	364
Balance sheet	2017	2016
Intangible assets	14 898	15 799
Fixed assets	4 369	3 917
Total assets	19 268	19 716
Equity	9 119	8 812
Provisions for liabilities	3 702	3 747
Current interest-bearing liabilities	2 786	3 030
Current interest-free liabilities	3 660	4 127
Total debt and liabilities	10 149	10 905
Total equity and liabilities	19 267	19 716
Cash flow	2017	2016
Operating activities	2 111	1 638
Investment activities	-840	-813
Financing activities	-791	-475
Change cash and cash equivalents	480	351
Key figures	2017	2016
Population under Helse Midt-Norge "care provider" responsibility	720 870	715 059
Number of out-patient consultations, somatic	56	58
Subsidies from the state/ Public purchases	2017	2016
Subsidies from the state/ Public purchases	19 419	19 761
Additional information	2017	2016
Number of full-time equivalents (FTE) in the health trust group	16 967	16 746
State ownership at year-end	100 %	100 %
Proportion of women on the board	56 %	56 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %

pital authorities in this area going forward.

The regional health authorities are primarily funded through grants from the Ministry of Health and Care Services. Major investment projects can be funded through loans to the regional health authorities.



CEO: Lars Vorland

Board of Directors: Marianne Telle (chair), Inger Lise Strøm (vice chair), Sverre Are Jenssen, Tom Erik Forså, Tom Børje Eriksen, Beate Rahka-Knutsen, Kari Jørgensen, Fredrik Sund\*, Sissel Alterskjær\*, Kari B. Sandnes\* (\* elected by the employees)

Auditors: BDO AS



© Geir Vea

State ownership through the Ministry of Health and Care Services: 100 %  
The company's website: [www.helse-nord.no](http://www.helse-nord.no)

**Helse Nord RHF**, the Northern Norway Regional Health Authority, was established in 2002 and has overall responsibility for securing the inhabitants of northern Norway and Svalbard access to high-quality specialist health services on a par with other parts of the country. Helse Nord comprises Finnmark Hospital Trust, University Hospital of North Norway Trust (UNN), Nordland Hospital Trust, Helgeland Hospital Trust, Hospital Pharmacy of North Norway Trust and Northern Norway ICT. Helse Nord RHF has its head office in Bodø.

The regional health authority has long-term agreements with numerous private suppliers of health services. In 2017, Helse Nord RHF purchased external health services worth approximately NOK 0.8 billion. This corresponds to 5% of its operating expenses.

The terms for grants to the regional health authorities are set out in special regulatory documents.

The aim of the state's ownership in the regional health authorities is explained on page 119.

## Key events

Progress was made on many Helse Nord construction projects during 2017. The extensive construction and refurbishment of Nordland Hospital Bodø is in its final phase with the refurbishment of the A/B wings. A wing is to be brought into use in early June 2018, while the refurbishment of B wing is expected to open in November 2019.

Finnmark Hospital Kirkenes is in its final phase, and the same applies to A wing and the PET centre at UNN in Tromsø. All of these will be completed and brought into use during the first six months of 2018. Construction of the new clinic at Alta has also begun. Construction of the Sami health park in Karasjok will begin in spring 2018.

In October, the emergency medical centre in Finnmark began using the common digital emergency network for

health, police and fire, completing the development of the emergency network within Helse Nord.

Youth councils have been set up which represent young people in the 12-23 age group at Nordland Hospital (2017) and UNN (2016). Finnmark Hospital and Helgeland Hospital are working to establish youth councils. The councils provide valuable input to the development of Helse Nord.

## Sustainability and responsible business conduct

The Helse Nord RHF has introduced environmental management, and all the health trusts are now ISO 14001-certified. The Helse Nord RHF is a member of the Norwegian recycling scheme Grønt Punkt and the Ethical Trading Initiative.

The Helse Nord RHF requires all recruitment to be carried out in accordance with the WHO's Global Code of Practice on the International Recruitment of Health Personnel. In 2017, Helse Nord worked with the other health regions to establish a national report for HSE and corporate social responsibility.

## Sectoral policy goal attainment

Helse Nord RHF follows up the targets set by the Ministry of Health and Care Services to reduce unnecessary waiting and variations in capacity utilisation, prioritise mental healthcare and interdisciplinary specialised alcohol and substance abuse treatment and improve quality and patient safety.

Helse Nord worked to reduce the number of breaches of maximum waiting time and to reduce waiting times during 2017. The average waiting time during 2017 was 58 days, which is below the requirement of 60 days.

The regional health authorities are primarily funded through grants from the Ministry of Health and Care Services. Major investment projects can be funded through loans to the regional health authorities.

Income statement (NOK millions)	2017	2016
Operating revenues	17 109	17 354
Operating expenses	16 748	16 861
<b>Operating profit</b>	<b>361</b>	<b>493</b>
Net financial items	22	47
Tax charge	0	0
<b>Profit/loss for the year</b>	<b>383</b>	<b>539</b>
Exempt from performance requirement	0	0
Performance requirements set by the Ministry of Health and Care Services	0	0
<b>Deviation from performance requirements set by the Ministry of Health and Care Services</b>	<b>383</b>	<b>539</b>

Balance sheet	2017	2016
<b>Intangible assets</b>	<b>15 226</b>	<b>14 621</b>
Fixed assets	2 646	3 012
<b>Total assets</b>	<b>17 872</b>	<b>17 633</b>

Equity	10 549	10 166
Provisions for liabilities	515	455
Current interest-bearing liabilities	3 587	3 160
Current interest-free liabilities	3 222	3 852
<b>Total debt and liabilities</b>	<b>7 323</b>	<b>7 467</b>
<b>Total equity and liabilities</b>	<b>17 872</b>	<b>17 633</b>

Cash flow	2017	2016
Operating activities	1 908	1 541
Investment activities	-2 002	-2 267
Financing activities	-301	421
<b>Change cash and cash equivalents</b>	<b>-394</b>	<b>-305</b>

Key figures	2017	2016
Population under Helse Nord "care provider" responsibility	486 001	484 647
Number of out-patient consultations, somatic	58	66

Subsidies from the state/ Public purchases	2017	2016
Subsidies from the state/ Public purchases	16 145	16 353

Additional information	2017	2016
Number of full-time equivalents (FTE) in the health trust group	13 838	13 489
State ownership at year-end	100 %	100 %
Proportion of women on the board	60 %	60 %
Proportion of women among owner-appointed/shareholder elected board members	57 %	57 %

**Helse Sør-Øst RHF**, the South-Eastern Regional Health Authority, was established in 2007 and has its head office in Hamar. The regional national health authority is responsible for ensuring that the inhabitants of the counties of Østfold, Akershus, Oslo, Hedmark, Oppland, Buskerud, Vestfold, Telemark, Aust-Agder and Vest-Agder have access to high-quality specialist health services on a par with other parts of the country. The regional health authority comprises Akershus University Hospital Trust, Oslo University Hospital Trust, Sunnaas Rehabilitation Hospital Trust, Hospital Pharmacies Trust, Vestfold Hospital Trust, Innlandet Hospital Trust, Telemark Hospital Trust, Østfold Hospital Trust, Sykehuspartner (a medical services provider), Sørlandet Hospital Trust and Vestre Viken Hospital Trust.

The health trusts' main functions are performed at the publicly owned hospitals, but there are also requirements for good cooperation between private and public health services to ensure better utilisation of available capacity and to give patients greater freedom of choice. Helse Sør-Øst RHF has long-term agreements with a number of private suppliers. In 2017, external health services worth approximately NOK 4.8 billion were purchased from these suppliers, equivalent to 6.2% of the operating costs.

The conditions for the grants are laid down in a special annual regulatory document, which also covers health policy orders. In addition to providing high-quality and equitable health services, Helse Sør-Øst RHF also performs statutory functions within research, education, and training of patients and next-of-kin.

The aim of the state's ownership in the regional health authorities is explained on page 119.

## Key events

Standardisation and modernisation of the ICT infrastructure is essential in order to provide better health services and improve data security. In 2016, an agreement was signed with an external supplier concerning the operation and modernisation of the health region's ICT infrastructure. In spring 2017, it was discovered that inaccurate information had been given concerning access rights and information security and that employees of an external supplier had access rights which meant that it could gain access to medical data. The access rights were shut down and a subsequent review identified a number of weaknesses in the project. The board of Helse Sør-Øst RHF therefore suspended the modernisation work and measures were implemented to safe-

CEO: Cathrine Marie Lofthus

Board of Directors: Svein Ingvar Gjerdem (chair), Anne Cathrine Frøstrup (vice chair), Bushra Ishaq, Vibeke Limi, Geir Nilsen, Einar Lunde, Sigrun Elisabeth Vågeng, Kirsten Brubakk\*, Christian Grimsgaard\*, Svein Øverland\* (\* elected by the employees)

Auditors: PricewaterhouseCoopers AS



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State ownership through the Ministry of Health and Care Services: 100 %  
The company's website: [www.helse-sorost.no](http://www.helse-sorost.no)

guard security. In January 2018, the health authority group suffered a data intrusion incident. The incident underlines the importance of ensuring that the work relating to ICT infrastructure is afforded a high priority.

## Sustainability and responsible business conduct

Since 2011, the Helse Sør-Øst RHF has published an annual report on the environment and corporate social responsibility. The report concerns the work relating to climate and environment, human rights, employee and workers' rights and anti-corruption. Since 2016, the report has also covered HSE.

## Sectoral policy goal attainment

Helse Sør-Øst RHF follows up the targets set by the Ministry of Health and Care Services to reduce unnecessary waiting and variations in capacity utilisation, prioritise mental healthcare and interdisciplinary specialised alcohol and substance abuse treatment and improve quality and patient safety.

The management requirements for 2017 have been followed up, but in its assessment of goal attainment, the board of Helse Sør-Øst RHF notes that goal attainment is unsatisfactory in certain areas and that more work is necessary.

The work to reduce unnecessary waiting and variations in capacity utilisation has been a high priority alongside the work to safeguard quality and patient safety in treatment. As part of this, work has been carried out on the goal to ensure that mental healthcare and interdisciplinary specialised alcohol and drug abuse treatment is given a high priority. Despite positive developments regarding waiting times and variations, insufficient progress has been made as regards goal attainment concerning the requirement to prioritise mental healthcare and interdisciplinary specialised alcohol and drug abuse treatment.

The regional health authorities are primarily funded through grants from the Ministry of Health and Care Services. Major investment projects can be funded through loans to the regional health authorities.

Income statement (NOK millions)	2017	2016
Operating revenues	79 097	79 425
Operating expenses	77 992	78 038
<b>Operating profit</b>	<b>1 104</b>	<b>1 387</b>
Net financial items	-84	-39
Tax charge	5	5
<b>Profit/loss for the year</b>	<b>1 016</b>	<b>1 343</b>
Exempt from performance requirement	0	0
Performance requirements set by the Ministry of Health and Care Services	0	0
<b>Deviation from performance requirements set by the Ministry of Health and Care Services</b>	<b>1 016</b>	<b>1 343</b>
Balance sheet	2017	2016
Intangible assets	54 030	56 844
Fixed assets	10 166	7 285
<b>Total assets</b>	<b>64 196</b>	<b>64 129</b>
Equity	34 912	33 844
Provisions for liabilities	5 648	5 017
Current interest-bearing liabilities	10 182	9 211
Current interest-free liabilities	13 454	16 057
<b>Total debt and liabilities</b>	<b>29 284</b>	<b>30 285</b>
<b>Total equity and liabilities</b>	<b>64 196</b>	<b>64 129</b>
Cash flow	2017	2016
Operating activities	7 628	5 097
Investment activities	-2 961	-3 152
Financing activities	-2 632	-128
<b>Change cash and cash equivalents</b>	<b>2 035</b>	<b>1 817</b>
Key figures	2017	2016
Population under Helse Sør-Øst "care provider" responsibility	2 977 723	2 920 730
Number of out-patient consultations, somatic	57	59
Subsidies from the state/ Public purchases	2017	2016
Subsidies from the state/ Public purchases	71 791	72 624
Additional information	2017	2016
Number of full-time equivalents (FTE) in the health trust group	60 766	60 368
State ownership at year-end	100 %	100 %
Proportion of women on the board	50 %	50 %
Proportion of women among owner-appointed/shareholder elected board members	57 %	57 %



**Helse Vest RHF**, the Western Norway Regional Health Authority, was established in 2002 and has overall responsibility for securing the inhabitants of the counties of Rogaland, Hordaland and Sogn og Fjordane access to high-quality specialist health services on a level comparable with other parts of the country. The health region comprises Førde Hospital Trust, Bergen Hospital Trust, Fonna Hospital Trust, Stavanger Hospital Trust, Trust Sjukehusapoteka Vest (Hospital Pharmacies) and Helse Vest IKT. Helse Vest RHF has its head office in Stavanger. Helse Vest RHF's vision is to promote health, mastery and quality of life.

Helse Vest RHF has long-term agreements with a number of private suppliers. In 2017, external health services worth approximately NOK 2.7 billion were purchased, equivalent to 10.7% of the operating costs.

The terms for grants to the regional health authorities are set out in special regulatory documents.

The aim of the state's ownership in the regional health authorities is explained on page 119.

## Key events

An important goal for Helse Vest in 2017 was to reduce the use of force within mental healthcare. The results indicate that improvements have been achieved in this area.

During 2017, Helse Vest became the first health region to set up an improvement course for health personnel. The aim is to ensure that greater awareness escalates the work relating to quality improvement within the service.

The development of better digital services for patients and next-of-kin continued in 2017. Patients were given the opportunity to find out who has had access to their medical records through services available via helsenorge.no. In 2017, three major projects within Helse Vest were also commenced which will facilitate more self-service.

## Sustainability and responsible business conduct

Protecting the environment must be an integral part of Helse Vest's activities. The health authorities must cause as little adverse impact on the environment as possible. All the health authorities are environmentally certified in accordance with the ISO 14001 standard. A national collaboration body for the environment has also been established within the specialist health service.

The responsibility for the environment extends through to suppliers and other

CEO: Herlof Nilssen

Board of Directors: Einar Strømsvåg (chair), Tone Berntsen Steinsvåg (vice chair), Katrine Trovik, Gunnar Berge, Olin Johanne Henden, Sigurd K. Hille, Lise Karin Strømme\*, Bente Pilskog\*, Tom Guldhav\* (\* elected by the employees)

Auditors: BDO AS

State ownership through the Ministry of Health and Care Services: 100 %  
The company's website: [www.helse-vest.no](http://www.helse-vest.no)

collaboration partners. The regional health authorities must therefore possess sufficient environmental expertise, impose environmental requirements both on the authority itself and others, and act as a driving force in order to fulfil its corporate social responsibility and environmental responsibility.

During 2017, the board of Helse Vest considered the case "Requirements for suppliers – strategy for decent working conditions and measures to avoid social dumping and working environment crime". Here, it is stated that it must be a fundamental principle that all assignments are carried out professionally and effectively.

## Sectoral policy goal attainment

Helse Vest RHF follows up the targets set by the Ministry of Health and Care Services to reduce unnecessary waiting and variations in capacity utilisation, prioritise mental healthcare and interdisciplinary specialised alcohol and substance abuse treatment and improve quality and patient safety.

The health authorities in Helse Vest have been working systematically for many years to reduce waiting times and the number of cases involving maximum waiting times being exceeded, particularly within the disciplines where waiting times exceed 60 days.

Helse Vest is determined to ensure that there is a higher rate of growth within mental healthcare and interdisciplinary alcohol and drug dependency treatment than within somatic treatment, as referred to as 'the golden rule'. Following disappointing developments in 2014 and 2015, the trend reversed in 2016. The figures for 2017 show that the current restructuring within the health authorities is still pulling in the right direction.

The work to improve quality and improve patient safety in hospitals is one of the key areas that is being focussed on. The goal to reduce the number of patient injuries by 25% by 2018 will not be achieved. Patient safety often concerns what health professionals do every day in the hospitals. The work to improve patient safety starts and ends with good



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Income statement (NOK millions)	2017	2016
Operating revenues	27 673	27 989
Operating expenses	27 153	27 370
Operating profit	520	619
Net financial items	56	105
Tax charge	-1	0
Profit/loss for the year	577	724
Exempt from performance requirement	0	0
Performance requirements set by the Ministry of Health and Care Services	0	0
Deviation from performance requirements set by the Ministry of Health and Care Services	577	724
Balance sheet	2017	2016
Intangible assets	17 640	18 175
Fixed assets	5 784	4 784
Total assets	23 424	22 959
Equity	14 616	14 039
Provisions for liabilities	1 557	1 099
Current interest-bearing liabilities	2 687	2 470
Current interest-free liabilities	4 564	5 351
Total debt and liabilities	8 808	8 920
Total equity and liabilities	23 424	22 959
Cash flow	2017	2016
Operating activities	2 740	2 324
Investment activities	-1 561	-1 837
Financing activities	-280	-72
Change cash and cash equivalents	899	415
Key figures	2017	2016
Population under Helse Vest "care provider" responsibility	1 106 205	1 102 253
Number of out-patient consultations, somatic	61	62
Subsidies from the state/ Public purchases	2017	2016
Subsidies from the state/ Public purchases	26 141	26 486
Additional information	2017	2016
Number of full-time equivalents (FTE) in the health trust group	21 988	21 752
State ownership at year-end	100 %	100 %
Proportion of women on the board	56 %	56 %
Proportion of women among owner-appointed/shareholder elected board members	50 %	50 %

management, standardisation and appropriate systems and routines. The regional health authorities are primarily funded through grants from the Ministry of Health and Care Services. Major investment projects can be funded through loans to the regional health authorities.







# Other companies

## Filmparken AS

The company offers facilities for recording films, including studios and offices, in Jar in Bærum. The state, represented by the Ministry of Culture, owns 77.6% of the shares in Filmparken, while the City of Oslo owns 11.6%. The remaining 10.8% of the shares are owned by around 80 municipalities and one bank.

Filmparken's buildings were built in the period 1935–1995 and are of varying technical and architectural standards. Two of the studios are of possible cultural heritage interest. Following a complaint to the EFTA Surveillance Authority (ESA) in 2006, it became clear that the state cannot subsidise the company for reasons of fair competition. Filmparken has not managed to make sufficient profit to be able to maintain and develop the property, and the buildings are currently run-down and outdated.

The state has been involved in film production and studio operations at Jar since 1948, when the state bought shares in the municipally owned company Norsk Film AS and its subsidiary Norwegian Filmstudio AS. In 2001, the state sold Norsk Film AS (the film production company), but retained a majority holding in the film studios and the property that is currently administered by Filmparken.

The Storting has authorised the state to sell Filmparken. In the national budget for 2014, the Storting concluded that "... the state shall no longer be bound by the obligation to safeguard studio operations for the production of feature films, as the facilities at Jar are not used to produce feature films and thus no longer support cultural policy considerations. The state should therefore be allowed to terminate its ownership in Filmparken." This authorisation has been renewed in the national budget every year since then.

## The National Insurance Scheme Fund

Folketrygdfondet is a special legislation company that manages the Government Pension Fund Norway (GPFN) in accordance with specific management provisions set out by the Ministry of Finance. The company is wholly owned by the state through the Ministry of Finance. The establishment of the special legislation company Folketrygdfondet in 2008 underscored the distinction between the GPFN as the asset pool and Folketrygdfondet as the entity managing this asset pool. The GPFN is placed as a capital contribution with Folketrygdfondet. At the end of 2017,

GPFN had a market value of NOK 240 billion. Folketrygdfondet makes investment decisions and exercises ownership rights independently of the Ministry of Finance.

The objective of the GPFN is to achieve the highest possible return measured in Norwegian kroner and after costs. The return is not transferred to the Treasury, but is added to the fund capital on an ongoing basis.

Folketrygdfondet invests the GPFN in listed shares and bonds in Norway, Sweden, Denmark and Finland. The company is one of the largest financial investors on the Oslo Stock Exchange. Norwegian equity investments correspond to about 5.1% of the total market value listed on the stock exchange, and the average stake in companies listed on Oslo Stock Exchange in which Folketrygdfondet was invested at year-end 2017 was 6.4%. As of the same date, Folketrygdfondet had 50 employees located in Oslo.

Lars Tronsgaard has been appointed acting CEO of Folketrygdfondet. The Board consists of the following owner-appointed members: Siri Teigum (chair), Marianne Hansen, Liselott Kilaas, Renate Larsen, Einar Westby, Bjørn Østbø and Hans Aasnæs. Terje Loven is the employee-elected board member.

For more information on Folketrygdfondet, see the company's website [www.folketrygdfondet.no](http://www.folketrygdfondet.no) and Report to the Storting No. 13 (2017–2018) Statens pensjonsfond 2018 and Report to the Storting 14 (2017–2018) Finansmarkedsmeldingen 2018, which are both available at [regjeringen.no](http://regjeringen.no).

## Rosenkrantzgate 10 AS

Rosenkrantzgate 10 AS is a property company whose only asset is the property with the address Rosenkrantzgate 10. The company's activities are related to the lease of premises in this property. The building houses Oslo Nye Teater, which has a preferential right to lease premises in the building.

The company has no employees. The company's share capital amounts to NOK 651,450 and is divided into 13,029 shares with a nominal value of NOK 50. The state owns 3.07% of the shares through the Ministry of Culture. The City of Oslo is the majority shareholder with 78.89% of the shares, while 16.69% of the shares are in unknown ownership. In 2017, the company recorded a deficit of around NOK 2,669,000 and the company's total equity now amounts to around NOK 12,110,000.

The state's holding is the result of a previous engagement/ownership in Oslo Nye

Teater, which is now wholly owned by the City of Oslo. The Ministry of Culture has previously attempted to sell its shares to the City of Oslo, but the latter has been unwilling to acquire them while the challenge relating to the large number of unknown shareholders remains unresolved and until it can take over full ownership. The board has now taken new steps to resolve the challenges associated with the unknown shareholders.

## Fornybar AS

In connection with the National Budget for 2016, the Storting asked the government to prepare for the establishment of "Fornybar AS". During the consideration of the National Budgets for 2017 and 2018, the Storting was presented with proposals for an investment mandate, organisation and budgeting for the company; see the discussion and proposals in the Ministry of Petroleum and Energy's budget proposal, Bill 1 S (2016–2017) and the Ministry of Trade, Industry and Fisheries' budget proposal, Bill 1 S (2017–2018). The objective of the company will be to contribute to reductions in greenhouse gas emissions. The company will invest in unlisted companies and/or fund-in-fund solutions. The investments will primarily be targeted at new technology in the transition from technological development to commercialisation. The investments will be carried out on the same terms as private co-investors.

The Ministry of Trade, Industry and Fisheries established the company Fornybar AS in December 2017 as a wholly state-owned company and appointed a board. The General Manager was elected in spring 2018. The ministry is pursuing a dialogue with the company concerning the specification of goals and a framework for the company's operations, so that the company can become operational during 2018. A final name will also be chosen for the company.

A total budget framework of NOK 400 million has been granted for investment activity in 2018. This is split between NOK 200 million, which can be injected into the company, and an authority to commit to future investments within a framework of NOK 200 million. The proposed authority means that the company will be able to enter into commitments which will fall due for payment in future years. The government will propose the escalation of the grants paid to the company in the light of the activity and investment opportunities that the company can see





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## Remuneration to the board and auditors for 2017 / NOK Thousands

	CHAIR <sup>1</sup>	DEPUTY CHAIR <sup>1</sup>	BOARD MEMBER <sup>1</sup>	TOTAL BOARD FEES <sup>2</sup>	TOTAL REMUNERATION TO THE AUDITION	STATUTORY AUDIT AS A PERCENTAGE OF TOTAL REMUNERATION TO THE AUDITOR
<b>Listed companies</b>						
DNB ASA	518	329	329	3 267	41 092	69 %
Entra ASA	442	222	222	1 965	3 218	83 %
Kongsberg Gruppen ASA	489	262	246	2 455	14 051	58 %
Norsk Hydro ASA	626	392	343	42 36	49 000	80 %
SAS AB <sup>3</sup>	393	232	198	823	8 627	78 %
Statoil ASA <sup>4</sup>	760	484	388	6 286	57 898	87 %
Telenor ASA	630	365	317	4 400	69 700	53 %
Yara International ASA	575	357	312	3 243	39 809	84 %
<b>Unlisted companies in categories 1–3</b>						
Ambita AS	254	127	127	1 016	785	48 %
Baneservice AS	399	–	199	1 792	726	70 %
Flytoget AS	307	168	152	1 274	279	98 %
Mesta AS	397	–	203	2 067	748	98 %
Veterinærmedisinsk Oppdragscenter AS	75	55	55	301	201	82 %
Aerospace Industrial Maintenance Norway AS	308	206	154	1 311	1 563	85 %
Aker Kværner Holding AS	200	–	133	1 057	35	100 %
Nammo AS	333	287	183	1 641	8 640	65 %
Argentum FondsInvestments AS	319	175	164	1 038	350	83 %
Eksportfinans ASA	382	306	262	2 018	3 300	48 %
Electronic Chart Centre AS	186	109	97	376	175	29 %
GIEK Kredittforsikring AS	282	168	167	1 307	496	71 %
Investinor AS	270	170	167	939	207	98 %
Kommunalbanken AS	304	157	147	2 148	3 599	24 %
Mantena AS	370	200	180	–	226	100 %
NSB AS	435	263	217	3 175	5 951	83 %
Posten Norge AS	443	306	217	2 438	10 368	77 %
Statkraft SF	484	341	281	2 792	20 892	77 %
<b>Companies in category 4</b>						
Andøya Space Center AS	120	40	40	366	231	80 %
Avinor AS	435	263	217	2 362	3 108	58 %
Bane NOR SF	435	263	217	2 279	6 000	50 %
Bjørnøen AS	28	11	11	70	19	61 %
Carte Blanche AS	68	35	– <sup>5</sup>	213	119	87 %
AS Den Nationale Scene	110	63	– <sup>5</sup>	274	247	59 %
Den Norske Opera & Ballett AS	185	130	– <sup>5</sup>	572	572	61 %
Eksportkreditt Norge AS	316	–	193	1 393	265	88 %
Enova SF	397	238	202	2 251	313	19 %
Entur AS	340	180	160	–	320	100 %
Gassco AS	397	252	201	1 825	1 961	68 %
Gassnova SF	397	238	202	1 147	893	9 %
Graminor AS	80	40	40	320	144	72 %
Innovaasjon Norge	300	204	149	1 716	815	87 %
Kimen Såvarelaboratoriet AS	42	21	21	147	35	100 %
Kings Bay AS	170	102	102	578	149	64 %
Nationaltheatret AS	135	71	– <sup>5</sup>	495	233	54 %
Nofima AS	163	74	74	696	762	36 %
Nordisk Institutt for Odontologiske Materialer AS	75	–	20	265	91	79 %
Norfund	213	145	115	789	1 895	37 %
Norges sjømatråd AS	157	114	78	893	1 680	8 %
Norsk Helsennett SF	255	165	133	1 083	221	63 %
Norsk rikskringkasting AS	260	154	108	1 105	1 057	45 %
Norsk Tipping AS	245	157	134	1 418	478	77 %
Norske tog AS	340	180	180	–	601	83 %
NSD – Norsk senter for forskningsdata AS	90	–	50	380	81	78 %
Nye Veier AS	435	263	217	1 705	1 087	46 %
Petoro AS	408	263	214	1 787	4 600	9 %
Rogaland Teater AS	80	40	– <sup>5</sup>	270	297	65 %
Simula Research Laboratory AS	90	–	50	594	282	65 %
Siva – Selskapet for Industrivekst SF	224	157	141	1 215	496	84 %
Space Norway AS	150	–	90	477	307	58 %
Statnett SF	422	278	225	2 575	2 732	54 %
Statskog SF	181	121	97	799	832	40 %
Staur gård AS	100	30	30	160	46	100 %
Store Norske Spitsbergen Kulkompani AS	317	173	158	1 511	782	61 %
Talent Norge AS	150	–	75	525	164	58 %
Trøndelag Teater AS	91	47	– <sup>5</sup>	196	206	70 %
UNINETT AS	90	–	50	425	206	81 %
Universitetssenteret på Svalbard AS	90	60	50	530	189	74 %
AS Vinmonopolet	240	160	130	1 224	808	95 %
<b>Regional health authorities</b>						
Helse Midt-Norge RHF	251	168	122	1 301	1 850	86 %
Helse Nord RHF	251	168	122	1 478	1 650	70 %
Helse Sør-Øst RHF	357	243	134	1 799	17 232	29 %
Helse Vest RHF	253	168	122	1 342	2 112	85 %

<sup>1</sup> Remuneration of the chair, deputy chair and board members as approved at the annual general meeting/corporate assembly in 2017.

<sup>2</sup> Total remuneration of board members is the ordinary remuneration that has been paid and remuneration for work on committees under the board, as stated in the companies' annual reports for 2017.

<sup>3</sup> SAS presents its accounts in Swedish kronor. The figures in the table are converted into Norwegian kroner. The exchange rate used is the average price for 2016, NOK/SEK 95.85.

<sup>4</sup> Statoil presents its accounts in USD. The figures in the table are converted into Norwegian kroner. The exchange rate used is the average price for 2017, NOK/USD 8.2712.

<sup>5</sup> The board members are remunerated per board meeting or per hour and do not have a fixed fee.



## Remuneration to the CEO for 2017<sup>6</sup> / NOK Thousands

	TOTAL REMUNERATION	FIXED SALARY	LONG TERM INCENTIVE SCHEMES	EARNED BONUS	OTHER REMUNERATION	PENSION COSTS	GROWTH IN TOTAL REMUNERATION LAST YEAR <sup>7</sup>
<b>Listed companies</b>							
DNB ASA	13 635	5 957	0	2 272	301	5 105	4 %
Entra ASA	6 202	3 589	569	1 789	153	102	7 %
Kongsberg Gruppen ASA	7 874	4 723	571	1 741	309	530	–
Norsk Hydro ASA	14 048	6 391	1 192	2 364	482	3 619	4 %
SAS AB <sup>8</sup>	14 892	10 580	0	0	175	4 137	1 %
Statoil ASA	14 970	8 634	1 229	4 710	397	0	32 %
Telenor ASA	14 100	6 570	1 174	3 021	180	3 155	15 %
Yara International ASA	11 319	6 123	1 843	1 471	311	1 570	-4 %
<b>Unlisted companies in categories 1–3</b>							
Ambita AS	2 339	1 900	0	132	171	136	-4 %
Baneservice AS	3 036	2 176	0	592	202	66	0 %
Flytoget AS	3 174	1 973	0	489	250	462	–
Mesta AS	2 955	2 856	0	0	10	90	2 %
Veterinærmedisinsk Oppdragscenter AS	2 135	1 790	0	0	201	143	0 %
Nammo AS	6 923	5 011	0	1 309	369	234	52 %
Aerospace Industrial Maintenance Norway AS	2 487	1 936	0	300	188	63	16 %
Argentum FondsInvestments AS	7 079	4 660	0	2 244	14	161	37 %
Electronic Chart Centre AS	1 201	1 158	0	0	20	23	6 %
GIEK Kredittforsikring AS	1 934	1 749	0	119	26	40	-7 %
Investinor AS	2 584	2 452	0	0	12	120	–
Kommunalbanken AS	3 821	3 056	0	371	198	196	0 %
Mantena AS	2 115	1 985	0	0	130	0	–
NSB AS	5 634	3 772	0	892	191	779	-4 %
Posten Norge AS	4 843	4 270	0	458	6	109	–
Statkraft SF	8 600	5 144	0	883	189	2 384	4 %
<b>Companies in category 4</b>							
Andøya Space Center AS	1 327	1 147	0	0	10	171	-1 %
Avinor AS	3 543	2 764	0	0	27	752	4 %
Bane NOR SF	2 981	2 772	0	0	12	196	–
Bjørnøen AS	0	0	0	0	0	0	–
Carte Blanche AS	787	758	0	0	16	13	1 %
AS Den Nationale Scene	1 462	1 303	0	0	10	148	-3 %
Den Norske Opera & Ballett AS	1 973 <sup>9</sup>	1 821	0	0	8	144	-10 %
Eksportkreditt Norge AS	3 172	2 605	0	233	177	157	–
Enova SF	2 172	1 943	0	0	103	126	8 %
Entur AS	1 941	1 935	0	0	6	0	–
Gassco AS	3 553	3 105	0	258	9	181	7 %
Gassnova SF	2 481	2 147	0	0	118	216	7 %
Graminor AS	1 270	1 214	0	0	13	43	6 %
Innovasjon Norge	2 744	2 732	0	0	12	0	1 %
Kimen Sævelaboratoriet AS	671	671	0	0	0	0	4 %
Kings Bay AS	1 037	972	0	0	65	0	4 %
Nationaltheatret AS	1 567	1 372	0	0	9	186	12 %
Nofima AS	2 508	2 255	0	0	71	182	-2 %
Nordisk Institutt for Odontologiske Materialer AS	1 164	1 026	0	0	2	136	18 %
Norfund	3 616	2 509	0	0	102	1 005	6 %
Norges sjømatråd AS	2 388	2 167	0	0	173	48	17 %
Norsk Helsenett SF	1 990	1 680	0	0	7	303	2 %
Norsk rikskringkasting AS	3 232	3 012	0	0	220	122	0 %
Norsk Tipping AS	2 449	2 264	0	0	173	48	-63 %
Norske tog AS	2 256	1 882	0	0	125	249	–
NSD – Norsk senter for forskningsdata AS	1 212	1 180	0	0	10	22	3 %
Nye Veier AS	2 601	2 253	0	0	198	149	28 %
Petoro AS	5 787	3 291	0	204	179	2 113	5 %
Rogaland Teater AS	1 162	1 046	0	0	116	0	-3 %
Simula Research Laboratory AS	2 870	2 625	0	0	130	115	2 %
Siva – Selskapet for Industrivekst SF	2 235	1 904	0	0	199	132	-2 %
Space Norway AS	1 902	1 610	0	0	205	87	38 %
Statnett SF	5 301	2 966	0	0	183	2 152	2 %
Statskog SF	1 689	1 558	0	0	12	119	-12 %
Staur gård AS	1 007	972	0	0	36	0	16 %
Store Norske Spitsbergen Kulkompani AS	2 610	1 931	0	396	133	150	1 %
Talent Norge AS	1 088	991	0	0	5	68	14 %
Trøndelag Teater AS	1 082	979	0	0	5	98	3 %
UNINETT AS	1 455	1 391	0	0	25	40	3 %
Universitetssenteret på Svalbard AS	1 391	1 236	0	0	0	155	2 %
AS Vinmonopolet	2 771	2 222	0	0	189	360	– <sup>11</sup>
<b>Regional health authorities</b>							
Helse Midt-Norge RHF	2 415	1 919	0	0	158	338	5 %
Helse Nord RHF	2 332	2 009	0	0	160	163	3 %
Helse Sør-Øst RHF	2 709	2 250	0	0	5	454	-1 %
Helse Vest RHF	2 966	2 379	0	0	20	597	1 %

<sup>6</sup> The figures are based on the companies' annual accounts.

<sup>7</sup> Growth in total remuneration last year is not reported for companies where the numbers between 2017 and 2016 can not be compared directly, for example due to changes in management.

<sup>8</sup> For the period November 2016–October 2017. The figures are in NOK

# Proportion of women in the board of directors and management

	PROPORTION OF WOMEN ON THE BOARDS <sup>9</sup>	PROPORTION OF WOMEN AMONG OWNER-APPOINTED/SHAREHOLDER ELECTED BOARD MEMBERS	PROPORTION OF WOMEN IN GROUP MANAGEMENT / THE COMPANY'S MANAGEMENT GROUP	PROPORTION OF WOMEN EXECUTIVES AT THE LEVEL BELOW GROUP MANAGEMENT / THE COMPANY'S MANAGEMENT GROUP	PROPORTION OF FEMALE EXECUTIVES FOR THE TWO TOP LEVELS
<b>Listed companies</b>					
DNB ASA	43 %	40 %	46 %	32 %	32 %
Entra ASA	57 %	60 %	38 %	29 %	31 %
Kongsberg Gruppen ASA	50 %	60 %	25 %	18 %	21 %
Norsk Hydro ASA	33 %	50 %	40 %	27 %	28 %
SAS AB	45 %	38 %	29 %	29 %	29 %
Statoil ASA	40 %	43 %	27 %	39 %	37 %
Telenor ASA	40 %	43 %	45 %	26 %	31 %
Yara International ASA	38 %	40 %	25 %	15 %	15 %
<b>Average for listed companies</b>	<b>43 %</b>	<b>47 %</b>	<b>34 %</b>	<b>27 %</b>	<b>28 %</b>
<b>Unlisted companies in categories 1–3</b>					
Ambita AS	57 %	60 %	50 %	11 %	31 %
Baneservice AS	38 %	60 %	38 %	15 %	20 %
Flytoget AS	38 %	40 %	44 %	31 %	36 %
Mesta AS	38 %	60 %	0 %	19 %	17 %
Veterinærmedisinsk Oppdragscenter AS	40 %	25 %	40 %	–	–
Aerospace Industrial Maintenance Norway SF	25 %	40 %	7 %	5 %	6 %
Aker Kværner Holding AS	50 %	60 %	–	–	–
Nammo AS	38 %	33 %	14 %	9 %	11 %
Argentum FondsInvestments AS	60 %	60 %	33 %	–	–
Eksportfinans ASA	33 %	40 %	20 %	–	20 %
Electronic Chart Centre AS	33 %	33 %	20 %	–	–
GIEK Kredittforsikring AS	57 %	50 %	29 %	–	–
Investinor AS	40 %	40 %	0 %	14 %	11 %
Kommunalbanken AS	56 %	57 %	40 %	38 %	33 %
Mantena AS	29 %	50 %	30 %	18 %	22 %
NSB AS	38 %	60 %	38 %	24 %	26 %
Posten Norge AS	45 %	50 %	56 %	28 %	33 %
Statkraft SF	44 %	50 %	29 %	23 %	24 %
<b>Average for unlisted companies in categories 1–3</b>	<b>42 %</b>	<b>48 %</b>	<b>29 %</b>	<b>20 %</b>	<b>22 %</b>
<b>Companies in category 4</b>					
Andøya Space Center AS	56 %	57 %	11 %	31 %	23 %
Avinor AS	38 %	40 %	33 %	32 %	32 %
Bane NOR SF	50 %	50 %	30 %	40 %	39 %
Bjørnøen AS	40 %	40 %	–	–	–
Carte Blanche AS	57 %	50 %	50 %	50 %	50 %
AS Den Nationale Scene	43 %	40 %	67 %	38 %	47 %
Den Norske Opera & Ballett AS	38 %	40 %	29 %	39 %	37 %
Eksportkreditt Norge AS	67 %	60 %	29 %	–	–
Enova SF	40 %	43 %	25 %	20 %	21 %
Entur AS	50 %	50 %	43 %	45 %	44 %
Gassco AS	50 %	40 %	43 %	11 %	20 %
Gassnova SF	33 %	40 %	67 %	–	–
Graminor AS	38 %	43 %	67 %	50 %	58 %
Innovasjon Norge	55 %	56 %	55 %	54 %	54 %
Kimen Sâvarelaboratoriet AS	33 %	20 %	80 %	–	80 %
Kings Bay AS	40 %	40 %	57 %	–	–
Nationaltheatret AS	54 %	57 %	67 %	60 %	62 %
Nofima AS	38 %	40 %	38 %	81 %	67 %
Nordisk Institutt for Odontologiske Materialer AS	60 %	60 %	66 %	–	66 %
Norfund	50 %	50 %	17 %	–	–
Norges sjømatråd AS	60 %	57 %	38 %	52 %	51 %
Norsk Helsenet AS	38 %	40 %	38 %	36 %	36 %
Norsk rikskringkasting AS	50 %	60 %	50 %	45 %	46 %
Norsk Tipping AS	50 %	50 %	43 %	27 %	30 %
Norske tog AS	25 %	33 %	25 %	40 %	40 %
NSD – Norsk senter for forskningsdata AS	43 %	40 %	20 %	57 %	46 %
Nye Veier AS	43 %	40 %	27 %	29 %	28 %
Petoro AS	43 %	40 %	29 %	–	–
Rogaland Teater AS	57 %	40 %	33 %	67 %	47 %
Simula Research Laboratory AS	60 %	63 %	43 %	–	–
Siva - Selskapet for Industrivekst SF	50 %	57 %	60 %	29 %	42 %
Space Norway AS	50 %	50 %	14 %	–	14 %
Statnett SF	43 %	40 %	23 %	29 %	25 %
Statskog SF	43 %	40 %	23 %	29 %	25 %
Staur gård AS	33 %	33 %	0 %	0 %	0 %
Store Norske Spitsbergen Kulkompani AS	43 %	60 %	17 %	8 %	11 %
Talent Norge AS	50 %	50 %	100 %	–	100 %
Trøndelag Teater AS	58 %	40 %	29 %	56 %	48 %
UNINETT AS	43 %	50 %	25 %	44 %	38 %
Universitetssenteret på Svalbard AS	60 %	57 %	44 %	–	36 %
AS Vinmonopolet	33 %	33 %	38 %	48 %	46 %
<b>Regional health authorities</b>					
Helse Midt-Norge RHF	56 %	50 %	50 %	63 %	61 %
Helse Nord RHF	60 %	57 %	57 %	46 %	47 %
Helse Sør-Øst RHF	50 %	57 %	38 %	25 %	30 %
Helse Vest RHF	56 %	50 %	33 %	42 %	41 %
<b>Average for companies in category 4</b>	<b>47 %</b>	<b>47 %</b>	<b>40 %</b>	<b>40 %</b>	<b>42 %</b>
<b>Average for all companies</b>	<b>45 %</b>	<b>47 %</b>	<b>37 %</b>	<b>33 %</b>	<b>36 %</b>

<sup>9</sup> Includes both owner-appointed/shareholder-elected and employee-elected board members.



# Feedback from the companies regarding some of the state's expectations linked to the work relating to corporate social responsibility

	Does the company have publicly available ethical guidelines?	Does the company have publicly available guidelines for its work on corporate social responsibility?	Is the work on climate and the environment, human rights, employee rights and for transparency and against corruption integrated in the corporate social responsibility guidelines?	Does the company report on corporate social responsibility in accordance with GRI2102?	Does the company adhere to the OECD guidelines for multinational companies?	Does the company have any other, more specific company or industry-oriented guidelines for its reporting?
<b>Listed companies</b>						
DNB ASA	Yes	Yes	Yes	Yes	Yes	Yes
Entra ASA	Yes	Yes	Yes	No	No relevance	Yes
Kongsberg Gruppen ASA	Yes	Yes	Yes	Yes	Yes	No
Norsk Hydro ASA	Yes	Yes	Yes	Yes	Yes	Yes
SAS AB	Yes	Yes	Yes	Yes	Yes	No relevance
Statoil ASA	Yes	Yes	Yes	Yes	Yes	Yes
Telenor ASA	Yes	Yes	Yes	Yes	Yes	No
Yara International ASA	Yes	Yes	Yes	Yes	Yes	No relevance
<b>Unlisted companies in categories 1-3</b>						
Ambita AS	Yes	Yes	Yes	No	No relevance	No relevance
Baneservice AS	Yes	Yes	Yes	No	No	No
Flytoget AS	Yes	Yes	Yes	Yes	No relevance	Yes
Mesta AS	Yes	Yes	Yes	No	No	Yes
Veterinærmedisinsk Oppdragscenter AS	No	No	No	No	No	No
Aerospace Industrial Maintenance Norway AS	Yes	Yes	Yes	No	Yes	No relevance
Aker Kværner Holding AS <sup>11</sup>	No relevance	No relevance	No relevance	No	No relevance	No relevance
Nammo AS	Yes	Yes	Yes	Yes	Yes	Yes
Argentum FondsInvestments AS	Yes	Yes	Yes	No	Yes	Yes
Eksportfinans ASA	Yes	Yes	Yes	No	No	No
Electronic Chart Centre AS	Yes	Yes	Yes	No	No relevance	No relevance
GLEK Kredittforsikring AS	Yes	Yes	No	No	No	Yes
Investinor AS	Yes	Yes	Yes	Yes	No relevance	No relevance
Kommunalbanken AS	Yes	Yes	Yes	Yes	No relevance	No
Mantena AS	No	No	Yes	No	No	Yes
NSB AS	Yes	Yes	Yes	Yes	No relevance	Yes
Posten Norge AS	Yes	Yes	Yes	Yes	No	No
Statkraft SF	Yes	Yes	Yes	Yes	Yes	Yes
<b>Companies in category 4</b>						
Andøya Space Center AS	Yes	Yes	Yes	No	No relevance	No
Avinor AS	Yes	Yes	Yes	Yes	Yes	No
Bane NOR SF	Yes	Yes	Yes	No	No	Yes
Bjørnøen AS	Yes	Yes	Yes	No	No relevance	No relevance
Carte Blanche AS	No	No	No	No	No relevance	Yes
AS Den Nationale Scene	Yes	Yes	Yes	No	No	No
Den Norske Opera & Ballett AS	No	No	No	No	No	No
Eksportkreditt Norge AS	Yes	Yes	Yes	No	Yes	Yes
Enova SF	Yes	Yes	Yes	Yes	No relevance	No
Entur AS	Yes	Yes	Yes	No	No relevance	No
Gassco AS	Yes	Yes	Yes	No	Yes	Yes
Gassnova SF	Yes	Yes	Yes	No	No	No
Graminor AS	No	No	No	No	No relevance	No relevance
Innovasjon Norge	Yes	Yes	Yes	No	Yes	No
Kimen Sævelaboratoriet AS	Yes	No	No	No	No relevance	No
Kings Bay AS	Yes	Yes	Yes	No	No	No
Nationaltheatret AS	No	No	No	No	No	Yes
Nofima AS	Yes	No	Yes	No	Yes	No relevance
Nordisk Institutt for Odontologiske Materialer AS	No	No	No	No	No relevance	No relevance
Norfund	Yes	Yes	Yes	No	Yes	Yes
Norges sjømatråd AS	Yes	Yes	Yes	No	No	No
Norsk Helsennett SF	Yes	Yes	Yes	No	No relevance	No
Norsk rikskringkasting AS	Yes	Yes	No	No	No relevance	No
Norsk Tipping AS	Yes	No	Yes	Yes	No	Yes
Norske tog AS	Yes	Yes	Yes	No	No relevance	No relevance
NSD – Norsk senter for forskningsdata AS	Yes	Yes	No	No	No relevance	No
Nye Veier AS	Yes	Yes	Yes	Yes	No	Yes
Petoro AS	Yes	Yes	Yes	Yes	No relevance	Yes
Rogaland Teater AS	Yes	Yes	Yes	Yes	No relevance	No
Simula Research Laboratory AS	Yes	Yes	Yes	No	No	Yes
Siva - Selskapet for Industrivekst SF	Yes	Yes	Yes	No	No	No
Space Norway AS	Yes	Yes	Yes	No	No	No
Statnett SF	Yes	Yes	Yes	Yes	No relevance	Yes
Statskog SF	Yes	Yes	Yes	No	No relevance	No
Staur gård AS	No	No	No	No	No	No
Store Norske Spitsbergen Kulkompani AS	Yes	Yes	Yes	No	No relevance	No relevance
Talent Norge AS	Yes	No	No	No	No	No
Trøndelag Teater AS	Yes	Yes	Yes	No	No	No
UNINETT AS	Yes	Yes	Yes	No	No	No
Universitetssenteret på Svalbard AS	Yes	No	No	No	No relevance	No
AS Vinmonopolet	Yes	Yes	Yes	No	Yes	No
<b>Regional health authorities</b>						
Helse Midt-Norge RHF	Yes	Yes	Yes	No	No relevance	No
Helse Nord RHF	Yes	No	Yes	No	No relevance	No
Helse Sør-Øst RHF	Yes	Yes	Yes	No	No relevance	Yes
Helse Vest RHF	Yes	No	Yes	No	No relevance	Yes

10 Global Reporting Initiative.

11 Aker Kværner Holding is a holding company without any employees. The questions are therefore not relevant for this company.

# Owner-appointed and shareholder-elected board members

Overview at 31 March 2018. Sorted alphabetically by surname.

SURNAME	FIRST NAME	COMPANY	COUNTY OF RESIDENCE <sup>12</sup>
Aase	Linda Littlekalsøy	Enova SF	Hordaland
Aasen	Jens P.	NSD – Norsk senter for forskningsdata AS	Oslo
Aasnæs	Hans	Investinor AS Statskog SF	Oslo
Statskog SF	Oslo	Helse Vest RHF	Hordaland
Abeler	Marianne	Norske tog AS	Troms
Abrahamsen	Unni	Kimen Såvarelaboratoriet AS	Oppland
Adriansen	Maja	Siva – Selskapet for Industrivekst SF	Oslo
Agerup	Karl-Christian	DNB ASA	Oslo
Agerup	Wenche	Statoil ASA	Oslo
Ágústsdóttir	Helga	Nordisk Institutt for Odontologiske Materialer AS	*Iceland
Alfsen	Harald	AS Den Nationale Scene	Hordaland
Allern	Elin H.	NSD – Norsk senter for forskningsdata AS	Oslo
Almlid	Torbjørn	Staur gård AS	Hedmark
Amdal	Solvor I.	Trøndelag Teater AS	Trøndelag
Andenæs	Arvid	Innovasjon Norge	Sogn og Fjordane
Andersen	Tove	Posten Norge AS	Oslo
Aqraou	Jacob	Telenor ASA	*Switzerland
Arbo	Peter	Siva – Selskapet for Industrivekst SF	Troms
Arntsen	Frank	UNINETT AS	Trøndelag
Arntsen	Ingelise	Eksportkredit Norge AS Nammo AS	Hordaland
Arthur	Kim D. V.	Innovasjon Norge	Troms
Asmyhr	Hans Frode Kielland	Graminor AS	Akershus
Aune	Dina E.	Enova SF	Trøndelag
Baardson	Bentein	Talent Norge AS	Oslo
Bakken	Hilde	Yara International ASA	Akershus
Bakkevig	Martha Kold	Kongsberg Gruppen ASA	Rogaland
Barkvoll	Pål	Nordisk Institutt for Odontologiske Materialer AS	Oslo
Bartnes	Kristen	Staur gård AS	Hedmark
Basili	Irene W.	Kongsberg Gruppen ASA	Hordaland
Berdal	Mimi K.	Gassco AS	Oslo
Berentsen	Anne B.	Posten Norge AS	Oslo
Berg	Bjørn	Eksportfinans ASA	Oslo
Berg	Christian	Eksportfinans ASA	Akershus
Berg	Petter A.	Aerospace Industrial Maintenance Norway AS	Oslo
Berge	Gunnar	Helse Vest RHF	Rogaland
Berge	Håkon	Den Norske Opera & Ballett AS	Oslo
Berggrabb	Gro Malmbekk	Den Norske Opera & Ballett AS	Nordland
Berggreen	Ellen	Nordisk Institutt for Odontologiske Materialer AS	Hordaland
Bergkastet	Geir	Norsk rikskringkasting AS	Hedmark
Bergstrand	Rolf	Norske tog AS	Oslo

SURNAME	FIRST NAME	COMPANY	COUNTY OF RESIDENCE
Bernander	John G.	Talent Norge AS	Vest-Agder
Bindslev	Preben H.	Nordisk Institutt for Odontologiske Materialer AS	*Denmark
Birkeland	Asbjørn	Space Norway AS	Vestfold
Biström	Helene	Statkraft SF	*Sweden
Bjerkan	Leif	Trøndelag Teater AS	Møre og Romsdal
Bjordal	Brian	Petoro AS	Rogaland
Bjordal	Kjell	Entra ASA	Møre og Romsdal
Bjørn	Kristin	AS Den Nationale Scene	Troms
Borge	Christel	Baneservice AS	Oslo
Borgersen	Bjarne	NSB AS	Oslo
Borgerud	Ingeborg M.	Ambita AS	Akershus
Breiby	Anne	GIEK Kredittforsikring AS	Møre og Romsdal
Breivega	Ane R.	Bane NOR SF	Vestfold
Brekke	Cathrine	Gassnova SF	Akershus
Broch-Mathisen	Kirsten	Bjørnøen AS Kings Bay AS	Oslo
Broberg	Kari	Mantena AS	Oppland
Bugge	Sverre	AS Vinmonopolet	Akershus
Bye	Torstein Arne	NSD – Norsk senter for forskningsdata AS	Oslo
Caneman	Monica	SAS AB	*Sweden
Carlsen	Sigurd	Eksportfinans ASA	Oslo
Cederlund	Andreas	Nordisk Institutt for Odontologiske Materialer AS	*Sweden
Clemet	Kristin	Norfund	Oslo
Dahle	Johan Fredrik	GIEK Kredittforsikring AS	Rogaland
Dale	Wenche M.	Graminor AS	Vestfold
Dalen	Dag M.	Nye Veier AS	Akershus
Danielsen	Terje R.	Trøndelag Teater AS	Trøndelag
Davis	Sally M.	Telenor ASA	*Great Britain
Devold	Kristin M.	Aker Kværner Holding AS	Oslo
Dietrichs	Pål	UNINETT AS	Hedmark
Dilling	Carsten	SAS AB	*Denmark
Dillner	Hege S.	Store Norske Spitsbergen Kulkompani AS	Akershus
Disch	Eli Cathrine	Ambita AS	Oslo
Djupedal	Øystein K.	Nationalteatret AS	Aust-Agder
Driveklepp	Janicke W.	Mesta AS	Møre og Romsdal
Drønen	Hilde	Statkraft SF	Hordaland
Dyb	Per O.	Innovasjon Norge	Oslo
Dåvøy	Laila	Carte Blanche AS	Hordaland
Egidius	Nanna	Kommunalbanken AS	Oppland
Eidesvik	Toril	Eksportfinans ASA	Hordaland
Eira	Ole J.	Statskog SF	Troms
Ekenstierna	Bengt	Statkraft SF	*Sweden
Eliassen	Jarl	Entur AS	*Belgium
Ellingsen	Trond	GIEK Kredittforsikring AS	Akershus
Eriksen	Tom Børje	Helse Nord RHF	Finnmark

<sup>12</sup> Board members with residences abroad are marked with an asterisk.

SURNAME	FIRST NAME	COMPANY	COUNTY OF RESIDENCE
Eriksen	Øyvind	Aker Kværner Holding AS	Oslo
Espedal	Harald	Den Norske Opera & Ballett AS	Rogaland
Fagnærnes	Sven O.	Bjørnøen AS Kings Bay AS	Oslo
Falck	Thomas	Investinor AS	Oslo
Falleth	Eva	Universitetssenteret på Svalbard AS	Oslo
Five	Thor Egil	Investinor AS	Trøndelag
Fjeld	Jostein	Graminor AS Kimen Såvarelaboratiet AS	*Great Britain
Fjeldstad	Trude H.	Petoro AS	*Belgium
Fjell	Olav	Nofima AS	Akershus
Fladmark	Helen F.	Innovasjon Norge	Aust-Agder
Flatheim	Hege	Space Norway AS	Rogaland
Flatland	Bjørn	Veterinærmedisinsk Oppdragssenter AS	Oslo
Flåthen	Knut O.	Electronic Chart Centre AS	Oslo
Forså	Tom Erik	Helse Nord RHF	Troms
Fossli	Grethe	Aerospace Industrial Maintenance Norway AS	Oslo
Fossum	Benedicte H.	Veterinærmedisinsk Oppdragssenter AS	Oslo
Fougner	Else B.	Aker Kværner Holding AS Eksportkreditt Norge AS Kommunalbanken AS	Oslo
Franklin	Roy	Statoil ASA	*Great Britain
Frisak	Nina	Space Norway AS Universitetssenteret på Svalbard AS	Akershus
Frøstrup	Anne C.	Helse Sør-Øst RHF	Buskerud
Fyllingen	Kjerstin	NSB AS	Hordaland
Galtung	Hilde K.	Nordisk Institutt for Odontologiske Materialer AS	Akershus
Giske	Eli	Nye Veier AS	Akershus
Gjedrem	Svein I.	Helse Sør-Øst RHF	Akershus
Gjertsen	Trygve	Flytoget AS	Oslo
Gjesteland	Egil	Statnett SF	Buskerud
Godal	Bjørn T.	Statoil ASA	Oslo
Gotaas	Sverre	Simula Research Laboratory AS	Vestfold
Grimeland	Kjell M.	Argentum FondsInvestments AS	Akershus
Grundekjøn	Arvid	Gassco AS	Vestfold
Gulbrandsen	Erik	Nordisk Institutt for Odontologiske Materialer AS	Akershus
Gustafsson	Bjørn	Helse Midt-Norge RHF	Trøndelag
Hald	Morten	Universitetssenteret på Svalbard AS	Troms
Halleraker	Svein	Carte Blanche AS	Hordaland
Hansen	David	Norsk Tipping AS AS Vinmonopolet	Vestfold
Hansen	Svein I.	Aerospace Industrial Maintenance Norway AS	Østfold
Hanssen	Maria M.	Yara International ASA	*France
Hasaas	Olav	Enova SF	Akershus
Hasaas	Øyvind	Mantena AS	Akershus
Hatlen	Siri B.	Bane NOR SF Entra ASA Eksportkreditt Norge AS	Akershus
Hauge	Kristian D.	Helse Midt-Norge RHF	Trøndelag
Haugen	Baard	Bane NOR SF	Oslo
Havnelid	Åsne	NSB AS	Akershus
Hegdal	Sissel K.	Rogaland Teater AS	Rogaland
Heggernes	Pinar	Simula Research Laboratory AS	Hordaland

SURNAME	FIRST NAME	COMPANY	COUNTY OF RESIDENCE
Heiberg	Nina	Graminor AS	Sogn og Fjordane
Helliesen	Ida	Aker Kværner Holding AS	Oslo
Helno	Sverre	AS Vinmonopolet	Oslo
Henden	Olin J.	Helse Vest RHF	Sogn og Fjordane
Henriksen	Morten	Kongsberg Gruppen ASA	Aust-Agder
Herlofsen	Rebekka G.	Statoil ASA	Oslo
Hille	Sigurd K.	Helse Vest RHF	Hordaland
Hindar	Jon	Argentum Fonds-Investments AS	Oslo
Hiorth	Marianne	Nordisk Institutt for Odontologiske Materialer AS	Oslo
Hjorth	Per	Statnett SF	Oslo
Holm	Tore	Enova SF	Akershus
Holmen	Marianne	Gassnova SF	Oslo
Holte	Øyvind	Eksportkreditt Norge AS	Hordaland
Homble	Synne	Statnett SF	Oslo
Hope	Ole	Carte Blanche AS AS Den Nationale Scene	Hordaland
Hovland	Ingrid D.	Entra ASA	Oslo
Hustad	Johan E.	Gassco AS	Trøndelag
Høiland	Grethe	Argentum Fonds-Investments AS	Rogaland
Håndlykken	Einar	Enova SF	Telemark
Ibsen	Mai-Lill	GIEK Kredittforsikring AS	Oslo
Indrebø	Sonja C.	Entur AS	Rogaland
Ingerø	Gyrid S.	Flytoget AS	Oslo
Isaksen	Geir P.	Yara International ASA	Akershus
Ishaq	Bushra	Helse Sør-Øst RHF	Oslo
Isotalo	Olli	Nammo AS	*Finland
Jaakonsalo	Ville	Nammo AS	*Finland
Jarlsby	Nicolai	Electronic Chart Centre AS	Vest-Agder
Jarnheimer	Lars-Johan	SAS AB	*Sweden
Jebsen	Finn M.	Norfund	Oslo
Jensen	Leif Harald	Entur AS	Rogaland
Jenssen	Svenn A.	Andøya Space Center AS Helse Nord RHF	Nordland
Johnsen	Marianne E.	Norges sjømatråd AS	Akershus
Justad	Annette M.	Store Norske Spitsbergen Kulkompani AS	Oslo
Jørgensen	Kari	Helse Nord RHF	Finnmark
Kamsvåg	Mette	Siva - Selskapet for Industrivekst SF	Møre og Romsdal
Kanck	Bjørn	Andøya Space Center AS	Troms
Karlson	Rita	Norges sjømatråd AS	Troms
Kartum	Marianne	Mantena AS	Trøndelag
Kildahl	Jørgen	Telenor ASA	*Germany
Kjeldstad	Berit J.	Universitetssenteret på Svalbard AS	Trøndelag
Kjølås	Wenche	Innovasjon Norge	Hordaland
Knudsen	Cecilie B.	Talent Norge AS	Oslo
Korssjøen	Jan E.	Aerospace Industrial Maintenance Norway AS Nammo AS	Buskerud
Kreutzer	Idar	Posten Norge AS	Oslo
Kristiansen	Eirik G.	Enova SF	Hordaland
Kristoffersen	Eva M.	Norges sjømatråd AS	Nordland
Langeland	Henrik	Nationaltheatret AS	Oslo
Larsen	Christine L.	GIEK Kredittforsikring AS	Akershus
Larsen	Kåre O.	Kimen Såvarelaboratoriet AS	Østfold



SURNAME	FIRST NAME	COMPANY	COUNTY OF RESIDENCE
Lie	Nina S.	Gassco AS	Rogaland
Limi	Vibeke	Helse Sør-Øst RHF	Akershus
Lindberg	Tone M.	Aerospace Industrial Maintenance Norway AS	Buskerud
Lont	Auke	Bane NOR SF	Oslo
Lossius	Harald	Graminor AS	Oslo
Lunde	Einar	Helse Sør-Øst RHF	Vest-Agder
Lunde	Jørund Ø.	Innovasjon Norge	Oppland
Lunde	Kjartan A.	Rogaland Teater AS	Rogaland
Lundqvist	Mats	Simula Research Laboratory AS	*Sweden
Løkling	Jan	Innovasjon Norge	Telemark
Magnus	Birger	Norsk rikskringkasting AS	Akershus
Marum	Finn I.	Eksportkredit Norge AS	Oslo
Mejdell	Dag	Norsk Hydro ASA NSB AS SAS AB	Oslo
Melbø	Olaf	Bane NOR SF	Hedmark
Mellbye	Peter	Statkraft SF	Oslo
Meyer	Anne L.	Norsk Tipping AS	Oslo
Midtgaard	Rune	Kommunalbanken AS	Oslo
Mikalsen	Andreas	Norges sjømatråd AS	Hordaland
Misund	Kristin	Innovasjon Norge	Østfold
Mjellem	Britt	Store Norske Spitsbergen Kulkompani AS	Hordaland
Moe	Kari S.	Norsk Tipping AS	Trøndelag
Moengen	Trond	Gassnova SF	Akershus
Molina	Beatriz M. de	Investinor AS	Oslo
Monseth	Per Olav	Norsk Tipping AS	Trøndelag
Murud	Egil	Bjørnøen AS Kings Bay AS	Nordland
Myhre	Annik	Simula Research Laboratory AS	Oslo
Myhre	Ingvild R.	Simula Research Laboratory AS Space Norway AS	Oslo
Myhre	Yngve	Nofima AS	Oslo
Nag	Toril	Ambita AS Bane NOR SF	Rogaland
Narvesen	Sverre	Siva – Selskapet for Industrivekst SF	Oppland
Nikolaisen	Harald V.	Baneservice AS Nye Veier AS	Akershus
Nilsen	Geir	Helse Sør-Øst RHF	Oppland
Nilssen	Herlof	Avinor AS Norsk Helsenett SF	Rogaland
Nilsson	Per-Harald	Carte Blanche AS	Rogaland
Njærheim	Anne Beth	Carte Blanche AS	Hordaland
Nordblad	Anne	Nordisk Institutt for Odontologiske Materialer AS	*Finland
Nordgård	Alfred	Gassnova SF	Rogaland
Nordskogen	Hilde	Mesta AS	Akershus
Norman	Victor D.	AS Den Nationale Scene	Hordaland
Nygard	Jarle	Universitetssenteret på Svalbard AS	Oslo
Nygren	Eva	Nye Veier AS	*Sweden
Nyheim	John	Mesta AS	Akershus
Obermann	Rene	Telenor ASA	*Germany
Ofstad	Elizabeth B.	Enova SF	Oslo
Ohm	Cecilie	UNINETT AS	Hordaland
Olafsson	Kjartan	Norsk Helsenett AS	Sogn og Fjordane

SURNAME	FIRST NAME	COMPANY	COUNTY OF RESIDENCE
Olesen	Annette	Graminor AS	*Sweden
Olofsson	Gunnar	Statskog SF	*Sweden
Olsen	Arild	Universitetssenteret på Svalbard AS	Nordland
Olsen	Per Arne	AS Vinmonopolet	Vestfold
Opedal	Dag J.	Nammo AS	Oslo
Opedal	Espen	Norske tog AS	Hordaland
Orgland	Kari Bing	Entur AS	Oslo
Oudeman	Maria J.	Statoil ASA	*the Netherlands
Pedersen	Ann	Baneservice AS	Nordland
Pedersen	Steen	UNINETT AS	*Denmark
Petersen	Jan	Den Norske Opera & Ballett AS	Akershus
Pran	Adele N.	Mesta AS	Oslo
Rahka-Knutsen	Beate	Helse Nord RHF	Nordland
Reinemo	Rikke	Argentum FondsInvestments AS	Oslo
Reinhardsen	Jon E.	Statoil ASA Telenor ASA	Oslo
Reistad	Eli	Statskog SF	Buskerud
Reiten	Eivind	Kongsberg Gruppen ASA	Oslo
Reiten	Kåre	Rogaland Teater AS	Rogaland
Repstad	Jon A.	Kimen Såvarelaboratoriet AS	Akershus
Ressem	Toril B.	Norsk Helsenett SF	Oslo
Ribe	Marianne Ø.	Flytoget AS	Oslo
Riddervold	Kari	Siva – Selskapet for Industrivekst SF	Troms
Riise	Sandra	Andøya Space Center AS	Oslo
Rimmereid	Tore O.	DNB ASA	Oslo
Ringdal	Amund D.	Norges sjømatråd AS	Buskerud
Rinnan	Ola M.	Avinor AS	Hedmark
Rotevatn	Audhild G.	Norsk rikskringkasting AS	Møre og Romsdal
Roverud	Rolf G.	Flytoget AS Nye Veier AS	Rogaland
Rudolfsson	Cecilia E.	Baneservice AS	*Sweden
Rugland	Brit K. S.	Kommunalbanken AS Norfund AS Talent Norge AS	Rogaland
Rummelhoff	Irene	Norsk Hydro ASA	Rogaland
Rustad	Benedicte	UNINETT AS	Oslo
Ruud	Arne G.	Veterinærmedisinsk Oppdragssenter AS	Oppland
Ruud	Morten	Gassnova SF	Oslo
Røkke	Kjell I.	Aker Kværner Holding AS	Akershus
Røren	Marianne B.	Eksportfinans ASA	Oslo
Røynesdal	Ingrid	Talent Norge AS	Oslo
Salbuviik	Widar	Bjørnøen AS Entra ASA Kings Bay AS	Østfold
Salvanes	Kjell Gunnar	NSD – Norsk senter for forskningsdata AS	Hordaland
Sandal	Hugo	Petoro AS	Akershus
Sandsmark	Maria	Statnett SF	Møre og Romsdal
Sandvik	Tore O.	Trøndelag Teater AS	Trøndelag
Sannes	Gry Isabel	Rogaland Teater AS	Rogaland
Sbertoli	Per Kristian	Norfund	Oslo
Schulz	Thomas	Norsk Hydro ASA	*Denmark
Schur	Fritz H.	SAS AB	*Denmark
Schøyen	Per A.	Petoro AS	Rogaland
Seip	Ellen	AS Vinmonopolet	Oslo

SURNAME	FIRST NAME	COMPANY	COUNTY OF RESIDENCE
Sellæg	Gunnar	Ambita AS	Oslo
Selmer-Olsen	Eirik	Nofima AS	Oslo
Selvaag	Olav	Nationaltheatret AS	Oslo
Semlitsch	Jaana I.	DNB ASA	Akershus
Seres	Silvija	Norsk rikskringkasting AS Simula Research Laboratory AS	Akershus
Silseth	Linda B.	Avinor AS Norsk Tipping AS	Akershus
Sivertsen	Bodil	Rogaland Teater AS	Rogaland
Sjøblom	Tove S.	Norfund	Oslo
Sjøseth	Arnfinn	Kimen Såvarelaboratoriet AS	Akershus
Skancke	Martin	Kommunalbanken AS Norfund	Oslo
Skatteboe	Rolf	Andøya Space Center AS	Akershus
Skjærpe	Tor Rasmus	Gassco AS	Rogaland
Skjævestad	Bjørn	Veterinærmedisinsk Oppdragscenter AS	Akershus
Skillingstad	Beate	Helse Midt-Norge RHF	Trøndelag
Skoland	Eli	Staur gård AS	Hedmark
Skrøvset	Eli	Avinor AS	Akershus
Slungård	Anne Kathrine	Investinor AS	Trøndelag
Smith	Merete	Nationaltheatret AS	Oslo
Smith-Tønnessen	Seunn	UNINETT AS	Vest-Agder
Solberg	Birger	Store Norske Spitsbergen Kulkompani AS	Trøndelag
Solberg	Hill-Marta	AS Vinmonopolet	Nordland
Solberg	Ronny	Mantena AS	*Georgia/Oslo
Sormunen	Sirpa-Helena	Nammo AS	*Finland
Staaf	Katarina	Entra ASA	*Sweden
Stabbetorp	Bjørn	Graminor AS	Akershus
Stave	Grethe	Andøya Space Center AS	Troms
Steinsmo	Unni M.	Bjørnøen AS Kings Bay AS	Trøndelag
Steinsvåg	Tone B.	Helse Vest RHF	Hordaland
Steen jr.	Petter	Kommunalbanken AS	Rogaland
Stene	Øyvind	Space Norway AS	Akershus
Stenseth	Turid	Trøndelag Teater AS	Trøndelag
Stensland	Eva	NSD - Norsk senter for forskningsdata AS	Troms
Stenstadvold	Halvor	Statkraft SF	Oslo
Stette	Liv	Helse Midt-Norge RHF	Møre og Romsdal
Storelvmo	Edel	Nofima AS	Norland
Strand	Ola H.	Avinor AS	Trøndelag
Strand	Solveig	Norges sjømatråd AS	Møre og Romsdal
Strøm	Inger L.	Helse Nord RHF	Nordland
Strøm-Erichsen	Anne-Grete	Carte Blanche AS Kongsberg Gruppen AS	Hordaland
Strømsvåg	Einar	Helse Vest RHF Statnett SF	Rogaland
Stubholt	Liv M. B.	Norsk Hydro ASA	Akershus
Støle	Elisabeth M.	Siva SF	Møre og Romsdal
Sund	Tina S.	Argentum FondsInvestments AS Electronic Chart Centre AS Helse Midt-Norge RHF	Trøndelag
Sundland	Siren N.	AS Den Nationale Scene	Hordaland
Suvanto-Harsaee	Sanna	SAS AB	*Finland

SURNAME	FIRST NAME	COMPANY	COUNTY OF RESIDENCE
Svegården	Thor	Baneservice AS	Oppland
Svendsen	Berit	DNB ASA SAS AB	Oslo
Sverdrup	Aslak	Flytoget AS	Hordaland
Sætershagen	Randi B.	Posten Norge AS	Hedmark
Søraa	Sverre	Norges sjømatråd AS	Sogn og Fjordane
Sørby	Morten K.	Posten Norge AS	*Sweden
Søreide	Ingolf	Simula Research Laboratory AS	Akershus
Takvam	Martha	Kommunalbanken AS	Akershus
Tanum	Anne C.	DNB ASA Den Norske Opera & Ballett AS	Østfold
Teigland	Wenche	NSB AS	Hordaland
Teksum	Leif	Yara International ASA	Hordaland
Telle	Marianne	Helse Nord RHF	Troms
Thorsheim	Andreas E.	Norsk Tipping AS	Oslo
Thuestad	John G.	Yara International ASA	Akershus
Thunem	Aage Jostein	Norsk Helsenett SF	Møre og Romsdal
Trovik	Katrine	Helse Vest RHF	Hordaland
Tørklep	Christine	Statkog SF	Akershus
Ulstein	Gunvor	Norsk rikskringkasting AS	Møre og Romsdal
Valle	Paul S.	Helse Midt-Norge RHF	Møre og Romsdal
Vandevska-Radunovic	Vaska	Nordisk Institutt for Odontologiske Materialer AS	Oslo
Veer	Jeroen van der	Statoil ASA	*the Netherlands
Viksaas	Grethe	Telenor ASA	Oslo
Vikse	Lisbeth	Rogaland Teater AS	Rogaland
Værdal	Kirsten I.	Statnett SF	Trøndelag
Vågang	Sigrun E.	Helse Sør-Øst RHF	Oslo
Walderhaug	Morten	Rogaland Teater AS	Oslo
Wallenberg	Jacob	SAS AB	*Sweden
Wang	Heidi	Innovasjon Norge	Trøndelag
Wasteson	Yngvild	Simula Research Laboratory AS	Akershus
Wedin	Per-Olof	Mesta AS	*Sweden
Westby	Dag	Norsk Tipping AS	Hedmark
Westby	Einar	GIEK Kredittforsikring AS	Oslo
Widvey	Thorhild	Statkraft SF	Oslo
Wiinholt	Marianne	Norsk Hydro ASA	Danmark
Winje	Tone	Nationaltheatret AS	Troms
Wold	Terje	Posten Norge AS	Troms
Wærsted	Gunn	Petoro AS Telenor ASA	Oslo
Øiulfstad	Bjørn O. R.	Talent Norge AS	Oslo
Østbø	Bjørn	Siva - Selskapet for Industrivekst SF	Hordaland
Østensjø	Inger	Rogaland Teater AS Norsk Helsenett SF	Rogaland
Øverås	Lise	Universitetssenteret på Svalbard AS	Hordaland
Øygård	Ann	Nofima AS	Møre og Romsdal
Øynes	Anders R.	Ambita AS	Vest-Agder

# Contact details

The state's direct ownership is administrated by a number of ministries. Contact details for these ministries are given below.

## Ministry of Finance

Telephone: 22 24 90 90

**Department of Asset Management**  
(National Insurance Scheme Fund)

## Ministry of Defence

Telephone: 23 09 80 00

**Department for Finance, Management and Investments**  
(Aerospace Industrial Maintenance Norway AS)

## Ministry of Health and Care Services

Telephone: 22 24 90 90

**Ownership Department**  
(Helse Midt-Norge RHF, Helse Nord RHF, Helse Sør-Øst RHF, Helse Vest RHF and Norsk Helsenett SF)

**Department of Public Health**  
(AS Vinmonopolet)

**Department of Municipal Health Care Services**  
(Nordisk Institutt for Odontologiske Materialer AS)

## Ministry of Climate and the Environment

Telephone: 22 24 90 90

**Marine and Pollution Department**  
(Bjørnøen AS, Kings Bay AS)

**Klimaavdelingen**  
(Enova SF)

## Kommunal- og moderniseringsdepartementet

Telephone: 22 24 90 90

**Department of Local Government**  
(Kommunalbanken AS)

## Ministry of Culture

Telephone: 22 24 90 90

**Department of Media Policy and Copyright**  
(Filmparken AS, Norsk rikskringkasting AS, Norsk Tipping AS)

**Department of Art and Museums**  
(Carte Blanche AS, AS Den Nationale Scene, Den Norske Opera & Ballett AS, Nationaltheatret AS, Rogaland Teater AS, Rosenkrantzgate 10 AS, Talent Norge AS, Trøndelag Teater AS)

## Ministry of Education and Research

Telephone: 22 24 90 90

**Department of Higher Education:**  
(NSD – Norsk senter for forskningsdata AS, Simula Research Laboratory AS, UNINETT AS, Universitetssenteret på Svalbard AS)

## Ministry of Agriculture and Food

Telephone: 22 24 90 90

**Research and Innovation Department**  
(Staur gård AS)

**Department of Food Policy**  
(Kimen Sjøvarelaboratoriet AS)

**Department of Forest and Natural Resource Policy**  
(Graminor AS, Statskog SF)

## Ministry of Trade, Industry and Fisheries

Telephone: 22 24 90 90

**Ownership Department**  
(Aker Kværner Holding AS, Ambita AS, Argentum Fonds-Investments AS, Baneservice AS, DNB ASA, Eksportfinans ASA, Electronic Chart Centre AS, Entra ASA, Flytoget AS, GIEK Kredit- og forsikring AS, Investinor AS, Kongsberg Gruppen ASA, Mesta AS, Nammo AS, Norsk Hydro ASA, Posten Norge AS, SAS AB, Statkraft SF, Store Norske Spitsbergen Kulkompani AS, Telenor ASA, Veterinærmedisinsk Oppdragssenter AS, Yara International ASA)

**Research and Innovation Department**  
(Andøya Space Center AS, Fornylbar AS, Innovasjon Norge, Nofima AS, Siva – Selskapet for Industrivekst SF, Space Norway AS)

**Trade Policy Department**  
(Eksportkreditt Norge AS, Norges sjømatråd AS)

## Ministry of Petroleum and Energy

Telephone: 22 24 90 90

**Climate, Industry and Technology Department**  
(Gassnova SF)

**Energy and Water Resources Department**  
(Statnett SF)

**Oil and Gas Department**  
(Gassco AS)

**Department for Economic and Administrative Affairs**  
(Petoro AS, Statoil ASA)

## Ministry of Transport and Communications

Telephone: 22 24 90 90

**Department of Public and Rail Transport**  
(Bane NOR SF, Entur AS, Mantena AS, Norske tog AS, NSB AS)

**Department of Civil Aviation, Postal Services and Telecommunication**  
(Avinor AS)

**Department of Public Roads and Traffic Safety**  
(Nye Veier AS)

## Ministry of Foreign Affairs

Telephone: 23 95 00 00

**Department for Economic Relations and Development**  
(Norfund)



# Comments and definitions

## Comments

- The data used in this report was provided by the companies, partly in their annual reports and accounts for 2017.
- The information is up-to-date as at 31 December 2017, with the exception of information relating to board composition, which is up-to-date as at 31 March 2018.
- SAS AB compiles its accounts according to Swedish accounting standards.
- The key figures have been calculated using a common method for all the companies (see the definitions provided below). They may therefore differ slightly from the figures stated by the companies in their annual reports.
- At the time of printing, several of the companies had not held their annual general meeting/corporate assembly. The figures for these companies have been approved by the auditors, but the dividends paid may be altered at the company's annual general meeting/company meeting.
- Data concerning previous years may be corrected in annual reports, etc. This State Ownership Report uses the most recent information available. This means that historical data may differ from what was stated in previous ownership reports.
- The method for calculating the number of employees at different companies varies between employees at year-end, number of man-years, and the average for the year.
- As regards profit or loss for the year after tax and minority interests (see pages 120-123) for the regional health authorities, profit/loss is defined as any deviation from the performance requirements set by the Ministry of Health and Care Services.
- The Ministry of Trade, Industry and Fisheries cannot be held responsible for any errors in the figures or calculations. More information on the individual companies under the Ministry of Trade, Industry and Fisheries can be found in the companies' annual reports.

## Definitions

Definitions of terms in the State Ownership Report may differ from those used by the companies.

- **Return:** Share price performance including reinvested dividends (source: FactSet). The geometric average is used to calculate the average annual return over the past five years.
- **Gross operating margin (EBITDA margin):** Gross operating profit (EBITDA) divided by operating revenues.
- **Gross operating profit (EBITDA):** Operating profit (EBIT) before depreciation and amortisation.
- **Direct return:** Dividend paid per share in 2017 as a percentage of the share price at the close of 2017 (source: FactSet).
- **Operating margin (EBIT margin):** Operating profit (EBIT) divided by operating revenues.
- **Operating profit/loss (EBIT):** Operating revenues less operating expenses, depreciation and amortisation.
- **Equity ratio:** Equity as a percentage of total assets.
- **Return on equity:** Profit for the year after minority interests and taxes divided by the majority's share of average book equity. The arithmetic mean is used to calculate the average return on equity over the past five years.
- **Cash flow:** Operating activities under cash flow in the company report.
- **Cost ratio:** Operating costs divided by the sum of net interest and credit-commission income and other operating revenues.
- **Return on capital employed:** The sum of operating profit (EBIT), financial income and share of profit from associates, divided by average capital employed over the past two years.
- **Remuneration of board members:** Remuneration of the chair, deputy chair and board members as approved at the annual general meeting/corporate assembly in 2017, unless stated otherwise. Total remuneration of board members comprises the ordinary remuneration that has been paid and remuneration for work on board committees.
- **Capital employed:** Sum of equity and interest-bearing debt.
- **Dividend percentage:** Funds set aside for dividends as a proportion of the group's annual profit. Average dividend percentage is calculated as the total dividend divided by the total consolidated profit after taxes and minority interests for the past five years.
- **Weighted return:** Value-adjusted return including reinvested dividends for the eight listed companies (source: FactSet).
- **Weighted return on equity:** Equity weighted in relation to the state's share of book equity less minority interests as at the close of 2017.
- **Value of the state's shareholding:** For listed companies, the values are based on market prices as at the close of 2017 and the number of shares owned by the state as of the same date (source: FactSet). For unlisted companies in which the state's ownership has a commercial objective, book equity less minority interests as at the close of 2017 is used. No value is estimated for companies in which the state's ownership has a sector policy objective.



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