



Norwegian - African Business Summit 2013

BREAKING DOWN BARRIERS

HOW TO SUCCEED IN **AFRICA?**

DEAR SUMMIT PARTICIPANT



It is with great pleasure we welcome you to the Norwegian-African Business Summit 2013. A special welcome to our key note speakers Mr. Sanusi Lamido Sanusi, Governor of the Central Bank of Nigeria and Mr. Aliko Dangote, CEO and President of the Dangote Group, our distinguished guest speakers, members of the diplomatic community and delegates who have travelled far to be here today.

The topic for this year's Summit is 'Breaking down Barriers: How to Succeed on the African Continent'. There are always barriers when investing in new markets, but we hope you will leave this conference with good ideas and practical insights on how they can be overcome. And, not least, that you will be more inspired to invest and open business in the many growth markets of Africa.

We are pleased to have the new Norwegian Minister of Foreign Affairs, Mr. Børge Brende, as well as the State Secretary of the Ministry of Trade and Industry, Ms. Dilek Ayhan, with us in the morning session to share their views on how the new Norwegian government will help break down barriers to more Norwegian investments in African countries. Innovation Norway, one of NABA's founding members, will also share some exciting news.

With a population close to 170 million, Nigeria – sub-Saharan Africa's second-largest economy – plays a crucial role in advancing the continent's growth. We have Central Bank Governor Lamido Sanusi telling us more about this. Then Mr. Aliko Dangote, with companies present in 14 African countries, will share his advice on business development in his keynote conversation with Ms. Zeinab Badawi.

After the first break there will be a panel discussion on

People and Partnerships, focused on identifying and developing productive partnerships in an African context. After lunch our parallel sessions will delve deeper into three important topics: Linking capital to African opportunities: Understanding the African investment landscape, Navigating new waters: Deciphering political risk, security, corruption, due diligence and local content, and Overcoming the people barrier: identifying and developing human capital.

For the days finale we will again be holding the speed-meeting session that was so popular last year. More than 20 African Ambassadors/embassy representatives are here today, as well as experts and representatives from relevant institutions. For those of you representing Norwegian companies, this is a unique opportunity to establish valuable contacts. Sign up for speed-meetings with relevant embassies and experts in the breaks.

If you are not already a member of NABA, we recommend you sign up today. You can read more about us in this booklet; including the service we offer and how we can be relevant to your business through network/facilitation work, information & analysis, advocacy and advisory services.

On behalf of the NABA team,

Eivind Fjeldstad
Managing Director

AIRFRANCE KLM

Your highway to Africa

KLM is your fastest highway to business opportunities in the world's most exciting emerging markets. All together, we offer more than 50 flights to 50 destinations all over the African continent. You can get a lot of inspiration and tips from other business travellers to Africa, visit our online club;

flyingblueclubafrica.com



PROGRAMME 2013

TIME	TOPIC	SPEAKER
08:15 – 09:00	Registration, coffee and tea	
09:00 – 10:30	PLENARY SESSION PART I	
	Introductory remarks	Mr. Børge Brende, Norwegian Minister of Foreign Affairs Ms. Dilek Ayhan, State Secretary, Ministry of Trade and Industry Mr. Finn Kristian Aamodt, Senior Vice President, Innovation Norway
	Keynote speech	Central Bank Governor Mr. Sanusi Lamido Sanusi, Nigeria
	Keynote interview	Mr. Aliko Dangote, President/CEO, Dangote Group Moderator: Zeinab Badawi, BBC
10:30 – 11:00	NETWORKING BREAK, REFRESHMENTS	
11:00 – 12:30	PLENARY SESSION PART II: People and Partnerships Panel: Identifying and developing productive partnerships in an African context	Ms. Phuti Mahanyele, CEO, Shanduka Group Mr. Kjell Roland, Managing Director, Norfund Mr. Arne Cartridge, Director, Grow Africa Mr. William Asiko, CEO, The Investment Climate Facility for Africa Ms. Nita Kapoor, Director General, FK Norway Moderator: Mr. Jonathan Ledgard, The Economist
12:30 – 13:30	NETWORKING LUNCH	
13:30 – 15:00	PARALLEL SESSIONS	
	SESSION I: Linking capital to African opportunities - Understanding the African investment landscape	Mr. Ivor Ichikowitz, Executive Chairman, Transafrica Capital Mr. Nicola Padovani, Head of Risk Management, FM Capital Partners Hon. Fifi Kwetey, Minister of State, Office of the President, Government of Ghana Mr. Jon David Haugse, Owner, Aktivt Eierskap AS, and Chairman, Fanisi Capital Moderator: Mr. Lanre Akinola, Editor, This is Africa/Financial Times

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TIME	TOPIC	SPEAKER
	SESSION II: Navigating new waters – deciphering political risk, security, corruption, due diligence and local content	Mr. Steven Fox, CEO, Veracity Worldwide Mr. David Middleton, Director of Operations, Pasco Risk Management Ms. Jean Devlin, Associate Director Africa, Control Risks Ms. Gloria Masika, lawyer and Mr. Christian F. Michelet, partner, Arntzen de Besche Moderator: Jonathan Ledgard, The Economist
	SESSION III: Overcoming the people barrier – identifying and developing human resources	Mr. Terje Osmundsen, Senior Vice President, Scatec Solar Mr. Marius Koestler, Advisor East Africa, NABA Mr. Alexander Lindeman, Talent Developer Africa, Human Resource Boosters Ms. Lucrezia Biteete, CAO, Laboremus Uganda Moderator: Heidi Berg, Norfund
15:15 – 16:45	SPEED DATING	Sign up for speed meetings during the breaks to meet: <ul style="list-style-type: none"> African Ambassadors/embassy representatives (20 embassies confirmed) Experts on political risk, anti-corruption, due diligence, security and local content Eksporkreditt Norge and GIEK (Guarantee Institute for Export Credit) Information Office for Private Sector Development in Developing Countries Toll og avgiftsdirektoratet (TAD) FK Norway Innovation Norway
16:45 – 18:00	RECEPTION	
	Notes:	

PLENARY SESSION PART I



Mr. Børge Brende, Norwegian Minister of Foreign Affairs

Mr. Børge Brende was appointed Minister of Foreign Affairs in October 2013 and represents the Conservative Party. He has served as Managing Director, and Member of The Managing Board, in the World Economic Forum, Secretary-General of Norwegian Red Cross and Chair of the UN Commission on Sustainable Development.



Ms. Dilek Ayhan, State Secretary in the Ministry of Trade and Industry

Ms. Dilek Ayhan was appointed State Secretary of the Norwegian Ministry of Trade and Industry in October 2013. She was a member of Alarga's founding Board in 2007 and Managing Director of Alarga from 2008 till 2013. Ms. Ayhan formerly managed JADE, the European Confederation of Junior Enterprises, and has served on the board of several organisations working with diversity management and intercultural communication.



Mr. Finn Kristian Aamodt, Senior Vice President, Innovation Norway

Mr. Finn Kristian Aamodt is Senior Vice President in Innovation Norway and heads Division Abroad. He was the CEO of the Norwegian Export Council before the organisation merged into Innovation Norway. He has previously worked in senior roles for McDonalds, Provida, and Accenture.

KEYNOTE SPEECH



Mr. Sanusi Lamido Sanusi, Central Bank Governor, Nigeria

Mr. Sanusi Lamido Aminu Sanusi was appointed Governor of the Central Bank of Nigeria in 2009. His bold reforms of the Nigerian financial sector have been widely praised. He was awarded the 'Global Central Bank Governor for 2010' by The Banker Magazine (FT) and has won the Sub-Saharan Africa Central Bank Governor of the Year award three times. From 1985-2009 he held various positions in the banking industry, including with Icon, Baring Brothers of London, United Bank for Africa and First Bank of Nigeria.

KEYNOTE INTERVIEW



Mr. Aliko Dangote, President/CEO, Dangote Group

Mr. Alhaji Aliko Dangote is founder, CEO and President of the Dangote Group. He successfully transformed a small trading business started in 1977 into a multibillion dollar business now spanning the West-African sub-region. Mr. Dangote has been President of The Nigerian Stock Exchange since June 2012 and is chairman and member of a range of company boards. Mr. Dangote is a graduate of Business Studies from Al-Azhar University in Cairo, Egypt.

MODERATOR



Zeinab Badawi, Presenter, BBC

Ms. Badawi is a BBC reporter, working as presenter of the World News Today and HARDtalk. She has broad experience in television and radio, having worked with production, studio presenting and field reporting across a range of areas. She was awarded 'International TV Personality of The Year' by the Association for International Broadcasting in 2009.

PLENARY SESSION PART II

PEOPLE AND PARTNERSHIPS:

IDENTIFYING AND DEVELOPING PRODUCTIVE PARTNERSHIPS IN AN AFRICAN CONTEXT

Establishing good partnerships is crucial to business success across the world - and many would argue especially important in Africa. How do you identify and approach the right partners in a new environment? What are the major cultural differences and how should you adapt? Panellists share their views on the importance of partnerships, giving practical advice on how to develop productive partnerships across the African continent.



Ms. Phuti Mahanyele, CEO, Shanduka Group

Phuti Mahanyele is the CEO of Shanduka Group, a South African investment holding company. She previously headed the Project Finance South Africa business unit at the Development Bank of Southern Africa and worked as VP at Fieldstone. She has a BA in Economics from Rutgers University, USA and an MBA from De Montfort University in Leicester, UK. She has received numerous awards for her work and is a member of the board for a number of Shanduka Group investee companies.



Mr. Kjell Roland, Managing Director, Norfund

Mr Roland is Managing Director of Norfund (the Norwegian Investment Fund for Developing Countries). Before joining Norfund in 2006, Mr. Roland spent two decades working as partner and CEO of the consultancy firm ECON Management AS and ECON Analysis, having co-founded ECON in 1986. As a consultant he specialised in macroeconomics, development economics and energy and environmental issues, working for private companies, governments and international organisations. Mr. Roland has edited and published extensively.



Mr. Arne Cartridge, Director, Grow Africa

Mr. Arne Cartridge is Director at the World Economic Forum and CEO for the Grow Africa Partnership. He was previously Executive VP and Chief Marketing and Communication Officer with Yara International. Mr. Cartridge has held senior management positions with Telenor, Gazette, and Digital Equipment Corp. He is the initiator of the African Green Revolution Forum and served as the Chairman of the Board for the humanitarian organisation CARE Norway.



Mr. William Asiko, CEO, The Investment Climate Facility for Africa (ICF)

Mr. Asiko is CEO of the ICF, an organisation working to remove barriers to doing business in Africa. Prior to joining the ICF he worked extensively for Coca-Cola, including as President of The Coca-Cola Africa Foundation and Director of Public Affairs and Communications for Coca-Cola Africa. Mr. Asiko has a Law Degree from the University of Nairobi, Kenya, and an MBA from Emory University, USA. He has previously worked as State Counsel in the Office of the Attorney General for Kenya.



Ms. Nita Kapoor, Director General, FK Norway

Ms. Nita Kapoor has been Director General of FK Norway since 2009. She has previously served as Head of Culture in The Norwegian Broadcasting Corporation, Leader of the National Commission on Violence Against Women, and Senior VP and Director of Communications in NSB. Ms. Kapoor has also held numerous honorary positions in institutions and NGOs focused on media, education, human rights and development issues.

MODERATOR



Mr. Jonathan Ledgard,
Director, Future Africa, and
Africa Correspondent,
the Economist

Jonathan Ledgard is a thinker on political risk, nature, and technology in Africa. He is Director of the Future Africa-Afrotech Initiative at the Swiss Federal Institute of Technology in Lausanne (EPFL) and a contributing Africa correspondent to The Economist. Mr. Ledgard was a longtime Africa correspondent of the Economist, founded the Baobab Africa blog, and was one of the writers behind the 'Africa Rising' narrative. Separately, he is a novelist.

PARALLEL SESSIONS

SESSION I

LINKING CAPITAL TO AFRICAN OPPORTUNITIES - UNDERSTANDING THE AFRICAN INVESTMENT LANDSCAPE

FDI to Africa is up from \$15 billion in 2002, to \$46 billion in 2012. GDP is projected to grow steadily, political stability is improving, and new opportunities are offered by a rapidly growing working force and middle class. Join this session to learn from those that have succeeded investing in Africa. Experienced investors share their experiences and lessons learnt, giving concrete advice on do's and don'ts, where and in what sectors to invest.



Mr. Ivor Ichikowitz, Executive
Chairman, Transafrica Capital
and CEO, Paramount Group

Mr. Ivor Ichikowitz is a South African investor, industrialist and entrepreneur, with activities across the African continent. He

founded the Paramount Group in 1994, and over the last 20 years, has built successful businesses across a wide range of sectors. He is Executive Chairman of Transafrica Capital, a PE fund investing in diverse areas, including; aerospace, wireless telecommunications, commercial and industrial property, logistics, sport and leisure distribution and retail.



Mr. Nicola Padovani, Head of Risk
Management, FM Capital Partners

Mr Padovani joined FM Capital Partners in October 2009 as Head of Risk Management. He also oversees the financial education programme offered by FMCP to its partners. Prior to this he held a variety of senior positions in the City, including with Bear Sterns and Banco Popolare di Milano. Mr. Padovani holds a BSc in Economics from Siena University, Italy, and an MSc in Mathematical Trading and Finance from Cass Business School in London, UK.



Mr. Jon David Haugse, Owner,
Aktivt Eierskap AS, and Chairman
of the Board, Fanisi Capital

Mr. Haugse is founder and owner of Aktivt Eierskap AS, an advisory serving investors, owners and top management. He has over 20 years of experience from the private equity industry, notably as partner of Industrifinans Forvaltning and Country Manager of ABN AMRO Capital. Mr. Haugse is Chairman of the Board of Fanisi Capital Ltd, a venture/PE fund that invests in growth companies in East Africa. He holds an MSc in Economics from the Norwegian School of Economics.



Hon. Fifi Kwetey, Minister of State,
Office of the President, Govern-
ment of Ghana

Hon. Fifi Kwetey is a Minister of State at the Presidency, in charge of financial and allied institutions in the Office of the President, Government of Ghana. Mr. Kwetey has background in economics and has worked for a number of years in the investment banking industry. Prior to his current post he served as Ghana's Deputy Minister of Finance and Economic Planning

MODERATOR



Mr. Lanre Akinola, Editor,
This is Africa/Financial Times

Mr. Lanre Akinola is Editor of This Is Africa, a Financial Times publication focused on African policy, business and external relations. Mr. Akinola is a sought-after speaker and commentator on Africa and has worked with the World Economic Forum, Rockefeller Foundation, OECD, Bloomberg TV, and BBC. A native of Lagos, Nigeria, he holds a degree in politics from SOAS, University of London, UK.

SESSION II

NAVIGATING NEW WATERS - DECIPHERING POLITICAL RISK, SECURITY, CORRUPTION, DUE DILIGENCE AND LOCAL CONTENT

Challenges of doing business in Africa can be different. How to assess and tackle political risk? How real are security issues and corruption and how do you deal with them day-to-day? Why is due diligence so important, and what are best practices? How should you comply with local content requirements? Our speakers will focus on the realities and practicalities of these topics for business developers in African countries.



Mr. Steven Fox,
CEO, Veracity Worldwide

Mr. Steven Fox is founder and CEO of Veracity Worldwide, a consultancy firm focused on anti-corruption and political and reputational risk. He has extensive expertise in advising corporate and financial investors on emerging market risks, global anti-corruption matters, and the political and business dynamics of Africa. He previously served as a US diplomat in Burundi, France, Washington DC, and Algeria, and is also experienced in the private equity sector. He holds a BA from Princeton University, USA, an MPhil from Cambridge, UK, and an MBA from INSEAD.



Mr. David Middleton,
Director of Operations, Pasco
Risk Management

Mr. David Middleton joined Pasco Risk Management in January 2011 as Pasco's Global Operations Director, and is a subject matter expert on political risk in emerging markets. He has extensive knowledge and experience of international affairs, particularly in Africa, the Middle East, the Far East and Europe, after a long career in the Foreign and Commonwealth office, with postings in Zambia, Jordan, Japan and Germany. Mr. Middleton holds an undergraduate, and graduate, degree from the University of Oxford, UK.



Ms. Jean Devlin, Associate
Director Africa, Control Risks

Ms. Jean Devlin is Associate Director at Control Risks, responsible for the analytical output of the Africa desk. Ms. Devlin works on multi-jurisdiction assessments of political, security, and operational threats for commercial and public-sector clients across a diverse range of sectors. She has previously served as project manager at the UN Industrial Development Organisation, focused on innovative financing mechanisms in Sub-Saharan Africa. She holds degrees from the University of Cambridge, UK, Trinity College, Dublin, Ireland, and Paris Institute of Political Studies, France.



Mr. Christian Fredrik Michelet
Partner, Arntzen de Besche Law Firm

Attorney Christian Fredrik Michelet has more than 30 years' experience in the Norwegian and international oil, gas and energy industry, working as legal advisor to companies and governments in Africa, Asia, Europe, and Latin-America. Michelet has extensive experience as a litigation lawyer, mediator and arbitrator, and is highly respected in his field. Prior to the Arntzen de Besche Law Firm, Mr. Michelet has been Vice President of Total Norge AS, Research Fellow at The University of Oslo, and Partner at Arntzen, Underland & Co.

MODERATOR

Mr. Jonathan Ledgard, The Economist

See earlier bio

SESSION III

OVERCOMING THE PEOPLE BARRIER – IDENTIFYING AND DEVELOPING HUMAN RESOURCES

Attracting and developing local talent is a challenge across the world - but what are the specificities of this challenge in Africa? This session will give practical advice on how to make the most of the vast and growing African human resource pool. SMEs and larger organisations share their on-the-ground experiences - giving you advice on how to identify, develop and retain productive employees, and not least how to deal with differences in working culture.



Mr. Terje Osmundsen,
Senior VP, Scatec Solar

Mr. Terje Osmundsen is Senior VP at Scatec Solar, and responsible for Scatec's strategic projects. He has extensive entrepreneurial and leadership experience, with various international management assignments in Saga Petroleum, Alcatel, and the engineering and technology group Kværner. Mr. Osmundsen holds a PhD in Social Sciences and Economics and has served as Chief Adviser to the Norwegian Prime Minister.



Mr. Marius Koestler,
Advisor East Africa, NABA

Mr. Marius Koestler is a business developer at Laboremus AS, where he is in charge of the strategic and operational aspects of the IT-firm's expansion into East Africa. He has several years of experience from the region within IT, and in the non-profit sector. Prior to his engagement at Laboremus. Mr. Koestler holds a Business Degree from the University of St. Gallen, Switzerland, and is one of NABA's East Africa Advisors.



Mr Lex Lindeman,
Talent developer Africa, Human
Resource Boosters

Mr. Lex Lindeman has worked with HR development in Africa for the past 24 years. Mr. Lindeman was co-creator of the Heineken University, the main development institute for Heineken employees worldwide. He was one of first to start a virtual learning network in Africa in 1999, and gathered vast experience in managing and monitoring virtual teams. He now coaches and develops managers, leaders, and talent of varying disciplines in both western and non-western cultures.



Mrs. Lucrezia Biteete,
CAO, Laboremus Uganda

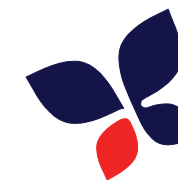
Ms. Lucrezia Biteete is Chief Administrative Officer at the IT software company Laboremus Uganda Ltd, managing the HR department. She is also Regional Coordinator for the Fontes Foundation, consulting in the water and sanitation sector, and board member of LÉO Africa Forum, a think tank promoting leadership in Africa. Ms. Biteete holds a degree in International Relations from the Graduate Institute (former HEI) in Geneva, Switzerland, and Water and Environmental Management from WEDC in the UK.

MODERATOR



**Heidi Berg, Communication
Manager, Norfund**

Ms. Heidi Berg is the Communication manager at Norfund, the Norwegian Investment Fund for Developing Countries. Before joining Norfund Ms. Berg worked six years as a management consultant, mostly with projects in the financial services sector. Ms. Berg holds an MA in Finance and International Management from The Norwegian School of Economics and Business Administration and The University of St. Gallen, Switzerland.



Norfund

The Norwegian Investment Fund for Developing Countries

Norfund invests in the establishment and development of profitable and sustainable enterprises in developing countries. The aim is to contribute to economic growth and poverty reduction. Norfund always invests with partners, Norwegian or foreign, focusing on renewable energy, financial institutions and agribusiness.

Norfund has the largest specialised team in Norway for investments in developing countries. The regions for investment are Eastern and Southern Africa with offices located in Johannesburg, Nairobi and Maputo. Further, Norfund invests in selected countries in Asia and Central America with a regional office in Bangkok and San José.

The current portfolio of Norfund is USD 1.5 billion and the company has 50 employees.

www.norfund.no

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FK NORWAY funds staff exchange to promote business development and transfer of expertise between companies in Norway, Asia, Africa and Latin America.

WHAT do you get in an FK project?

- Funding and support
- A deeper understanding of local markets
- International networks
- Safer business collaboration
- Increased technical and professional skills of staff and company

! FK NORWAY is a tool for Norwegian development cooperation.

HOW?

In an FK exchange, an employee from your company goes to Africa, Asia, Norway or Latin America to work there. At the same time an employee from the collaborating company comes to work in your organization.

WHO?

Prioritized partners of FK Norway are companies that create jobs and competence, and have human rights and social responsibility at the core of their business strategy.

A UNIQUE TOOL
FOR BUSINESS
DEVELOPMENT



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- Application guidance
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Veiledningskontoret for næringsutvikling i utviklingsland





A Long Term Partner for Long Term Investors

Helping our Partners to Upscale their Sovereign Wealth Funds

FM Capital Partners offers a "turn-key" solution to governments that are in the process of developing their sovereign wealth funds. Our internal education programme is also a core service we offer, it's a transfer of skills in asset management that is at the heart of our partnership model.

FMCP is an asset manager majority owned by a major MENA Sovereign Wealth Fund: we manage around USD 1 billion of assets in a diversified range of asset classes.

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FM Capital Partners Ltd is authorised and regulated by the Financial Conduct Authority



NABA IN BRIEF:

The Norwegian-African Business Association (NABA) was founded in 2012 by the Confederation of Norwegian Enterprise (NHO), Virke - the Enterprise Federation of Norway, Norfund, Statoil, Yara International, Nortura, DLA Piper, Norwegian Shipowners' Association, Jotun AS, Astrium Services, Innovation Norway, Aqua Unique, Belief AS, Green Energy Group, Marine Research Institute and the Oslo Chamber of Commerce.

NABA promotes Norwegian member companies in Africa, we promote African business opportunities in Norway and advocate for more, better and safer business collaboration between Norway and African countries.

NABA SERVICES:

Network and facilitation

- NABA offers a unique network for Norwegian companies present in African markets
- NABA provides contacts/network in countries the company consider - of crucial importance for single establishments, joint ventures and partner reviews/due diligence
- NABA helps setting up small or large scale business missions, taking care of all practical details while at the same time helping the company link up with decision makers and stakeholders
- Through strategic partners, NABA assists with recruitment/local content strategies when operating in African markets

Information and analysis

- NABA is an information hub for knowledge and analysis about new African markets through reports, expert meetings, seminars and conferences

- Newsfeeds share relevant business news from the African continent
- NABA provides market information/investment opportunities through our Norwegian, European and African partners

Advisory

- NABA offers advisory service: juridical, anti-corruption, corporate citizenship strategies, cultural knowledge, political risk/country studies/sector analysis

Advocacy

- NABA offer members strategic advocacy services towards Norwegian and African governments. NABA is also a information hub for Norwegian media who would like to focus on the new Africa

Read more about our membership benefits online: www.norwegianafrican.no

FORTHCOMING EVENTS:



Nordic business mission to Abuja and Lagos, Nigeria, 2nd - 6th of December 2013:

In collaboration with Dansk Industri (DI), NABA is inviting Norwegian companies to join a Nordic business mission to Abuja and Lagos in Nigeria. Sectors of focus will be: oil and gas, renewable energy/power and ICT/telecom. For more information about this business mission and programme email: dwnorwegianafrican.no

THE AFRICAN ECONOMY HAS **TRIPLED** IN SIZE SINCE 2000

26 OF 54 AFRICAN COUNTRIES ARE NOW MIDDLE-INCOME COUNTRIES

FDI TO AFRICA

2002:

\$15 BILLION

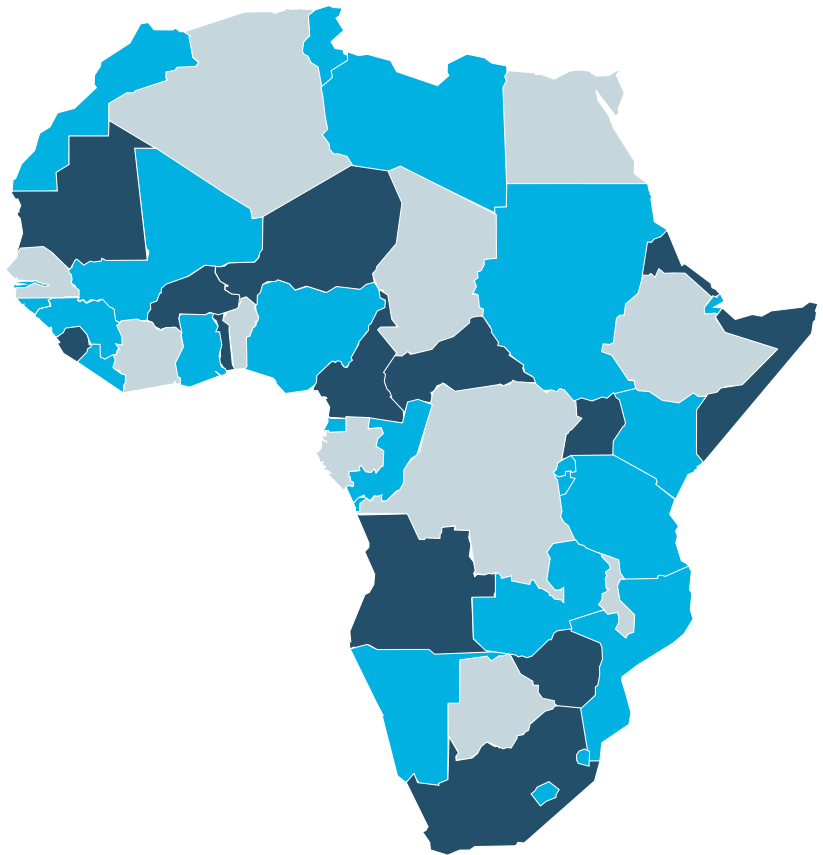
2012:

\$46 BILLION

13 OF THE WORLD'S **20**
FASTEST GROWING
ECONOMIES IN 2012 WERE
AFRICAN

NABA
MEMBERS
ARE ACTIVE IN **42**
AFRICAN COUNTRIES

59 COMPANIES
HAVE JOINED NABA IN THE
LAST YEAR



BE PART OF THE AFRICAN GROWTH STORY. JOIN NABA TODAY!

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