

**IEBF SESSION 2: NOC-IOC Cooperation: Guidelines for Successful Partnership  
15h15-16h45**

Welcome and opening statement by the Chair, Deputy Minister Per Rune Henriksen

**Excellencies, Ladies and Gentlemen,**

**My name is Per Rune Henriksen, I am the Norwegian Deputy Minister of Petroleum and Energy, and together with my co-chair Mr. Gertjan Lankhorst, the CEO of GasTerra, it is my a privilege to chair this session on NOC – IOC cooperation,.**

**Personally, I strongly believe in the advantage of cooperation between IOCs and NOCs. Because over the last 40 years I have seen with my own eyes all the benefits this kind of cooperation has brought us in Norway.**

**We did not have any NOC in Norway when the international oil companies saw the potentials on our continental shelf and asked for permission to drill.**

**But we had a plan – and that was primary to maximize recovery, and secondly to make sure that Norway got its equitable part in the newfound riches. Pluralism was from the very outset our main tool to maximize the cake. In all licenses we wanted to have several different companies – so that they could bring together their expertise to find the best and most efficient way to tackle the different challenges each prospect entails.**

**As part of our secondary objective – so secure our part of the cake – we introduced several measures. One of them is a not very modest petroleum revenue tax totalling 78 %. Another measure was the establishment of a national oil company.**

**We soon realized that Statoil was not going to be very useful to us if they were allowed to do all things in their own way. So while Statoil were growing, the different Government in Norway made sure the company was always doing so in cooperation with other companies. Actually, Statoil has very seldom been awarded the entire part in a license on the Norwegian Shelf. As long as there is interest from other oil companies Statoil has always had to share licences with at least one other partner. Today about 50 companies are active on the NCS, and the vast majority are internationally based companies, but still Statoil is the dominant company.**

**Today I think we can safely say that this strategy has paid off. By learning from the very best – Statoil has become very good in its own right.**

**However, our success regarding Statoil does not hold all the answers for successful partnership in today's world. Each country has its own objectives and particularities, and what works well in one place can be a no-go elsewhere.**

**So what I think we should focus on here today is what the success criteria for NOC-IOC partnerships are. What can we learn from each other's experiences, what are the impediments, how can governments act as facilitators for better cooperation and what should the IEF do to foster better partnerships.**