



Annual Report 2025



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Foreword



Dear members and partners of cooperation,

In 2025, we continued to strengthen our position as a key actor in regional cooperation and cross-sector collaboration between Norway, the Black Sea Region, and Kazakhstan.

This year has been marked by growth, stronger international partnerships, and increased engagement across our focus regions. We proudly signed two Memorandums of Understanding with Turkish Chambers of Commerce and Industry (CCIs), further expanding our regional network and opening new opportunities for collaboration and business development.

One of the milestones of 2025 was leading, for the first time in the last decade, a Norwegian business delegation to Kazakhstan. This initiative represented an important step in strengthening commercial relations and creating new opportunities for cooperation between Norwegian and Kazakh stakeholders.

Following the success of the first Black Sea Conference, we continued to build momentum around this initiative as an important platform for regional dialogue, networking, and business cooperation. This year's Black Sea Conference also included delegations from Romania and Türkiye, further strengthening regional ties and cross-border collaboration.

Another important achievement in 2025 was the establishment of the Black Sea Norwegian Aquaculture Cluster, supported by Innovation Norway, creating a new platform for cooperation, innovation, and sustainable development within the aquaculture sector across the region.

Following a demanding but successful restructuring process, we are also pleased to report that the Chamber achieved positive financial results in 2025. This reflects the strong commitment, adaptability, and support of our members, partners, and stakeholders throughout the year.

Through strategic partnerships, increased visibility, and a growing professional network, we have continued to develop our activities and reinforce our commitment to supporting businesses and promoting sustainable regional cooperation.

Ronny Solberg

Chair of the Board of Directors



About EAST CCI of Norway

The EAST Chamber of Commerce and Industry of Norway ("Østhandelskammeret" in Norwegian) is a dynamic non-profit organization operating across the Black Sea Region, Nordic-Baltic Countries, and the Caspian Sea Region. We specialize in fostering business collaboration across multiple industries, including aquaculture, maritime sector, energy, agriculture, education, and trade.

Our mission is to promote strong partnerships and facilitate business growth between Norway and the countries in our regions of cooperation. As a multilateral business network, we proudly count major

Norwegian companies among our members, along with key business organizations such as: Confederation of Norwegian Enterprise (NHO), Eksfin, Innovation Norway, Oslo Chamber of Commerce, Norwegian Seafood Federation, Norwegian Fishermen's Association, Shipping & Offshore Network, Universities, and SMEs.

The Chamber have created the brochure, which can be viewed here:

[EAST CCI of Norway / Østhandelskammeret.](#)



Activities

Networking Arena Oslo

Establishing personal business contacts and exchanging experiences play a very important role in business relations. Therefore, networking meetings are one of the core activities of the East CCI of Norway. Such meetings are highly appreciated according to a survey carried out among our members.

The main networking arena of the EAST CCI of Norway is in Oslo. We arrange regular networking meetings in Oslo for our members. Meetings are dedicated to specific topics or selected sectors, and during these events we cover topics which are relevant for members. During refreshment sessions members have a chance to establish new and refresh old business contacts, communicate directly with invited guests and other members. The administration assists newcomers in establishing new contacts during the networking session. As long as the EAST CCI of Norway does not have a permanent meeting place – above are often held at the facilities of member companies and organizations.

Several times per year, the EAST CCI of Norway organizes breakfast meeting for its members as well. Breakfast meetings usually start at 08:00 with breakfast and networking, followed by presentations.

Black Sea Conference

The Black Sea Conference, organized annually by the EAST CCI of Norway in collaboration with our partners, serves as a dynamic platform for stakeholders to connect, collaborate, and exchange insights across borders.

This flagship event is designed to be inclusive and engaging, bringing together representatives from government, industry, academia, and civil society to explore key developments and shared challenges in the region.

Participants are encouraged to contribute to their experiences, discuss current trends, and identify strategic opportunities for cooperation. Whether held in person or virtually, the conference offers a flexible and accessible space for meaningful dialogue, professional learning, and lasting connections.

Through the Black Sea Conference, the Chamber is committed to fostering knowledge-sharing, cross-sectoral collaboration, and the long-term development of our international network

Business Delegations

To facilitate the creation of direct business contacts between Norwegian companies and counterparts from Partner Countries, the EAST CCI of Norway organizes business delegations from Norway to various countries. The selection of destinations is primarily based on the preferences of the chamber's members.

Seminars & Workshops

The EAST CCI of Norway organizes specialized courses and seminars about Norwegian and Partner Countries' societies and markets. Some seminars are conducted in collaboration with member companies. Non-members are also welcome to attend seminars, albeit with a participation fee. Additionally, seminars, courses, and ad-hoc events are organized in various regions of Norway in cooperation with diverse partners.

The EAST CCI of Norway offers both members and non-members in-depth courses on the Norwegian market and the markets of partner countries as part of paid services. Chamber members are entitled to discounts for participation in seminars and courses that require a fee contribution.

Summer & Christmas Events

Every year, the Chamber organizes two main social events for members and invited guests, providing them with opportunities for networking in informal surroundings, entertainment, speeches, and similar activities. The Summer Event usually takes place in June, in connection with the Annual Meeting (General Assembly).

The Christmas Event occurs annually in December, combining traditional networking with refreshments, along with a lecture on a relevant topic.

Networking Arena Oslo

Digital Breakfast Meeting – 28 January 2025

The Chamber hosted a breakfast meeting focusing on trade and investment opportunities in Kazakhstan.

Speakers included Murat Karimsakov on trade relations and opportunities for Norwegian companies; Gaukhar Kizatolla on key investment sectors and international collaboration; and Madiyar Sultanbek highlighting Kazakh Invest's role in promoting foreign investment.

Discussions also covered sustainable aquaculture development in the Caspian Sea, presented by Miras Gabbasov and Rinat Barakov, and Kazakhstan's trade policy, led by Aitmukhamed Aldazharov and Nurlan Kulbatyrov. The forum offered members valuable insights into market trends, investment potential, and bilateral business opportunities.

Hybrid Breakfast Meeting Bulgaria – 25 February 2025

The meeting was dedicated exploring business and investment opportunities in Bulgaria. The event opened with welcome remarks from Katarina Sætersdal (NHO), Her Excellency Ambassador Dessislava Ivanova (Bulgarian Embassy in Norway), and Marit Hiim Haugseth (Chair, EAST CCI of Norway).

Key presentations included Mila Nenova on Bulgaria's evolving business landscape and growth sectors, Dr. Siyka Katsarova on sustainable year-round tourism, and Yana Mladenova on investment opportunities in national industrial zones. The forum concluded with closing remarks and a networking session, providing members with insights into market trends and potential partnerships.



Türkiye-Norway Business Networking Event – March 12, 2025

The event brought together key industry leaders to explore collaboration opportunities in logistics, maritime, and aquaculture.

The program featured welcome remarks by H.E. Ambassador Gülin Dinç and Marit Hiim Haugseth, Chair of the Board of Directors of EAST CCI of Norway. Industry experts shared valuable insights on strengthening logistics ties between

Norway and Türkiye, celebrating 20 years of Turkish Airlines in Norway and its role in air cargo logistics, advancing maritime cooperation through shipbuilding innovations, and exploring aquaculture opportunities in the Turkish market. The Chamber also presented its planned activities towards Türkiye in 2025.

The event concluded with productive networking, reinforcing our shared commitment to continued growth and collaboration between Norway and Türkiye.

Christmas Event

On December 3, the EAST CCI of Norway held its annual Christmas Meeting, bringing together members and partners to celebrate the season and discuss key international topics. The event featured a keynote by Janne Haaland Matlary, Professor of International Politics at the University of Oslo, Matlary shared her insights on security, diplomacy, and international relations, followed by an engaging Q&A session.

The evening also included the presentation of the EAST CCI Activity Plan for 2026, which highlights the Black Sea Conference, II Kazakhstan–Norwegian Business Council Agreement in Astana, and the Summer Party at Jotun celebrating its 100th anniversary in 2026. These initiatives aim to strengthen business ties and foster collaboration between the two nations.



Black Sea Conference 2025

This year, the Chamber hosted its second Black Sea Conference on a larger scale than the previous year, with delegations from Romania and Türkiye. The Chamber gathered leading voices from business, government, and international organizations across the Black Sea region. Panel discussions and presentations explored key topics such as emerging trade opportunities, sustainable development, cross-border partnerships, and investment strategies. The insights and perspectives shared were truly inspiring, and the feedback from participants has been overwhelmingly positive. A special thank you to our main sponsor DLA Piper Law Firm and key partners Oslo Chamber of Commerce, NHO, and Turkish Airlines. Their contribution allowed the EAST CCI to create a platform for meaningful dialogue, collaboration, and lasting connections across the region.

Highlights from the Program:

Moderators: Christian Syse, Norwegian Ministry of Foreign Affairs & Svein Stolpestad, Jotun A/S

12:00–13:00 – Lunch & Registration of Participants

13:00–14:40 – Economic Opportunities in the Black Sea Region

- Welcome by Kjetil H. Johansen, Partner, DLA Piper Norway, main sponsor of the Black Sea Conference 2025 and 2026.
- Welcome & Introduction of the Black Sea Region by Jon Erik Strømø, Director, Norwegian Ministry of Foreign Affairs & Ronny Solberg, Chair of the BoD, EAST CCI of Norway
- Opening speeches by Ambassadors of Romania and Bulgaria in Norway
- Economic Dynamics in the Black Sea Region by Leonid Sidorenko, BSTDB
- Strategic Engagement in the Black Sea Region: Opportunities for Norwegian Businesses by Idar Kreutzer, NHO

Panel: Business opportunities and cross-border potentials with National Authorities from the Black Sea Region

15:00–17:00 – Business Perspective & Success Stories

- Updates on the modernised EFTA–Ukrainian FTA by Ingibjörg Ólöf Vilhjálmsdóttir & Martin Inderhaug, EFTA Secretariat
- How Eksfin Supports Norwegian Exports Abroad by Linn Lie, EKSFIN
- Compliance, Rules, and Regulations in the Black Sea Region by Oana Dutu-Buzura & Livia Zamfiropol, DLA Piper
- Opportunities for Power Resilience by Ole Jakob Sjørdalen, Pixii AS
- Leveraging Norwegian Expertise to the Black Sea Region by Olga Larsen, EAST CCI of Norway



Panel: Scaling Norwegian Business Abroad:
Strategy, Financing, Cross-Sector Opportunities by
Linn Lie & industry representatives

Address by Turkish Airlines celebrating 20 years in
Norway by Ufuk Ünal

Signing of MoUs between EAST CCI of Norway
and Zonguldak & Kdz. Ereğli Chambers of
Commerce

17:00–19:00 – Reception



Norwegian-Latvian Aquaculture Seminar in Bergen



On March 2, In collaboration with Latvia Invest and Innovation Norway, we hosted the Norwegian-Latvian Aquaculture Seminar in Bergen.

The event brought together a great mix of experts and businesses, including 12 companies from Latvia and 25+ companies from Norway.

Main speakers were presented by:

- Björgólfur Hávarðsson – Business Developer, AquaCloud
- Normunds Riekstins – Director of Fisheries Department, Ministry of Agriculture, Latvia
- Tore Alfheim – Senior Adviser, Innovation Norway
- Dr. Aivars Bērziņš – Chair of the Scientific Board, Latvian Institute of Food Safety, Animal Health and Environment BIOR
- Eldar Lien – CEO, Searas AS
- Kjetil Kolbeinsvik – Country Manager, MAT-KULING

- Marten Jorgensen – Sales Manager, Optimar

The seminar was organized in connection with the North Atlantic Seafood Forum (March 3–5) in Bergen. East CCI and its members also took part in it.

The North Atlantic Seafood Forum is one of the largest conferences for the seafood industry. It takes place every year in Bergen, Norway, and brings together leaders and experts from across the global seafood sector.



Norwegian Aquaculture Cluster (NAC)

The project is officially closed in March 2025, and all final reports have been approved by Innovation Norway upon the completion of the project.

Market Visit to Romania – February 2025

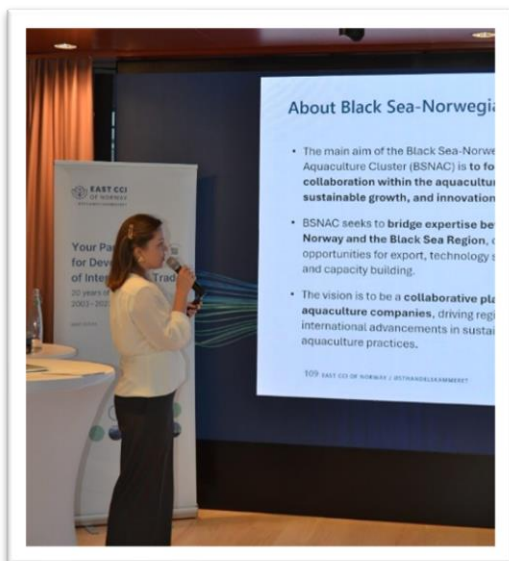
In mid-February, we concluded an insightful program under the Norwegian Aquaculture Cluster, focusing on the Romanian aquaculture sector and its market potential. With the Black Sea region presenting emerging opportunities, the program provided valuable perspectives on industry trends, innovative technologies, and sustainable development practices.

Highlights from our visit:

- Engaging farm visits at Piscicola Prahova, Pastrăvăria Valea Stanii Zaganu & Doripesco
- Roundtable discussions on the role of Norwegian technologies in improving efficiency and sustainability
- Networking with key industry leaders & members of the Romanian Association of Fisheries Enterprises

As the next Black Sea Norwegian Aquaculture Cluster program opens its doors in the near future, we look forward to expanding our knowledge and building strong partnerships in the Black Sea region.

Black Sea-Norwegian Aquaculture Cluster (BSNAC)



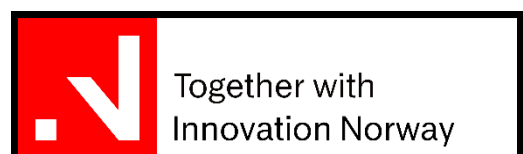
A new aquaculture Cluster for the Black Sea region has been established and was presented for the first time during the Black Sea Conference in September. The project officially started in November, with its first trip taking place in February to Türkiye with support from Innovation Norway. The group consists of 9 companies: Optimar AS – a leading company, Mat-Kuling Vannbehandling AS, ELDI, SHM Solutions AS, AMOF-Fjell Process Technology, Normex, Waister, Tschudi Shipping Company AS, and EAST CCI.

The Cluster brings together leading Norwegian technologies and expertise in one platform, with the aim of strengthening cooperation with the entire Black Sea region. The main aim of the Black Sea-Norwegian Aquaculture Cluster (BSNAC) is to foster collaboration within the aquaculture sector, sustainable

growth, and innovation.

BSNAC seeks to bridge expertise between Norway and the Black Sea Region, including Türkiye, creating opportunities for technology sharing, and capacity building.

The vision is to be a collaborative platform for aquaculture companies, driving regional and international advancements in sustainable aquaculture practices.



Signing of Memorandums of Understanding

The signing of Memorandums of Understanding (MoUs) between the EAST Chamber of Commerce and Industry of Norway (EAST CCI) and the Zonguldak Chamber of Commerce and Industry as well as the Kdz. Ereğli Chamber of Commerce and Industry during the Black Sea Conference in Oslo on September 23rd, 2025.

These partnerships mark an important step in fostering stronger business cooperation, trade relations, and knowledge exchange across the Black Sea Region, Türkiye, and Norway.



TEAM Norway Business Türkiye

EAST CCI of Norway continues to be an active member of Team Norway Business Türkiye, further strengthening our role in promoting bilateral business relations between Norway and Türkiye. This membership enhances our collaboration with key stakeholders and creates valuable opportunities for Norwegian companies operating in, or entering, the Turkish market.

I Kazakhstan-Norwegian Business Council

Following the establishment and signing of the MoU with Astana CCI in December 2024, the first Kazakhstan–Norwegian Business Council was organized in Oslo for the first time on April 8, 2025 focusing on strengthening economic ties and fostering collaboration between our two nations.



The event featured the following speakers during the Opening Ceremony:

- H.E. Adil Tursunov – Ambassador of Kazakhstan to Norway
- H.E. John Kvistad – Ambassador to Central Asia, Norwegian Ministry of Foreign Affairs
- Svein Stolpestad – Jotun & Deputy Chair, EAST CCI of Norway
- Dana Kassymova – Associate Director, Chamber of International Commerce of Kazakhstan (Astana CCI)

During the forum, we explored key sectors of cooperation, including the investment climate and business opportunities in Kazakhstan. Presented by Madiyar Sultanbek, MSc, MBA, Deputy Chairman of KAZAKH INVEST, highlighting the vast potential for foreign investment. Panelists, including representatives from Mørenot Aquaculture, Optimar and the Kazakstani Ministry of Agriculture, Fisheries Committee,

discussed advancements and opportunities in sustainable aquaculture. Industry leaders from Tschudi Logistics Group, Tschudi Group, Port of Oslo, and Kazakh Invest examined how to enhance logistics networks between our countries. Speakers from Gexcon and Cambi shared innovative solutions and practices for a sustainable future.

The event marked an important step in the growing partnership between our two countries, laying the foundation for deeper economic cooperation, innovation, and mutual growth.

Business Delegation to Kazakhstan

Our business delegation to Kazakhstan was met with exceptional hospitality and professionalism, resulting in a highly productive and insightful visit. We had the privilege of engaging directly with a range of key national institutions and high-level representatives, each offering valuable perspectives on the country's economic priorities and partnership potential.

Highlights from the Program:

- KAZAKH INVEST JSC – Hosted by Deputy Chairman of the Management Board, Mr. Madiyar Sultanbek, the session provided an in-depth overview of Kazakhstan's investment environment and government incentives available to foreign companies.
- Fisheries Committee of the Ministry of Agriculture of Kazakhstan – Led by Mr. Serik Sermagambetov, Chairman of the Committee, the delegation explored the growing potential of Kazakhstan's aquaculture and sustainable fisheries sector.
- National Chamber of Entrepreneurs "Atameken" (Astana CCI) – The meeting was led by Mr. Murat Karimsakov, Chairman of the Board of the Chamber of International Commerce of Kazakhstan. Discussions focused on current economic trends and opportunities for bilateral cooperation. Initial steps were taken to plan upcoming activities within the framework of the Norwegian-Kazakh Business Council, which was established between our chambers in December 2024.
- Trans-Caspian International Transport Route (Middle Corridor) Association – Ms. Nurgul Zhakupova, Acting Secretary General of the International Association, shared Kazakhstan's logistics vision and presented to the delegates the Trans-Caspian International Transport Route.
- Ministry of Industry and Construction – A forward-looking dialogue led Mr. Nursultan Keremkulov, Deputy Chairman of the Committee on Construction and Housing, focused on large-scale infrastructure and housing sector investment opportunities.
- Nazarbayev University – A truly impressive institution, ranked among the world's top 200 universities by THE, where we were warmly welcomed by Ms. Kadisha Dairova, Vice President for Student Affairs and International Cooperation, to discuss R&D and talent collaboration opportunities.
- Astana Hub – At the heart of Kazakhstan's digital transformation, we explored opportunities in the innovation and startup ecosystem



during a guided visit to the tech park.

- Astana International Financial Centre (AIFC) – A strategic meeting led by Member of the Board & Chief Innovation Officer Mr. Talgat Amanbayev offered insights into Kazakhstan’s ambitions as a financial services hub for the region.
- Akimat of Astana & Astana Invest – This session focused on urban development, municipal incentives, and regulatory frameworks supporting foreign businesses.

Key Outcomes and Feedback:

Our delegation is sincerely grateful for this well-curated and content-rich program. It provided a deep and practical understanding of the Kazakh market, including its regulatory environment, emerging sectors, and government priorities. The program also enabled delegates to form valuable sector-specific and cross-industry contacts. As a result, several Norwegian companies are now actively exploring concrete opportunities for market entry, joint ventures, and strategic partnerships in Kazakhstan. The openness and professionalism of our Kazakh counterparts left a strong impression on all participants and confirmed Kazakhstan’s position as a serious and attractive business destination in Central Asia. Kazakhstan is

actively fostering a pro-business, innovation-driven environment, with robust support for foreign investors. The regulatory framework is evolving positively, making it easier for international companies to enter and thrive. Sectors such as green tech, aquaculture, logistics, research, and construction present strong growth prospects.

We also enjoyed meaningful moments over dinners hosted by EAST CCI and Astana CCI, and participated in the Astana International Forum 2025, including the Gala Concert at Astana Opera House.

EAST CCI gives a heartfelt thank you to all involved parties—and especially to the Kazakhstan Embassy in Oslo for their instrumental support throughout the process.



Board of Directors

Ronny Solberg

Chair of the Board of Directors
CEO, Rotura AS / Chair of the Georgian-
Norwegian Chamber of Commerce, Oslo

Ståle Torgersbråten

Chief Legal Officer / General Counsel at Eksfin
(Export Finance Norway)

Jannicke Valderhaug

CCO (Chief Commercial Officer), Optimar

Roar Paulsrud

Owner & CEO, Roar Paulsrud AS

Svein Stolpestad

Deputy Chair of the Board of Directors
Group Vice President, Strategy & Sustainability, Jotun

Felix H. Tschudi

The Chairman of the Board and Owner of Tschudi
Shipping Company

Svein Aage Dahl Olsen

Vice President, Aker Solutions

Marit Hiim Haugseth

Chair of the Board of Directors till September 2025
Head of Organization, Norwegian Fishermen's
Association

Administration

Olga Larsen

General Manager

Partner Members

The Chamber thanks its partner members for their continued support in developing our work and strengthening collaboration between Norway and our partner countries.



Roar Paulsrud
AS



Financial Results

The EAST CCI of Norway operates as a non-governmental association (NGO) relying on membership. Membership fees are utilized to cover expenses associated with organizing various events offered to members within the Networking Arena Oslo. In the case of collaborative events held outside the Networking Arena, participation fees are mandatory, unless sponsorship is provided by other private or public funders.

Membership Fees

Membership revenues in 2025 amounted to a total of NOK 968 866.

Projects Revenues

Total NAC and BSNAC project revenues in 2025 amounted to NOK 495 742.

Equity Fund

The total equity as of 31 December 2025 amounted to positive NOK 20,757. The remaining equity fund after the transfer amounted to NOK 200,000, while uncovered losses were reduced to NOK 179,243.

Health, Environment, and Safety

The Anti-Discrimination Act serves the purpose of advancing gender equality, ensuring equal opportunities and rights, and preventing discrimination based on ethnicity, national origin, descent, skin color, language, and religion. The Working Group is dedicated to actively, purposefully, and systematically promoting the objectives of this act within our business. These efforts encompass various aspects, including recruitment, salary structures, working conditions, promotions, development opportunities, and measures to counteract harassment.

The Working Group is the Chamber extends to creating a workplace that eliminates discrimination based on disability. We actively strive to design the physical environment to accommodate the needs of as many employees as possible. Adaptations to individual workspaces will be implemented to support both current and new employees with disabilities.

The Board of Directors holds the view that the working environment is favorable, with activities of our organization having no adverse impact on the environment. Additionally, the Board affirms a positive stance on gender equality within the organization.

Annual Report Approval by Signature

4 of June 2026, Sandefjord

Ronny Solberg

[Ronny Solberg \(23. jun.. 2026 12:17:32 GMT+2\)](#)

Ronny Solberg

Chair of the Board of Directors

Svein Stolpestad

[Svein Stolpestad \(8. jun.. 2026 13:31:57 GMT+2\)](#)

Svein Stolpestad

Deputy Chair of the Board of Directors

Ståle Torgersbråten

[Ståle Torgersbråten \(8. jun.. 2026 14:24:38 GMT+2\)](#)

Ståle Torgersbråten

BoD member

Felix Tschudi

[Felix Tschudi \(24. jun.. 2026 13:08:06 GMT+2\)](#)

Felix H. Tschudi

BoD member

Jannicke Valderhaug

[Jannicke Valderhaug \(11. jun.. 2026 13:07:52 GMT+2\)](#)

Jannicke Valderhaug

BoD member

Marit Hiim Haugseth

[Marit Hiim Haugseth \(15. jun.. 2026 07:29:36 GMT+2\)](#)

Marit Hiim Haugseth

BoD member

Roar Paulsrud

[Roar Paulsrud \(11. jun.. 2026 13:11:21 GMT+2\)](#)

Roar Paulsrud

BoD member

Svein Åge Olsen

[Svein Åge Olsen \(8. jun.. 2026 15:46:33 GMT+2\)](#)

Svein Åge Dahl Olsen

BoD member

