



**Unleashing the Potential
of Life Sciences**

Unleashing Norway's life science potential

Life sciences are at the forefront of solving some of the world's most critical challenges, from healthcare and sustainability to food security and climate resilience. By fostering stronger collaboration and knowledge-sharing between industry, academia, government, and the private and public sectors, we can unlock the full potential of this rapidly evolving ecosystem.

Delphine Costa

CEO, The Life Science Cluster

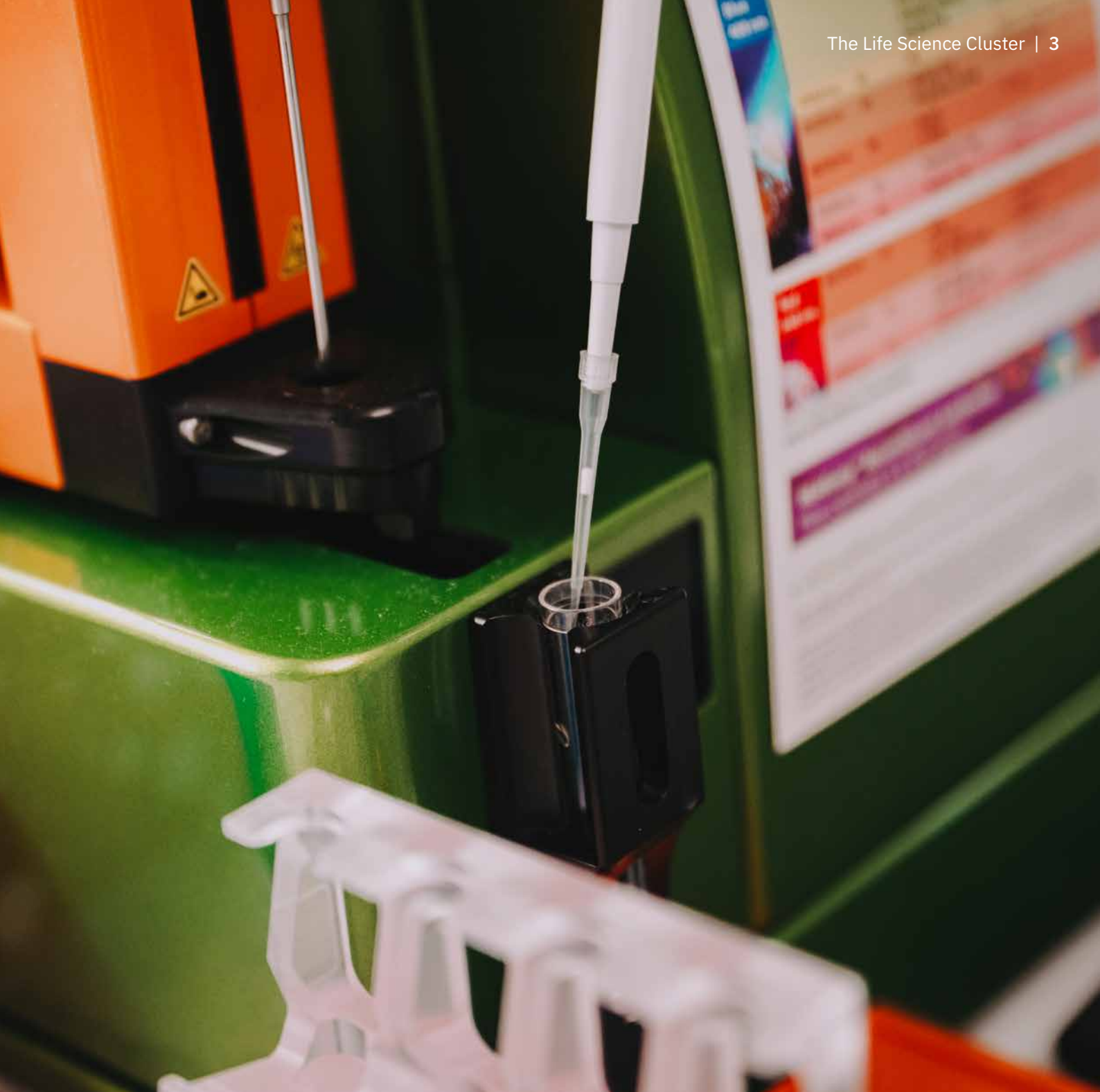
With solutions spanning climate change, population growth, healthcare advancements, and the sustainable use of natural resources, life sciences have a vital role to play in shaping a healthier and more sustainable future.

Norway has unique strengths to take advantage of the synergies between the three main sectors of life science – health, marine, agriculture, and industrial production, and to deliver the solutions society needs. The Life Science Cluster is working to help convert ideas and solutions into sustainable products and services that increase quality of life while creating high-value jobs in Norway.

A key factor in growing the industry is ensuring that Norwegian investors recognize the potential in life sciences. There are many reasons to focus attention on life sciences, and we are now seeing clear signs that the sector is gaining momentum:

- The breakthrough in artificial intelligence will open major opportunities in biotechnology, and Norway must be part of this transformation. To drive progress, we have joined a broad alliance – including Langsikt, SINTEF, Abelia, NCE Heidner Biocluster, NORCE and Bellona – pushing for a national strategy for bioinnovation.
- In a world marked by uncertainty, Norway must diversify its value creation and exports. That's why the Government has identified health and life sciences as key export industries, with a goal of doubling exports within 2030. GE Healthcare and Thermo-Fisher are already leading contributors, and in the coming years we expect more companies to follow their path.
- The potential for value creation in marine-based health and biotechnology is significant. Member company and partner PHARMAQ, part of Zoetis, is a world-leading provider of fish vaccines and health solutions for aquaculture. With research, manufacturing, and operations in Norway, PHARMAQ plays a central role in advancing sustainable food production and animal health. The company's innovations help improve fish welfare and productivity - crucial for securing safe and sustainable protein for a growing global population.
- Sweden and Denmark have launched ambitious life science strategies. In Norway, policy makers from several parties are calling for similar efforts to accelerate growth.





Life Sciences offer huge potential, but to fully capitalize on this, we must build a solid framework. As a cluster, that's what we do. Unlocking Norway's potential in life sciences requires stronger collaboration across industry and academia, world-class infrastructure and smart investment incentives.

Life science is a capital-intensive industry characterized by long development cycles and high risk.

To strengthen Norway's position, The Life Science

Cluster is focusing on three key areas:

1. Making the road from idea to market easier and faster
2. Facilitating Norwegian manufacturing – and thus more jobs
3. Strengthening exports from the life sciences to international markets

By building a strong ecosystem, attracting top talent, and increasing investment, we can scale Norwegian innovations globally. Together with our members and partners, The Life Science Cluster is committed to making this happen.

Our Strategy

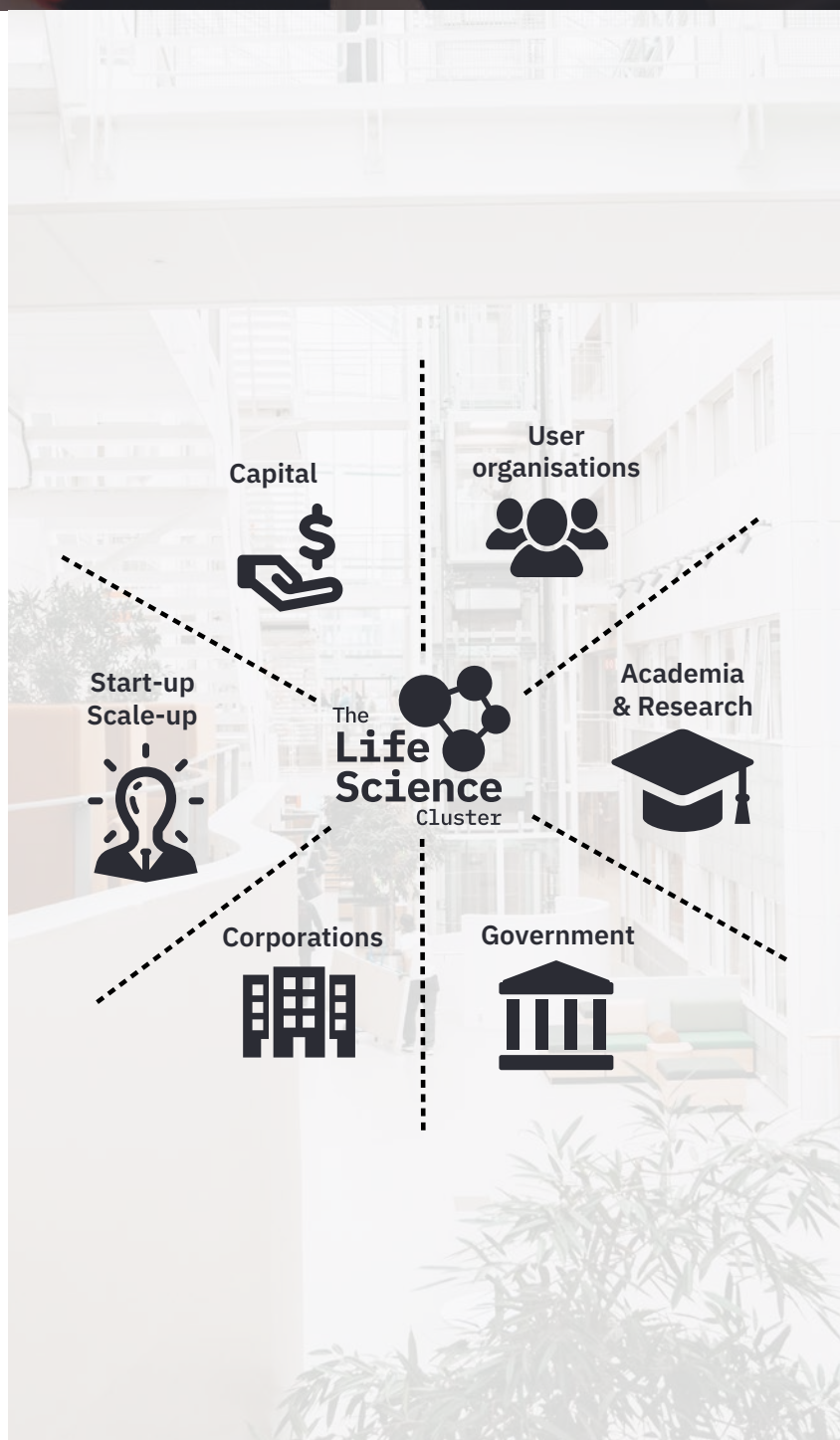
The Life Science Cluster is working to unleash the potential of Norway's life sciences sectors, bringing sustainable solutions to society and creating more jobs.

Vision

The Life Science Cluster helps transform ideas and Life Science solutions into sustainable products and services that increase jobs, exports and that positively impact quality of life for individuals globally.

Mission

The Life Science Cluster challenges silo-thinking and strengthens interaction and knowledge sharing between academia, government, and the public/private sector to ensure green transition and enhance sustainable business development across sectors.





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The Contribution of Life Science

Life Science offers solutions to several global challenges, including sustainable food and feed production, new pharmaceuticals, and a smarter way of using the Earth's resources. Norway has unique prerequisites to take advantage of the synergies between the three sectors of Life Science: health, marine and agriculture.



Better Utilization of Biological Resources

Life Science promotes sustainable resource use by leveraging Norway's expertise in bio-waste innovation. Through collaboration between academia and industry, new technologies and green solutions emerge, reducing waste, creating high-value products, and unlocking global business opportunities.



Sustainable Food and Feed Production

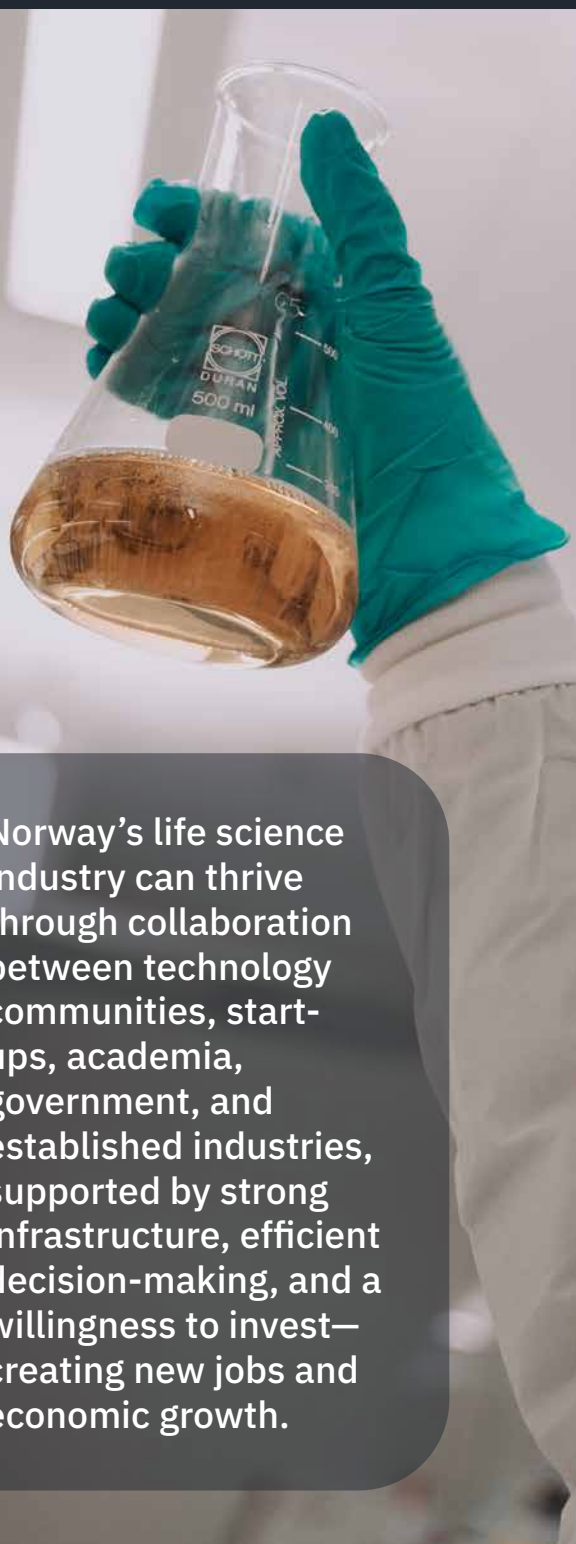
Life Science drives sustainable, health-focused food systems to meet the 70% increase in global food demand by 2050. By reducing waste, recycling resources, and protecting biodiversity in soil and seas, Norway's marine and agricultural industries can lead innovation for a sustainable future.



Solutions to Global Health Challenges

Life Science addresses global health issues such as pandemics, aging populations, and chronic diseases. Norway's strong industries, advanced research, and robust healthcare system position it to develop innovative medicines and health technologies through collaboration and shared expertise.

Norway's life science industry can thrive through collaboration between technology communities, start-ups, academia, government, and established industries, supported by strong infrastructure, efficient decision-making, and a willingness to invest—creating new jobs and economic growth.



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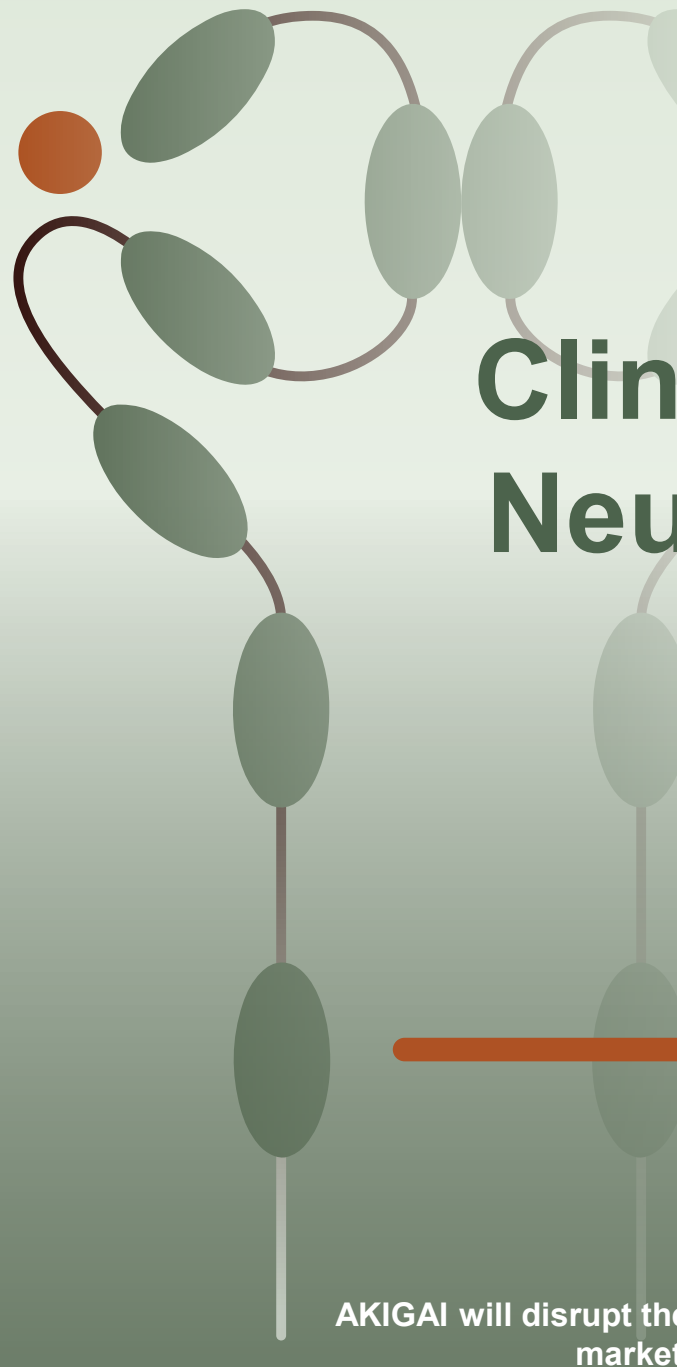
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PhD CEO and Founder



Marte Cameron, MD
PhD CMO and Founder



Saurabh Mishra, MSc MBA
Chief Financial Officer



Laura Millichamp, MSc
PhD
Regulatory Officer



Gry Stensrud, MSc
PhD Chief Operating
Officer



Paula Bousquet, MSc
PhD Chief Scientific
Officer

Investing in Life Science

Hanne Mette Dyrlye Kristensen

*Vice president investor relations,
business development and collaboration,
The Life Science Cluster*

Investing in life sciences is by definition investing in solutions for a better world.

Norway invests large amounts of capital into basic and applied research every year, and a growing pipeline of companies and a collaborative, supportive ecosystem is an excellent starting point. While the sector holds great potential, it requires long-term commitment, expertise, and the right partnerships to bring an idea all the way to the market as a new product or solution.

Three key factors are essential to strengthening life science investments:

- **Professionalizing business cases** – Life science companies operate in a global market from day one. Support through networking, investor meetings, and international exposure helps them develop and scale.
- **Matching investors with the right opportunities** – Connecting capital with the right business cases is key to the success of each company and to the growth of the national pipeline.
- **Building stronger investor networks** – Experienced investors can share competence and sector insight, syndicate with others, and help to expand investment across sectors.

The Life Science Cluster plays an active role in fostering these connections. A key initiative is the Norwegian Life Science Investor Partnering Day, an annual conference where investors and companies meet to explore opportunities. Now entering its sixth edition in 2025, the event helps strengthen the position and visibility of the Norwegian pipeline, strengthens investor collaboration, and promotes growth in the sector.

By increasing collaboration between investors, industry, and research, we can help turn ideas into real-world solutions — creating value for both business and society.





Our board

The board consists of cluster members elected at the General Assembly. Board members are drawn from the full range of the life science sector to ensure balance. The board presented here reflects the composition as of April 2025.



Lotte Skolem
Chair of the Board
Aker BioMarine ASA
(VP Growth)



Ingrid Dynna
NoMy, Norwegian
Mycelium
(Co-founder and CEO)



Jan Terje Andersen
University of Oslo/Oslo
University Hospital
(Professor)



Katrine Malmer-Høvik
SANDS
(Partner)



Øivind Enger
Sarsia
(Partner)



Frode Nakkim
Bayer AS
(Head of Communications
and Public Affairs)



Håvard Sletta
SINTEF
(Research Director)



Veronika Barrabes
Novartis
(Country Manager Norway)



Gunnar Kongsrud
AbbVie
(Associate Director -
International Marketing &
Commercial Operations)

Our Team



Delphine Costa

CEO

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Delphine Costa brings extensive leadership experience from major biotechnology and pharmaceutical companies like Biogen, Sanofi, and Janssen. Known for her strategic expertise, she has driven digital health initiatives, omnichannel marketing, and business development. With an MBA and a business economics degree, she is passionate about leveraging technology to drive innovation and societal improvements.



Hanne Mette Dyrle Kristensen

Vice President Investor relations,
business development and collaboration

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Hanne Mette D. Kristensen has extensive experience as a biotech CEO, entrepreneur, and active member of cluster organizations. Previously at Innovation Norway, she worked on financing, branding, and international collaborations in life sciences. With degrees in biochemistry and technology management, she brings a strong global network and strategic expertise.



Iselin H. Wood

Membership and event Lead

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iselin@tlsc.no

Iselin H. Wood holds a master's in Entrepreneurship and Innovation from NMBU, with expertise in cross-sector cooperation. With international experience and a passion for cluster development, she excels at fostering collaboration and knowledge sharing. Her focus is on creating engaging events, supporting startups, and showcasing life science solutions to address societal challenges.



Benjamin Dyhre

Project Manager

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benjamin@tlsc.no

Benjamin holds a master's in Bioscience from the University of Oslo (UiO) and is passionate about translating innovative research into market-ready solutions. With extensive experience at UiO, he has worked as a program coordinator, student advisor, and course administrator, focusing on bridging academia with industry.

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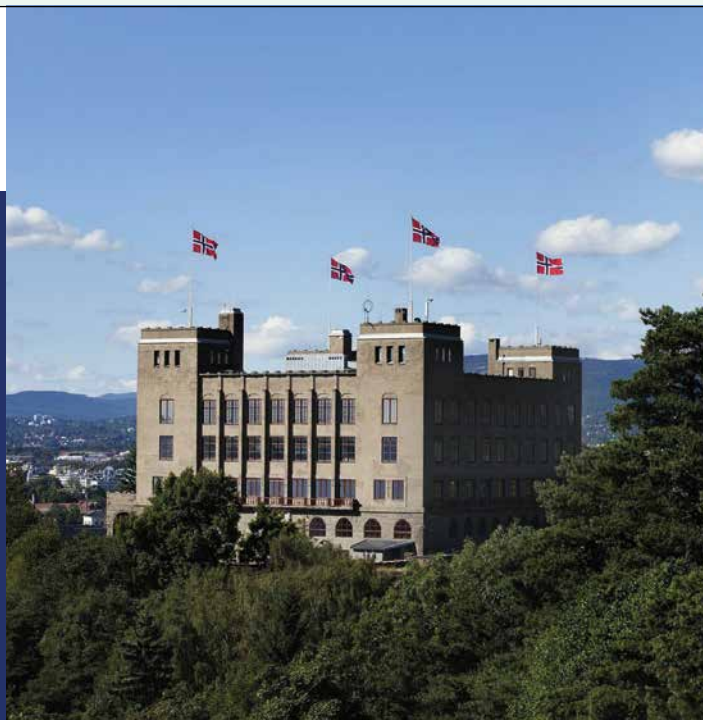
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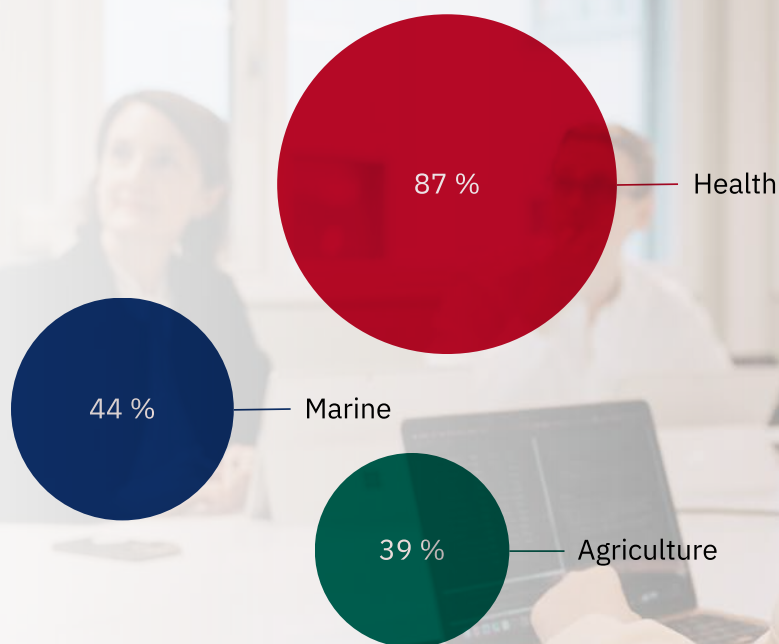
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Members

The Life Science Cluster is a network for all companies and organizations for which life sciences are key.

Our members are drawn from the full spectrum of life science sectors: health, marine, and agricultural, as well as support services.

All companies and organizations may apply for membership in The Life Science Cluster. Admittance of new members is subject to board approval. We set no limits for our member's geographical location and we have members located all over Norway, as well as outside the country. Students and researchers may apply for personal membership.

Our member companies and institutions have expertise along the entire value chain in the life sciences industry and hold great potential for supporting increased business development and job creation in Norway. The members range from large to small companies, educational and research institutions, specialists, advisors and suppliers, to Technology Transfer Offices and hospitals.



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Become a Member

Join a dynamic network of innovators and industry leaders shaping the future of life sciences. Whether you're a company, organization, student, or researcher, membership in The Life Science Cluster connects you to opportunities for collaboration, growth, and impact—locally and globally.

Member Benefits

- Gain visibility as a member of the life science community. As part of a sector with great potential for growth, you will be interesting for decision makers and can work to improve the political and administrative framework for the industry.
- Stay up to date on industry happenings through The Life Science Cluster events and newsletters.
- Cooperate with excellent research communities, start-ups, and mature companies, both in Norway and internationally. The largest life science research institutions in Norway are members of The Life Science Cluster and we also work with a solid international network.
- Stay up to date on your field through The Life Science Cluster's seminars and courses. Topics range from private and public funding to regulation of your field in different markets. We also feature brush-up on best practices in a variety of fields, along with cross-sector subjects: privacy regulation, patents, industry-specific requirements, business development, and more.
- The Life Science Cluster's strategic work-groups cover many key fields – by joining, you too may influence recruitment and competence-enhancement for the workforce, access to research infrastructure, and more.

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Our Approach To Public Affairs

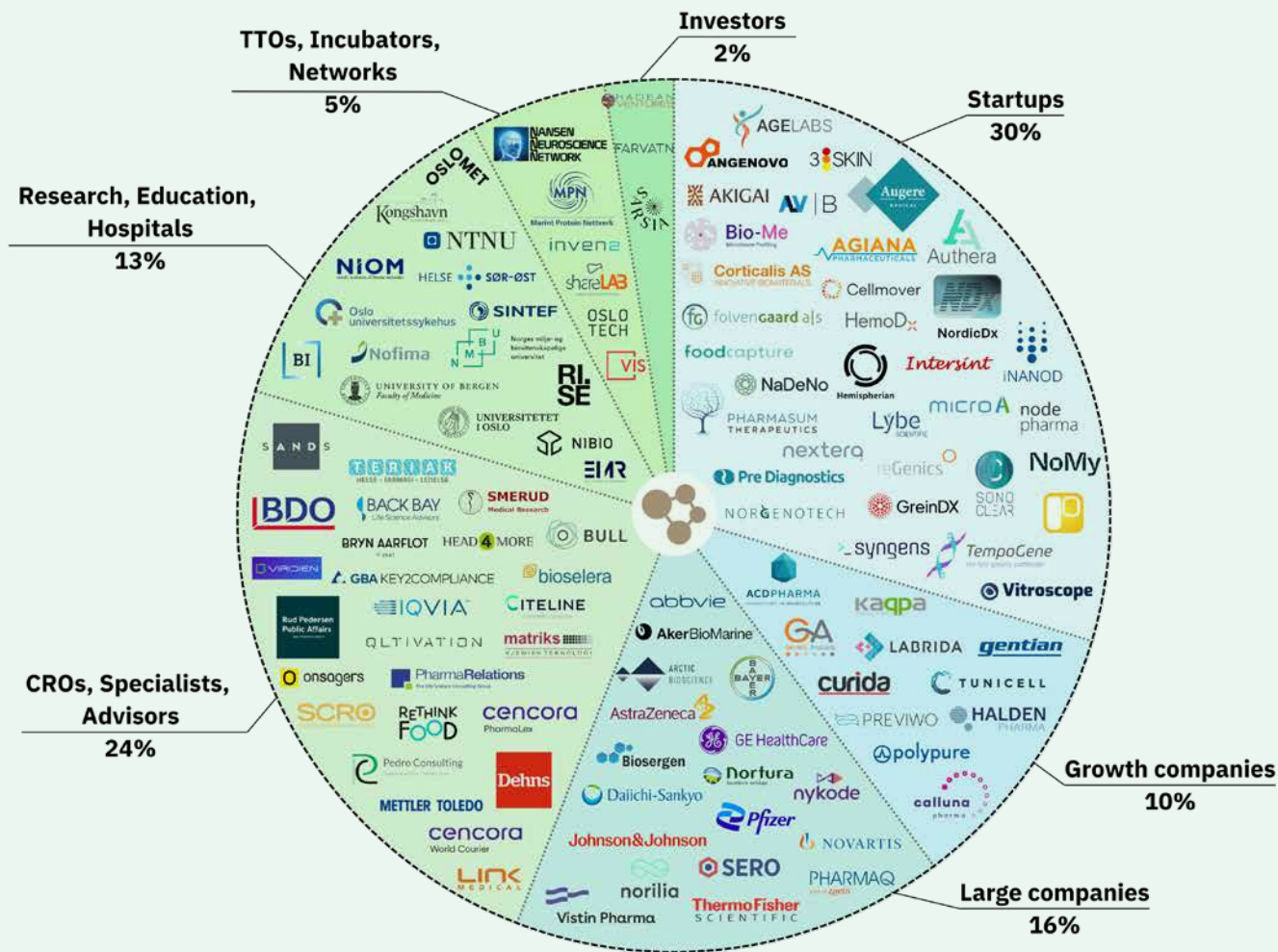
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Connecting people, companies and
resources in Norway's life sciences sector

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