

# oode

The Iconic Snow Cod

*Sustainably Farmed in  
Pristine Norwegian Fjords*



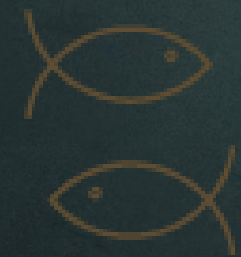


- 1 Introduction to Ode**
- 2 Value chain and operational strategy**
- 3 Harvesting and Processing**
- 4 Sustainability at the core**
- 5 Products**
- 6 Industry outlook**



# ode

Business is deeply rooted  
in United Nations SDGs



Be the most trusted supplier of fresh and sustainable cod products



Contribute to vibrant local communities everywhere we operate



Be part of the solution to create a more sustainable global food matrix by 2050



# Leading the Cod Revolution

## Unrivalled platform



Largest codfarmer globally with over **150** highly skilled employees



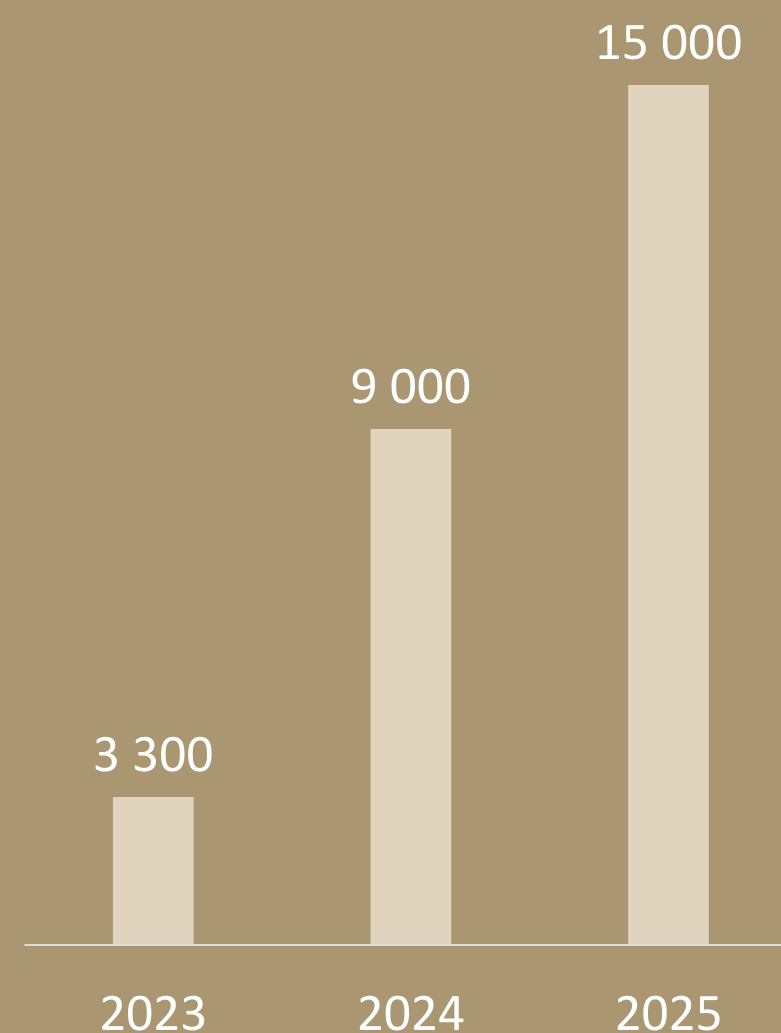
Fully integrated value chain – from roe to finished product, enabling full control and traceability of product



Unique in providing stable, year-round supply of fresh cod of sashimi-grade quality

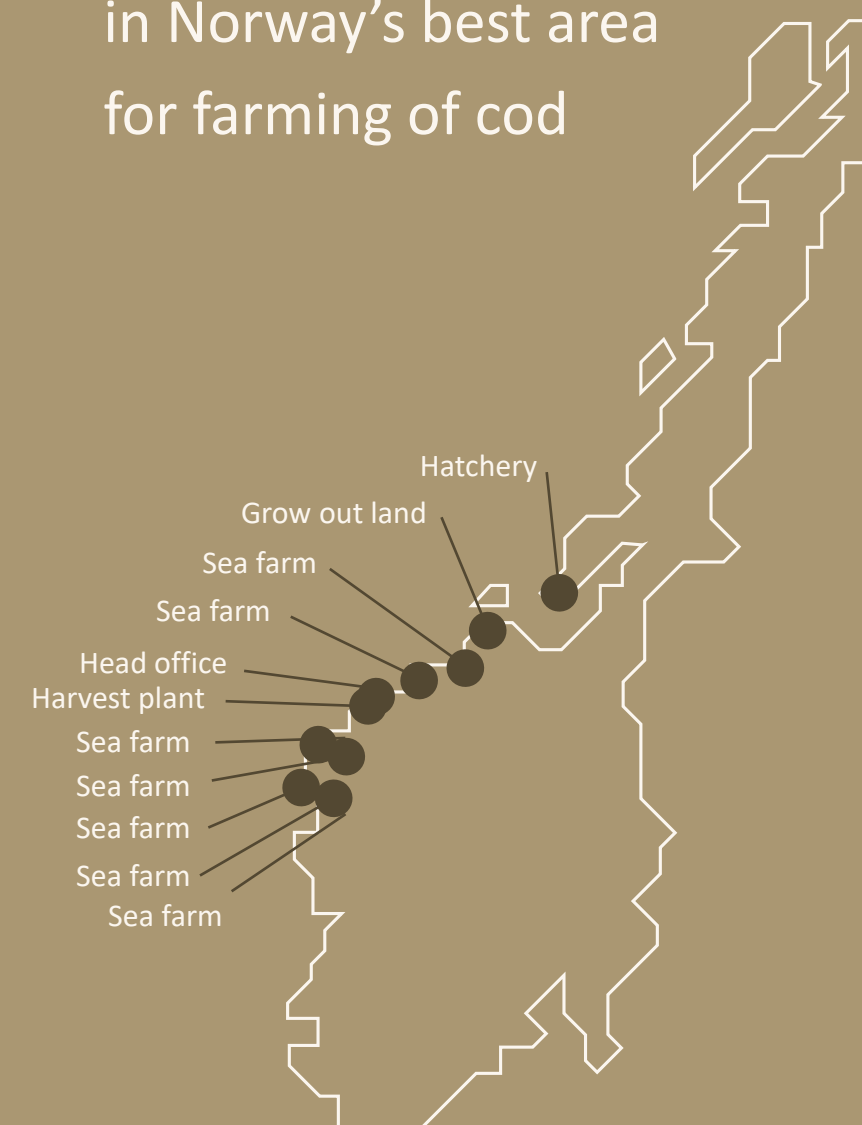
## Solid volumes

Harvest volume (tons)



## Optimal conditions

11 locations ideally placed in Norway's best area for farming of cod



## Long term perspective



Founded in 2019 with a vision to revolutionize the whitefish category.



Owned and operated by the founders in close collaboration with Belgian De Clercq family



Innovative approach to aquaculture combined with strong capital base and heritage of building sustainable businesses provides ideal platform for long term growth

### Hatchery



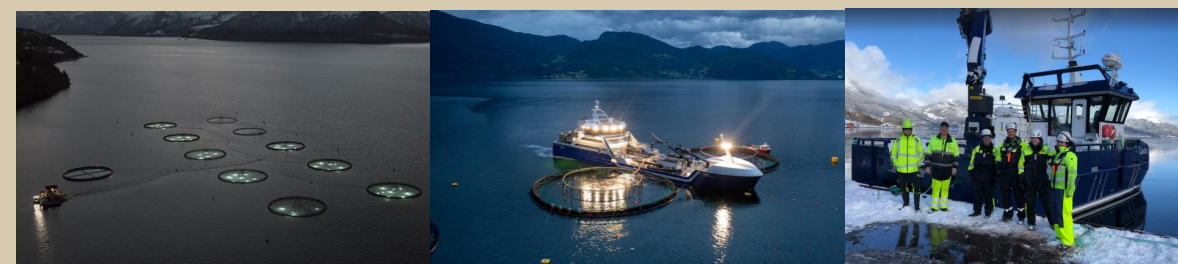
- Total annual production capacity of **15 million fry** pr year
- Invested more than **EUR 15m**
- Current annual production of ~9.7m fry based on 3 cycles pr year
- 15 employees

### Grow out land



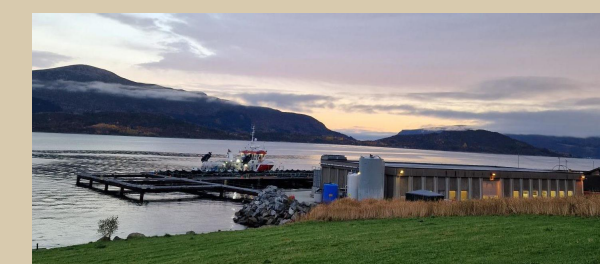
- Total production capacity of **15 million juveniles** per year
- Tank capacity **10 200 m3**
- Use recycled hot-water
- 12 employees

### Sea farms (7)



- Largest codfarmer with total production capacity of **~30 000** tons pr year
- **7** high quality sites with total of 65 pens →
- 50 employees
- Svartekari – 3 120 tons<sup>1</sup>
- Alida – 3 600 tons<sup>1</sup>
- Vorpeneset – 3 600 tons<sup>1</sup>
- Aukan – 3 600 tons<sup>1</sup>
- Dysjaneset – 3 600 tons<sup>1</sup>
- Støylen – 3 500 tons<sup>1</sup>
- Rekvika – 3 600 tons<sup>1</sup>

### Harvesting plant



- Dedicated Cod harvesting and filleting plant located in the middle of our production area
- Annual capacity of 25 000 tons
- EUR 10m investment 2024

### Head office



- HQ located in Ålesund with new and modern facilities (600 m3)
- Operations central to optimize and control feeding of sea sites
- 20 employees

# 120+ Employees



# ode Management team with all critical functions inhouse



*CEO & Founder*  
**Ola Kvalheim**

Finance, Economics & Law IE and LSE  
Goldman Sachs, FSN, Fondsinans and  
Mørenot Aquaculture



*Business Development & Founder*  
**Tor Olav Seim**

Master of Science, Industrial Economy NTNU  
BCG, FSN, Mørenot, Bygghemma Group



*Head of Juveniles*  
**Thor Arne Hangstad**

Marine Biologist, Lumarine,  
Akvaplan Niva, Troms Marine Juveniles



*Head of Farming*  
**Vidar Vartdal**

Master in Farming operations Nord  
University, 30y experience from Mowi as  
Production Manager



*Head of Feed and Fish Performance*  
**Leiv Tvenning**

Master in Biology and Nutrition, 30y experience  
from Skretting and Mowi



*Head of Quality and HSE*  
**Nicole Salbuvik**

10y experience from seafood industry within  
quality and HSE  
Salmar and Hofseth



*Head of Fish Health*  
**Cecilie Nystøyl**

Fish health biologist  
Norwegian Food Safety Authority,  
Ministry of fisheries



*CFO*  
**Kenneth Schaug Pettersen**

Master in Finance NHH  
EY and Stokke



*Head of HR*  
**Lene Flem Debess**

Master in Finance and Executive  
MBA in Strategic Mgmt  
Rolls-Royce, Sparebanken Møre,  
Ekornes, Optimar



*Head of Public Affairs*  
**Falk Daniel Øveraas**

Master in Maritime mgmt  
County politics for Conservative  
party Geelmuyden Kiese, Pharma  
Marine

# Company timeline





# Production cycle of 3 years

Cod is nurtured and raised in its natural environment

*9-12 months*

*16-18 months*

*1 day*

*1-3 days*





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# Unique operational strategy – “the cod at the center”

- **Strict sorting** - only stock the best fish in sea
- **PCR testing and vaccination**
- Larger and more **robust juveniles** (water temp. control)

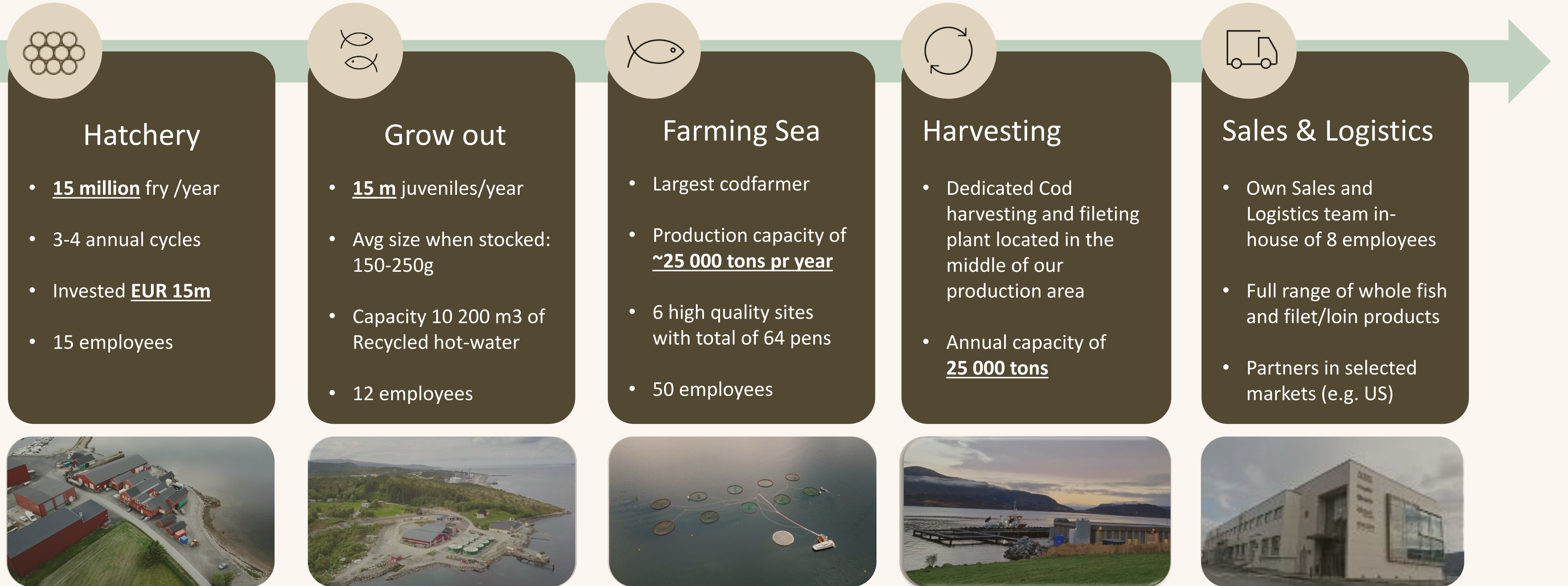


- Deeper and smaller pens - **natural habitat** and better control
- Correct **light regime** – to control maturation
- Invested heavily in the **equipment that impacting biology**
- **Tailormade feed** in cooperation with Skretting – to drive fish performance
- Proprietary screening model to select sea sites with **optimal conditions**
- **Less stocking density** – limit fish handling
- Grid connection on all sites – **renewable production** (less stress)

- **Dedicated Farmed cod harvesting plant**
- Integrated fileting capacity at harvesting site – enable **Pre-rigor quality**

# Fully integrated value chain

Ensures control, complete traceability, full focus and premium quality in all steps of the production process. Only producer able to guarantee delivery to all our partners and clients 365 days per year



# ode Hatchery

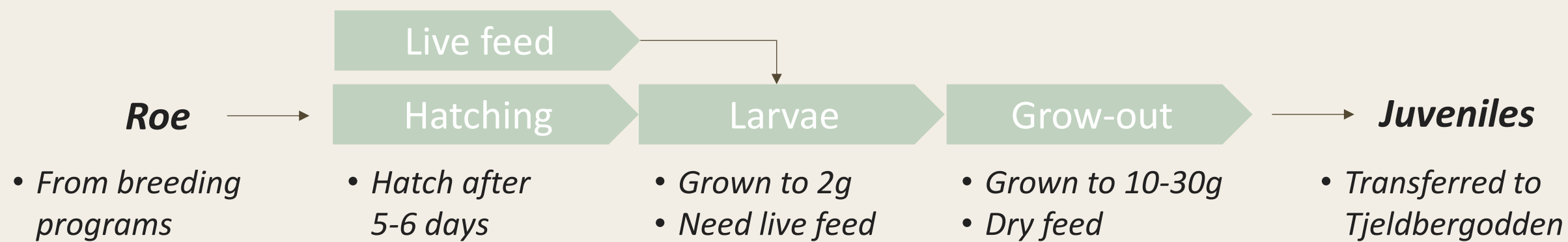
## Description

- Top modern Hatchery for cod located at Stadsbygd outside Trondheim
- Invested a total of EUR 15m in site, machinery and equipment
- Total number of employees: 15
- Total size of production buildings: 3.131sqm

## Illustration



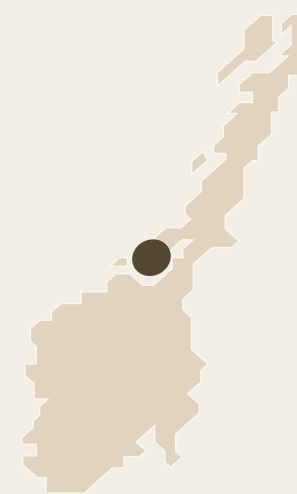
## Production process



## Capacity

- Total production capacity of around **15 million fry** pr year
- Set up to handle 5 production cycles per year, enabling ideal production through the value chain
- In the process of also becoming a Broodstock facility – enabling own production of roe

## Location

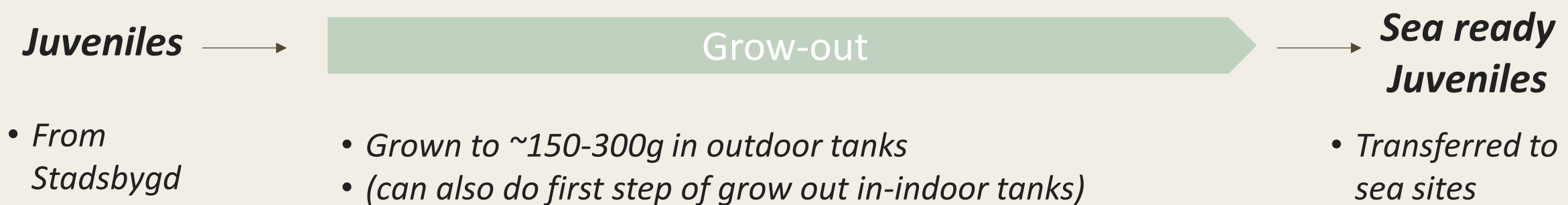




## Description

- Modern Grow-out facility located in Møre & Romsdal
- Ode with a long term lease agreement securing operational control
- Low risk sea water flow through technology (ideal for fish welfare)
- Heated using recycled hot water (environmentally friendly solution)
- Total number of employees: 12

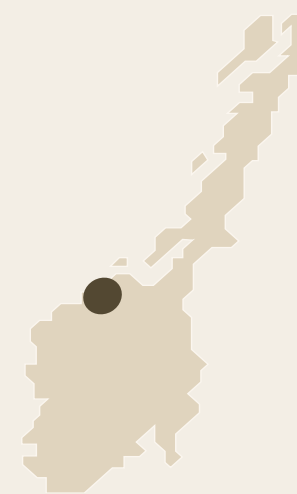
## Production process



## Capacity

- Total production capacity of around **15 million sea ready juveniles** pr year
- Tank volume of 10 000 m<sup>3</sup>
- Water treatment and capacity of 10 000m<sup>3</sup>/h

## Location



## Illustration



Location	Site	Description	Capacity	Illustration
	<b>Aukan</b>	<ul style="list-style-type: none"> <li>Semi exposed Fjord site at Nordmøre</li> <li>Operational from June 2023</li> </ul>	<ul style="list-style-type: none"> <li><b>3 600 tons MAB</b></li> <li>10 pens</li> </ul>	
	<b>Vorpeneset</b>	<ul style="list-style-type: none"> <li>Fjord site in Romsdal</li> <li>Operational from October 2022</li> </ul>	<ul style="list-style-type: none"> <li><b>3 600 tons MAB</b></li> <li>10 pens</li> </ul>	
	<b>Alida</b>	<ul style="list-style-type: none"> <li>Fjord site in Volda</li> <li>Operational from April 2022</li> </ul>	<ul style="list-style-type: none"> <li><b>3 600 tons MAB</b></li> <li>10 pens</li> </ul>	
	<b>Støylen</b>	<ul style="list-style-type: none"> <li>Fjord site in Volda</li> <li>Not operational – planned in 2024</li> </ul>	<ul style="list-style-type: none"> <li><b>3 500 tons MAB</b></li> <li>12 pens</li> </ul>	
	<b>Dysjaneset</b>	<ul style="list-style-type: none"> <li>Semi exposed site in Sande</li> <li>Not operational – planned in 2024</li> </ul>	<ul style="list-style-type: none"> <li><b>3 600 tons MAB</b></li> <li>18 pens</li> </ul>	
	<b>Svartekari</b>	<ul style="list-style-type: none"> <li>Fjord site in Nordfjorden</li> <li>Operational from June 2020</li> </ul>	<ul style="list-style-type: none"> <li><b>3 120 tons MAB</b></li> <li>5 pens</li> </ul>	

### Operating control center in Ålesund

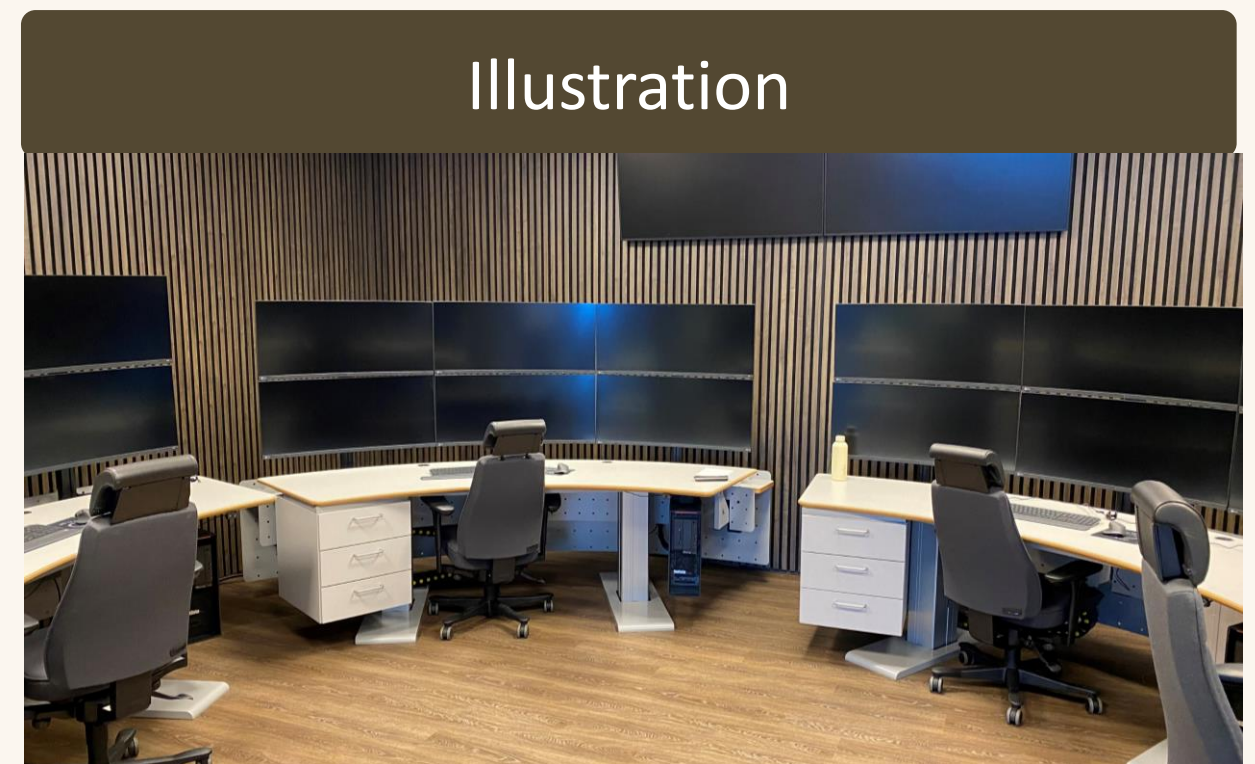
- Operational control center at HQ in Ålesund with live connection to all sea sites in Ode
- Handle monitoring of biomass and feeding of all fish in sea sites
- Provide an important link between central team and day-to-day operations at sites

### Feeding

- Central team to ensure dedicated focus on feeding – one of the most critical operations in codfarming
- Develop best practice and feed strategies
- Monitor fish health and biological development of fish groups

### Capacity

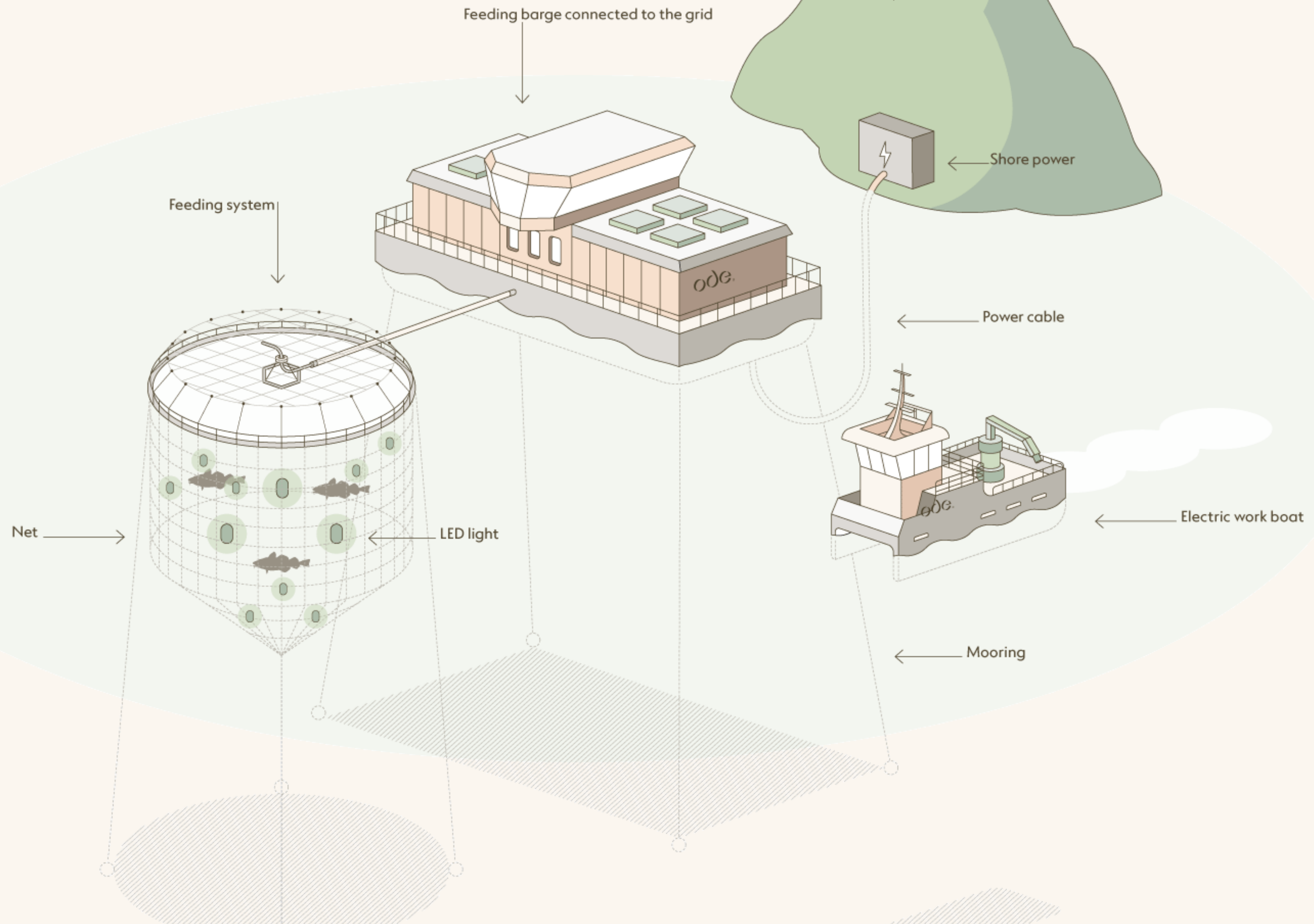
- 4 control stations
- Can feed up to 15-20 pens pr work station
- Total of 6-8 farms
- (option to expand)





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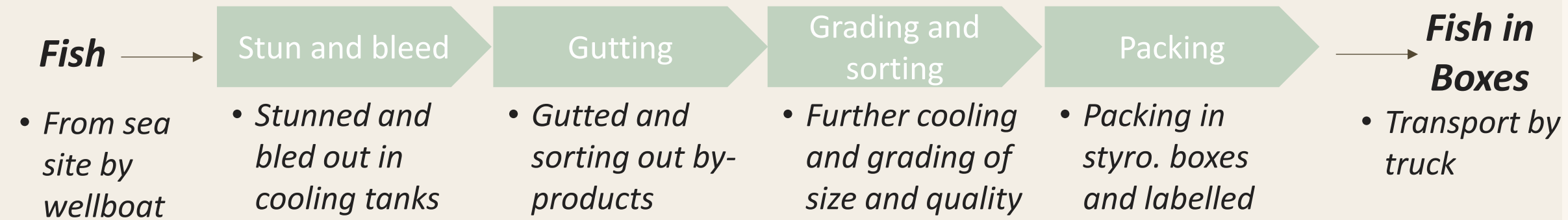
# Ode sea farm



## Description

- Dedicated harvesting plant specialised for Farmed Cod
- Ideally located in the middle of our production area and close to our HQ in Ålesund
- Waiting cage planned for Q3 2024

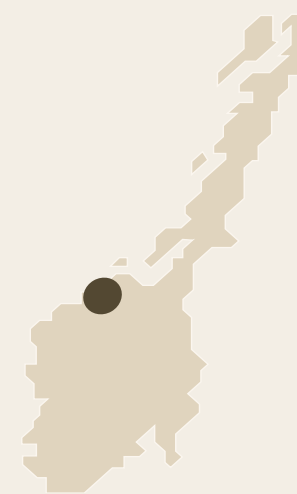
## Production process



## Capacity

- Total annual harvesting capacity of 25 000 tons
- In process of establishing own fileting line to process majority of harvested volume
- Flexibility in both HOG / H&G and By-Products

## Location



## Illustration



## Description

- Inhouse Sales and Logistics team of 11 employees – direct access
- Able to deliver full range of whole fish and filet/loin products
- Partner for processing in Norway and Netherlands – to ensure capacity and flexibility to deliver fresh filet products close to the market
- Use partners in selected geographies (e.g. Hofseth International in the US)

## Production process



## Illustration



# Ode have developed a unique light regime to control the maturation process



## **Background:**

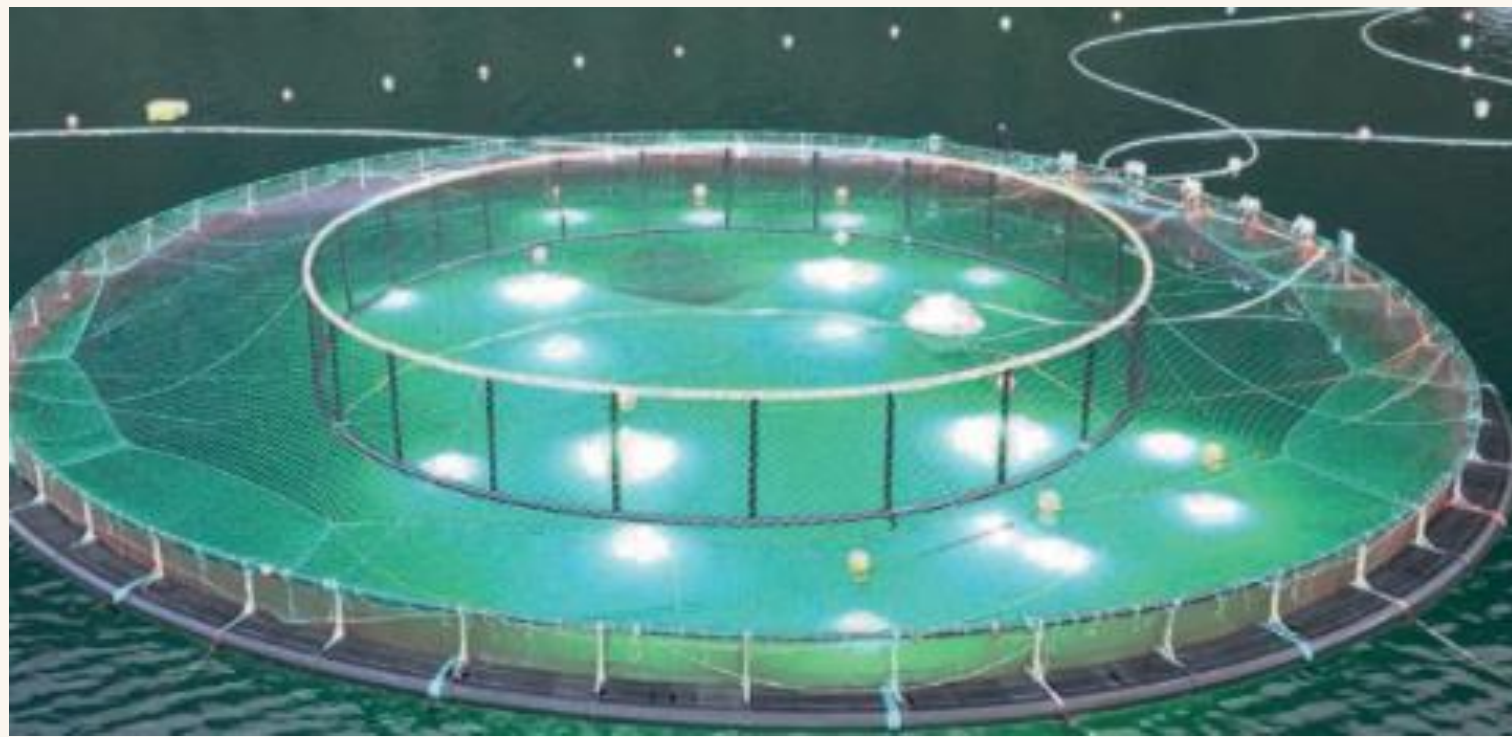
- Maturation and «Spawning in pens» is an unwanted event for any codfarmer – implying lost biomass, lost growth, reduced filet quality, and a weakened immune system that can reduce fish welfare and increase mortality.
- «Spawning in pens» also imply a risk of interfering with nearby wild cod populations during the natural spawning season – If a farmer is not in control the Norwegian Fishery Directorate will mandate an emergency harvesting (as observed in 2023)

## **Solution**

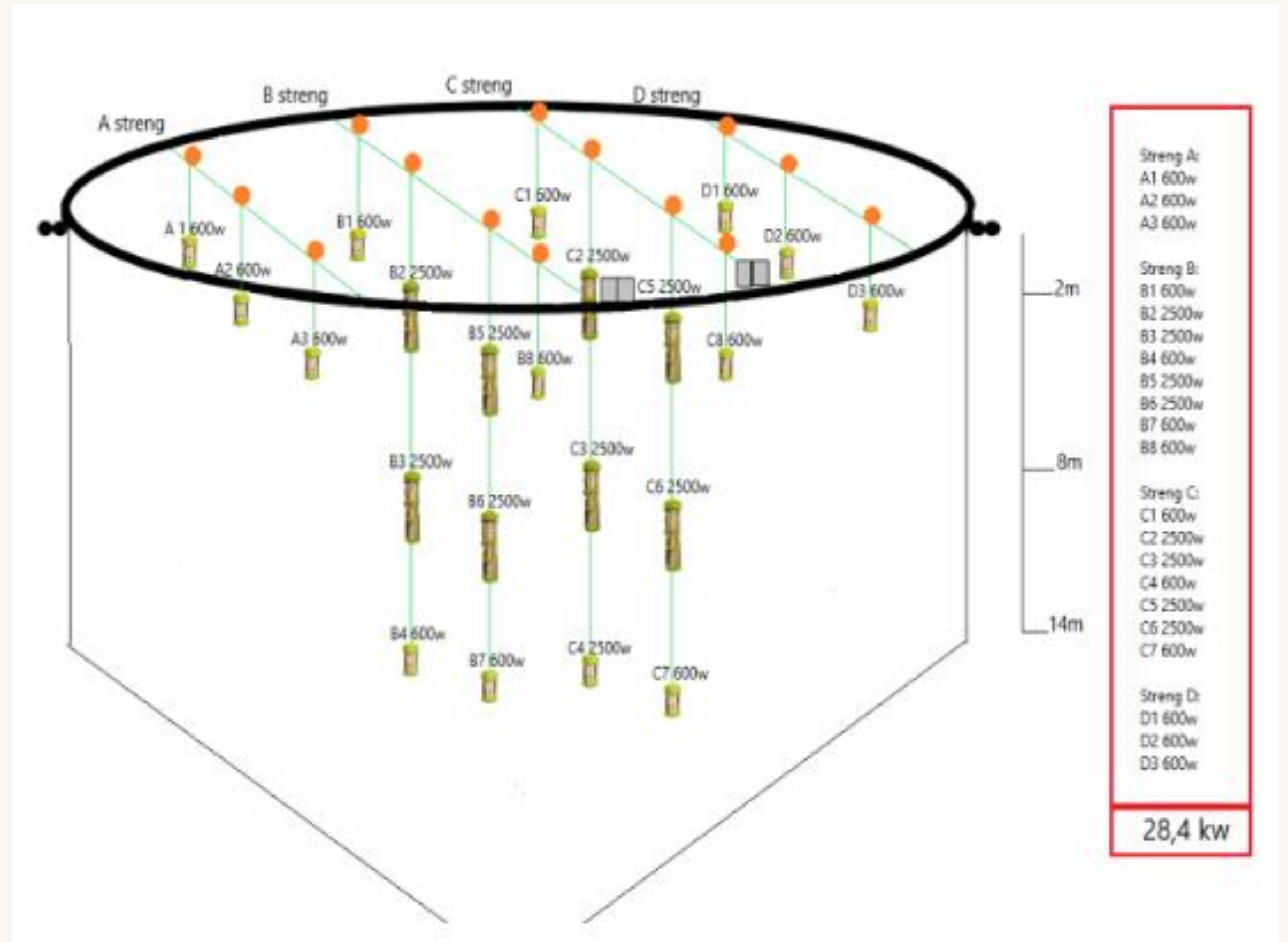
- Academic reasearch shows that light treatment can postpone the early sexual maturation process of farmed cod, by removing ~70% of the natural day light variation (maturation process in fish triggered by light and temperature to ensure reproduction)
- Ode have together with the Norwegian Marine Research Institute and an our close partner Biomarine (technology provider of light solutions) developed a uniqe and extensive light regime that enable the required LUX level in the entire seapen to replicate the conditions in the academic studies. The solution implies a total of avg 20kW lights used in each pen with continuous green light (correct light wavelength below water)
- The impact of the light regime was validated by an independent research agency (Møreforsking) that published the findings from Ode light regime in an academic paper during 2023

→ The results show that Ode is able to control the maturation process and to avoid early maturation before the fish is harvested

Ode light control in operation



Placement of lights in the water column of the pens





*Be the most trusted supplier of fresh and sustainable cod products*

*Contribute to vibrant local communities where we operate*

*Be part of the solution to more sustainable food matrix by 2050*

Our business is deeply rooted in the United Nations SDGs

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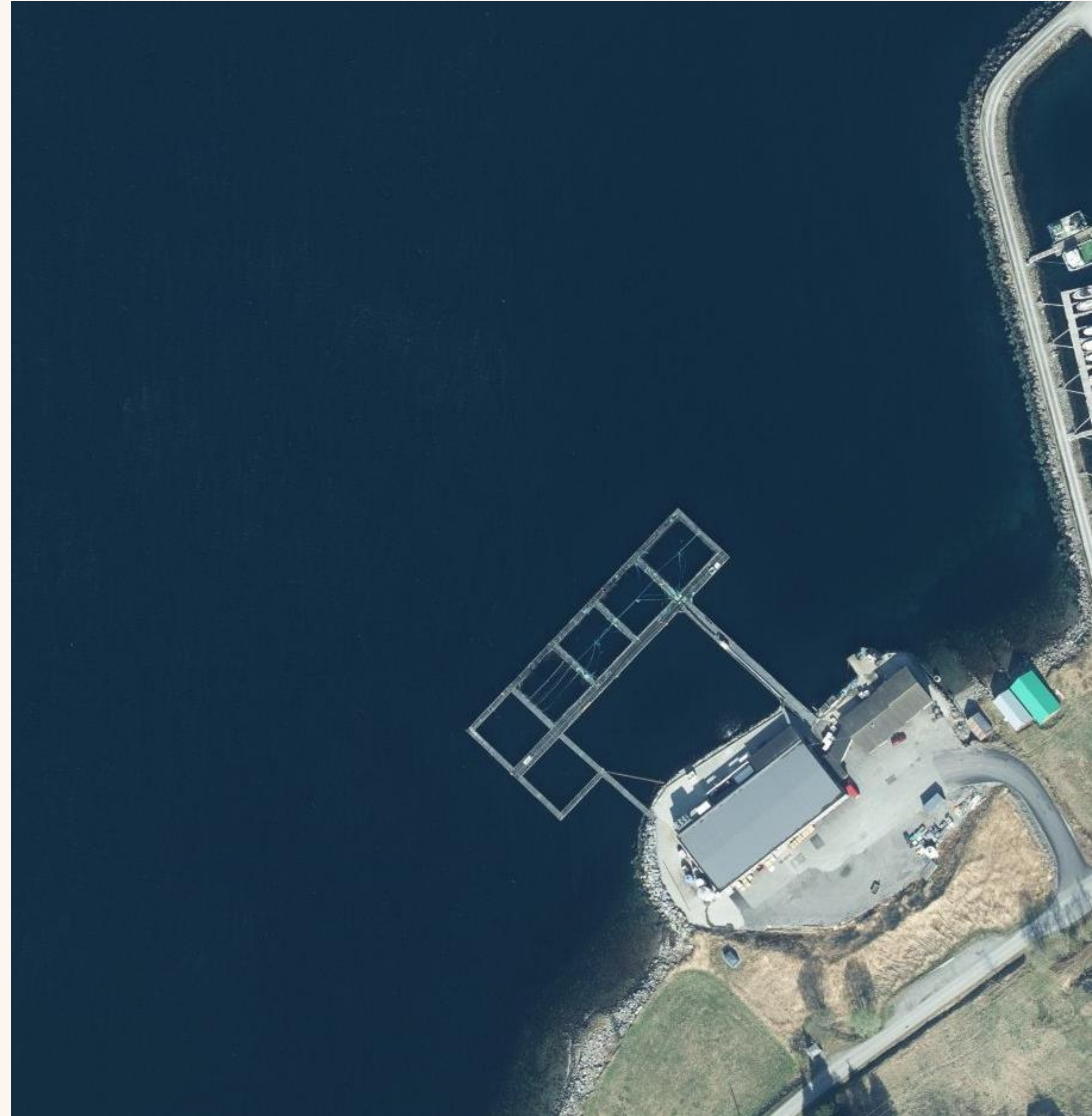
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# Newly acquired factory at Vartdal

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## *Solid foundation – exciting upgrades underway*

- ✓ Situated ideally nearby Odes existing farming value chain and less than 20 km from Ode HQ
- ✓ Waiting pens with potential to improve production, flow and quality of fish
- ✓ Existing team of stable, long-term and local employees aiding local support
- ✓ Strong labour market within 30-60 min from site (Volda, Ørsta, Ålesund, Ulsteinvik, Hareid etc)
- ✓ Good basis and ample space to develop in line with Ode strategy and needs
- ✓ Experience with harvesting farmed cod in the recent past (15 months for Lerøy / Statt Torsk and 3 months for Ode)
- ✓ 1 641 m<sup>2</sup> of industrial buildings and 8 153 m<sup>2</sup> of buildable area
- ✓ Waiting pen approval for up to 300 tons

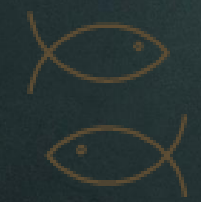






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# Our ambition - deeply rooted in the United Nations SDGs



Be the most trusted supplier of fresh and sustainable cod products



Contribute to vibrant local communities everywhere we operate



Be part of the solution to create a more sustainable global food matrix by 2050





# Sustainability Strategy



## Reducing our footprint

- Electrification of all sites
- Solar energy
- Energy recycling
- Protect environment below water

## Sustainable value chain

- Decent Work and Economic Growth
- Responsible production
- Recycling of waste
- Giving back to communities

## Fish welfare & food safety

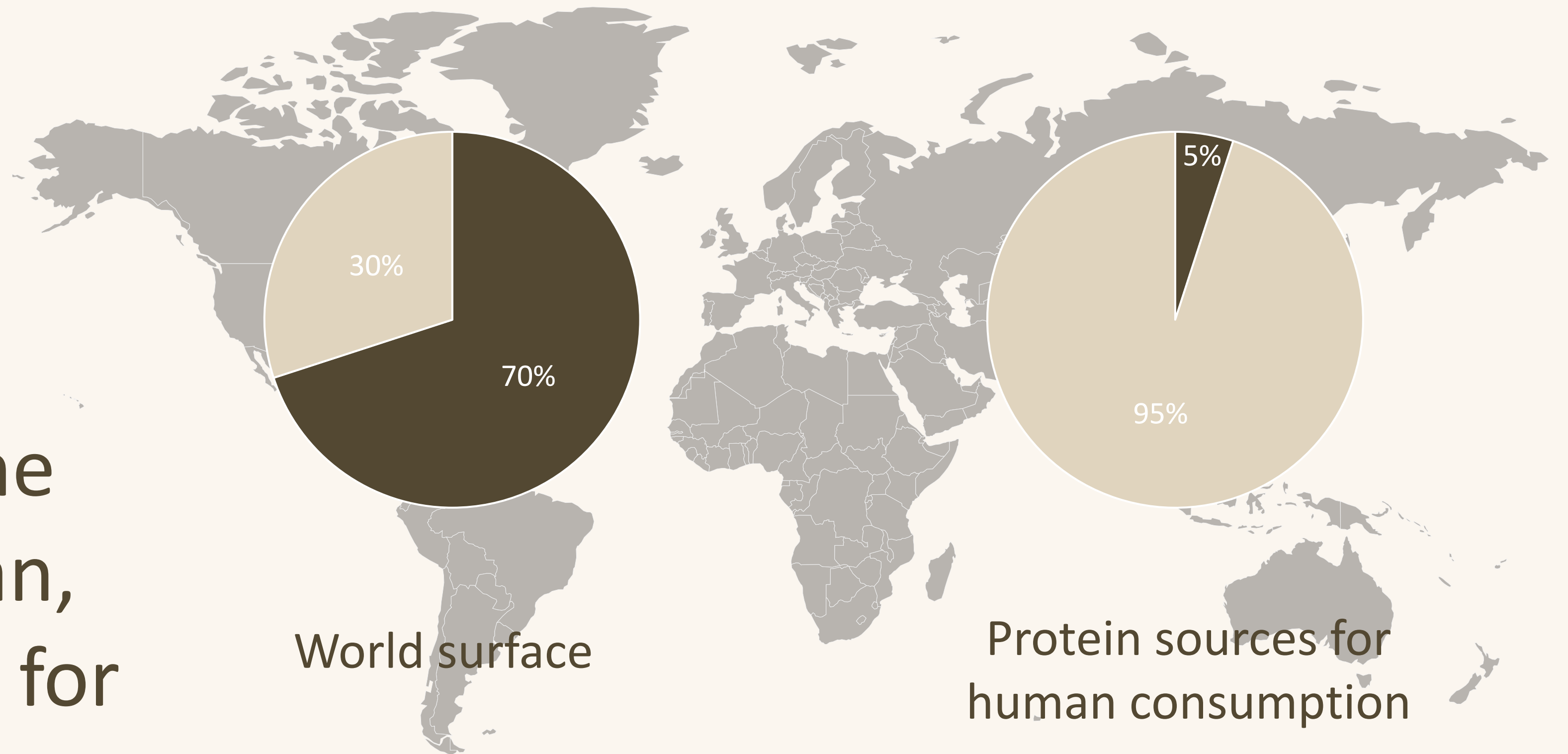
- High quality and sustainable feed
- Low stock density
- No use of GMO and Antibiotics
- Certifications GAP, SBI

## Complete resource utilisation

- 100% of fish used for human consumption
- Turn residual raw materials into new products



Even though 70% of the world's surface is ocean, only 5% of the protein for human consumption is produced from the sea.



Ode is addressing several accelerating mega-trends providing a solid foundation for long term growth



*Global population is expected to grow by 30% and reach 9.8 billion by 2050 (1% CAGR)*



*Middle class is expected to grow by 117% to reach 8.2 billion by 2050 (3% CAGR)*



*Wild catch resources are exhausted, with more than 30% of fish population currently overfished and 60% fully fished*



*More educated and older population driving health focus and shift away from unhealthy proteins like “red meat”*



*Fundamental need for more resource efficient ways of producing protein (e.g. feed, Co2, fresh water, and land)*



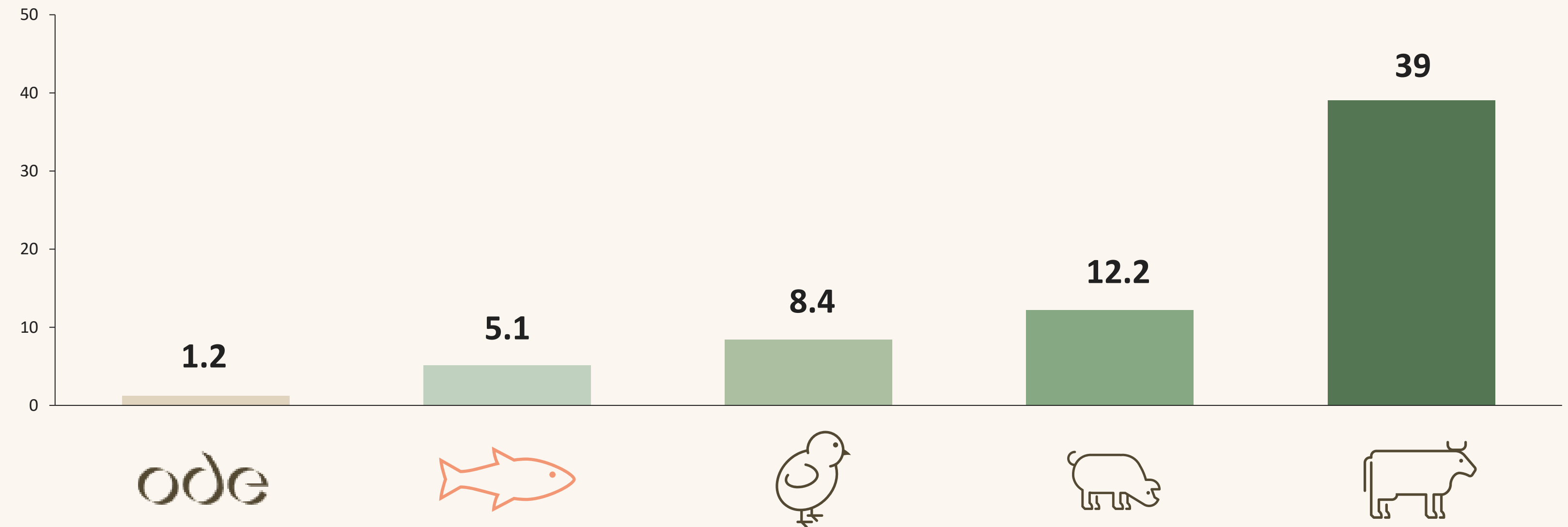
*Significant increase in public opinion and consumer demand for food derived from sustainable production processes*



*Retail and grocery value chains in emerging markets are improving, enabling distribution of farmed fish*

# Aquaculture a critical component in the supply matrix to deliver sustainable protein production

**Carbon footprint**  
(kg CO<sub>2</sub>/CO<sub>2</sub>-eq pr kg food)



<b>Feed conversion ratio</b> (kg feed per kg produced)	1.1	1.4	1.9	3.0	7.0
<b>Edible yield</b> (Share to human consumption)	67%	68%	46%	52%	41%
<b>“Feed to food” efficiency</b> (kg food / 100 kg feed used)	63.8	54.4	24.2	17.3	5.9

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Modern aquaculture

# Fully electrified with renewable energy sources







## Veterinary drugs and vaccines

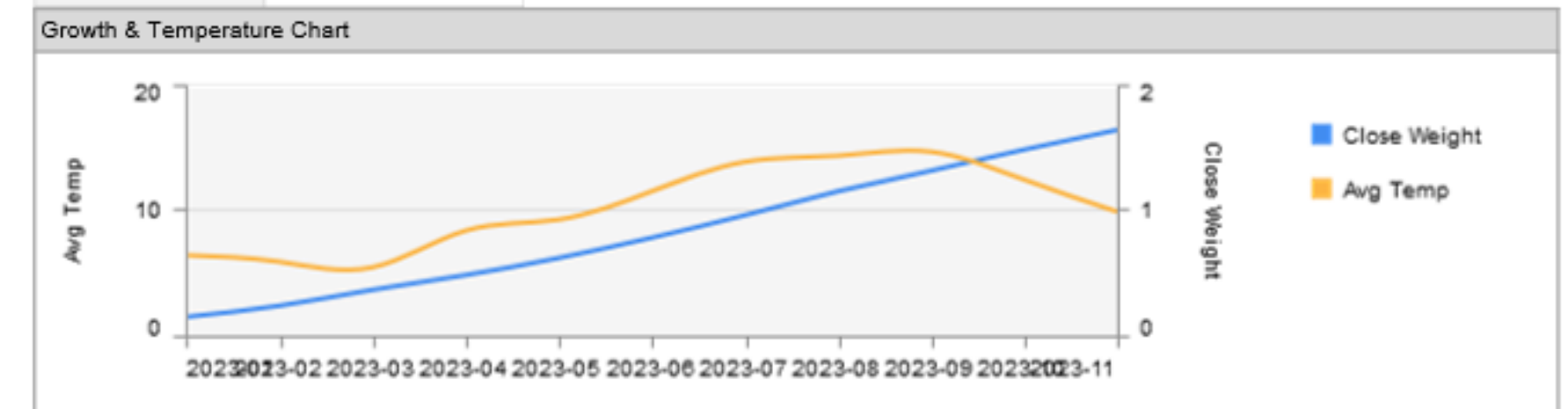
- ✓ No antibiotics or veterinary drugs of any kind are used in the sea phase of the production cycle
- ✓ All fish groups are dip vaccinated twice, and inject vaccinated once
  - Ichtiovac
  - Alpha Marine Micro 3



# Traceability

- ✓ Ode has complete traceability for all our products, from egg to ready packed/sealed and labelled box
- ✓ All feed, vaccines, treatments, transport, sortings, temperatures, certifications and more, gets registered in our control system –Mercatus
- ✓ We provide all customers with detailed product CV from each harvest

Product Information		Hatchery information		Production	
Cage No	VRP - 09	Hatchery	Stadsbygd	Count	182 876
Fish group	22Q4	License	10381	Avg. Weight (g)	1 637
Year class	2022	Fish group	N5St222Tbo-Vrp	Biomass	299 440
Species	Cod	Hatching Date	02/05/2023	Growth (Kg)	205 239
Origin	-	Smolt Information		Eco FCR	1.55
Site Information		Smolt Plant		Bio FCR	1.48
Site Name	VRP-Vorpeneset	Smolt License		Last Feeding Date	28/11/2023
Site License		Fish group	TNSIR222	Temperature	
Site Number	45138	Sea Entry Weight	110.0	Min	3.60
Waterway (Fjord)		Transferred To Sea	18/01/2023	Avg.	10.17
GLOBALG.A.P.	Not Certified	Transport	Smolt V&A	Max	17.40
Broodstock Information		Vaccine Type	Vaccine Date	Density	
Broodstock Plant	Norfima	Ichthiovac	31/08/2022	Min	0.68
Broodstock License	10764	Alpha Marine Micro 3	08/12/2022	Avg.	4.31
Fish group	N5			Max	8.55
Stripping Date					



Feed Information (Smolt)					
Feed Type	Supplier	First Used Date	Asta	Weight	% of Total
Total					

Feed Information (Site)					
Feed Type	Supplier	First Used Date	Asta	Weight	% of Total
Amber Neptune 4mm	Skretting	17/01/2023	0.0	14 022	4.41%
Amber Neptun 100 5 mm	Skretting	12/02/2023	0.0	37 711	11.88%
Amber Neptun 300 7mm	Skretting	06/04/2023	0.0	32 071	10.09%
Amber Neptun 800 9 mm	Skretting	30/04/2023	0.0	457	0.14%
Optiline cod 9 mm	Skretting	15/05/2023	0.0	233 729	73.50%
Total			0.0	317 989	

Quality Information								
Type	Date	# of fish	Avg. Weight (g)	Asta	Total pigment	% Fat	Condition Factor	Visual Colour

Medicated Feed			Treatments		
Type	Date last used	Amount	Type	Date last used	Amount

# ode Sustainability certifications

## ASC

- Ode aims to become ASC certified as soon as possible, and is working actively towards the ASC to develop a standard to be certified towards
- Today there is no ASC standard for cod. We are aware that this is a much-used sustainability standard with our customers, hence we are looking at alternative paths to become benchmarked against ASC standards for farmed fish
- Ode has had several meetings with the certification body DNV and are currently investigating the following possibilities:
  - DNV benchmark against the ASC standard: *the certificate will not be accredited, but DNV seal will be applied*
    - ✓ Timeline: Q2- 2024
  - Pilot the new generic farm standard expected to be launched by ASC fall 2024
    - ✓ Timeline Q4-24, Q1-25

## Other standards

- **BAP:** Can be implemented, but does not seem to hold the same customer value, and have so far not been qualified to be worth the time, cost and effort by Ode. But is being continuously assessed.
- **Friend of the sea:** under consideration, the standard has a lot in common with Global Gap, and is assessed to be a good addition to the Global Gap certification we have today. But is also not too familiar in the market and has a lower status then Global Gap and ASC.
- **Wholefoods private standard:** Under consideration.



# ode ASC – “Cod-gaps” to the salmon standard



## **GAPS**

### Feed compliance:

- Due to the different biology between salmon and cod, there is a discrepancy between the requirements of the technical quality/composition of the salmon feed and the cod feed
- Cod needs a higher percentage of marine raw material in its feed to fulfil the correct dietary requirements. However, we are continuously challenging the feed composition, to optimize the cod feed to the species' precise needs
- Cod is a low-fat fish, meaning that the EPA/DHA levels in the feed will be lower compared to salmon feed, while the Fish oil ratio(FFDRo) and Fish meal ratio (FFDRm) is higher
- Cod has a very low FCR – between 1,0 - 1,2 per kg fish produced. On some fish groups we have even seen results below 1,0
- We have a close partnership with a large, renowned ASC and GG certified feed supplier, Skretting. Skretting continuously search for alternative protein and fat sources to improve sustainability and fish welfare, and amongst other use a large share of offcuts in the feed



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# Our uniqueness

The most trusted provider of sustainably farmed fresh cod

- ✓ Atlantic cod – **iconic fish with long heritage**
- ✓ Stable and **predictable year-round deliveries** of fresh cod
- ✓ **Safe product** for the consumer – free from nematodes and parasites
- ✓ **Sashimi grade quality** – juicy texture with silky fresh taste
- ✓ **Healthy product** – high protein content and rich source of Omega 3
- ✓ Thick fillets, firm meat, white color and fresh taste
- ✓ **Long shelf-life** due to innovative solutions and cooling chain (17 days)
- ✓ Sustainable practices – **No GMO, No Hormones and No Antibiotics**
- ✓ Responsible company – **Global G.A.P certified**
- ✓ Produced with renewable energy – **Low carbon footprint**
- ✓ **Reliable partner with long term horizon on volumes and prices**



# The iconic cod - in a modern way

- ✓ Atlantic cod – **Iconic fish with long heritage**
- ✓ Raised in **natural environments**
- ✓ **Fully integrated value chain**
- ✓ Sustainable practices – **No GMO, No Hormones and No Antibiotics**
- ✓ Responsible company – **Global G.A.P certified**
- ✓ Produced with renewable energy – **Low carbon footprint**



# Stable year-round deliveries

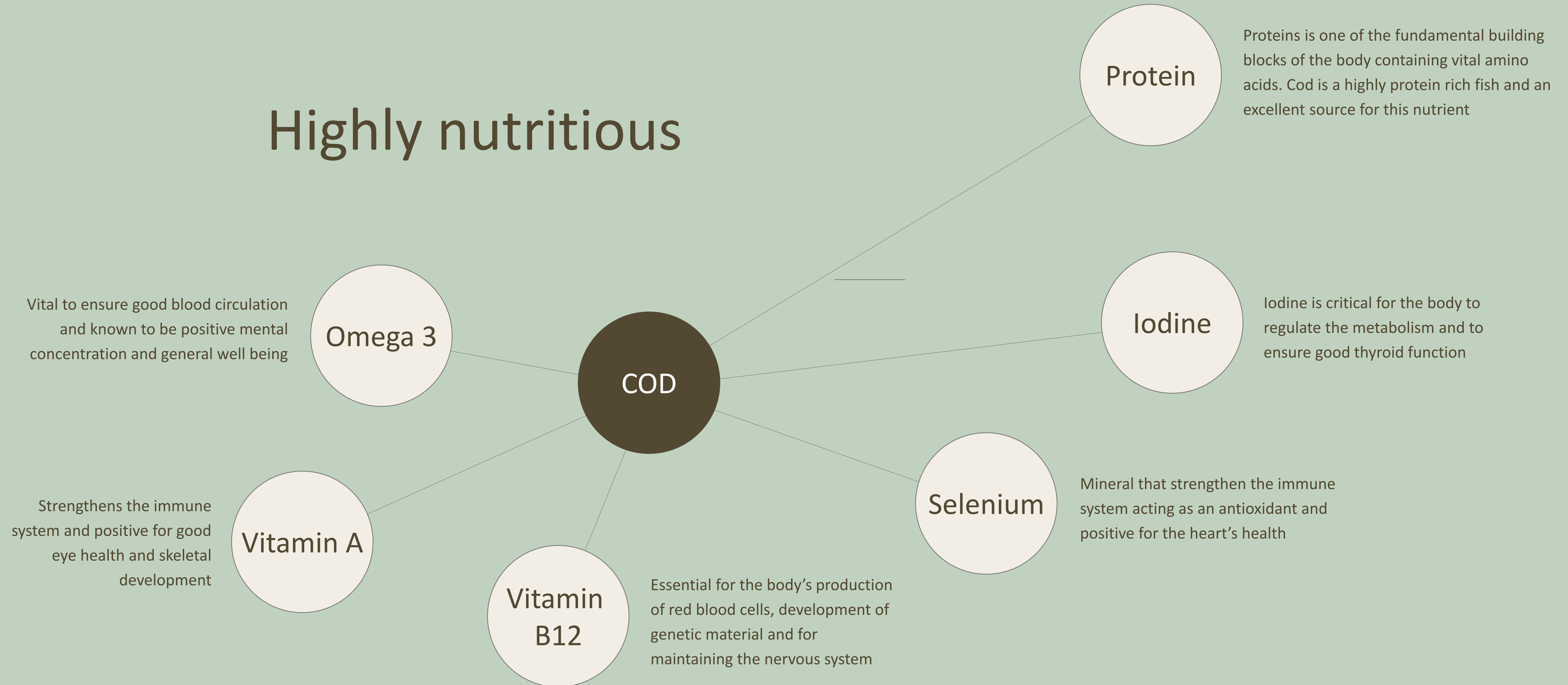
- ✓ **Predictable year-round deliveries** of fresh cod
- ✓ Simplify planning - **Long term contracts** at fixed volume and prices
- ✓ **Reliable partner** with long term horizon on volumes and prices
- ✓ The most **trusted provider** of sustainably farm fresh cod

OUR UNIQUENESS

















# Highly nutritious



# Product map

Share Ode volume	Product category	Example customers / partners	Products	Packaging	
50-60%	Whole fish	    	<ul style="list-style-type: none"> <li>HOG</li> <li>H&amp;G</li> </ul>	<ul style="list-style-type: none"> <li>20kg</li> <li>12kg</li> <li>Air</li> </ul>	
Share VAP is increasing	VAP	Filets and loins - Bulk	  	<ul style="list-style-type: none"> <li>Whole filet (skin on/off, PBI/PBO)</li> <li>Portions (skin on/off)</li> <li>Traditional cuts (loin, tail, belly)</li> </ul>	<ul style="list-style-type: none"> <li>3kg</li> <li>5kg</li> <li>10kg</li> </ul>
		Filets and loins - MAP	 	<ul style="list-style-type: none"> <li>Ode sell whole filet to MAP partners (triangle partnership)</li> </ul>	<ul style="list-style-type: none"> <li>3kg</li> </ul>
		Frozen		<ul style="list-style-type: none"> <li>Filets (skin on/off, PBI/PBO)</li> <li>Portions (skin on/off)</li> </ul>	<ul style="list-style-type: none"> <li>IVP / IQF</li> <li>Block</li> </ul>
		Salted & Smoked		<ul style="list-style-type: none"> <li>Ode done initial testing on salted and smoked products</li> </ul>	<ul style="list-style-type: none"> <li>Skin pack</li> <li>Vacuum</li> </ul>

# Case example – Product hierarchy (Nordic retailer)

Product	Description	Sizes	Retail Price level	Cutting instruction
<p><b>“Premium”</b> <i>Premium fresh loins</i></p>	<ul style="list-style-type: none"> <li>Fresh overlain either sold in bulk, vacuum packed or MAP</li> </ul>	<ul style="list-style-type: none"> <li>200-400g+</li> </ul>	<ul style="list-style-type: none"> <li>30-35 €/kg</li> </ul>	
<p><b>“Broadline”</b> <i>Fresh tail and portions</i></p>	<ul style="list-style-type: none"> <li>Loin (MAP as portion)</li> <li>Tail – Small filet (MAP as portion)</li> </ul>	<ul style="list-style-type: none"> <li>150-300g</li> <li>70-140g</li> </ul>	<ul style="list-style-type: none"> <li>12-14 €/kg</li> <li>10-11 €/kg</li> </ul>	
<p><b>“Affordable”</b> <i>Fresh belly portion</i></p>	<ul style="list-style-type: none"> <li>Belly portion (skin on/off)</li> <li>Bits and pieces (breeded)</li> </ul>	<ul style="list-style-type: none"> <li>80-130g</li> </ul>	<ul style="list-style-type: none"> <li>9-10€/kg</li> </ul>	

Prices based on skin-off. ~10% lower price for skin-on options



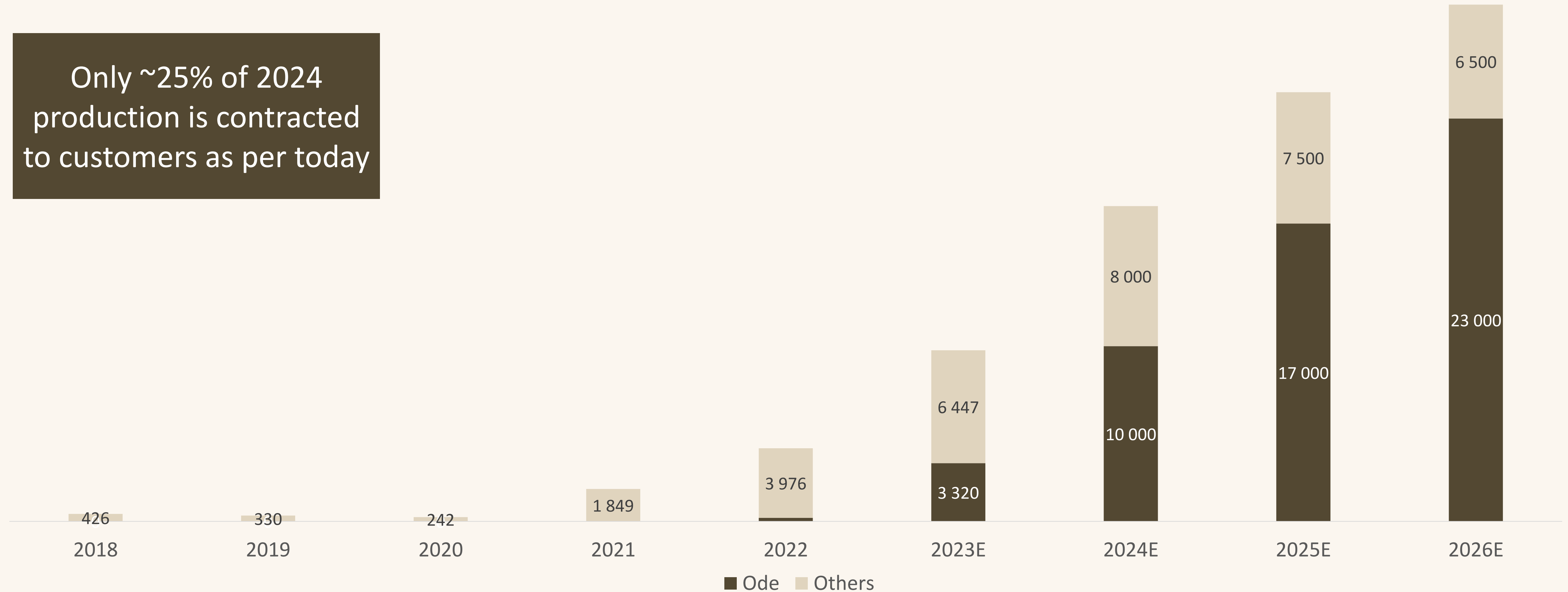


- 1 Introduction to Ode
- 2 Value chain and operational strategy
- 3 Harvesting and Processing
- 4 Sustainability at the core
- 5 Products
- 6 Industry outlook



# Ode can support customers with stable and solid deliveries and growth across the next 5 years

Only ~25% of 2024 production is contracted to customers as per today

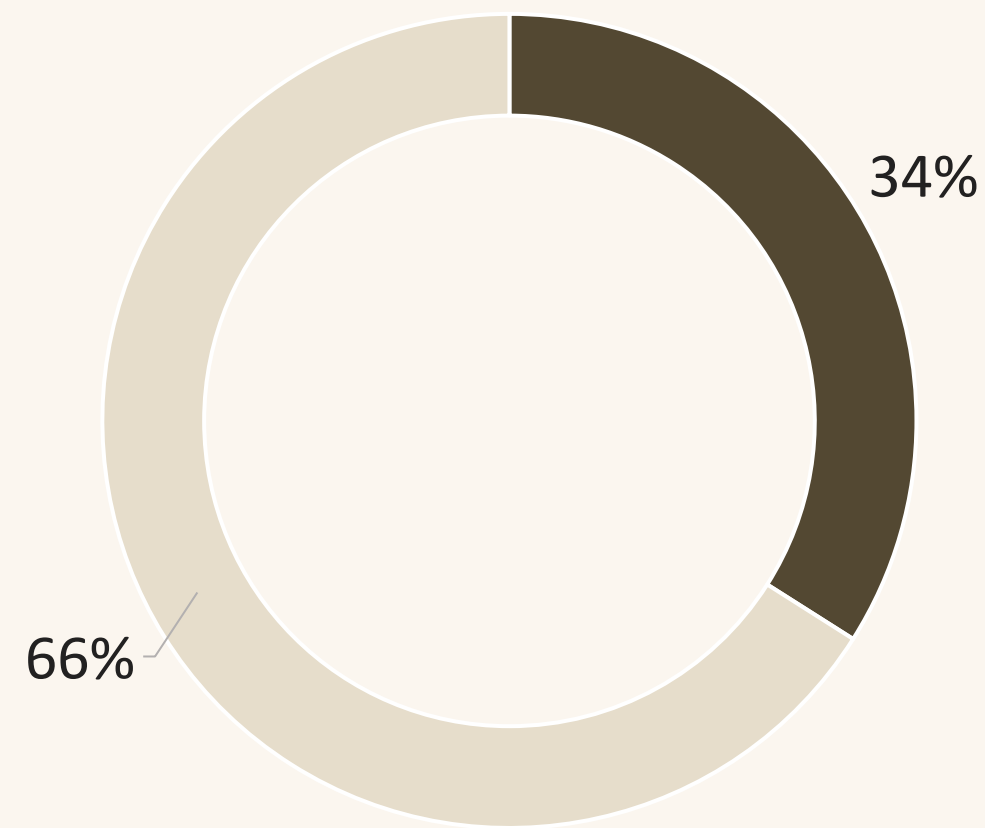


Note: Total harvest volume of HOG farmed cod. Ode estimates

# Share of total farmed cod volume produced per year

*Ode*
 *Others*

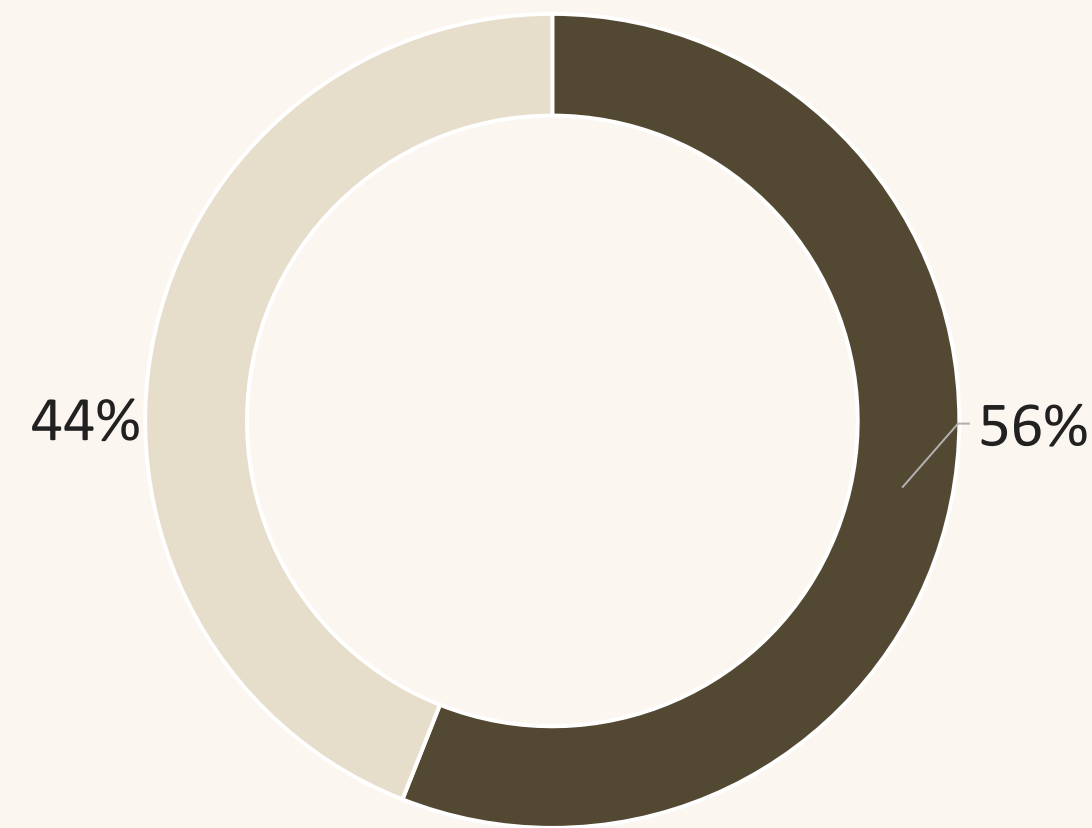
2023



**Source**

- *Export statistics (Seafood council)*
- *Biomass statistics (Fishery Directorate)*

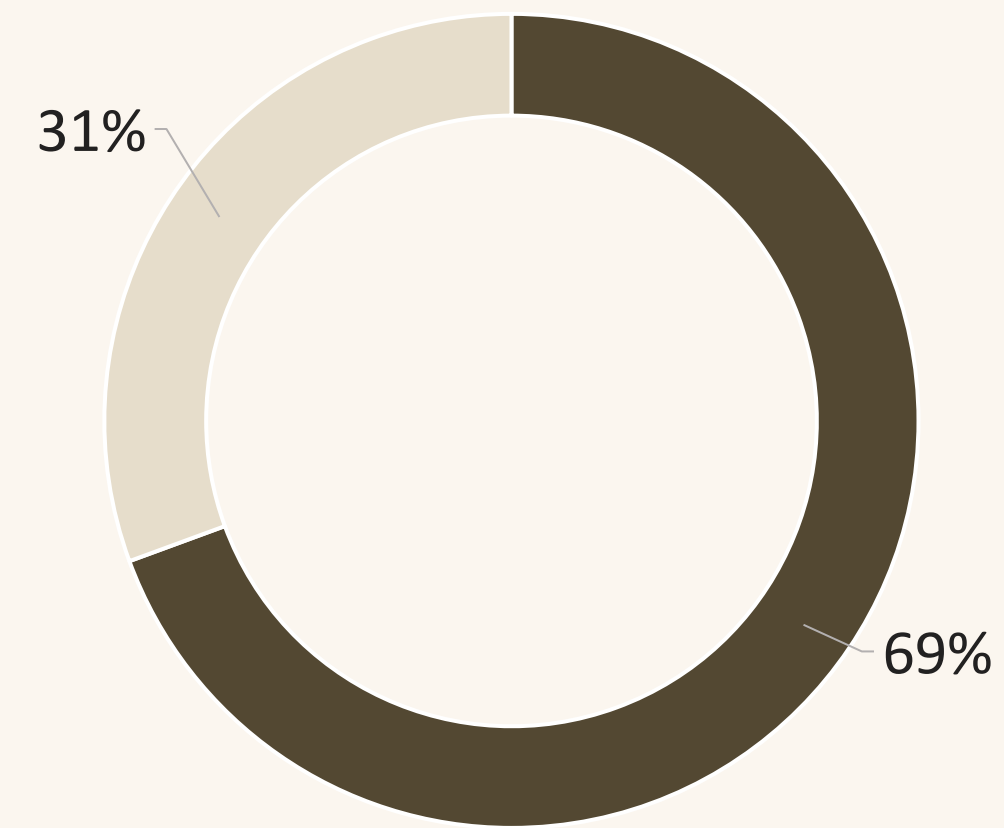
2024E



**Source**

- *Biomass/stocking statistics (Fishery Directorate)*

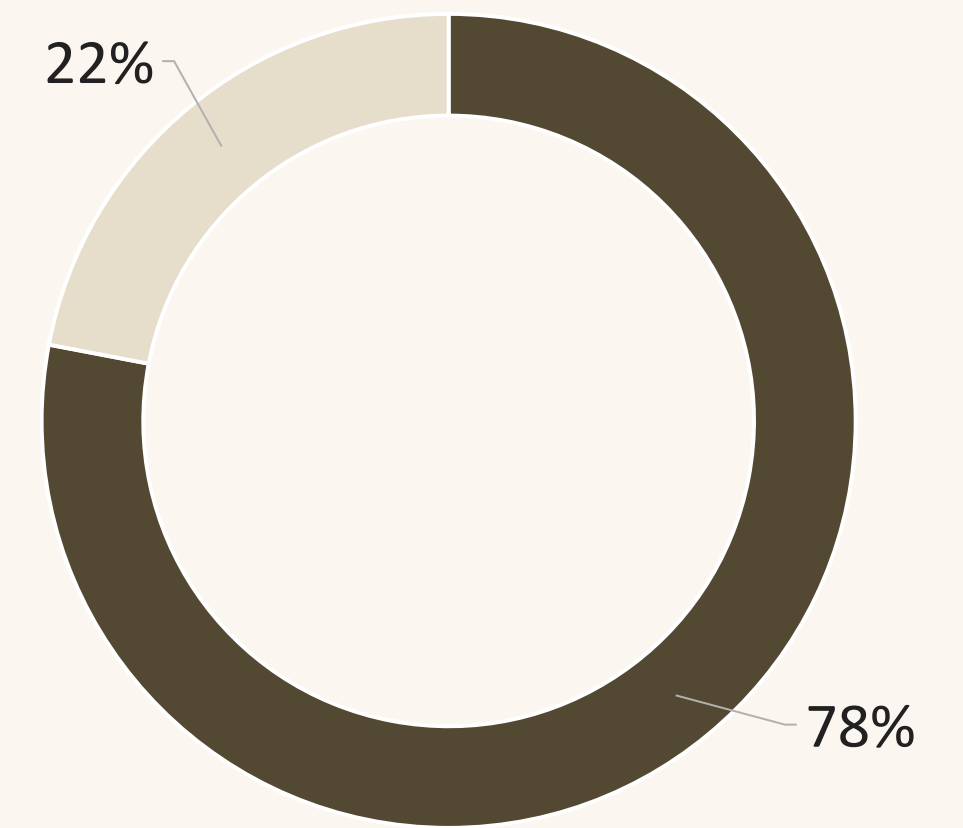
2025E



**Source**

- *Stocking statistics and Juvenile and roe purchase (Nofima and Havlandet)*

2026E



**Source**

- *Juvenile and roe purchase (Nofima and Havlandet)*













# Contact information

## Sales enquiries

[sales@ode.no](mailto:sales@ode.no)

[www.ode.no](http://www.ode.no)

## Ode HQ

Ystenesgata 6b,  
6003 Ålesund, Norway