



March 13, 2025

Re: Support for HB2969

To whom it may concern,

The following letter is written in support of House Bill 2969, focused on the importance of 100% Fish for creating innovation and economic value and reducing waste for the state of Oregon.

The Iceland Ocean Cluster pioneered 100% Fish based on the Atlantic cod model in Iceland, where a single fish has been transformed from a value of \$12 to a value of \$4700 by innovative development of products, from feed and food, to cosmetics, nutraceuticals and even biomedical products. This has transformed and grown the Icelandic blue economy.

The Iceland Ocean Cluster team has visited Oregon twice in the last 12 months and seen the huge opportunity for value creation in Oregon through adoption of 100% Fish methodologies and value chain development. Such development would greatly benefit the coastal communities and the state's economy making the state highly competitive in blue innovation and seafood products.

Sincerely,

Dr. Alexandra Leeper

CEO

Iceland Ocean Cluster

Signed

A handwritten signature in black ink that reads "A. E. J. Leeper".

Date

13.03.25