



**Ulvik
herad**

Perla i Hardanger

**Ulvik municipality invites interested parties
to submit a concept proposal and financial
plan for the establishment and development
of sustainable bottled water production in
Osa, Ulvik - Norway**



Deadline: December 7th, 2026

Innhold

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OSA – WATER FROM HARDANGER

Ulvik municipality invites serious companies and investors with long-term ambitions to present their plans for establishing and developing bottled water production in Osa, Hardanger.

1. A unique opportunity in Hardanger

At the innermost end of the Osafjord, surrounded by fjords, mountains, glaciers and unspoilt western norwegian nature, lies the village of Osa in Ulvik municipality. Here, Ulvik municipality wishes to facilitate new business activity based on one of our most fundamental and valuable natural resources: **pure norwegian water**.

The municipality now invites investors, producers and industrial partners to compete for the opportunity to establish and develop future bottled water production in Osa.

This is not merely an opportunity to take over a production facility. It is an opportunity to build a long-term business based on a unique water resource, an existing industrial foundation, and a village and municipality that welcome new business activity and employment opportunities.

Ulvik municipality seeks a partner who recognises the potential – and who has both the willingness and the ability to realise it.

2. Osa and Ulvik

Osa is located at the innermost end of the Osafjord, a branch of the Hardangerfjord, in Ulvik municipality, Vestland County.

The area is characterised by extensive mountain landscapes, lakes, watercourses and proximity to the Hardangerjökulen glacier.

Ulvik is a community with strong traditions in agriculture, tourism and business, including a long history of local food and beverage production. At the same time, Hardanger has developed an increasingly strong international identity associated with pure natural products, fruit, cider, tourism and high-quality local production.

For a future bottled water producer, this offers an attractive combination: **a valuable natural resource, a strong geographical brand and a local community that welcomes the establishment.**

3. The resource – The water

The heart of the project is access to water of exceptionally high quality.

The water resource in Osa has previously formed the basis for commercial bottled water production and possesses characteristics that may support positioning in both the norwegian and international markets. The water is characterised by exceptionally low mineral content.

Available analyses, historical analytical data and other documentation relating to water quality may be made available to qualified interested parties, insofar as Ulvik municipality possesses or has the right to disclose such material.

The same applies to any available documentation concerning previous publicity, tests, awards or assessments of the water.

Expressions such as "the world's best drinking water" have previously been used to describe the water. Any future operator must independently verify and substantiate the basis for such claims before potentially using them commercially.

Nevertheless, Ulvik municipality believes that the combination of documented water quality, origin, natural surroundings and geographical identity provides a highly attractive foundation for developing a premium product from Hardanger.

4. What Ulvik municipality can offer

A new operator will not necessarily have to start from scratch. Subject to a final agreement, the establishment opportunity may include access to the following:

- Land and factory

Existing land, with or without factory building(s), suitable for activities related to bottled water production. If building(s) are included in the agreement, they will be transferred in the condition they are in at the time of inspection (as is).

- Water resource

Access to the relevant water resource on terms to be established in the final agreement and within the scope of applicable public permits and licences. The water resource itself, which is owned by Ulvik municipality, will not be transferred. Water extraction will be regulated by a separate agreement between the new operator, Ulvik municipality and local landowners, limited to actual requirements.

- Wells and pumping facilities

Existing well(s), pumps and associated installations and infrastructure included in the project, with potential for expansion. Wells, pumping facilities and other infrastructure will be transferred in their existing condition (as is).

- Technical infrastructure

Existing infrastructure associated with the facility will be documented in greater detail during the competitive selection process and any subsequent due diligence. Technical installations will be transferred in their existing condition (as is).

- Housing

Ulvik municipality is working on the development of new housing. This may provide future employees with access to modern accommodation close to their workplace.

The final overview of assets, rights, technical condition and the specific elements included in any agreement will be clarified during the selection of a new operator and the negotiation of an agreement between the new operator and Ulvik municipality.

5. From natural resource to international product

The bottled water market ranges from mass-market products to exclusive premium products with a distinct geographical identity.

Ulvik municipality does not take a position on which business model a future operator should choose. Instead, we invite interested parties to present their own proposals for how the water resource in Osa can best be developed.

Potential opportunities include:

- premium bottled water
- the hotel, restaurant and hospitality market
- exports
- retail
- specialist markets
- private-label production
- sustainable packaging solutions
- other products or concepts based on the water resource.

The municipality is particularly interested in concepts that combine commercial potential with long-term local value creation.

6. We are looking for more than capital

Ulvik municipality seeks a **long-term industrial partner with a strong commitment to the local community.**

For the municipality, the establishment of a business is not an end in itself. The objective is to create lasting economic activity and value in Osa and Ulvik.

This means that a future operator must be able to demonstrate both financial capacity and a credible understanding of what it means to establish a business in a small local community.

We seek a partner who wishes to become part of the local community – not merely extract a resource from it.

7. New jobs

A central objective for Ulvik municipality is the creation of **new, permanent local jobs.**

Interested parties are therefore requested to describe:

- how many jobs the business can realistically create
- the anticipated development in employment numbers during the first few years
- the skills and qualifications the business will require
- the extent to which local and regional labour can be employed
- any planned use of apprenticeships and skills development
- which business functions will actually be located in Osa and Ulvik

The municipality will place greater emphasis on realistic and verifiable plans than on ambitious but uncertain projections.

8. Local value creation

Ulvik municipality wishes the establishment to generate positive economic effects beyond the jobs created directly at the factory. Interested parties should therefore describe how they intend to cooperate with and utilise:

local suppliers, contractors, transport providers, service businesses, accommodation and hospitality providers, and other parts of the business community in Ulvik and Hardanger, wherever commercially and practically appropriate.

Importance will also be attached to a willingness to establish constructive, long-term cooperation with local landowners and other rights holders.

9. Sustainability

A business that builds its brand on pure water and Norwegian nature must also take responsibility for the natural environment on which it depends. Ulvik municipality therefore expects a future operator to present a credible strategy for sustainable production.

This strategy should address, among other matters:

- sustainable extraction of the water resource
- energy consumption
- packaging
- transport
- waste management and recycling
- carbon footprint
- nature conservation and environmental considerations
- sustainability of the local community

The municipality welcomes innovative solutions that can reduce the environmental impact of production and distribution.

10. Financial capacity to deliver

The project requires an operator with sufficient capital and long-term financing. Interested parties must therefore be able to demonstrate the economic and financial capacity to implement their proposed investment and development plans.

This shall include, among other things:

- annual financial statements and auditors' reports
- tax compliance certificate
- documentation of equity capital
- financing plan
- documentation from financial institutions or investors
- ownership structure
- information on ultimate beneficial owners

Newly established project companies must be able to document financing or guarantees from their owners or investors in a manner that provides Ulvik municipality with satisfactory assurance that the project can be implemented.

The municipality may carry out credit assessments and other necessary checks of prospective operators and their owners before entering into a final agreement.

11. Business plan

Interested parties shall present an overall business plan, including a description of the proposed business concept.

The plan should, at a minimum, address:

- description of the business concept
- products and market positioning
- target markets
- production volumes and development over time
- investment requirements
- financing
- organisational structure
- staffing
- distribution and logistics
- marketing
- sustainability
- implementation schedule
- key risk factors

A realistic timetable from the signing of an agreement to the commencement of production must also be submitted.

12. Licences and public permits

At the time of preparation of this prospectus, a licence or permit exists in connection with the business that previously utilised the resource. It is uncertain whether this licence will remain in force.

Through this prospectus, Ulvik municipality provides no guarantee that the existing licence or other permits can be transferred to a new owner or operator, or that they will remain valid at the time of any future establishment. Interested parties must independently investigate the regulatory requirements and conditions applicable to their proposed operations.

If the existing licence lapses, cannot be transferred, requires amendment, or if a new licence or other public permits are necessary, it will be the responsibility and risk of the future operator to apply for and obtain the necessary approvals.

Within its role as a public authority and cooperation partner, Ulvik municipality will contribute to a predictable and efficient dialogue and may also actively facilitate discussions with other public authorities. However, the municipality cannot guarantee the outcome of applications that, under applicable laws or regulations, must be processed by the municipality or other public bodies.

The groundwater covered by the licence affects properties belonging to private landowners as well as property owned by Ulvik municipality. The private landowners will be parties to future agreements concerning the use of the water.

13. Who do we want to hear from?

This invitation is open to norwegian and international parties with relevant industrial, commercial or financial expertise.

These may include:

- established beverage producers
- international bottled water producers
- food and beverage companies
- industrial investors in drinking water production
- investment groups or consortia with the necessary expertise and capital

The decisive factor is not the current size of the company, but whether the interested party can demonstrate a realistic and fully financed plan for developing the business in Osa.

14. What will Ulvik municipality emphasise?

The selection of a future cooperation partner will be based on an overall assessment. Ulvik municipality is therefore seeking more than simply a financial bid.

The following factors will be central to the evaluation:

- Implementation capacity

Documented economic and financial capacity and the ability to implement the project.

- Willingness to invest

The scale, realism and financing of planned investments in Osa and Ulvik.

- Employment

The number of realistic, permanent jobs to be created locally.

- Local value creation

Plans for using local and regional suppliers and generating other positive economic effects.

- Business plan

The quality and realism of the business concept, market strategy, production plan and financial assumptions.

- Sustainability

The environmental, economic and social sustainability of the project.

- Cooperation

Demonstrated willingness and ability to cooperate with Ulvik municipality, local businesses, landowners and the local community.

- Long-term perspective

How the interested party intends to develop its business and presence in Osa over time.

- Financial terms

The proposed terms relating to purchase, lease, investment or another financial model concerning property, facilities and rights.

Ulvik municipality reserves the right to establish the final evaluation criteria and any weighting to be applied to expressions of interest received.

15. Documentation required from interested parties

Interested parties will be requested to submit a comprehensive proposal containing, at a minimum:

1. Presentation of the company and its owners
2. Company registration number or equivalent foreign registration
3. Overview of ultimate beneficial owners
4. Relevant experience from comparable business activities
5. Business and marketing plan
6. Description of the business concept, cf. Section 11 above
7. Investment plan

8. Financing plan and documentation of financial capacity
9. Planned commencement date
10. Planned production capacity
11. Staffing and local employment plan
12. Sustainability and environmental plan
13. Plan for local value creation and cooperation
14. Any conditions relating to property, infrastructure and the water resource
15. Proposed financial and contractual terms
16. References from relevant projects or partnerships

Ulvik municipality may request additional documentation and conduct further investigations of prospective candidates.

16. The process

Ulvik municipality envisages a multi-stage process managed by the municipal administration of Ulvik municipality and Stiegler Advokatfirma AS:

Phase 1 – Invitation

The prospectus will be published and may simultaneously be sent directly to known norwegian and international interested parties.

Phase 2 – Expression of interest and documentation

Interested parties submit their company presentation and the requested documentation by the specified deadline.

Phase 3 – Qualification

The Municipality will assess, among other things, financial soundness, ownership structure, relevant experience and implementation capacity. A representative of the private landowners will participate in this phase.

Phase 4 – Dialogue

Selected qualified parties may be invited to further discussions, a site visit in Osa and a presentation of their plans. Such presentations may be required both before the project administration and before a political body.

Phase 5 – Final offer

Selected candidates may be invited to submit a final and binding offer.

Phase 6 – Selection and negotiation

Ulvik Municipality will assess the offers as a whole and may conduct further negotiations before any agreement is prepared.

Phase 7 – Political approval

The final negotiated agreement between the new operator and Ulvik municipality will be submitted to the Ulvik municipal Council for final approval.

The municipality reserves the right to amend or terminate the process, or to complete it without entering into an agreement, if this is considered necessary or appropriate.

17. Due diligence

Qualified interested parties may, subject to further agreement, be granted access to relevant documentation in order to conduct their own investigations. This may include documentation relating to:

- Property
- Buildings
- Technical installations
- Wells and pumping facilities
- Water analyses
- Public permits
- Existing infrastructure
- Other relevant matters

Interested parties are responsible for conducting whatever investigations they consider necessary before submitting a binding offer. Ulvik municipality emphasises that property, buildings, technical facilities and rights will all be transferred in their present condition (as is).

Site inspections of the property or properties may be arranged by appointment.

18. An investment in more than a factory

For Ulvik municipality, this project is about more than bottled water production.

- It is about creating economic activity in a small village.
- It is about jobs.
- It is about using a local natural resource responsibly.
- It is about generating positive economic effects for local businesses.
- And it is about finding an investor and cooperation partner who wishes to contribute to the long-term development of Osa and Ulvik.

In return, the right operator may have the opportunity to build a business around a highly attractive water resource, based on an existing facility (as is), or to construct a new facility if preferred, with Hardanger as its place of origin.

OSA – Pure water – Pristine nature – New opportunities

Ulvik municipality invites you to take part in this development.

Contact

For Ulvik municipality

Contact person: Jon Håkon Hegdahl, Stiegler Advokatfirma AS

Position: Lawyer

Telephone: +47 924 27 269

Email: jhh@stiegler.no

Address: Fortunen 1, 5013 Bergen, Norway

**Deadline for expressions of interest: 7 December 2026 at 12:00 noon
(Norwegian winter time).**

**Documentation in accordance with Section 15 above must be
submitted to:**

**Lawyer Jon Håkon Hegdahl, Fortunen 1, 5013 Bergen, Norway,
email: jhh@stiegler.no.**

Interested parties are solely responsible for submitting their expressions of interest and supporting documentation within the specified deadline. The deadline is absolute and applies regardless of whether the documents are sent by post, by email or delivered in person to lawyer Hegdahl at Fortunen 1 in Bergen. Expressions of interest received after the deadline will not be considered.

19. Reservations and disclaimers

This document constitutes a general invitation to express interest and does not in itself represent a binding offer from Ulvik municipality concerning the establishment of new business activities in Ulvik.

The information contained in this prospectus has, as far as reasonably possible, been verified against technical, legal and financial documentation prior to final publication.

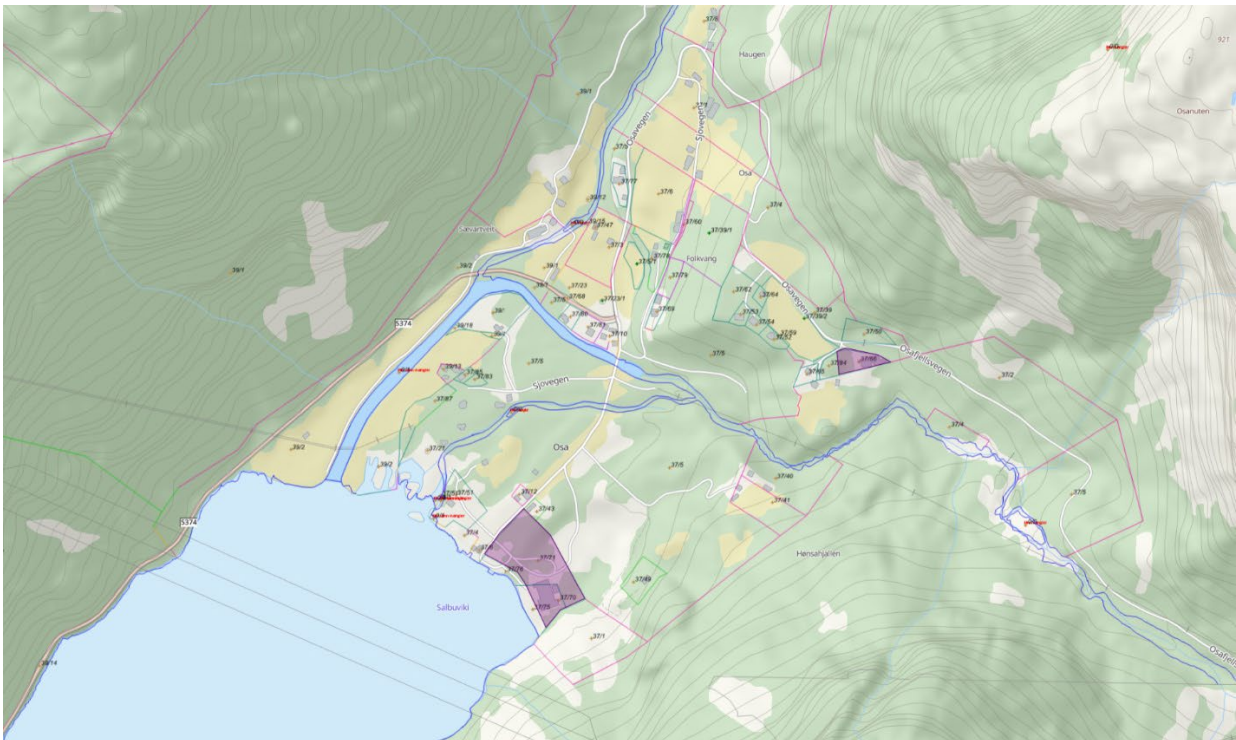
Ulvik municipality reserves the right to make corrections in the event of errors or omissions in the information provided, changes in the underlying assumptions of the project, and any necessary political or administrative decisions.

The process and contractual structure will be conducted in accordance with the legal framework applicable to the municipality, including rules governing public property management, state aid, equal treatment and other relevant requirements.

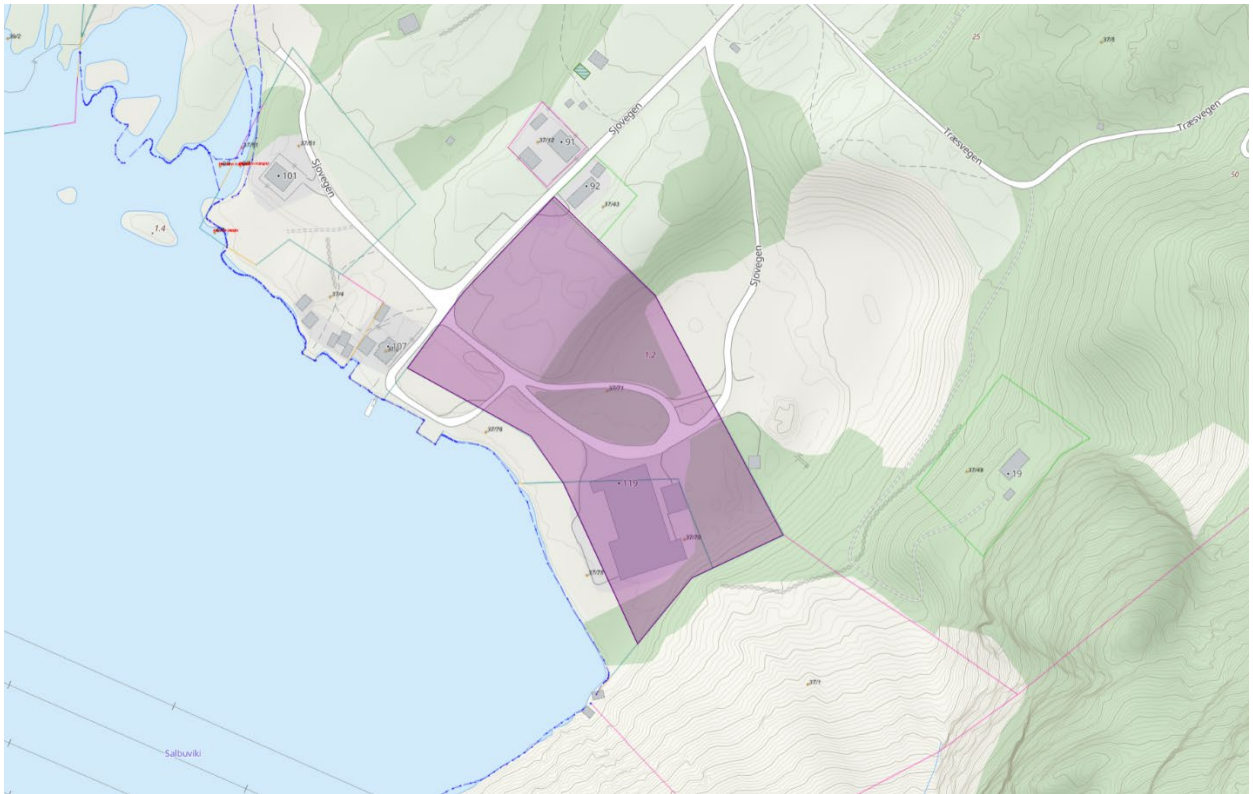
20. Map excerpts and photographs



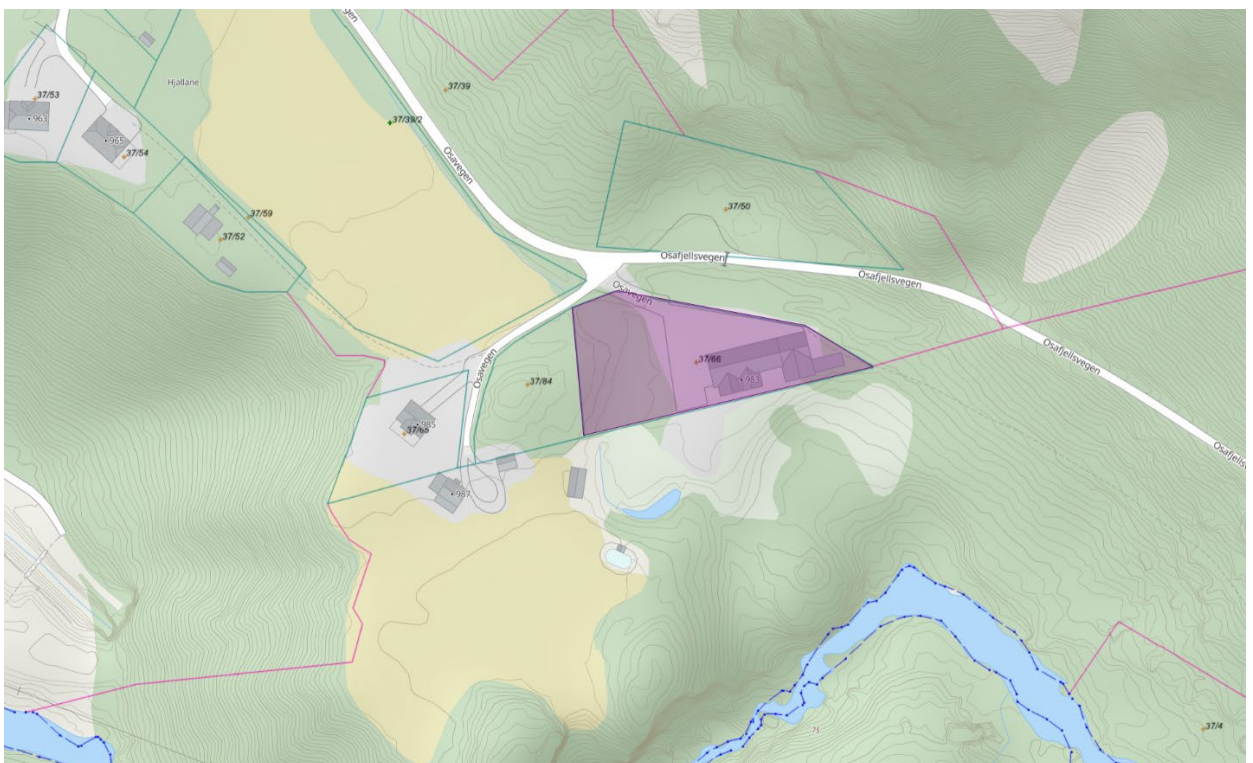
The Ulvik fjord to the left and the Osa fjord to the right. Osa is located at the innermost end of Osa fjord



Purple marking shows existing factory building location with connecting area in Osa



Existing bottled water factory (purple marking) by the Osa fjord



The upper building, lately mostly used as a storage



Municipal wells related to the water factory

A total of four wells are located on municipal land, all with relatively similar specifications. Two of the wells are connected to the factory (B1 and B4). Wells B2 and B3 are fully constructed but are not connected to the factory and have no pumps installed.

Well specifications

- Screen diameter: 263/250 mm
- Screen slot size: 1 mm
- Screen length: 10 m
- Casing diameter: 273/267 mm
- Casing length: Approx. 30 m below ground level
- Material grade: AISI 304 (stainless steel)



Ulvik centre, with Brakanes Hotel in the centre of the photo. Photo: Marius Haugsdal



Atmospheric scene from Ulvik, a village renowned for its fruits and cider production.

Photo: Heidi Kvamsdal



Røykjafossen waterfall in Osa. Photo: Mikael Bjørnetun



Factory building in Osa. Photo: Unknown



Upper building in Osa. Photo: Unknown