



Cambi ASA

DNB Energy & Shipping Conference 2025

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Disclaimer

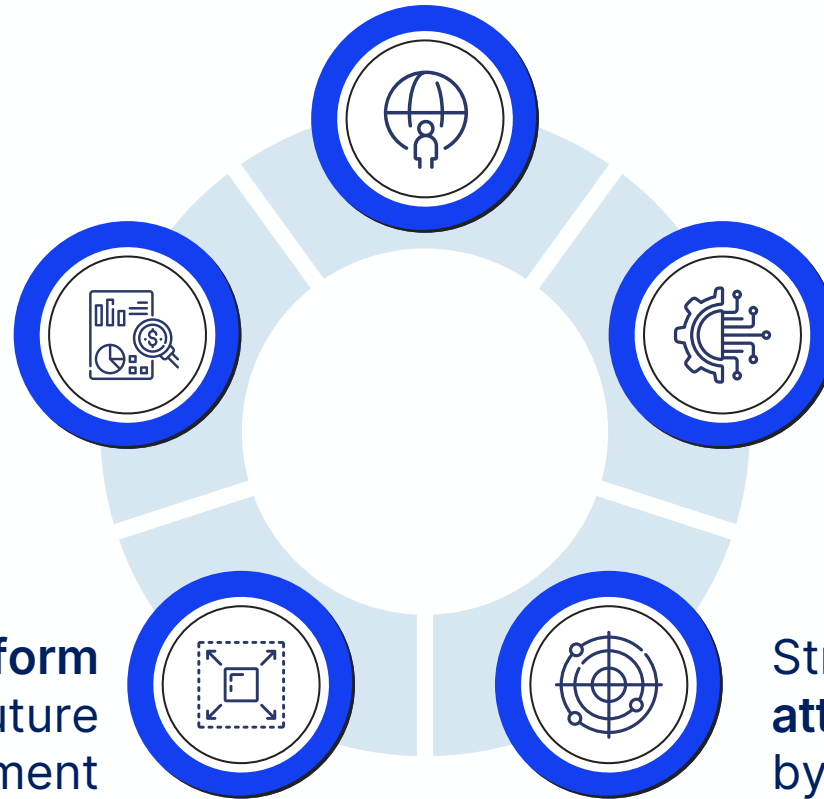
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Cambi offers a strong value proposition

Global leader in wastewater sludge treatment solutions with solid track record



Robust financial performance enabling shareholder dividends

Proven thermal hydrolysis technology with unique value proposition

Scalable business platform positioned for future development

Strongly positioned in **attractive market** supported by long-term macro trends



By 2050, world population will increase by

+1.5

billion people



Almost 60% of the world's population live in urban areas today

70%

share of the world population to live in urban areas by 2050

The background of the slide is a photograph of a polluted river. In the foreground, the water is dark and filled with floating trash, including plastic bags and other debris. A concrete bridge with multiple pillars spans the river in the middle ground. In the far background, a city skyline with several tall buildings is visible under a hazy sky. The entire image has a semi-transparent dark blue overlay.

Half of the world's wastewater is released
untreated back into the environment

50%

of wastewater is not treated

Wastewater treatment is a unique circular opportunity

Treated properly, wastewater can:



Provide
alternative
energy to half a
billion people



Supply water for
re-use 10x today's
global desalination
capacity



Offset over 10%
of global mined
phosphorus
(fertiliser) use

CAMBI

Enabling a more sustainable water sector through the thermal hydrolysis process

Cambi's thermal hydrolysis process (THP) transforms wastewater sludge and other large organic waste streams into valuable bioresources



Image: Cambi THP plant in operation for Hampton Road Sanitation District (HRSD) at the Atlantic wastewater treatment plant in Virginia Beach, VA (USA)

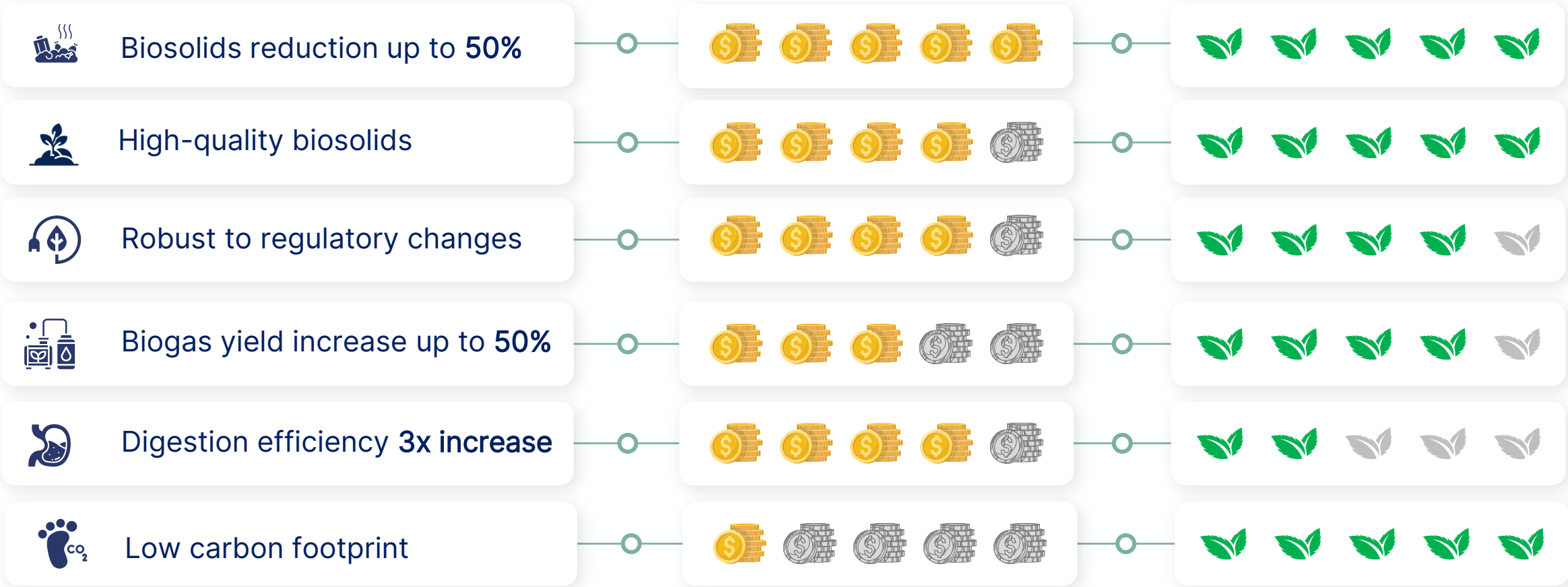


Cambi THP offers a highly attractive value proposition

Cambi THP for sludge treatment

Economic impact

Environmental impact



Standardised and modular technology solutions for any customer need

Portfolio of standardised products

B2



Small projects

50-250 thousand people
equivalent

B4/B6



Medium to large projects

From 250 thousand people
equivalent

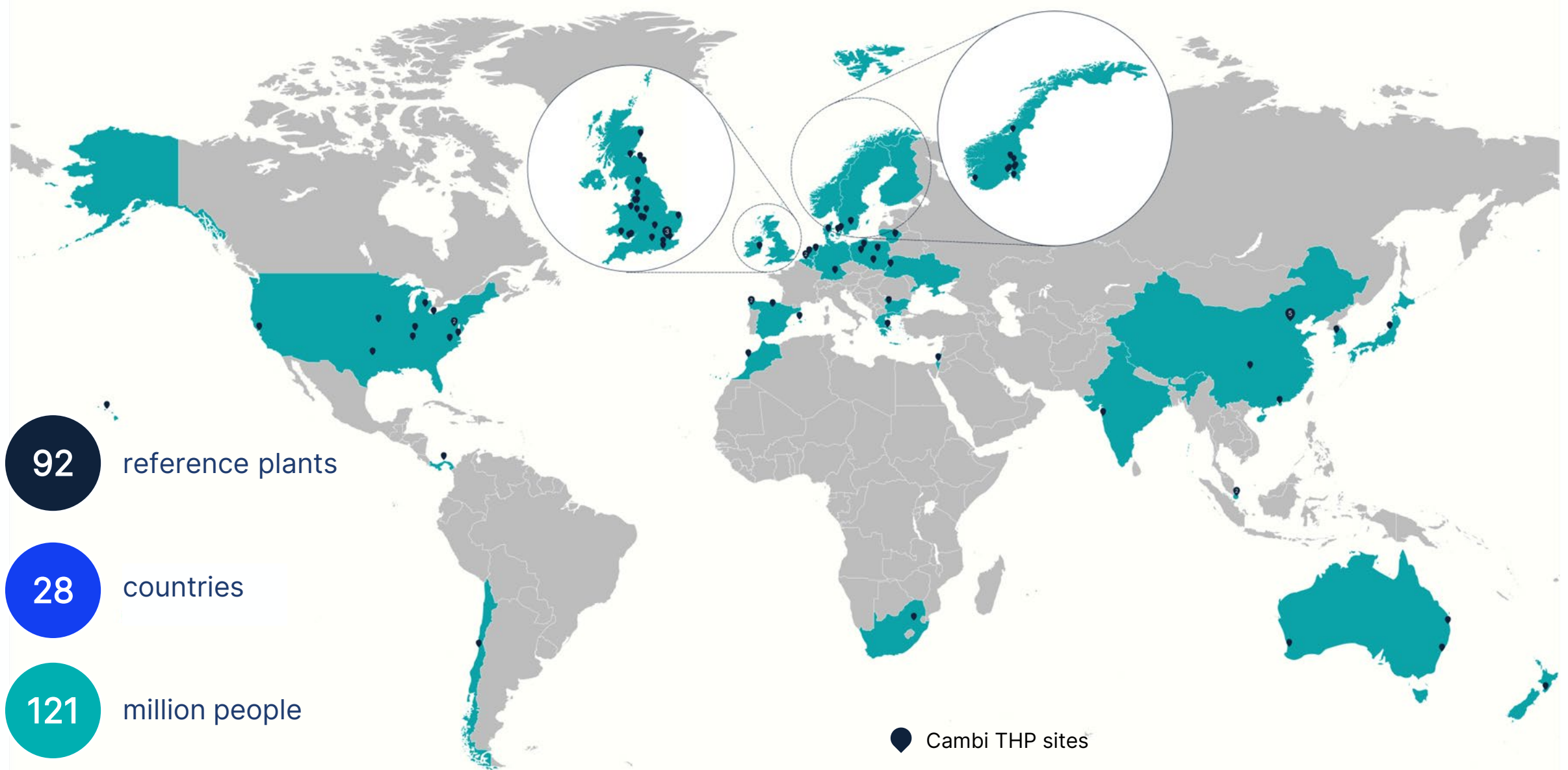
B12



Extra large projects

From 1 million people
equivalent

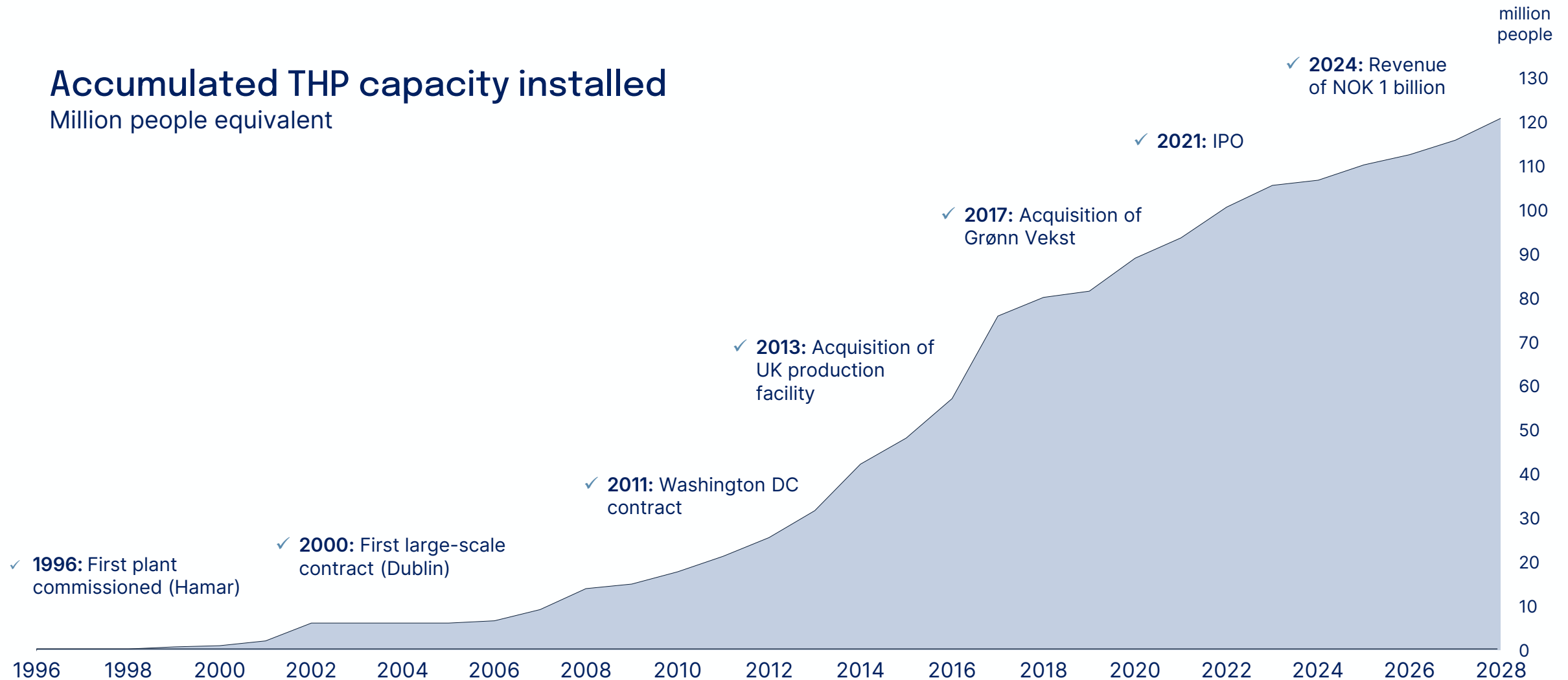
Global presence. Solid track record of delivered installations



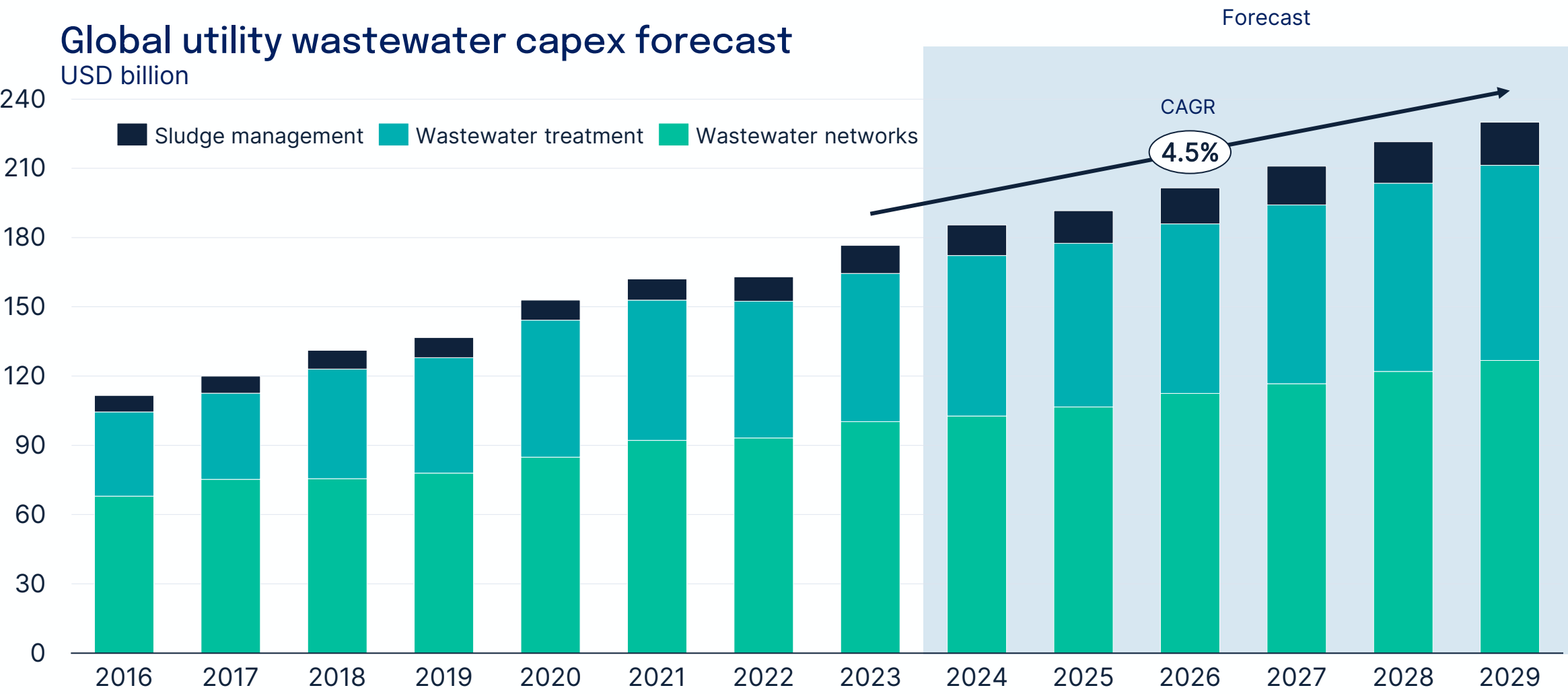
35 years of experience. Serving daily 121 million people

Accumulated THP capacity installed

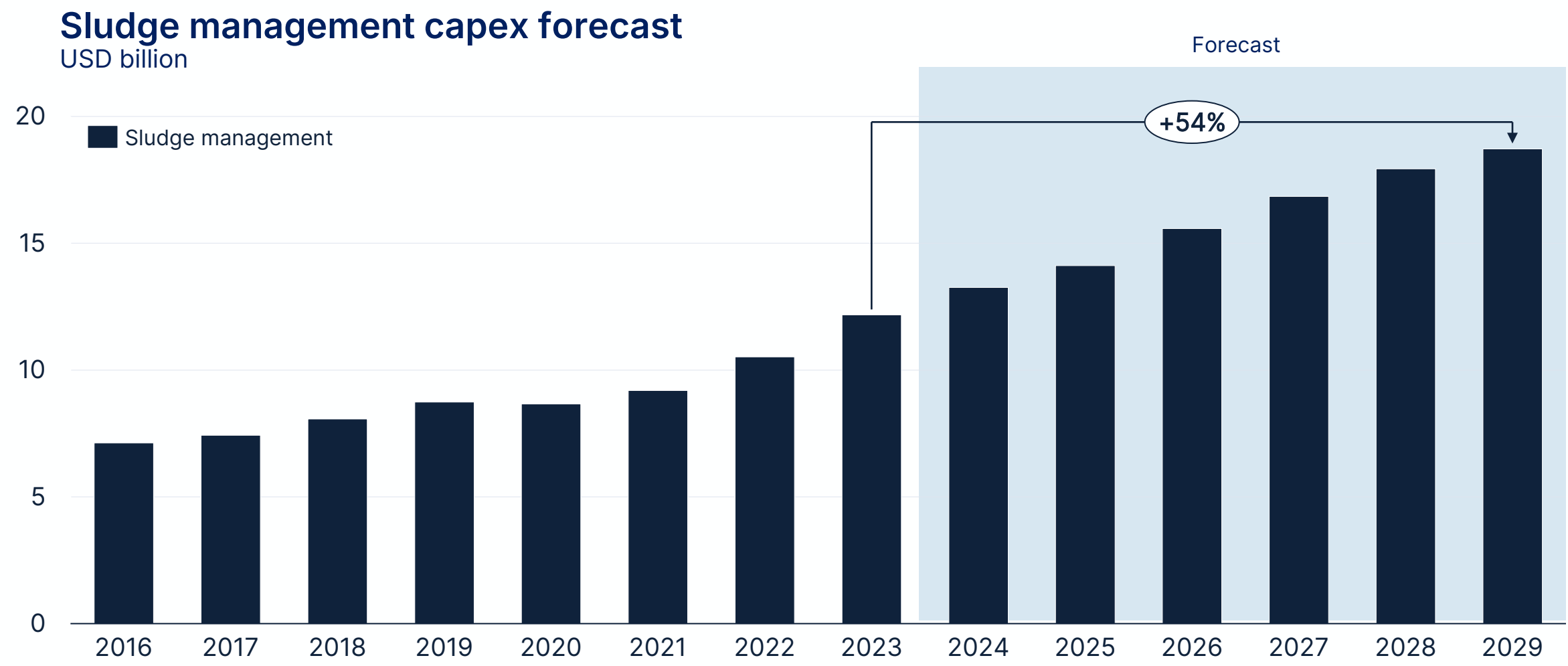
Million people equivalent



Population growth and urbanisation will be key drivers for wastewater utility capital expenditures towards 2030



Sludge management market is expected to grow, driven by increasing disposal costs and higher volumes to manage



Large addressable market
of more than 3,000 plants
has been identified

Addressable
market
3,000+

Sales pipeline

ca.
450

Reference sites

92

Entering the world's potential largest market

First contract in India

- Market breakthrough following sustained investments in marketing and project development over several years
- Medium-sized project at the new Versova wastewater treatment plant for the Brihanmumbai Municipal Corporation (BMP)
- Contract with DRN Infrastructure, a large and experienced construction and engineering company
- Delivery in 2027



Cityscape of Mumbai, India

Potential for more projects in Mumbai and many other cities

India holds significant potential for Cambi

Several opportunities identified in the medium-to-long term

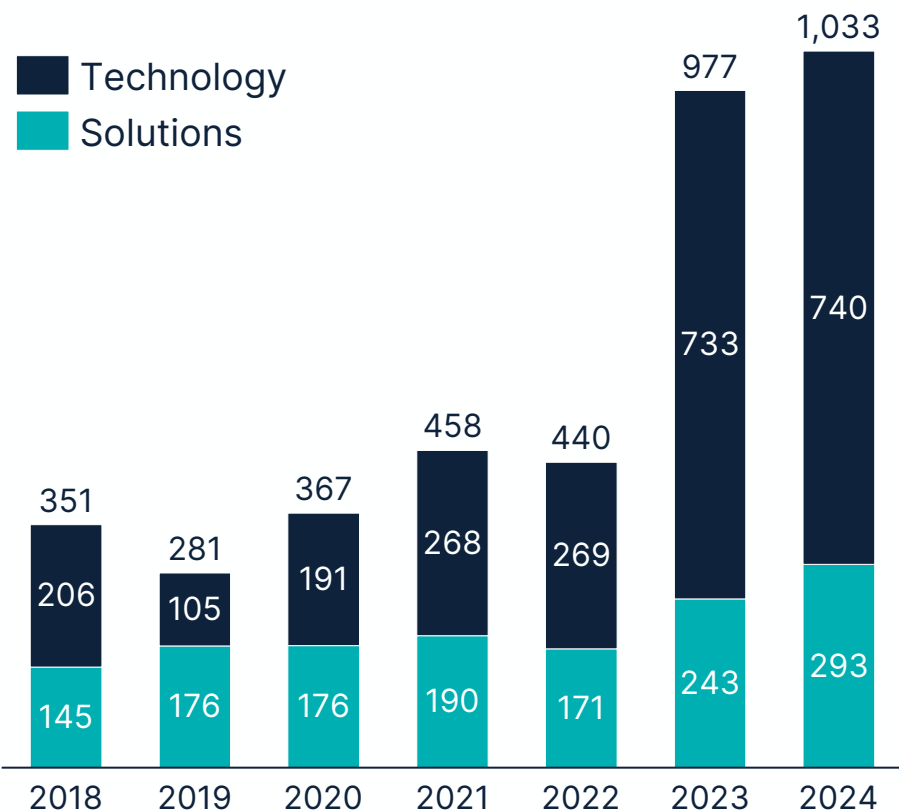
- World's largest country by population (more than 1.4 billion people), with high population density
 - Rapid population growth: expected to add more than 200 million people from 2025 to 2050
 - Rapid urbanisation: from 35% in 2025 to 50% in 2050 – a net increase of 350 million urban dwellers
- World's fifth largest economy with a steadily high growth rate – third largest economy by 2030
- Sanitation is a top government priority – especially cleaning the Ganges river (National Mission for Clean Ganga)



Two business segments

Revenue development per segment

NOK million



Technology

Sales, R&D, manufacturing and delivery of world-class sludge treatment technology



Solutions

Value-adding services beyond delivery of world-class sludge treatment technology



Cambi is a trusted partner for leading water utilities worldwide



San Francisco, USA



Brussel, Belgium



Oslo, Norway



Beijing, China



Washington DC, USA



Dublin, Ireland



London, UK



Seoul, South Korea



Kansas City, USA



Athens, Greece



Birmingham, UK



Hong Kong, China



Dallas, USA



Panama City, Panama



Edinburgh, UK



Singapore



Santiago, Chile



Johannesburg, South Africa



VEAS, Norway



Sydney, Australia



CAMBI

Thank you!

