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Cambi ASA

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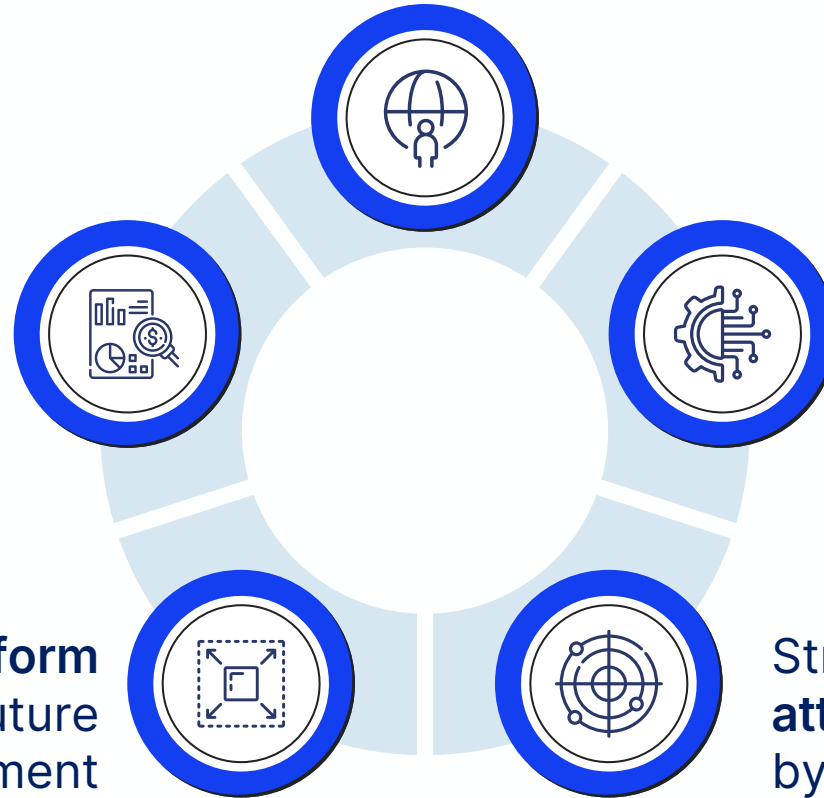
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Cambi offers a strong value proposition

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



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

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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

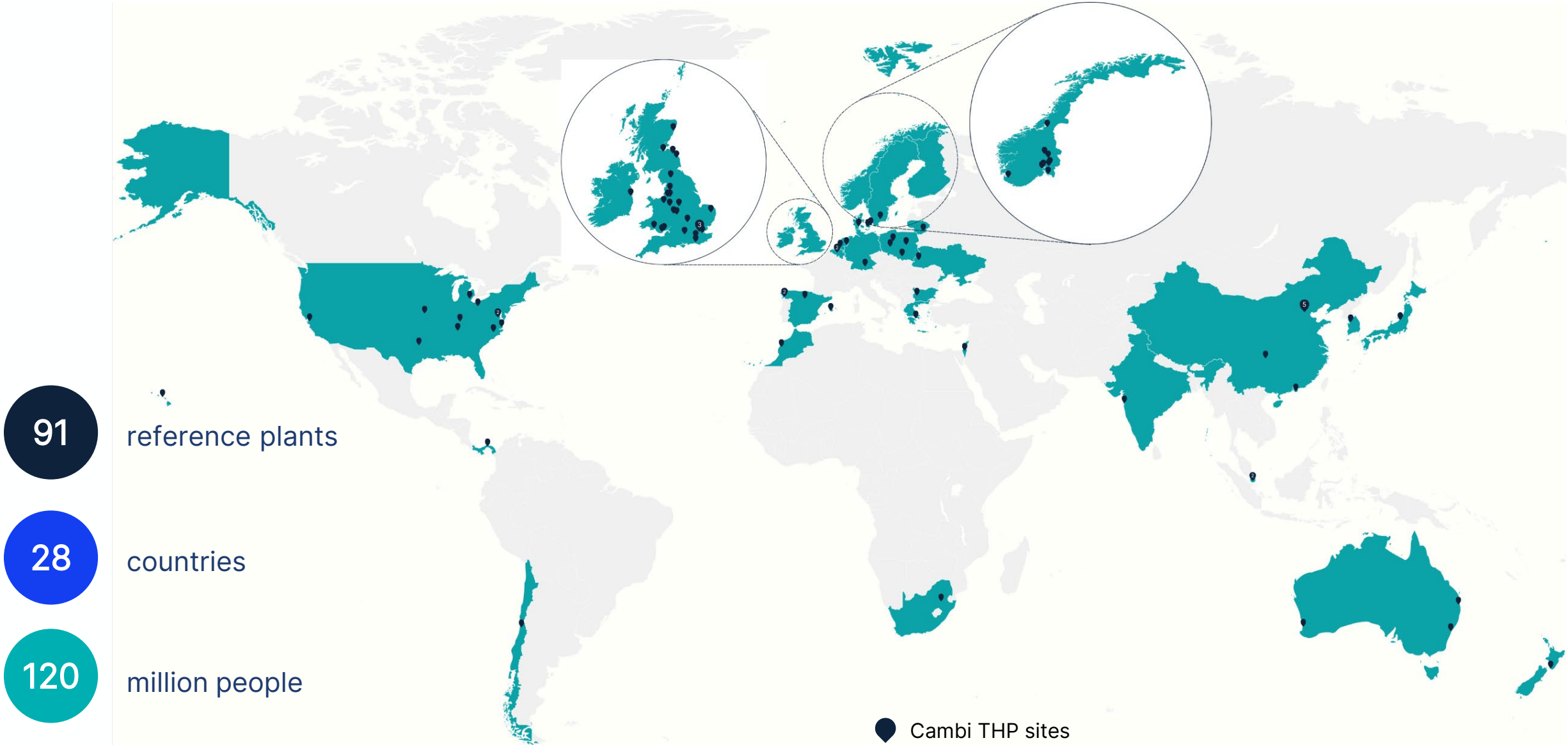
B12



Extra large projects

From 1 million people
equivalent

Global presence. Solid track record of delivered installations



91

reference plants

28

countries

120

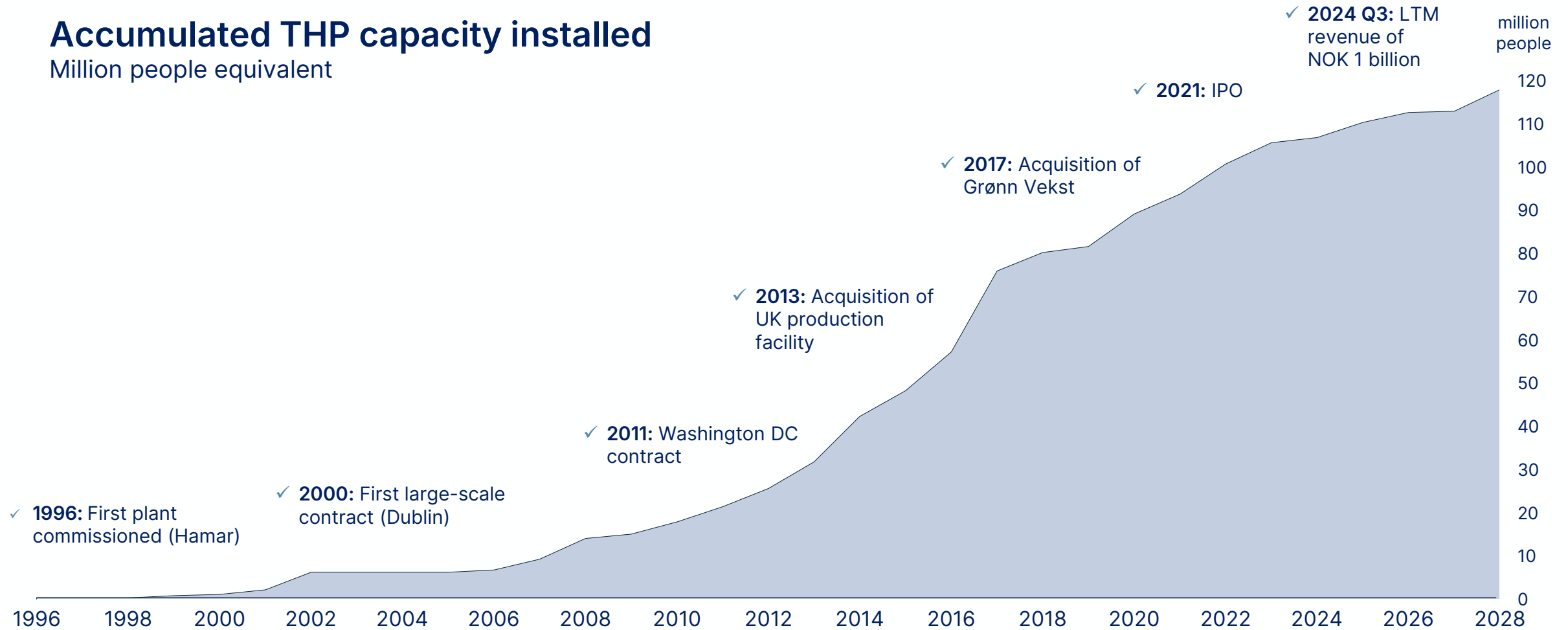
million people

● Cambi THP sites

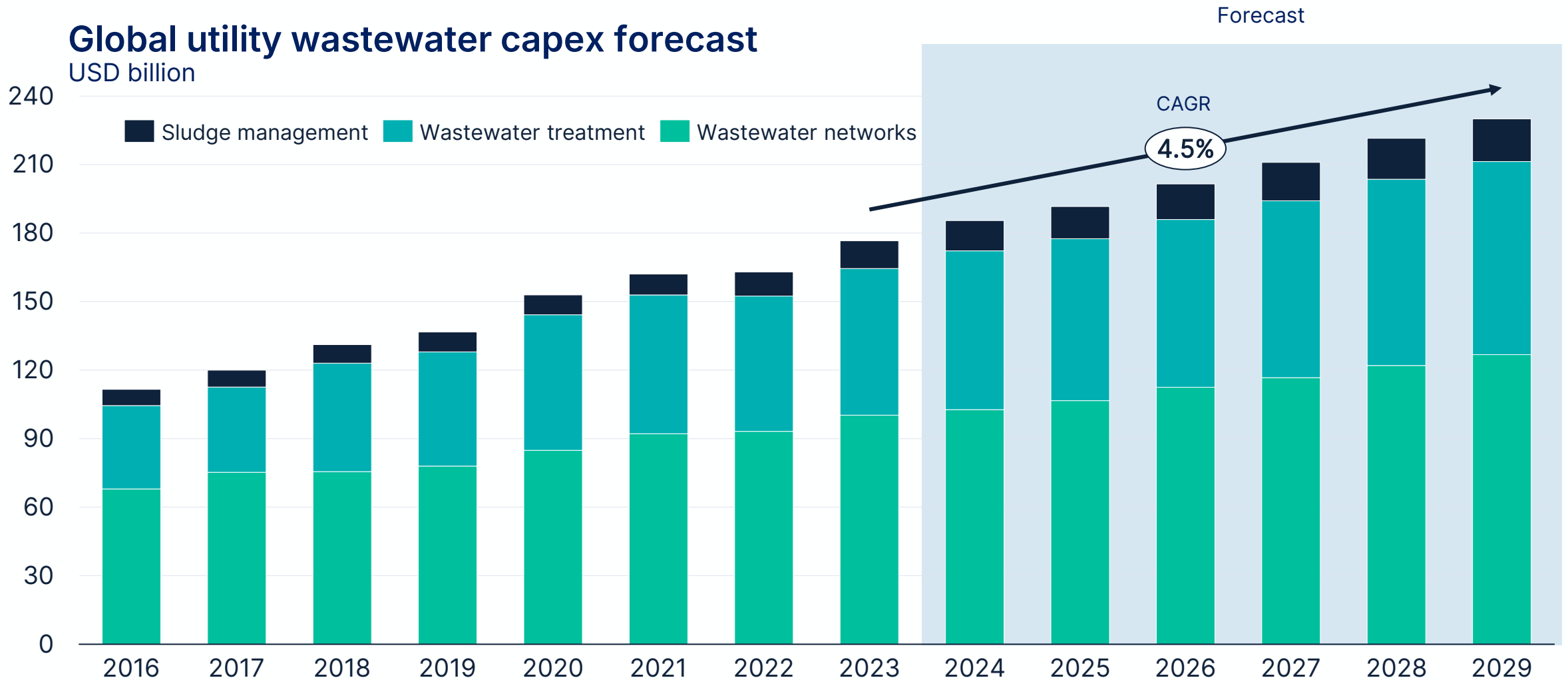
35 years of experience. Serving daily 120 million people

Accumulated THP capacity installed

Million people equivalent



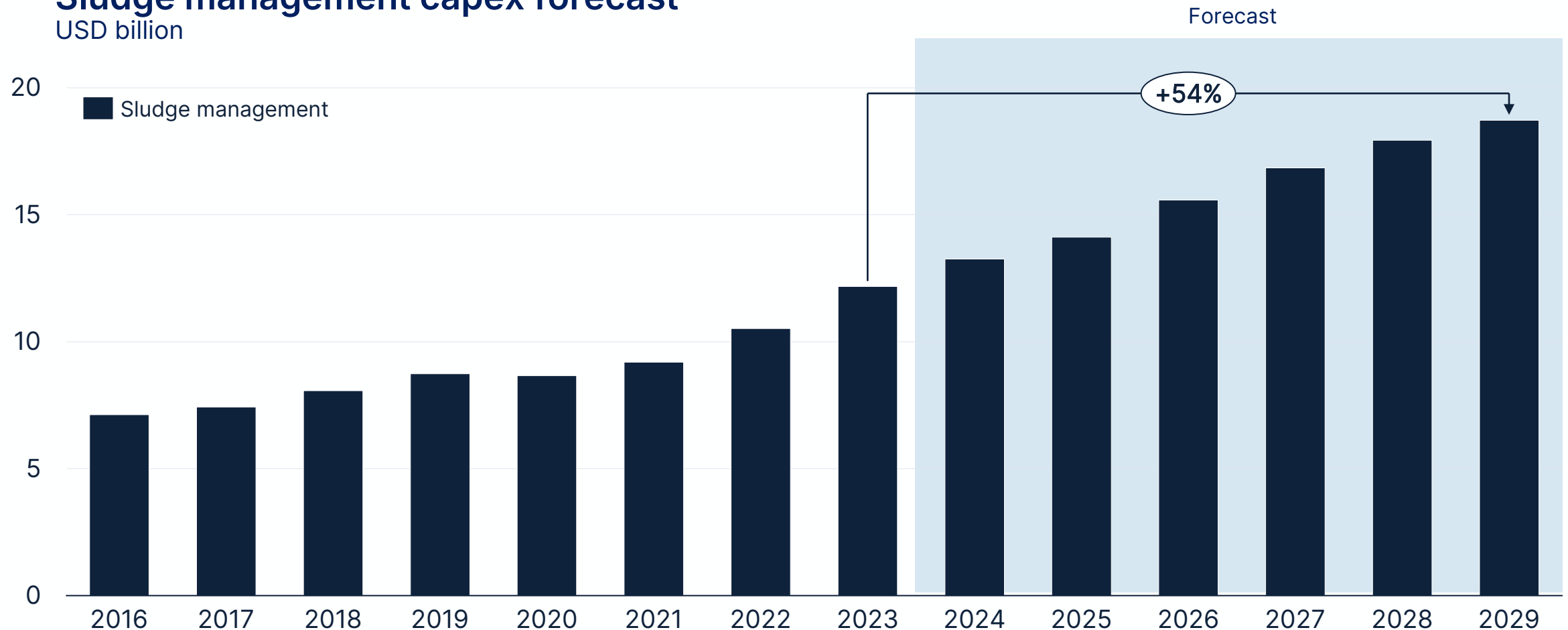
Population growth and urbanisation will be key drivers for wastewater utility capital expenditures towards 2030



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

Sludge management capex forecast

USD billion



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

Addressable
market
3,000+

Sales pipeline

ca.
450

Reference sites

91

Started 2025 with 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

Potential for more projects in Mumbai and many other cities



Cityscape of Mumbai, India

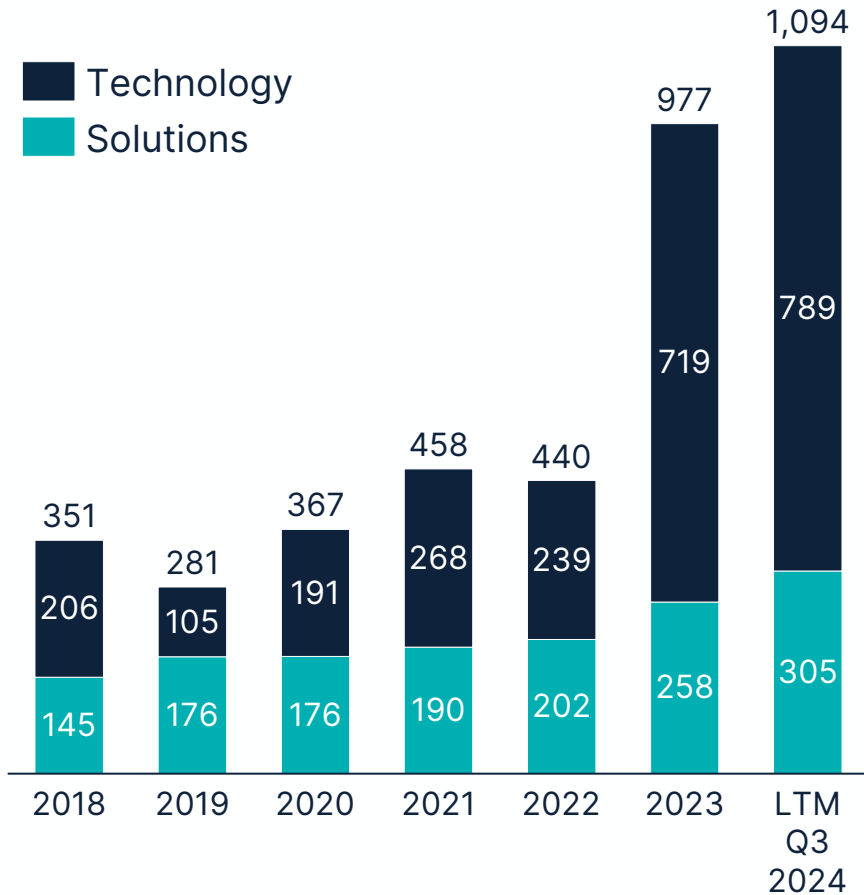
Important market for Cambi in the medium-to-long term

- World's largest country by population, with high population density
- Tremendous sanitation problems are a top government priority
- 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 5th largest economy with a steadily high growth rate – 3rd largest economy by 2030



Two business segments

Revenue development per segment
NOK million



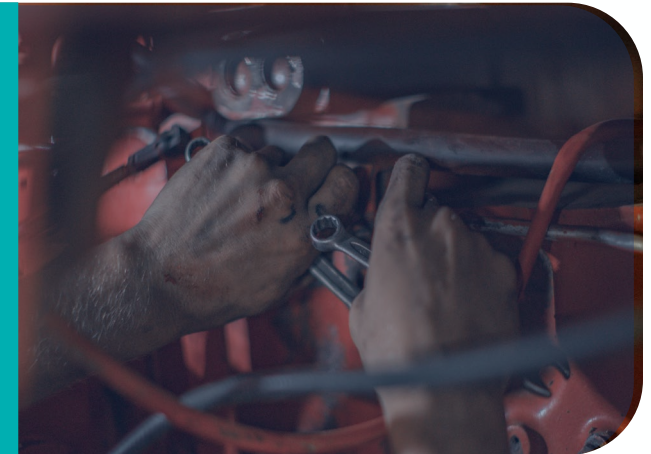
Technology

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



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Thank you!

