

The logo for CAMBI is displayed in a large, white, bold, sans-serif font. The letters are thick and modern, with a slight shadow effect. The 'C' is a simple curve, 'A' has a triangular cutout, 'M' is a solid block, 'B' has a rounded bottom, and 'I' is a simple vertical bar with a small hook at the top. The logo is centered horizontally and partially overlaps the dark blue gradient overlay.

CAMBI

Eirik Fadnes, CEO

Morgenmøte, Carnegie

6 June 2023



In 2050, world population will reach

~ 10

billion people

Over 50% of the world's population lives in urban areas today

70%

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

Only a quarter of the global wastewater from urban areas is considered safely managed

25%

wastewater which is treated safely

Cambi's Thermal Hydrolysis Process (THP) technology is the optimal waste-to-energy solution for sludge management











Washington DC, US – Blue Plains WWTP

Cambi transforms sewage sludge into renewable resources



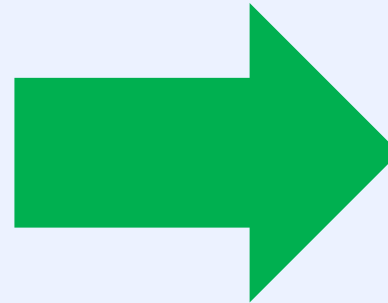
Cambi THP offers a highly attractive value proposition

| | | | |
|---------------|---|---------------------------------|---|
| Environmental |  | Low carbon footprint | <ul style="list-style-type: none">▪ Independent studies show lowest carbon footprint for all biosolids outlets |
| |  | Energy-efficient process | <ul style="list-style-type: none">▪ Generated heat is recycled to pre-heat feedstock |
| |  | More biogas production | <ul style="list-style-type: none">▪ Up to 50% more biogas generated |
| Economic |  | Digestion efficiency | <ul style="list-style-type: none">▪ ~3 times higher digester throughput, reducing need for investment in new digesters and new land |
| |  | Lowest lifetime costs | <ul style="list-style-type: none">▪ Operational benefits offset initial investment after a few years |
| |  | Easy to maintain | <ul style="list-style-type: none">▪ Reliable, high uptime and low maintenance costs |
| Quality |  | Low residual volume | <ul style="list-style-type: none">▪ Reducing the final volume by 50%, significantly reducing disposal costs |
| |  | High biosolids quality | <ul style="list-style-type: none">▪ Low odour, with guaranteed pathogen kill (all viruses, bacteria, fungi, protozoa and worms) |

THP reduces the residual biosolids volume by up to 50% and increases the quality



Biosolids **without** thermal hydrolysis pre-treatment



Biosolids **with** thermal hydrolysis pre-treatment



CAMBI

THP avoids costly investments in more digesters, beneficial for space-constrained wastewater plants



Cambi serves customers through various delivery models

Technology



- Core equipment to end customers and contractors
- Ancillary equipment
- Complete sludge treatment solutions
- Engineering support

Services



- Spare parts, maintenance support
- Remote monitoring, Cambi PLUS
- Upgrades

Invest



- Long-term ownership of sludge projects
- Open to different types of projects, depending on customer preference
- Recycling sludge and garden waste through Grønn Vekst

Our global presence

83

reference plants

25

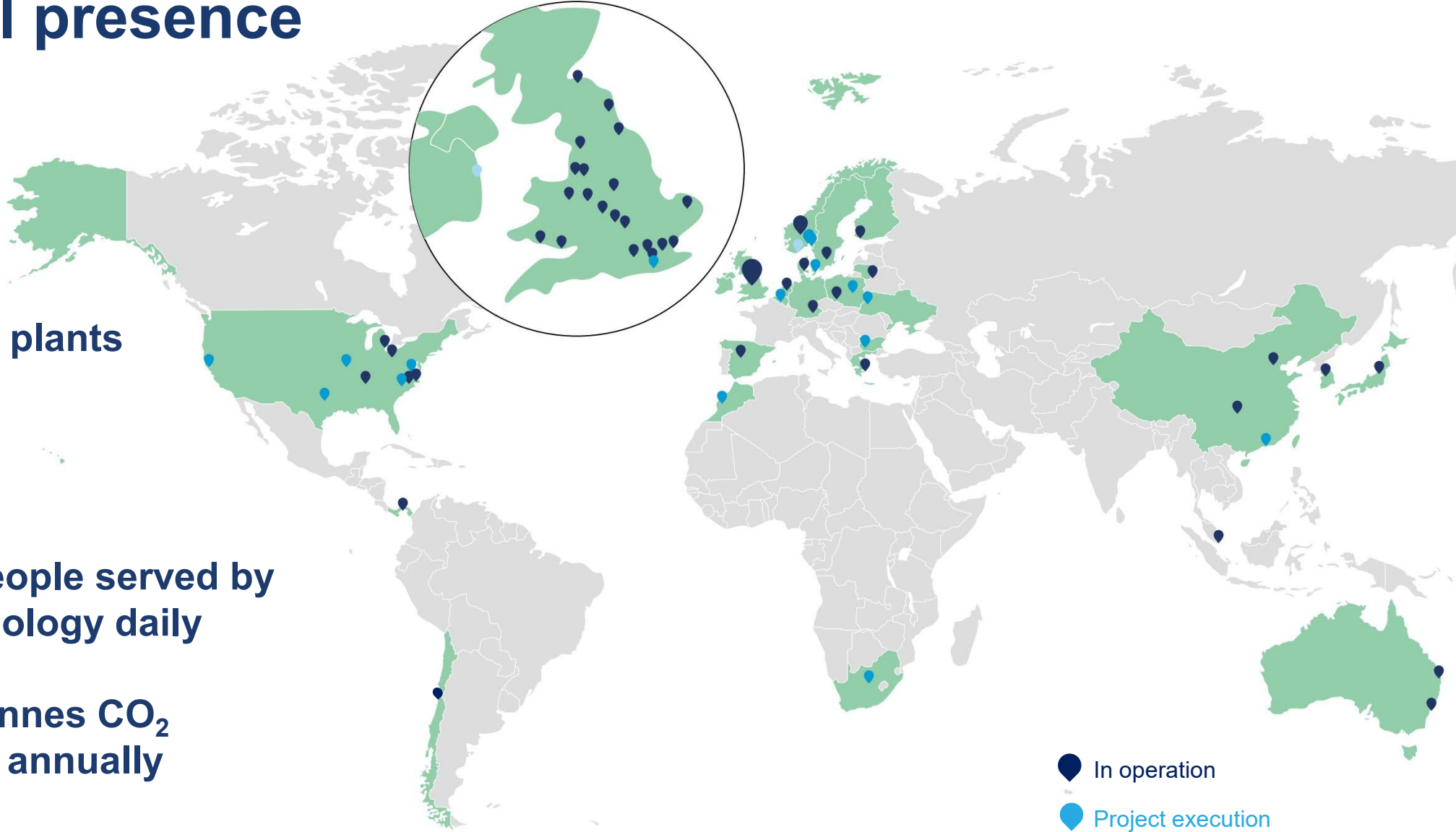
countries

112

million people served by our technology daily

1.2

million tonnes CO₂ mitigated annually



 In operation

 Project execution

Large addressable market of more than 3,000 wastewater plants globally

Identified targets

3,000+

Sales pipeline

350+

Reference plants

83

Financial summary 1Q-2023

Revenue

210

NOKm

EBITDA

57

NOKm

Order intake

333

NOKm

Order backlog

1,079

NOKm



Outlook

- **We expect strong growth in revenue and profits**
- **Supportive market conditions with high barriers to entry**
- **Strong order backlog**
- **Order intake target 2023-2024 of NOK 1.2 billion**
- **Maturing project pipeline and continued high tender activity**
- **Conditional DBFO contract awarded in the US**

Cambi is a trusted partner for many leading water utilities





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Thank you!