



**CAMBI**

# Cambi ASA

Pareto Securities' 31st annual Energy Conference

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# Our new logo and visual identify



**CAMBI**



# Cambi offers a strong value proposition

Global leader in wastewater sludge treatment solutions with solid track record



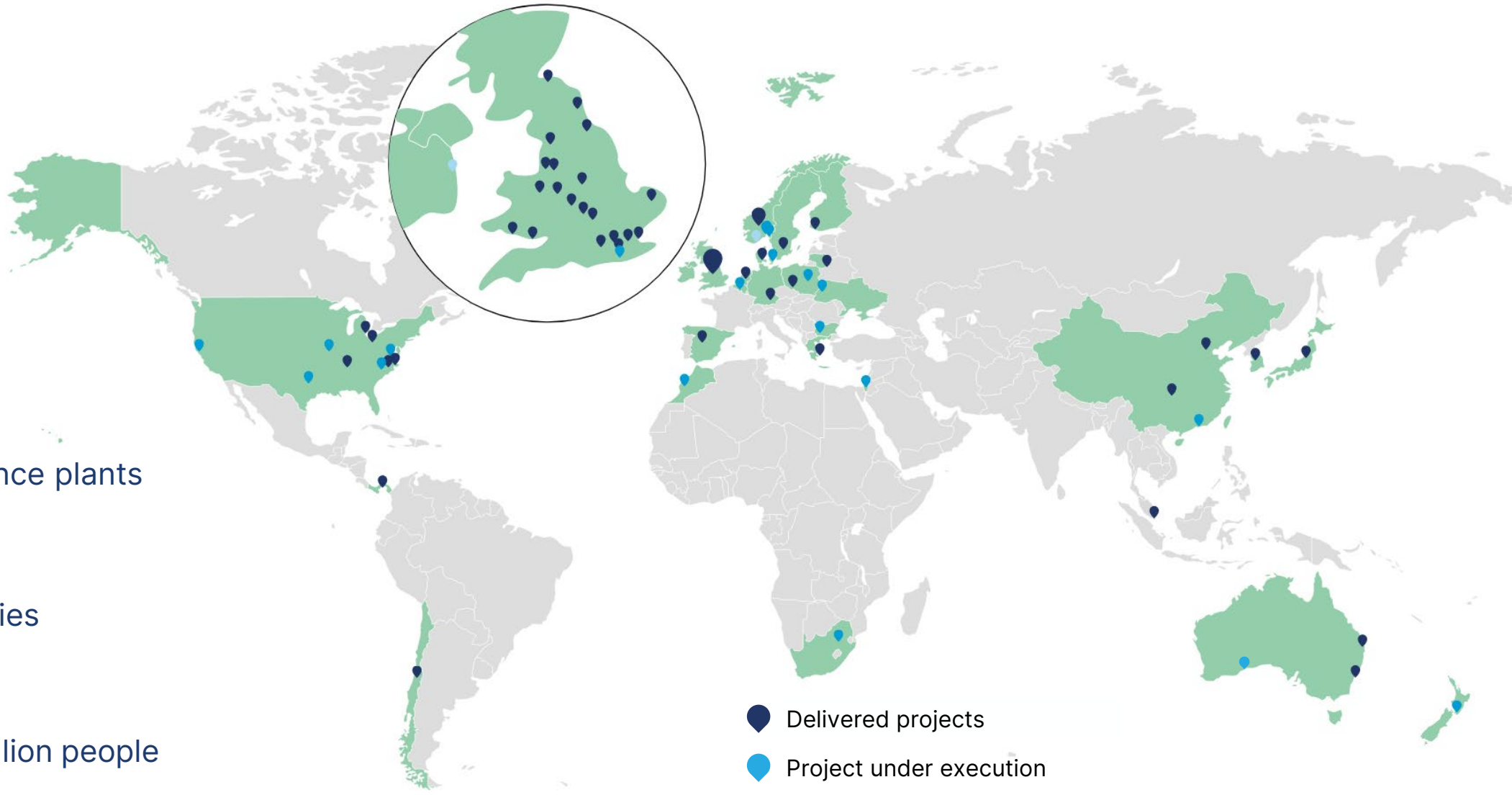
Robust financial performance enabling shareholder dividends

Proven thermal hydrolysis technology with unique value proposition

Scalable platform positioned for future development

Strongly positioned in attractive market supported by macro trends

# Global presence and a solid track record of delivered installations



89

reference plants

27

countries

118

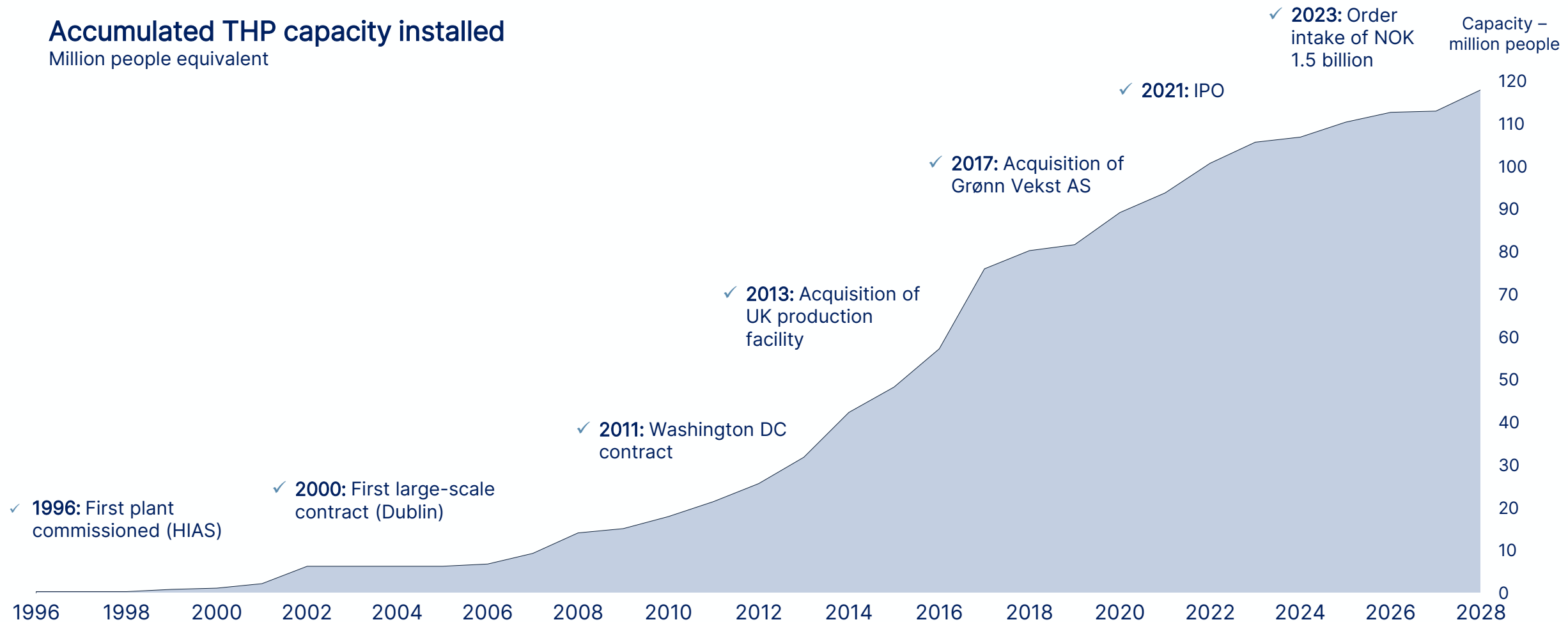
118 million people

- Dark blue pin: Delivered projects
- Light blue pin: Project under execution

# Based on more than three decades of experience, 118 million people are served by our technology daily

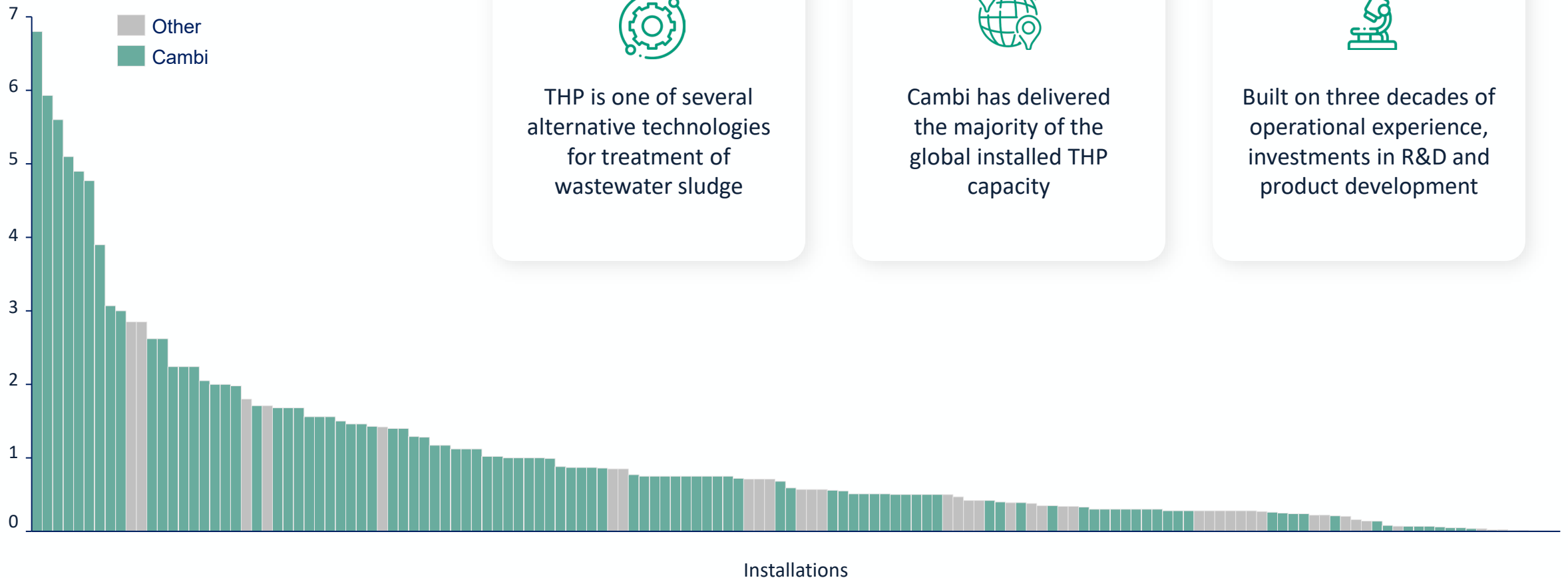
## Accumulated THP capacity installed

Million people equivalent



# After more than 30 years of developing thermal hydrolysis, Cambi has delivered most of the global installed capacity today

Global installed THP capacity  
million people equivalent per installation



THP is one of several alternative technologies for treatment of wastewater sludge



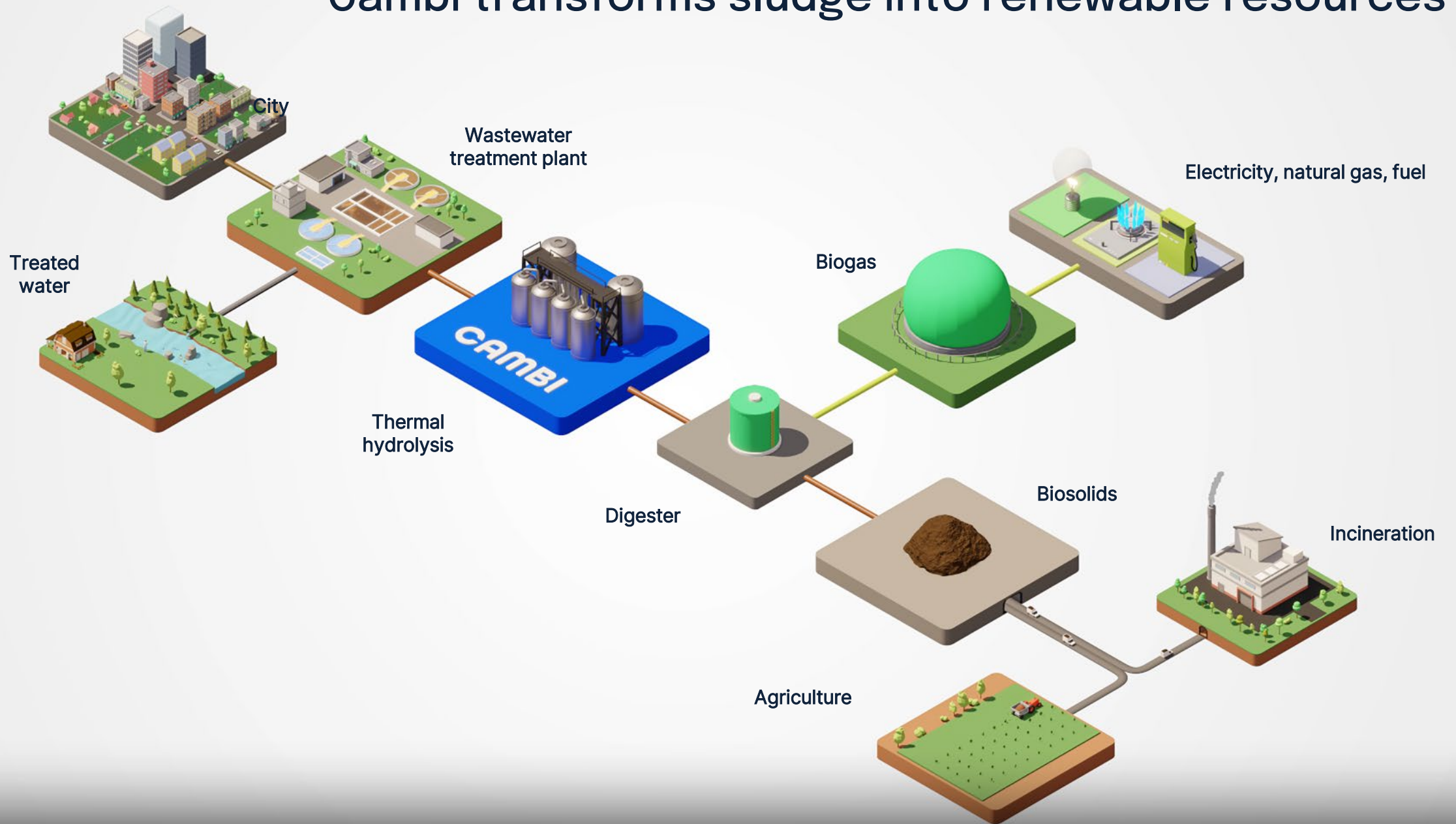
Cambi has delivered the majority of the global installed THP capacity



Built on three decades of operational experience, investments in R&D and product development



# Cambi transforms sludge into renewable resources



# Cambi THP offers a highly attractive value proposition

## Cambi THP for sludge treatment

## Economic impact

## Environmental impact



Biosolids reduction up to **50%**



High biosolids quality



Biogas yield increase up to **50%**



Digestion efficiency **3x increase**



Low carbon footprint



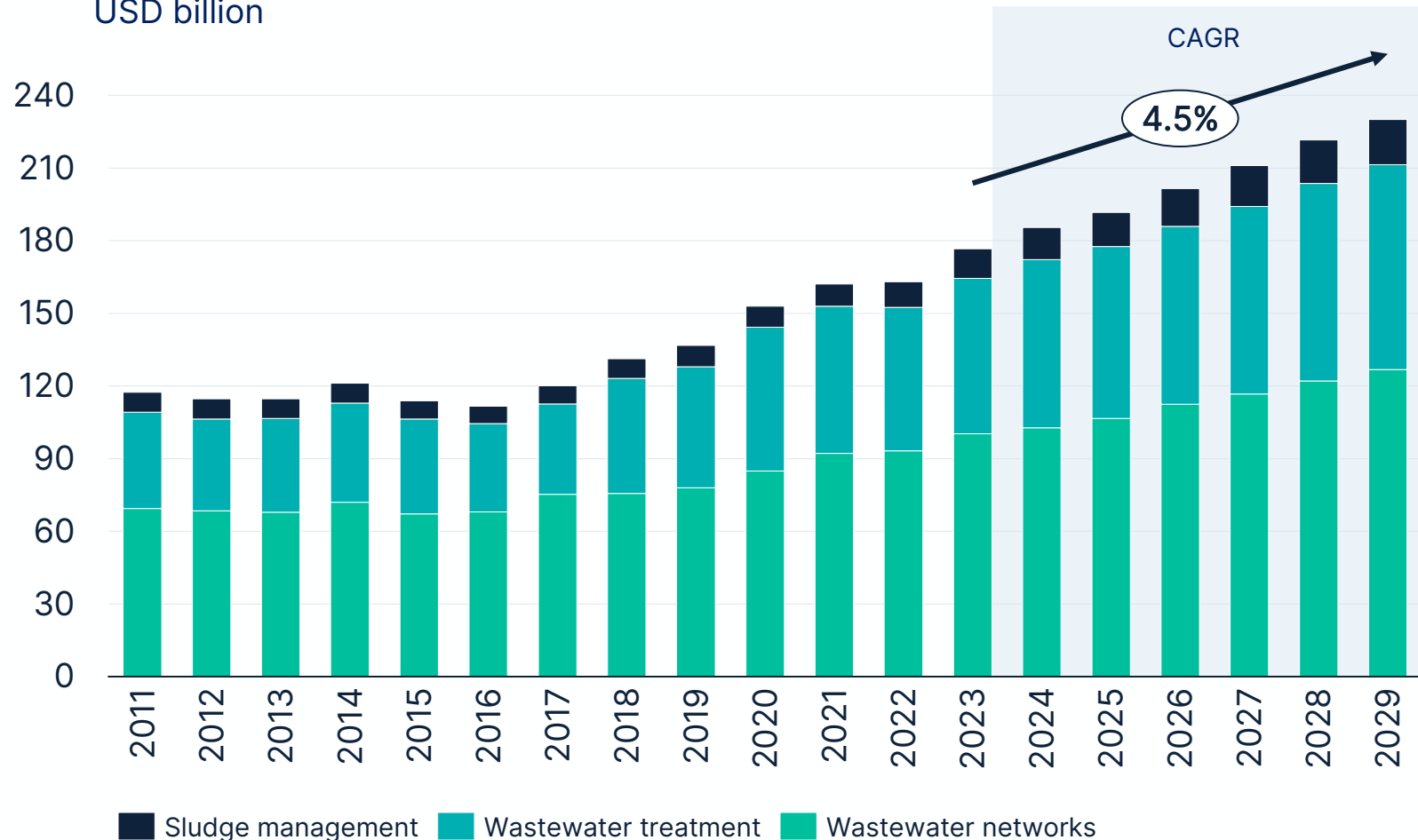
Robust to regulatory changes



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

## Global utility wastewater capex forecast

USD billion

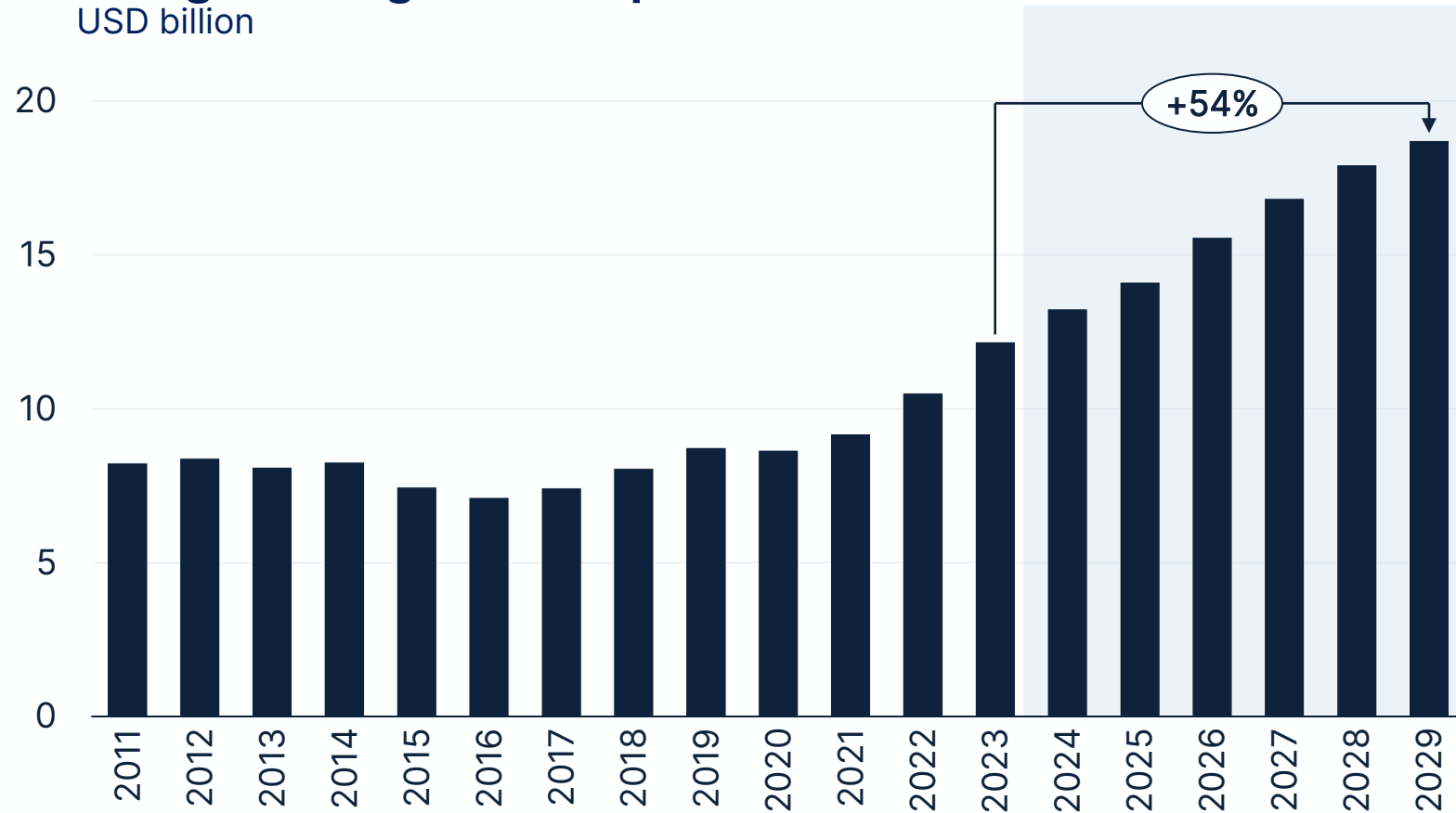


- As the population grows and levels of urbanisation and industrialisation rise, wastewater and subsequent sludge volumes will increase
- Wastewater utilities capital expenditures will surpass USD 180 billion in 2024, and is expected to increase +30% in 2029 compared to 2023 levels
- Investments in sludge management is an increasing share of total spend

# Sludge management market is expected to grow towards 2030, driven by increasing disposal costs and higher volumes to manage

## Sludge management capex forecast

USD billion



■ Sludge management

- Globally, vast volumes of sludge are produced every year, with an estimated production in 2022 of 75-100 million tonnes (dry solids)
- For wastewater utilities, the annual capital expenditures related to sludge management will surpass USD 13 billion in 2024
- Annual capex is expected to grow over 50% between 2023 and 2029

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

Identified targets  
3,000+

Sales pipeline

400

Reference plants

89

# Cambi offers standardized and modular technology solutions that can be scaled to fit any customer need

## Portfolio of standardized products

**B2**



**Small projects**

50-250 thousand people  
equivalent

**B4/B6**



**Medium to large projects**

From 250 thousand people  
equivalent

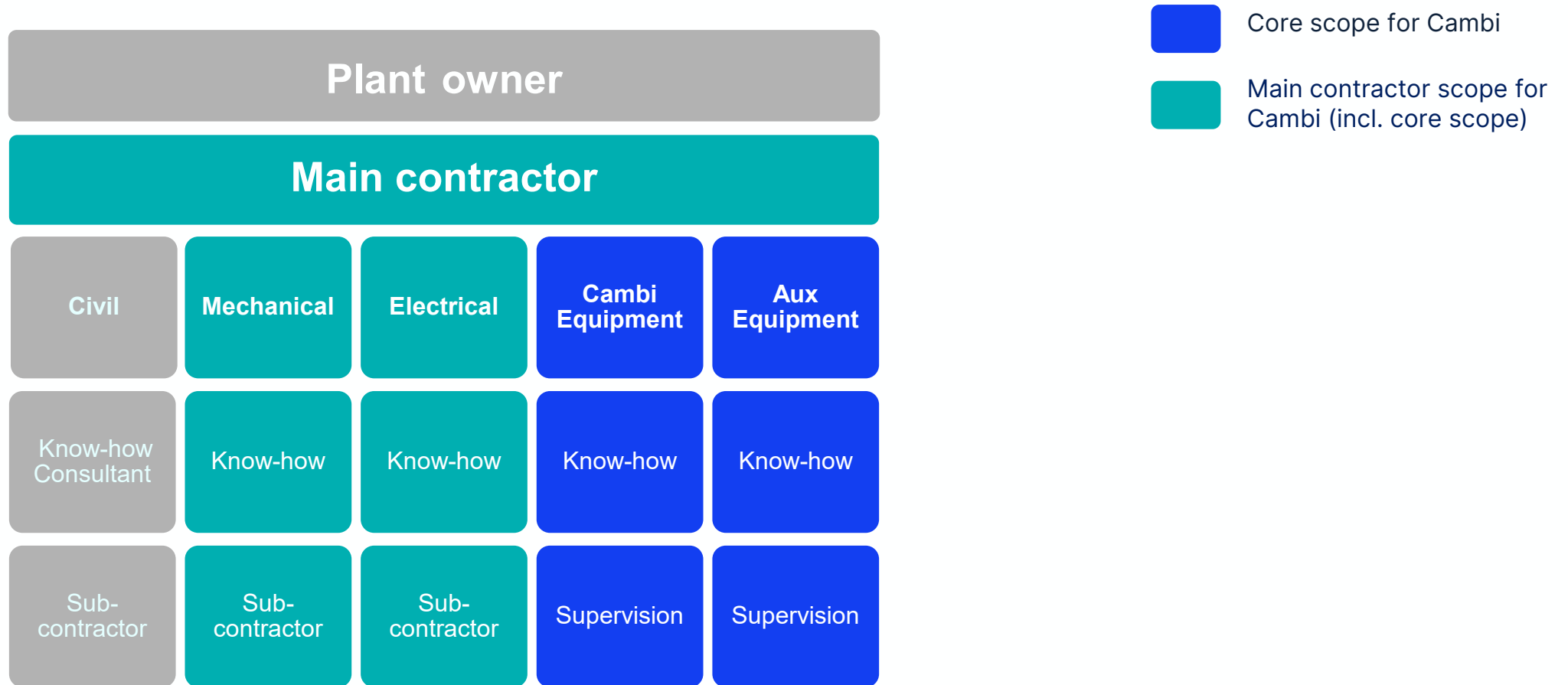
**B12**



**Extra large projects**

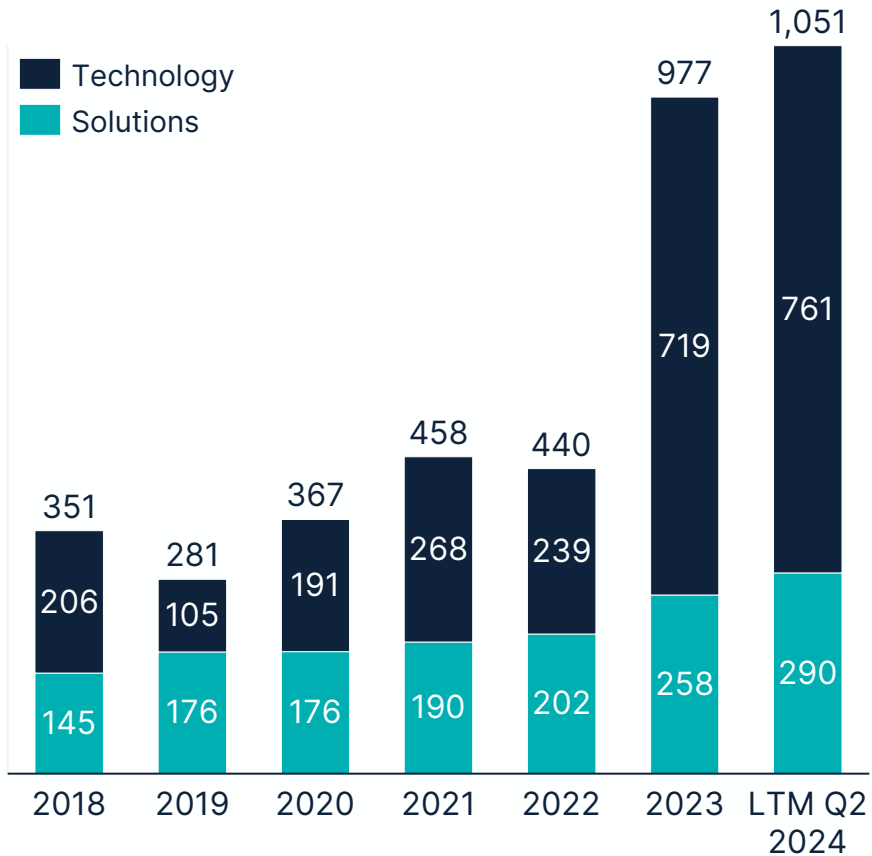
From 1 million people  
equivalent

# Cambi has a flexible delivery model, able to deliver both as a subcontractor for THP equipment and as the main contractor



# Significant revenue milestones reached in the second quarter

## 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

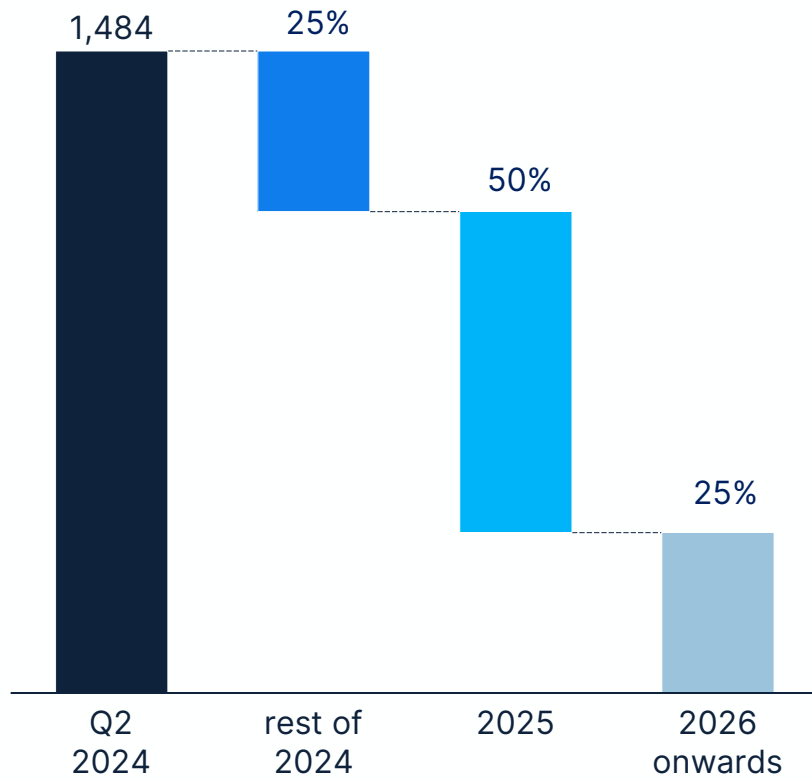




# Backlog breakdown by execution year provides a solid financial foundation for the next years

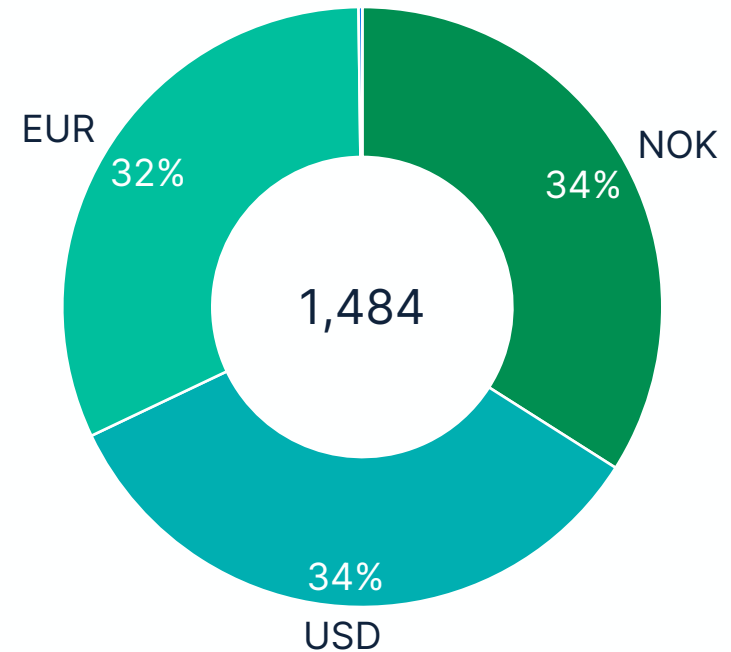
## Order backlog by execution year

NOK million



## Order backlog by currency

NOK million



# 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!

