



Cambi ASA

SEB meeting

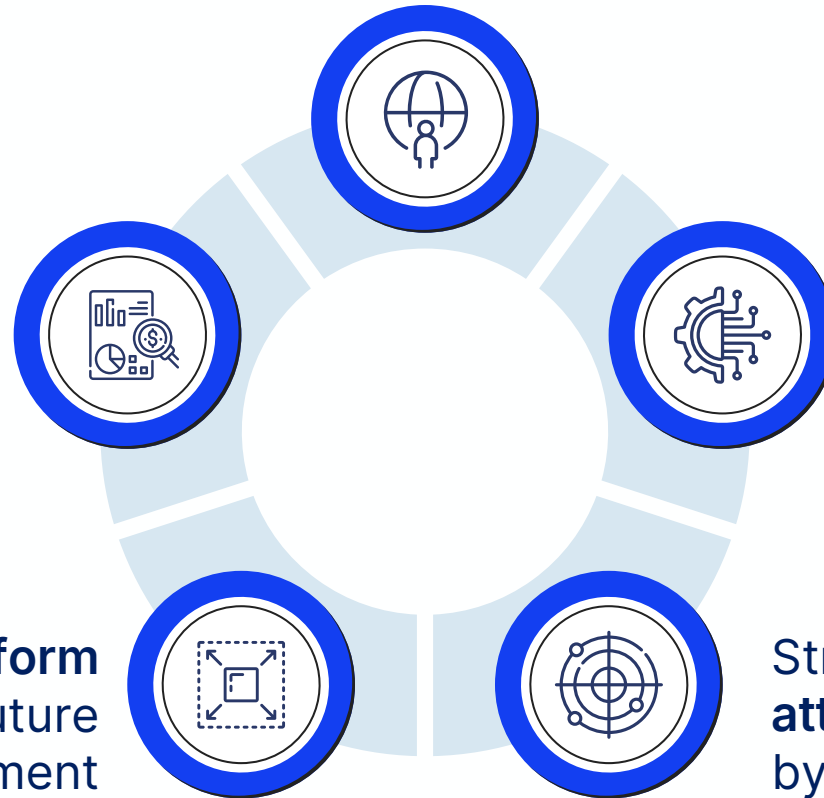
Mats Tristan Tjemsland, CFO

9 September 2026



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 image shows a wide river filled with floating trash and debris. In the distance, a large bridge spans the river, and a city skyline with tall buildings is visible under a hazy sky. The overall tone is somber and highlights environmental pollution.

Sanitation remains a key concern for health
and quality of life in many countries

40%

of wastewater is not treated

Source: UN Water Progress on Wastewater Treatment – 2024 Update (SDG 6, target 6.3, indicator 6.3.1)

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)

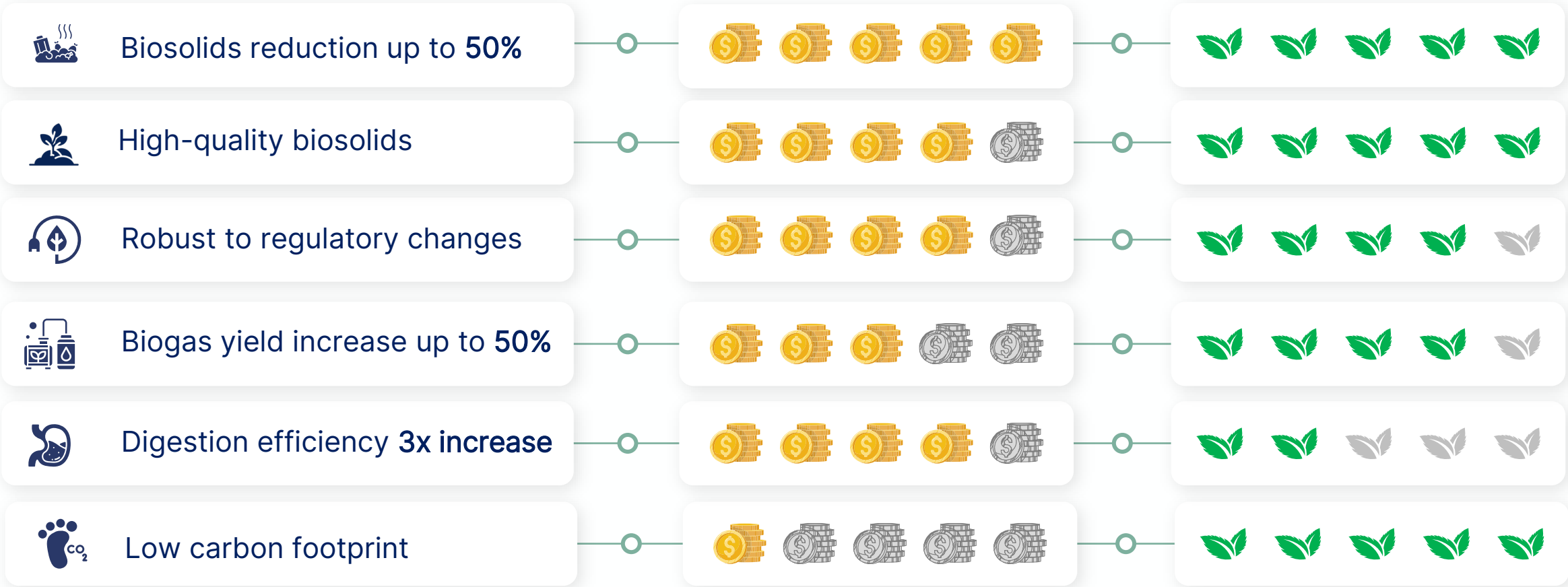


Cambi THP offers a highly attractive value proposition

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



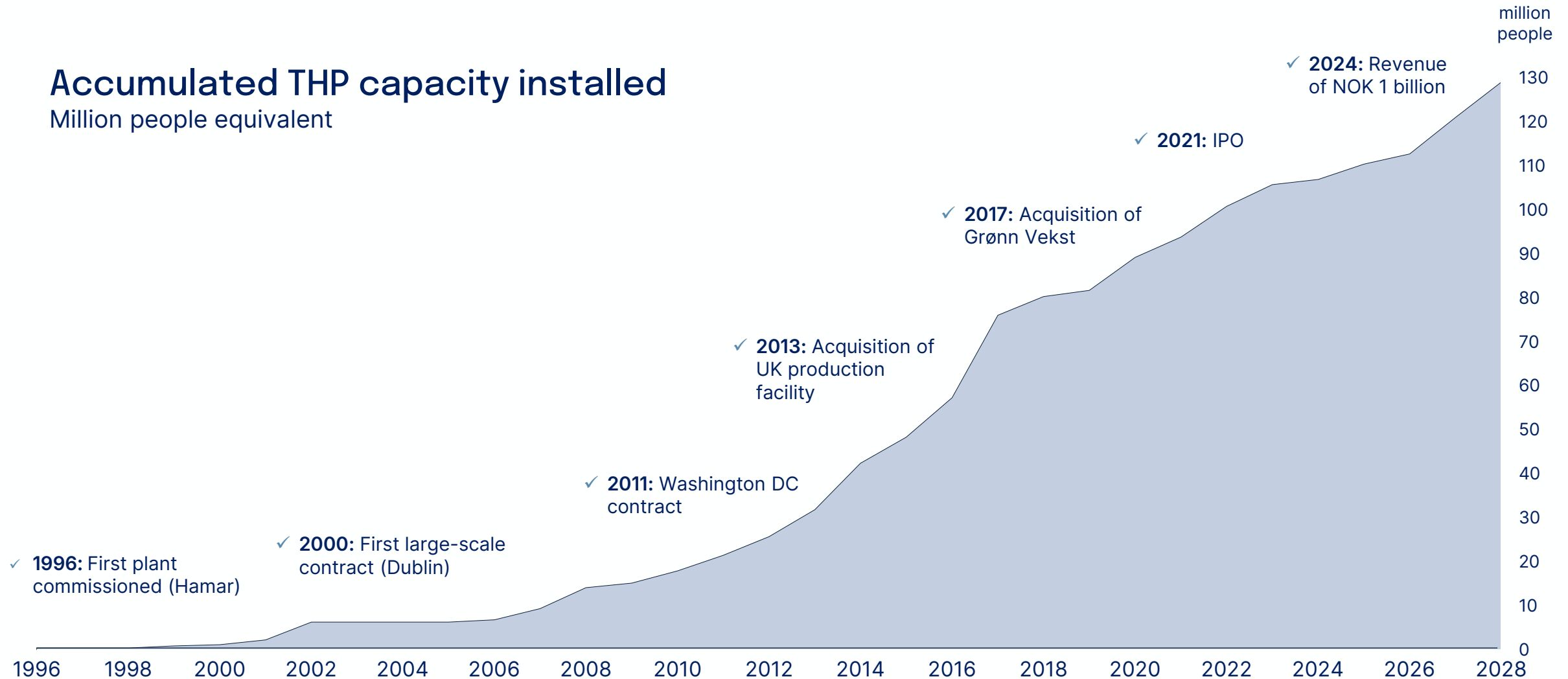
Extra large projects

From 1 million people
equivalent

35 years of experience. Serving daily 121 million people

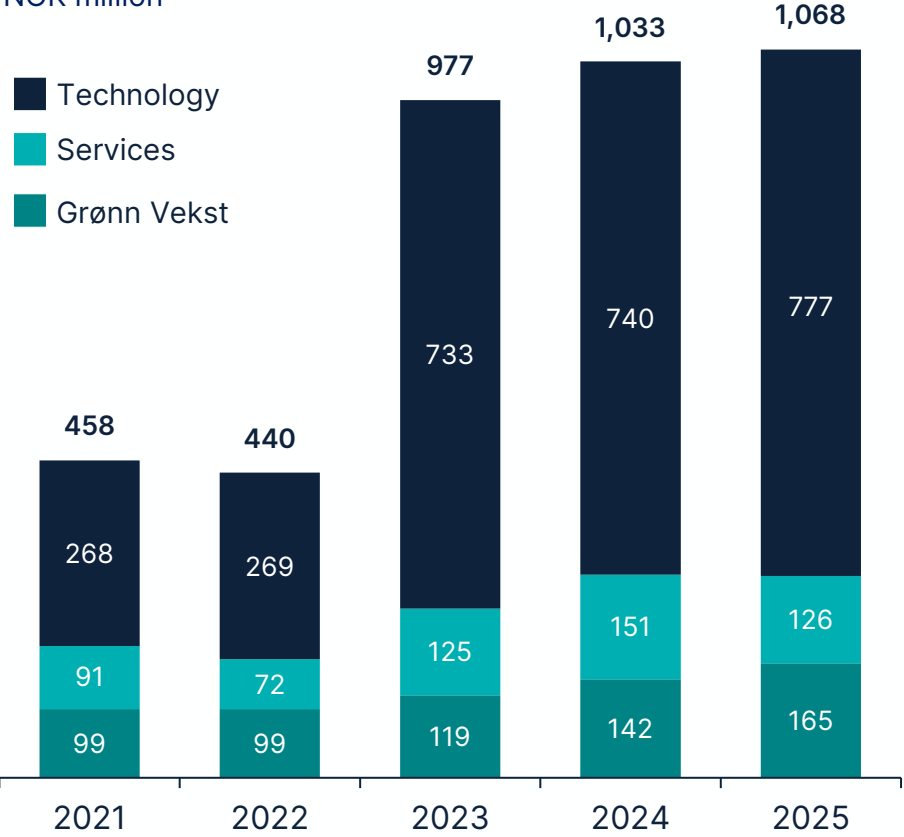
Accumulated THP capacity installed

Million people equivalent



Two business segments

Revenue development per segment
NOK million



Technology

Sales, R&D,
manufacturing and delivery
of wastewater treatment
solids line technology



Solutions

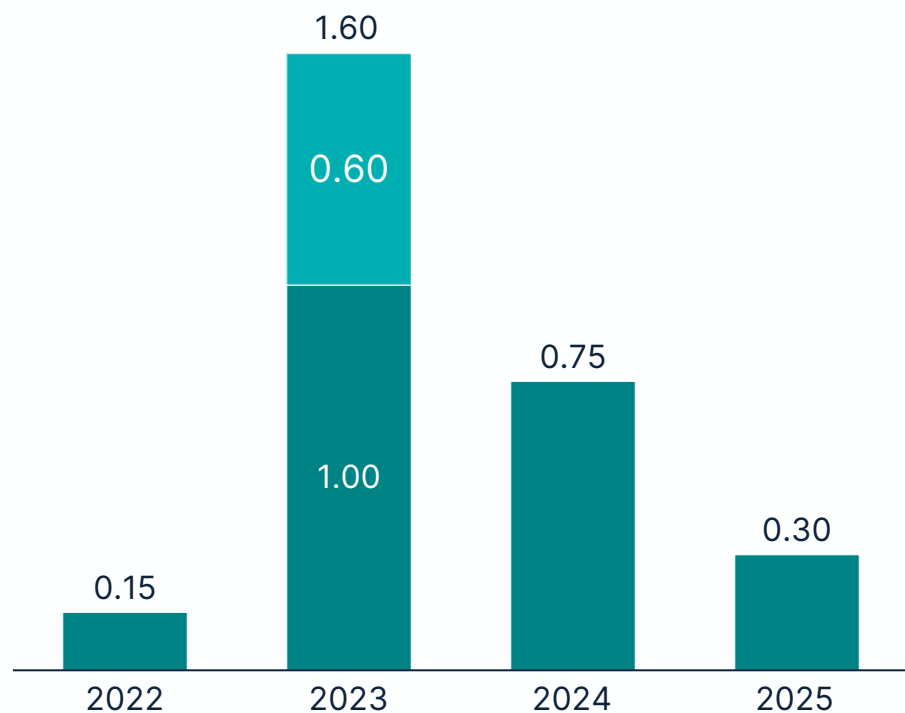
Value-adding services of the
installed base and soil
products



NOK 450 million distributed dividends since listing in 2021

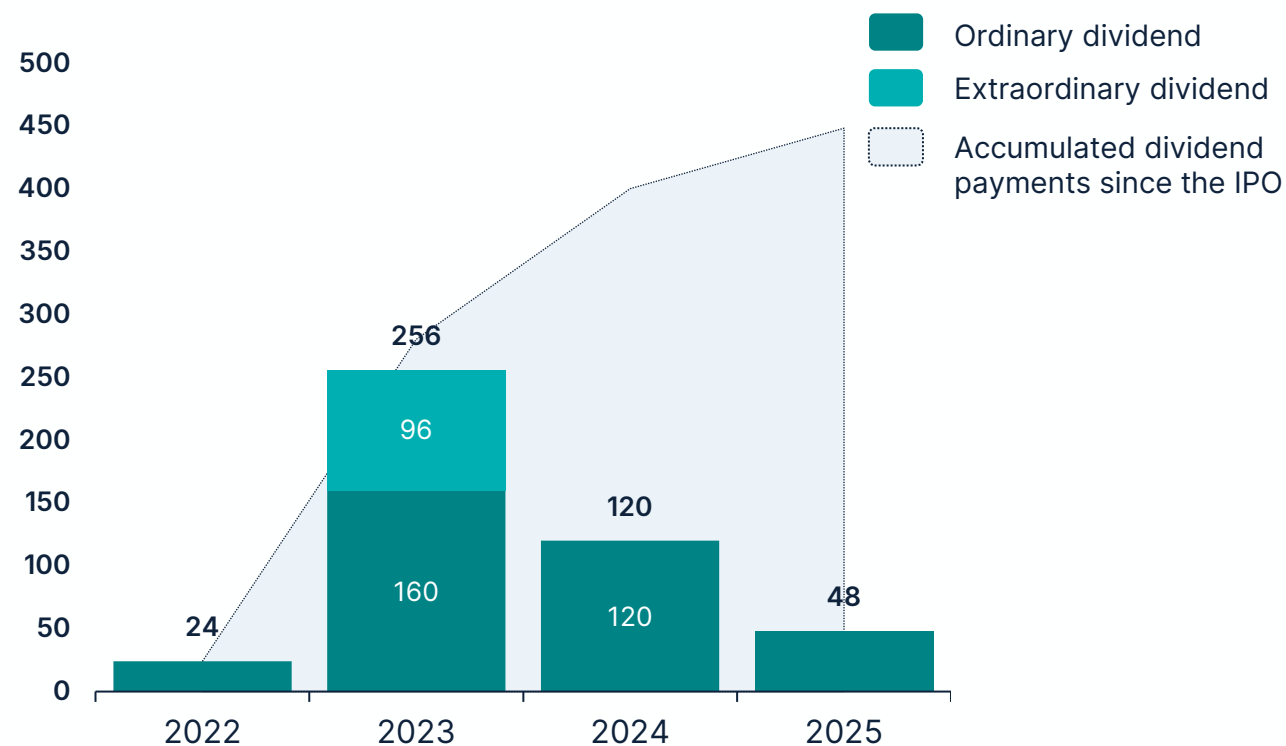
Dividends paid per share, per FY

NOK



Dividends paid, per FY

NOK million

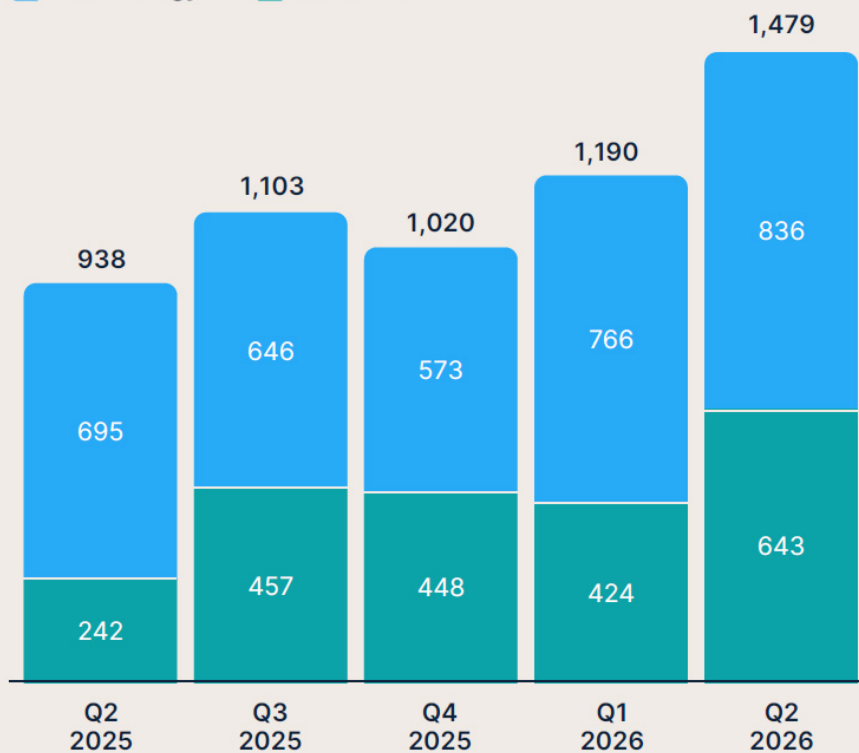


CAMBI Increasing order backlog and opportunity pipeline

Order backlog development

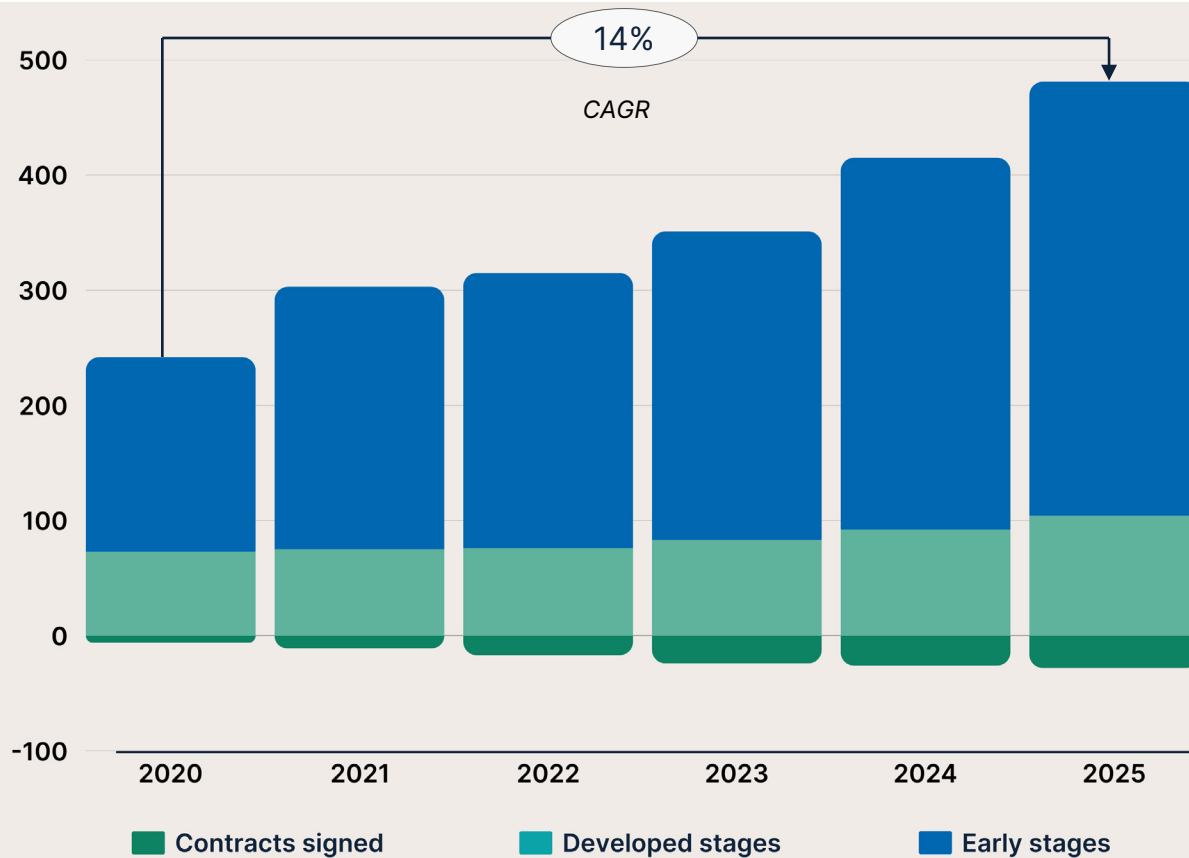
in NOK million

Technology Solutions



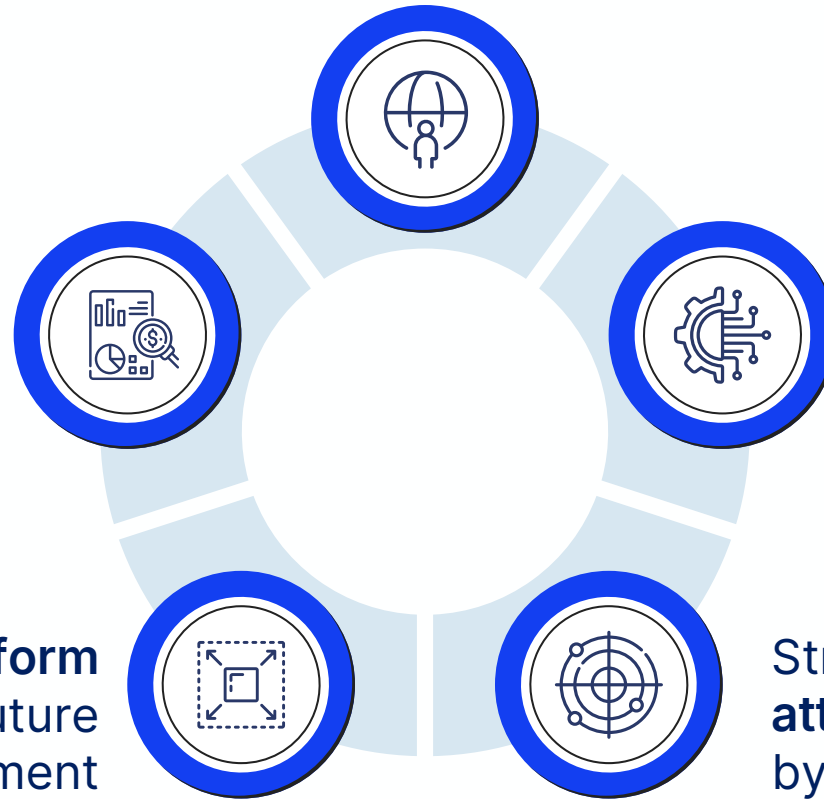
Opportunity pipeline of THP projects

In # of leads



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Thank you!

