



Cambi ASA

DNB Energy and Shipping Conference 2026

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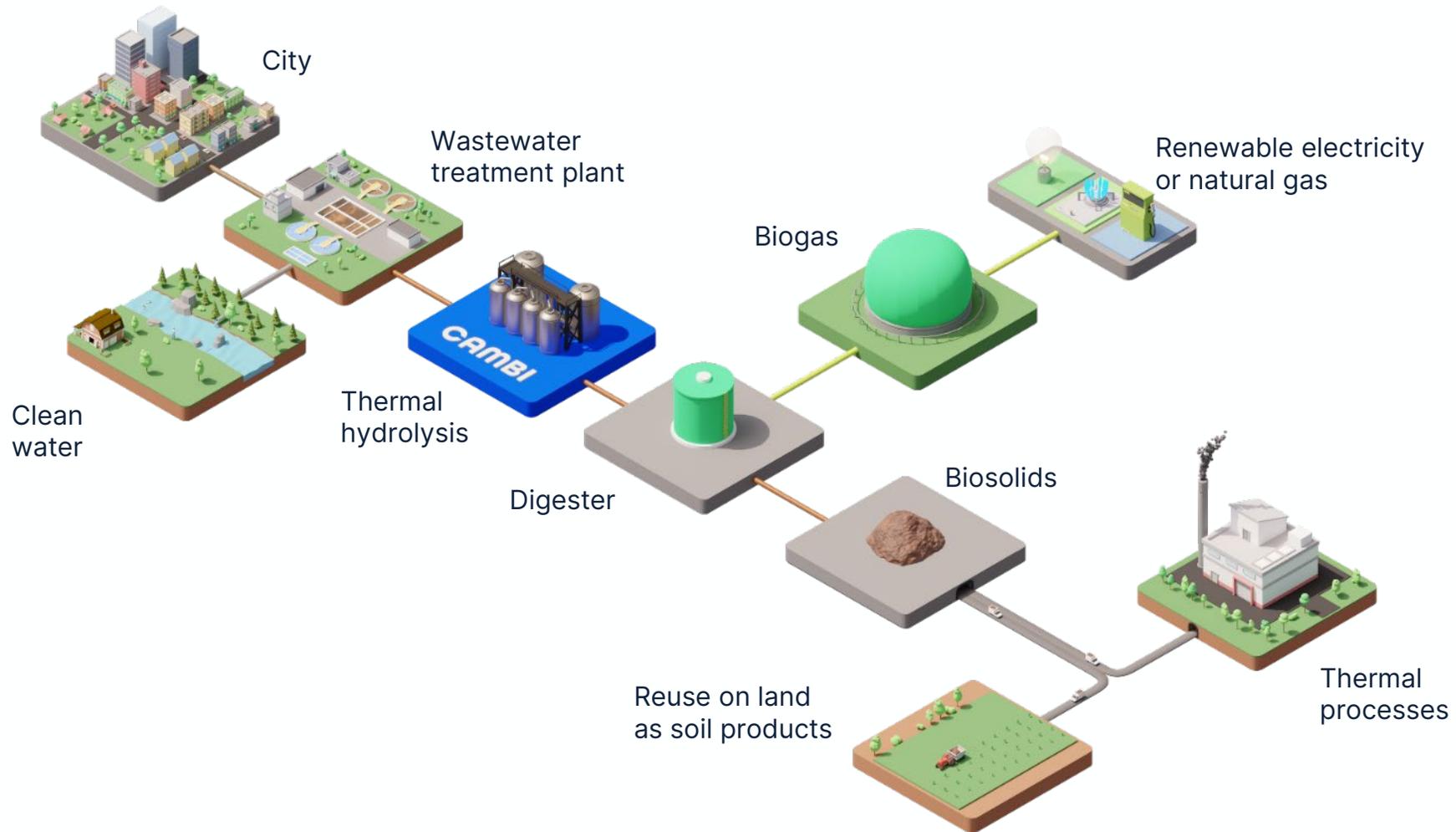
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Sanitation remains a key concern for health and quality of life in many countries

> 40%

of wastewater is not treated



[The Secret Science of Sewage – BBC Documentary available on YouTube](#)

CAMBI

Cambi THP significantly reduces the volume of biosolids.
The high-quality product is safe for further handling.

Biosolids with
conventional treatment



- × Limited sterilisation
- × Smelly
- × Hard to de-water

Biosolids with
thermal hydrolysis treatment



- ✓ Up to 50% reduced volume
- ✓ Guaranteed pathogen kill
- ✓ Earthy odour
- ✓ Easier dewatering

Standardised, modular, scalable THP systems

B2



Small projects

50-250,000 people

Delivered in one transport

Installation: 1 week
Commissioning: 2-3 weeks

10+ process trains delivered

B4/B6



Medium to large projects

250,000 – 1 million people

Delivered in modules with eight truck transports in modules

Installation: 3 weeks
Commissioning: 2-3 weeks

45+ process trains delivered

B12



Largest projects

> 1 million people

Components assembled on site

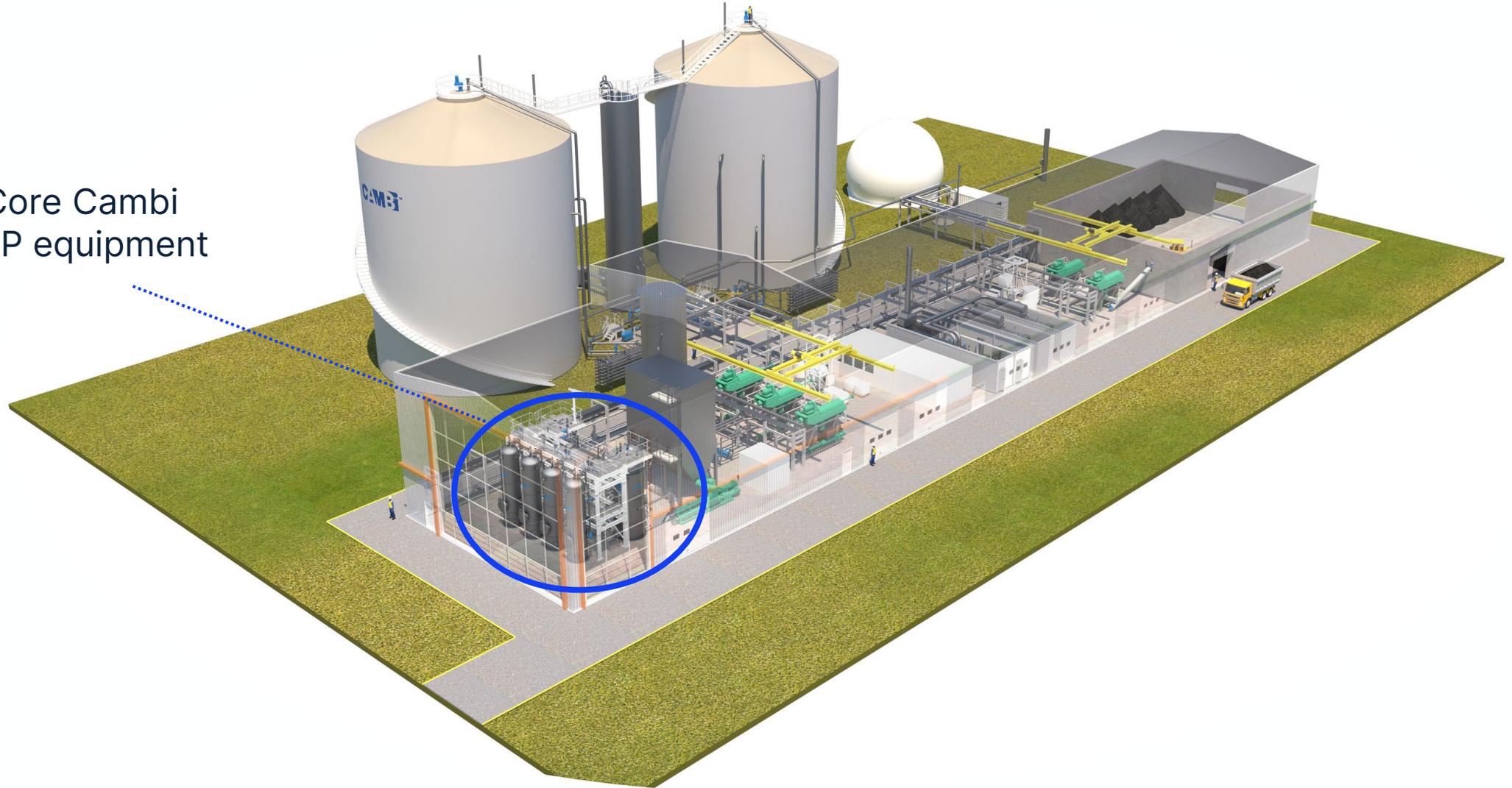
Installation: 2-3 months
Commissioning: 3-4 weeks.

60+ process trains delivered

CAMBI

Standardised sludge line

Core Cambi
THP equipment



A trusted partner for leading water utilities worldwide



San Francisco, USA



Brussels, Belgium



Oslo, Norway



Beijing, China



Washington DC, USA



Dublin, Ireland



Wellington, New Zealand



London, UK



Kansas City, USA



Athens, Greece



Birmingham, UK



Hong Kong, China



Dallas, USA



Panama City, Panama



Edinburgh, UK



Singapore



Santiago, Chile



Warsaw, Poland



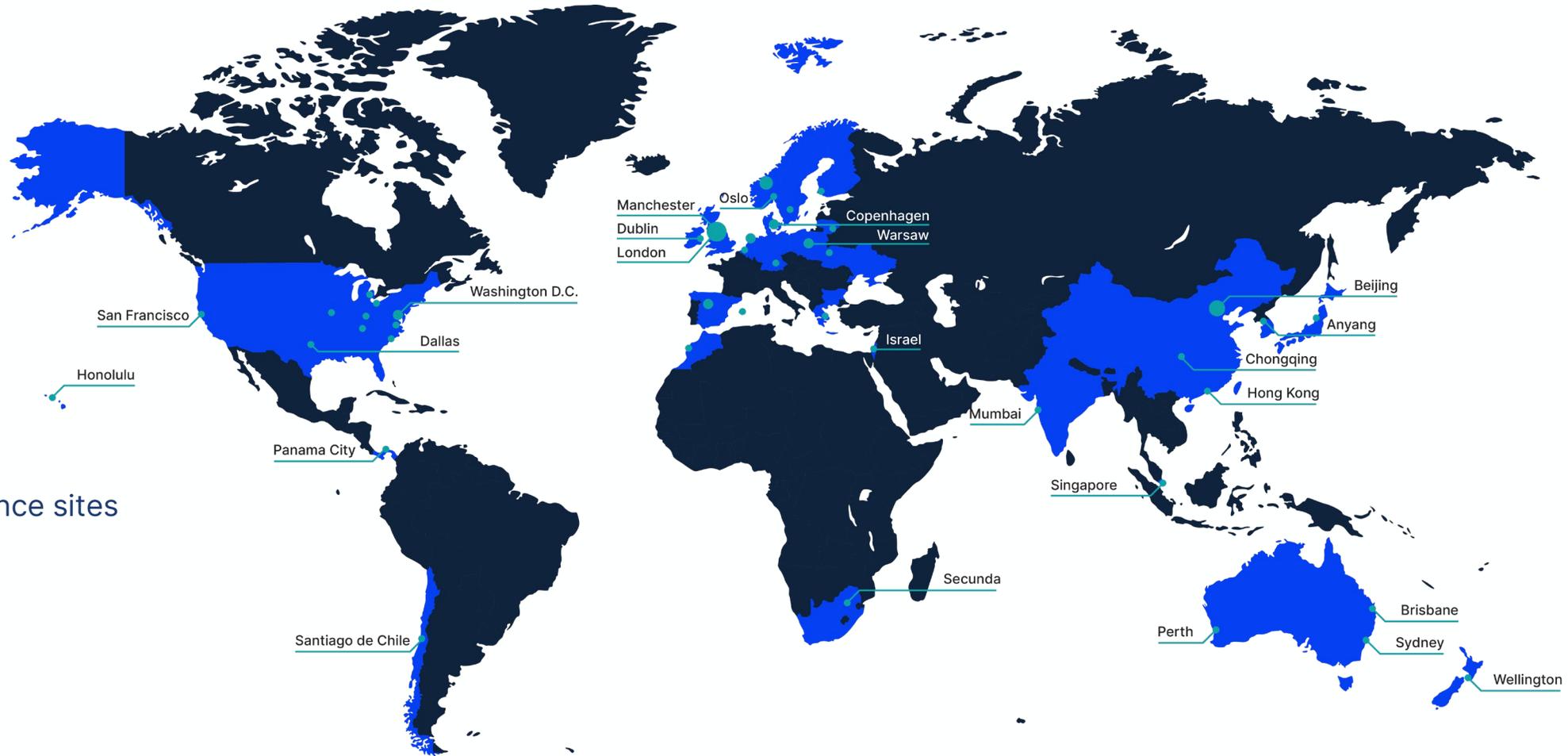
Mumbai, India



Sydney, Australia



Global presence. Solid track record of delivered projects.



93

THP reference sites

28

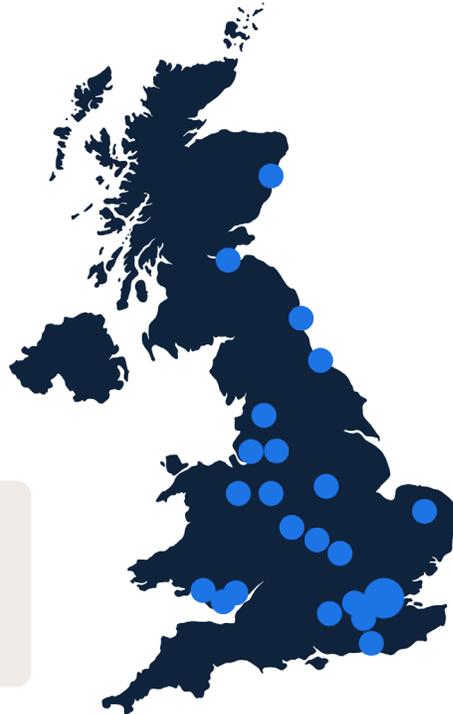
countries

The achieved market penetration in selected markets shows the significant potential for our technology globally

Share of population served by Cambi:
United Kingdom
50 %



Population: **68 million**
Cambi references: **27**



Share of population served by Cambi:
Norway
40 %



Population: **5.6 million**
Cambi references: **9**



AMP8 in the UK – Two contracts so far in 2026 Potential for several more in the years to 2030



Ellesmere Port

New treatment hub for United Utilities in Cheshire

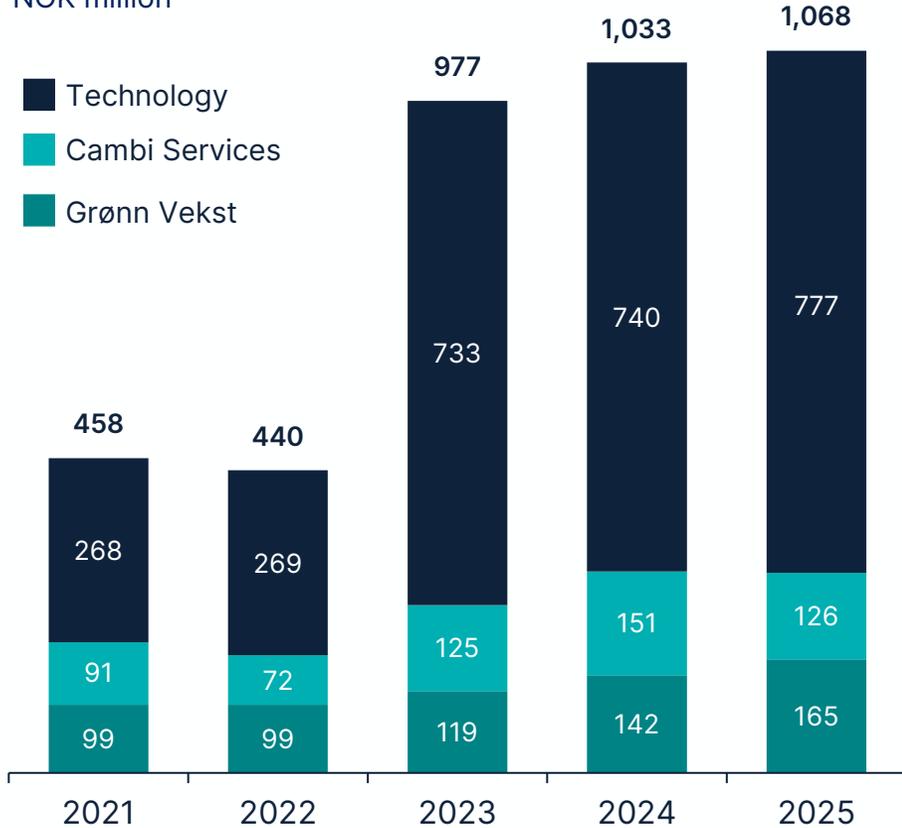


Oxford

1-3 years leasing agreement with Thames Water to supplement treatment capacity until permanent solution

Two business segments

Revenue development per segment
NOK million



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



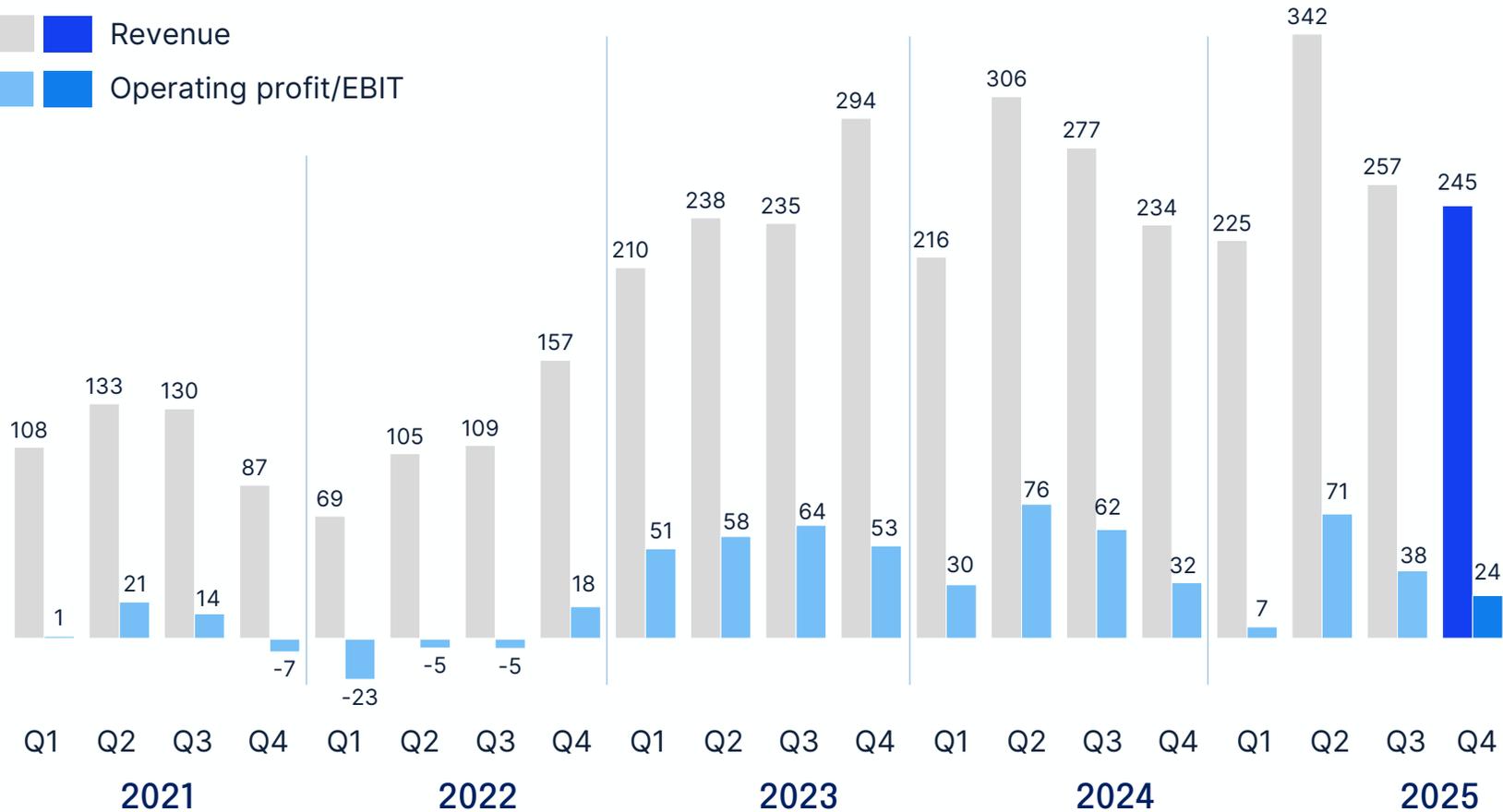
Solutions
Value-adding services of the
installed base and soil
products



Revenue and operating profit per quarter (2021-2025)

NOK million

Revenue
 Operating profit/EBIT



- Operating profit has increased alongside revenue growth
- Most investments in increasing the size of the organisation are for now behind us
- Positive operating profit, primarily driven by converting order backlog to revenue

Increasing number of THP project opportunities in the pipeline

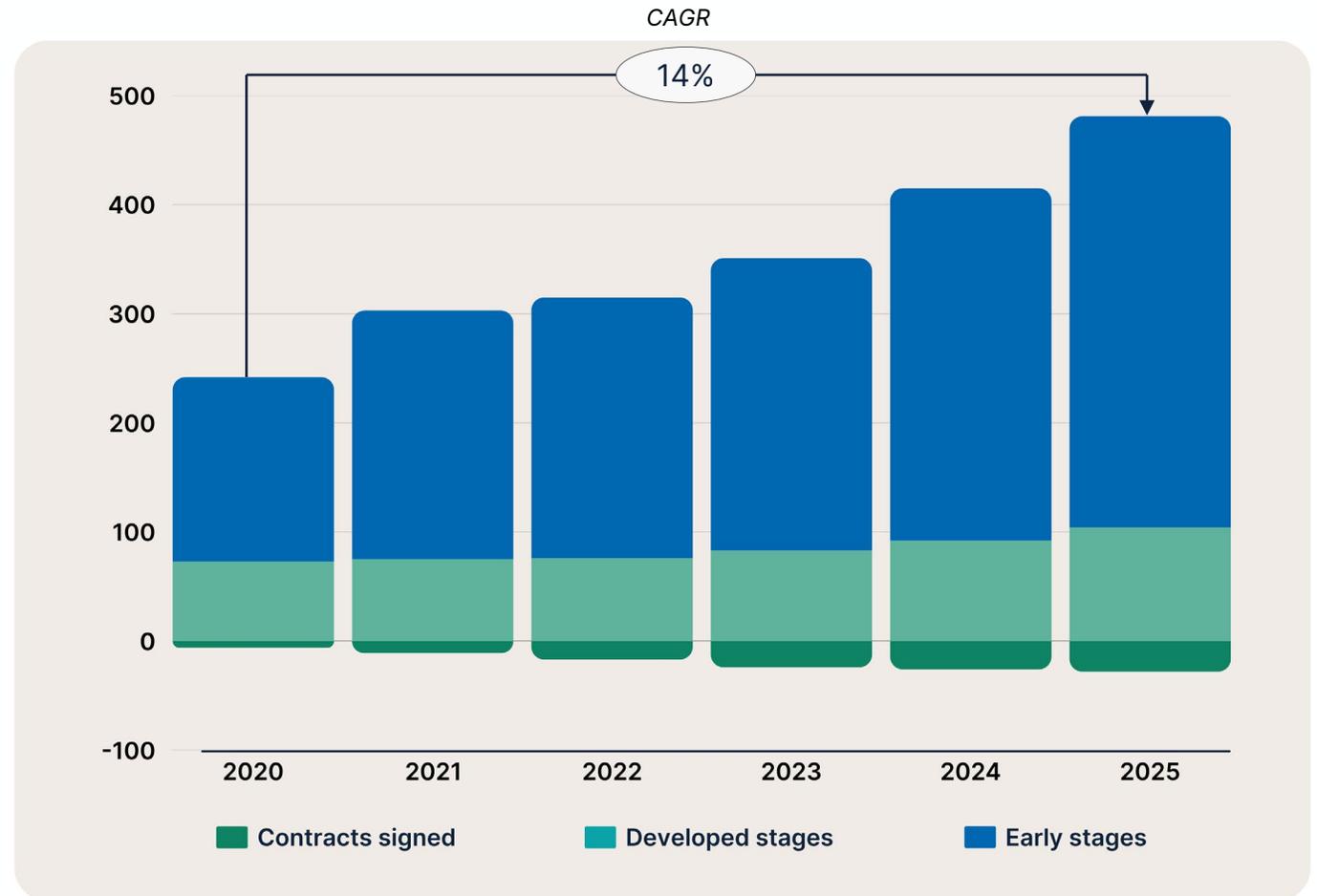
Since 2023, Cambi has invested in growing its sales pipeline in selected markets – India, France, Germany, Saudi Arabia

~400 early-stage projects

- Assessing and firming THP business case together with clients

~100 developed-stage projects

- Projects in early design, procurement or negotiations
- Net increase of 30 projects since 2020, while signing 28 contracts



CAMBI

Thank you!

