capsol technologies

# Q2 and first half 2024 results presentation

August 27, 2024

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# **Today's presenters:**

Ingar Bergh Chief Financial Officer Wendy Lam Chief Executive Officer Cato Christiansen Chief Technology Officer

## **Capsol Technologies at a glance**



Superior efficiency and safety Carbon capture and heat recovery system in one

Lower capture cost vs amines<sup>1</sup>

~40%

Electricity consumption 0.5-1.5

GJ per ton of CO<sub>2</sub> captured

Years of R&D

15+

12 patent families, ~€50m invested

Hours in operation

~13,000

Chemistry industry-proven in 100's of plants



### Target industries: Cement | Biomass | Energy-from-waste | Gas turbines

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 1) Based on company estimates and studies (Swedish Energy Agency report "Conceptual study for Bio-CCS within Stora Enso's Swedish kraft pulp mills" and Sintef report "Reducing the Cost of Carbon Capture in Process Industry")

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 4

# **Highlights**

Increased demand and target price range

High activity; customer studies confirm value proposition

• Q2 revenues of NOK 17 million, up 3x compared to Q2 2023

- Project pipeline up >2x to 13 million tons  $CO_2$ , driven by biomass and cement
- Target price range for licensing agreements increased to EUR 10-15 per tons installed CO<sub>2</sub> capture capacity
- Cement studies: energy use improved to as low as 0.25-0.55 GJ/ton of CO<sub>2</sub>
- CapsolGT<sup>®</sup> study confirming industry-leading carbon capture cost for gas turbines
- CapsolGo<sup>®</sup> demo at Swedish biomass plant and order for two cement campaigns<sup>1</sup>

Entered North America and uplisted to main board of Oslo Stock Exchange

- Office established in North America, the world's largest CCS market
- Listed on Euronext Oslo Børs to make the stock more accessible to global investors
- Current business plan fully funded, including NOK 92.6 million cash balance

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# Patented technology with competitive advantage

Inherent heat recovery and generation

Stand-alone capture unit

Proven and safe solvent

Improved energy efficiency reduces opex

Little to no water need; Simpler integration reduces capex and project risk

Superiors HSE, easier permitting with Hot Potassium Carbonate (HPC)







# Partnering with CCS industry pioneers for global scaling

Partnerships aimed at reducing carbon capture cost and capturing market share



Partners that provide additional/flexible engineering capacity include companies like Eickmeyer, Cyient, Aragon, and Carbon Circle

Ambition to further develop industrial partnerships globally in 2024 and beyond



Q2 2024

# **Operational review**

### Mature project pipeline of 13m tons CO<sub>2</sub> annual capacity



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### **Commercial traction in two first waves of demand**

	Biomass/Energy-from-waste	Cement	Gas turbines
Market drivers	Clean power and new business opportunities in carbon removal	Meeting new regulations and stay competitive	Decarbonize hard-to-abate gas power
Value proposition	<ul> <li>Low energy consumption</li> <li>Safe solution fit for residential areas</li> <li>Can boost district heating</li> </ul>	<ul> <li>Lower energy consumption with higher CO<sub>2</sub> concentration</li> <li>Easy plant integration; no need for external steam supply</li> </ul>	<ul> <li>Lower cost than alternatives</li> <li>Efficient at low CO<sub>2</sub> concentrations</li> <li>Can generate additional electricity</li> </ul>
Total capacity and revenue potential in mature projects in pipeline	<b>6.7 mt</b> EUR 67-100m	<b>6.8 mt</b> EUR 68-102m	In commercialization First of a kind study delivered

### Voluntary carbon markets paving way for Stockholm Exergi and carbon removal projects





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# CapsolGo<sup>®</sup> demonstration at Swedish biomass plant and order for first two campaigns at cement plants in Europe

Biomass: Växjö Energi's Sandvik plant in Sweden<sup>1</sup>





**260,000** tons CO<sub>2</sub> in fullscale potential

Q2 2024 start-up of demonstration

2028 target for full-scale capture plant



**1.5m** tons CO<sub>2</sub> in total full-scale potential

Q4 2024 expected start-up of demonstration

2030 target for full-scale capture plant



# US office and international advisory board established

- Robin Bodtmann appointed Managing Director Americas, 30 years of experience in the energy industry with EPC projects and engineering services
- Ongoing recruitment process to strengthen the presence in the world's largest carbon capture market
- Increasing number of project-leads in North America, including in the pulp and paper sector, aluminum, cement and power/gas turbines

#### Advisory board to accelerate commercial and technical progress











Stéphanie Saunier

Morgan Bazilian

US

lan Dunderdale US **Jing Jin** Sweden Jan Kielland Stéphanie Sa Norway Norway

# North America and Europe leading large-scale CCS

Target reduct	t for emission tions in 2030	<b>ns</b> 1	CCS incentives	Required CCS projects by 203	0			
	50-52%	•	Infrastructure Investment and Jobs Act from 2021 includes USD 12bn for CCS projects over five years IRA <sup>2</sup> increased tax credit for carbon sequestration to USD 85/ton				Capso techno	l ologies
	40%	•	50%+ capex support for CCUS projects National CO <sub>2</sub> emission pricing increasing by CAD 15 per year	Capacity sanctioned	Target revenue, per ton CO <sub>2</sub>	Market for capture tech	Capsol 5-10% market share	40-60% pre-tax profit margin
****	55%	•	Emissions-trading system, EUR 50-100/ton in 2024 CBAM <sup>3</sup> adds $CO_2$ costs to cement imports, adding ~60% to prices based on an ETS price of EUR 10	~1,000 mtpa	EUR 10-15	EUR 10-15bn	EUR 0.5-1.5bn	EUR 250-750m
	68%	•	Funding commitment of GBP 20bn to scale CCUS projects Cluster sequencing process aiming to build first-of-a-kind capture networks in the UK					
		A in	dditional carbon emission reductions targets and CCS centives to reach net zero					

Beyond technology licensing, potential for additional revenue growth paths, including recurring revenue



<sup>1)</sup> Emissions reductions compared to 2005 levels for the US and Canada and compared to 1990 levels for the EU and the UK

<sup>2)</sup> Inflation Reduction Act which was signed into law in 2022 to increase federal tax incentives for carbon capture projects.

<sup>3)</sup> Carbon Border Adjustment Mechanism was issued by the EU to put a fair price on the carbon emitted during production of carbon intensive goods that are entering the EU

Sources: Global CCS Institute, European Commission, UK Department for Energy Security & Net Zero, Rystad Energy. Note: mtpa = million tons per annum

# Deep-dive: CapsolGT® enabling affordable low-carbon gas power generation

## The challenge

Highly efficient gas turbines play a **key role in decarbonization** efforts globally

Gas power with carbon capture can be a **vital transition technology** to replace more heavy emitting fossil power production

Carbon capture viewed as **too costly** due to low concentration of  $CO_2$  in the exhaust gas

Gas turbines contribute to ~3.2-4.4 billion metric tons of  $CO_2$  emissions annually<sup>1</sup>

1. Estimated based on reported 6,635 TWh gas power production in 2023 (<u>Global gas power generation 2023 | Statista</u>) Stock image from PowerPoint





### **3-in-1: Carbon capture, heat recovery and power generation**

### **CapsolGT® highlights:**

95%+ capture rate for power plants with CapsoIGT®

Efficient technology suitable for any conditions

Reduced overall plant complexity and capex

Superior environmental impact

Delivered together with leading turbine manufacturers

# CapsoIGT<sup>®</sup> for gas turbines

Enabling affordable low-carbon power generation



## **Carbon capture with additonal power production**

### Gas turbine + CapsolGT<sup>®</sup> carbon capture plant

Compres	ssor/Expander	Compression	n/Dehydration/Co	oling
Desorb	er	Pumps	Energy	gain
+10.4%	-0.9%	-0.8%	-2.0%	6.7%

Efficiency gain

- No need for additional, costly steam cycle (capex)
- Reduced plot space and plant complexity
- Efficient, low carbon energy



 H1 2024
 H2 2024
 2026/27

 Pre-FEED executed
 Expected FEED
 Target start up of first capture plant

### Maturing potential CapsoIGT<sup>®</sup> projects

- Initiated value engineering initiatives to further reduce costs
- Ongoing discussions with gas turbine operators and greenfield developers
- First FEED study expected before end 2024 with target start up in 2026/2027
- Expect higher value generation per ton installed capacity than for CapsolEoP®

Q2 2024

# **Financials**

# Improved financial position as a result of capital raise and revenue growth

Q1 private placement	Retail offering of NOK 30
deployed to growth	million in June 4x
opportunities	oversubscribed
<b>Revenue NOK 17 million</b> 3x vs Q2 2023	Pre-tax profit NOK -22.1 million Compared to NOK -12.8 million in Q2 2023

- Successfully raised net proceeds of NOK 109 million in H1 2024
- NOK 17 million in revenues in Q2 2024, up from NOK 5.2 million in the same period in 2023, and 36.5 million in H1 2024 vs. NOK 6.6 million
- Growth mainly driven by increased revenues from CapsolGo<sup>®</sup> and from engineering deliveries to projects
- Total operating expenses were NOK 38.4<sup>1</sup> million in the quarter contributing to an operating loss of NOK 21.4 million
- Deploying capital to growth initiatives; increasing engineering capacity, US presence, delivery of new CapsolGo<sup>®</sup> unit and CapsolGT<sup>®</sup> development

### Investing in commercialization and technology portfolio

Cash flow for Q2 2024 (NOK million)



- Cashflow from operating activities impacted by NOK 2.4 million added to pre-paid revenue and NOK 4.6 million in non-cash allocation for the employee share option program
- Investments relates to payments on the third CapsolGo<sup>®</sup> unit of NOK 8 million and capitalised development cost related to engineering for the CapsolGT<sup>®</sup> solution of NOK 4.7 million
- Positive cash flow from financing activities related to retail offering with net proceeds of NOK 26.4 million
- Current business plan fully funded with committed engineering work, demonstration campaigns and a NOK 92.6 million cash balance

Capsol one of few listed pure-play carbon capture companies globally





#### Q3 2023

Board decision made to prepare listing transfer process from Euronext Growth to the main list of Euronext Oslo Børs

#### October 2023

Conversion to a public company (ASA) to be compliant with uplisting requirements

#### February 2024

Private placement to accelerate growth, raising NOK 88.27 at 3.5% premium<sup>1</sup>

#### **March 2024**

Conversion to IFRS from the 2023 annual report published March 21, 2024

#### June 19, 2024

First day of trading on Euronext Oslo Børs; retail offering of NOK 30 million 4x oversubscribed

<sup>1</sup> Compared to the volume weighted average price per share over the previous 10 trading days up until launch of the Private Placement

Q2 2024

# Concluding remarks and Q&A

### **Milestones expected next 6-12 months**

De-risking the path towards long-term goals and revenue potential

### Bringing CapsolGT<sup>®</sup> to market

Moving to next steps of commercialization, targeting FEED in H2 2024

### New CapsolGo<sup>®</sup> deployments

Generating high margin revenue and supporting acceleration of FIDs and license agreements

### Engineering contract awards

Growing project pipeline and expanding future revenue potential

### Stockholm Exergi FID<sup>1</sup>

Entering next phase of commercialization with first technology licensing revenue

### New licensing agreements

Proving technology attractiveness for additional industries and growing revenue and profits

## Expanding partnerships

Increasing Capsol's ability to reducing capture costs and capturing market share

## Summary

CCS market estimated to grow 6x by 2030 and by 70x next two decades

Offering a proven and highly competitive capture solution

Mature pipeline up from ~6 to ~13 million tons of  $CO_2$  p.a. last 12 months

Expanding geographic presence in partnership with global players

One of the only publicly listed "pure-play" carbon capture companies





# Q&A

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# Appendix

# Enabling a sustainable future

#### Vision

To accelerate the world's transition to a net zero future

### Mission

Deliver energy-efficient and safe carbon capture technologies

# Building a leading global capture technology company

CCS market accelerating – exponential growth ahead

### CO<sub>2</sub> captured per year to reach net-zero

![](_page_30_Figure_3.jpeg)

### Capsol Technologies' 2030 goals

Top 3 position in target segments: cement, biomass, waste-to-energy and gas turbines

2 5-10% carbon capture technology market share globally

Licensing revenue of EUR 10-15 (real-term) per ton installed capacity

4 Pre-tax profit margin of 40-60%

![](_page_30_Picture_9.jpeg)

## A portfolio of technologies to meet large emitters' needs

	CapsolGo®	CapsolEoP®	CapsolGT®
	Go	Ear	GI
Description	Clean power and new business opportunities in carbon removal	Meeting new regulations and stay competitive	Decarbonize hard-to-abate gas power
Value proposition	Accelerate investment decision for full- scale carbon capture plant	Attractive solution for large-scale industrial CO <sub>2</sub> /-emitters	Lower cost carbon capture for gas turbine plants that generates additional power
Capacity	Up to 700 tons CO <sub>2</sub> /year	100,000+ tons CO <sub>2</sub> /year	12,000 - 400,000+ tons CO <sub>2</sub> /year
Capture rate	According to demonstration test matrix, up to 95%+	90-95%+	90-95%+

# Illustration of the CapsolEoP<sup>®</sup> process

A full capture solution for CO<sub>2</sub>-emitting industries

**Cement**, **biomass**, **energy-from-waste** (EfW), **power generation** and **large industrials** 

Capture capacity from 100 000+ tons CO<sub>2</sub>/year

CO<sub>2</sub> capture rate of **90-95%+** 

Stand-alone end-of-pipe (EoP) solution, **easy retrofit** with parent plant

District heating integration - maximizes efficiency

**Flexible configuration** - minimal electricity consumption or maximum district heating output

![](_page_32_Figure_8.jpeg)

### Management

#### Wendy Lam, Chief Executive Officer

An extensive career as an executive at Baker Hughes, Rolls-Royce Marine (now Kongsberg Maritime) and GE. MBA from INSEAD/The Wharton

![](_page_33_Picture_3.jpeg)

#### Ingar Bergh, Chief Financial Officer

>15 years as advisor and executive in the energy and shipping sectors. Engineering degree, MSc in Supply Chain Management, MBA Finance, Authorized Financial Analyst (CEFA).

![](_page_33_Picture_6.jpeg)

#### Johan Jungholm, Chief Commercial Officer

10 years in Business Development, Complex Sales and Marketing and 15 years in energy sector. BA in Geology and Environmental Science, University of Pennsylvania.

![](_page_33_Picture_9.jpeg)

#### Robin Bodtmann – Managing Director Americas

> 30 years of experience from energy industry. Extensive background in delivering EPC projects. Held senior positions at Wood Group, Amec, and Air Liquide. BS in Biological Sciences, UNC Chapel Hill; BS in Construction Management, East Carolina University; MBA, Rice University.

![](_page_33_Picture_12.jpeg)

#### Cato Christiansen, Chief Technology Officer

>20 years' experience from the energy sector. Former Shell, SPT Group and the Norwegian Ministry of Petroleum and Energy (CCS). PhD in Mechanical Engineering from NTNU.

![](_page_33_Picture_15.jpeg)

#### Tone Bekkestad, Chief Marketing Officer

>20 years in communications & media and sales. MSc in Meteorology.

![](_page_33_Picture_18.jpeg)

#### Philipp Staggat, Chief Product Officer

>10 years at Siemens, including lead commissioning engineer and project manager, before joining CO2 Capsol. BSc Engineering Berlin University of Applied Sciences and MBA London Business School

![](_page_33_Picture_21.jpeg)

>20 years in the upstream oil&gas sector, and extensive experience in CCS. MBA (INSEAD); MSc Petroleum Economics (IFP); MEng Petroleum Engineering (Texas A&M); MSc Chemical Engineering (Chimie ParisTech).

### Board

![](_page_34_Picture_1.jpeg)

#### Endre Ording Sund, Chair

>40 years with management and board positions in the energy, banking and shipping sector.

Royal Navy Academy, Norwegian School of Management, Harvard Business School.

![](_page_34_Picture_5.jpeg)

#### Wayne G. Thomson, board member

Extensive international career as a top executive within oil and gas, former Chairman of Svante Inc.

B.Sc. in Mechanical Engineering from University of Manitoba.

![](_page_34_Picture_9.jpeg)

#### Monika Inde Zsak, board member

Extensive career within energy, renewables, sustainability. MSc in industrial engineering and finance from NTNU and University of New South Wales, Australia (UNSW).

![](_page_34_Picture_12.jpeg)

#### John Arne Ulvan, board member

Extensive career as a top executive with strong results from national, international and listed companies. M.Sc. In Chemistry/Chemical Engineering from NTNU.

![](_page_34_Picture_15.jpeg)

#### Ellen Merete Hanetho, board member

Experience from Brussels Stock Exchange, Citibank, Goldman Sachs, Credo Partners, Frigaardgruppen and Cercis.

BSBA from Boston University, MBA from Solvay University, executive training from INSEAD and Harvard Business School.

### 2030 goals for long-term value capture

# Ambition

Becoming a leading global carbon capture technology company

- 1 Make point source carbon capture accessible and viable for more emitters
- **2** Top 3 position in target segments: cement, biomass, waste-to-energy and gas power plants
- 3 Achieve 5-10% carbon capture technology market share globally
- 4 Achieve a licensing revenue of EUR 7-12 per tonne installed capacity
- **5** Achieve a pre-tax profit margin of 40-60%
- 6 Ensure presence in the largest geographical markets: Europe, North America, Southeast Asia, India, and the Middle East

## Scalable, high-margin and low-risk licensing model

### Low fixed cost

Marketing power and additional engineering capacity through partnerships

### ~100% margin

...on licensing ~50% margin on CapsolGo<sup>®</sup> demonstration campaigns and cost coverage+ on engineering

### Zero capex risk

Technology license includes process design package and carries no construction, capex and financing risk

### 40-60% pre-tax

...profit margin targeted long-term based on 5-10% technology licensing market share globally

#### Timeline for a typical CCS project and Capsol's revenue streams

![](_page_36_Figure_10.jpeg)

Note: Normally, 12-24 months from feasibility study to Final investment decision (FID). Demonstration campaigns typically last for 6 months. License fee typically paid over the construction period, 18-36 months.

## Illustrative revenue and profit potential towards 2030

CCS capacity	~1,000 mtpa sanctioned 2023-2030	Based on Rystad Energy's path to net zero scenario
X		
License fee	EUR 10-15/t (real-term) installed capacity	Capsol's new target validated by recent license agreements
=		
Market size	EUR 10-15 bn (1,000 mtpa x EUR 10-15/t)	Technology licensing only, further upside in recurring services
X		
Market share	5% - 10% market share	Capsol's target; high end dependent on expanding partnerships
=		
Revenue potential	EUR 0.5-1.5 bn (accumulated)	With 40-60% pre-tax profit margin targeted

### Patent portfolio overview

<b>Patent family 1:</b> Low emission thermal powerplant	<b>Patent family 2:</b> Combined storage solution for natural gas and CO <sub>2</sub>	<b>Patent family 3:</b> Method and plant for transport of rich gas	<b>Patent family 4:</b> Thermal power plant with CO <sub>2</sub> sequestration	<b>Patent family 5:</b> Purification of flue gas from marine diesel engines	
<b>Patent family 6:</b> Oil sand production without CO <sub>2</sub> emission	Patent family 7: Heat integration in $CO_2$ capture	Patent family 8: Method and plant for $CO_2$ capture	<b>Patent family 9:</b> Heat recovery for $CO_2$ capture (pending)	<b>Patent family 10:</b> Method and plant for $CO_2$ capture from a district heating plant (pending)	<b>Patent family 11:</b> Energy integration of CO2-capture with a powerplant (pending

### **Delivering performance beyond CCS industry standards**

![](_page_39_Figure_1.jpeg)

Proven technology with over 11,000 hours of operation

![](_page_39_Picture_3.jpeg)

# **Risks and mitigating actions**

Key risk factors

**Small player** 

Competitors

technologies

developing better

#### **Mitigating actions**

- Licensing model highly scalable with limited resources
  - Partnering with big global players to greatly extend reach, capacity and capabilities
  - A clear strategic roadmap for organic growth and opportunistic approach to inorganic growth
  - Highly capable and incentivised team
  - Prove cost competitiveness and continue to implement learnings from executed projects
  - Sound strategy and routines for patent protection implemented, continue to invest in R&D
  - Consider establishing projects with long cash flows
  - Opportunistic approach to acquiring promising new technologies

### Annual review to identify risk factors and implement mitigating actions overseen by the board of directors

### Path to net zero represents major CCS opportunity

### The target

To avoid irreversible climate change,  $CO_2$  emissions need to be reduced to net zero by 2050

### What it takes

~8 billion tonnes of  $CO_2$  capture per annum by 2050

### The opportunity

Potential for EUR ~62 billion in CO<sub>2</sub> capture technology licensing revenues to reach net zero

More and more emitters are introducing net zero targets with CCS as a key part of their solution

Sources: Rystad Energy, IEA, company estimates

# Capsol Technologies: The mature competitor, highly competitive on cost vs amine-based carbon capture

Traditional HPC

Capsol IPR

**Amine-based** 

**Chemicals:** Utilises amine solutions - proprietary blends are main intellectual property and differentiator.

**Advantages:** The most well know capture technology. Amines can capture  $CO_2$  at relatively low temperatures and are highly efficient compared to (traditional) HPC (Hot Potassium Carbonate).

**Drawbacks:** Potential for solvent degradation due to contaminants in the gas stream, corrosion of equipment, and higher costs associated with solvent make-up and replacement.

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Chemicals: Utilizes an aqueous solution of potassium carbonate that reacts with  $CO_2$  to form potassium bicarbonate.

Advantages: The HPC process has been used for several decades.. The process is robust and well-understood.

Drawbacks: It is less reactive than amine solvents, so it requires higher temperatures for regeneration, leading to higher energy consumption.

Converted process into carbon capture with integrated, super-efficient, heat pump.

From less efficient than amine-based carbon capture to much more efficient.

## **US leading the way for CCS**

Infrastructure in place, economies of scale and fast permitting

#### Access to transport and storage

There are currently more than 9 000 km  $CO_2$  pipelines globally and the US accounts for >8 000 km (more than 85%). In addition, it is estimated that the US has more than twice the potential onshore geological storage compared to all other regions combined.

#### Economies of scale

One of the main factors driving the cost of capture is economies of scale - higher rates of production typically drive lower unit costs. 12 of 25 planned projects globally with capacity >1MtCO<sub>2</sub> are to be located in the US (~51% of installed capture capacity from projects above >1mtCO<sub>2</sub>).

#### The US is speeding up permitting processes

The US EPA is examining ways to pick up the pace of permits for carbon capture projects in the US, after permitting was highlighted as a key bottleneck to be solved after the introduction of the Inflation Reduction Act.

### US carbon capture pipelines and projects

By 2050 in Net Zero America study<sup>1</sup>

![](_page_43_Figure_10.jpeg)

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Source: Princeton University; Global CCS institute; IEA; Reuters Notes: <sup>1</sup> Carbon capture pipelines and projects in 2046 to 2050 under the high biomass (E- B+) scenario, in which bioenergy with carbon capture and storage (BECCS) is a primary energy resource

## **Increased licencing price target**

	S stockholm exergi	Large European utility	anergia eracycling
Project capture capacity (tons)	800,000	550,000	120,000
Key milestones	<ul><li>Signed: Q3 2022</li><li>Expected FID: Q4 2024</li></ul>	<ul><li>Signed: Q4 2023</li><li>Expected FID: 2026</li></ul>	<ul> <li>Signed: Q1 2024</li> <li>Expected FID: 2026/2027</li> </ul>
Terms	At a discount to the target range as a result of Stockholm Exergi being a first mover	Within the new target range of EUR 10-15 (former target range of EUR 7-12/ton)	<sup>2</sup> /ton capacity installed

Target increased in May after proving market acceptance for a higher price range per ton installed capacity

![](_page_44_Picture_3.jpeg)

![](_page_45_Picture_0.jpeg)

# CapsolGo<sup>®</sup>: Helping emitters accelerate CCS projects

- Meeting the industry's demand for testing our technology
- Consists of two fully equipped 20ft containers. Ready-tocatch unit containing absorber and desorber columns, flue gas compression, instrumentation, control terminal, piping, insulation and trace heating, air cooling unit and absorber tank
- Utilising Capsol's EoP (end-of-pipe) technology
- 0.5 2 tons/day of CO<sub>2</sub> captured catch & release, utilisation possible
- Helps project owners accelerate investment decision for large scale plant by de-risking perceived technology risk
- Payback time of >3 years for Capsol at 75% utilisation

# Capital light, low risk and high margin licensing model

![](_page_46_Picture_1.jpeg)

Capsol is offering a highly scalable licensing model

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#### **Currently three income streams**

- Paid engineering/process design
- Revenues from demonstration units
- Licensing fees

#### No project construction risk

Mean and lean organisation - marketing power to be secured through global cooperation and partnerships

#### First part of licensing fee normally paid when final investment decision (FID) is made

- Assuming at least 1/3 of total license fee to be paid at FID
- Normally a time period of 12-24 months from feasibility study initiated to FID (Final Investment Decision)
- Alternative model is to introduce license fee as a recurring payment per ton of CO<sub>2</sub> captured

![](_page_46_Picture_14.jpeg)

Targeting a pre-tax margin of 40-60% - higher end achievable when critical mass on license projects reached

Additional reccurring revenue potential by leveraging core technology to deliver high-value operational support/services

### Value chain overview

![](_page_47_Figure_1.jpeg)

Supporting client through the value chain, but client remains free to choose providers

### Four strategic pillars supporting growth and long-term value creation

#### Strategic focus

Technology

Continue to develop and protect cost advantage to ensure long-term competitiveness

#### Product

Commercialize new products and services to increase revenue per project

#### Sales & marketing

Increase brand awareness and expand geographical footprint to ensure access to viable projects

#### **Engineering & implementation**

Increase engineering capacity and streamline delivery model to convert more opportunities to sales

![](_page_48_Figure_10.jpeg)

and sales

engineering

#### **2030** goals

5-10% Technology licensing market share

Capsol's solution

key target segments<sup>1</sup>

### **EUR 10-15**

Licensing revenue per tonne installed capacity

40-60% Pre-tax profit margin

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Our vision is to accelerate the worlds transition to a carbon negative future