



**TOMRA®**

*Third Quarter 2000*

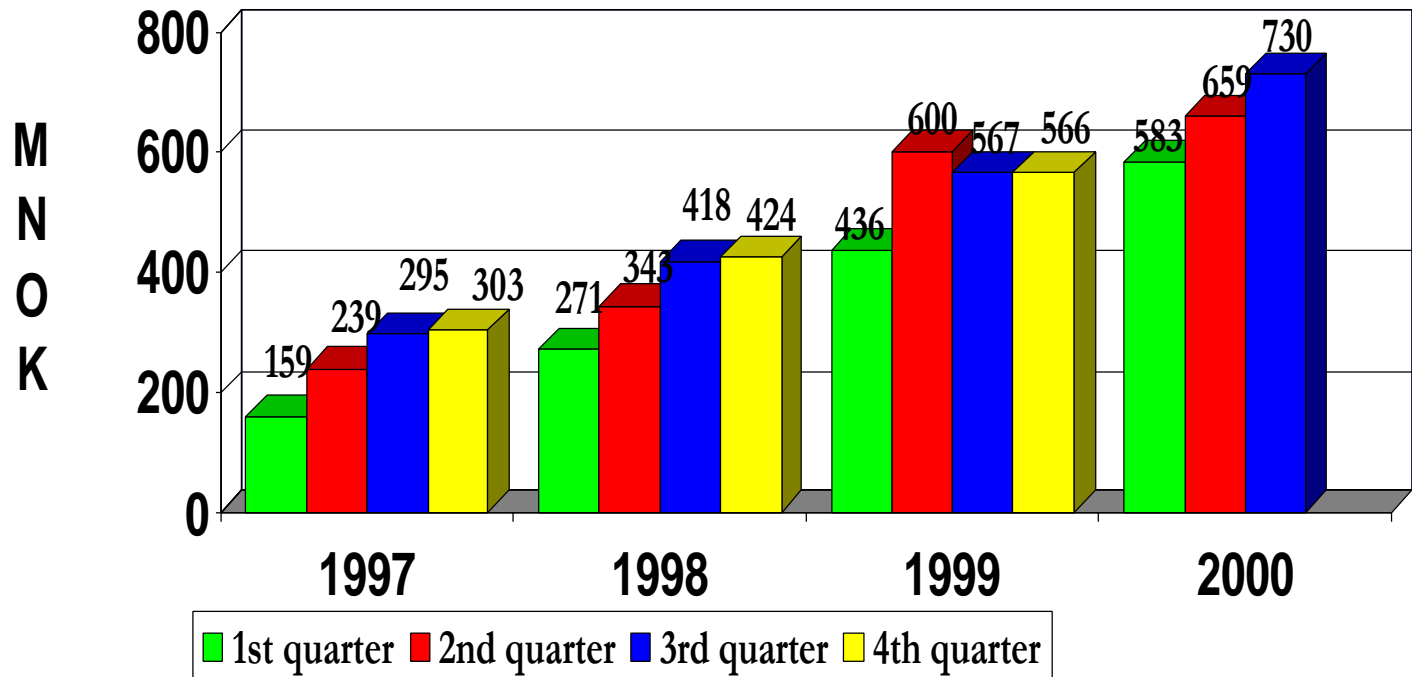
# Financial Highlights

## As Per Third Quarter 2000

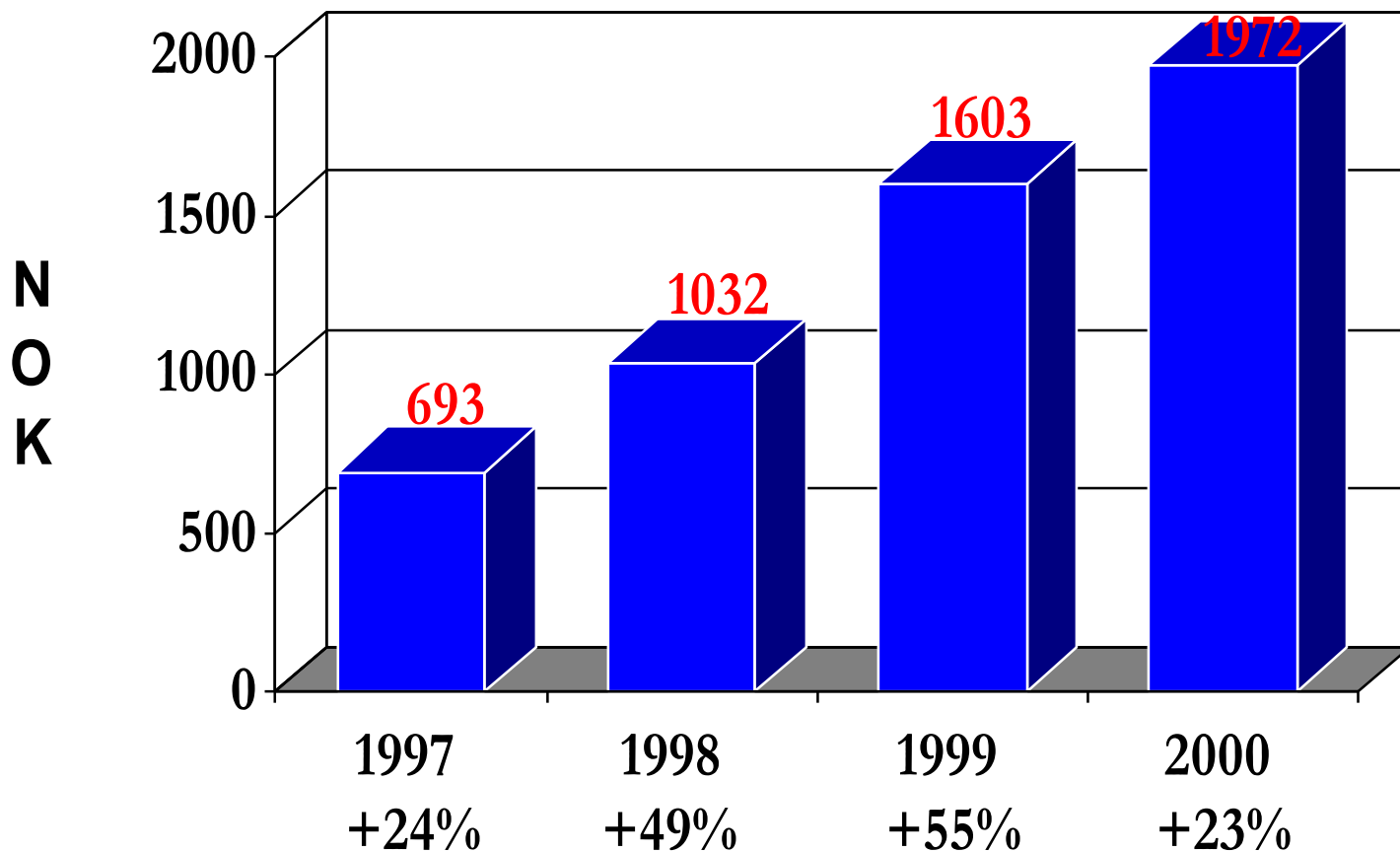
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- ✱ Operating revenues 1,972 MNOK, up 23%
  - Europe 656 MNOK, down 9%,  
up 17% outside Norway
  - America 1,316 MNOK, up 49%
- ✱ Operating profit 344 MNOK, up 19%
- ✱ Earnings per share NOK 2.72 up 12%
- ✱ Share price from NOK 228 to NOK 298.50
- ✱ Total assets 3,656 MNOK
- ✱ Raised NOK 1.04 billion in a private placement  
of 4 million shares

# Revenues by Quarter TOMRA Group



# Tomra Group Revenues by 3rd Quarter

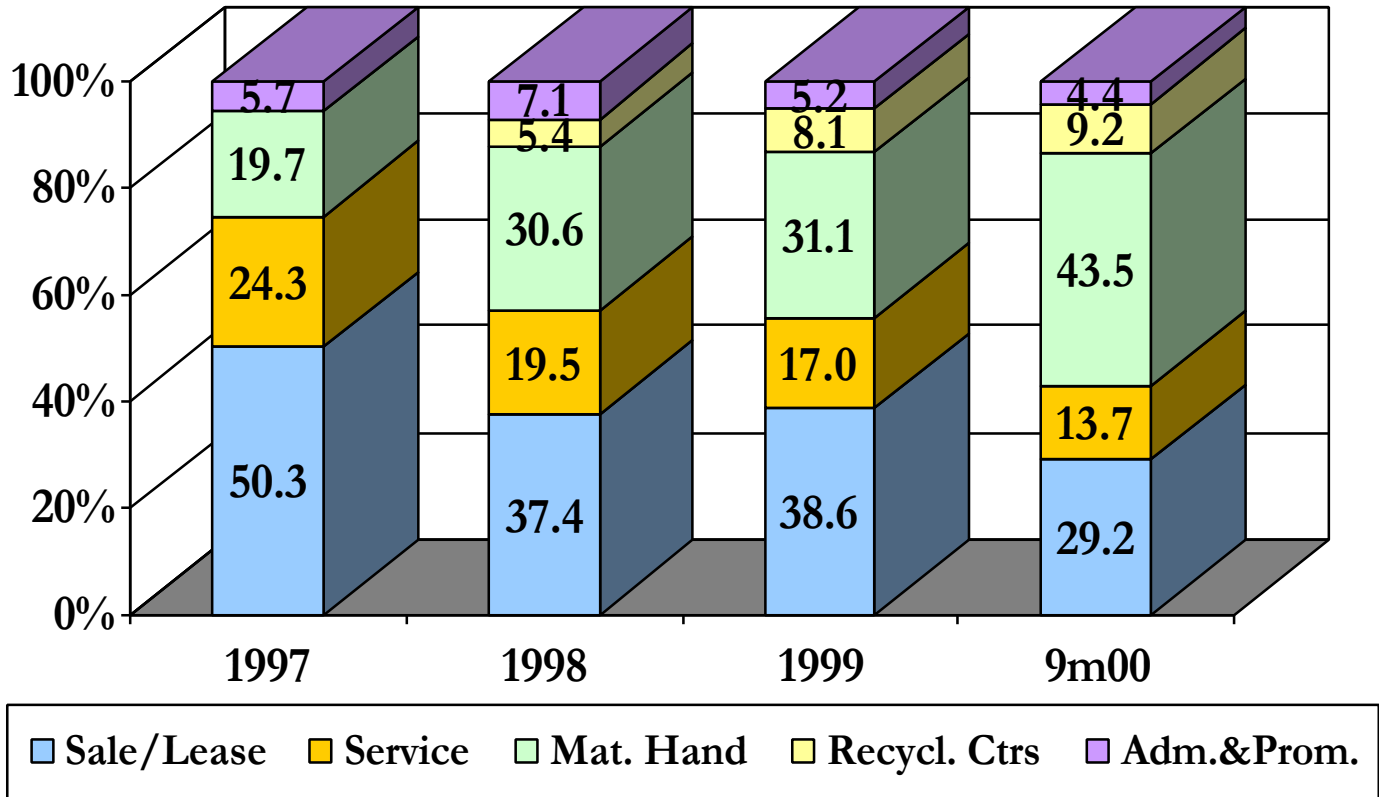


# Revenues by Activity

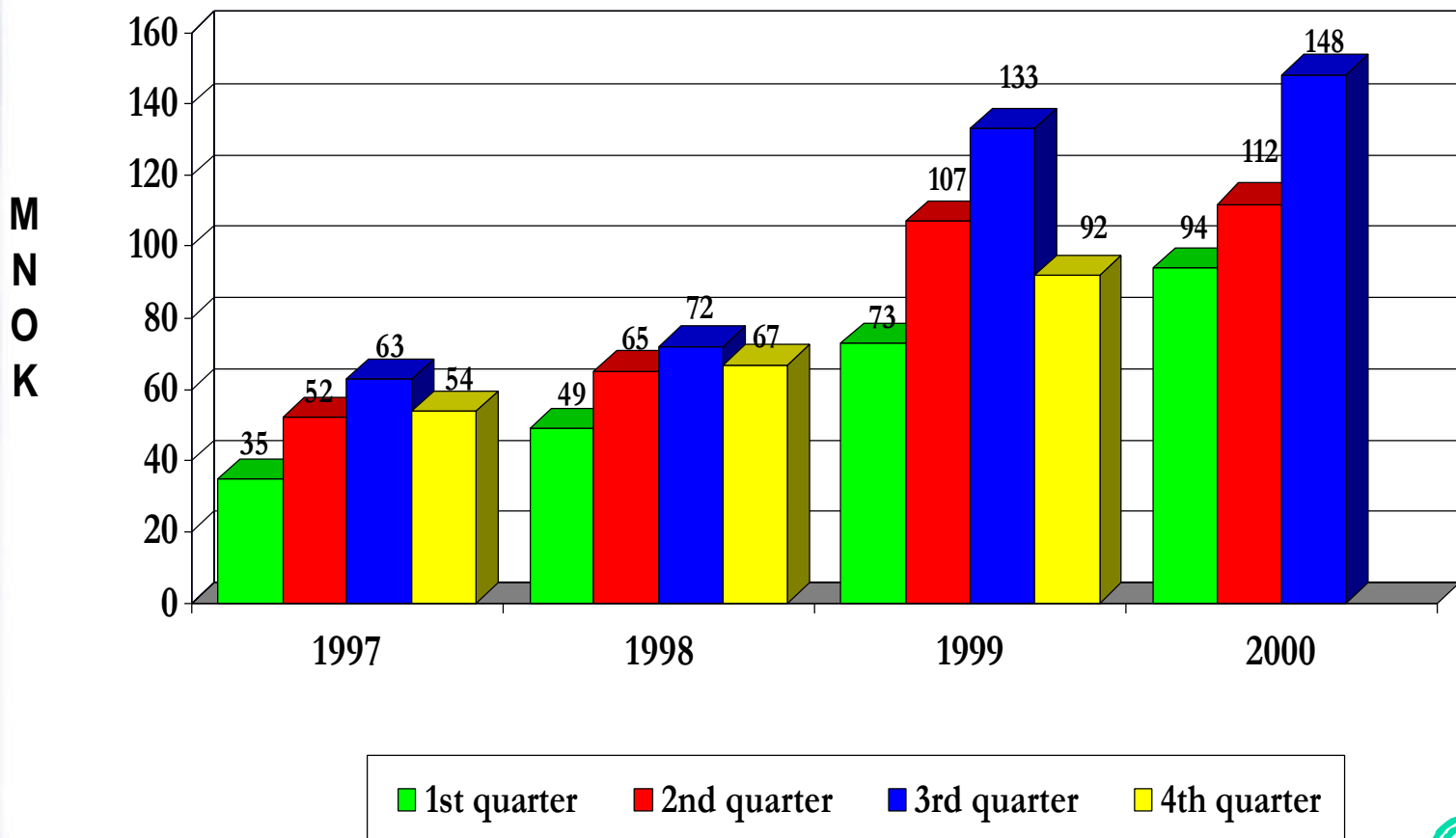
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	BU Europe		BU America	
	9m00	9m99	9m00	9m99
Sales, Lease	465	538	111	107
Service	179	169	91	89
Recycling Centers	-	-	182	133
Adm. & Prom.	12	12	74	72
Mat. Handling	-	-	858	483
Total	656	719	1,316	884

# Business Activities



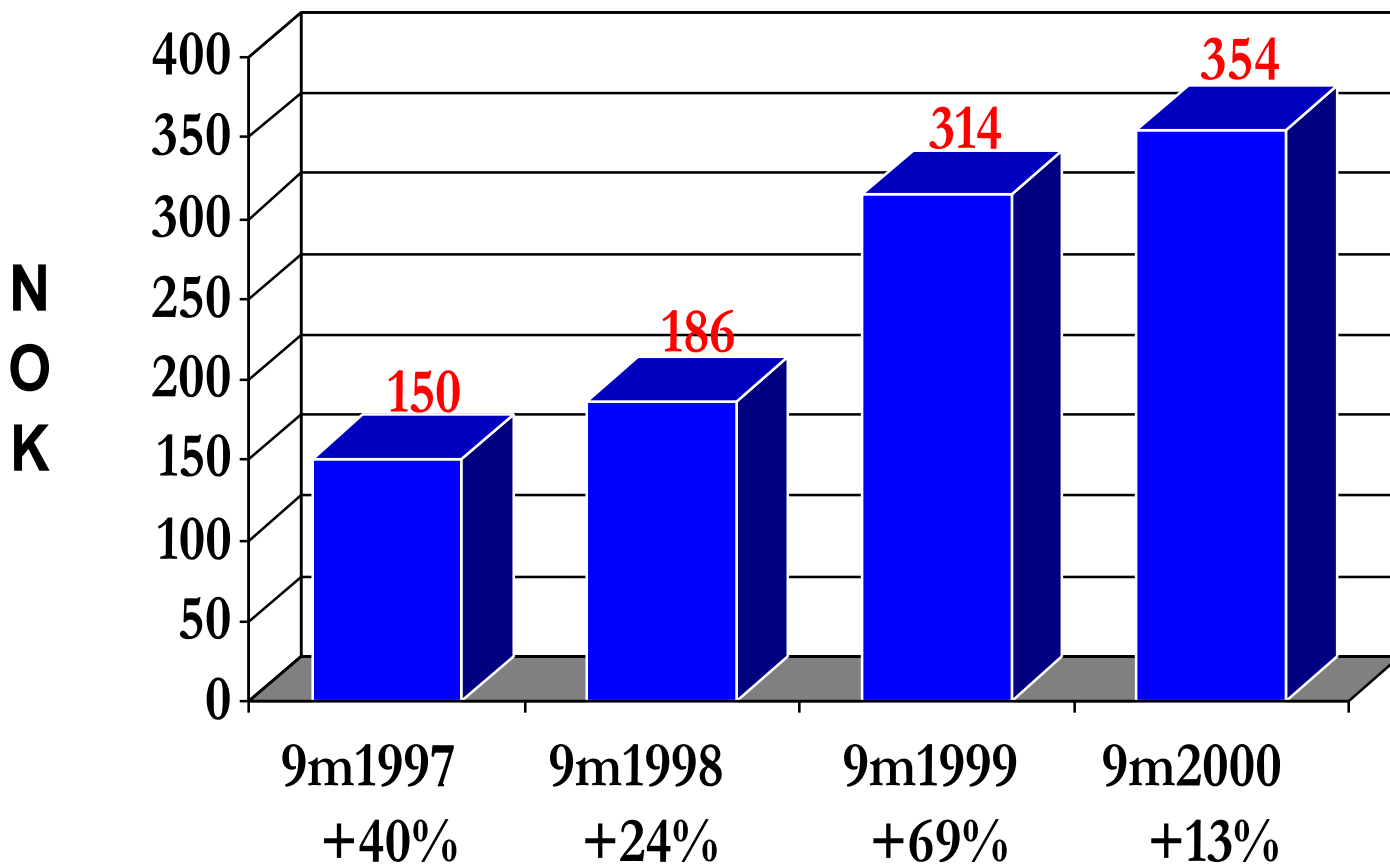
# Profit Before Taxes TOMRA Group





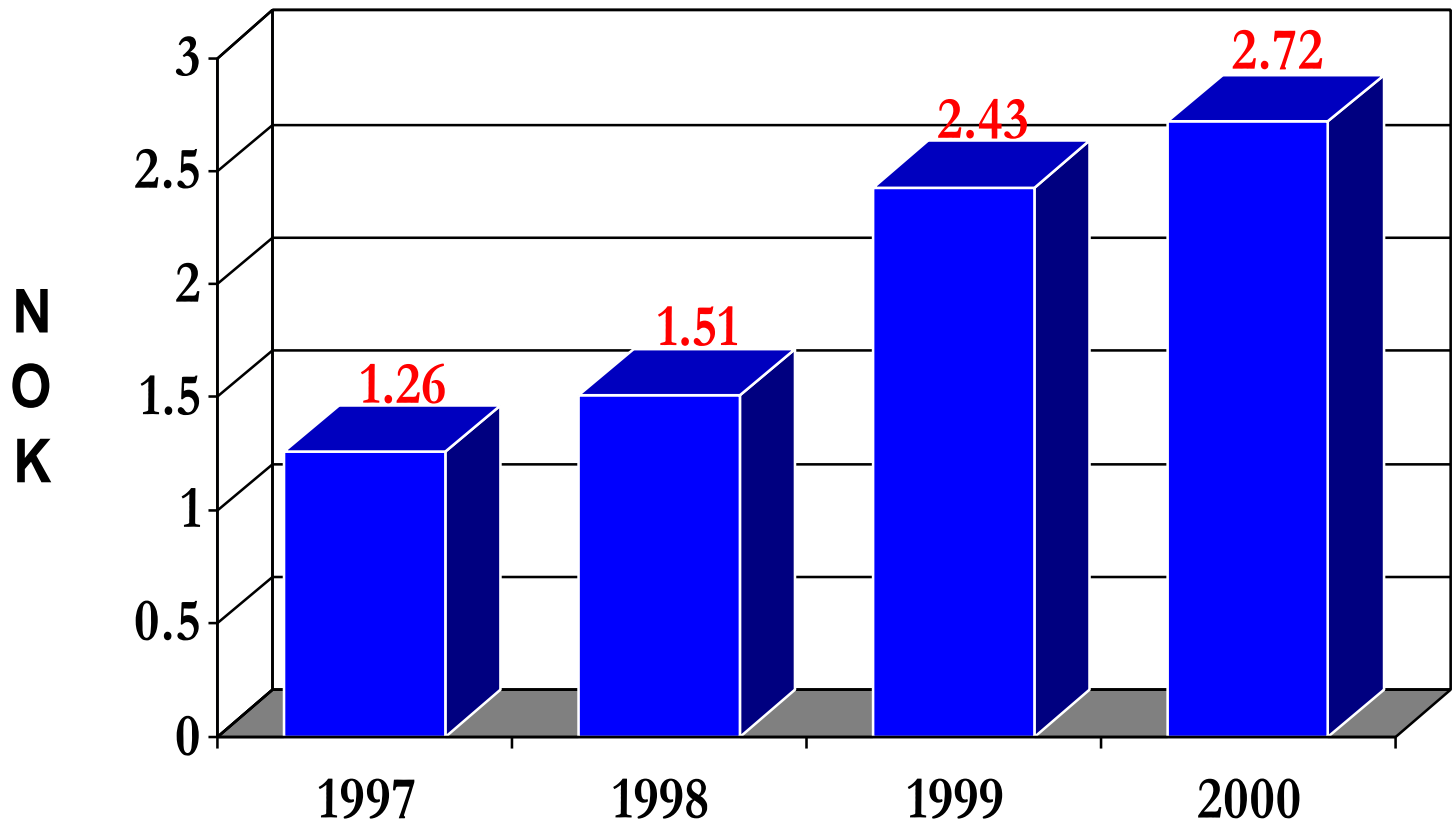
# Tomra Group

## Profit Before Taxes by 3rd Quarter

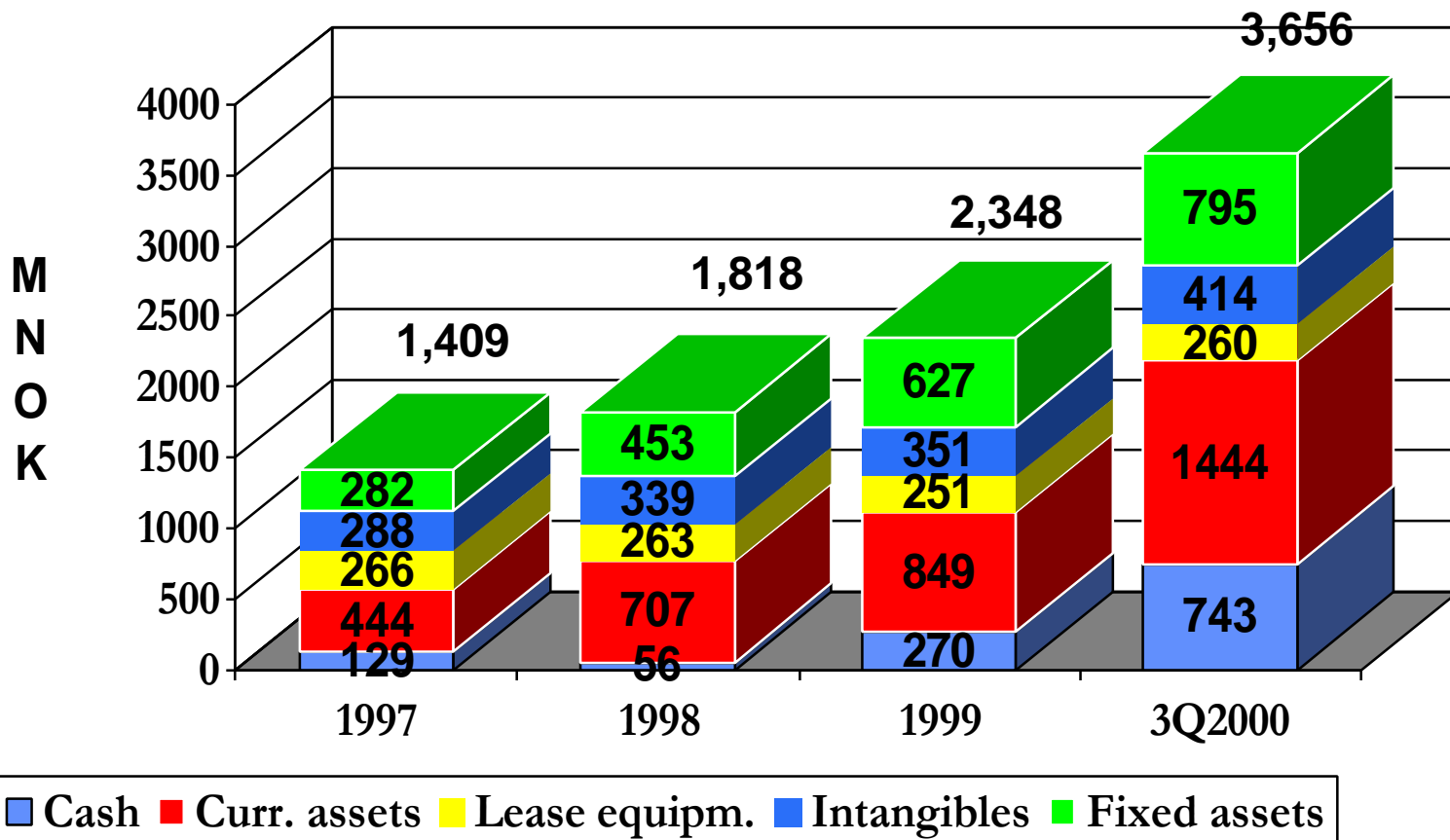




# Earnings Per Share As per Third Quarter



# Total Assets TOMRA Group



# The Company's Major Shareholders

**Registered 27.09.2000**

		Shares	Ownership
1.	Chase Manhattan Bank The Clients Treaty - GBR	10.521.058	11.97%
2.	State Street Bank	8.257.290	9.40%
3.	Caisse des Depots et Consignations	3.212.933	3.65%
4.	KLP Forsikring Aksje	2.919.000	3.32%
5.	Folketrygdfondet	2.600.000	2.96%
6.	Chase Manhattan Bank - USA	2.535.953	2.88%
7.	Chase Manhattan Bank - Luxembourg	2.522.400	2.87%
8.	Boston Safe Dep.	2.036.079	2.31%
9.	Storebrand Livsforsikring P980, Aksjefondet	1.684.200	1.91%
10.	Caisse Nationale de Agricole	1,583.647	1.80%
	<b>TOTAL</b>	<b>37.872.560</b>	<b>43.12%</b>
	<b>Other shareholders</b>	<b>49,961,272</b>	<b>56.88%</b>
	<b>Total (4,219 shareholders)</b>	<b>87.833.832</b>	<b>100.00%</b>

**Total foreign ownership 72.94%**

# The Company's Shares & Shareholders

**Registered 27.09.2000**

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		Shares	%	Shareholders
1.	NORWAY	23.766.875	27.05	3534
2.	USA	20.459.854	23.29	223
3.	GREAT BRITAIN	15.327.388	17.45	62
4.	LUXEMBOURG	7.194.525	8.19	39
5.	FRANCE	5.915.377	6.73	11
6.	BELGIUM	3.989.181	4.54	14
7.	DENMARK	2.899.576	3.30	36
8.	GERMANY	2.030.494	2.31	54
9.	SWEDEN	2.012.597	2.29	73
10.	THE NETHERLANDS	1.041.602	1.18	61
	TOTAL	84.637.469	96.33	4.107

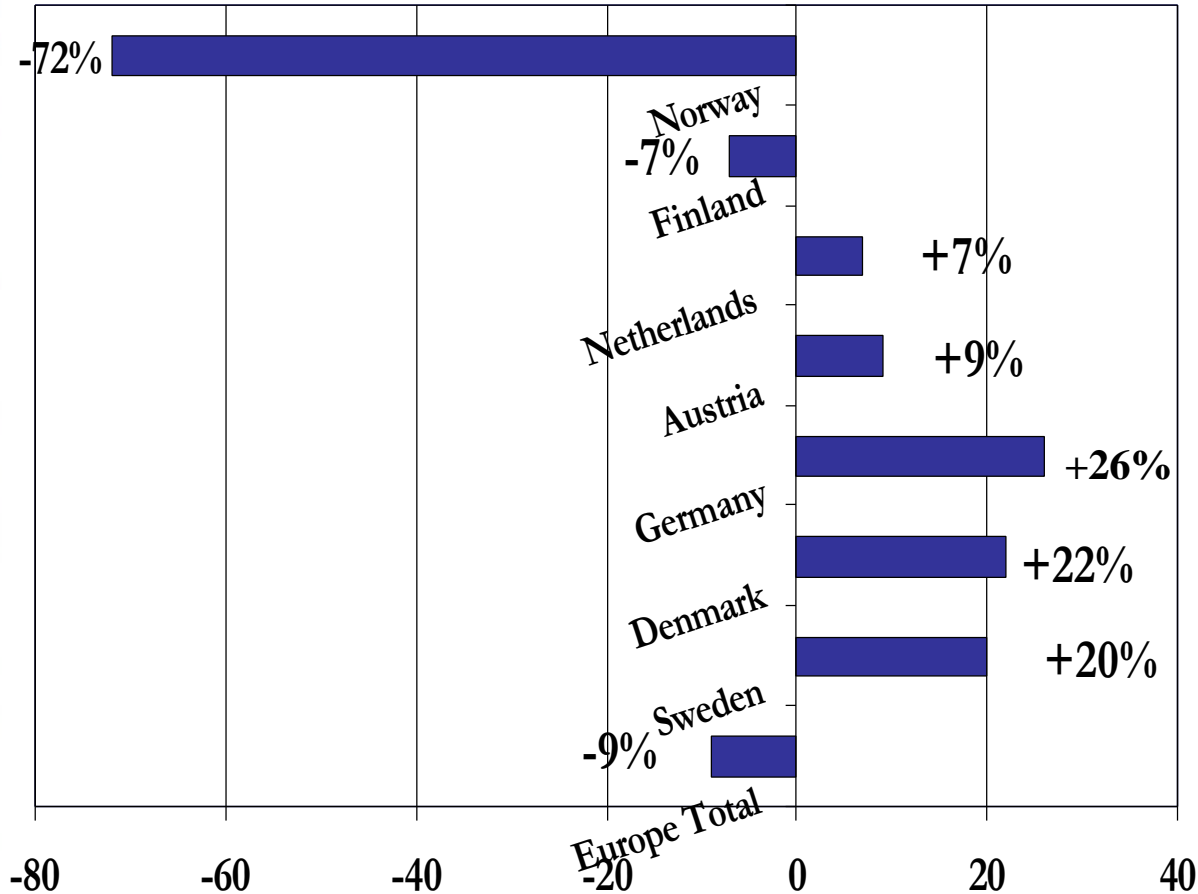
## BU Europe Revenues by Market

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<b>Figures in NOK million</b>	<b>9m00</b>	<b>9m99</b>
<b>Norway</b>	<b>60</b>	<b>211</b>
<b>Sweden</b>	<b>95</b>	<b>79</b>
<b>Finland</b>	<b>63</b>	<b>68</b>
<b>Denmark</b>	<b>55</b>	<b>45</b>
<b>The Netherlands</b>	<b>97</b>	<b>91</b>
<b>Germany</b>	<b>188</b>	<b>149</b>
<b>Austria</b>	<b>51</b>	<b>47</b>
<b>Switzerland</b>	<b>38</b>	<b>11</b>
<b>Others</b>	<b>9</b>	<b>18</b>
<b>Total BU Europe</b>	<b>656</b>	<b>719</b>

# Europe

## Growth by Market 9m '00





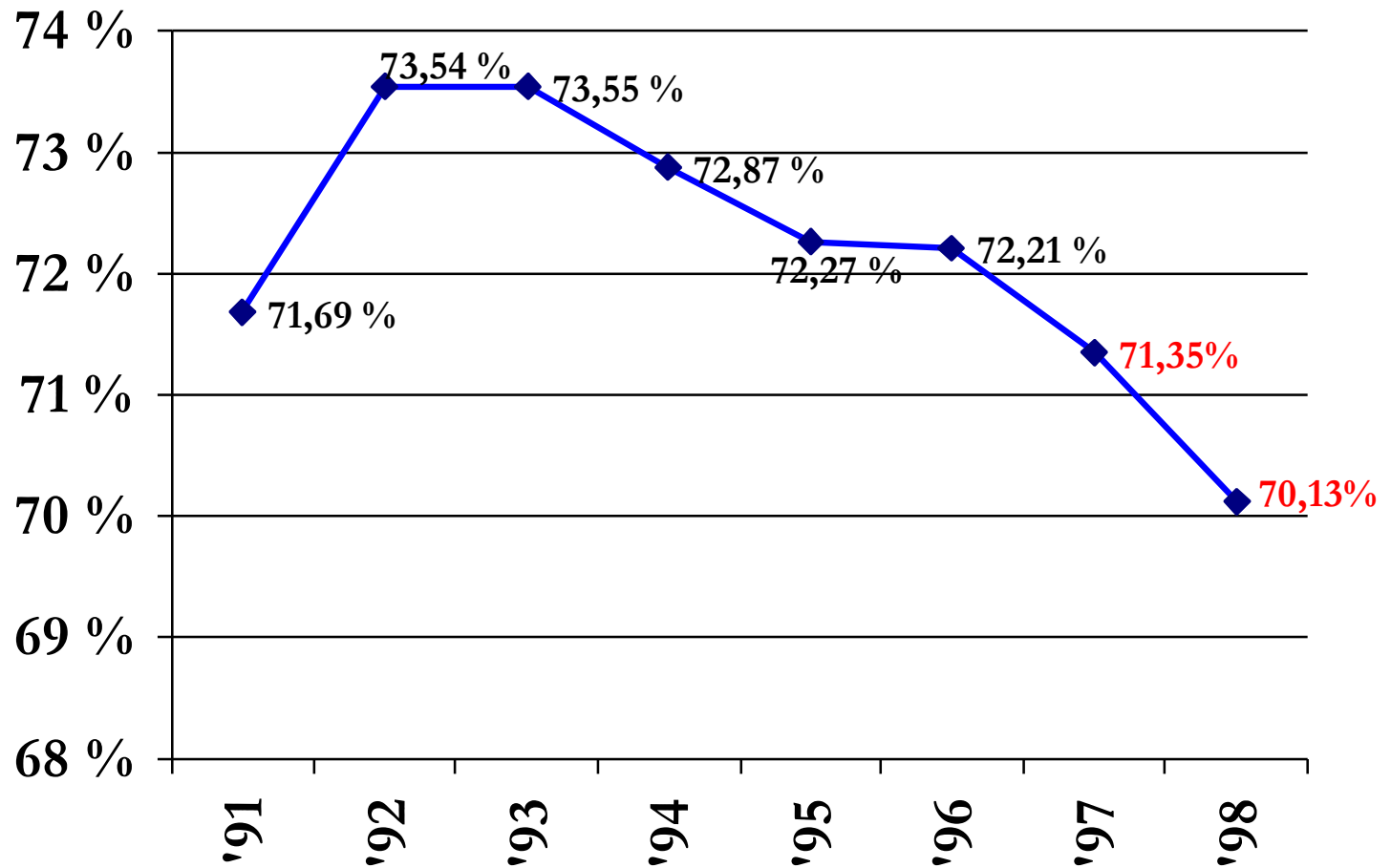
# Highlights - Europe

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- ★ Discussions on non-refillable container deposit in Germany develop positively
  - ★ Tomra is preparing to supply larger RVM volumes
  - ★ Tomra is leading a project to design and operate a deposit model



## German Refillable Quota 1991 - 1998



# Tomra Germany - Initiatives

- .....
- ✱ Developing non-refillable container deposit models with industry partners, addressing collection and logistic infrastructure
- ✱ Evaluating German manufacturing partners
- ✱ Developing retailer awareness for container handling alternatives and Tomra solutions

*Non-Refillable Deposit Discussions Supported by  
the Political Environment, the “Green”  
Organizations And a Majority of Local Breweries*

# Highlights - Europe

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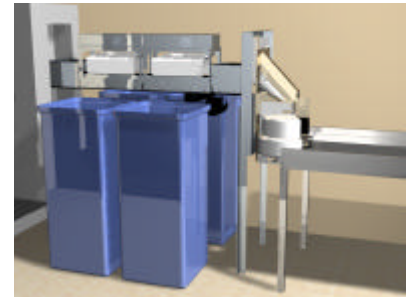
- ★ Discussions on non-refillable container deposit in Germany develop positively
  - ★ Tomra is preparing to supply larger RVM volumes
  - ★ Tomra is leading a project to design and operate a deposit model
- ★ The Global Supplier Agreement with Ahold extended by signing a contract to deliver additional 1,100 machines to ICA/Hakon in Norway and Sweden by 2002
- ★ Launching the Smart-Sort system for increased efficiency in container handling

# Strengthen Innovation Leadership

## Smart-Sort

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- ★ **Backroom system for sorting bottles**
  - ★ More efficient usage of space in the backroom
- ★ **Sorting based on EAN codes or shape**
  - ★ Sorts by breweries and/or container type
- ★ **Storage of pet bottles in bins**
- ★ **Savings for breweries by avoiding cross transportation**
- ★ **Modular design**







## BU America Sales by Market

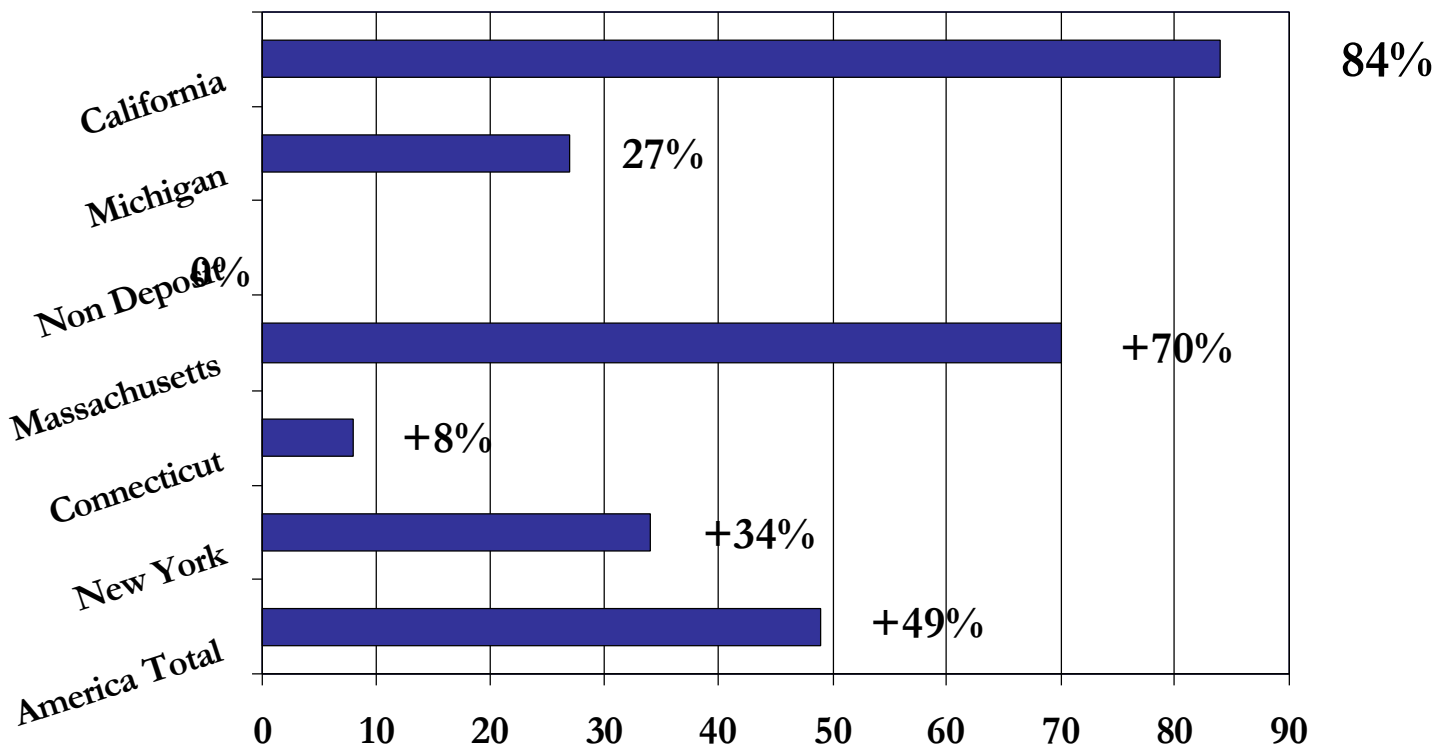
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<b>Figures in NOK million</b>	<b>9m00</b>	<b>9m99</b>
<b>New York</b>	<b>345</b>	<b>257</b>
<b>Connecticut</b>	<b>64</b>	<b>59</b>
<b>Massachusetts</b>	<b>73</b>	<b>43</b>
<b>Michigan</b>	<b>164</b>	<b>129</b>
<b>California</b>	<b>521</b>	<b>283</b>
<b>Non deposit states</b>	<b>97</b>	<b>97</b>
<b>Canada</b>	<b>48</b>	<b>10</b>
<b>Others</b>	<b>4</b>	<b>6</b>
<b>Total BU America</b>	<b>1,316</b>	<b>884</b>



# America

## Growth by Market 1H'00





# Highlights - America

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- ✳ Continued strong sales growth (+49%)
- ✳ Increased growth in North-east, resulting from materials handling agreements signed in 2nd quarter
- ✳ 120 rePlanet centers converted
- ✳ Launch of a new machine platform (a completely new TOMRA Duo) to open a new market segment

# rePlanet Update

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- ✳ 120 Centers installed to date
- ✳ ~200 forecast for '00
- ✳ Volume increase stable at +60%
- ✳ Transaction increase stable at +270%
- ✳ RVM volume represents 28% of total, and continues to build

## Strengthen Innovation Leadership

# Tomra Duo

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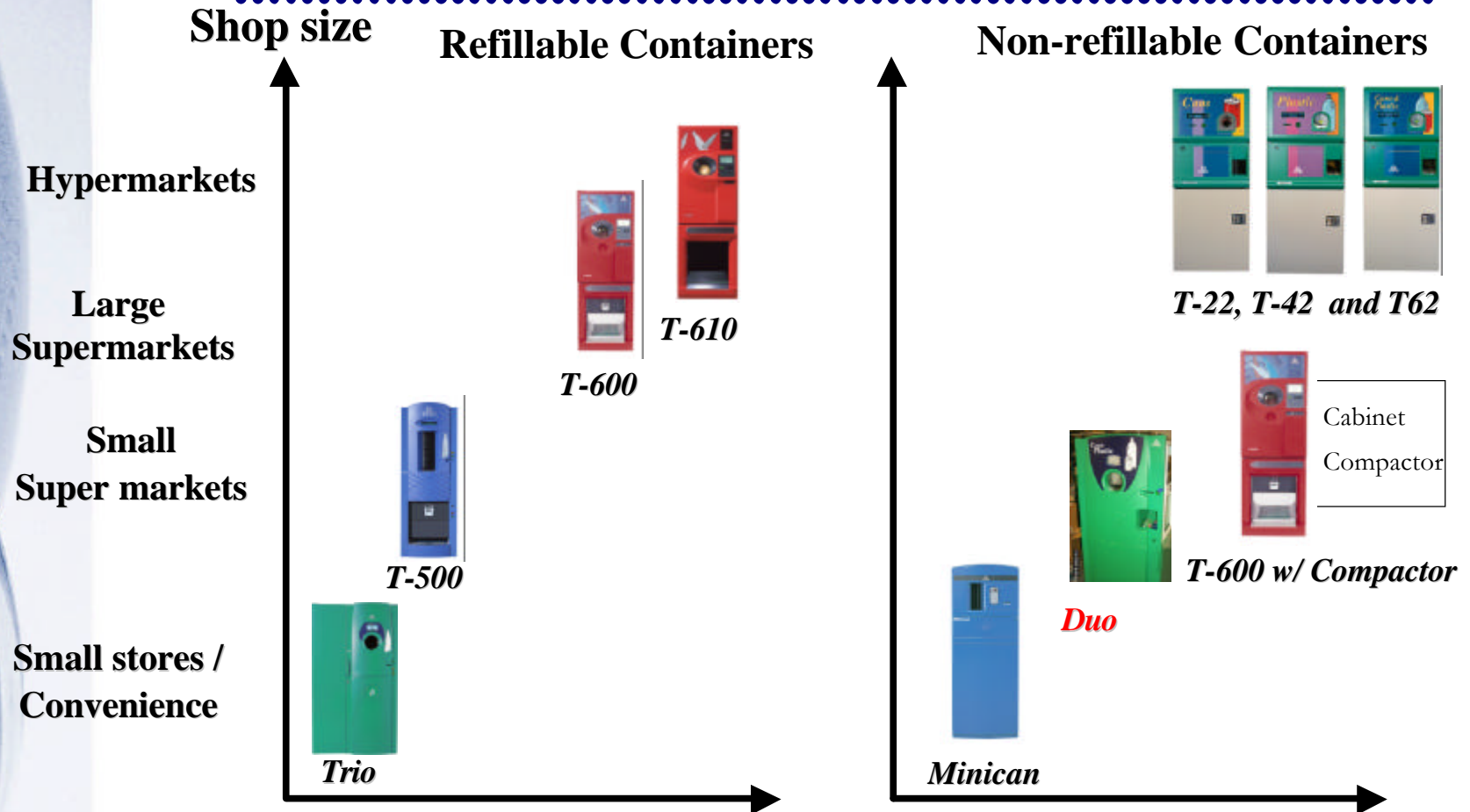


- ★ Low cost PET/Can machine specifically developed for US market
- ★ Improved recognition system, compactor concept and user interface
- ★ Opens significant new market opportunities for technology sales and materials handling volumes in the US north east markets and Michigan



# Product Portfolio Strategy

- Our objective is to cover and dominate all market segments





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# Global Business Development (GBD)

## UPDATE

# GBD Update

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- ★ Organizational unit established late last year under leadership of Greg Garvey
- ★ GBD's mission is to strategically develop the used beverage container value chain to aggressively drive future growth in realization of the

*“World of Opportunities”*



# GBD's Organization

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- ★ Senior Mngt Greg Garvey, Pål Bråthen
- ★ Transferred 3 key resources to organization focused on:
  - ★ Germany
  - ★ Europe
  - ★ Brazil
- ★ 3 Strategic senior recruitments
  - ★ Cees Petersen
  - ★ Jimmy Taniyama
  - ★ Wolfgang Ringel



**Cees Petersen**

# Cees Petersen

## ..... \* Background

- \* Consumer goods marketing (Mars, Old el Paso)
- \* Pricewaterhouse Coopers (Marketing, logistics consulting)
- \* Coca-Cola (Dutch non-refillable packaging initiative)

## \* Focus

- \* Central Europe
- \* Value chain assessment and optimization (Life Cycle Analysis)
- \* Industry sponsored packaging recovery alternatives
- \* German Deposit Scheme Scenarios



**Jimmy Taniyama**



# Jimmy Taniyama

## ✳ Background

- ✳ Suntory (Bottled water, Beer, Pepsi, Liquor)
- ✳ 30 years international experience (Japan, Singapore, China, Brazil, United States)
- ✳ Marketing, Finance, Operations

## ✳ Focus

- ✳ Asia market activities based in Japan
- ✳ Market analysis and assessment
- ✳ Development of acquisition/ partner opportunities
- ✳ Development of consumer collection scenarios



**Wolfgang Ringel**

# Wolfgang Ringel

## ••••• \* Background

- \* German DSD
- \* Legal Advisor (Trademarks, contracts, competition, waste packaging regulations)
- \* Development European network for licensing DSD Green Dot “Grüne Punkt”

## \* Focus

- \* Monitoring/development packaging regulations
- \* Development of government relationships on packaging recovery alternatives
- \* Development of industry relationships in support of alternative consumer collection schemes



# GBD Activities

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- ✿ Building organization
- ✿ German market analysis and support
- ✿ Establishment Asia presence
- ✿ Brazil market development

# Brazil Market Update

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## 1) Market Opportunity

- 150 million people
- Fast growing non-ref. market
- High aluminium recycling rate
- PET recycling challenges
- PET mandatory deposit momentum
- Strong base to penetrate South America

# Brazil Market Update

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## 2) Market Development Approach

- **Develop consumer recycling pilots**
  - Supermarket based
  - Aluminium/ Pet packaging
  - Beverage manufacture sponsorship
- **Acquisitions**
  - Collection infrastructure
  - Materials value added processors

# Brazil Market Update

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## 3) Brazil Market Attractiveness for Consumer Collection

- Strong value proposition (value of container to economic standard)
- Emerging consumer sentiment towards volunteerism, social responsibility and recycling commitment (driven by PET container)
- Excellent partnering potential, (bottlers, retailers, processors and government)

# Brazil Market Outlook

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- ★ Position for strategic investment
- ★ Significant market activities in 2001
- ★ Major market within 3 years

# Asian Market

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- ✳ Focus on Japan, 130 million population
- ✳ High beverage consumption
- ✳ One-way packaging with growth in PET
- ✳ Significant container packaging recovery challenges (high cost, low recovery rates)
- ✳ Legislative initiatives to increase recovery
- ✳ Number of acquisitions/ partner opportunities



# GBD Outlook

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- ✱ Successful establishment of organization
- ✱ Important strategic activities underway
- ✱ GBD well on the way to fulfilling mission priorities of generating strategic growth