Investor Presentation

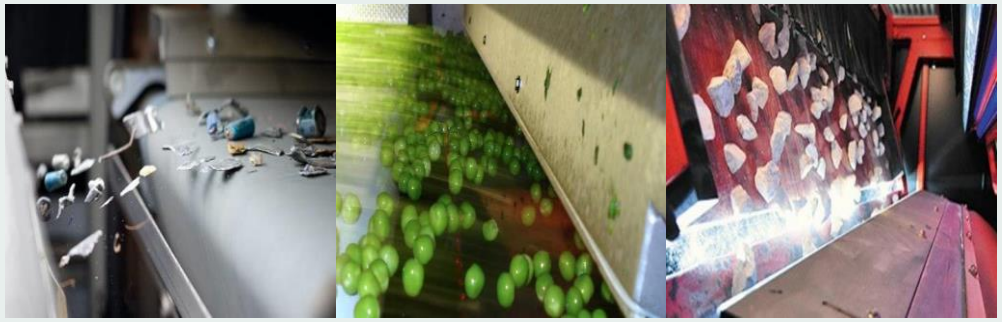
TOMRA


We live in an age with the highest level of consumption our planet has ever seen


Using more resources than ever before. More than our planet can continue to sustain.

TOMRA is well-positioned towards megatrends

1 Pioneer in sensor-based and digital technologies

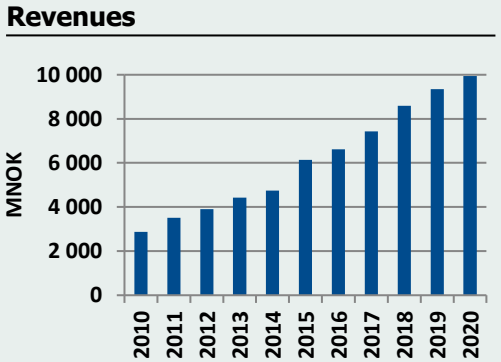


2 Leading market position – fit for growth

- Collection Solutions **#1**
- Food Sorting **#1**
- Recycling Sorting **#1**
- Mining Sorting **#1**

3 Solutions for optimal resource productivity

4 Strong financial performance, people & culture

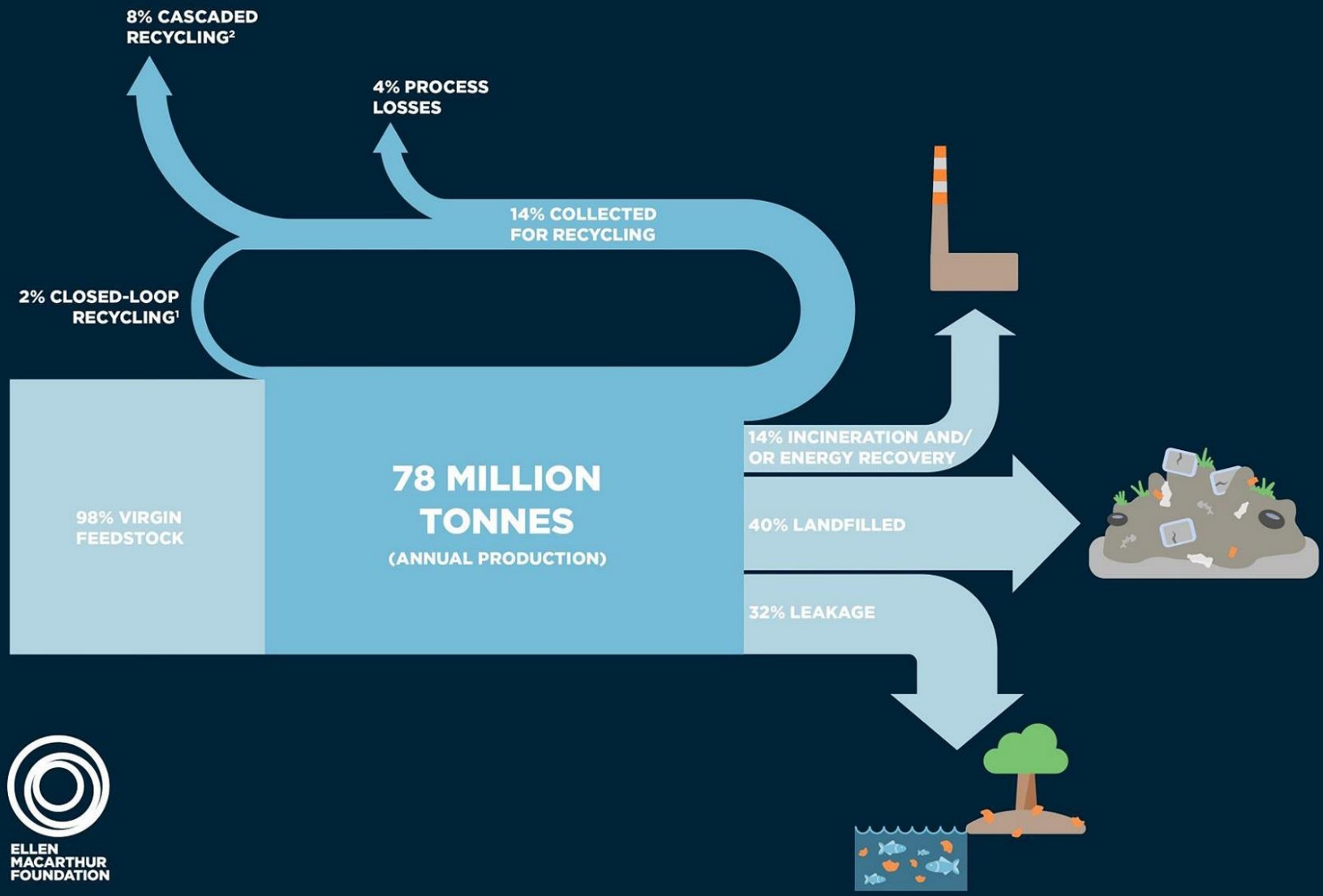


DID YOU KNOW?

- By 2025 **solid waste generation** will **increase by 70%** compared to 2010 levels
- **32%** of all plastic packaging made **ends up in nature** every year
- **20%** of plastic packaging could be **profitably re-used** and **50%** could be **profitably recycled** if designed for after use systems
- Continuing current practices there will be **more plastic than fish** in the ocean by 2050

Sources: Wrap, Ellen McArthur Foundation, World Bank

Only 2% of the planet's annual plastic packaging production is reused for the same/similar products



OUR AMBITION:
40% Collected for Recycling
30% Closed Loop Recycling

ELLEN MACARTHUR FOUNDATION

Significant untapped potential in reusing materials

PLASTIC PACKAGING

VALUE PROPOSITION*

$ 50–80 BN

Total volume of plastic packaging is 78 mln tonne annually whereof ~14% is currently recycled, meaning ~67 mln tonne lost. With a volume yield of 72% and a weighted average price of 1,100–1,600 USD/t, the total value proposition is in the range of USD 50-80 bn. Please note that this is a conservative estimate based on a narrow definition of total annual plastic packaging volume. Applying a wider definition can increase the value proposition up to USD 170-190 bn.

STEEL

VALUE PROPOSITION*

$ 70–150 BN

Worldwide steel production is currently about 1,600 mln tonne annually. 70-90% recycling means ~1,100-1,450 mln tonne recycled and 160-480 mln tonne lost. Assuming ~90% yield in process with market price of ~500 USD/t equals USD 70-220 bn, so conservative range USD 70-150 bn

PAPER

VALUE PROPOSITION*

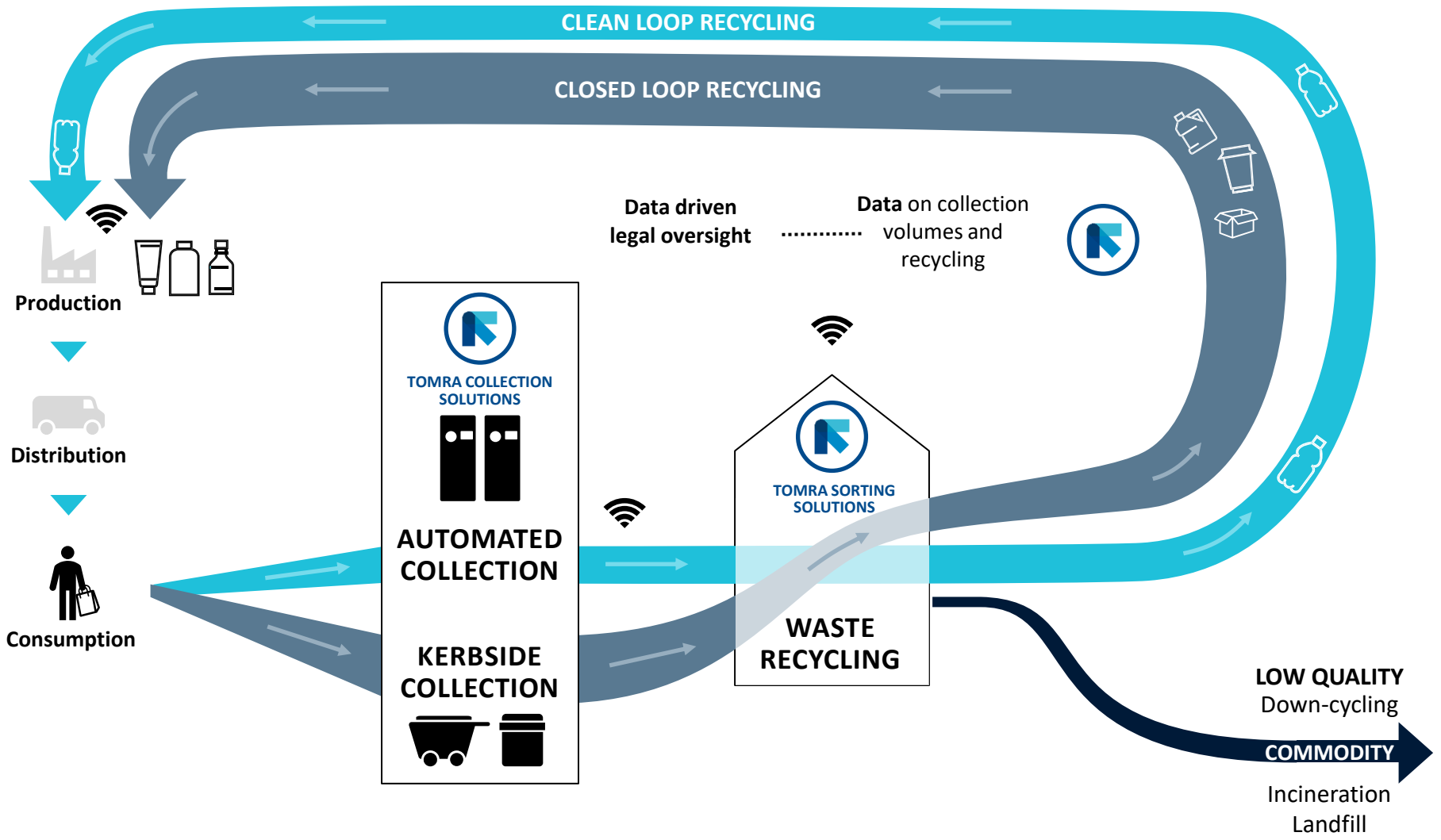
$ 30–40 BN

~80 % of produced paper is potentially recyclable, ~400 mln tonne annually x 80% = 320 mln t/a potentially recyclable paper in the market. Today, ~58 % or 230 mln t/a are recycled, means 90 mln tonnes are lost. If this is recovered and goes into the paper recycling process there will be between 10-30% fiber loss, assuming on average 20%. The value of newsprint paper is ~400-600 USD/t, let´s assume 500 USD/t = ~90 mln t/a x 80% x 500 USD/t = USD36 bn

* TOMRA ESTIMATES

1) THE NEW PLASTICS ECONOMY, Ellen MacArthur foundation, 2017
2) Prices from Statististica.com

Circular economy – redefining value creation



Business case for plastics

Value increase

2.5-7x

€1400 per ton
Clear PP/PE

€1000 per ton
Clear PET

€500 per ton
Mixed PET

€200 per ton
Mixed Plastic

DID YOU KNOW?

- By 2050, a global population of **9.8 billion will require 70%** more food than is consumed today
- We are currently **wasting 33% of global food production**
- **The food industry accounts for around 10% of global GDP**
- **Agriculture** accounts for **20%** of **global greenhouse gas emissions**

Sources: Wrap, WEF, Accenture (Future of Food), McKinsey

New ways of feeding a fast-growing DEMANDING population…

To ensure an efficient food production there is an increased need to…

…AUTOMATE…CONTROL…AND INNOVATE

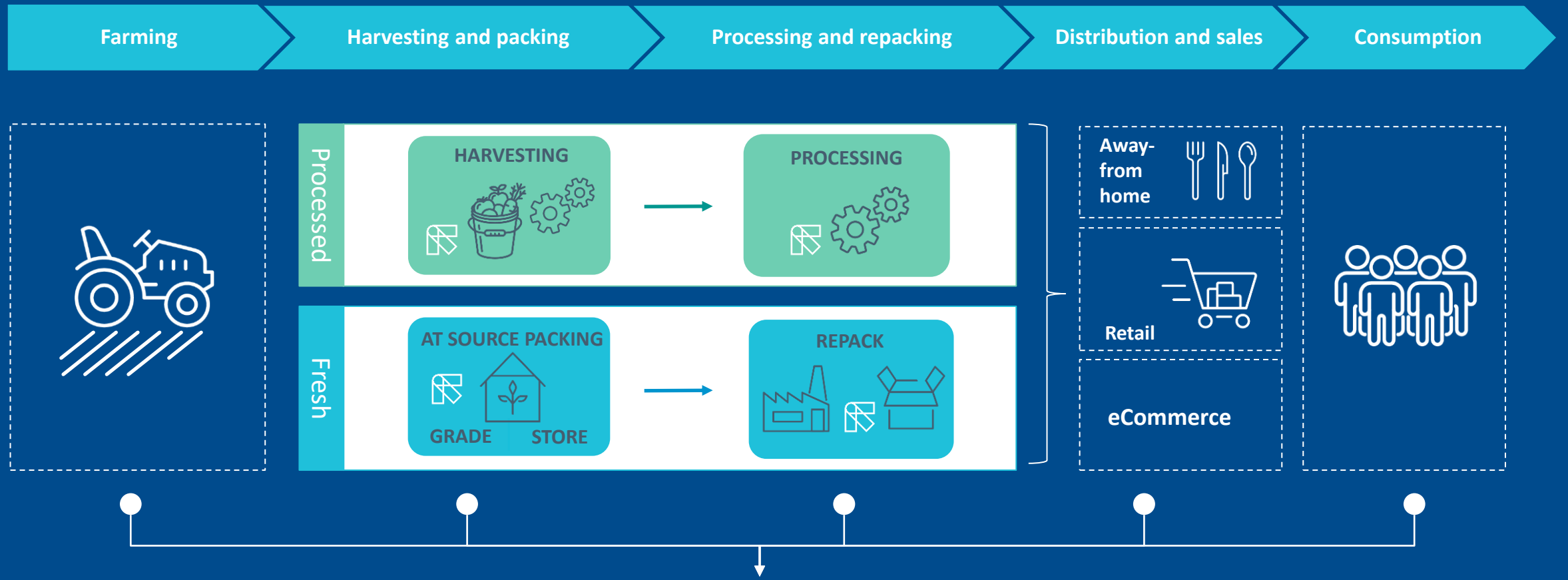
★★★★★

PROTECTING BRAND VALUE, ENHANCING FOOD QUALITY & SAFETY

…THROUGHOUT THE VALUE CHAIN

Sources: Brookings

TOMRA plays an integral part in the food value chain



DATA GENERATED THROUGH THE VALUE CHAIN SERVE MULTIPLE PURPOSES

Improved Farming	Determine quality, taste, ripeness & defects	Reduce food waste	Traceability
Uniform Quality	Increase Yield	Optimise storage	Maximise use

At TOMRA, our company vision is Leading the Resource Revolution

It is our belief that businesses have the power, responsibility, and vested interest to help manage our planet's precious resources—today and tomorrow.

Some of the biggest global challenges are TOMRA's business opportunities

Message from the CEO

«Putting ability into sustainability»

At TOMRA, sustainability is at the core of everything we do. Our collection and sorting technologies have a significant positive impact on the world around us, helping to address major environmental challenges like climate change and plastic waste with innovative solutions for a greener tomorrow.

As a company we are also committed to "walking the talk". That means doing what we can to ensure sustainable business operations and manage relevant social and environmental risks and opportunities along the company value chain.

Our commitment to sustainability is closely linked to our vision of "leading the resource revolution". I believe that in order to be successful we must leverage our sustainability impact to create high value for our customers, to enhance competitiveness, and to attract and retain talent. Furthermore, we must collaborate and use our technology and expertise to influence sustainability impact among partners and beyond our direct market reach.

Stefan Ranstrand
President and CEO Tomra Group

Other SDGs where TOMRA delivers positive impact through our products and services include:

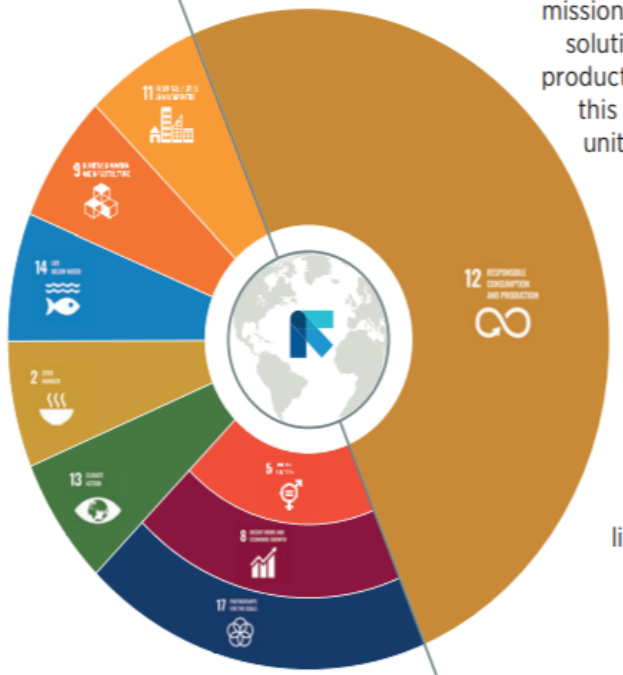
SDG 11:
Sorting solutions for sustainable waste management.

SDG 9:
Technology innovations for resource productivity.

SDG 14:
Closing the tap on land for plastic pollution through collection systems and closed loop recycling.

SDG 2:
Food sorting solutions that increase agricultural yield and reduce food loss along production and supply chains.

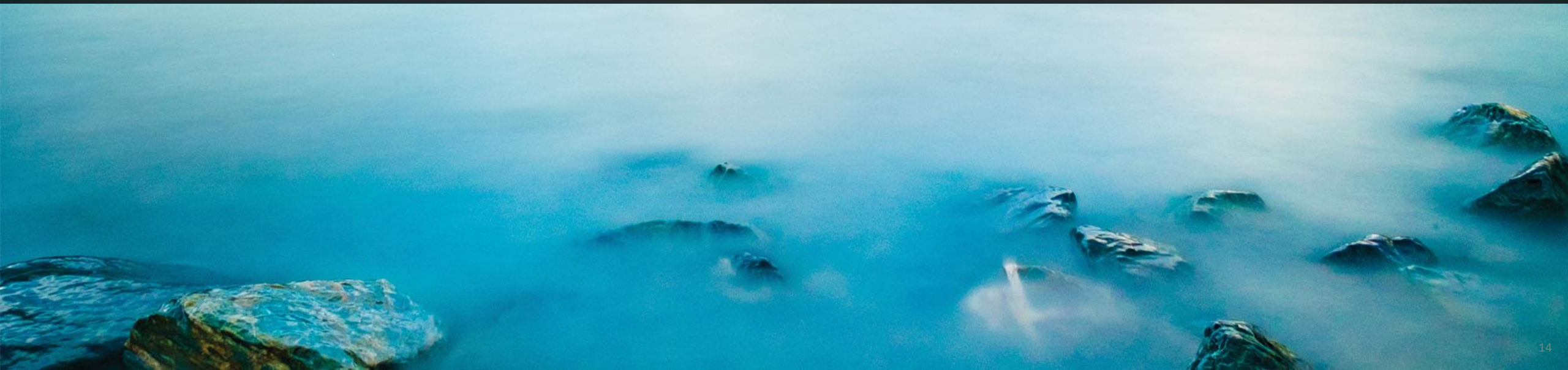
SDG 13:
Avoiding carbon emissions from both material production and waste management through collection and sorting solutions for recycling.



SDG 12 – Sustainable consumption and production – aims at "doing more and better with less." TOMRA's vision of "leading the resource revolution" and our mission "to create sensor-based solutions for optimal resource productivity," fit squarely within this agenda. All our business units deliver positive impact on several of the SDG 12 sub-targets, including: Sustainably manage natural resource, reduce food waste and food loss, prevent and reduce waste through recycling and reuse, partnerships and education for sustainable development and lifestyles in harmony with nature.

SDGs 5, **8** and **17** are supporting, cross-cutting goals where we strive to have a positive impact through the way that we work. At TOMRA, we consider delivering on these SDGs as part of our "license to operate."

TOMRA AT A GLANCE



4300+
EMPLOYEES GLOBALLY

Publicly listed on Oslo Stock Exchange (OSEBX: TOM)

TOMRA

9.9
BILLION NOK REVENUES IN 2020

TOMRA COLLECTION SOLUTIONS

REVERSE VENDING

MATERIAL RECOVERY

TOMRA RECYCLING MINING

RECYCLING

MINING

TOMRA FOOD

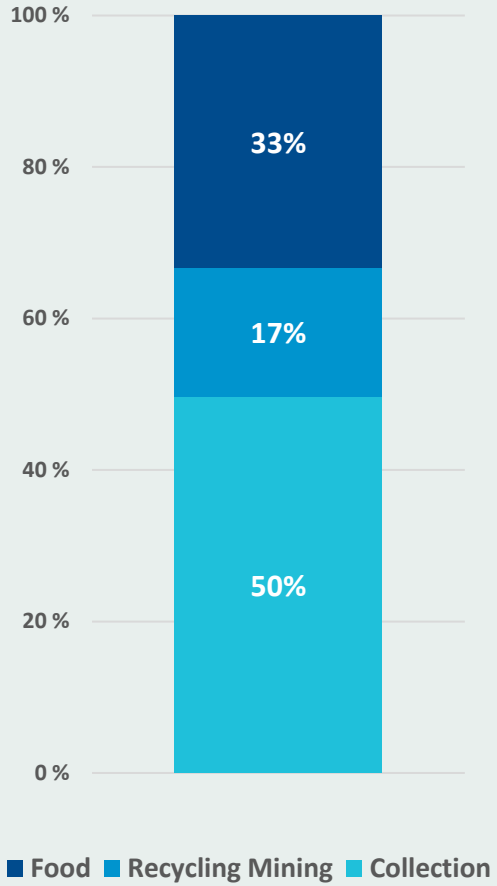
PROCESSED FOOD

FRESH FOOD

Creating value through three strong business areas

TOMRA

2020 Revenue



TOMRA COLLECTION SOLUTIONS

- Stable business
- High margins
- Low cyclicality

TOMRA RECYCLING MINING

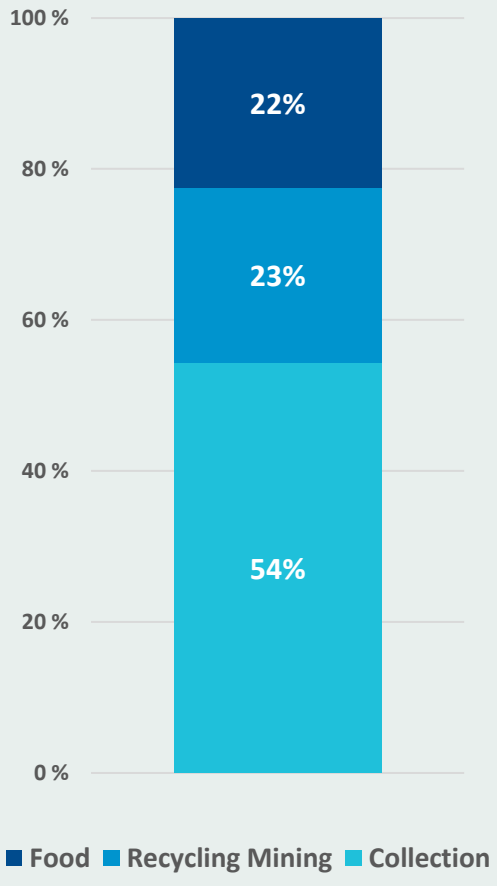
- High growth
- High margins
- Medium cyclicality

TOMRA FOOD

- Large sector
- Good margins
- Low cyclicality

TOMRA

2020 EBITA



The TOMRA transformation journey

2004 TOMRA SORTING SOLUTIONS

TOMRA acquires TITECH, the world's leading provider of optical recognition and sorting technology for the waste industry and TOMRA's transformation journey starts.

2005 TOMRA COLLECTION SOLUTIONS

TOMRA acquires Orwak Group, a leading provider of compaction for a variety of materials.

2006 TOMRA SORTING SOLUTIONS

TOMRA acquires Commodas - a leading supplier within the field of sensor-based products for mining and metal recycling.

2008 TOMRA SORTING SOLUTIONS

TOMRA acquires Ultrasort - specialists in sensor-based mining technology.

2011 TOMRA COLLECTION SOLUTIONS

Sale of Californian material handling business. With the divestment the US operation became less exposed to movements in commodity prices.

2011 TOMRA SORTING SOLUTIONS

TOMRA acquires Odenberg, rounding out the offering to include food optimization.

2012 TOMRA SORTING SOLUTIONS

TOMRA acquires BEST, leading food sorting machine producer. With the acquisition of BEST, TOMRA has by far the widest reach within the food sorting universe.

2014 TOMRA COLLECTION SOLUTIONS

Divestment of Orwak. Further portfolio focus on sensor-based technology.

2016 TOMRA SORTING SOLUTIONS

TOMRA expands into lane sorting, acquiring New Zealand based Compac, confirming TOMRA's position as the leading provider of sorting technology into the food industry.

2016

Through its transformation journey TOMRA has moved from a business of many brands to one brand with many areas of expertise. We are one TOMRA.

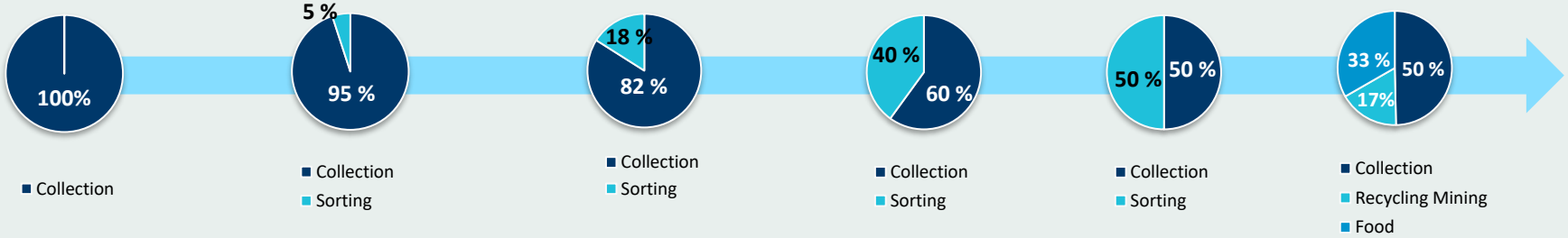
2018 TOMRA SORTING SOLUTIONS

TOMRA compliments its food sorting portfolio with the acquisition of BBC Technologies, a leading provider of precision grading systems for blueberries and other small fruits. BBC TECHNOLOGIES

FROM:

TOMRA

Helping the world recycle

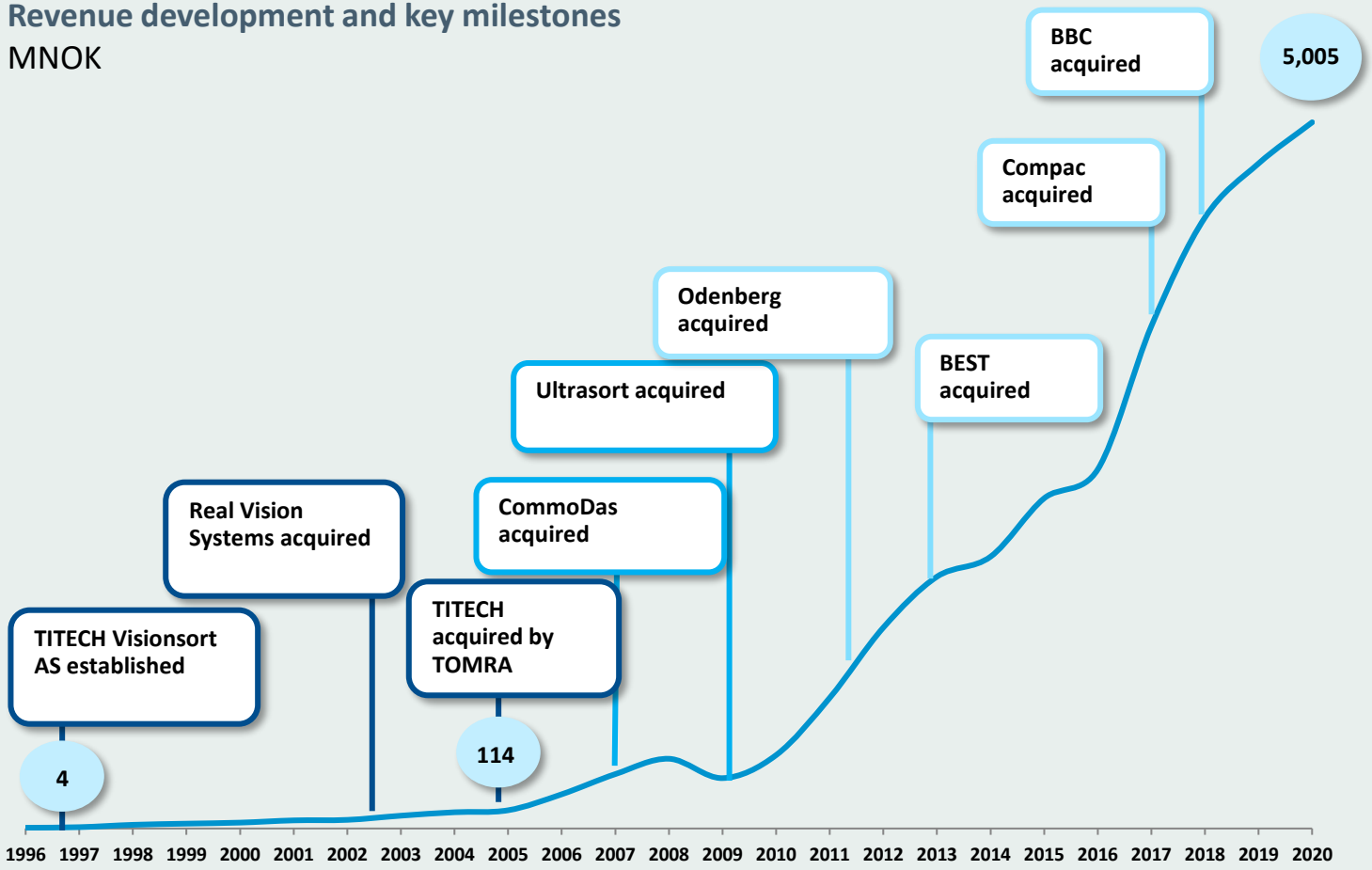


TO:

LEADING THE RESOURCE REVOLUTION

Strong revenue growth in Recycling, Mining and Food

Revenue development and key milestones
MNOK



- Total revenue growth (organic plus inorganic) CAGR of ~27% per year from 2004-2020
  - Average annual organic growth for the same period was ~15%
- Technology base and segment/application knowledge expanded both through acquisitions and in-house ventures

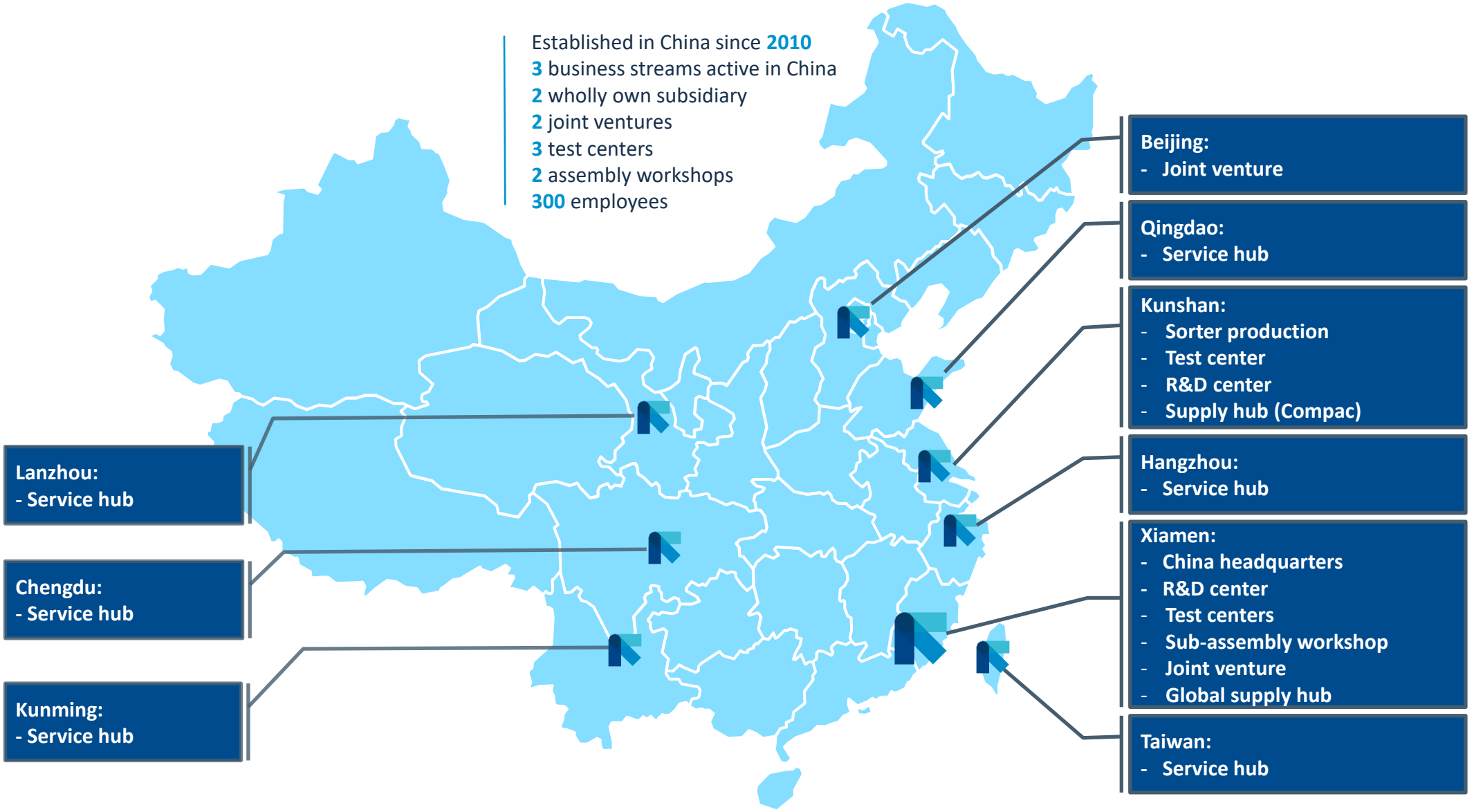
TOMRA's three business areas

	TOMRA COLLECTION SOLUTIONS	TOMRA RECYCLING MINING	TOMRA FOOD
	REVERSE VENDING	**RECYCLING**	**PROCESSED FOOD**
Share of '20 sales	~40%	~14%	~19%
Employees	1,705	487	800
Customers	Grocery retailers	Material recovery plants, scrap dealers, metal shredder operators	Food growers, packers and processors
Market share	**Over 70%**	**~55-60%**	**~30%**
	MATERIAL RECOVERY	**MINING**	**FRESH FOOD**
Share of '20 sales	~10%	~3%	~14%
Employees	599	78	611
Customers	Grocery retailers and beverage manufacturers	Mining companies	Food growers, packers and processors
Market share	**~60% in USA (markets served)**	**~40-50%**	**~25%**
	TOMRA GROUP FUNCTIONS		
Employees	27		

Number of employees methodology adjusted between 2019 and 2020

Strengthened presence in China

Established in China since **2010**
3 business streams active in China
2 wholly own subsidiary
2 joint ventures
3 test centers
2 assembly workshops
300 employees



Beijing:
- Joint venture

Qingdao:
- Service hub

Kunshan:
- Sorter production
- Test center
- R&D center
- Supply hub (Compac)

Hangzhou:
- Service hub

Xiamen:
- China headquarters
- R&D center
- Test centers
- Sub-assembly workshop
- Joint venture
- Global supply hub

Taiwan:
- Service hub

Lanzhou:
- Service hub

Chengdu:
- Service hub

Kunming:
- Service hub

TOMRA COLLECTION SOLUTIONS

DID YOU KNOW?

- 1 million plastic bottles are bought around the world every minute
- Less than half of all purchased plastic bottles are collected for recycling
- More than 40bn beverage containers are captured by TOMRA every year…
- …representing only less than 3% of all beverage containers sold in 2018

Source: Euromonitor, GlobalData

But the tides are shifting. There is a desire for change

Consumer demand for responsible plastic use options

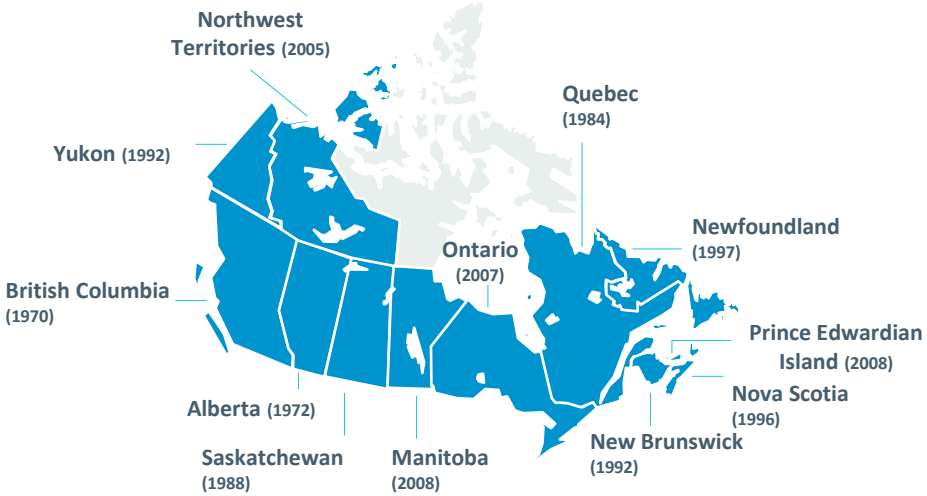
Legislative push for new plastic waste strategies

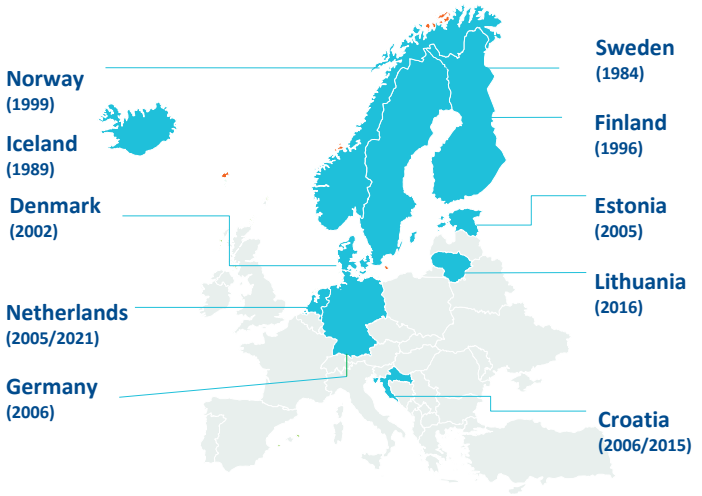
EveryBottleBack.org

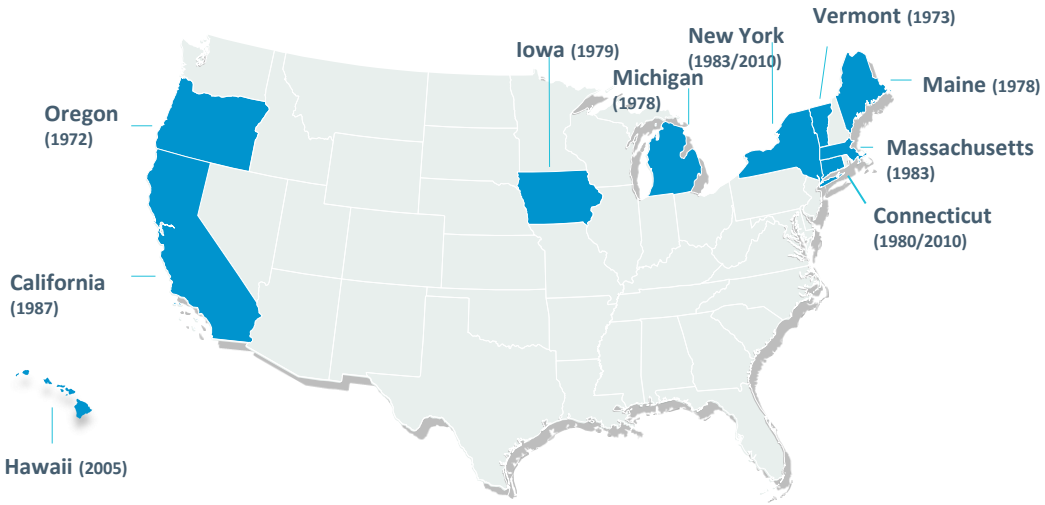
The Coca-Cola Company · Keurig DrPepper · PEPSICO · American Beverage Association

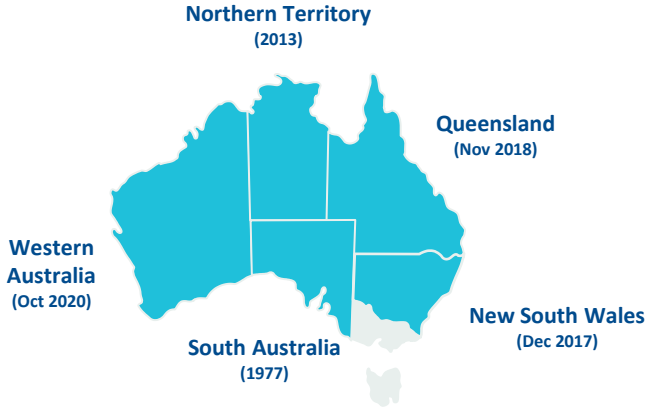
Market pull from large brand owners and beverage companies

An overview of current deposit markets*



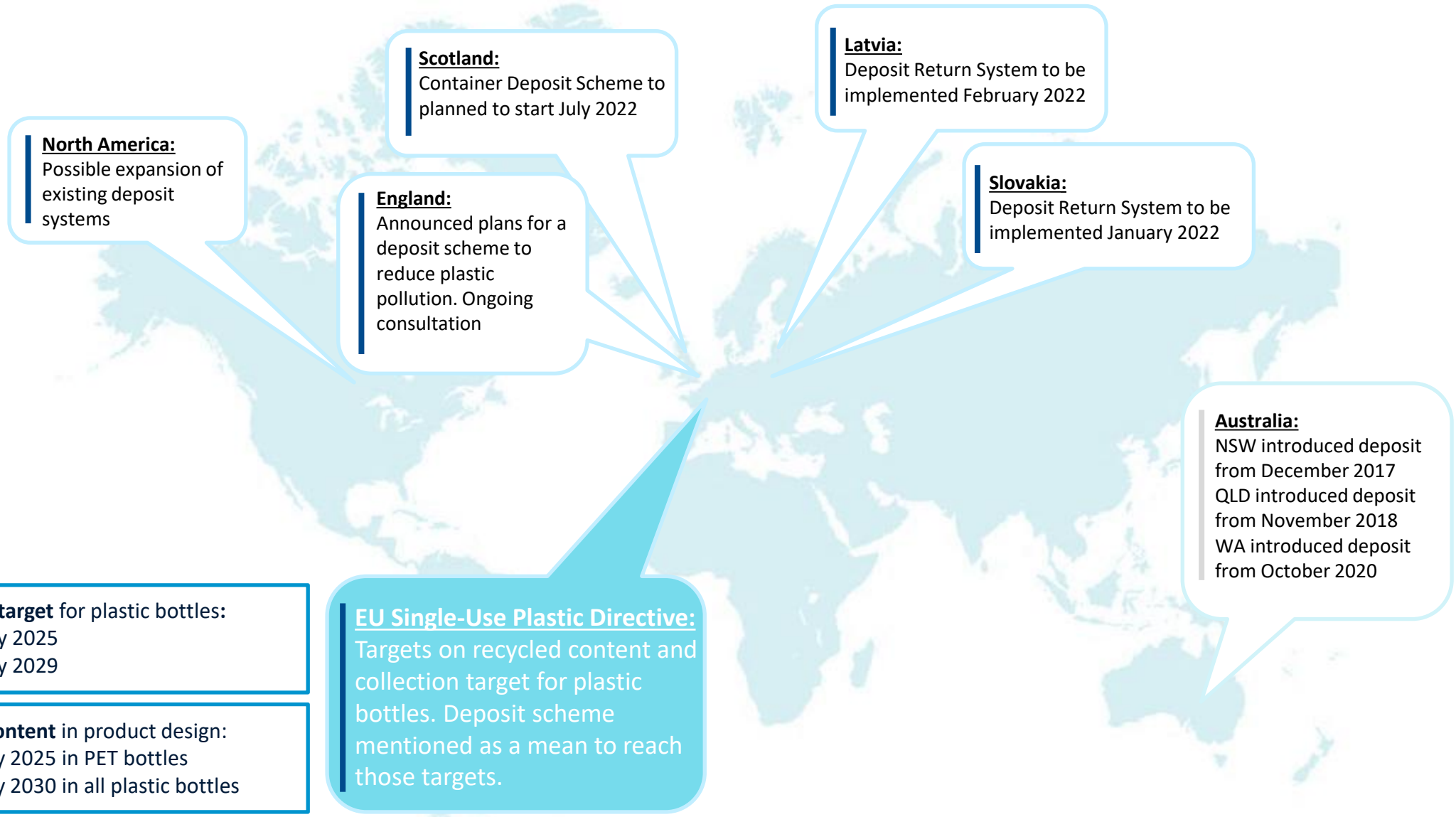






* In addition, some markets have refillable deposit systems such as: Austria, Belgium, Chile, Czech Republic, France, Hungary, Poland and South Korea

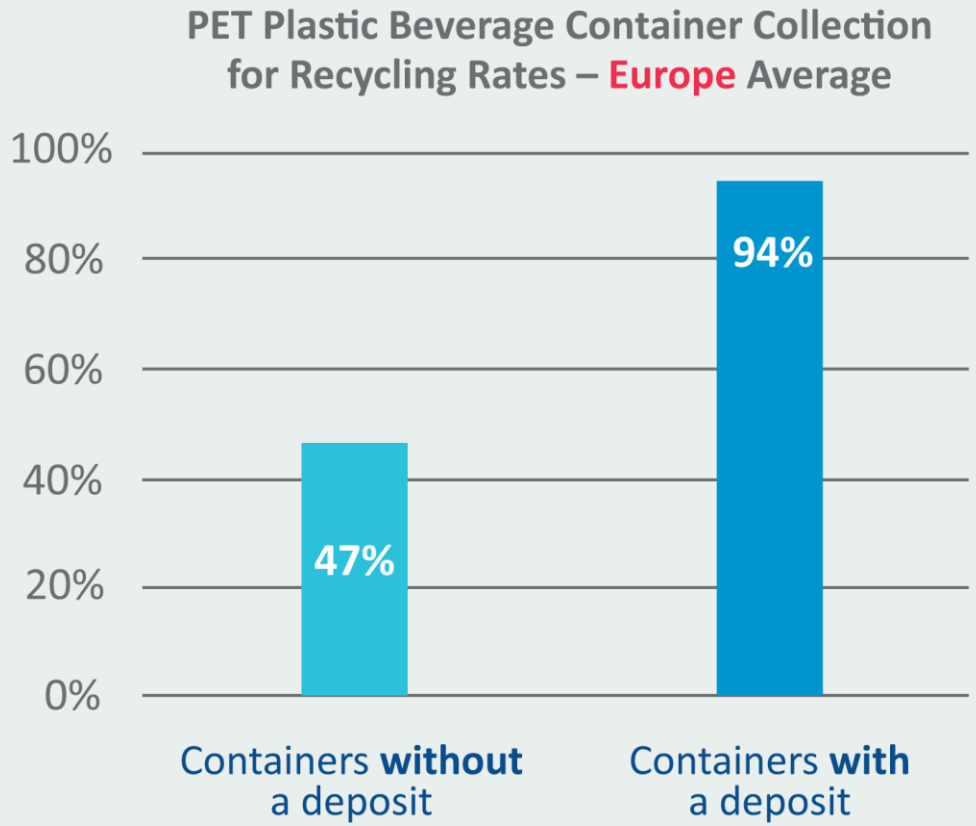
Upcoming deposit markets on the move

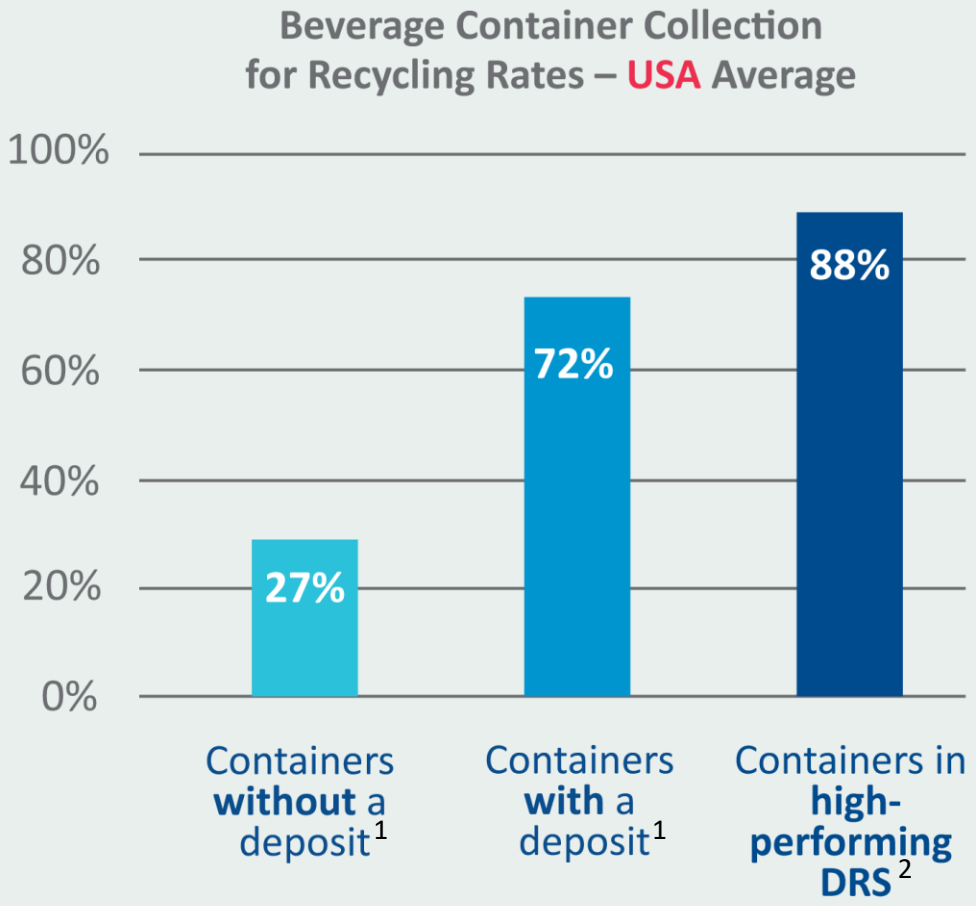


Collection target for plastic bottles:
- 77% by 2025
- 90% by 2029

Recycled content in product design:
- 25% by 2025 in PET bottles
- 30% by 2030 in all plastic bottles

Deposit return systems are extremely effective at capturing items for recycling





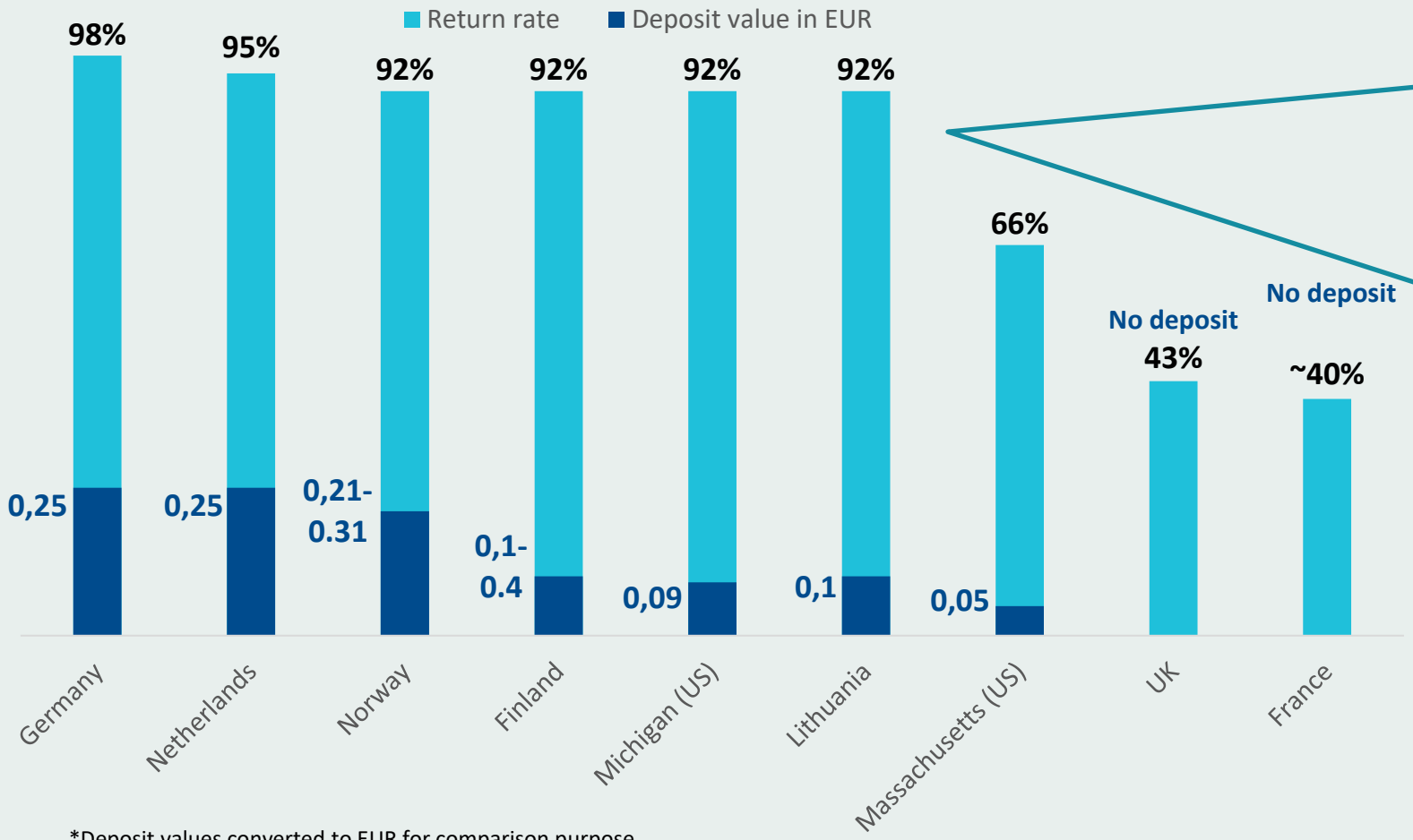
Compiled from deposit System Operators and "PET Market in Europe: State of Play," Eunomia. 2020. Data available upon request.

[1] Aluminum, Glass, Plastic.. "Beverage Market Data Analysis 2017," Container Recycling Institute. 2020.

[2] Michigan and Oregon. Bottlebill.org. 2021

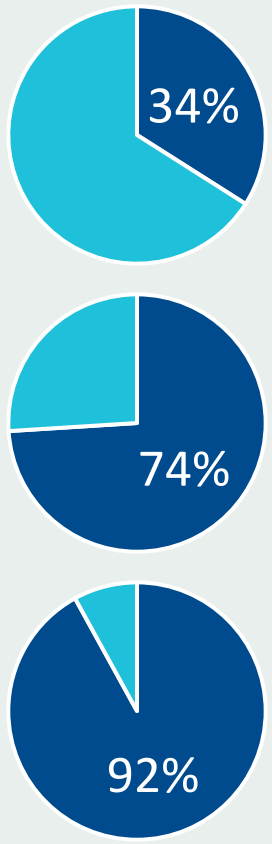
High collection rates achieved in two years' time

- Return rate and deposit value* for various container deposit schemes



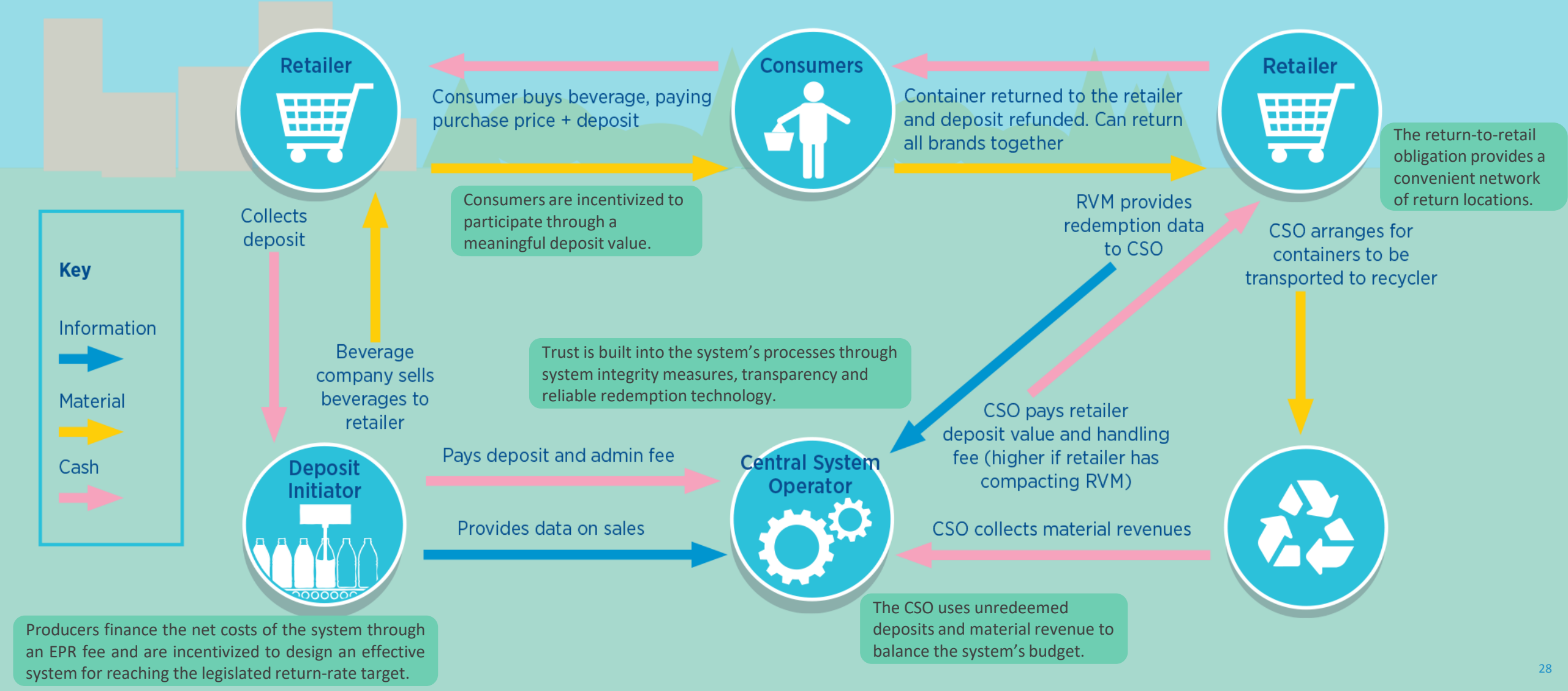
*Deposit values converted to EUR for comparison purpose

Return rates in Lithuania



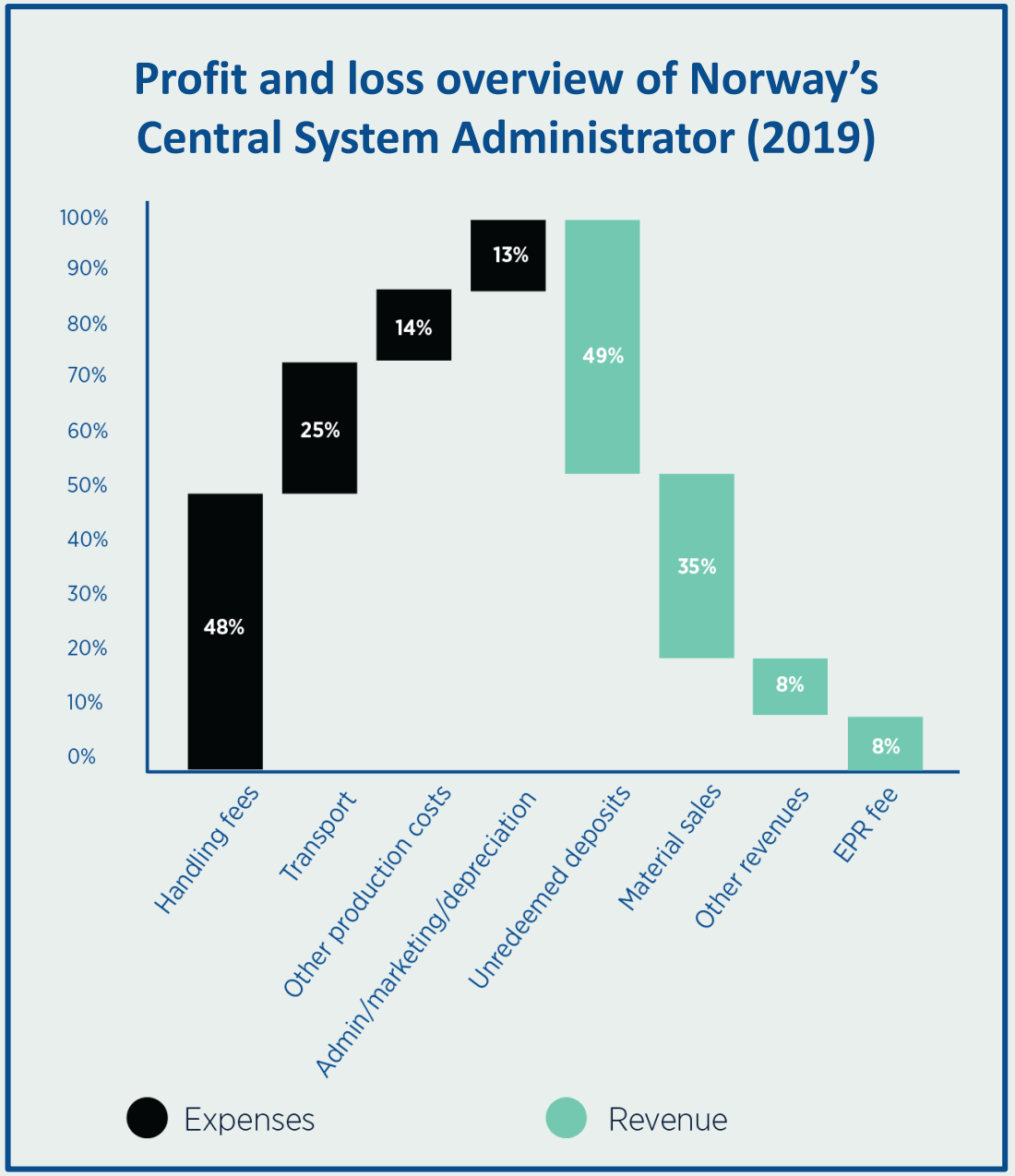
Source: Reloop, The Guardian, LeParisien, USAD

The centralized DRS model: How it works



Reinvestment of unredeemed deposits and material revenue within the system

In Norway **over 80%** of the system's costs are covered by unredeemed deposits and material revenue



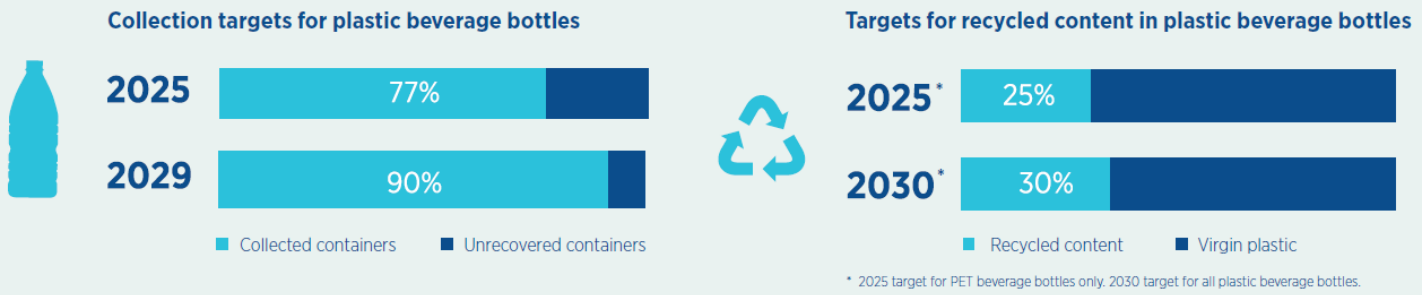
Recycled content requirements complement deposit return systems

Market values for recycled material are volatile, making investment in collection/recycling risky

Lack of a stable market leads to a lack of supply for high-quality recycled material

Content requirements raise and stabilize a key funding stream for the DRS: commodity value

EU Single-Use Plastics Directive targets for plastic beverage bottles



DRSs ensure containers consumed in a region are collected for recycling

Recycled content requirements ensure new bottles are made from recycled material

The four principles of high-performing deposit return systems

PERFORMANCE

A collection target for a broad scope of beverage packaging plus a meaningful deposit **delivers strong results**.

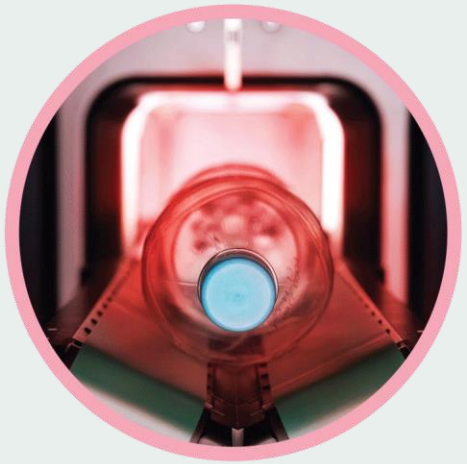
CONVENIENCE

The redemption system is **easy**, **accessible and fair** for everyone.

PRODUCER RESPONSIBILITY

Producers manage, finance and invest in the system with use of unredeemed deposits and commodity revenues.

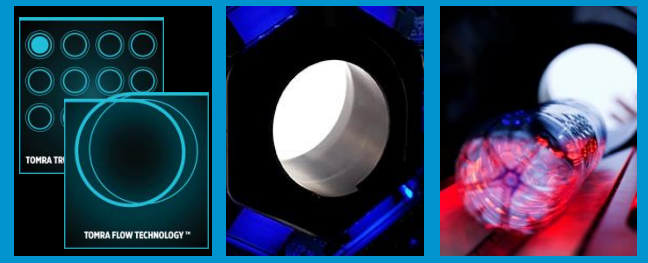
SYSTEM INTEGRITY



Trust is built into the system's processes through transparent management, a data-driven clearinghouse, and reliable redemption technology.

Reverse vending technology in a high performing DRS

User communication



Recognition system

Sorting & processing

Data administration

Business model expertise across deposit systems

Financing

Location

Retail

Other

Sales & Service model

Retailer purchases and takes the ownership of the RVM and TOMRA provides services

- Upfront revenue
- Profitable service concept
- Proven track record
- Low risk

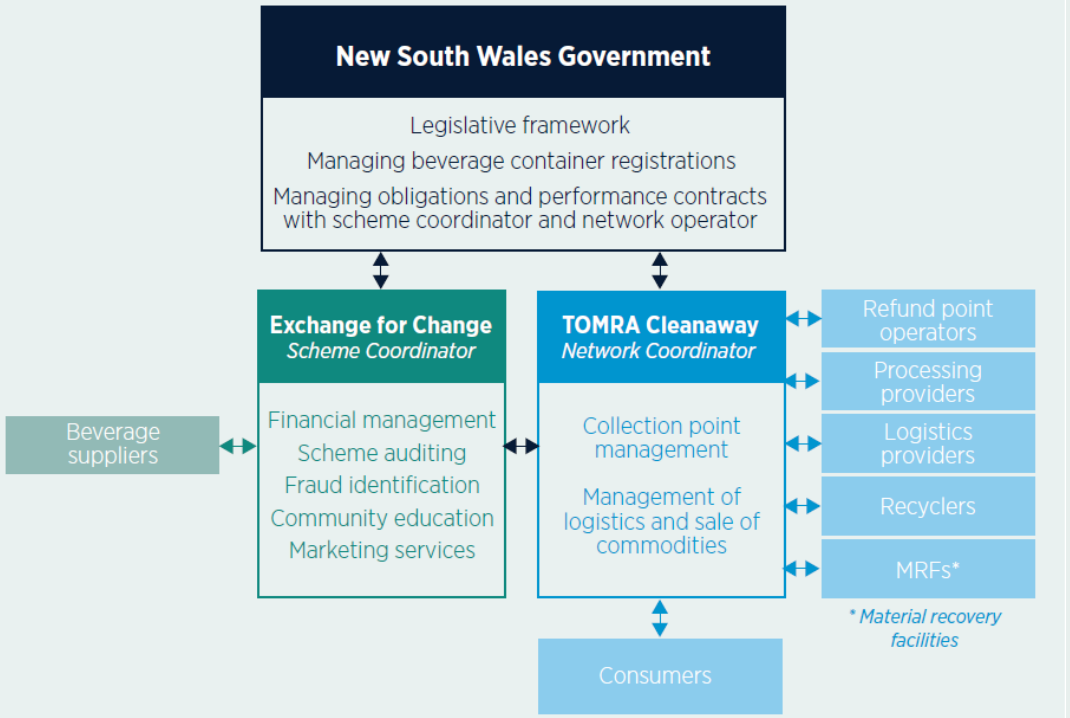
Throughput model

TOMRA owns and operates the RVM and receives a fee per container handled by the RVM

- High recurring Revenue
- Swift roll-out
- Aligned interests
- Utilize financial strength

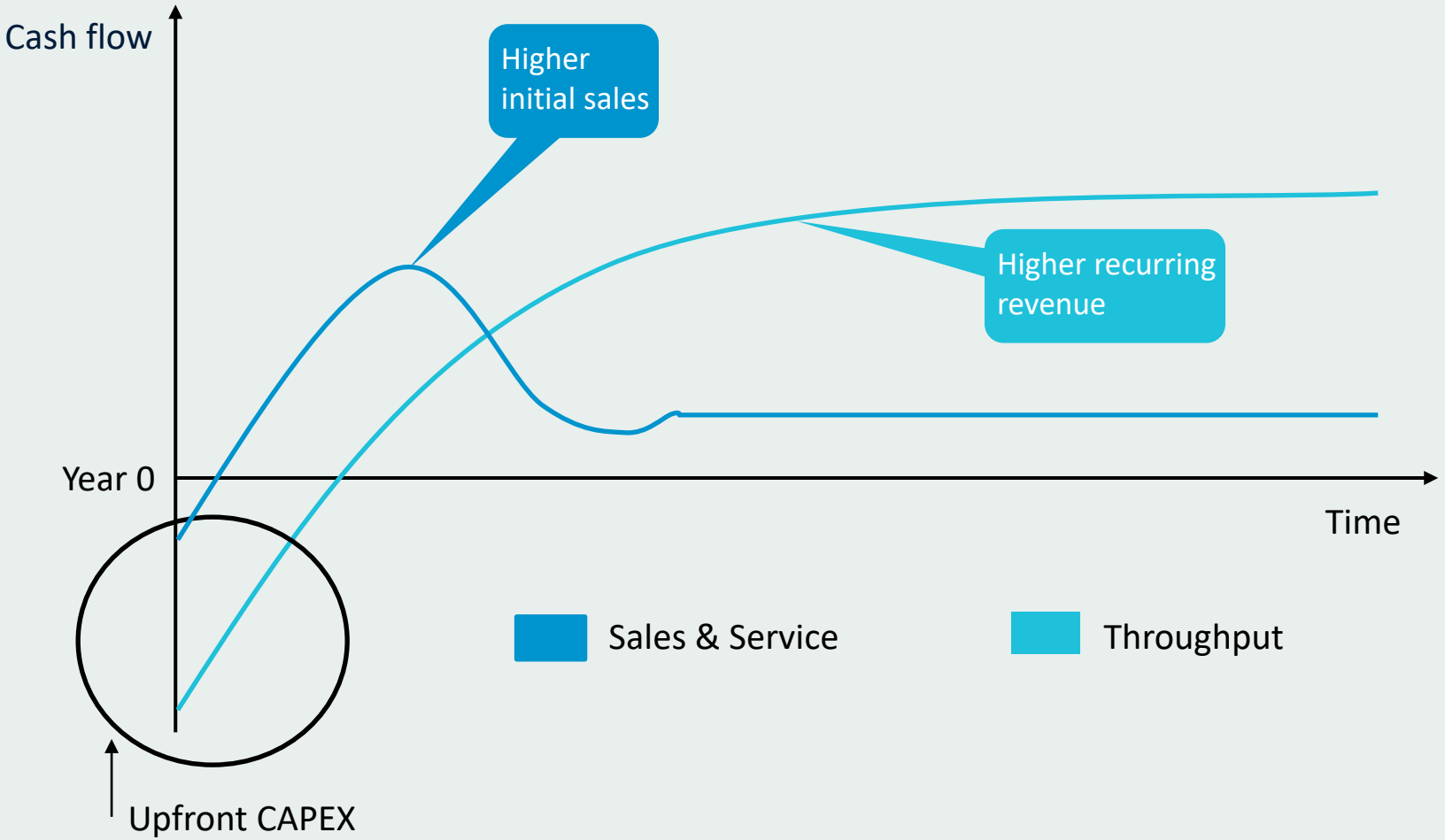
A "split-responsibility" model is when a network operator provides redemption points and ensures recycling

Roles and responsibilities in the New South Wales Australia deposit return system



Cash flow profiles of the two business models

Illustrative cash flow profiles per machine

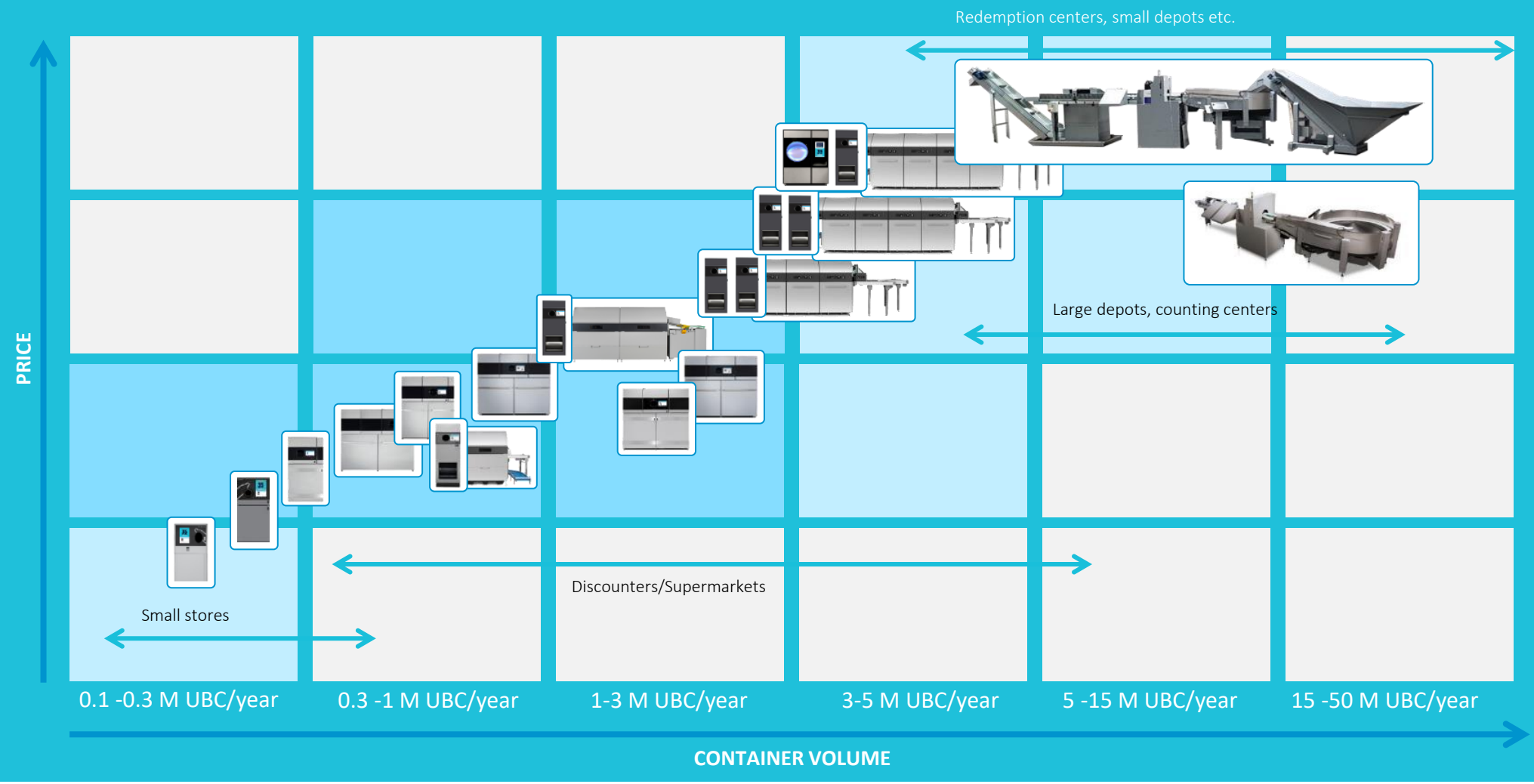


Throughput model return profile

- Higher CAPEX needs
- Up-front investment
- Bigger risk
- More responsibility

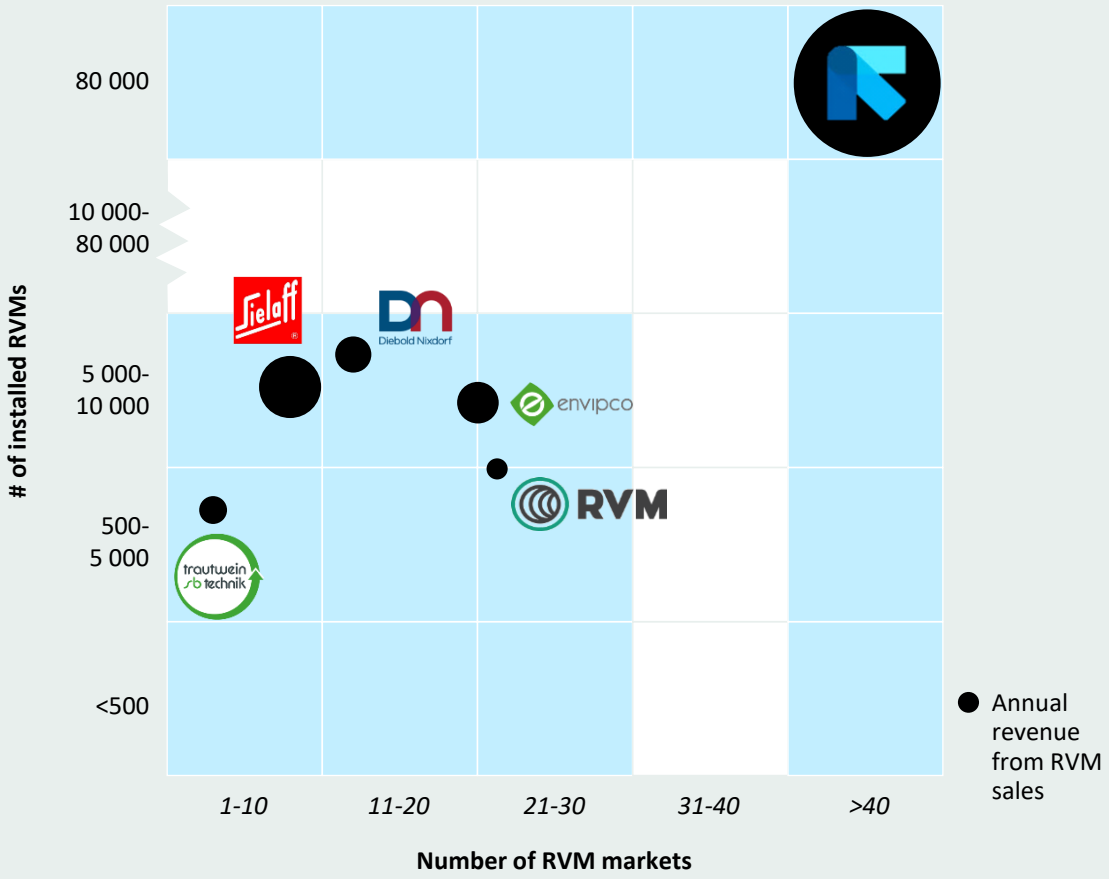
Higher net present value

Flexibility and scalability to enable new business models and new market entry



Advanced digital platform leveraged across stakeholder groups

Market leader in reverse vending solutions



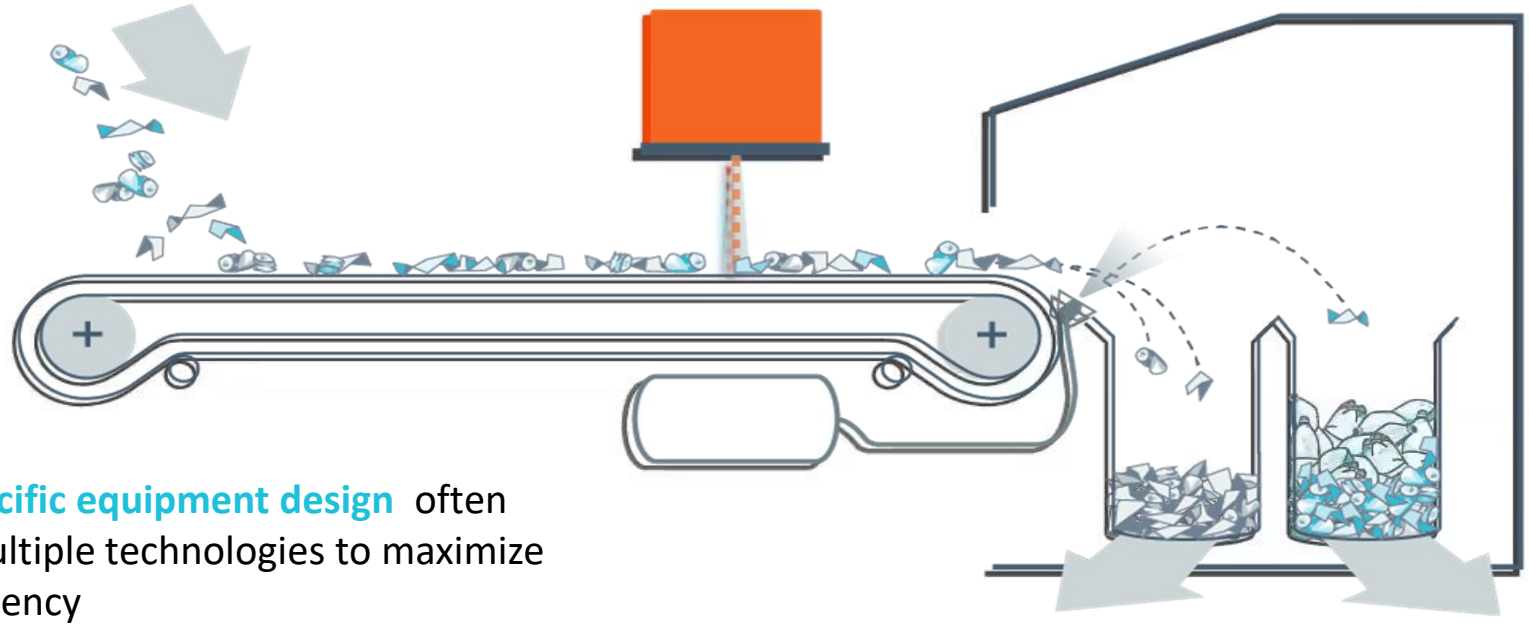
Source: TOMRA estimates and analysis

TOMRA RECYCLING MINING

How does sensor-based separation work?

Feeding of
unsorted material

High-tech sensors to **identify objects**

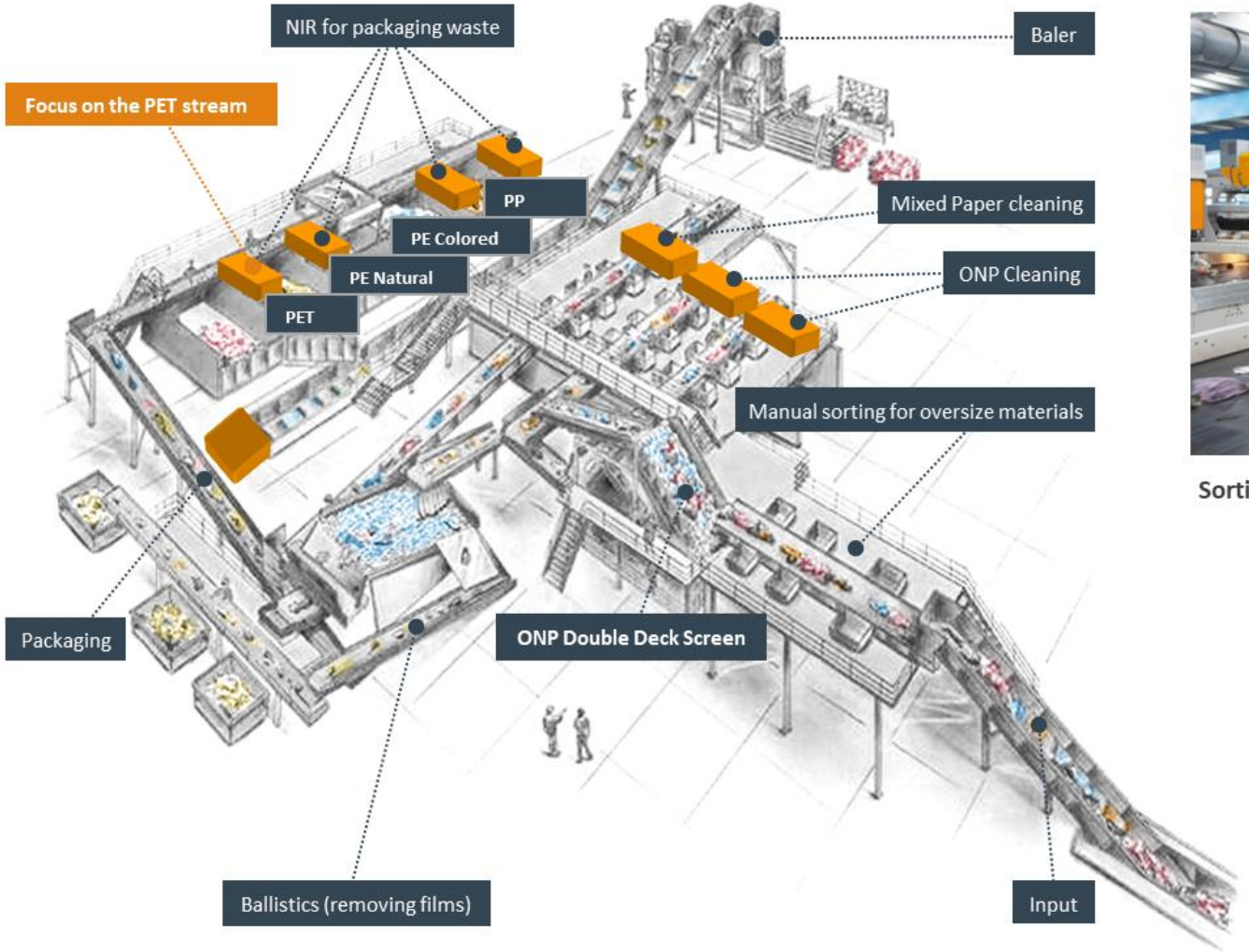


Precise ejection by ultra fast air jets

Product specific equipment design often including multiple technologies to maximize sorting efficiency

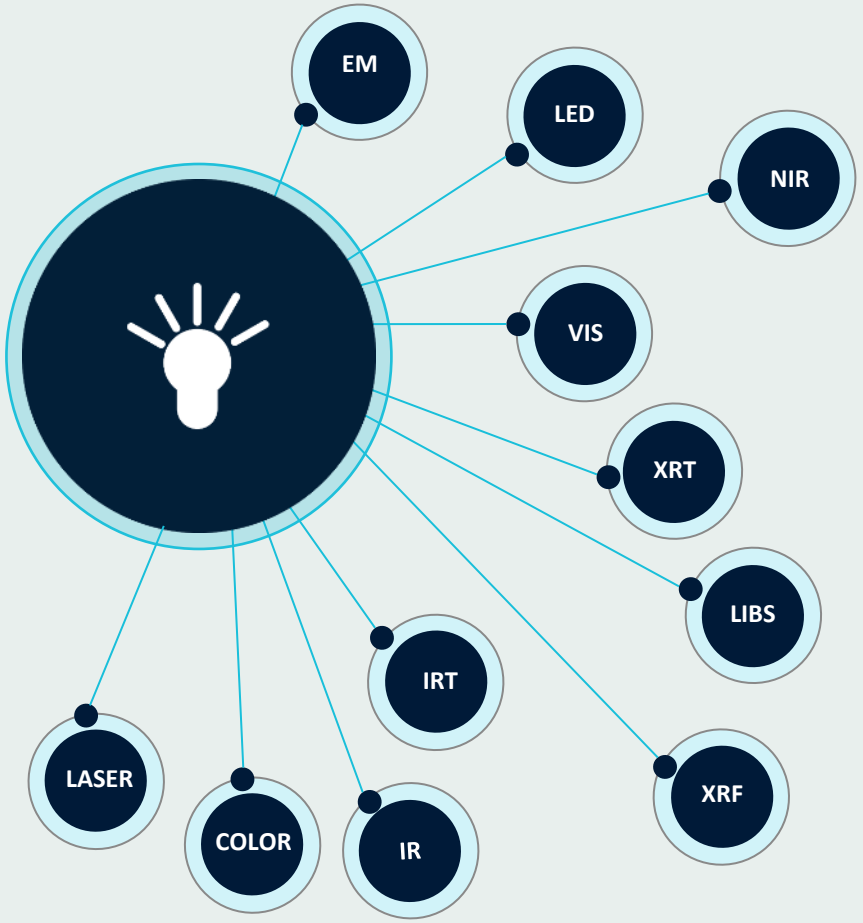
High-speed processing of information (material, shape, size, color, defect, damage and location of objects)

Automation with TOMRA Sorting units



Sorting of Municipal Solid Waste, Cyprus

A common sensor-based technology portfolio



	RECYCLING	MINING	FOOD
ELECTROMAGNETIC SENSOR (EM) Electro-magnetic properties like conductivity and permeability	X	X	X
LED SPECTOMETRY (LED) Color and spectral properties based on multiple LED light sources in very high optical resolution	X	X	X
NEAR-INFRARED SPECTROSCOPY (NIR) Specific and unique spectral properties of reflected light in the near-infrared spectrum	X	X	X
VISIBLE LIGHT SPECTROMETRY (VIS) Specific and unique spectral properties of reflected light in the visible spectrum	X	X	X
X-RAY TRANSMISSION (XRT) Atomic density irrespective of surface properties and thickness	X	X	X
LASER INDUCED BREAKDOWN SPECTROSCOPY (LIBS) Elemental composition	X		
X-RAY FLUORESCENCE (XRF) Elemental composition	X	X	
INFRARED TRANSMISSION (IRT) Density and shape properties by light absorption			X
IR CAMERA (IR) Heat conductivity and heat dissipation			X
COLOR CAMERA (COLOR) Color properties measured in very high optical resolution	X	X	X
LASER REFLECTION/FLUORESCENCE (LASER) Structural, elemental and biological properties by reflection, absorption and fluorescence of laser light	X	X	X

Recycling: applications and sensor technology

MUNICIPAL SOLID WASTE

Hard plastics, plastic film, mixed paper, RDF, metals, organics/biomass

NIR, VIS, XRT, LASER

PACKAGING

Plastics, plastic film, cardboard, mixed paper, deinking paper, metal

NIR, VIS, EM

UPGRADING PLASTICS

PET, PE, PP, flakes

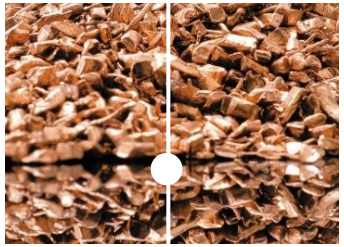
NIR, VIS, EM

POST-SHREDDER

NF metal, stainless steel, copper cables, copper, brass, aluminum

NIR, VIS, XRT, XRF, EM, COLOR

ELECTRONIC SCRAP



Printed circuit boards, non-ferrous metal concentrates, cables, copper, brass, stainless steel

XRT, XRF, EM, NIR, COLOR

PAPER

Deinking, cardboard, carton

NIR, VIS, EM

Mining: applications and sensor technology

INDUSTRIAL MINERALS

Phosphate-silica removal, lime-stone-silica removal, quartz up-grade, MgO_2-silica removal, fluorite pre-conc., talc pre-conc., lithium pre-conc., barite pre-conc.,

COLOR, XRT, NIR

NON-FERROUS METALS

Copper, zinc, gold, nickel, tungsten, silver, platinum group metals

XRT, COLOR, EM, NIR

DIAMONDS

Kimberlite-waste removal, diamond ROM conc., diamonds final recovery, emeralds ROM conc., rubies ROM conc.

COLOR, XRT, NIR

FUEL

Coal waste dumps

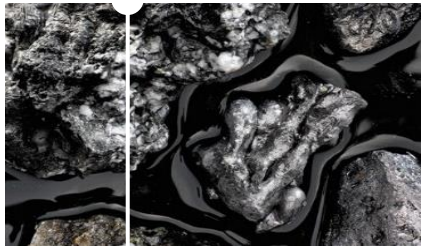
XRT

FERROUS METALS

Iron ore grading, hematite pre-conc., manganese pre-conc., chromite pre-conc.

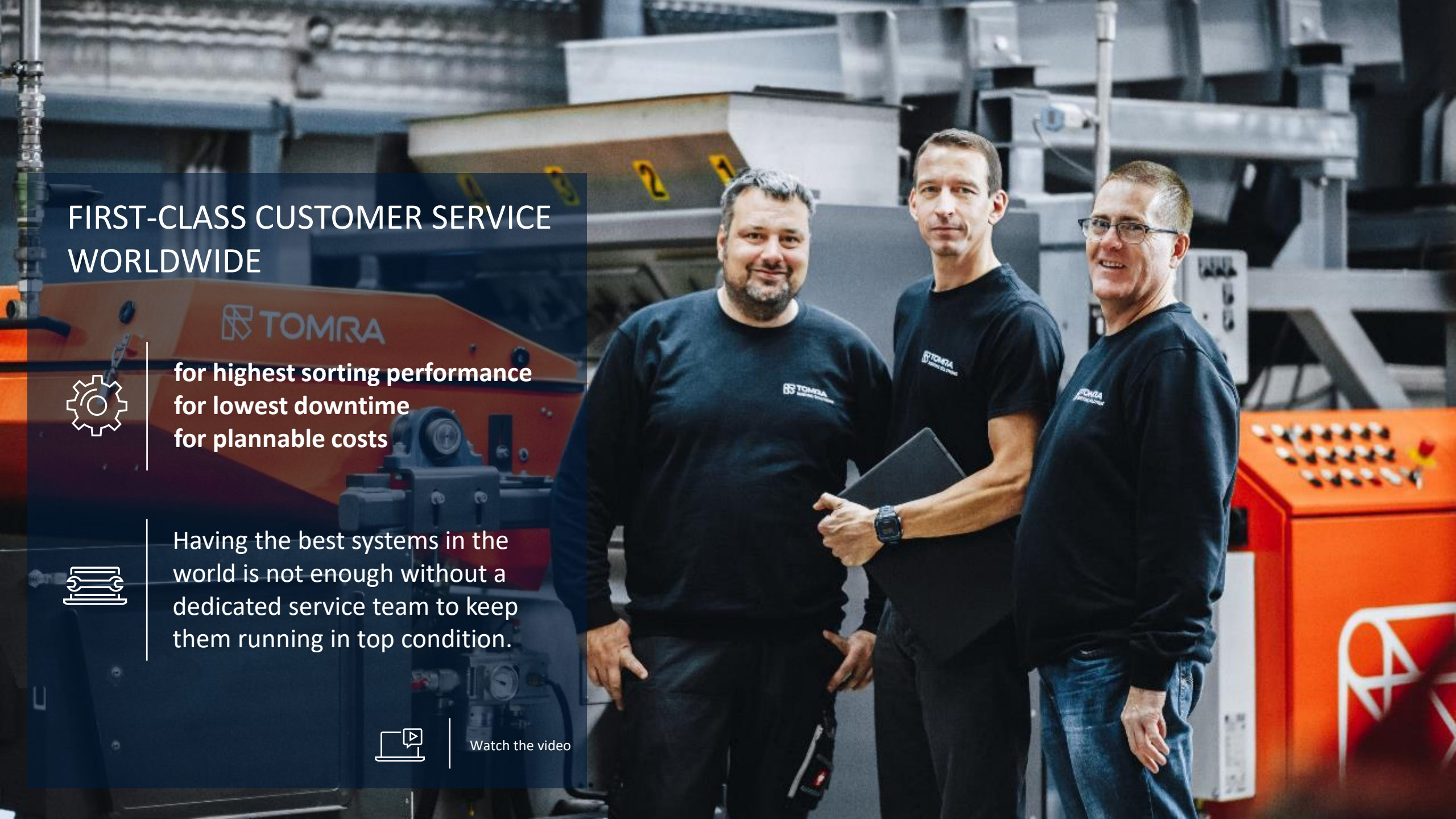
XRT, EM, NIR

SLAG



Stainless steel slag, ferro silica slag, ferro chrome slag

XRT, EM



FIRST-CLASS CUSTOMER SERVICE WORLDWIDE

for highest sorting performance
for lowest downtime
for plannable costs

Having the best systems in the world is not enough without a dedicated service team to keep them running in top condition.

Watch the video

TOMRA INSIGHT

TOMRA Insight wants to unlock the value of data being generated by our sorters, allowing our customers to:

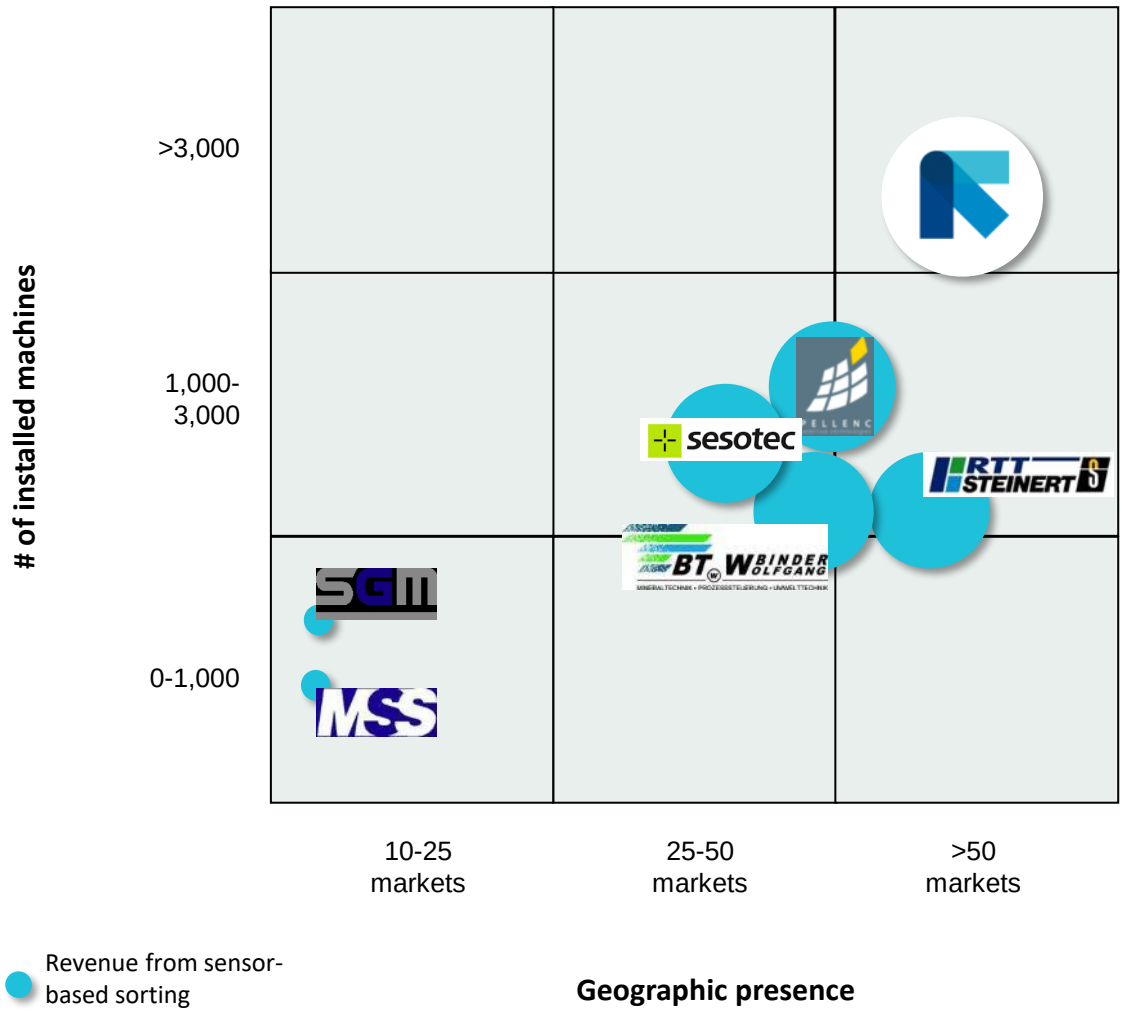
Maximize throughput/ yield
Better utilization of the sorters, e.g. material distribution

Sort to target qualities
Better understand your product going through the machines, e.g. continuous sampling vs. manual samples, different accuracy of course

Reduce downtime
Faster maintenance, less unplanned stops

Reduce operational cost
Simplifying spare part ordering, access to documentation, …

Recycling: competitive landscape

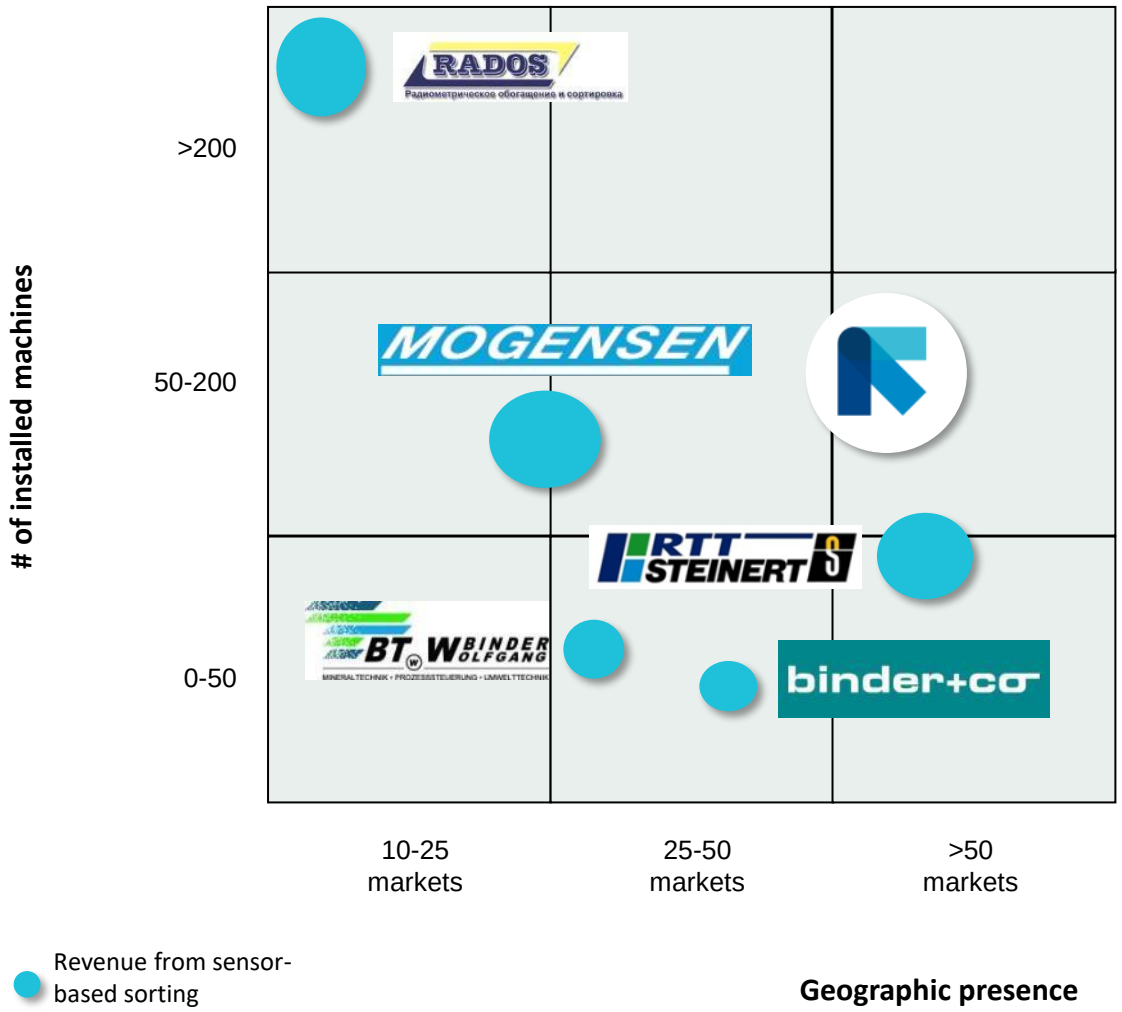


TOMRA competitive positioning

- Largest installed base
- Highest revenues
- Broadest technology platform on WR
- Highest number of applications and markets served
- Leading brand
- **Market share: 55-60%**

Source: TOMRA estimates and analysis

Mining: competitive landscape



TOMRA competitive positioning

- Wide geographical coverage
- Broadest technology platform
- Leading brand
- **Market share: 40-50%**

Source: TOMRA estimates and analysis

RESOURCES ARE FINITE

- **Today:** we are paying to get rid of our waste through landfill fees and incineration
- We are wasting perfectly good materials that can be reused
- **Tomorrow:** The Circular Economy is a driver for change
- Creating **value out of waste**
- That is what the **Circular Economy** is all about

TOMRA SORTING SOLUTIONS | RECYCLING

The circular economy drives a legislative push…

Continued ambitious EU regulations and recycling targets: Attract capital and drives investments

"A common EU target for recycling 70% of packaging waste by 2030"

The Strategy also highlights the need for specific measures, possibly a legislative instrument, to reduce the impact of single-use plastics, particularly in our seas and oceans

- **From Green Fence to National Sword:** Short-term demand for recycling solutions in waste exporting countries

- **Limits the import of contaminated recyclable commodities and increases inspections of recyclable commodity imports**
- **Purity level set to 99.5%**

Source: European Commission, RecyclingToday

…promoting recycling

2018 CIRCULAR ECONOMY PACKAGE

	Description	Targets and measures
Waste Framework Directive	• Rules on how waste should be managed in the EU. It provides general principles for doing so, such as the Waste Hierarchy, Polluter Pays Principle and Extended Producer Responsibility.	• A common EU target for recycling 60% of municipal waste by 2030 • A common EU target for recycling 70% of all packaging waste by 2030 • A common EU target for recycling 55% of all plastics by 2030 • A binding landfill target to reduce landfill to maximum of 10% of municipal waste by 2030 • Minimum requirements are established for extended producer responsibility schemes • Simplified and improved definitions and harmonized calculation methods for recycling rates • Concrete measures to promote re-use and stimulate industrial symbiosis • Economic incentives for producers to put greener products on the market and support recovery and recycling schemes
Packaging and Packaging Waste Directive	• Rules on the production, marketing, use, recycling and refilling of containers of liquids for human consumption and on the disposal of used containers • 2015 revision includes lightweight plastic carrier bags	
Waste Electrical and Electronic Equipment (WEEE) Directive	• Collection, recycling and recovery targets for all types of electrical goods • 10 categories: Large household appliances, Small household appliances, IT and telco equipment, Consumer equipment, Lighting equipment, Electrical and electronic tools, Toys, Leisure and sports equipment, Medical devices, Monitoring and control instruments, Automatic dispensers	
Landfill Directive	• The objective of the Directive is to prevent or reduce as far as possible negative effects on the environment from the landfilling of waste • In particular: impact on surface water, groundwater, soil, air, and on human health by introducing stringent technical requirements for waste and landfills.	
End of Life Vehicle (ELV) Directive	• Aims at reduction of waste arising from end-of-life vehicles • The scope of the directive is limited to passenger cars and light commercial vehicles	

Source: www.ec.europa.eu, letsrecycle.com, www.Eurometrec.org, wastemanagementworld.com

…and a market pull

100% reusable, recyclable or compostable **plastic packaging by 2025**

Follow their lead NEW PLASTICS ECONOMY

Large companies committing to use recycled raw materials = increased demand for recycled offtake

Source: Ellen McArthur Foundation @ World Economic Forum

Recycling: market growth expectations

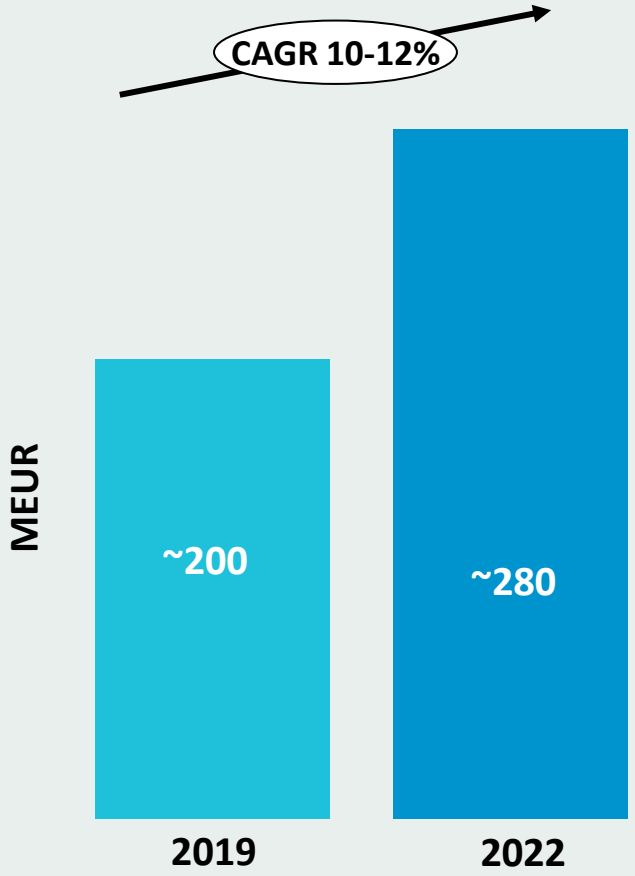
MARKET DEFINITION RECYLING

Sensor-based sorting equipment

- excluding cullet glass sorting
- excluding peripheral equipment and turn-key solutions

AFFECTING FACTORS

Tightening regulation	Access to capital
Consumer awareness	Commodity price fluctuations
Political instability (emerging markets)	Emerging countries ban



Source: TOMRA estimates and analysis

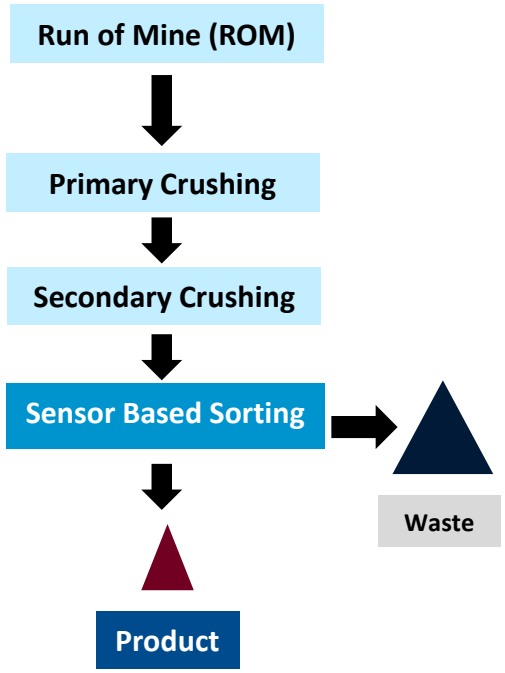
INTELLIGENT MINE

- **Mining** is an old industry. But chances are that it will it **look very different** in 10 years time
- Energy intensity and water stress are major drivers…
- **…for disruptive technology forces to reshape the industry**
- Commodity prices and capex impact the investment sentiment

TOMRA SORTING SOLUTIONS | MINING

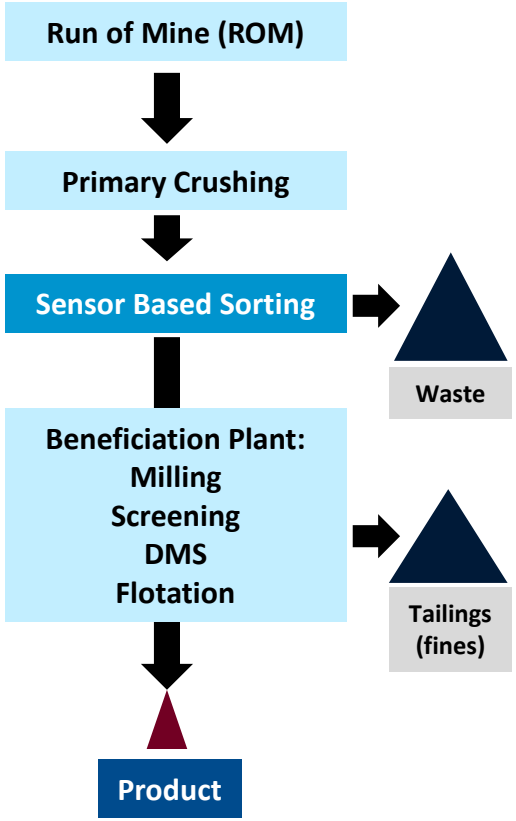
The concept of sensor-based sorting in mining

Mining process:
Industrial minerals



- 15% to 50% of the ROM can be rejected in an early stage of the process (application dependent)
- These low grade waste rocks don't need to be transported, crushed, grinded or further treated

Mining process:
Metal mining

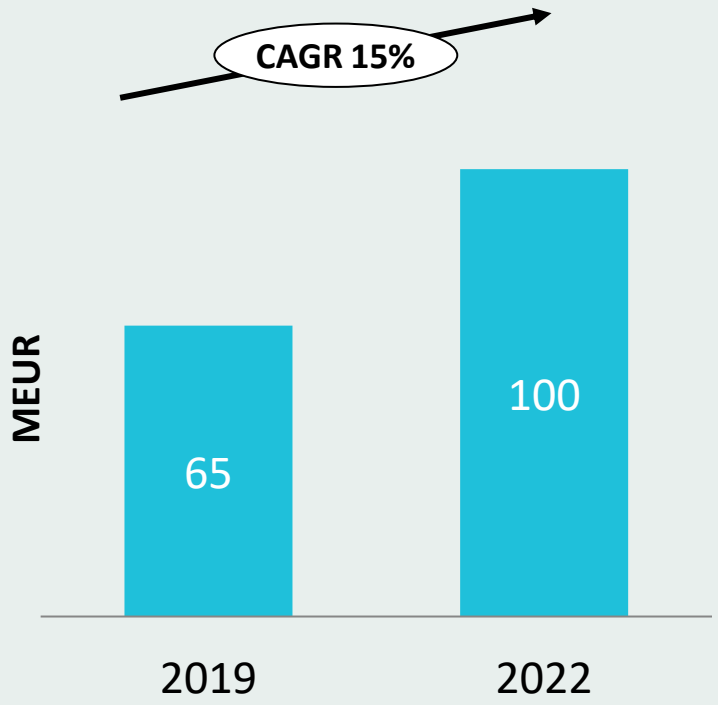


Current segment

Potential new segment

Mining: market growth expectations

Total annual market size



MARKET DEFINITION MINING

Sensor-based sorting equipment

- is still a technology to be accepted
- growth is conditional on new applications and technologies being developed

AFFECTING FACTORS

Political climate	Access to capital
Cost drivers	Commodity price fluctuations

TOMRA FOOD

FOOD FOR THOUGHT

- We will need more food in the next 40 years than **all the harvests in history combined**
- But **farmland is constant –** at best
- The food you eat will have **travelled more than you have**

Sources: Wrap, WEF, Accenture (Future of Food), McKinsey, FAO

Sources: WEF

Automation continues on a strong growth trajectory

From…

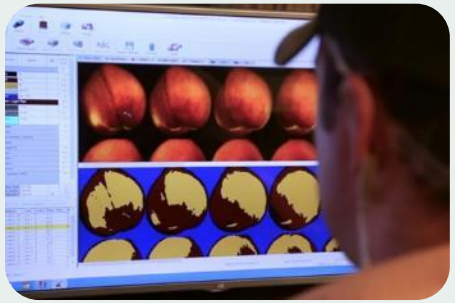
To…

Robotics become cheaper, more advanced and user-friendly

Higher labor cost and labor shortages

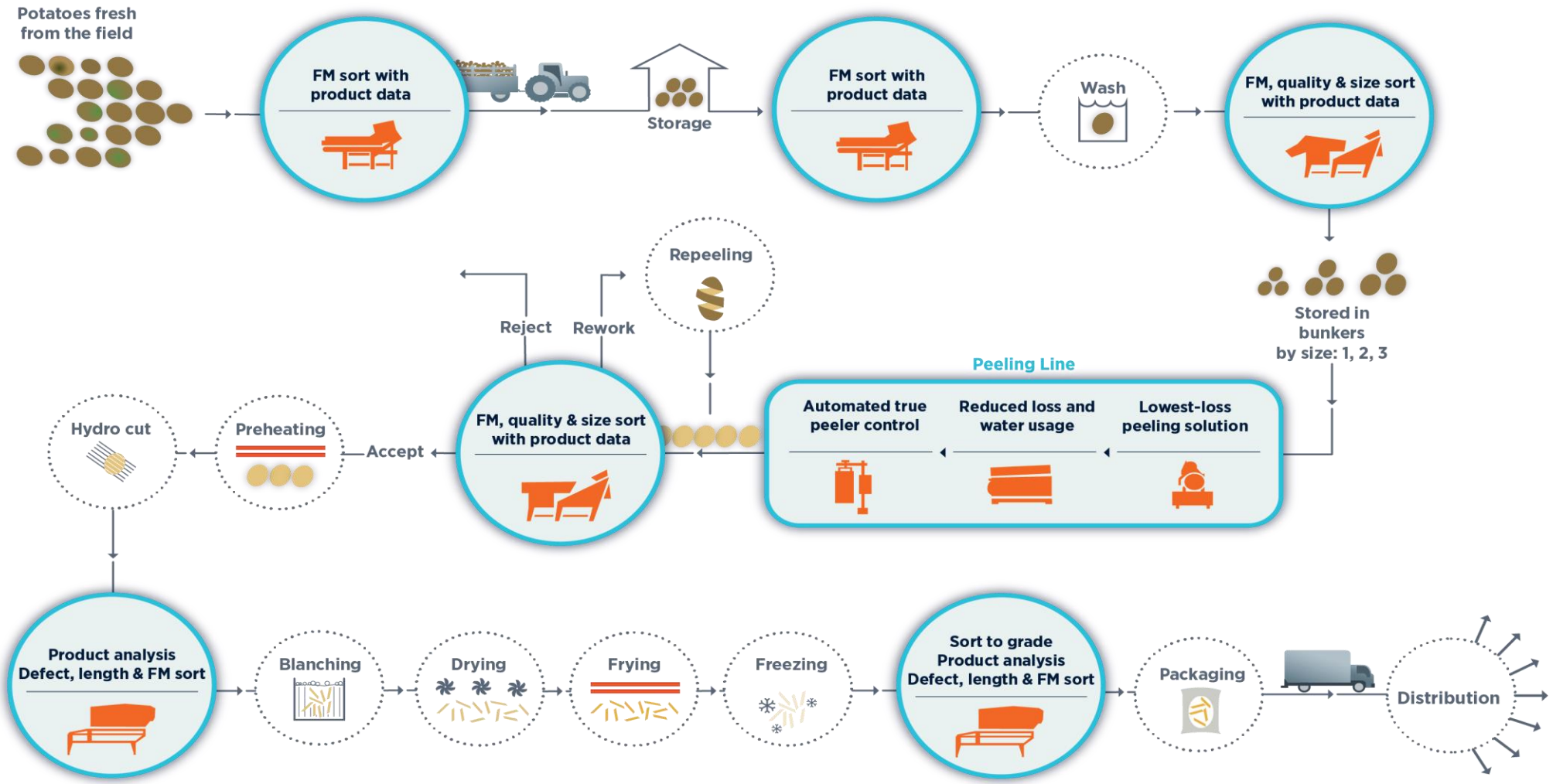
Ensure quality and safety

Improve efficiency



Leverage data insight

Creating value in various parts of the food process



Food: applications and sensor technology

POTATOES

Chips, French fries, peeled, specialty products, sweet potatoes, unpeeled, washed

LASER, CAMERA, BSI, PULSED LED

VEGETABLES

Beans, beets, broccoli, carrots, corn, cucumbers, industrial spinach, IQF vegetables, jalapenos/peppers, onions, peas, pickles

LASER, CAMERA, BSI, PULSED LED

NUTS

Almonds, cashews, hazelnuts, macadamias, peanuts, pecans, pistachios, walnuts

LASER, CAMERA, X-RAY

DRIED FRUIT

Apricots, cranberries, dates, figs, prunes, raisins

LASER, CAMERA, BSI, X-RAY

SEEDS & GRAINS

Barley, coffee, corn, dry beans, lentils, oat, pulses, pumpkin, sunflower and watermelon seeds, wheat

LASER, CAMERA, BSI, X-RAY

FRUIT

Apples, blackberries, blueberries, cherries, cranberries, peaches & pears, raspberries, strawberries, tomatoes

LASER, CAMERA, BSI, PULSED LED

FRESH CUT

Baby leaves, iceberg lettuce, spinach, spring mix

LASER, CAMERA

SEAFOOD

Mussels, scallops, seaweed, shrimps, tuna, pet food

LASER, CAMERA, BSI, X-RAY, INTERACTANCE SPECTROSCOPY

PROTEIN

Bacon bits, beef, chicken breasts, hot dogs, IQF meat, pork, pork rind, sausages, pet food

LASER, CAMERA, BSI, INTERACTANCE SPECTROSCOPY

OTHERS

Gummies, Tobacco

LASER, CAMERA

Our products are detecting a wide range of parameters

Color
Removal of discolorations in mono- and mixed-color material

Blemishes
Objects with spots or other (small) blemishes are removed

Defects
Removal of visible and invisible small and substantial defects

Structure
Removal of soft, molded or rotten food

Density
Detection of density differences

Damage
Broken, split and damaged objects are detected and removed

Shape & Size
Sort on length, width, diameter, area, broken-piece recognition, …

Biometric Characteristics
Sort based on water content and removal of mycotoxin contaminations

Foreign Material
Removal of foreign material in a material stream, e.g. insects, worms, snails or plastics in food applications

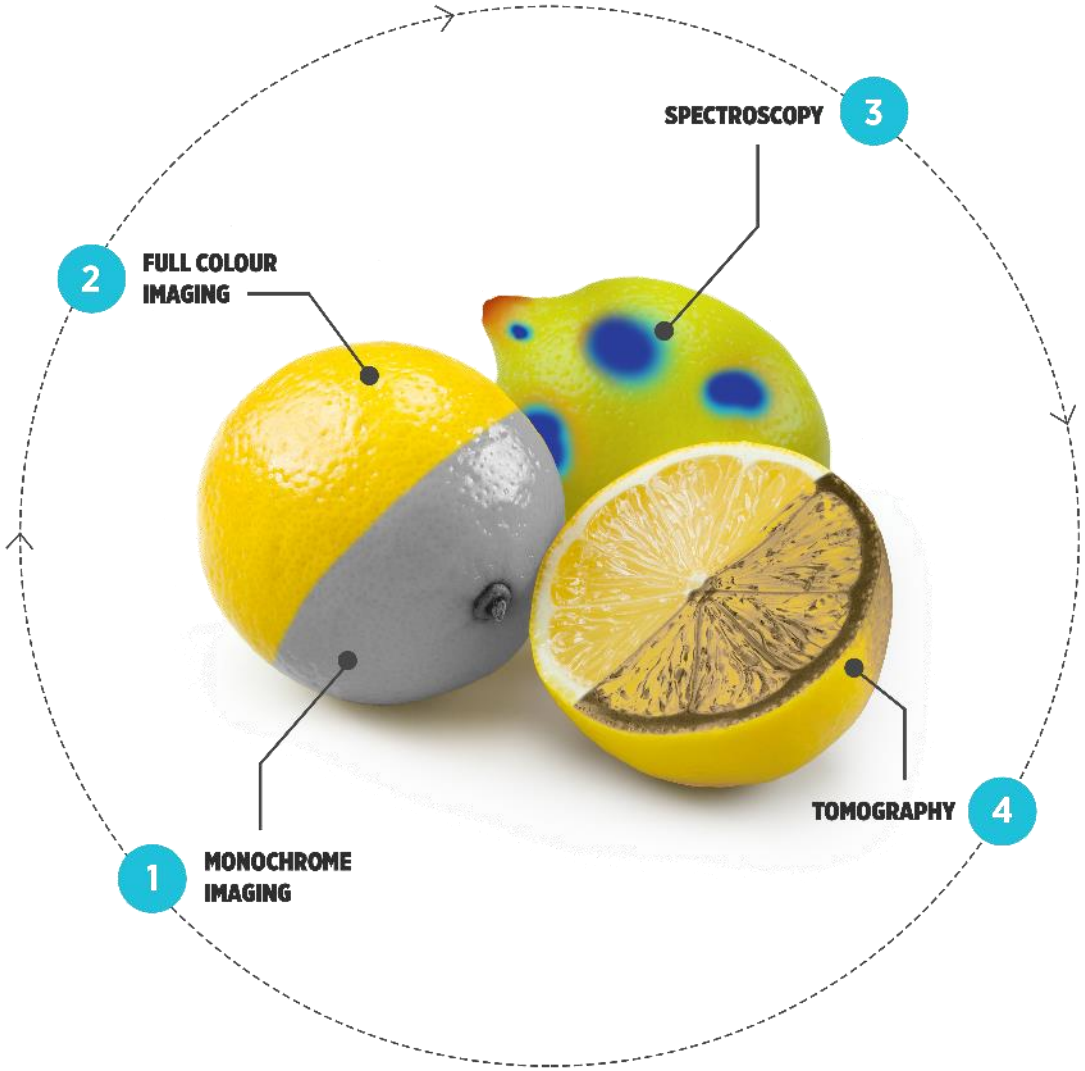
Fluo
Based on the chlorophyll level present in produce defects are removed

X-RAY
Analysis of objects based on their density and shape

Detox
Removal of produce contaminated with aflatoxin

Visible Invisible Both

New sensor technologies will unlock new opportunities…



- From measuring visual appearance...

… to measuring

- **Internal defects**
- **Taste**
- **Shelf life / Freshness**
- **Food hazards**

Top Food Categories

Potatoes

Nuts & Dried Fruit

Vegetables

Apples

Citrus

Berries

Cherries

Fresh Cut

Avocados

Kiwifruit

Grains & Seeds

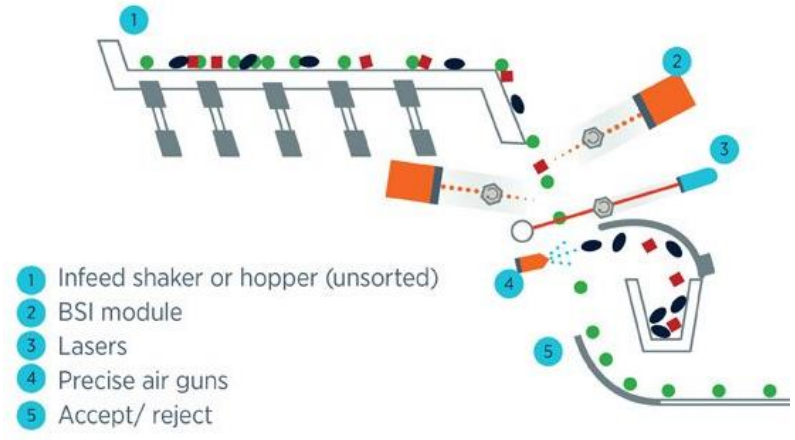
Three ways of sorting within the Food segment

Free fall (Channel / Chute)	
Application	Seeds, rice, grains
Sensor tech.	Camera (simple)
Revenue share*	Approx. 60%

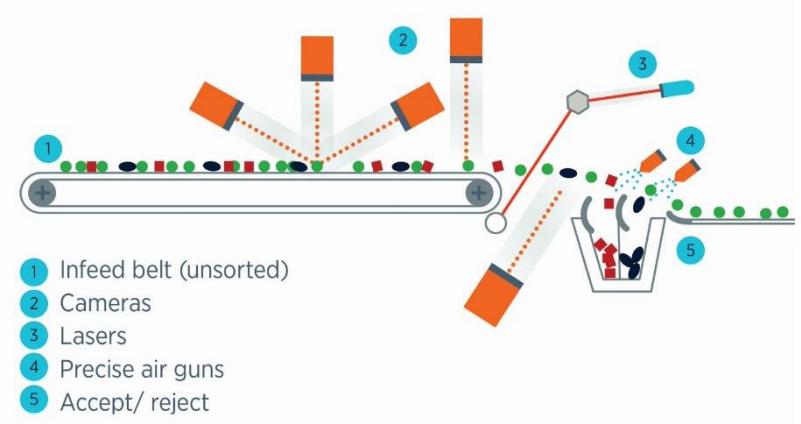
Belt	
Application	Prepared /preserved veg. and fruit
Sensor tech.	Several (complex)
Revenue share	Approx. 20%

Lane	
Application	Fresh produce
Sensor tech.	Several (medium)
Revenue share	Approx. 20%

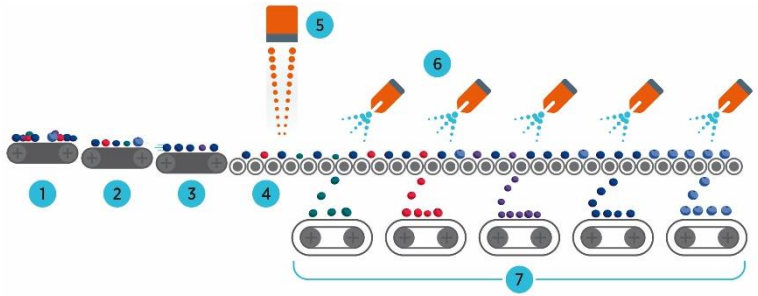
Chute or Channel sorter



On belt inspection

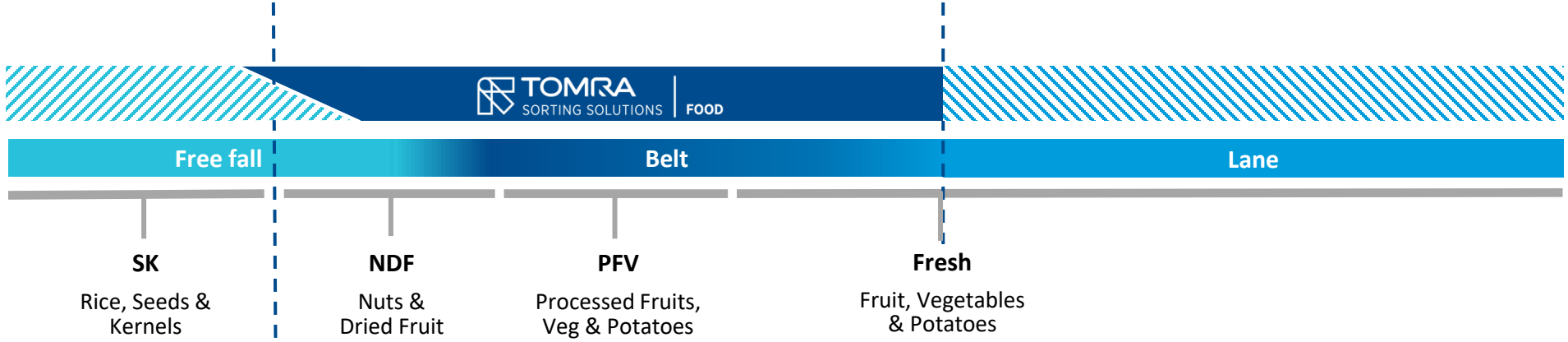


Lane grading



*Estimated total revenue within the food sorting segment

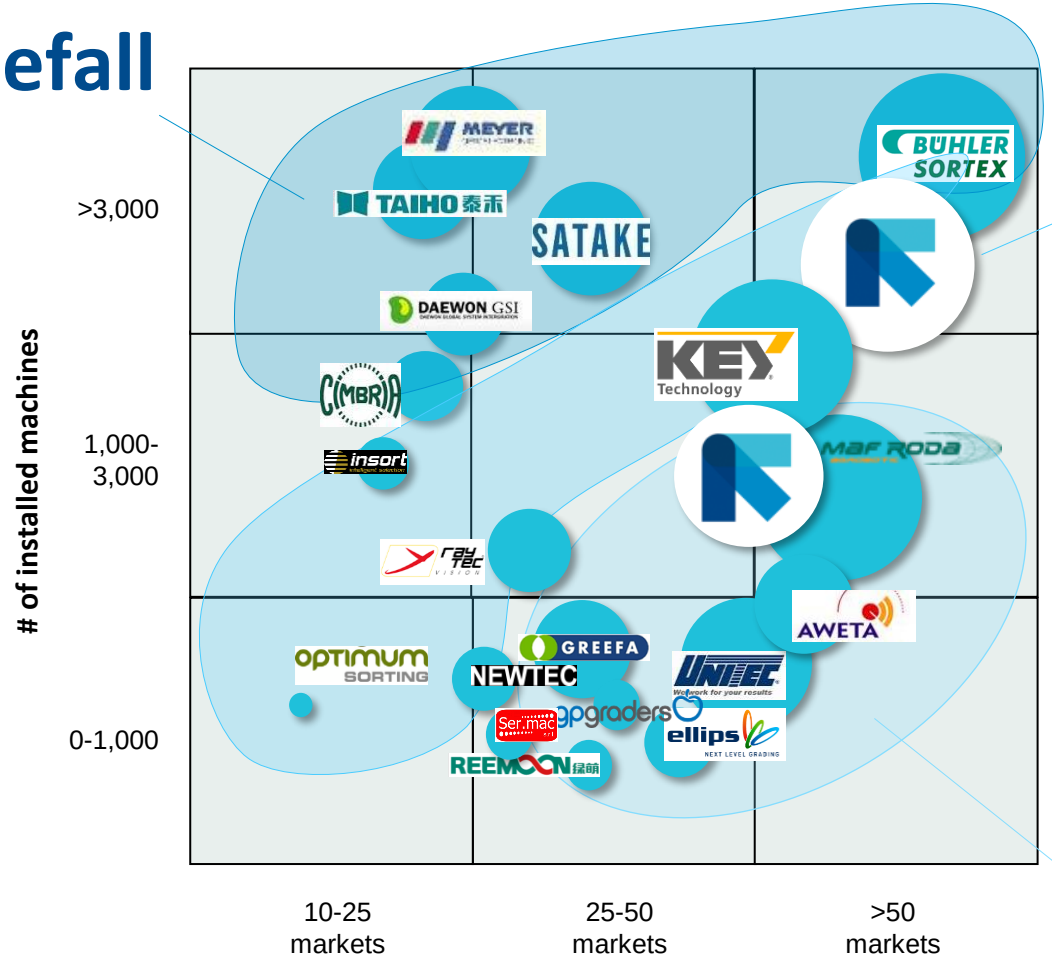
TOMRA has established the broadest footprint within food sorting



*Approximately 5% of annual global sorter sales revenue comes from other segments, like confectionary

Food competitive landscape

Freefall



Revenue from sensor-based sorting and related peripherals

Belt

Lane

TOMRA competitive positioning

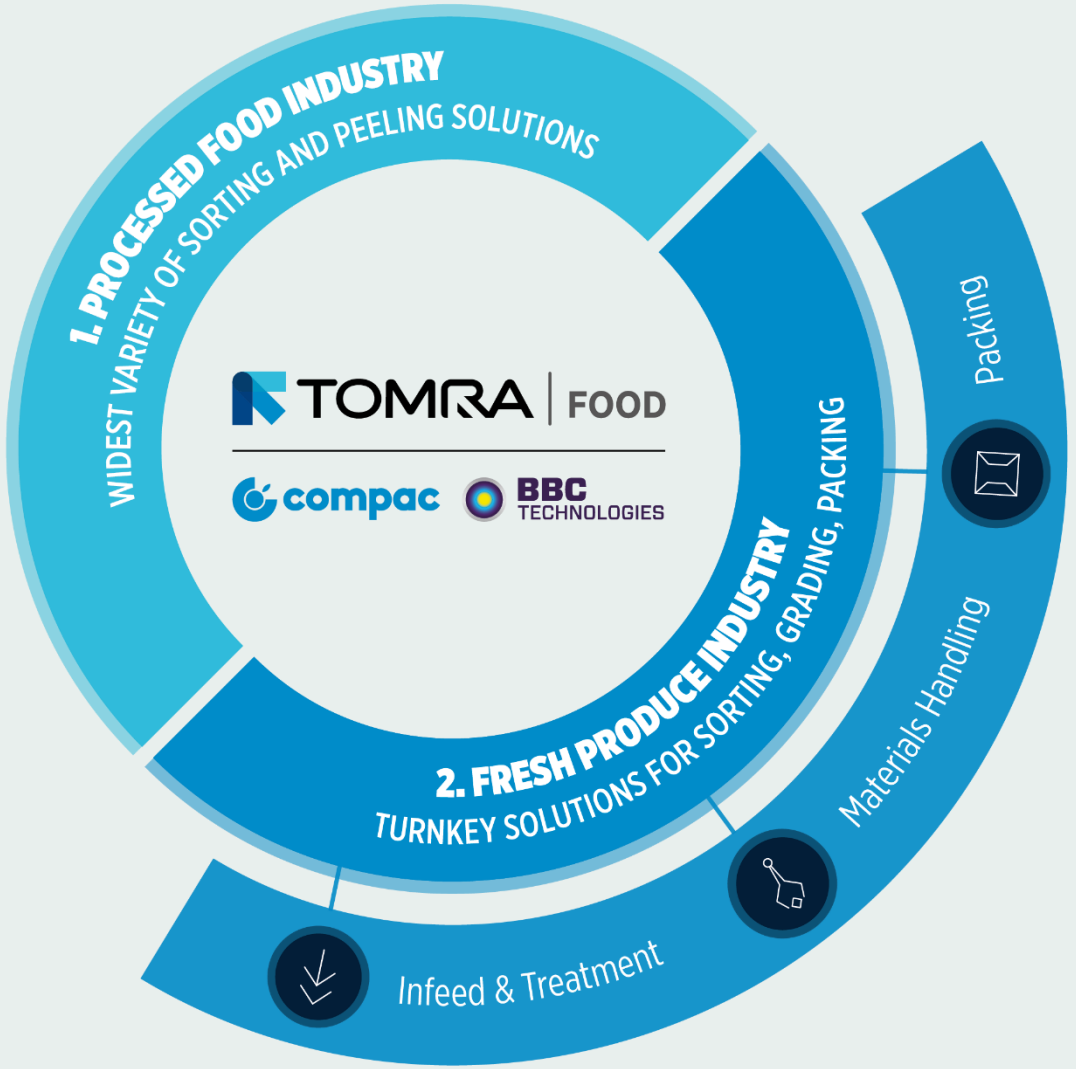
- Size (revenues)
- Widest range of applications (150+)
- Broadest technology base
- Geographic reach (~80 countries)

Source: TOMRA estimates and analysis

Global Leader

Sorting & Grading

Artificial Intelligence



Data & Analytics

Service & Support

Our food sorting customers

PROCESSED FOOD INDUSTRY

FRESH PRODUCE INDUSTRY

TOMRA Food Locations

1400+
TOMRA FOOD TEAM

32
GLOBAL OFFICES

4
PRODUCTION FACILITIES

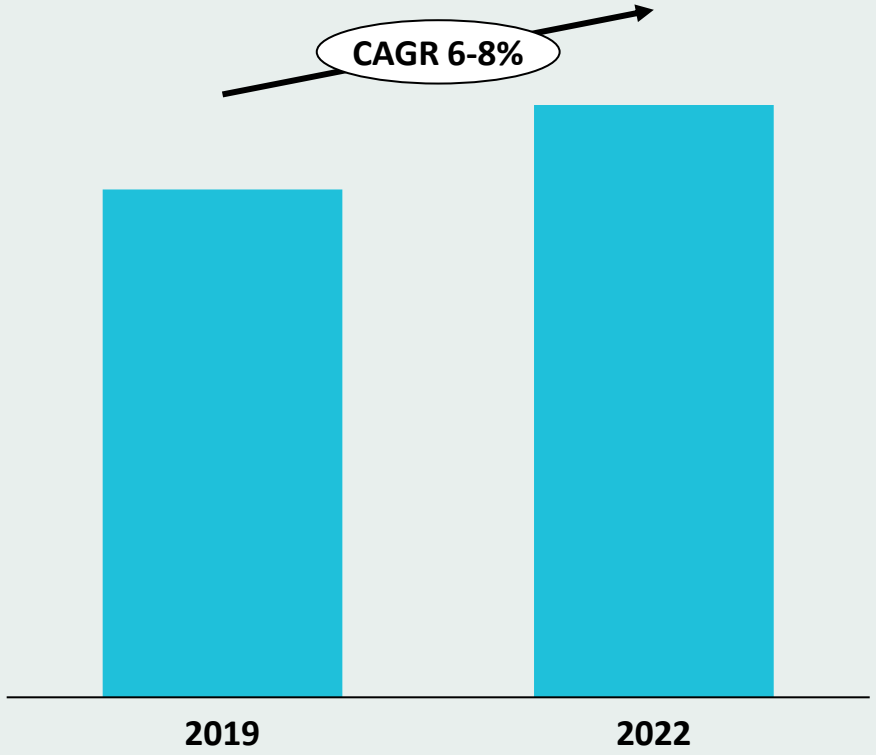
WHERE ARE WE LOCATED

TOMRA Food | Compac | BBC Technologies

PRESENCE

80 countries

Market growth expectations – food



MARKET DEFINITION FOOD

Sensor-based sorting and grading equipment

- Including color sorting
- Excluding peripheral equipment and turn-key solutions

Fresh and processed segment

AFFECTING FACTORS

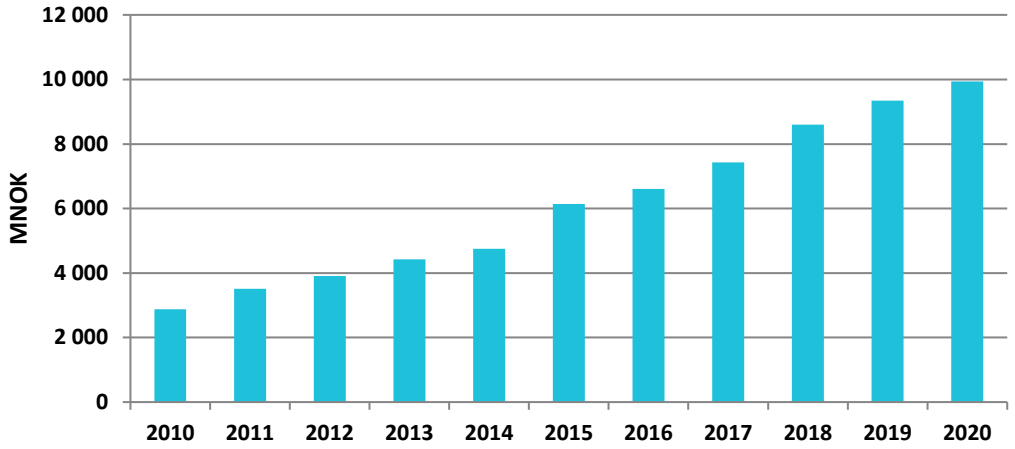
Weather conditions	Raw material pricing
Manual labor availability and cost	Urbanization and living standards
Global trade agreements and tariffs	Geopolitical and other global events

Source: TOMRA estimates and analysis

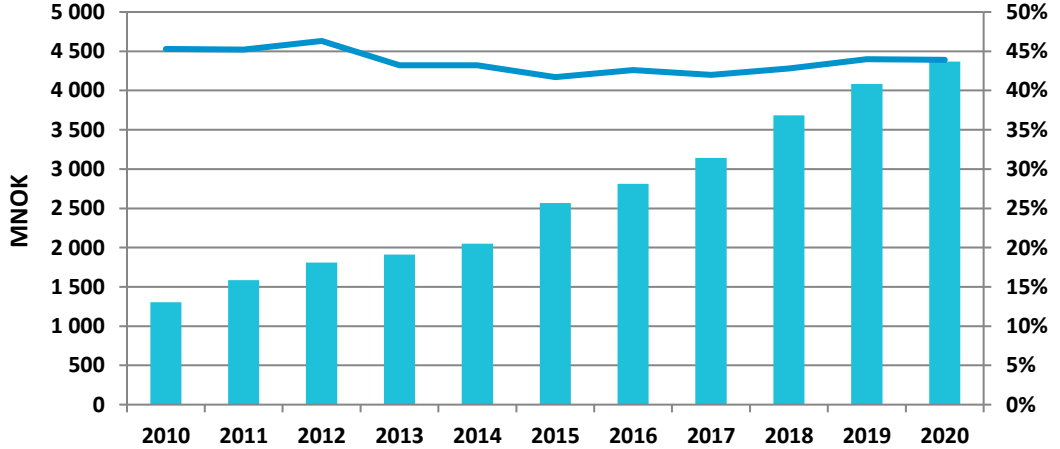
HISTORICAL GROUP FINANCIALS AND TARGETS

Group financials development – solid track record

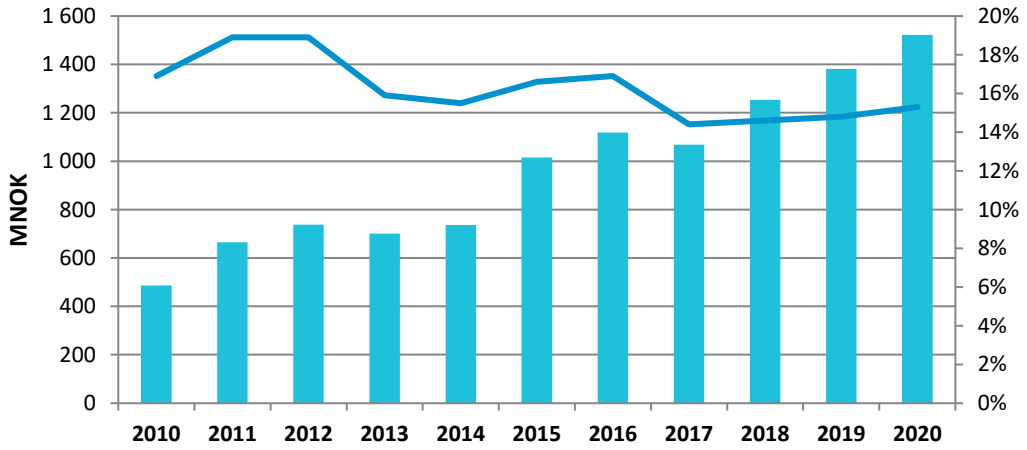
Revenues



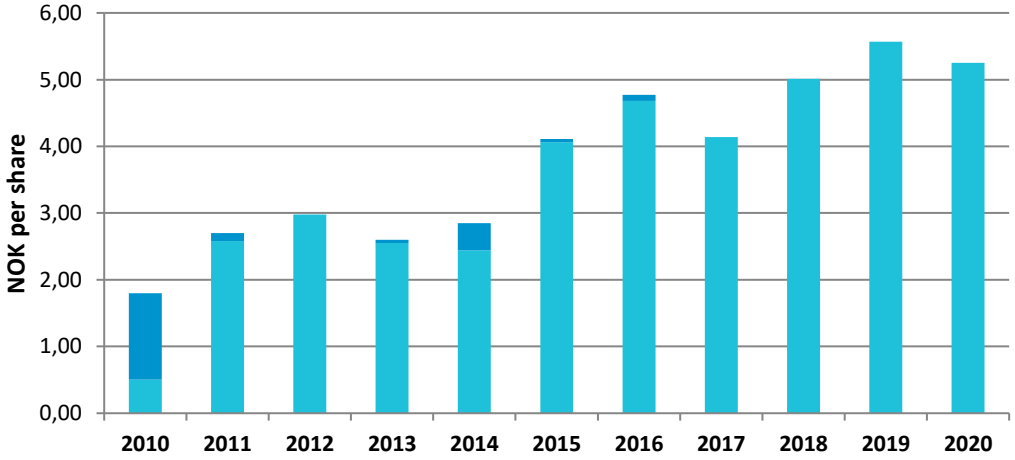
Gross contribution and margin



EBITA and margin

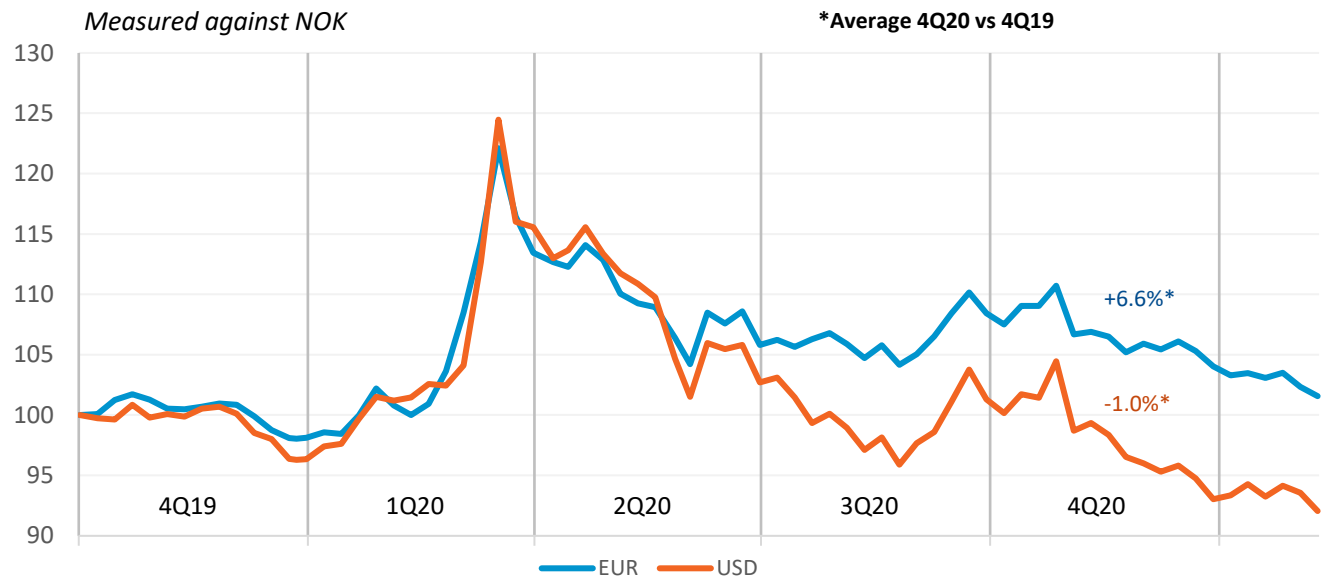


Earnings per share



Does not include discontinued operations (California divested 2011 and Orwak divested 2014), except for EPS

Currency risk and hedging policy



Revenues and expenses per currency:

	EUR[1]	USD	NOK	OTHER[2]	TOTAL
Revenues	45 %	35 %	0 %	20 %	100 %
Expenses	40 %	25 %	5 %	30 %	100 %

Assets and liabilities per currency:

	EUR[1]	USD	NOK	OTHER[2]	TOTAL
Assets	45 %	15 %	10 %	30 %	100 %
Liabilities	55 %	15 %	10 %	20 %	100 %

[1] EUR includes DKK

[2] Most important: AUD, NZD, RMB, CAD, SEK, GBP and JPY

NOTE: Estimated and rounded figures

10% change in NOK towards other currencies will impact:

	Revenues	Expenses	EBITA
EUR*	4.5%	4.0%	7.0%
USD	3.5%	2.5%	8.0%
OTHER**	2.0%	3.0%	-4.0%
ALL	**10.0%**	**9.5%**	**11.0%**

HEDGING POLICY

CASHFLOW AND P/L

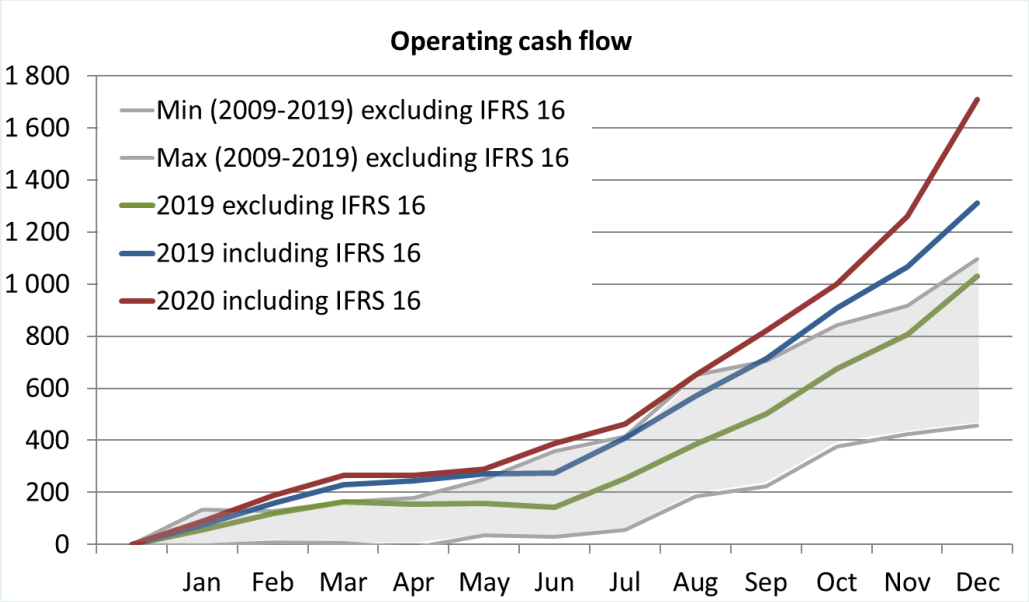
- TOMRA can hedge up to one year of future predicted cash flows. Gains and losses on these hedges are recorded at the finance line, not influencing EBITA

B/S

- TOMRA only hedges B/S items where exchange rate fluctuations could have P/L impact. Gains and losses on B/S hedging are recorded in accordance with IAS 21 and will normally not have P/L impact

Financial highlights | Balance sheet and cash flow

Amounts in NOK million	31 December 2020	31 December 2019
ASSETS	**10,977**	**10,868**
Intangible non-current assets	3,846	3,788
Tangible non-current assets	2,371	2,330
Financial non-current assets	353	406
Inventory	1,492	1,596
Receivables	2,383	2,288
Cash and cash equivalents	532	460
LIABILITIES AND EQUITY	**10,977**	**10,868**
Equity	5,591	5,247
Lease liabilities	1,104	1,102
Interest-bearing liabilities	1,414	1,880
Non interest-bearing liabilities	2,868	2,639



Cashflow from operations

- All time high cash flow of 890 MNOK in the fourth quarter (600 MNOK in fourth quarter 2019)

Solidity and gearing

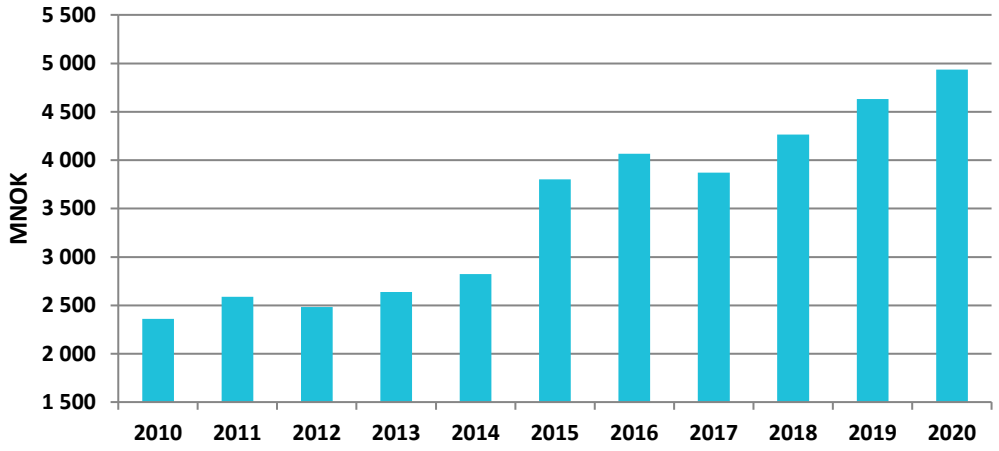
- 51% equity ratio
- NIBD/EBITDA (Rolling 12 months)
  - 0.5x without IFRS 16 / 0.9x including IFRS 16

Dividend

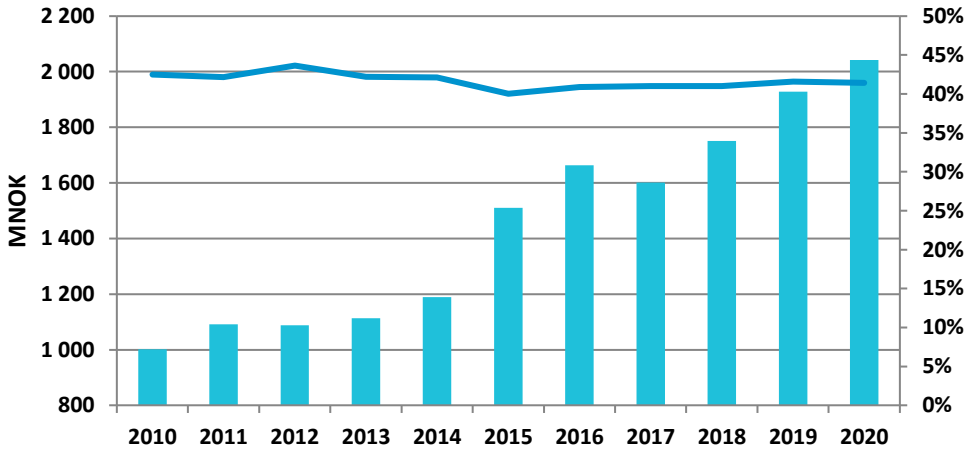
- The Board proposes an ordinary dividend of NOK 3.00 per share, up from NOK 2.75 last year

TOMRA Collection Solutions – segment financials

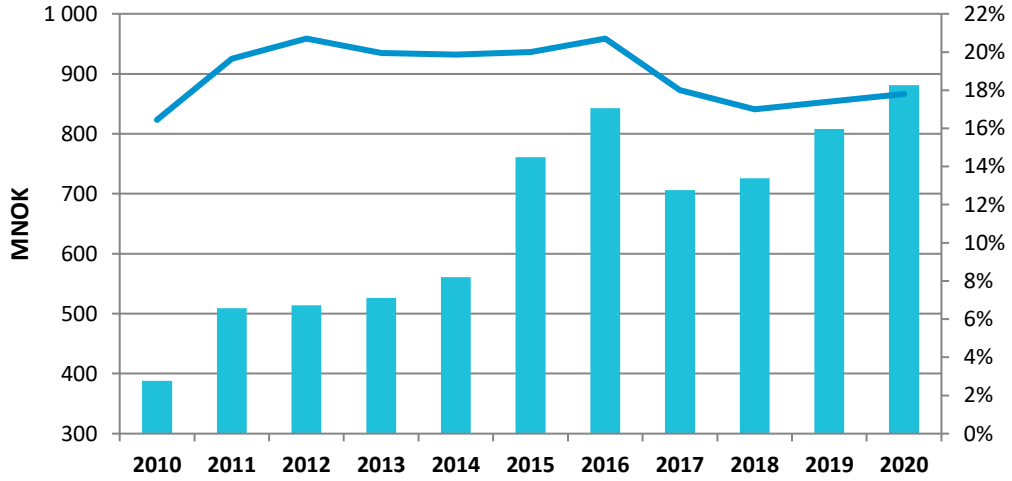
Revenues



Gross contribution and margin

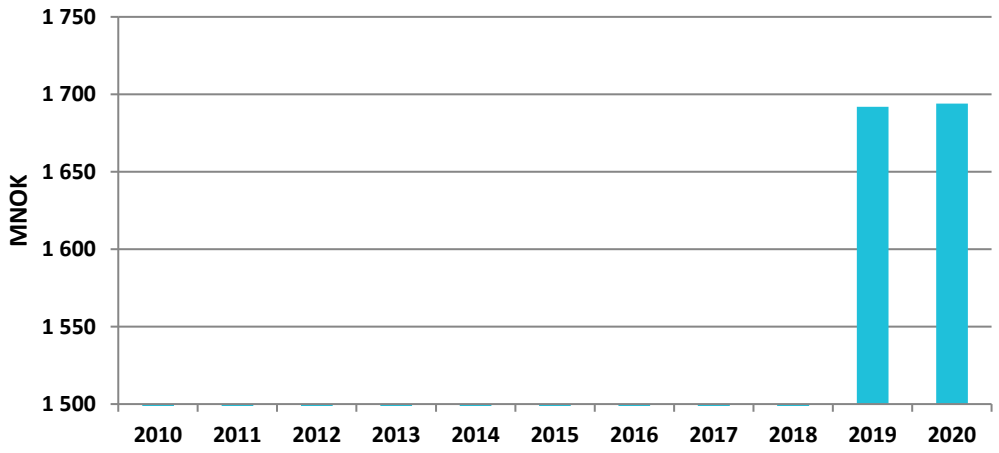


EBITA and margin

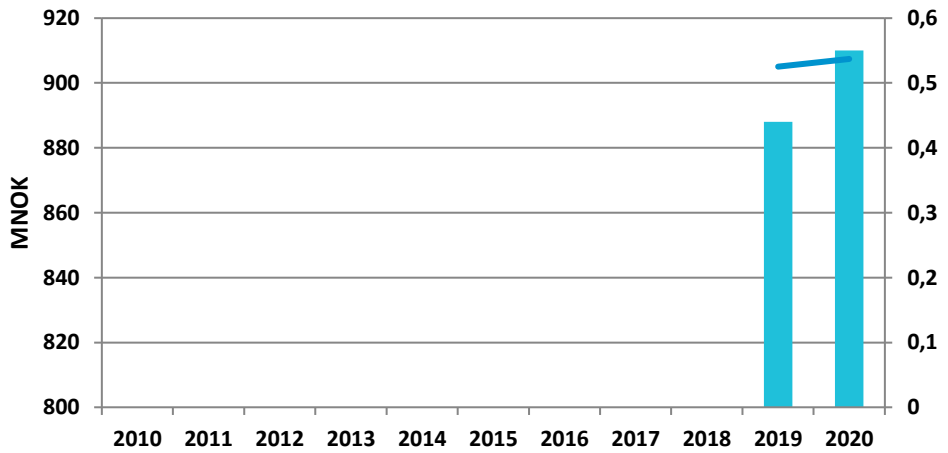


TOMRA Recycling Mining – segment financials

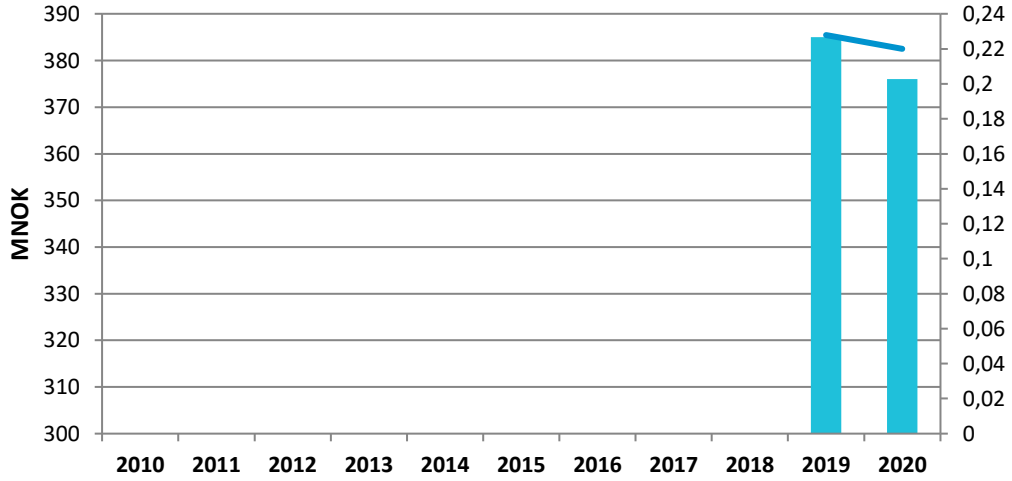
Revenues



Gross contribution and margin

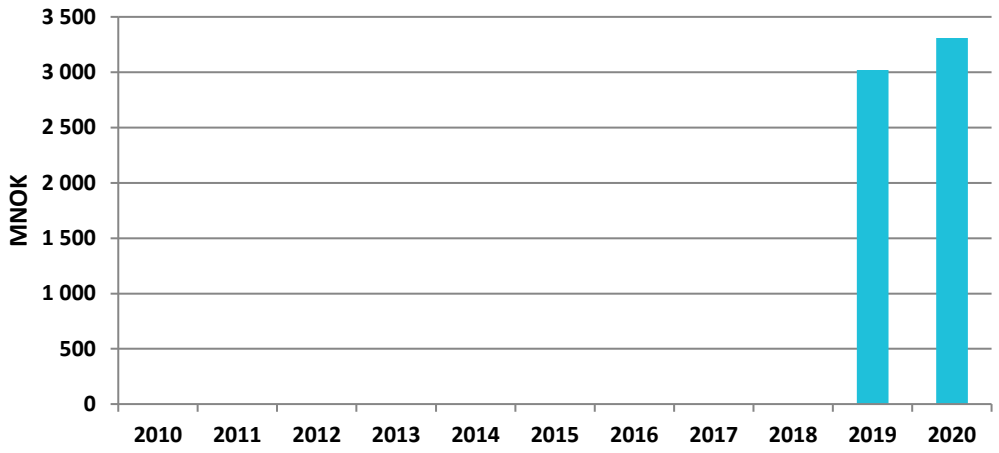


EBITA and margin

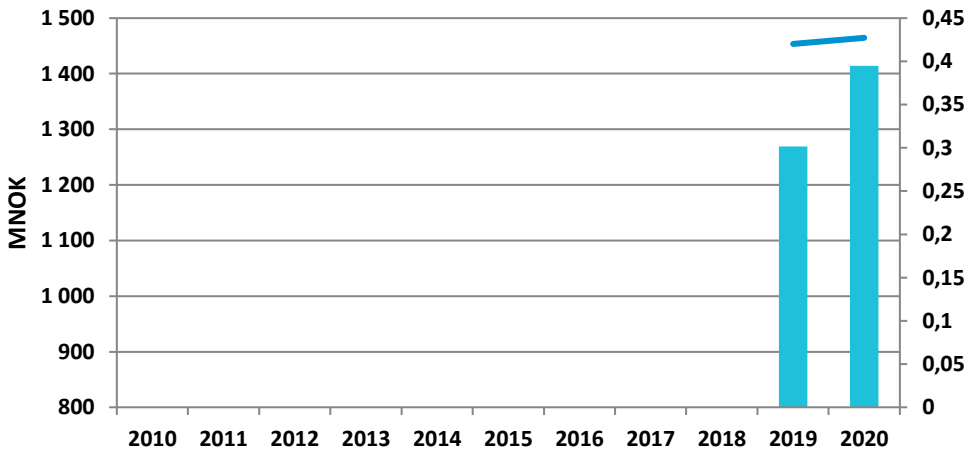


TOMRA Food – segment financials

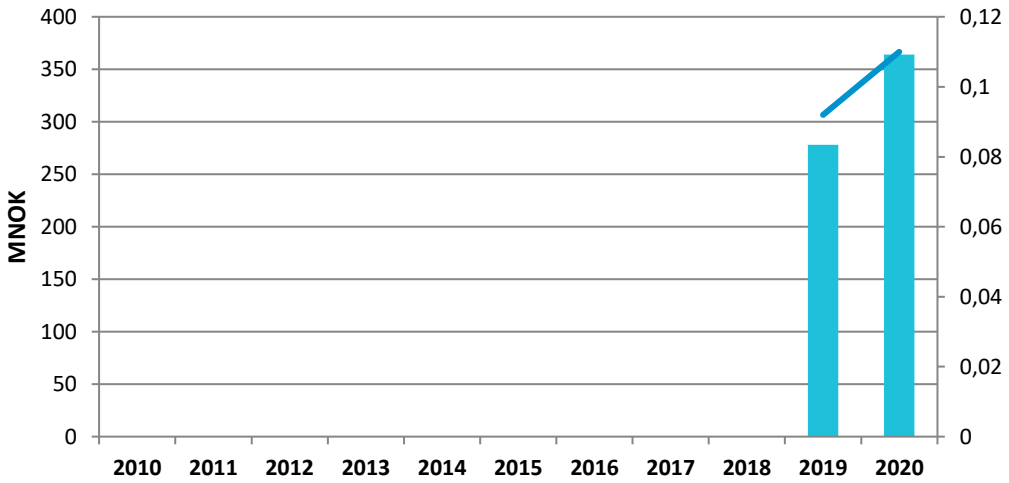
Revenues



Gross contribution and margin



EBITA and margin

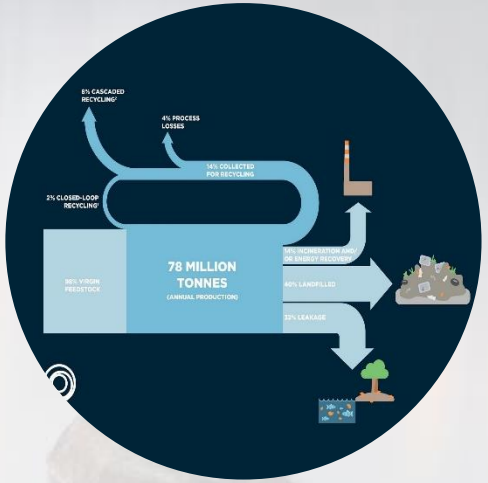


TOMRA

Our ambitions 2018 - 2023

Revenue growth	EBITA-margin	Dividend payout	Capital Structure	ROCE new projects
>10% CAGR on average	Towards **>18%**	**40-60%** of EPS	**Maintain investment grade profile**	**>20%**

Circular Economy



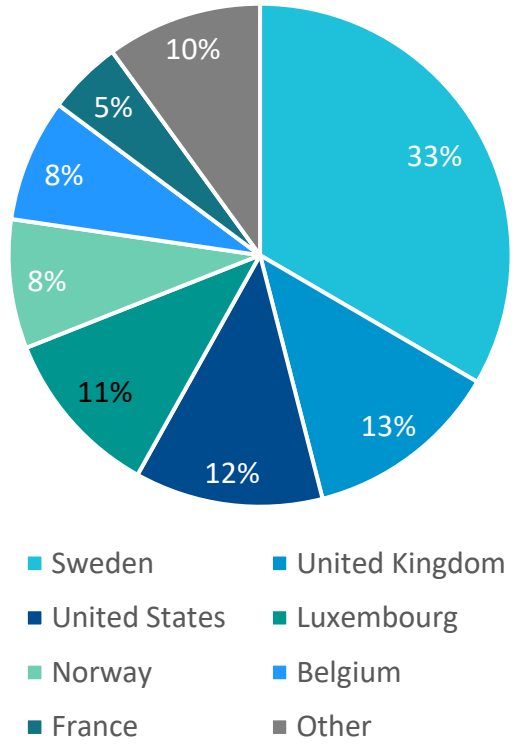
Future of Food

Shareholder structure

Top 10 shareholders as of 31 December 2020

1	Investment AB Latour	31 200 000	21,1 %	
2	State Street Bank and Trust Comp	11 972 532	8,1 %	(NOM)
3	Folketrygdfondet	11 598 748	7,8 %	
4	The Bank of New York Mellon SA/NV	11 083 074	7,5 %	(NOM)
5	J.P. Morgan Bank Luxembourg S.A.	6 255 214	4,2 %	(NOM)
6	Clearstream Banking S.A.	6 221 421	4,2 %	(NOM)
7	CACEIS Bank	5 840 350	3,9 %	(NOM)
8	Citibank, N.A.	5 224 284	3,5 %	(NOM)
9	JPMorgan Chase Bank, N.A., London	5 021 273	3,4 %	(NOM)
10	The Bank of New York Mellon	4 475 270	3,0 %	(NOM)
	Sum Top 10	98 892 166	66.8%	
	Other shareholders	49 127 912	33.2%	
	TOTAL (10.380 shareholders)	148 020 078	100.0%	

Shareholders by country



Source: VPS

Disclaimer
This Document (which may be a presentation, video, brochure or other material), hereafter called Document, may include and be based on, inter alia, forward-looking information and statements that are subject to risks and uncertainties that could cause actual results to differ. The content of this Document may be based on current expectations, estimates and projections about global economic conditions, including the economic conditions of the regions and industries that are major markets for TOMRA Systems ASA and its subsidiaries and affiliates. These expectations, estimates and projections are generally identifiable by statements containing words such as "expects", "believes", "estimates" or similar expressions, if not part of what could be clearly characterized as a demonstration case. Important factors that could cause actual results to differ materially from those expectations include, among others, changes in economic and market conditions in the geographic areas and industries that are or will be major markets for TOMRA Systems ASA. Although TOMRA Systems ASA believes that its expectations and the Document are based upon reasonable assumptions, it can give no assurance that those expectations will be achieved or that the actual results will be as set out in the Document. TOMRA Systems ASA does not guarantee the accuracy, reliability or completeness of the Document, and TOMRA Systems ASA (including its directors, officers and employees) accepts no liability whatsoever for any direct or consequential loss arising from the use of this Document or its contents. TOMRA Systems ASA consists of many legally independent entities, constituting their own separate identities. TOMRA is used as the common brand or trademark for most of these entities. In this Document we may sometimes use "TOMRA", "TOMRA Systems", "we" or "us" when we refer to TOMRA Systems ASA companies in general or where no useful purpose is served by identifying any particular TOMRA Company