

RETURN

Summer 2004

RECYCLING NEWS FROM TOMRA



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We recently received an e-mail from one of the winning contestants that correctly solved our TOMRA puzzle game on www.tomra.com. He just wanted to thank us for the TOMRA backpack he had received, and to let us know that it had served him well on his motorcycle trip through the Andalusian plains in Spain. Nice to know TOMRA solutions are doing more than just *helping the world recycle!*



UPCOMING DATES:

14 July 2004	TOMRA releases its results for the 2 nd quarter
14 October 2004	TOMRA 3 rd quarter results released



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“We are working toward creating a future for our company where TOMRA’s business activities are strongly rooted in two main areas...”

In the TOMRA annual report for 2003 that was released in April, we talked about “stepping up” toward the vision of our company. The ideas and initiatives presented in this document form the strategic blueprint for how we intend to build our company’s future. For all those who have not yet had the chance to read our annual report, I would like to provide a brief review of the main strategic step we are taking to help reach the growth ambitions of our company vision.

We are working toward creating a future for our company where TOMRA's business activities are strongly rooted in two main areas. The first is today's core business for TOMRA—providing reverse vending technology and related services to markets that have implemented deposit systems for recovering and recycling used beverage containers. The second is an area we are just getting started in—providing more efficient alternatives that can be applied to the existing recycling infrastructures or when building new collection models within “non-deposit” markets.

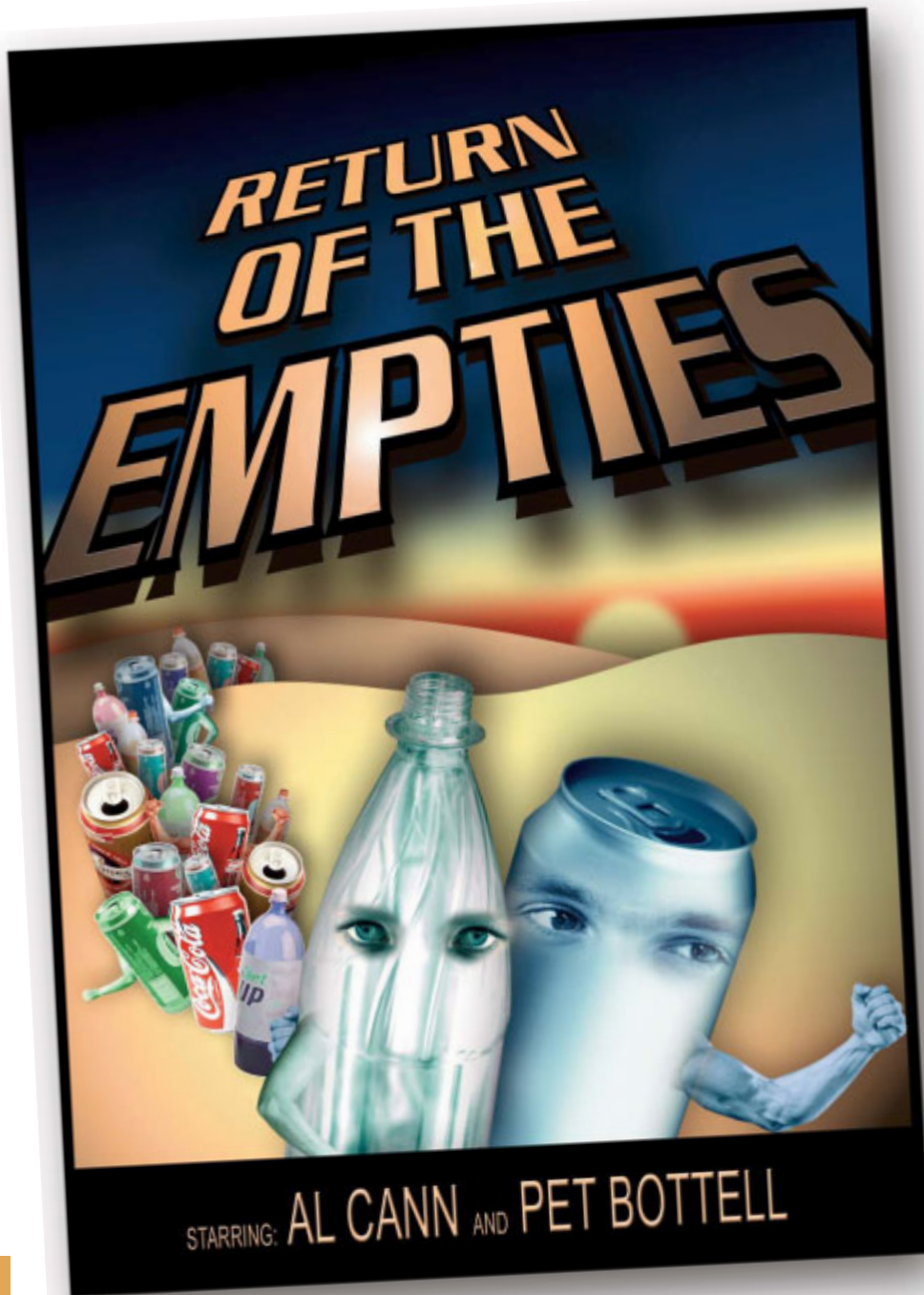
The non-deposit sector represents a huge opportunity for TOMRA since it covers about 85 percent of all markets where packaged beverages are consumed. We have spent the past several years mapping our opportunities and developing what we believe is the right approach to building a successful non-deposit market business. We are making very good progress in establishing the foundation for this business, reaching an important milestone recently with the completion of the new Tomra Recycling Center (TRC). More about the TRC is featured later in this issue of RETURN.

Although we are excited about the TRC and the prospects for expanding our activities within the non-deposit sector, we realize that laying the proper groundwork for these initiatives is a time-consuming process which requires a long-term perspective. In the short term, our core deposit market activities will continue to drive revenue growth for the Group—although we expect that this growth will remain modest throughout the rest of the year.

Given these expectations, we are also stepping up our efforts to improve the cost-effectiveness of our operations throughout the entire organization. Ensuring cost leadership in all our product offerings and operations is a fundamental condition for our long-term competitiveness and in being able to offer the best value proposition to our customers. At the same time, we are also redoubling our efforts to reward the innovative efforts of our employees, such as with the TOMRA Innovation Prize that was recently awarded for the first time in May. My congratulations go to Prize winners Ari Matikainen and Juha Ollikainen of Tomra Finland for their outstanding contributions to TOMRA innovation (which are further detailed in this issue as well).

Over the first half of the year we have accomplished a great deal toward strengthening our organization and increasing our potential for growth. Now, as we head into the summer holiday period, many will take the opportunity for a well deserved break. Best wishes therefore to all TOMRA employees, partners and customers for a great summer!

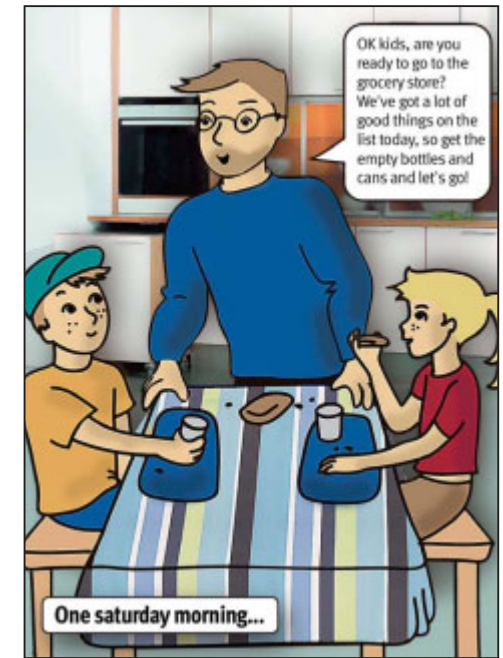
■ Erik Thorsen, *President & CEO*



Everyday, all around us, the empties are multiplying. Getting stronger, increasing their value, waiting for their big return. No one knows for sure how fast or how many will come, but what we do know is that they *will* come. **But where and why?**

For supermarkets handling the return of empty deposit beverage containers, these are important questions to ask—considering that grocery shoppers who return empties can spend up to 52 percent more on average than those who do not.*

Even more important for stores to consider is that they risk losing these high-spending customers if their return facilities are inferior to those of other nearby stores. This is one of the findings of research conducted by TNS Gallup from interviews with about 9,500 shoppers at 80 stores in Norway, Finland, Denmark and Holland in late 2003/early 2004.



* Movement Shopper Study 2002, Sweden (profiled in summer 2003 issue of RETURN)

The TNS Gallup study is part of an ongoing research program to find out more about consumer perceptions on returning used beverage containers and how this process relates to and affects shopping behavior. According to Knut Bjorvatn, Vice President of Sales & Promotions at Tomra Europe, "this is a key study because for the first time it brings together data collected from several markets. And

although the responses vary some between each market, the same overall conclusions can be reached."

One such conclusion is this: if a grocery store offers an outdated and inconvenient container return area, it is going to lose customers to stores that have better solutions. In response to the question, "Would you travel to another store to return emp-

ties if you knew they had a superior system for doing so?," an average of 11 percent of those interviewed in the three countries said they would. Even more striking is that up to 32 percent of those who said they disliked the reverse vending system of the store they had just visited indicated that they would shop at another store if they found out it had a better reverse vending system.



The TNS survey further showed that about 75 percent of shoppers visit more than one store per week. Shoppers are highly likely therefore to quickly discover that better return facilities exist at other stores. This coupled with the finding presented in the previous paragraph provides strong evidence that **stores which upgrade their return facilities with the best-performing reverse vending equipment stand to gain an incremental increase in their customer traffic.**

Shoppers who return empties are clearly a very desirable consumer segment to attract. Particularly as the TNS study also confirmed previous research in Sweden that demonstrated that shoppers who return empties spend more than those who do not. Moreover, about 46 percent of shoppers said that they return their empty deposit containers at least *once a week!*

Says Bjorvatn, "the TNS Gallup and Movement Shopper studies also show how important extra functions such as TOMRA's RVM marketing services can be in attracting customers. We see for example in Holland that 44 percent of the shoppers would return empties more often at a store if they had the opportunity to receive product discount coupons from the reverse vending machines. The same was said by up to 31 percent of shoppers in Finland if they had an opportunity to donate their deposit refunds to a good cause like the Red Cross. And 30 percent would like to have the option of transferring their deposit refunds to a store loyalty card account. These are all options that TOMRA provides and which a number of chains are now utilizing to enhance their marketing efforts, increase sales and improve customer satisfaction."



"After upgrading the return facilities for one of our major customers over the past half year, we are seeing that the new TOMRA equipment is definitely making an impact. In February for example, our tracking statistics show an increase of 33 percent in the number of cans returned at these stores compared to the same period a year ago. I think this is a good indication that shoppers will indeed behave as predicted in our consumer research studies."

HÅKAN ERNGREN, Managing Director,
Tomra Systems AB

The right stuff

- for attracting valuable customers

"In recognition of its important role in attracting shoppers, many European retailers are deciding to make cross-the-board upgrades of their return facilities. Some have found that an advantageous way to do this is by utilizing TOMRA's sale-leaseback financing program. This has enabled them to free up capital from the sale of their old machines and quickly implement a more reliable, cost-effective and uniform operating platform for handling the return of used beverage containers."

TORRE HOFSTAD, VP Finance/Operations, Tomra Europe AS

The consumer research studies profiled in this article demonstrate that reverse vending facilities can be a very important channel for attracting valuable customers. Supermarkets which neglect or disregard this channel, or which view reverse vending equipment purely as a capital investment with no relationship to their marketing and sales-building efforts, are potentially missing out on a significant source of income.

There are a number of elements that consumers identify as being important in their decision-making process about where they will go to shop when

returning empty deposit containers (see TOP TEN REASONS on the right). Creating an ideal return solution is certainly dependant on a store choosing the right technology both toward the user and in the backroom. But it is also a matter of a store setting the right focus on the design, location and upkeep of the return area itself.

Fast, reliable, easy-to-use machines

Many shoppers will make their decision on where to shop based on how quickly and easily they will be able to use a store's reverse vending machines. With TOMRA's latest models, stores can be assured that they are providing their customers with the most reliable and user-friendly technology available.



Photo: Pow-Now Studio

Proactive maintenance services

TOMRA provides a full range of cleaning and maintenance programs to help stores make sure that their reverse vending investment is kept in the best operating condition. If a problem does arise that cannot be immediately corrected online by TOMRA product specialists, stores can rely on TOMRA's extensive network of experienced service technicians to provide a prompt response.



Photo: Pow-Now Studio

Cost-saving backroom equipment

The container handling equipment behind the reverse vending machine can make all the difference in ensuring that shoppers will be able to quickly return their containers. TOMRA's extensive range of flexible modules allow stores to tailor a solution that will get the most out of their available backroom space, helping to reduce costs and provide top service to their customers.



Photo: Jarle Nydregnes

Attractive marketing options

TOMRA's latest models offer the opportunity to give shoppers the option of crediting their deposit refunds to a store's loyalty card account, donating the refund to charity, or receiving product discount coupons. These options not only help to increase customer satisfaction, but also generate additional income for stores.



Photo: Pow-Now Studio

TOP TEN REASONS SHOPPERS SAY ARE IMPORTANT FOR CHOOSING TO RETURN EMPTIES AT A PARTICULAR STORE



1. Return area is located close to store entrance
2. Store has more than one machine for returning empties
3. There is rarely a line to use the machines
4. There is enough space around the machines
5. The return area is easy to find
6. The machines are easy to use and always functioning
7. Possible to return all container types and crates
8. Possible to clean hands after returning empties
9. The machines quickly accept containers
10. The return area is clean, tidy and provides a place to dispose trash

Improve RVM operation by 65 percent?

This is in fact what some of TOMRA's European customers have experienced after implementing a regular cleaning and maintenance program called *TOMRA Recond*.

Although TOMRA has designed its reverse vending components to tolerate a high level of dirt and remaining liquids from the used containers that they handle, stores can achieve very beneficial results by ensuring that their installations are properly cleaned and maintained.

Says Mikael Ljungmark, Service Manager

at Tomra Sweden: "We see that *TOMRA Recond* is really making an impact on the running of the reverse vending systems. Many of our customers have experienced a substantial reduction in the number of machine stops after they joined the *Recond* program—providing up to two thirds better performance in fact than what they were experiencing before starting the program."

Preventive action to ensure top condition and performance has also proven itself in other countries in Europe. In Denmark, TOMRA is now regularly performing the *Recond* program on approximately one third of all installations. According to Henrik Friis, Managing Director of Tomra Denmark, "since we've begun offering *Recond* to our customers, we have seen the number of service calls cut in half. There might be several reasons for this reduction, but there seems to be a strong link between the reduction in service needed and the fact that there is a stronger focus on cleaning and up-keep of the reverse vending equipment."

It is easy to see how this translates into helping stores increase their customer

TOMRA Recond includes:

- › Thorough cleaning on the inside and outside of the RVM and all related backroom equipment, using environmentally friendly methods and materials.
- › Cleaning of the entire area surrounding the reverse vending installation.
- › Complete machine performance test and changing of any necessary parts.

satisfaction level. By implementing a proactive maintenance program, stores not only better protect their reverse vending investment, but will encourage greater customer loyalty by ensuring that shoppers will be met with a clean and well-functioning facility for returning their empty beverage containers.

With the *TOMRA Recond* program, the machines and backroom equipment are cleaned and maintained in a way that store personnel seldom can manage on their own. And the best part: the store personnel can concentrate on their most important task—helping to serve customers and promote sales!



Photo: Povek/Starphoto

TOMRA FIVE-STAR SERVICE

TOMRA Recond is one of the main programs in TOMRA's Five-Star Service concept. This concept has been developed to give TOMRA customers convenient access to everything they need for getting the best performance and value from their reverse vending investment. The TOMRA FIVE-STAR SERVICE concept lets stores choose from a range of options offered under each of the five main service areas to tailor an overall program that will be just right for them.

- ★ **On-site support**
- ★ **Operational guidance**
- ★ **Online services**
- ★ **Hotline technical assistance**
- ★ **Cleaning and maintenance**





All color photos pages 12-15: Torje Heiestad, Cox Foto

The Tomra Recycling Center accepts all types of rigid bottles and cans made of plastic, glass or metals.

This spring, after more than three years of development, the prototype of a completely new platform for collecting empty food, beverage, and household product containers stood fully operational at the TOMRA headquarters in Asker, Norway. With the introduction of the Tomra Recycling Center, municipalities, retailers and other stakeholders now have a more efficient, economical and attractive alternative for collecting used containers for recycling.

INTRODUCING: THE TOMRA RECYCLING CENTER

Offering non-deposit markets a chance to crush container collection costs

The Tomra Recycling Center's advanced compaction technology significantly increases container collection capacity, helping to eliminate problems such as those pictured below.



The need for a new recycling solution

TOMRA has historically focused its business on providing efficient solutions for handling the return of deposit beverage containers for reuse or recycling. About 85 percent of the 800 billion packaged beverages sold around the world each year however are being consumed in markets without deposit systems. In these areas, i.e. non-deposit markets,

used beverage containers are collected by picking them up household by household, at various drop-off points such as bottle banks or igloos, or by attempting to remove these materials from the general waste stream at sorting facilities. Many areas use the curbside collection system, but this method is expensive and achieves a recovery rate of only about 30-50 percent. Systems that rely on sorting out recyclable materials from the general

waste that municipalities collect have proven to be the least effective, yielding a low amount of material that requires a relatively high degree of processing to be suitable for recycling.

Drop-off systems on the other hand, in which consumers bring back their used containers to central locations, is a more cost-effective and environmentally friendly concept in that people generally return their recyclable materials while doing their other regular activities. The main drawback of existing drop-off systems however is that the apparatus used to collect containers, large collection bins known as "igloos" or "bottle banks," are often quickly filled up and end up being an eyesore as empty bottles and cans are left behind on the ground around them.

The most pressing need however in markets utilizing these types of collection systems is finding a way to encourage greater participation by the public and at the same time reduce the cost of operating the systems. According to Morthen Johannessen, TOMRA Executive Vice President and COO, the Tomra Recycling Center has been developed to do just that.

Says Johannessen, "based on the experience TOMRA has gained from its pilot projects in non-deposit markets over the past several years, we have shown that it is indeed possible to achieve a higher rate of recycling at a lower cost. The key lies in providing an attractive automated collection platform which can ensure that returned materials are first sorted according to material type and then compacted to increase collection capacity. This reduces costs by cutting the frequency of emptying the collection bins and transporting the collected materials to processing facilities. And by ensuring that materials are correctly sorted, costs are further reduced by eliminating the need for an additional sorting stage at processing facilities."

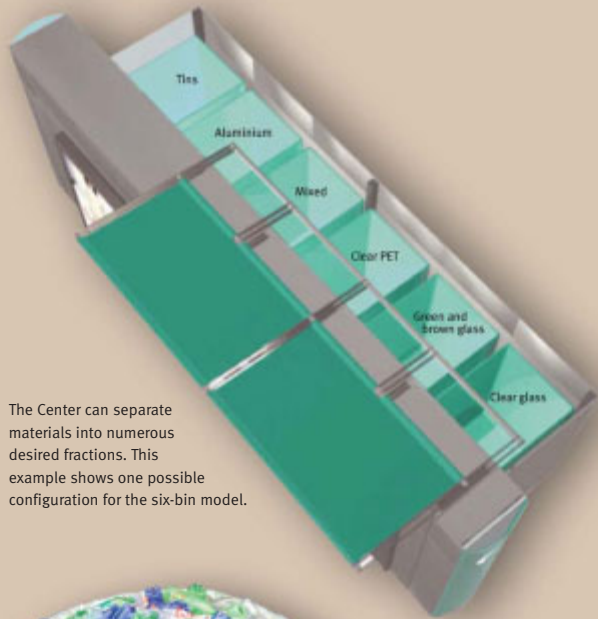


The TRC's large color touch-screen display enables the possibility for dynamic presentation of promotional campaigns or other information.

Retailers who provide TRCs outside their stores may wish to tie-in a loyalty card or recycling point program to add incentive for consumers to participate.



The Tomra Recycling Center features a newly developed shredding system that can compact containers at a ratio of up to 15 to 1.



The Center can separate materials into numerous desired fractions. This example shows one possible configuration for the six-bin model.



TRC sorting and compaction technology significantly increases the amount of material that can be collected before emptying is required. The six-bin TRC model can hold the same amount as 45 regular bottle bank igloos (equivalent to 122 cubic meters of uncompacted containers).



Developing the right technology for the job

Terje Hanserud, TOMRA Senior Vice President, further explains "when we started looking at the possibility of expanding into the non-deposit sector a number of years ago, we realized early on that to achieve any widespread application it would require a full commitment to developing a whole new technological approach. We put

"Developing an attractive non-deposit solution has required a full commitment to creating a whole new technological approach"

together therefore a cross-functional development team that was dedicated solely to the task of creating an appropriate solution for this type of market. Our key design considerations were that it had to have an extremely robust sorting and compaction system that could tolerate extended periods of unattended use in an outdoor setting. Further, it had to offer a very high level of storage capacity. It also had to offer flexibility in terms of the type of materials it could accept, as well as the possibility of offering user incentive options. And in order to appeal to a wide range of potential markets and operators, it also needed to be attractively priced. The development team has done an outstanding job in meeting these criteria, creating new systems for material reception, recognition, sorting and compaction-mechanisms that have six patents either granted or pending."

Happy recycling!



*Best regards,
the Tomra Recycling Center
development team*

Discussions are now underway with a number of interested parties to begin testing a collection program based on the Tomra Recycling Center. Details on specific projects will be announced on www.tomra.com, so visit us online to follow all the developments!

For press inquiries about the Tomra Recycling Center, please contact Morthen Johannessen, TOMRA Executive Vice President & COO, tel.: +47 66 79 92 20; or e-mail: morthen.johannessen@tomra.no

Estonia establishes NEW container deposit system



Photo: ImageBank

On 21 April 2004, the Parliament of Estonia approved a new national container deposit law that will go into effect on the first of January 2005. At this time, a deposit of approximately 0.03 EUR will be placed on all refillable and non-refillable containers for beer, light alcoholic and non-alcoholic beverages sold in the country.

Approximately 2,000 stores in Estonia sell beverages that are subject to the new deposit law, which beginning in January will obligate them to accept the return of these containers and refund the deposit. TOMRA estimates initially that approximately 300 of these stores will be interested in installing automated systems to handle this process.

The beverage market in Estonia

In 2002, the number of containers used in Estonia for these beverage categories

equaled 245 million units. This figure includes both refillable and non-refillable containers for beer, soft drinks, cider, and bottled water. Of these, beer represents the most sold beverage at 52 percent. Fifty-five percent of the beer sold is in refillable glass bottles—the only beverage that is bottled in this type of container. Non-refillable containers comprise about 45 percent of the market at present, but this percentage is on the rise. This is particularly true with regard to PET containers, following a trend found generally throughout the world today.

TOMRA's engagement

TOMRA has provided reverse vending equipment for the return of refillable containers in Estonia since the mid-1990's. Now, with the implementation of a full national deposit system, TOMRA is expanding its sales and service representation in the country. TOMRA is now in the process of establishing a joint venture with a local partner based in Tallinn which will be closely supported by TOMRA's sales team at Oy Tomra Ab in Finland.

For more information about TOMRA's activities in Estonia and the Baltic region, contact Ari Matikainen, Managing Director, Oy Tomra Ab in Finland, at tel.: +358 9 825 4820 or e-mail: ari.matikainen@tomra.fi.

ESTONIA: facts



POPULATION:	1.4 million
AREA:	45,226 square kilometers (31 people per sq. km., one of the lowest population densities in the world.)
CAPITAL:	Tallinn (population: about 400,000)
GOVERNMENT:	Constitutional democracy with a 101-member unicameral parliament which is elected every four years. The president of the country is chosen by the parliament, and can serve a maximum of two five-year terms.
LANGUAGES SPOKEN:	Estonian (official), Russian, Ukrainian, English and Finnish.
CURRENCY:	Estonian kroon (EEK). The euro is planned to be instituted as the national currency by mid-year 2006.

Throughout its history, Estonia has been controlled at various times by Germany, Denmark, Sweden, Poland and Russia. After regaining its independence from the Soviet Union on August 20, 1991, Estonia went through a number of turbulent years as it adjusted to becoming a market economy.

In recent years Estonia's economy has stabilized and is now growing quite rapidly. On 1 May 2004 Estonia became a member of the EU, and according to a study by the World Economic Forum published in April, is ranked as the most competitive of the ten new states admitted to the Union.

Despite its burgeoning economy, Estonians' purchasing power is still quite low in comparison to those in other developed countries. This is changing rapidly however as the average monthly salary in Estonia (now 430 euro) has risen by more than 1100 percent since 1992.

Estonia's main trading partners are the nearby countries of Finland, Sweden and Russia. The closest major city to Tallinn is the Finnish capital Helsinki, located at a distance of 85 km on the opposite shore of the Gulf of Finland. Riga (pop. 800,000), the capital of Latvia, is only one day's drive from Tallinn (307 km). St. Petersburg (395 km) and Stockholm (405 km) are also relatively close by.

The TOMRA Innovation Prize 2003

As part of its efforts to nurture its culture of innovation, TOMRA rewards outstanding achievements with the presentation of an annual Innovation Prize. Recently, at a ceremony at the Heureka Science Center in Helsinki, the TOMRA Innovation Prize for 2003 was awarded to Ari Matikainen (Managing Director) and Juha Ollikainen (System Development Manager) of OY Tomra AB in Finland.

INNOVATION PRIZE

To be considered as potential candidates for the Prize, the innovations must:

- › Represent major new business accomplishments which exceed expectations relative to candidates' job responsibilities.
- › Promote cross-functional or organizational team efforts.
- › Demonstrate clear revenue and profit-generating results.

Ari and Juha received the award for their role in developing innovative backroom container handling solutions that have created value for TOMRA both locally in Finland and the Group as a whole. With Ari as the challenger and Juha as the key technical force helping to bring their innovations to life, their teamwork is an excellent example of what can be achieved by combining thorough understanding of customer needs with unique technical insight.

In 2002/3, Ari and Juha were instrumental in TOMRA's successful delivery

of the largest and most complex reverse vending installation in the world at Sello in Helsinki, Finland. This installation ties together eight TOMRA 710s and a massive array of backroom container transport and handling systems, bulk compactors, and a robotic bottle-to-tray system.

The attention to details, fighting spirit and successful follow-through demonstrated by the Prize winners and their colleagues have provided added value to our customers and strengthened TOMRA's competitive position in Finland.



A big hand for TOMRA Innovation! TOMRA President & CEO Erik Thorsen (left) presents Juha Ollikainen (center) and Ari Matikainen with the Innovation Prize award and specially produced plaques (also designed by TOMRA).



Photos (left and right): Jukka Rapo



Ari and Juha were instrumental in leading TOMRA's delivery of the world's largest and most complex reverse vending installation at Sello in Helsinki, Finland. This installation includes eight TOMRA 710 RVMs (left), an expansive collection of backroom sorting, transport, compaction, and storage systems (partially shown in the center photo), and a robotic bottle-to-tray system.



TOMRA reverse vending technology highlighted at science center exhibition



exhibition

The exhibition, entitled "Easy Life—Automation at Your Service," opened on 20 March 2004 at the Heureka Science Center in Helsinki, Finland.

The main idea behind the exhibition is to demonstrate how automation affects our daily lives—often in ways which we are unaware of or are not able to see. With more than 50 interactive displays, the exhibition provides visitors the chance to experience how a variety of automated devices and systems operate.

One of the displays is a TOMRA reverse vending machine specially adapted with see-through sidewalls to allow users to see how the machine sorts containers. The accompanying display wall explains how this is achieved, and the role that reverse vending machines play in making the recycling process more efficient.

The exhibition will be presented at Heureka until 6 March 2005. After this, it is intended that it will tour other science centers in Europe until the end of March 2008.

More information about the exhibition and the Heureka Science Center is available on the Internet at www.heureka.fi/portal/englanti.



Harald Henriksen, Senior Vice President, Tomra Technology Tomra Systems ASA

Harald, who joined TOMRA in February of this year, now heads the direction of the TOMRA Technology department (which includes the areas of Research & Development, Engineering, Product Management, Technical Education and Support, Production, Production Logistics, and Cost Engineering). Harald was attracted to TOMRA's focus on product innovation and an approach to environmental issues, and felt his experience could further contribute to TOMRA's strong technological position and potential for growth.

Before joining TOMRA, Harald was Vice President in charge of R&D for Kongsberg Defence Communications, one of the world's leading developers of tactical communication systems for military use. Previous responsibilities include product management and R&D for Kongsberg Ericsson Communications, and other technical and project management positions.

Harald received his B.Sc. degree in Electronics in 1985 from the University of Salford in Manchester, after which he served as a researcher at the Norwegian Defence Research Establishment while completing his national military duty.

Born in 1963 in Vestfold, Norway, Harald now lives in Asker with his wife and two kids (8 and 11). In his free time he enjoys flyfishing in the summer and skiing in the winter.



"Easy Life" has attracted 55,000 visitors in its first three months.

Photos: Kirill Lorech, Heureka

TOMRA awarded Norway's national environmental prize, the "GLASS BEAR"



The Glass Bear statue is made of glass to symbolize the fragility of the earth and the necessity of treating it with care. The polar bear was chosen as a symbol because its habitat and reproductive abilities are being threatened by negative environmental impacts caused by human activities, something which demonstrates that the results of industrial processes can have a major impact on the environment far beyond their place of origin.

On May 13th the Norwegian Foundation for Sustainable Consumption and Production (GRIP) presented TOMRA with its environmental award, the Glass Bear, for the category Company of the Year.

The Glass Bear award is given in recognition for outstanding efforts within environmental projects and business, and is meant to stimulate companies to use environmental friendliness as a means of developing the company, initiating new products and increasing market potential.

In presenting the award to TOMRA, the GRIP jury commented: "the indirect environmental savings associated with collection, reuse and recycling of used beverage containers are enormous. As an example of TOMRA's effectiveness in this, all of TOMRA's own emissions of CO2 and other gases from its operations worldwide are neutralized by only two percent of the containers collected by its reverse vending machines. The company thus has a very positive environmental balance sheet, something that is quite unique for an industrial company."



Photo: Erich Nust Wessel

TOMRA Senior Vice President Terje Hanserud (on the right), Vice President of Quality Management Aleksander Mortensen, and Vice President Corporate Communications Ann Kristin Ytreberg, accept the Glass Bear award on behalf of the Tomra Group at the May 13th ceremony in Oslo, Norway.

GRIP: The Norwegian Foundation for Sustainable Consumption and Production (GRIP) was established by the Norwegian Ministry of the Environment to promote and support sustainable production and consumption patterns. GRIP's strategy is to work in close cooperation with the industrial sector to achieve an overall view of environmental issues through a sector-overlapping and interdisciplinary approach. Its Glass Bear environmental award was created in 2003, and is presented within four categories: Company of the Year, Innovation, Eco-design, and Recycling.