



TOMRA

Investor Presentation

At TOMRA, our vision is to Lead the Resource Revolution

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

4600+

EMPLOYEES
GLOBALLY



10.9

BILLION NOK
REVENUES IN 2021

Publicly listed on Oslo Stock Exchange (OSEBX: TOM)

Collection

Recycling

Food



Our transformation journey

2004 RECYCLING
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 COLLECTION
TOMRA acquires Orwak Group, a leading provider of compaction for a variety of materials.

2006 RECYCLING
TOMRA acquires Commodas - a leading supplier within the field of sensor-based products for mining and metal recycling.

2008 RECYCLING
TOMRA acquires Ultrasort - specialists in sensor-based mining technology.

2011 COLLECTION
Sale of Californian material handling business. With the divestment the US operation became less exposed to movements in commodity prices.

2011 FOOD
TOMRA acquires Odenberg, rounding out the offering to include food optimization.

2012 FOOD
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 COLLECTION
Divestment of Orwak. Further portfolio focus on sensor-based technology.

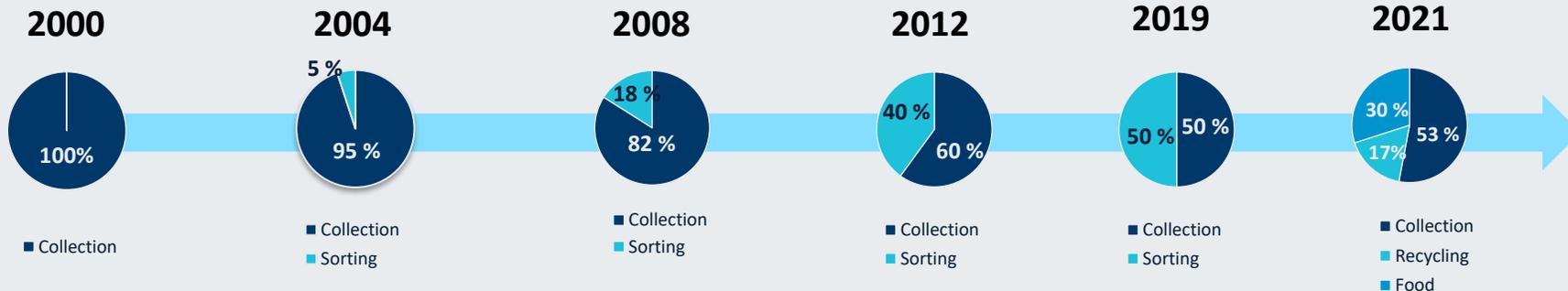
2016 FOOD
TOMRA expands into lane sorting, acquiring New Zealand based Compac, confirming TOMRA's position as the leading provider of sorting technology into the food industry.

2018 FOOD
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.

FROM:



Helping the world recycle



TO:



LEADING THE RESOURCE REVOLUTION

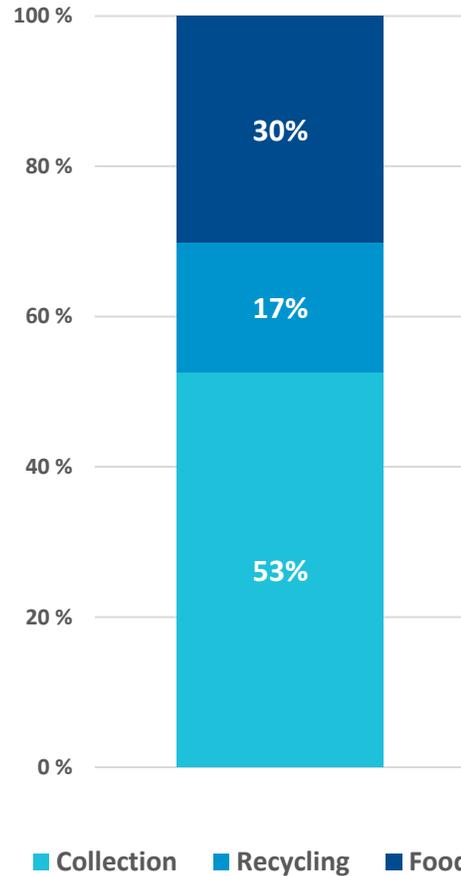


We have built a broad business platform...

... while keeping a strong entrepreneurial spirit

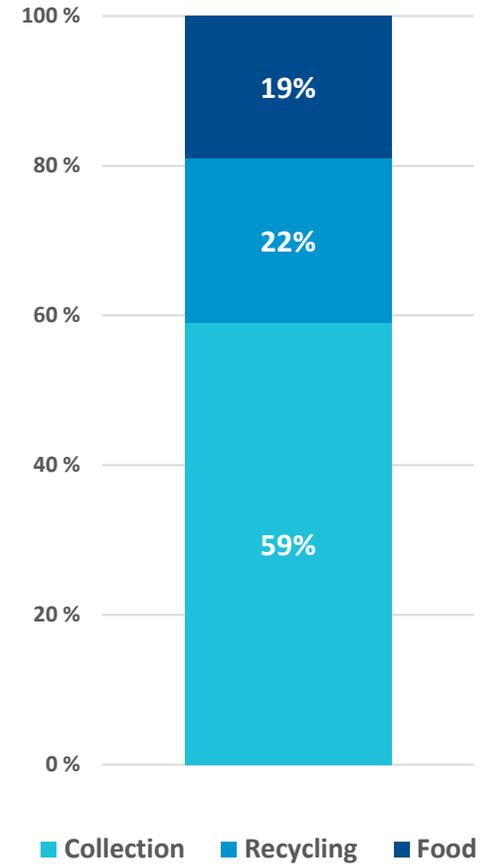
Creating value through three divisions

TOMRA
2021 Revenue



FOOD
RECYCLING
COLLECTION

TOMRA
2021 EBITA



Divisions and segments

	TOMRA COLLECTION	TOMRA RECYCLING MINING	TOMRA FOOD
	REVERSE VENDING	RECYCLING	PROCESSED FOOD
Share of '21 sales	~43%	~15%	~17%
Employees	1,856	575	826
Customers	Grocery retailers	Material recovery plants, scrap dealers, metal shredder operators	Food growers, packers and processors
Market share	~70%	~55-60%	~30%
	MATERIAL RECOVERY	MINING	FRESH FOOD
Share of '21 sales	~10%	~2%	~13%
Employees	580	84	655
Customers	Grocery retailers and beverage manufacturers	Mining companies	Food growers, packers and cooperatives
Market share	~60% in USA (markets served)	~40-50%	~25%
	TOMRA GROUP FUNCTIONS		
Employees	34		

Installed base worldwide

COLLECTION



REVERSE VENDING

Nordic	~16,200
Germany	~30,000
Other Europe	~15,100
North America	~13,700
Rest of the world	~6,000

TOTAL*) ~81,000

RECYCLING AND FOOD



RECYCLING

EMEA	~5,850
Americas	~1,250
APAC	~1,100

TOTAL ~8,200

MINING

EMEA	~35
Americas	~49
South Africa	~52
APAC/Other	~54

TOTAL ~190

PROCESSED FOOD

EMEA	~4,200
Americas	~3,250
APAC	~900

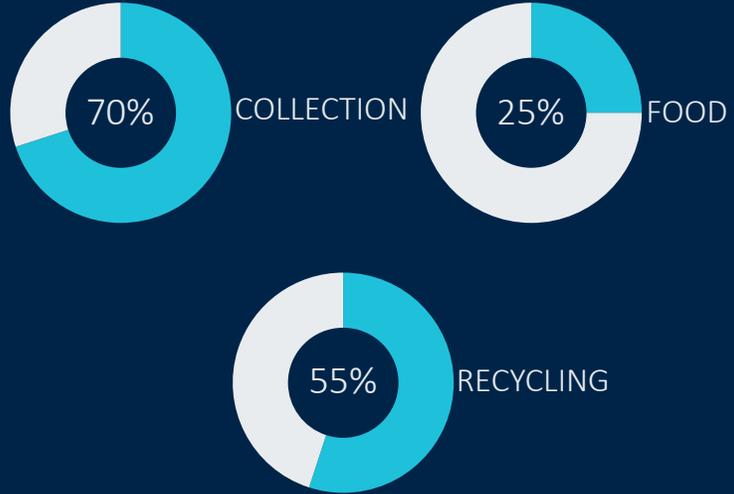
TOTAL ~8,350

FRESH FOOD

EMEA	~1,850
Americas	~1,600
APAC	~1,150

TOTAL ~4,600

Number 1 in all markets globally



Climate change and resource scarcity



Demographic and social change



Technological breakthrough



Rapid urbanization

TOMRA is uniquely positioned along powerful global megatrends

TOMRA Collection



TOMRA

The global leader in reverse vending



50
years of
experience



81 000
machines in
operation

Represented in
more than
60 countries

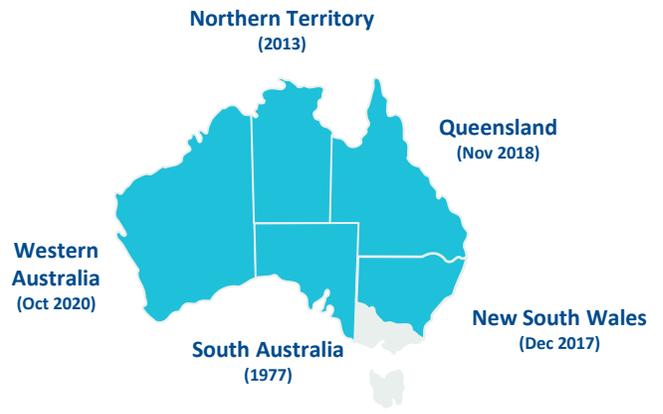
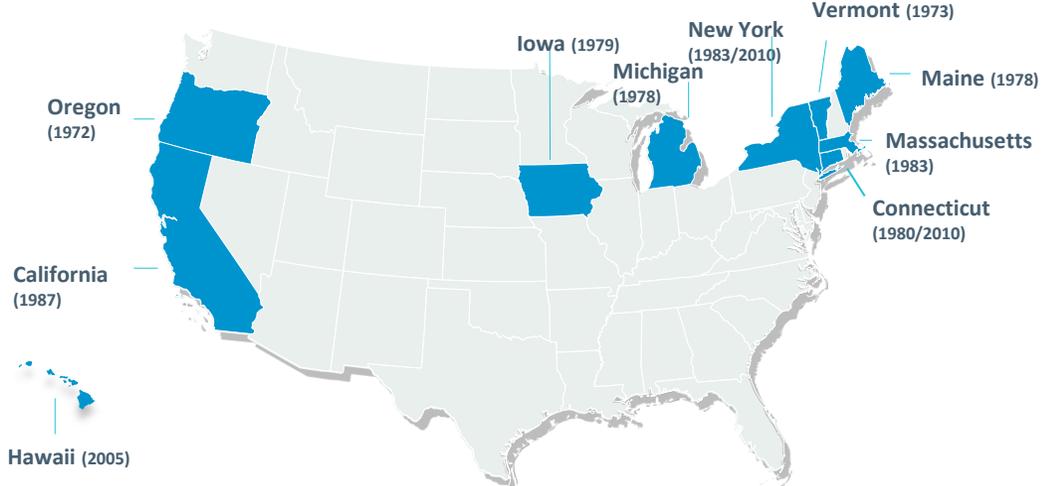
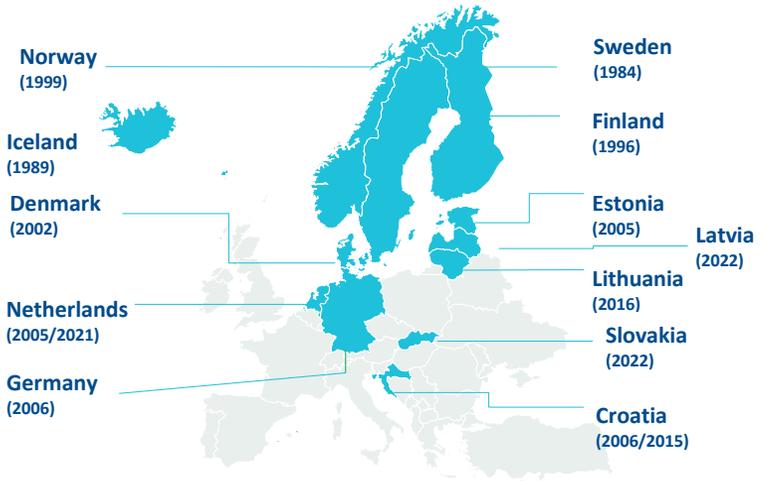
5.7bn NOK revenues
19% EBITA margin

We are **market**
leader globally



Collecting
44 billion
containers a year
in operation

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 12

Upcoming deposit markets

Quebec:

Deposit Return System to be modernized in 2023

Scotland:

Container deposit scheme planned to start August 2023

Connecticut:

Expansion of existing deposit system in 2023/2024

Ireland:

Deposit Return System to be implemented in 2023

England:

Consultation ongoing for a deposit scheme anticipated to be implemented in 2024.

Romania:

Deposit Return System to be implemented 2022/2023

The Netherlands:

Deposit Return System to be extended 2023

Austria:

Deposit Return System to be implemented 2025

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

EU Single-Use Plastic Directive:

Targets on recycled content and collection target for plastic bottles. Deposit scheme mentioned as a mean to reach those targets.

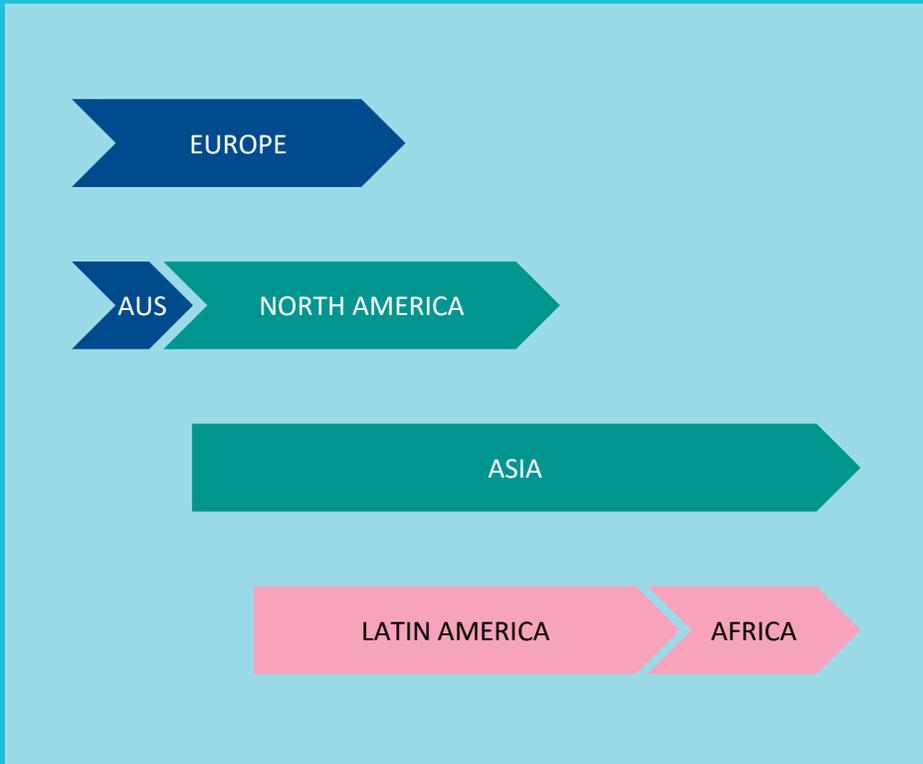
Victoria and Tasmania:

Deposit Return System to be implemented in 2023

New Zealand

Deposit Return System proposed for 2025

We are driving the market momentum through global advocacy work aiming to achieve best practice deposit systems and generate demand through innovations



Collection targets for plastic beverage bottles

77% 2025 **90%** 2029



Targets for recycled content in plastic beverage bottles

25% 2025 **30%** 2030

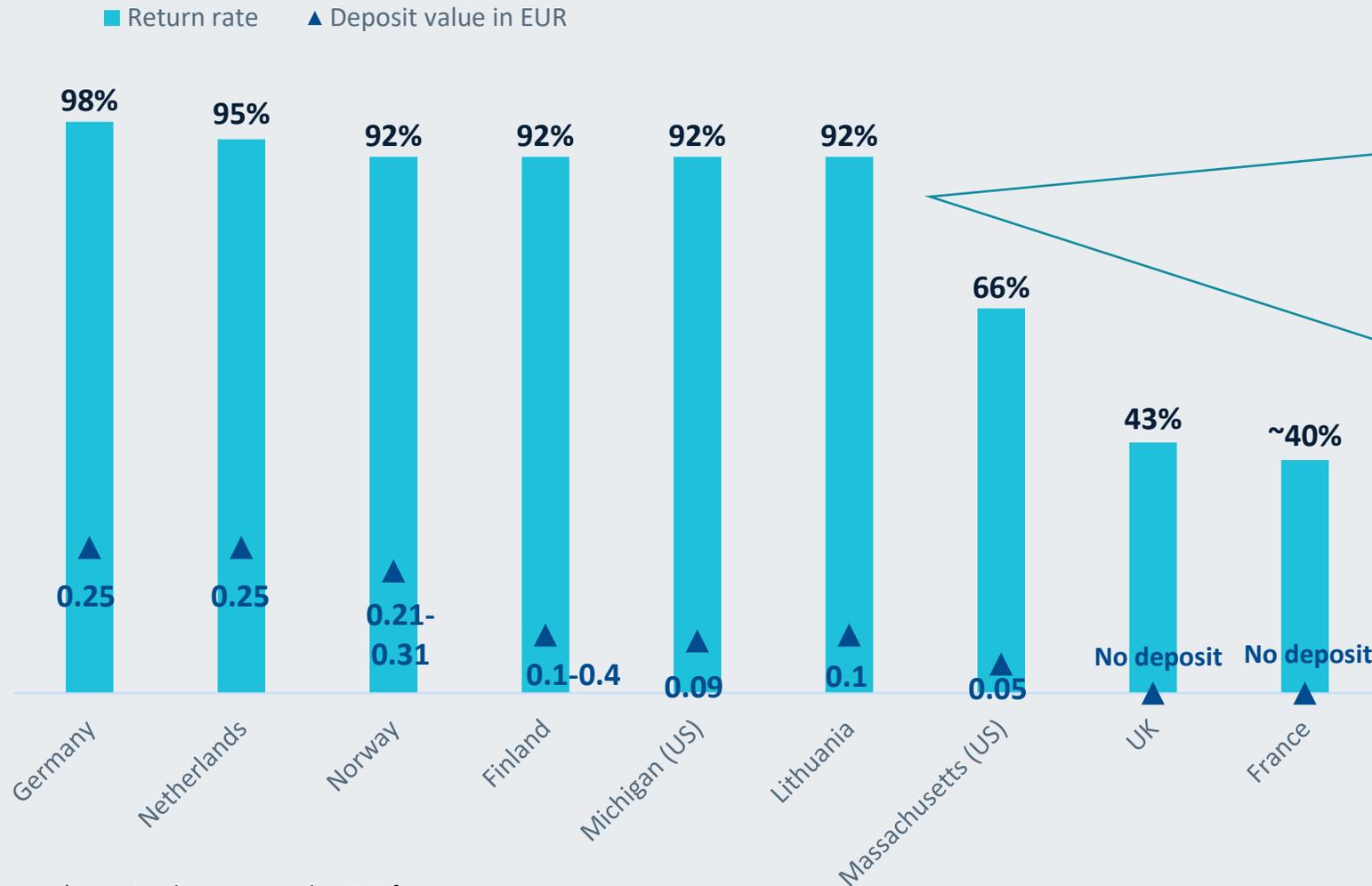


Continued work with governments to implement best practice deposit legislation

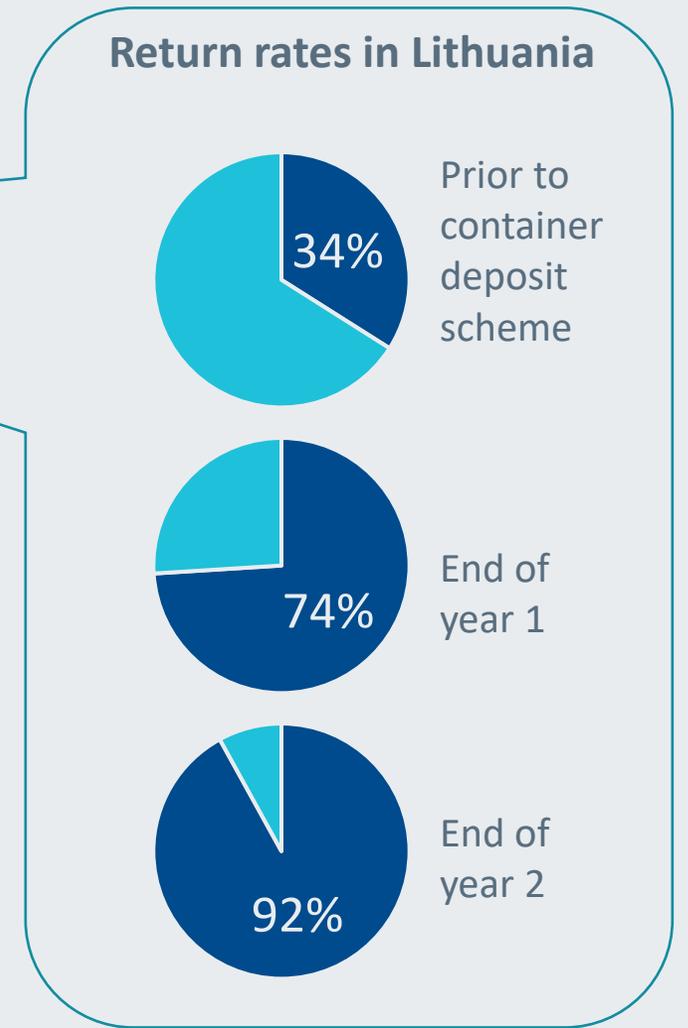


Innovate solutions that trigger modernizations and increased demand

High collection rates achieved in two years' time



*Deposit values converted to EUR for comparison purpose



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



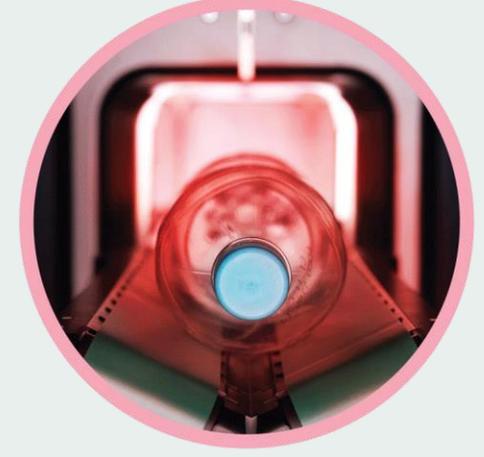
The redemption system is **easy, accessible and fair** for everyone.

PRODUCER RESPONSIBILITY



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

SYSTEM INTEGRITY

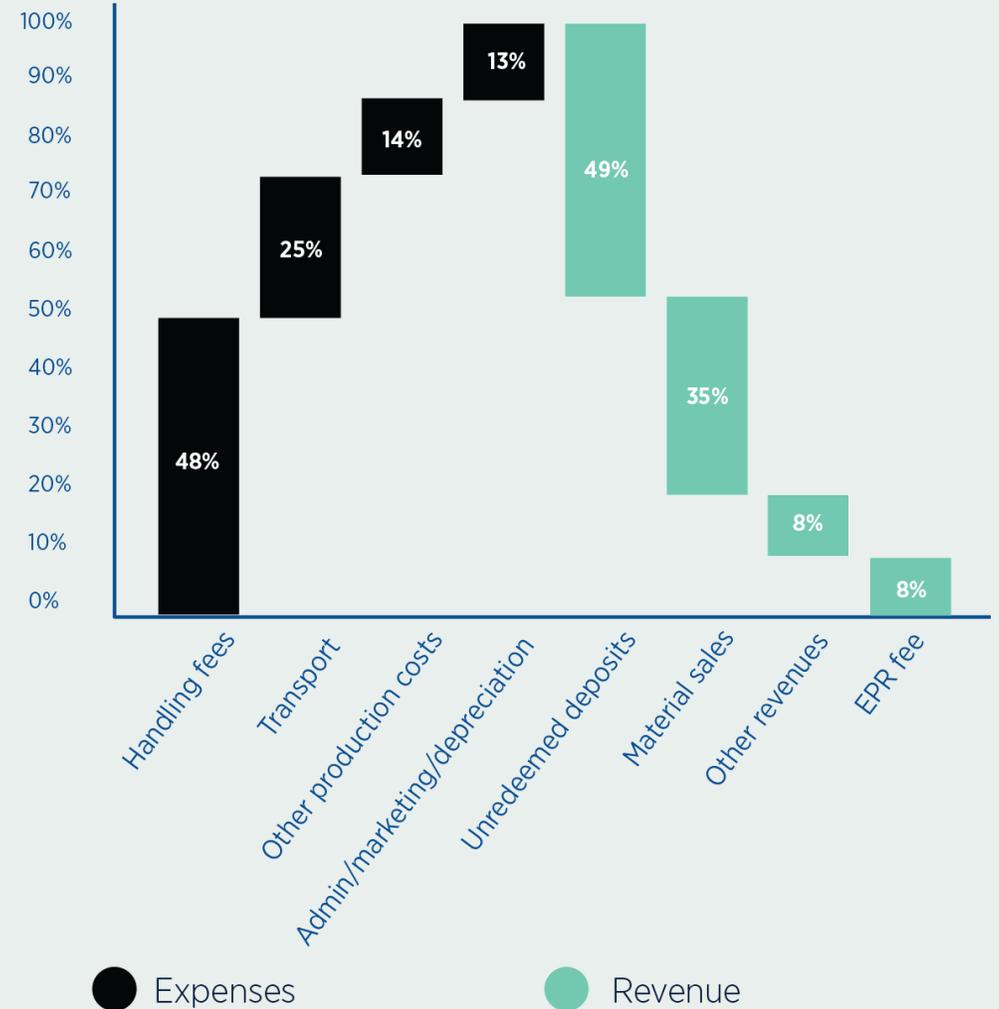


Trust is built into the system's processes through transparent management, a data-driven clearinghouse, and reliable redemption technology.

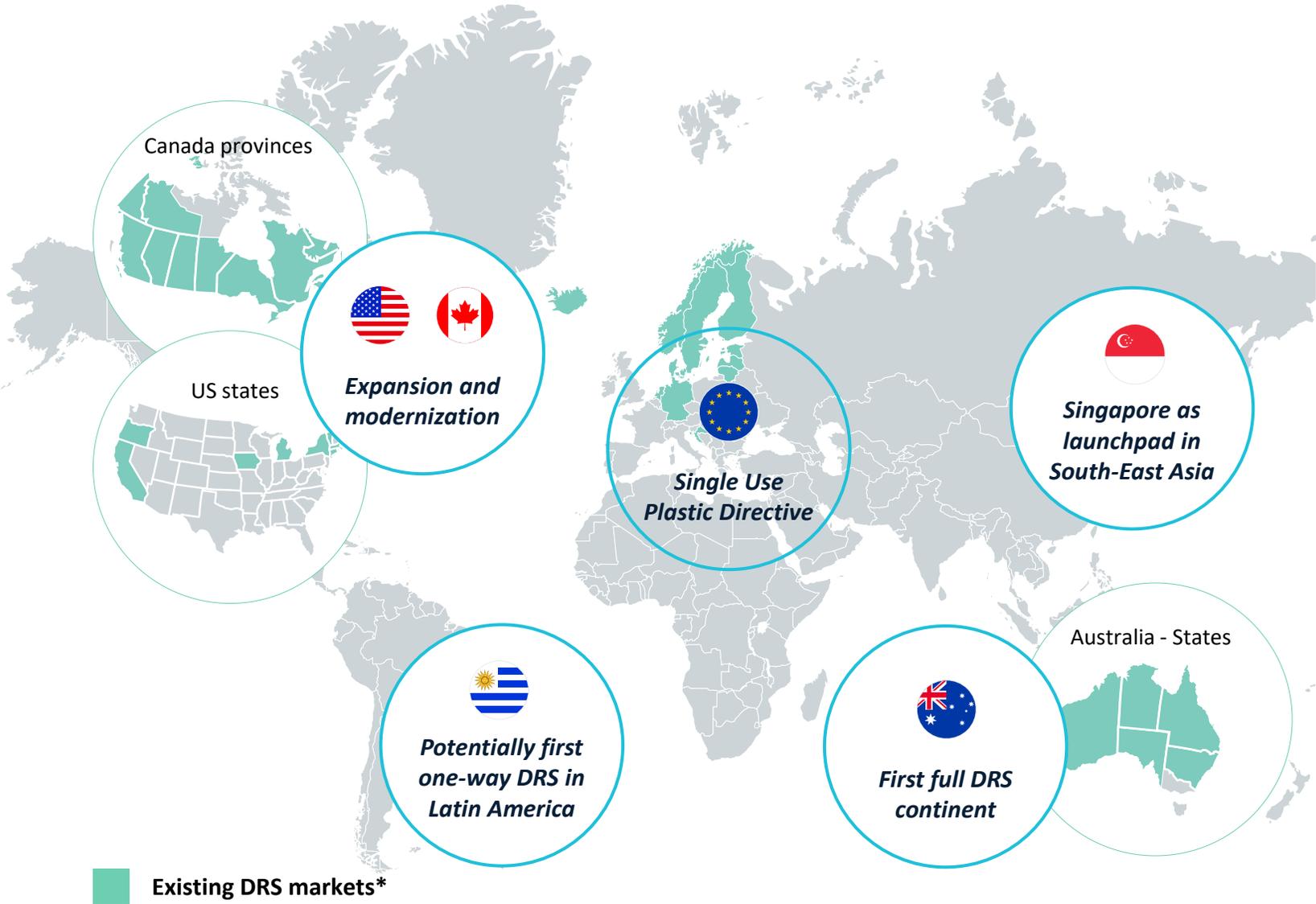
Reinvestment of unredeemed deposits and material revenue within the system

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

Profit and loss overview of Norway's Central System Administrator (2019)



Legislative outlook supports new and expanded Deposit Return Scheme (DRS) markets towards 2030

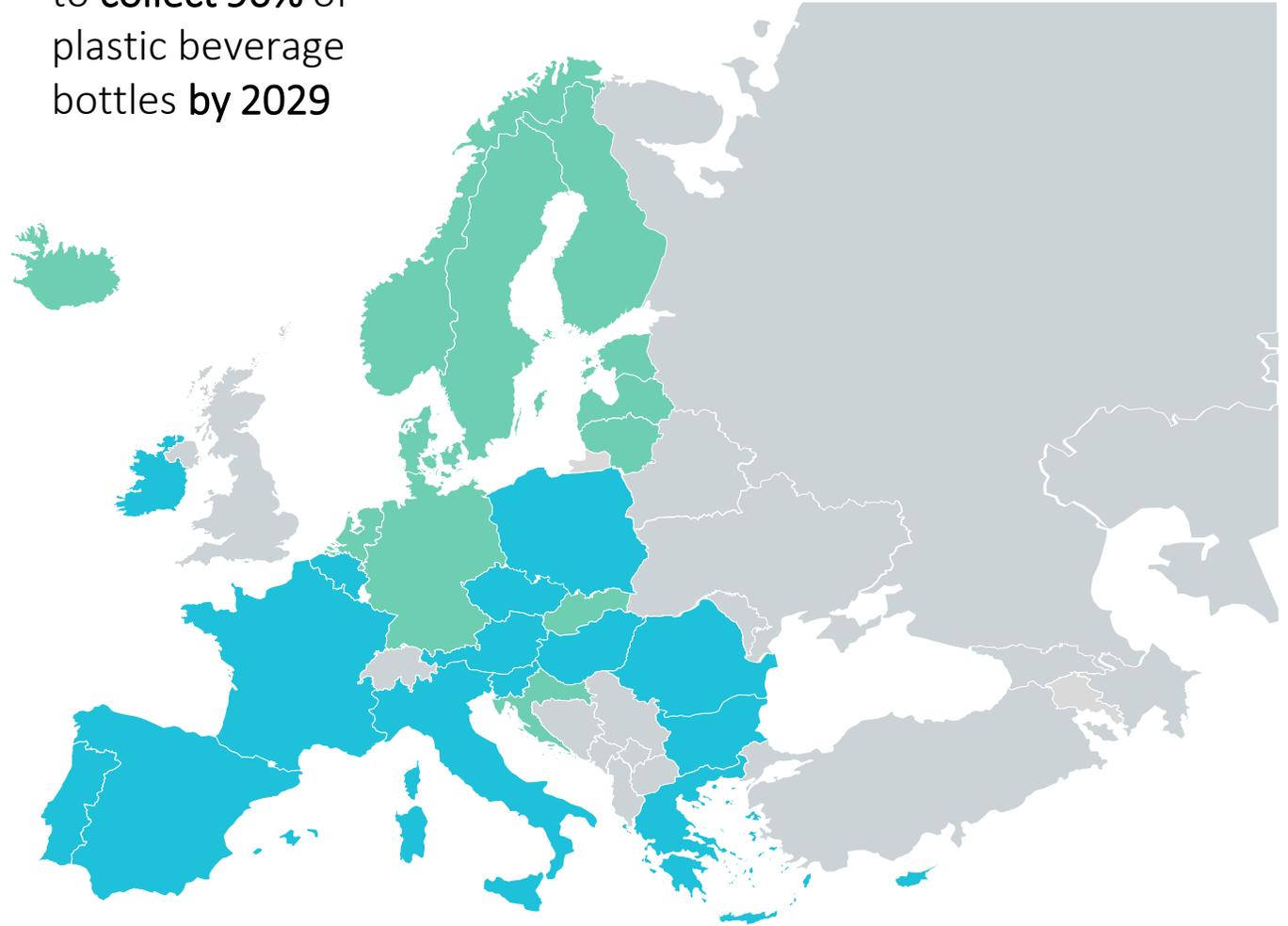


* In addition, some markets have refillable deposit systems such as: Austria, Belgium, Chile, Czech Republic, France, Hungary, Poland and South Korea

Europe and the Single Use Plastic Directive (SUPD) will be the main driver of new deposit markets towards 2030



All EU member states to collect 90% of plastic beverage bottles by 2029



Existing DRS markets* EU countries

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

Strong local presence in existing and upcoming European deposit markets



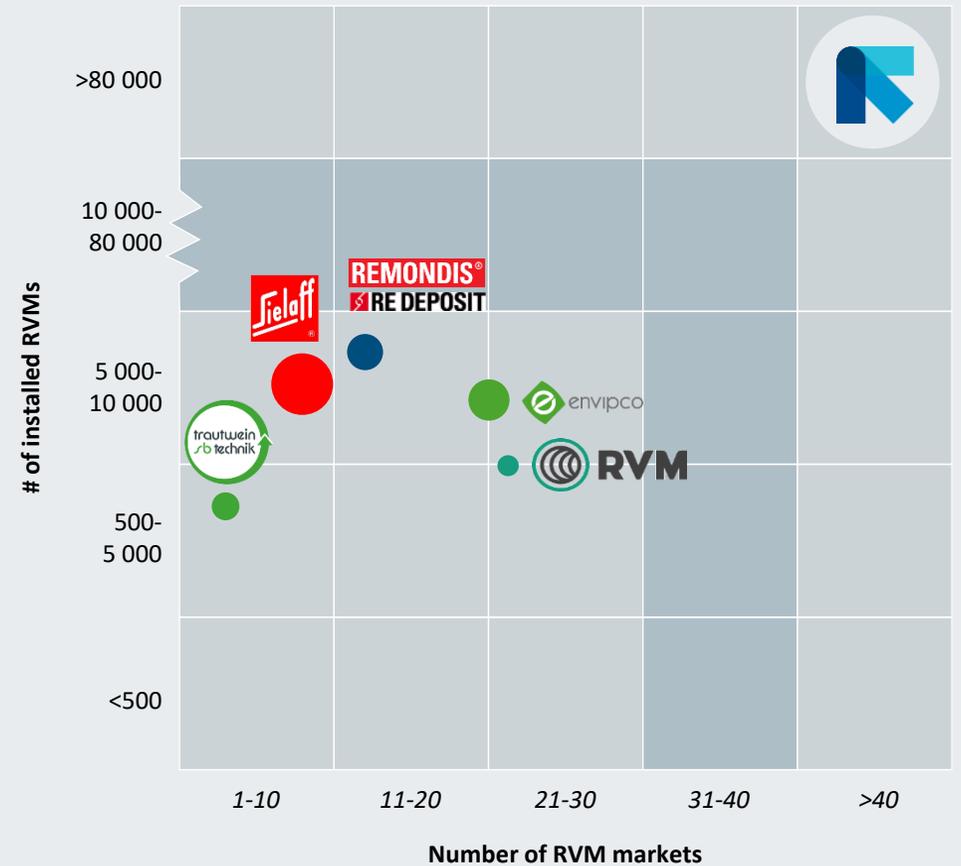
Establishing local TOMRA entities and building local presence and partnerships early is key in our go to market strategy



Existing DRS markets* EU countries

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

Global market leader in reverse vending solutions



Source: TOMRA estimates and analysis

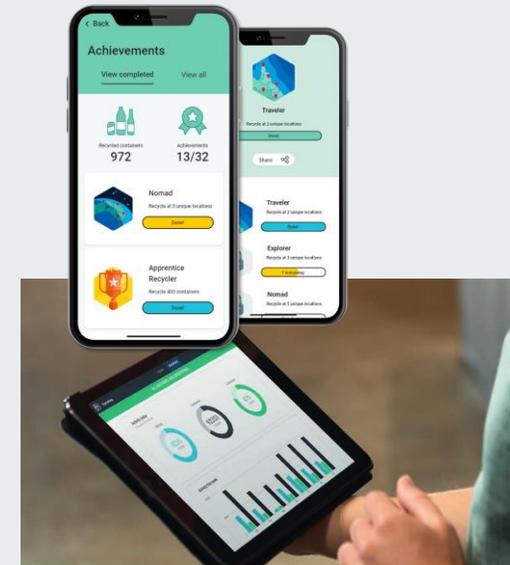
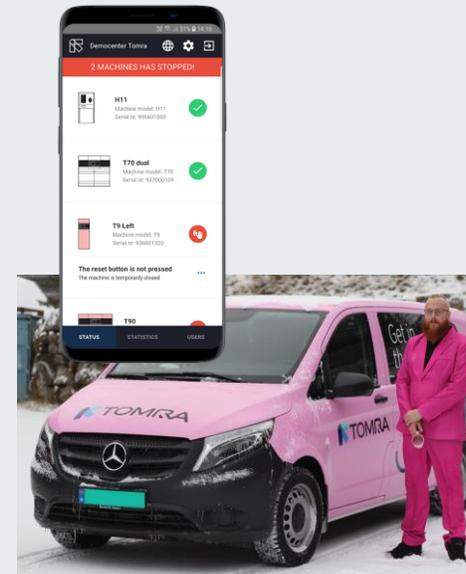
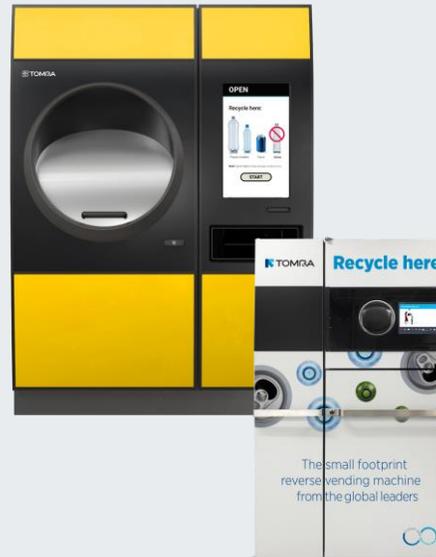
Customer centricity is at the core of our innovation strategy

A great recycling experience

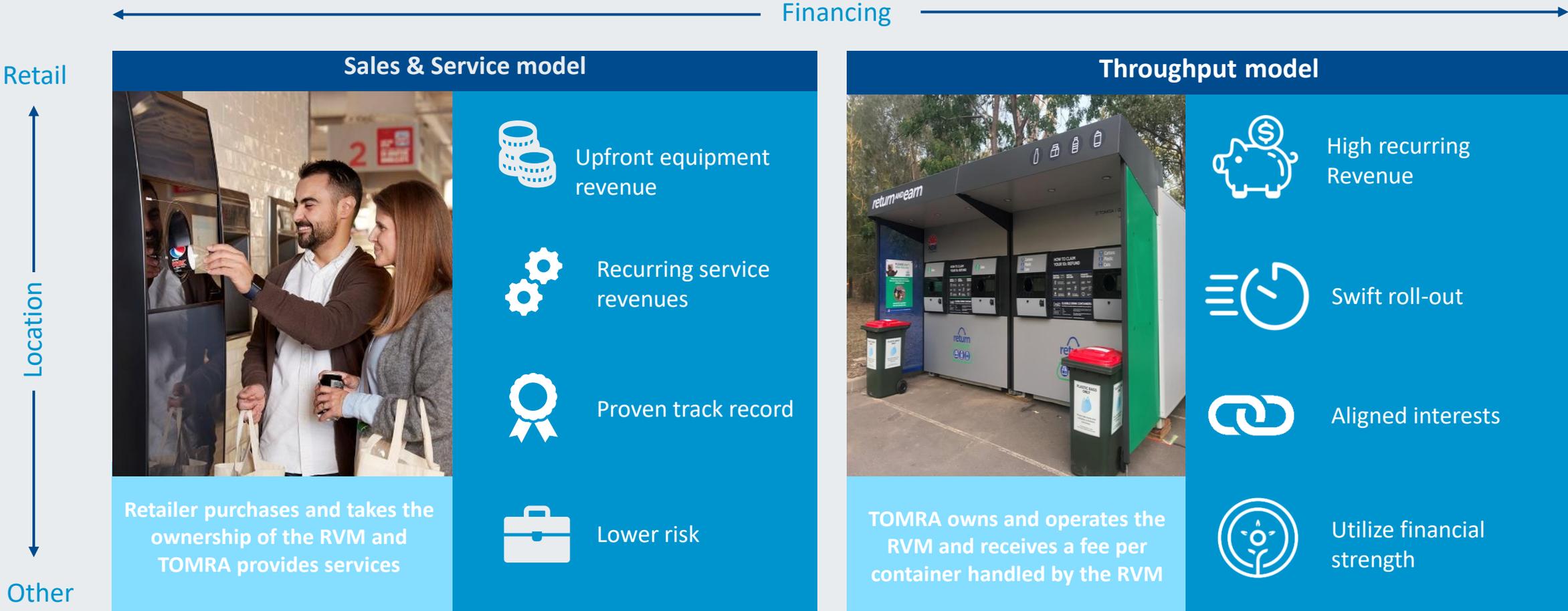
Efficient operations for peace of mind

A smart investment for long-term benefits

Strategic aspiration: Innovate **the most attractive** solutions and the best customer experience

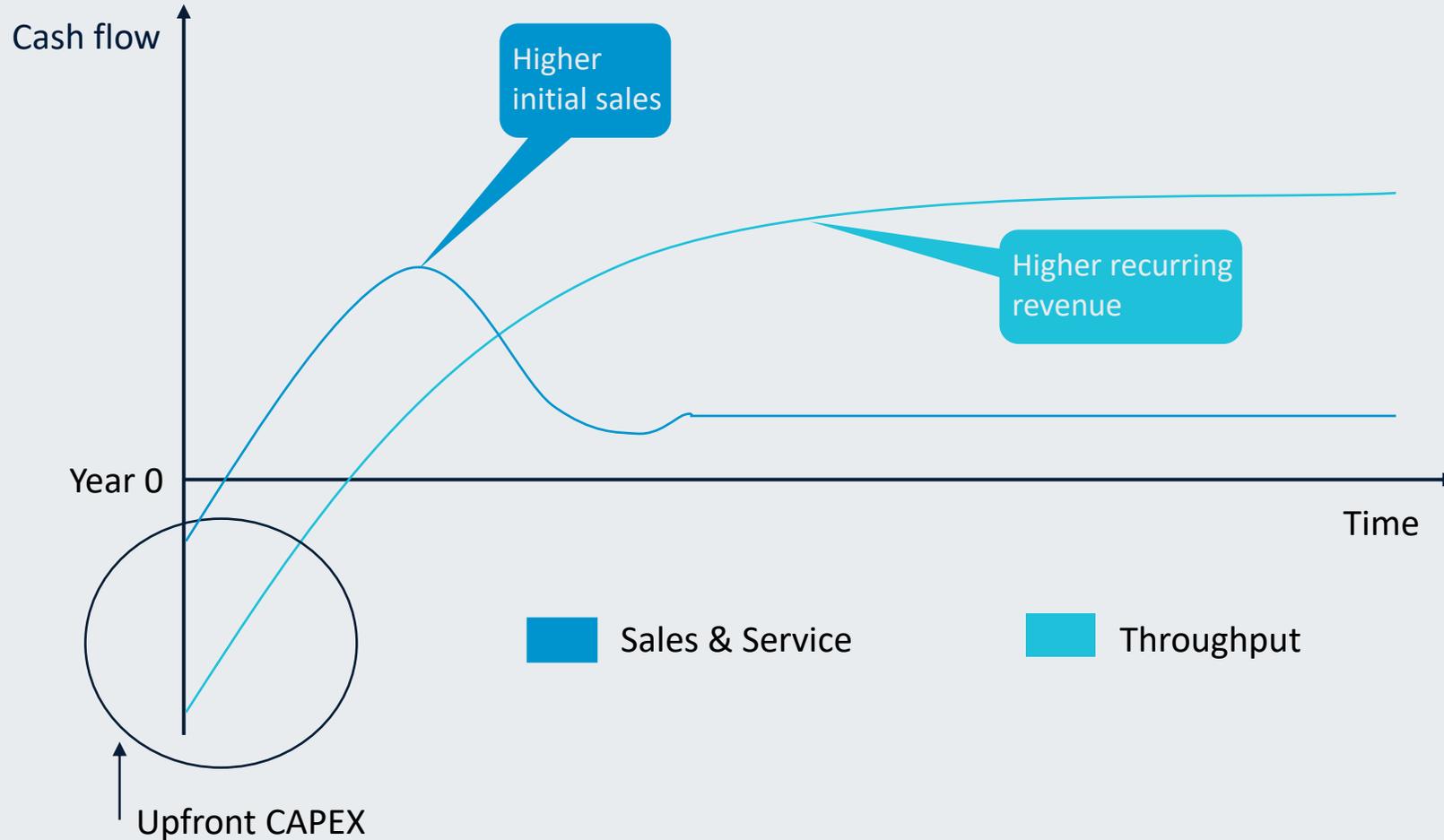


Business model expertise across deposit systems



Cash flow profiles of the two business models

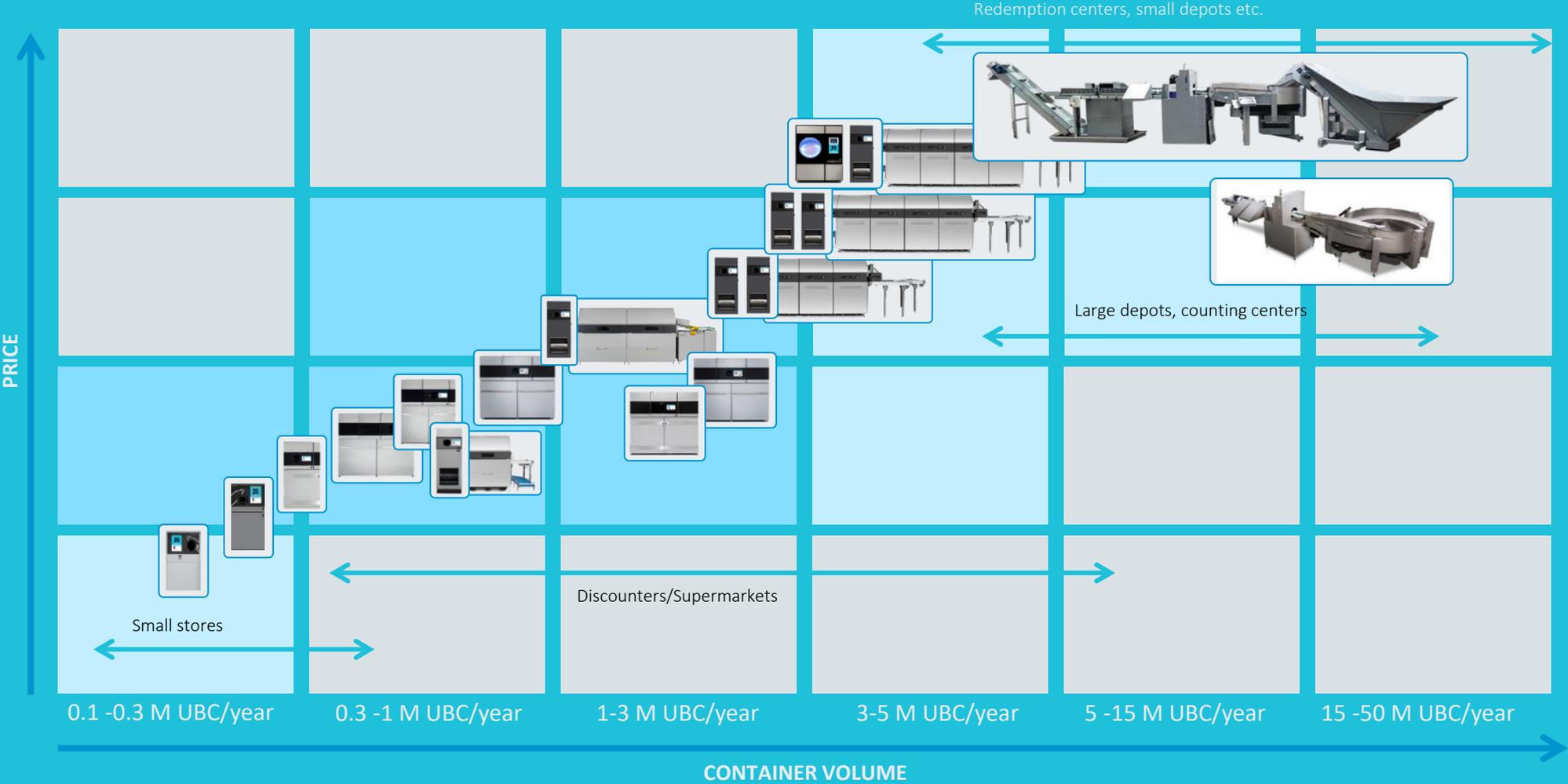
Illustrative cash flow profiles per machine



Throughput model return profile

-  Higher CAPEX needs
-  Up-front investment
-  More 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



EI LASIPULLOJA TÄHÄN
AUTOMAATTIIN, KIITOS

TOMRA

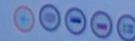
AUKI

a!



Huom! Tässä työssä käsitellään jäätteenkäsittelyä.
Lasipullot palautetaan erillisellä automaattilla.

AVAA LUUKKU





RVM Kiosks



Reverse Vending Centres



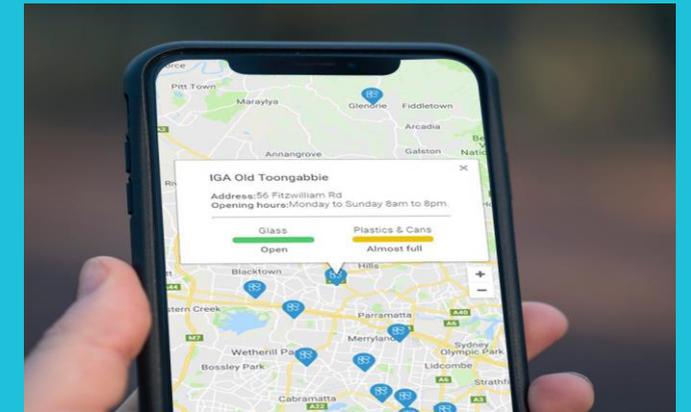
Single RVMs



Automated Depots



Over the Counter

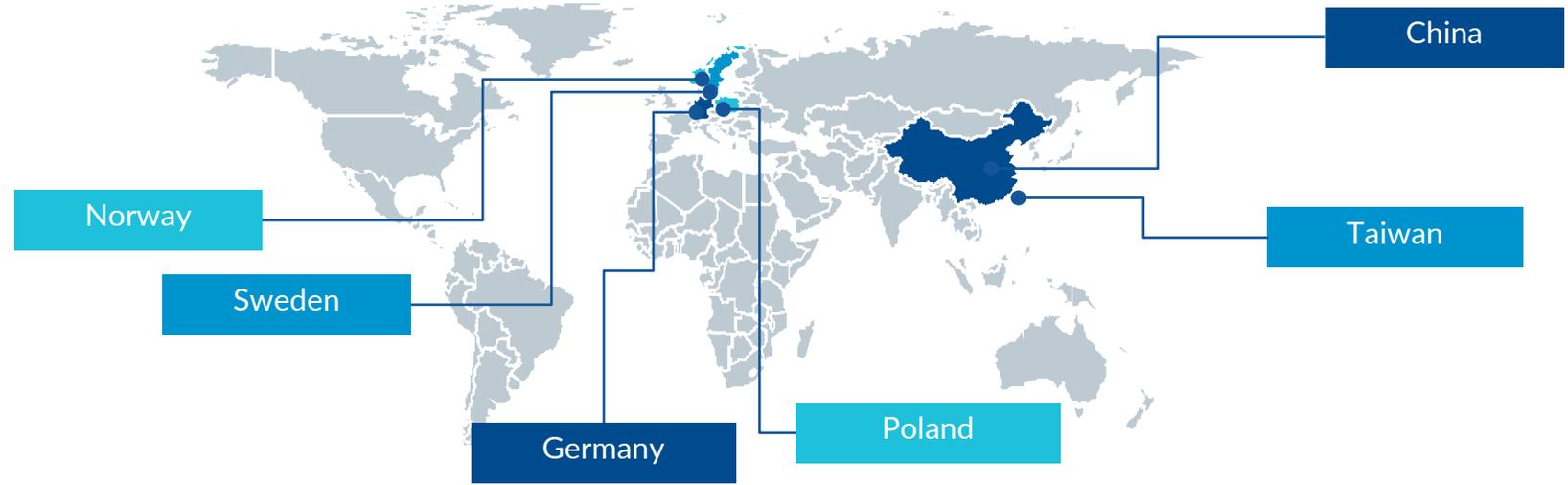


Scheme App

Global Supply Chain

Optimize global sourcing and production set-up

Current supply chain with country origin on purchased material



The goal

Support the market demands both on capacity and flexibility

Capable of annual delivery of up to 30.000 RVMs

Dual sourcing strategy in focus to reduce risk and exposure (increase European sourcing)



Our Big Hairy Audacious Goal

**500
BILLION**

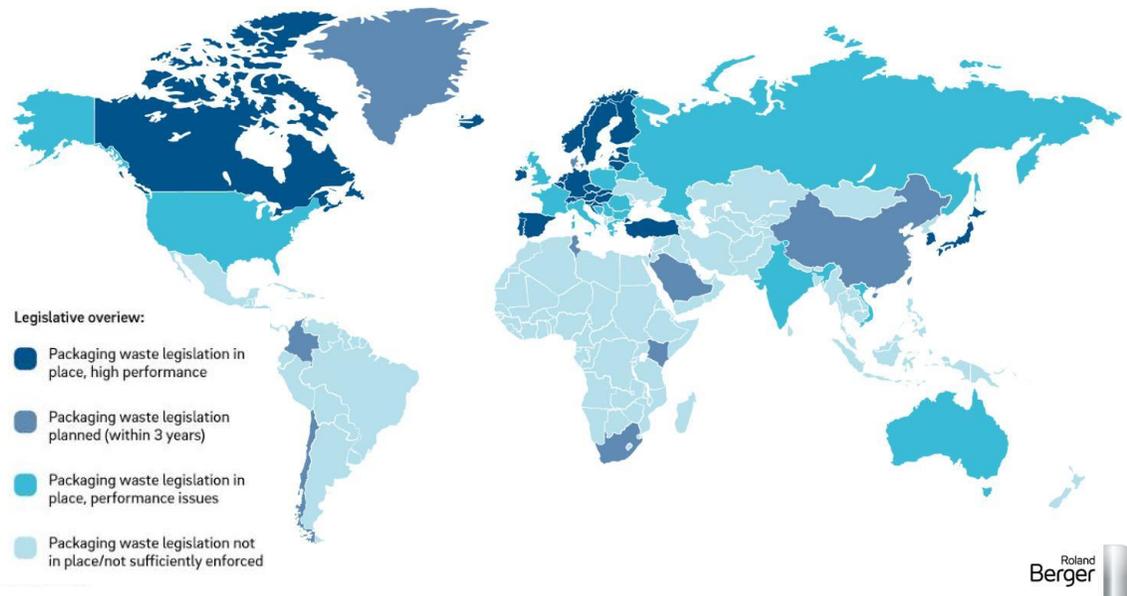
empty beverage containers
handled by TOMRA equipment
and collected for
clean loop recycling

TOMRA Recycling



There is a legislative push and market pull towards a circular economy

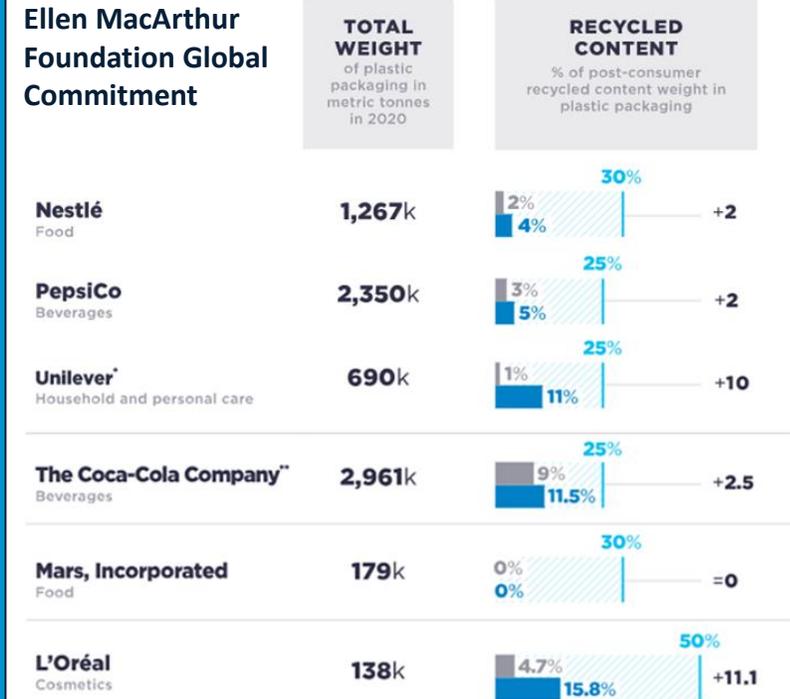
Overview of legislation for packaging waste at global-level



Extended Producer Responsibility policy is a key element, complemented by quotas, taxes, bans, and mandatory recycled content targets.

<https://www.rolandberger.com/en/Insights/Publications/Packaging-sustainability-2030.html>

Ellen MacArthur Foundation Global Commitment



Several strong commitments have been made; however, brands are still far away from reaching them.

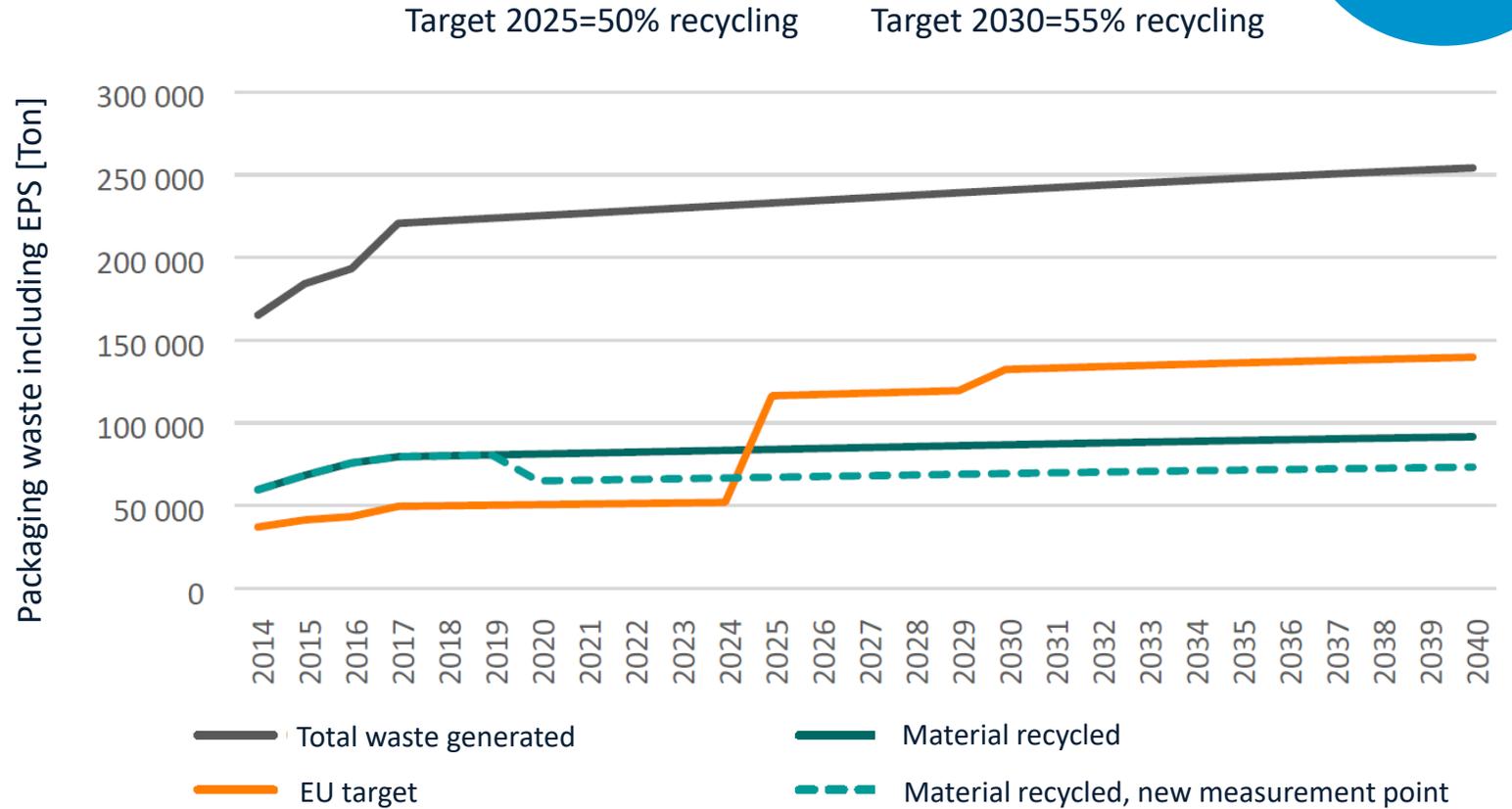
<https://ellenmacarthurfoundation.org/global-commitment/overview>

EU member states need to meet PPWD¹ targets for plastic recycling

¹ Packaging and Packaging Waste Directive



Example: Norway



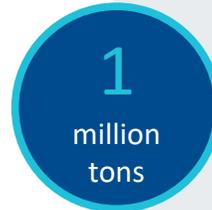
Source: Utkast til høringsnotat med konsekvensutredning, Miljødirektoratet, February 27th 2020

Strong commitment from the industry to use recycled polymers

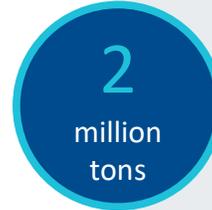
Selected global commitments (non-exhaustive)



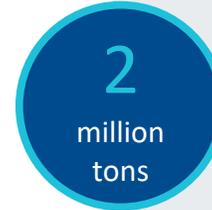
“Our ambition is to use 1 million tons of plastic waste a year in our global chemical plants by 2025”



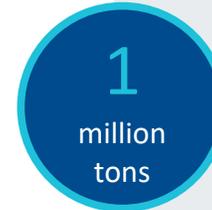
“Produce and market 2 million tons of recycled and renewable based polymers annually by 2030”



“Produce 2 million tons of sustainable (includes recycled and biobased) polyolefins by 2030”



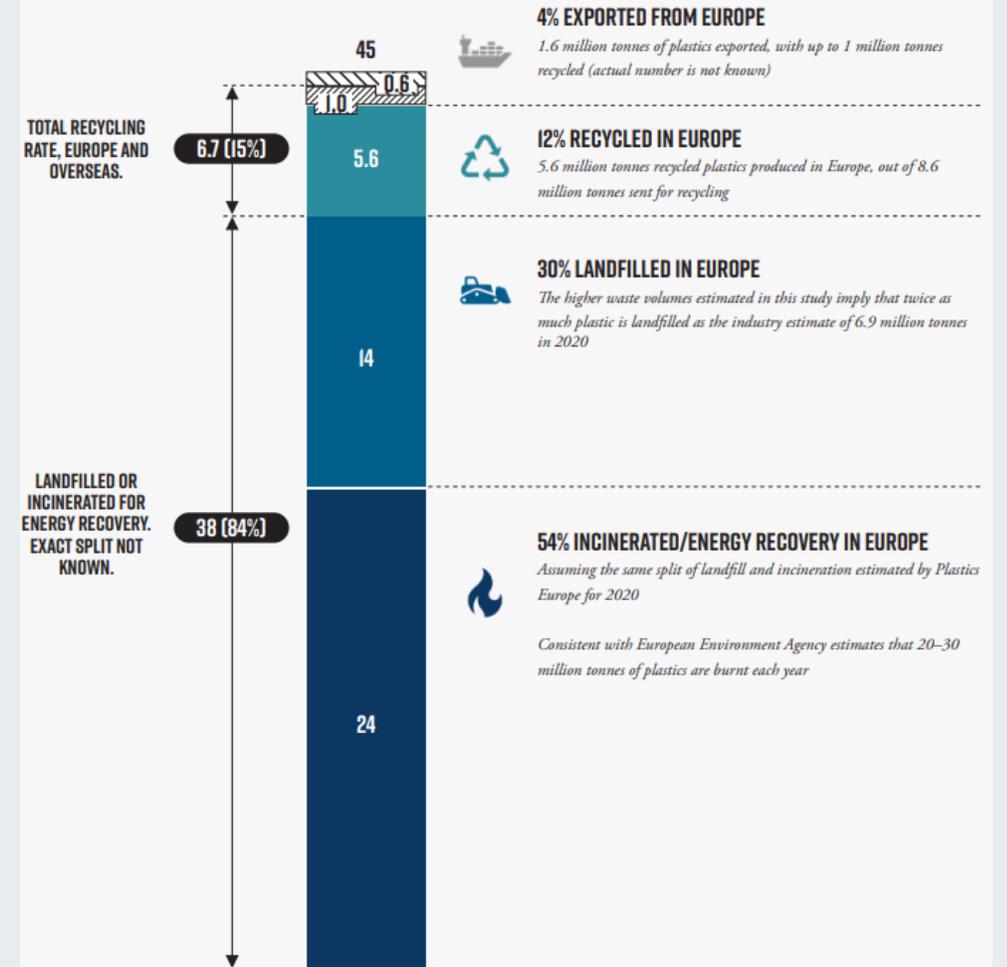
“By 2030, Dow will enable 1 million tons of plastic to be collected, reused or recycled through its direct actions and partnerships”



+ others

TREATMENT OF END-OF-LIFE PLASTICS IN EUROPE, 2020

TREATMENT OF EUROPEAN END-OF-LIFE PLASTICS, 2020
MILLION TONNES



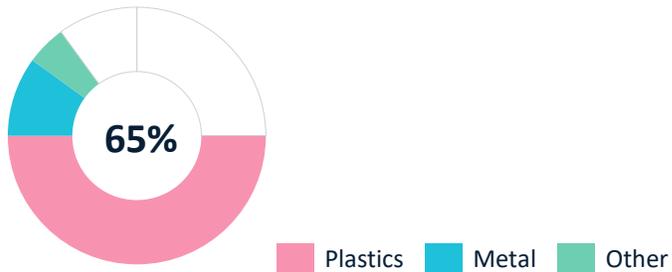
Sorting is essential for a circular economy



Waste sorting segment

Recover materials for recycling from both source separated and mixed household waste

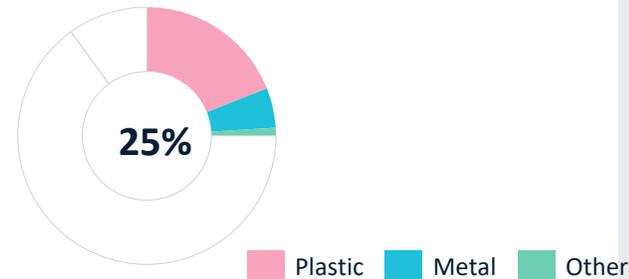
Segment share of installed base



Recycling segment

Upgrade material to pure fractions for high quality recycling

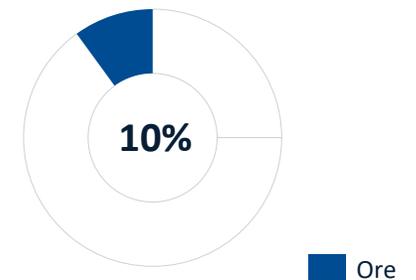
Segment share of installed base



Mining segment

Recovery and ore sorting to reduce environmental impact

Segment share of installed base

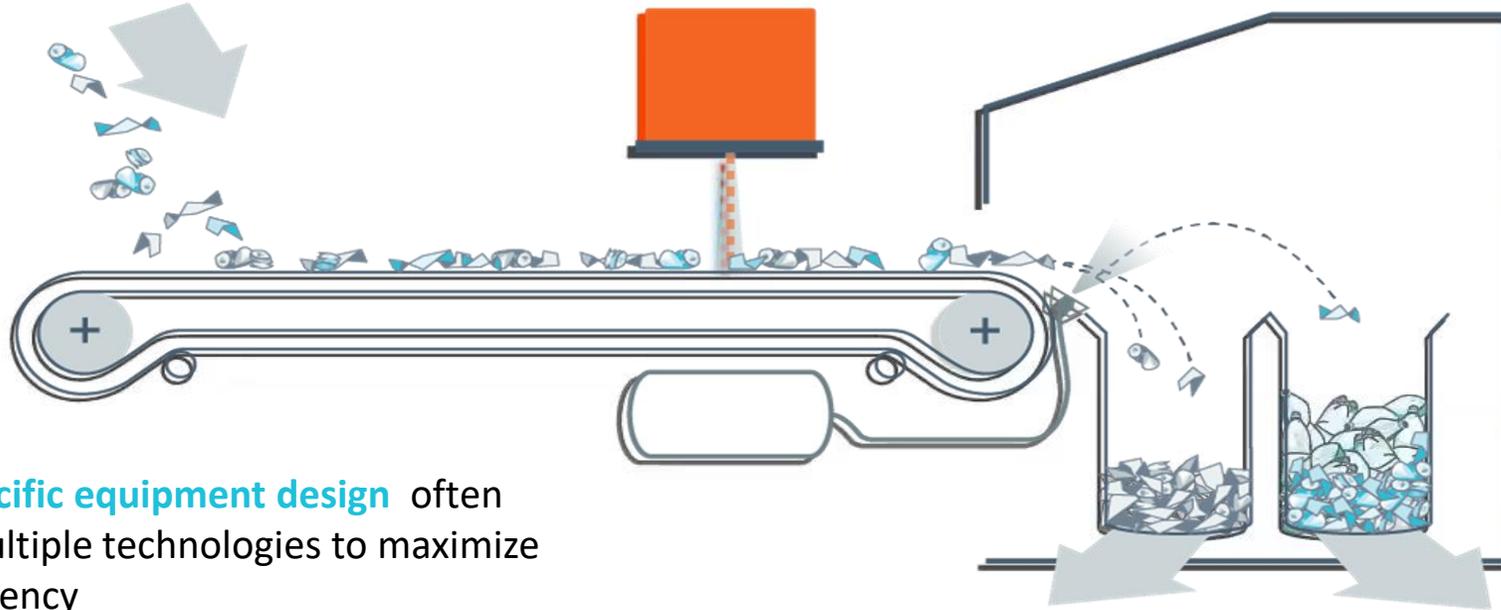


How does sensor-based separation work?

Feeding of unsorted material

High-tech sensors to **identify objects**

Automated sorting process using different sensors for different sorting tasks

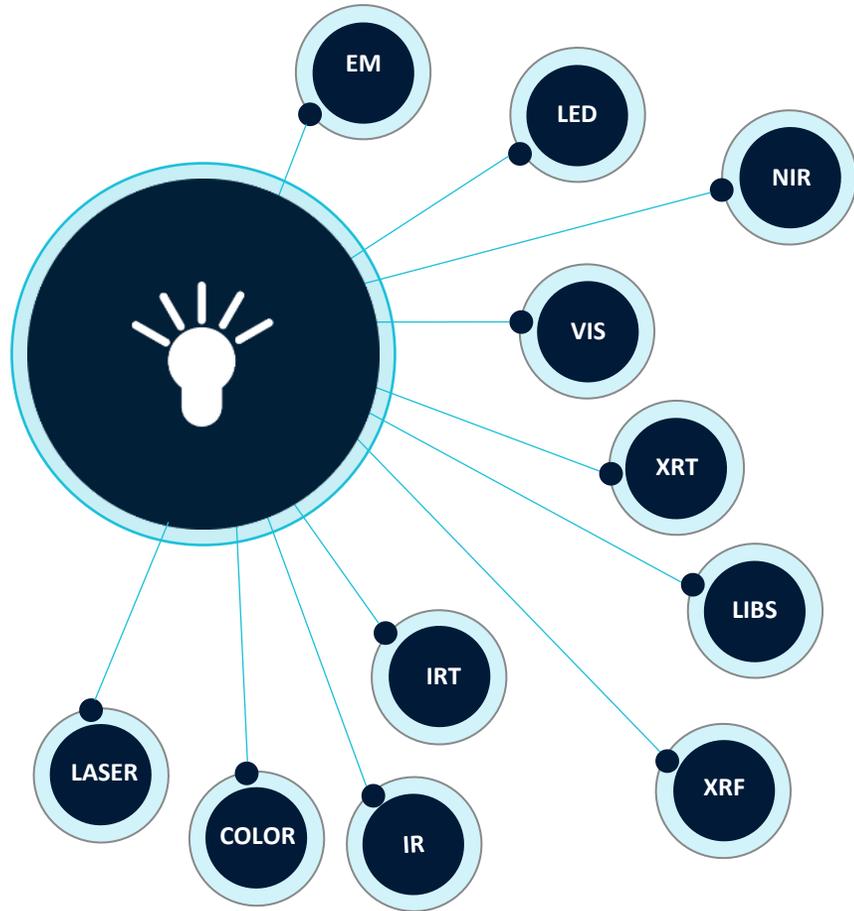


Precise ejection by ultra fast air jets

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)

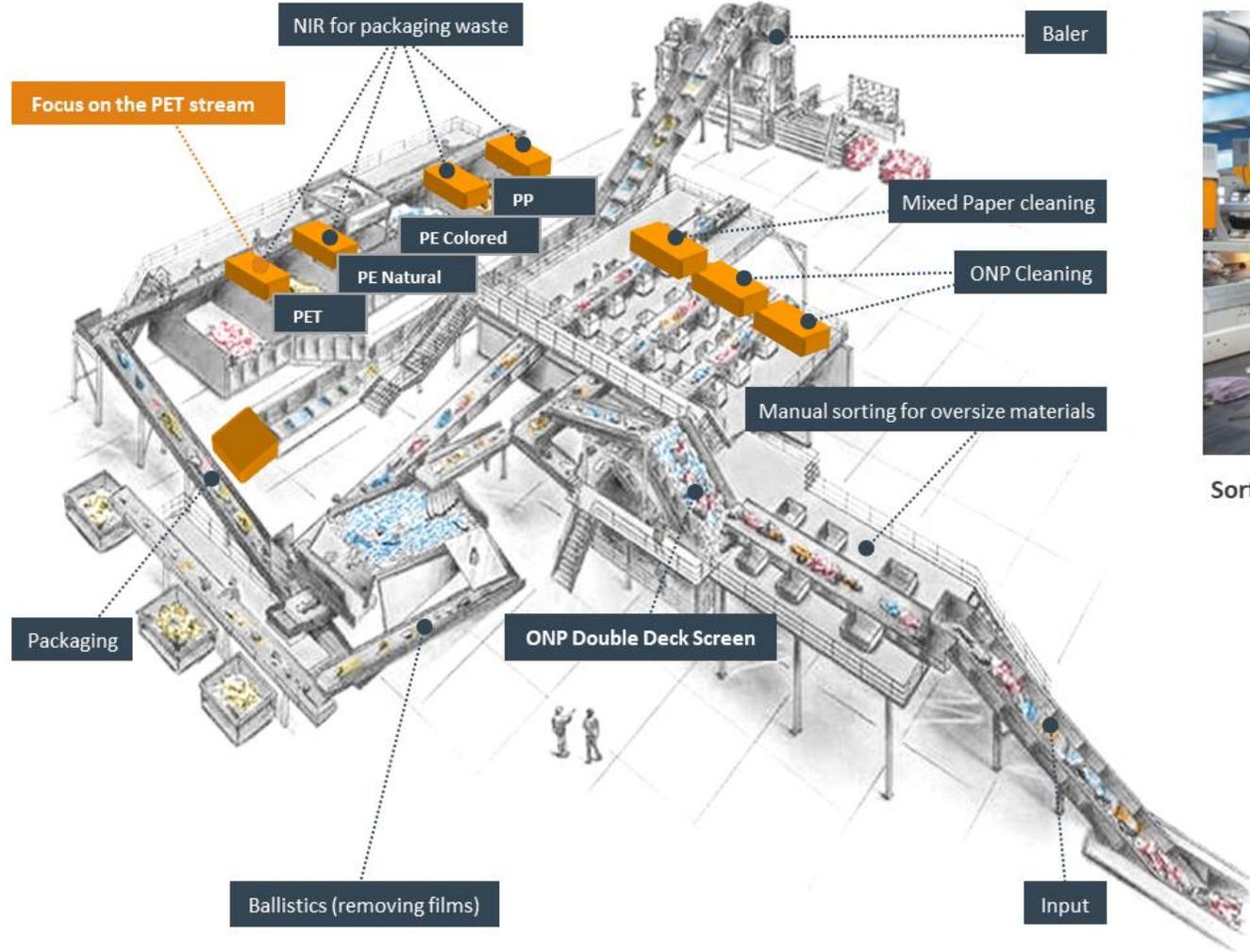
A broad sensor-based technology portfolio



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

	RECYCLING	FOOD
ELECTROMAGNETIC SENSOR (EM)	X	X
LED SPECTOMETRY (LED)	X	X
NEAR-INFRARED SPECTROSCOPY (NIR)	X	X
VISIBLE LIGHT SPECTROMETRY (VIS)	X	X
X-RAY TRANSMISSION (XRT)	X	X
LASER INDUCED BREAKDOWN SPECTROSCOPY (LIBS)	X	
X-RAY FLUORESCENCE (XRF)	X	
INFRARED TRANSMISSION (IRT)		X
IR CAMERA (IR)		X
COLOR CAMERA (COLOR)	X	X
LASER REFLECTION/FLUORESCENCE (LASER)	X	X

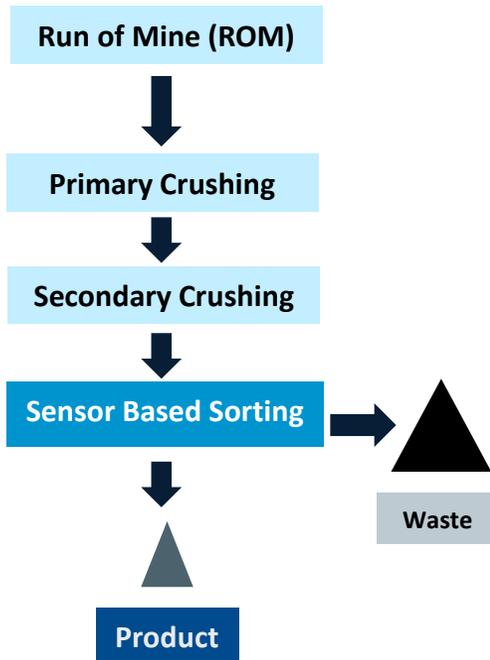
Automation with TOMRA units



Sorting of Municipal Solid Waste, Cyprus

The concept of sensor-based sorting in mining

Mining process: Industrial minerals

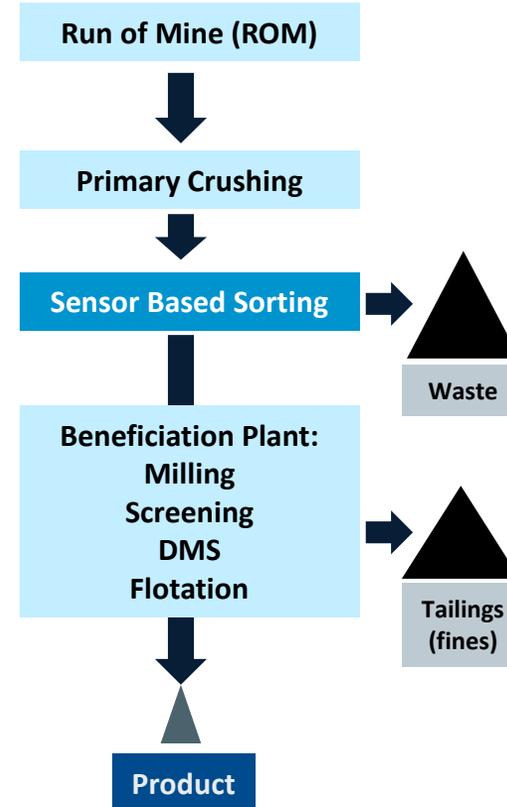


Current segment



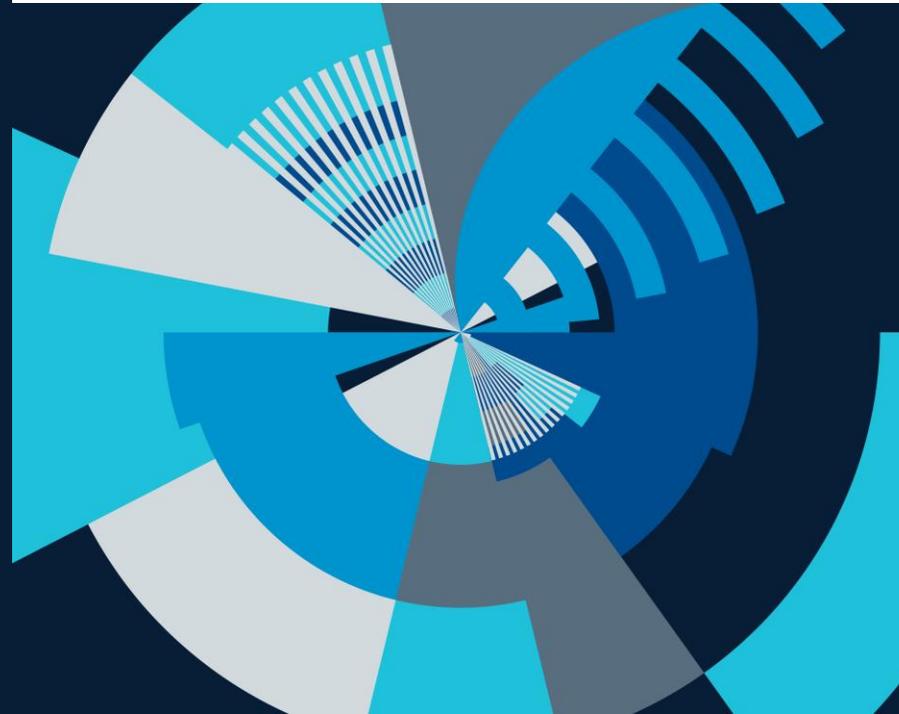
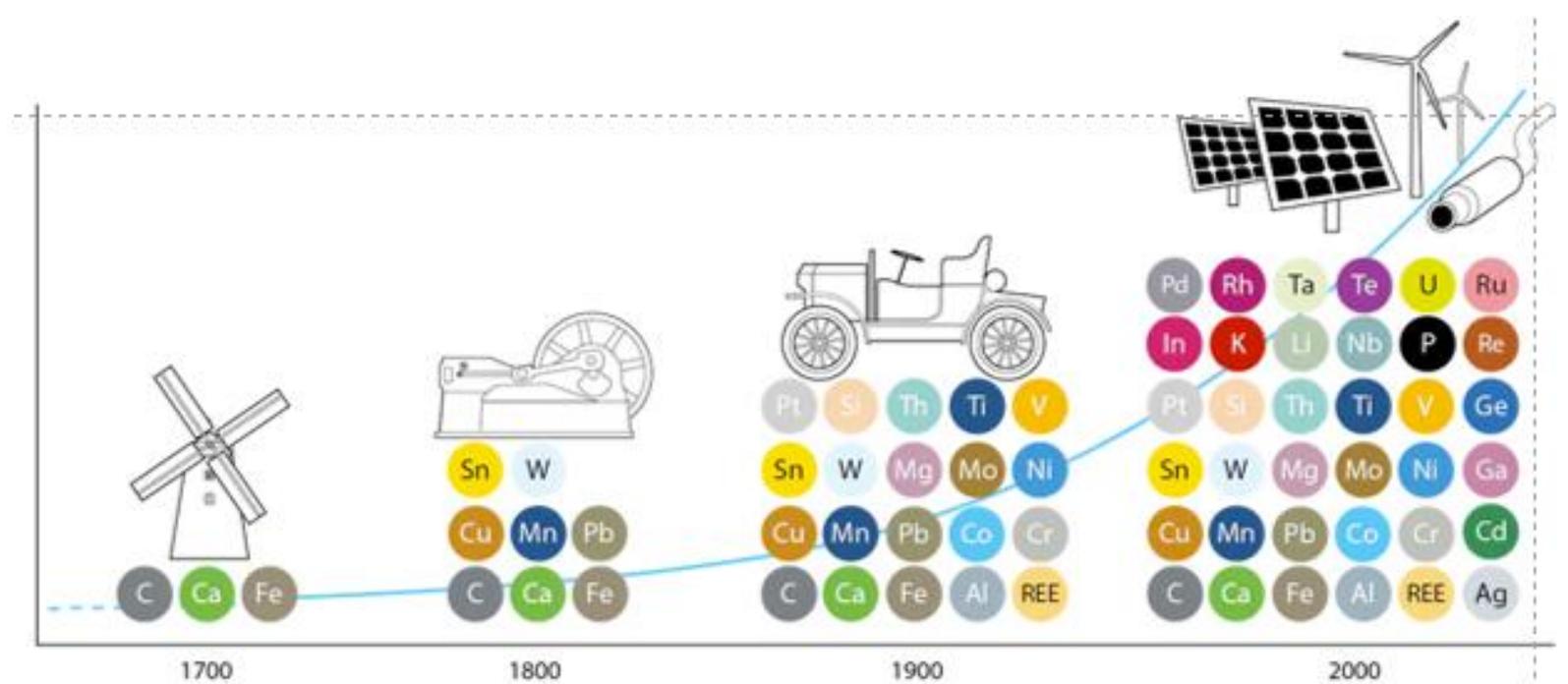
- 15% to 50% of the ROM can be rejected in an early stage of the process (application dependent)
- These low grade waste rocks don't need to be transported, crushed, grinded or further treated

Mining process: Metal mining



Potential new segment

The essential nature of mining means that the industry needs to make a leap towards a more sustainable future



Our ore sorting solutions enable the mining industry to reduce their footprint

Ore sorting is used to:

- Reduce operational impact and footprint by splitting the “good” and the “bad” materials early in the process
- Extend the lifetime of a mine
- Reclaim valuables for stock piles

EFFECT OF SENSOR-BASED SORTING (SBS)	VALUE-ADD:		SAVINGS
	ENVIRONMENT	COST & PRODUCTIVITY	
Decreased energy consumption (Transport, pumping & dewatering, disposals)	✓	✓	<ul style="list-style-type: none"> • 15 kWh saved per ton of material • 2% to 3% of the world energy consumption is used for crushing, screening and milling
Decreased water consumption (Cooling, transport in the process)	✓	✓	<ul style="list-style-type: none"> • 3 to 4 m³ water saved per ton of material
Reduced carbon footprint	✓	✓	<ul style="list-style-type: none"> • CO₂/Green counter, 7.5 kg per ton of material sorted • TOMRA Sorters saved ~124,000 metric tons of CO₂ in 2018
Decreased Transport cost		✓	<ul style="list-style-type: none"> • Costs down €0.30/ton/km
Chemical usage decrease (Flotation reagents, acid for leaching and cyanide)	✓	✓	<ul style="list-style-type: none"> • A few grams up to a few kilos per ton
Reduced tailings (fine particles)	✓	✓	<ul style="list-style-type: none"> • 3 m³ tailings volume per ton (2 m³ material plus 1 m³ water)
Productivity increase (De-bottleneck conventional process)		✓	<ul style="list-style-type: none"> • Per ton of waste 1 additional ton of ore production
Lifetime of Mine increased	✓	✓	<ul style="list-style-type: none"> • 30-50% longer life of a mine
Waste into value (Create sellable product)	✓	✓	<ul style="list-style-type: none"> • The coarse waste rejected can be sold (for a low price)
Legislation		✓	<ul style="list-style-type: none"> • Up to 3 years quicker approvals
Reduced cut-off grade (Higher dilution in the mine, process marginal dumps)		✓	<ul style="list-style-type: none"> • 30-50% more reserves

Our solutions enable recovery of recyclables from different waste streams



AVL Leipzig, Germany

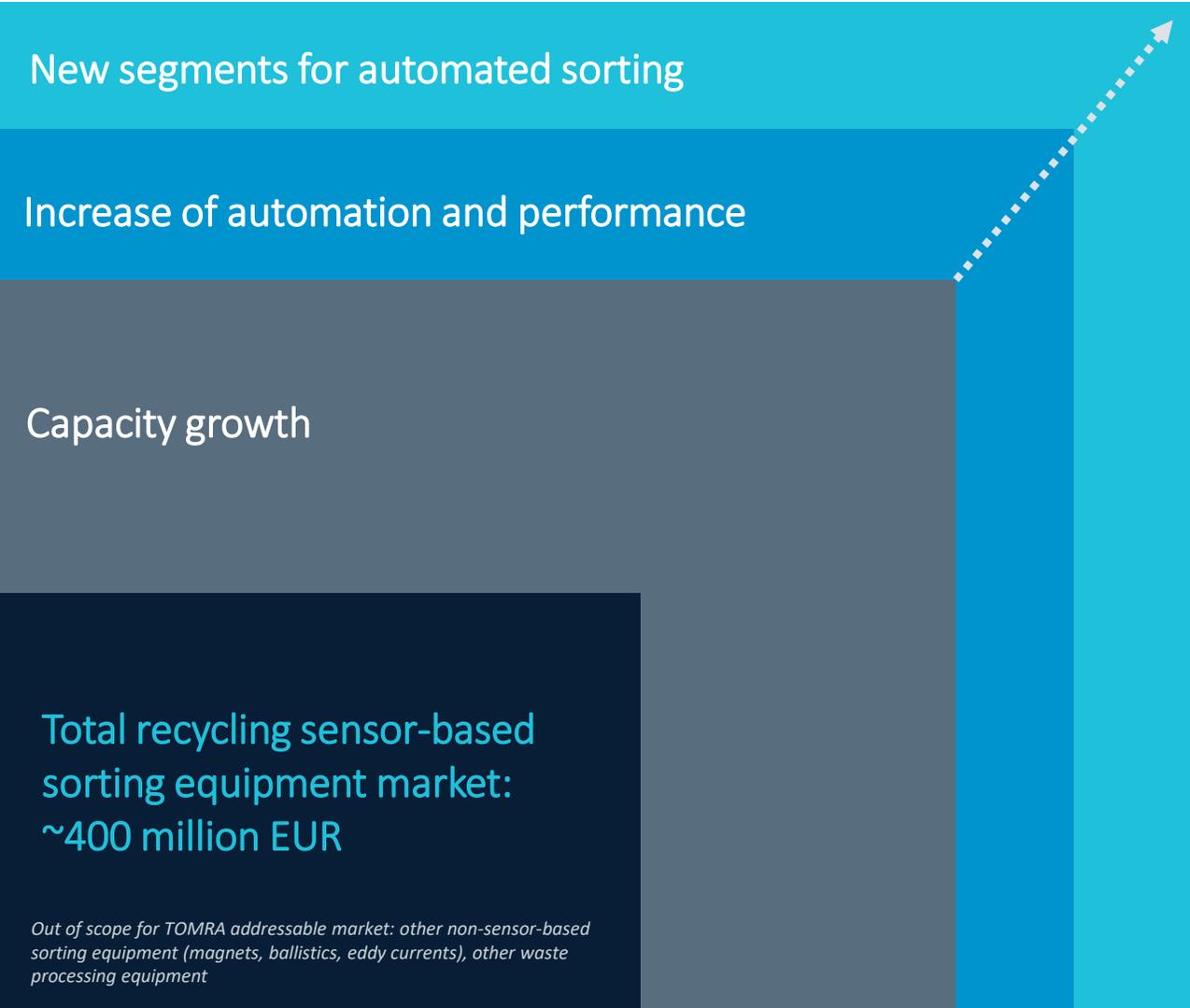
A modern packaging sorting plant can contain up to 60 NIR sorters



Mixed Waste Sorting Plant IVAR, Norway

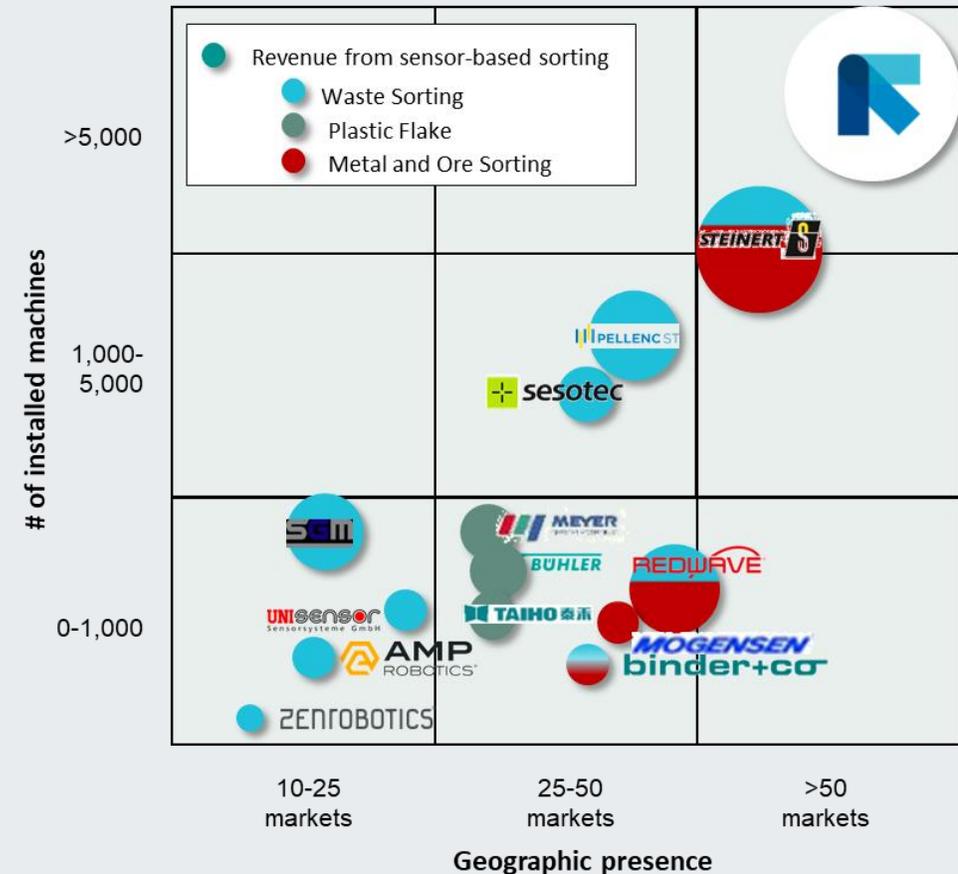
Our solutions can also recover valuables from residual waste streams

Our technology and innovations continue to push the boundaries of the recycling sorting market



Total recycling sensor-based sorting equipment market: ~400 million EUR

Out of scope for TOMRA addressable market: other non-sensor-based sorting equipment (magnets, ballistics, eddy currents), other waste processing equipment



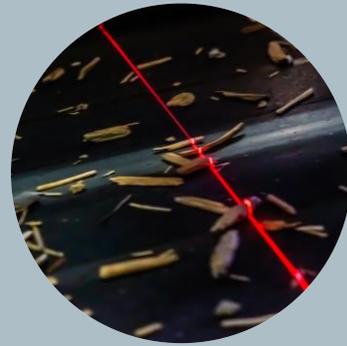
Our solutions close the loop by enabling high quality recycling



Plastics

We are actively pushing the boundaries of plastics recycling by:

- Demonstrating advanced mechanical recycling
- Supporting chemical recyclers



Wood sorting



Textile sorting



Alloy sorting

We are investing into the development of solutions for new segments

We have two strategic priority areas

Accelerate growth

Increase the recovery of recyclables

Enable high quality closed loop recycling

Provide leading solutions and innovations

Utilize cutting edge sensor technology

Exploit the power of deep learning

Deep market expertise and partnership

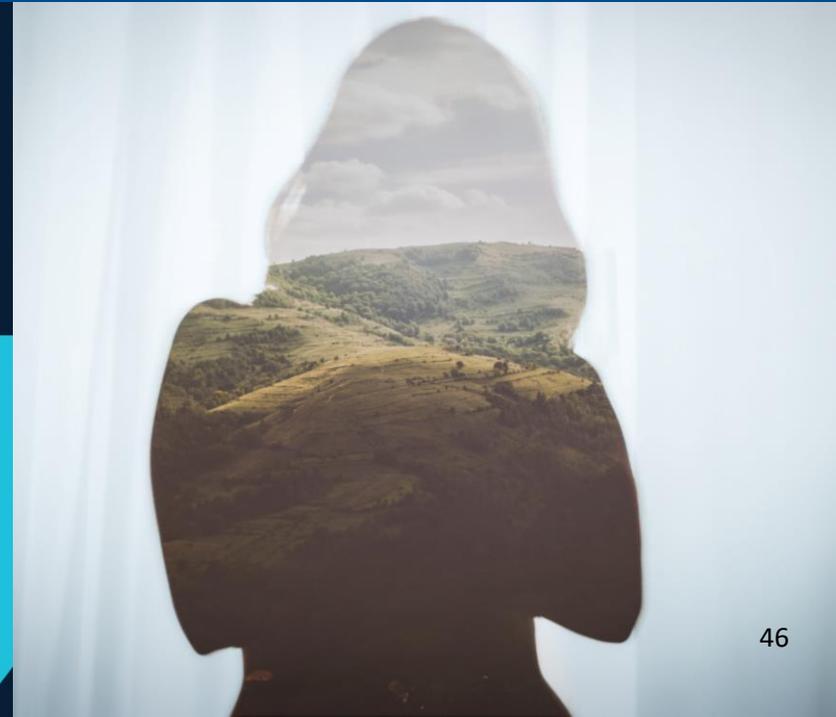
Develop digital solutions & services

Our commitment towards plastic packaging by 2030

30%

of post-consumer plastic packaging is recycled in a closed-loop

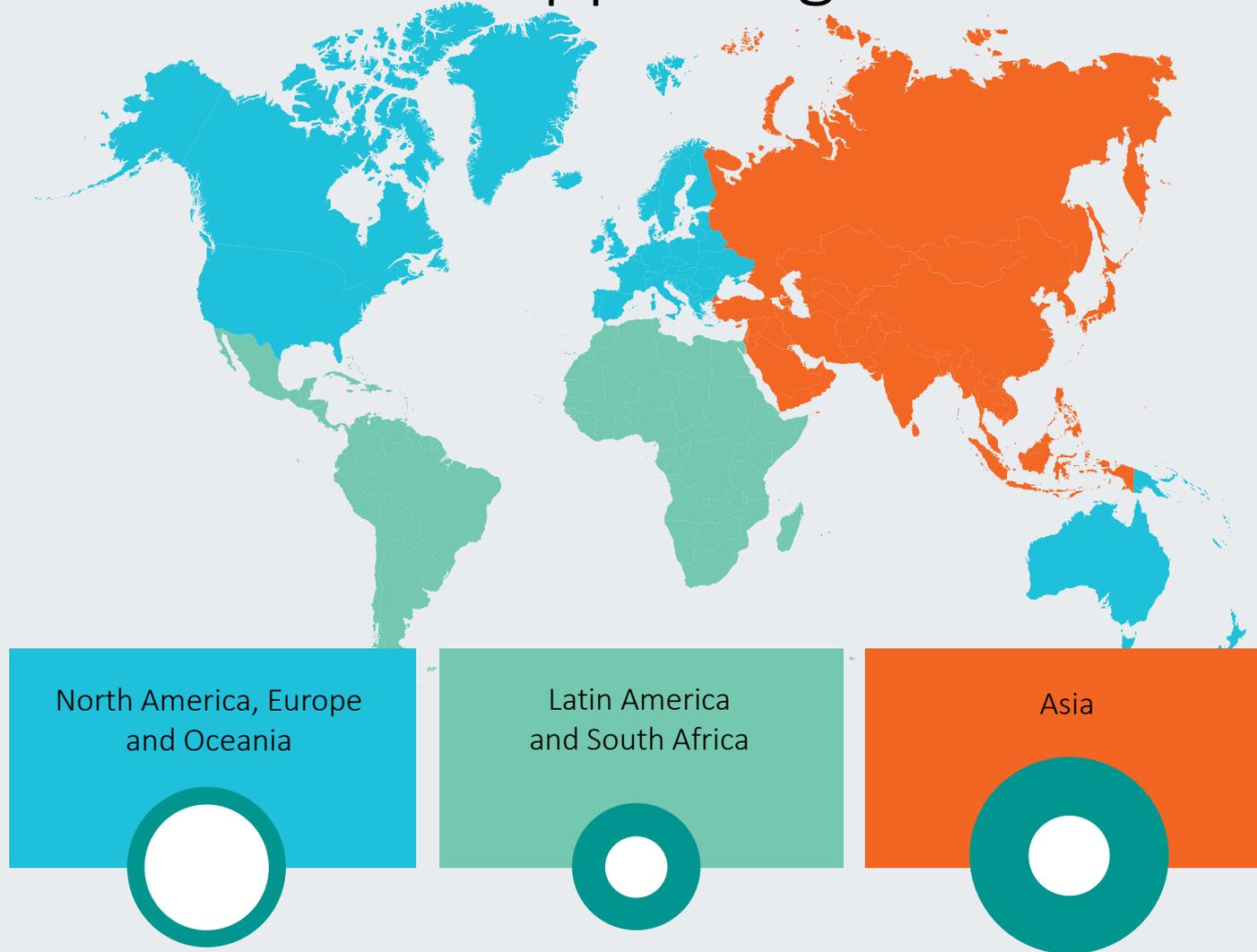
We are here to enable closed loop recycling solutions - material stream by material stream



TOMRA Food



Robust drivers supporting the market



Population growth and rise of the middle class



Continued loss and waste of food



Shift to automation and digital tools



Cyclical investments in different categories, regions and seasons

Automation Potential (illustrative)



Potential



Current level

TOMRA Food with a strong value proposition

Why Automate



Food safety



Quality improvement



Yield increase



Reduce labor



Cost savings



Minimize food loss and waste



Why TOMRA

Know-how

Expertise to transform the food industry

Technology

Best-in-class sorting and grading solutions, and digital insight

Partnerships

With local understanding, global know-how and long-term relationships

Food Categories



Potatoes



Nuts & Dried Fruit



Vegetables



Apples



Citrus



Berries



Cherries



Fresh Cut



Avocados



Kiwifruit



Grains & Seeds

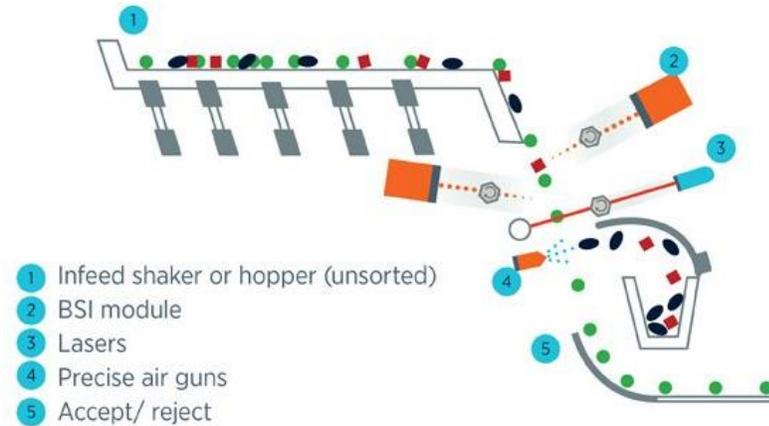
Three ways of sorting within the Food segment

Free fall (Channel / Chute)	
Application	Seeds, rice, grains
Sensor tech.	Camera (simple)

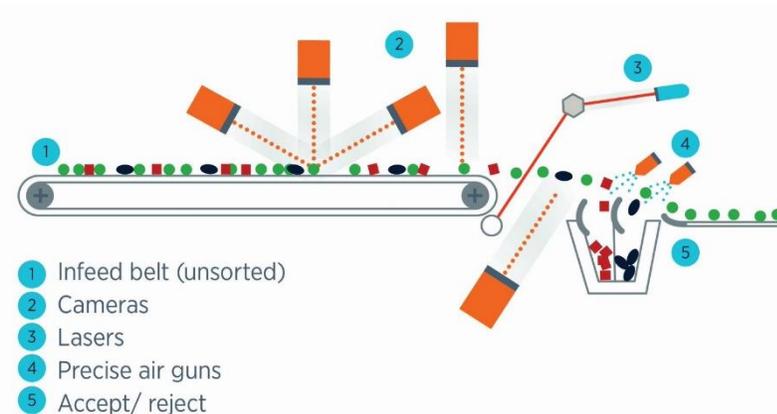
Belt	
Application	Prepared /preserved veg. and fruit
Sensor tech.	Several (complex)

Lane	
Application	Fresh produce
Sensor tech.	Several (medium)

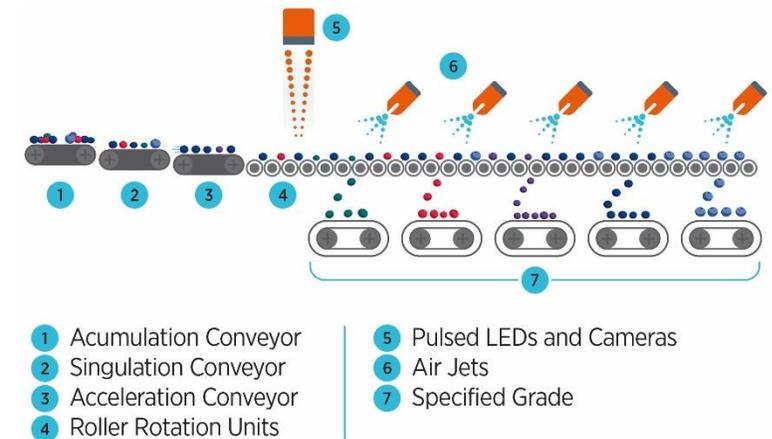
Chute or Channel sorter



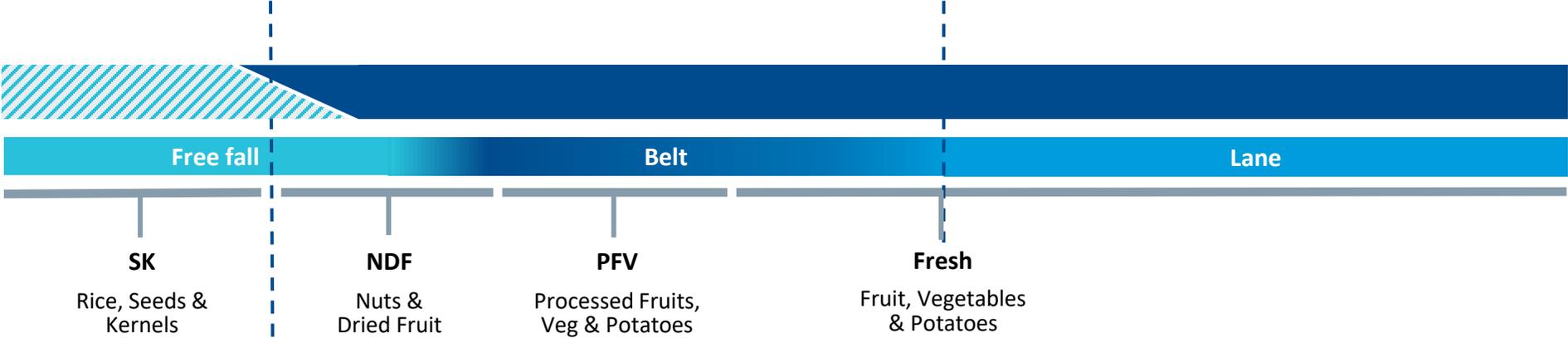
On belt inspection



Lane grading



TOMRA has established the broadest footprint within food sorting



BULK SORTING

SINGULATED SORTING

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

Leading market position

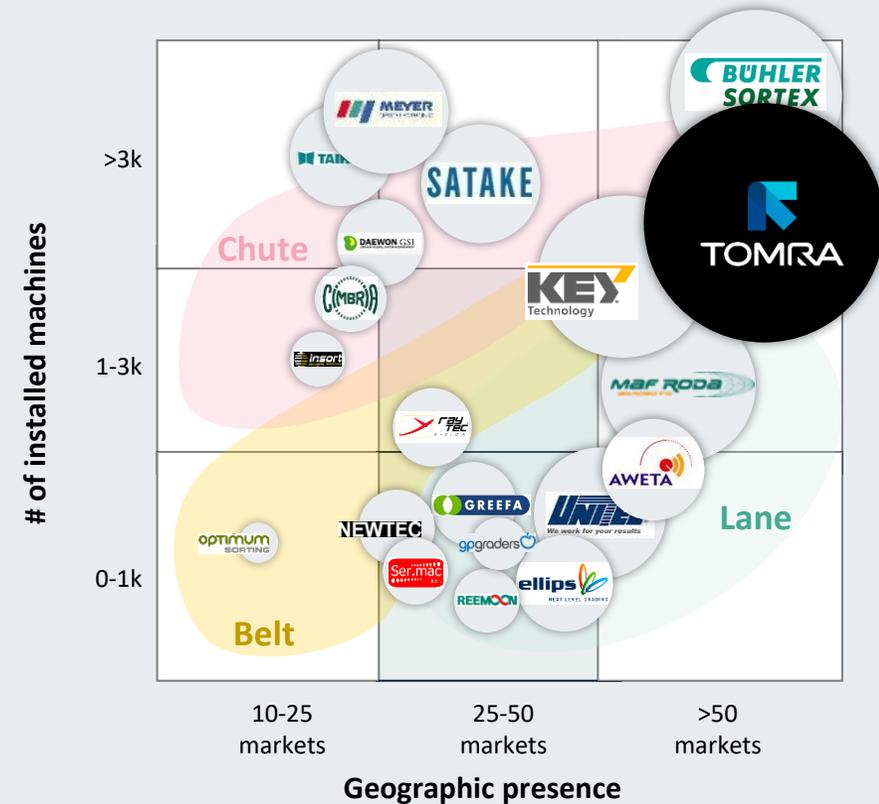
Total Food Sorting and Grading Market: ~1.5-2.0 EURbn

Addressable Food market: ~1.2 EURbn

TOMRA 2021: ~0.3 EURbn

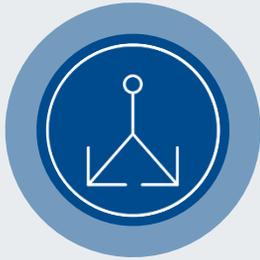
Overall market share 25-30%

Based on TOMRA analysis, incl. service & spare parts



Size of bubble = Estimated revenue from sensor-based sorting and related peripherals within the addressable market

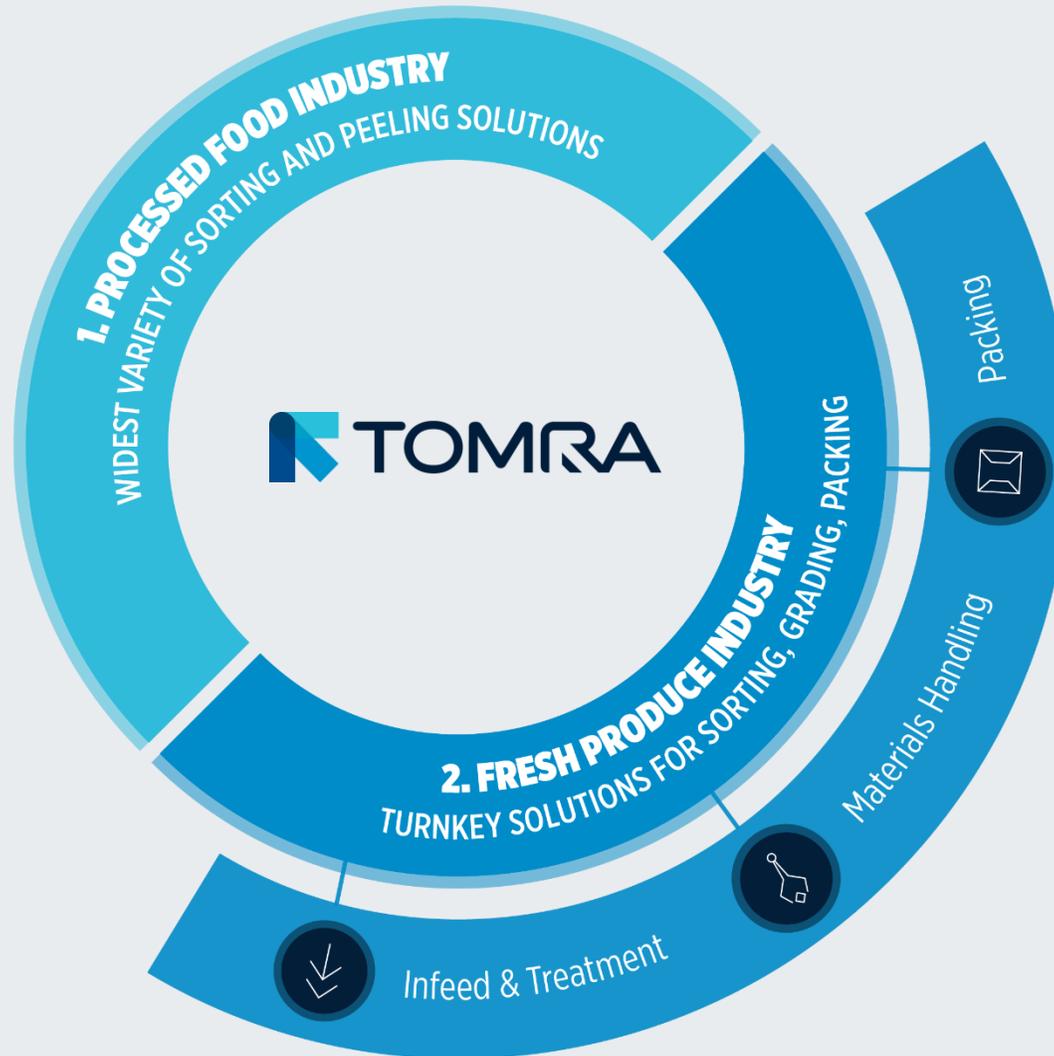
Leading technology position



Sorting &
Grading



Data &
Analytics



Artificial
Intelligence



Service &
Support

Our food sorting customers

PROCESSED FOOD INDUSTRY



FRESH PRODUCE INDUSTRY



Clear strategic direction and priorities



Maximize
Growth



Operational
Excellence

Maximize growth

Core

Anchor North America
Accelerate Europe

25-60%



Expansion

Grow market share

<20%



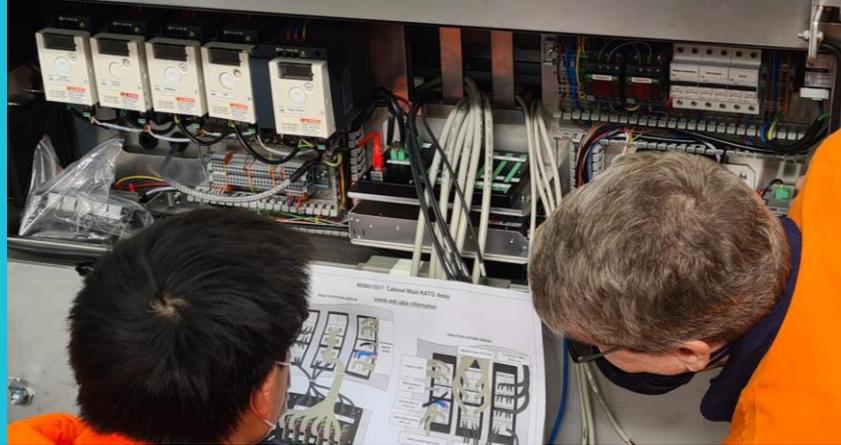
Services and digital

Increase recurring revenues
Deliver advanced digital solutions



Estimated market share

Operational excellence



Productivity

Continuous improvement
Scale and synergies



Supply chain optimization

Go-to-market
Global sourcing and resilience



Technology management

Modularization
Digital



Customer focus

Customer engagement
Value proposition

Every Resource Counts



50%

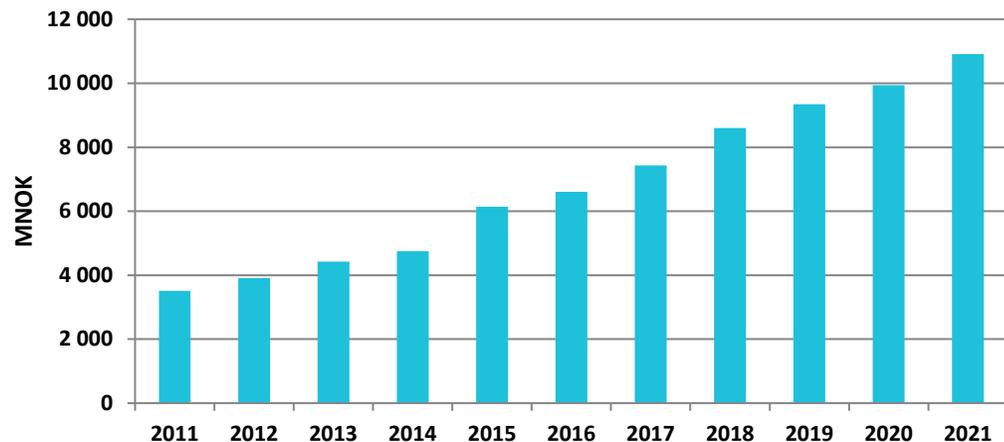
Post-harvest food loss
reduction by 2030



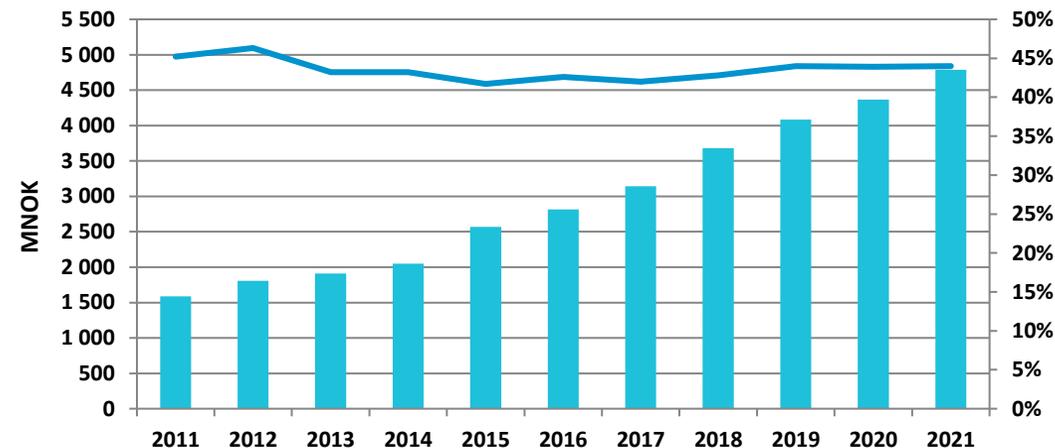
Corporate strategy
and sustainable
growth

Group financials development – solid track record

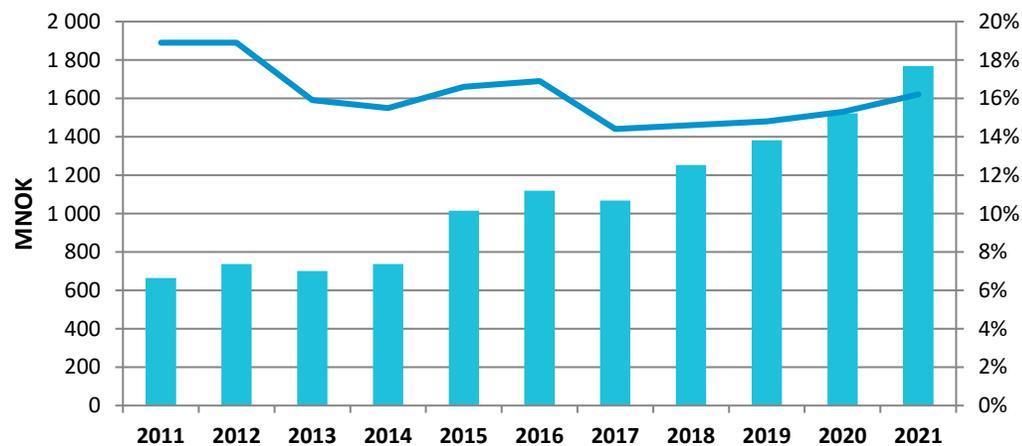
Revenues



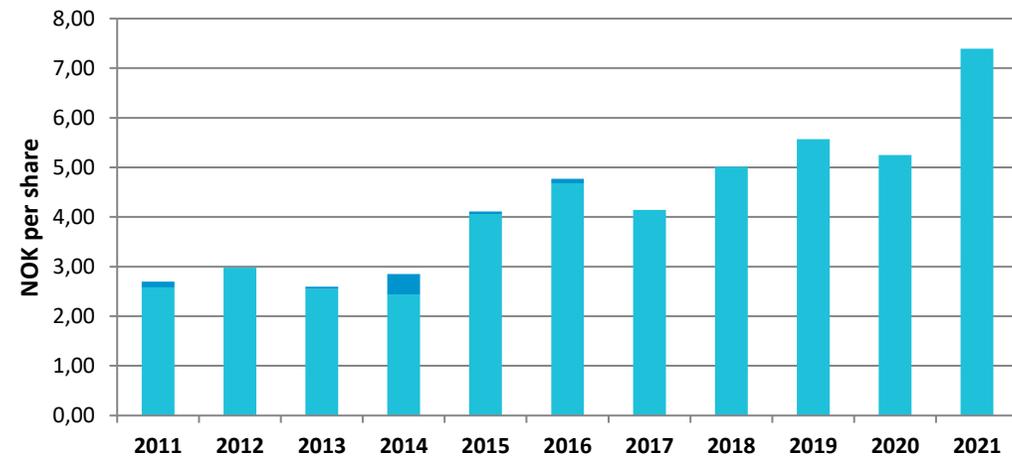
Gross contribution and margin



EBITA and margin



Earnings per share



Accelerating growth in our core business



Collection



Recycling



Food

Strategic priorities

	Collection	Recycling	Food
Growth focus	New DRS markets Product driven innovation in existing markets	Grow with market Push market boundaries with technology	Market share and geographic expansion within key categories
Supply chain resilience	✓	✓	✓
Innovation	Customer centric	Technology to unlock new segments	Portfolio optimization
Digital solutions	✓	✓	✓
Engage policy makers	✓	✓	
M&A			✓

Our strategy is built on organic growth with the main engine being the core business

We have a solid market and capital position, and we will utilize this platform to develop adjacent business



Ideally positioned to develop adjacent opportunities



TOMRA's competitive edge, market position and technology can be applied in areas beyond our current operations



Strong macro trends and emerging business models within circular economy and resource efficiency

What are we looking for

Business models with the **potential to become a sizeable business, ripe for scaling** over the next few years

Opportunities where TOMRA has a **competitive advantage to succeed**

Potential for **strong capital returns** and steady-state **profitability in line with TOMRA's targets**



Enabling automation in
textiles recycling

Digital business models

Examples of what
we are exploring

Collection systems for
reusable packaging

Closing the gap in
plastic recycling

The gap in plastics recycling

Majority of plastics are lost today



- In Europe alone, 24 million tons of plastics are lost to incineration and 14 million tons to landfill
- The volume of each waste plant and incinerator is too low for sophisticated sorting to ensure the quality and fractions required for recycling

GAP

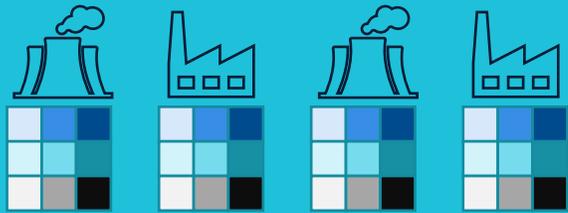
Demand for recycled plastics



- Already a strong demand for recycled plastics will increase significantly in the next few years (more than 10 million tons from major plastic producers)
- Mechanical and chemical recyclers need an individual polymer fraction at sizeable volumes to justify investments

Closing the circularity gap

Suppliers

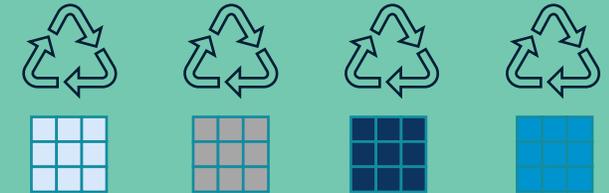


Mixed plastics fraction needs to be made available by incinerators, landfills, and other sources



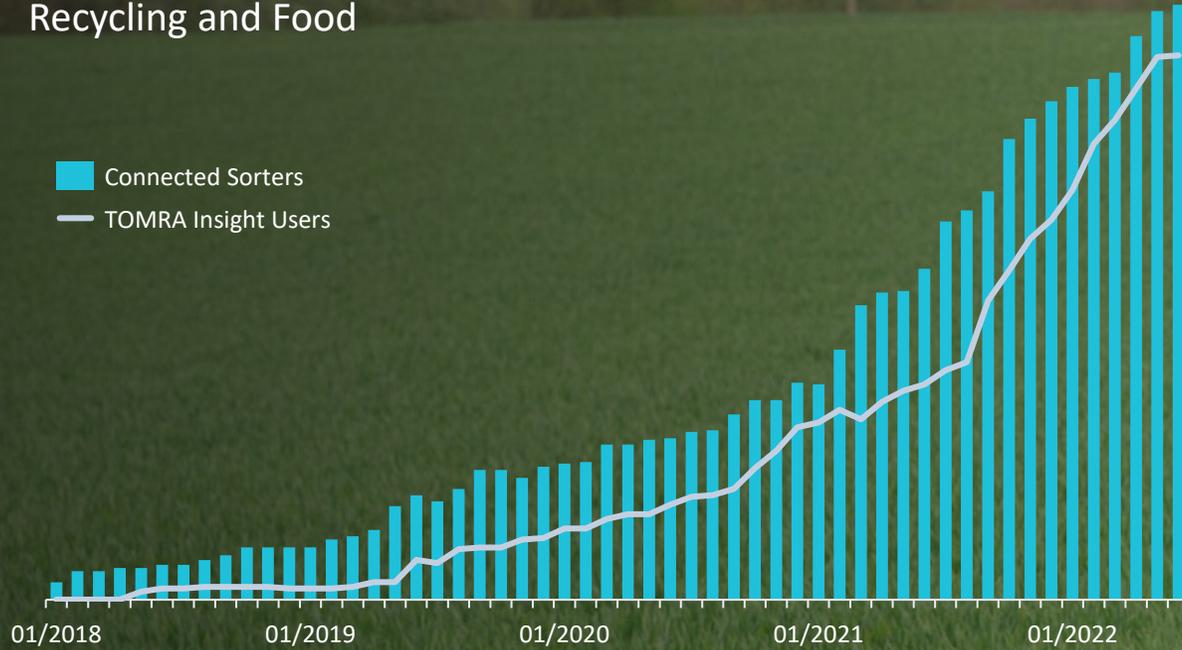
Connecting the value chain

Customers



Sorted polymer fractions (e.g., HDPE, PS, PP, etc.) to be supplied to recyclers with the right quality

Recycling and Food



**Connect to
POSSIBILITIES**

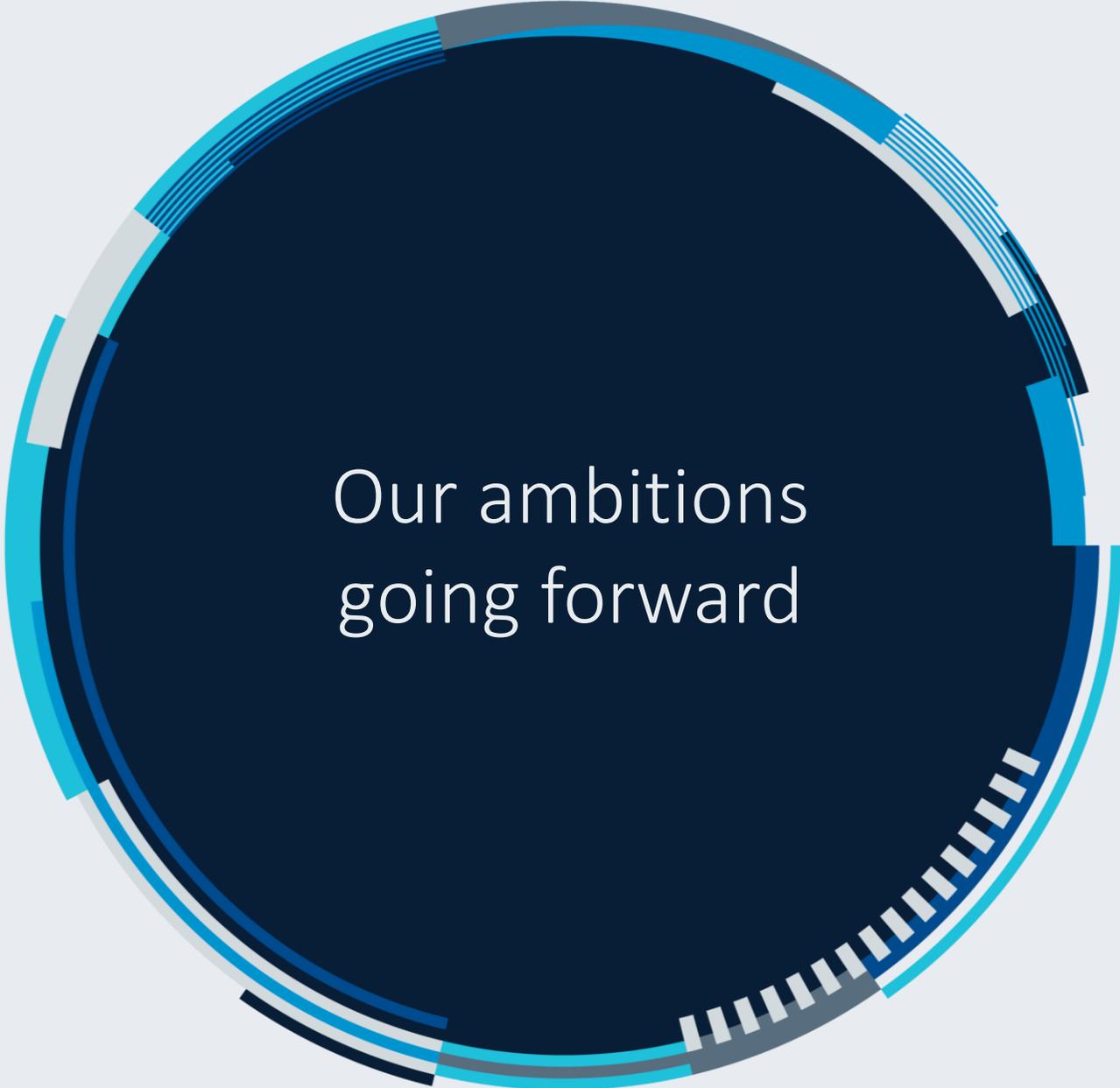




Our strategy is to
accelerate growth in core
business
and
develop adjacent
opportunities

Accelerate
growth in core

Develop adjacent
business



...in a world that needs change
how fast can we at TOMRA go
and what would it take?



We aim to accelerate growth to 15% and reach 18% EBITA margin by 2027

Revenue
growth

15%
CAGR

Accelerate growth in core

Develop adjacent business

EBITA
margin

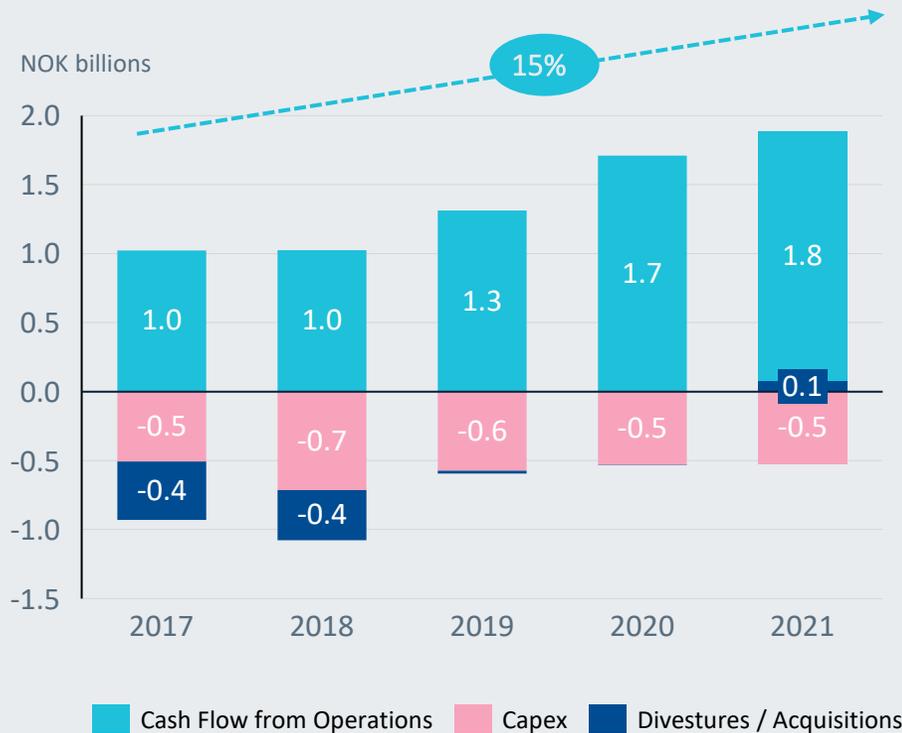
at
18%

Mitigate inflationary pressure

Efficiency and business mix

Our dividend policy

Operating cash flow growth of 15% CAGR



Dividend
payout

40 – 60%
of EPS

Solid operating cash flow

Moderated capital needs in core

Our ambition is to keep an investment grade status

Capital structure

Investment grade

Low gearing and financial risk

Target green bonds for financing

A-

Scope Ratings
June 2022

Financial Risk Profile

A

Business Risk Profile

BBB+

Green Bond Framework



LEAD THE RESOURCE REVOLUTION



While

BECOME A FULLY CIRCULAR BUSINESS



And being

BE SAFE, FAIR, AND INCLUSIVE



Double the avoided emissions enabled by TOMRA products in use

Commitment to net zero emissions and setting science-based targets (to be externally verified by 2024)

100% renewable electricity

>80% reduction in operational transport emissions

>90% sustainable materials and components in all new products

>50% of our products are circular at the end of their life

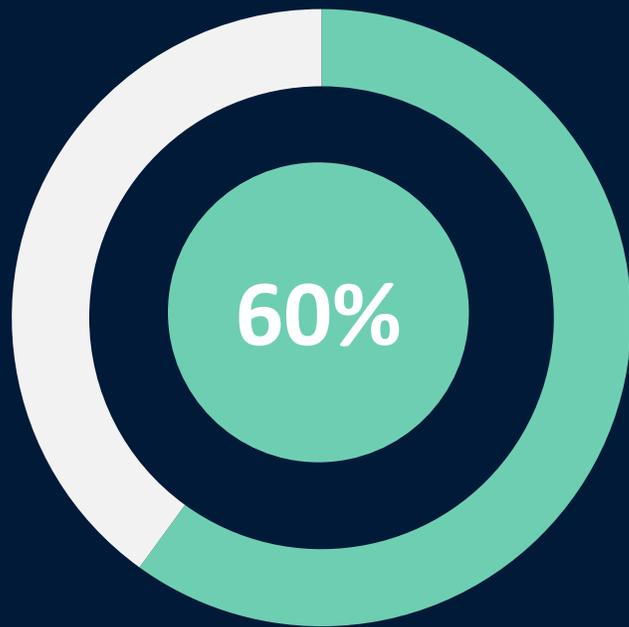
Strive for zero work-related injuries and illness by providing a safe place for people and the environment

Attract diverse talents from all the colorful facets of humanity, with a goal of 50% women and men joining annually

Grow female representation in senior management to >30%

Improve employee satisfaction and engagement with top quartile NPS Score

EU Taxonomy – preliminary¹⁾ assessment



TOMRA

Collection and transport of non-hazardous waste in source segregated fractions

Material recovery from non-hazardous waste

Manufacture of machinery enabling closed-loop systems, and high-quality waste collection and waste management²⁾

ACTIVITIES

Climate change mitigation

Transition to a circular economy

OBJECTIVES

- (a) climate change mitigation
- (b) climate change adaptation
-
- (c) sustainable use and protection of water and marine resources
- (d) transition to a circular economy
- (e) pollution prevention and control
- (f) protection and restoration of biodiversity and ecosystems



TOMRA

Our ambitions 2022 – 2027

Revenue
growth

15%
CAGR

EBITA
margin

at
18%

Dividend
payout

40 – 60%
of EPS

Capital
structure

Investment
grade

Net Zero

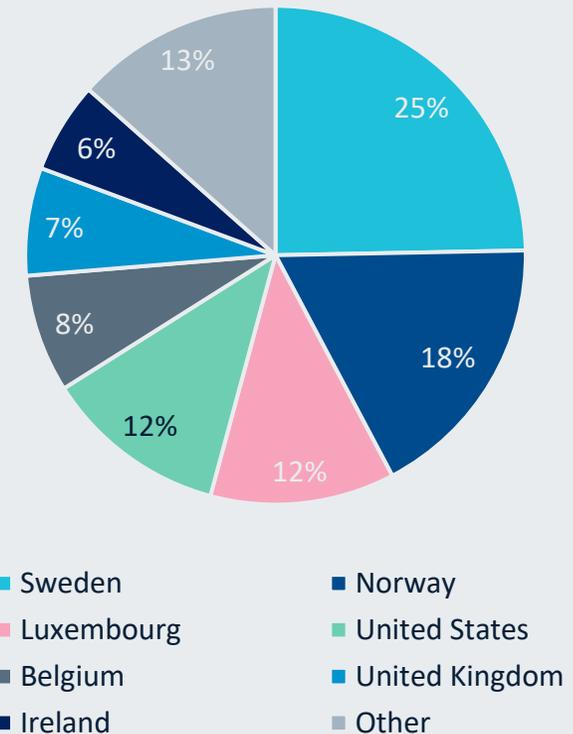
Holistic
sustainability
strategy

Shareholder structure

Top 10 shareholders as of 30 June 2022 ^{*)}			
1	Investment AB Latour	62 400 000	21,1 %
2	Folketrygdfondet	23 399 710	7,9 %
3	APG Asset Management	14 189 128	4,8 %
4	BlackRock	11 556 173	3,9 %
5	Candriam	7 573 768	2,6 %
6	Handelsbanken	7 357 944	2,5 %
7	Vanguard	6 742 161	2,3 %
8	AllianceBernstein	5 280 594	1,8 %
9	Impax Asset Management	5 207 880	1,8 %
10	Alfred Berg Kapitalforvaltning	3 872 010	1,3 %
Sum Top 10		147 579 368	49.9%
Other shareholders		148 460 788	50.1%
TOTAL (11.916 shareholders)		296 040 156	100.0%

^{*)} ultimate ownership accounts based on available information

Shareholders by country^{**)}



^{**)} ownership data includes nominee accounts

Source: IPREO, VPS

TOMRA is uniquely positioned along global megatrends



We have set bold ambitions to double our business in the next five years

- Accelerate growth in core
- Develop adjacent business



For a sustainable planet for
generations to come



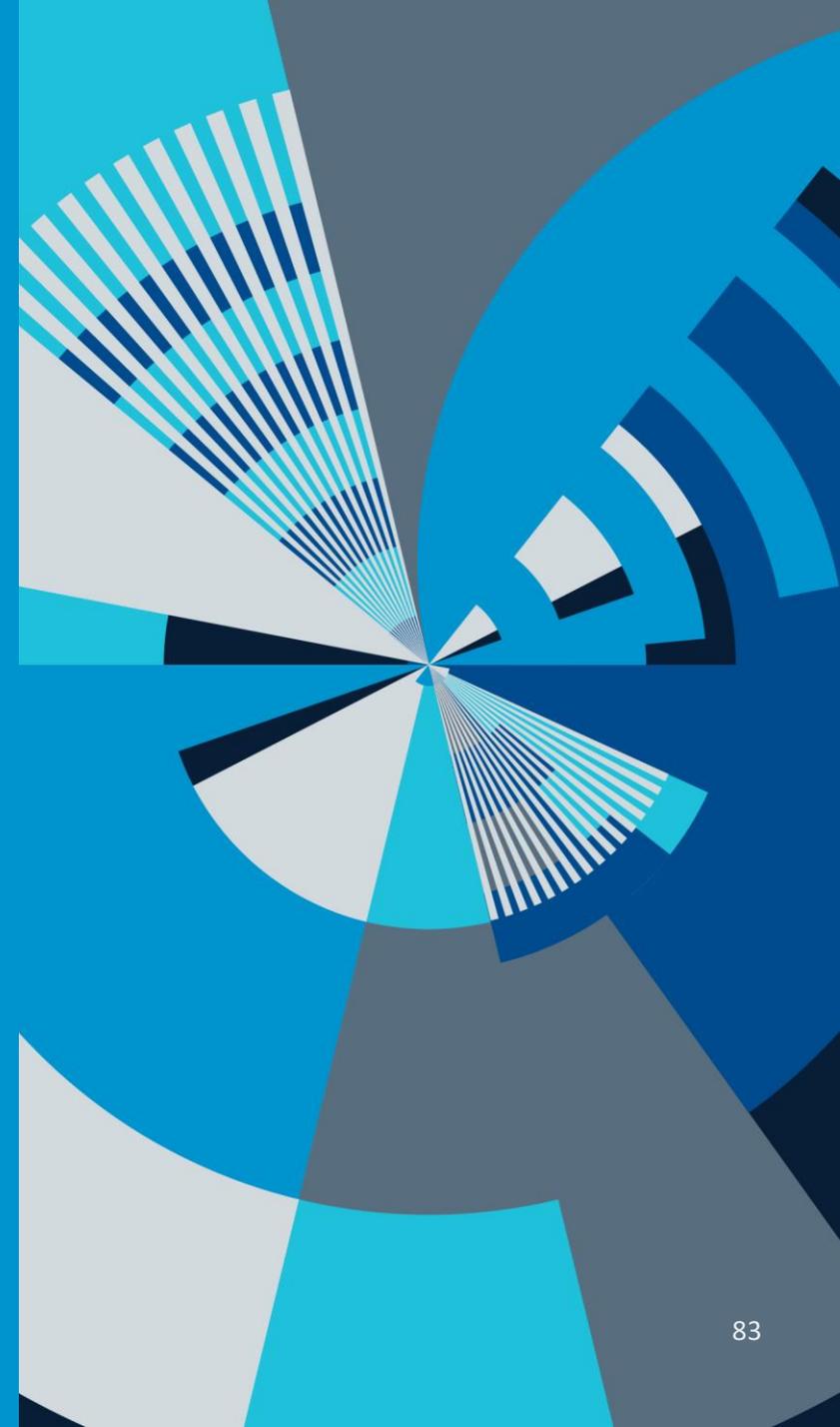
we have an obligation to grow

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