



Investor Presentation

5000

EMPLOYEES
GLOBALLY



12.2

BILLION NOK
REVENUES IN 2022

Creating sensor-based solutions for optimal resource productivity - transforming how we obtain, use, and reuse resources

Collection



Recycling



Food



Publicly listed on Oslo Stock Exchange (OSEBX: TOM)



Leading market
position



TOMRA is uniquely
positioned along
powerful global
megatrends



50 years of
know-how



Best-in-class
technology



Purpose-driven
employees

A person with a backpack is walking across a series of rocks in a calm lake. In the background, there are snow-capped mountains under a cloudy sky. The scene is serene and natural.

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.

TOMRA's transformation journey

mergers and acquisitions

2004 TITECH

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

2006 Commodas

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

2011

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

2012 BEST

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.

2016 Compac

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.

2005 Orwak

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

2008 Ultrasort

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

2011 Odenberg

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

2014

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

2018 BBC Technologies

TOMRA complements its food sorting portfolio with the acquisition of BBC Technologies, a leading provider of precision turnkey solutions for blueberries and other small fruits.



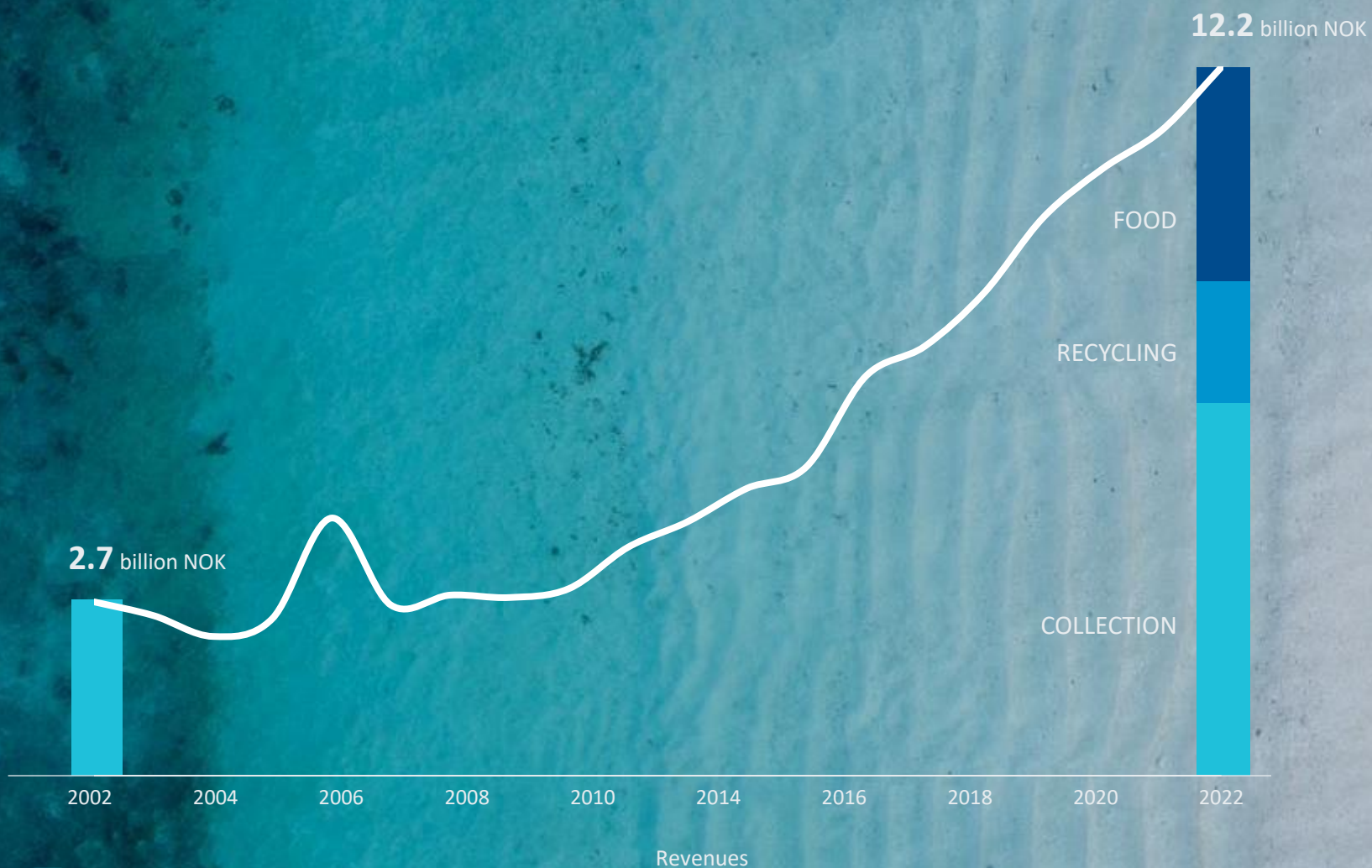
TOMRA Collection



TOMRA Recycling



TOMRA Food



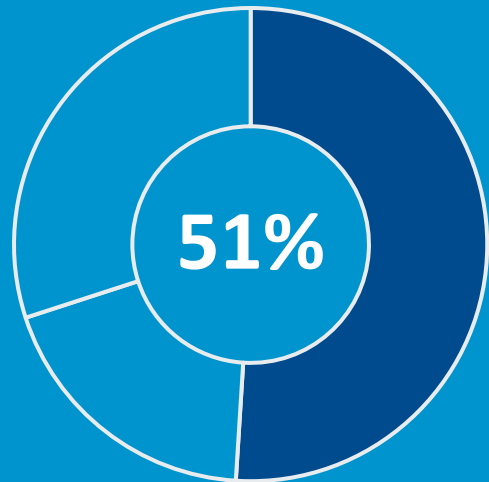
We have built a
broad business
platform...

... while keeping a
strong entrepreneurial
spirit

Creating value through three divisions

TOMRA Collection

2022 Revenue



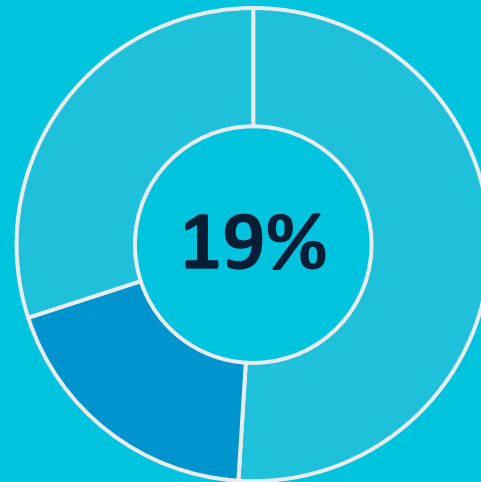
~2,600
Employees

Customers

Grocery retailers, bottlers,
deposit scheme coordinators

TOMRA Recycling

2022 Revenue



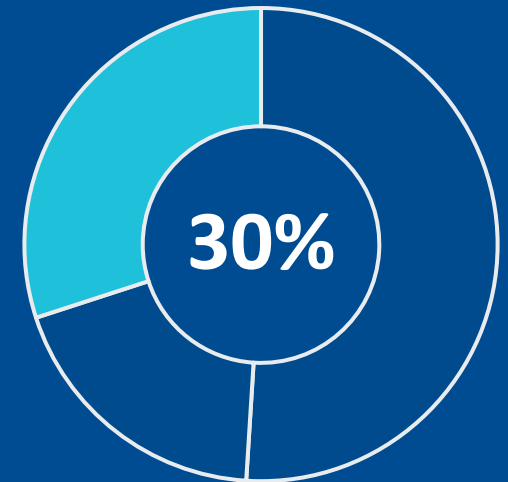
~800
Employees

Customers

Waste management, material
recovery plants, recyclers

TOMRA Food

2022 Revenue

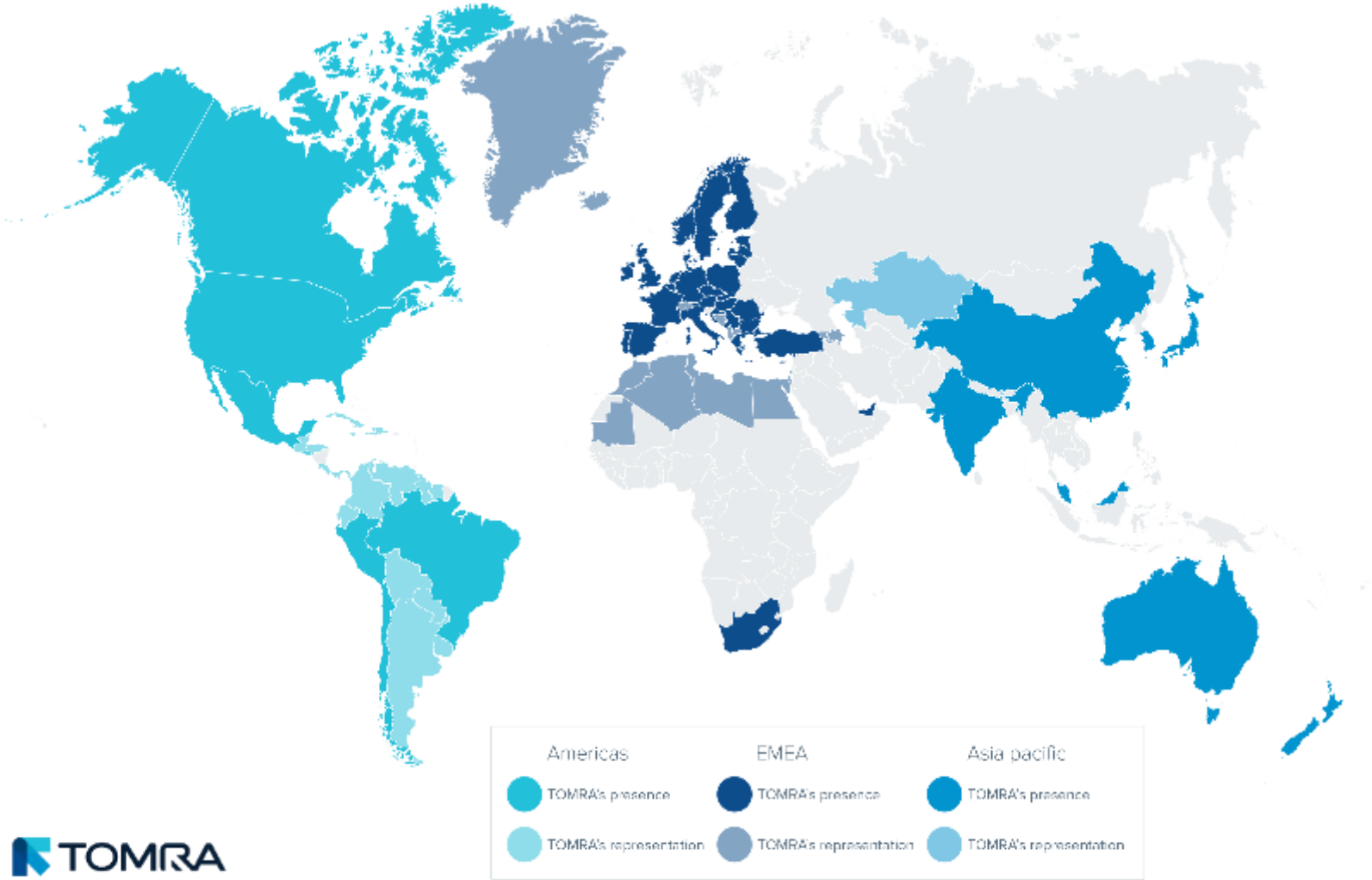


~1,600
Employees

Customers

Food growers, packers,
processors & cooperatives

TOMRA's global presence



Installed base ~105,000



	Collection	Recycling	Food
EMEA	~63,000	~6,300	~5,600
Americas	~14,000	~1,400	~6,300
Asia Pacific	~5,000	~1,300	~1,900
Total	~82,000	~9,000	~13,800

Each year, at least 8 million
tons of plastics leak into
the ocean.

That's the equivalent of
one garbage truck
every minute.

The New Plastics Economy
World Economic Forum (2016)



But the tides are shifting. There's a desire for change...



Consumer demand
for responsible plastic
use options



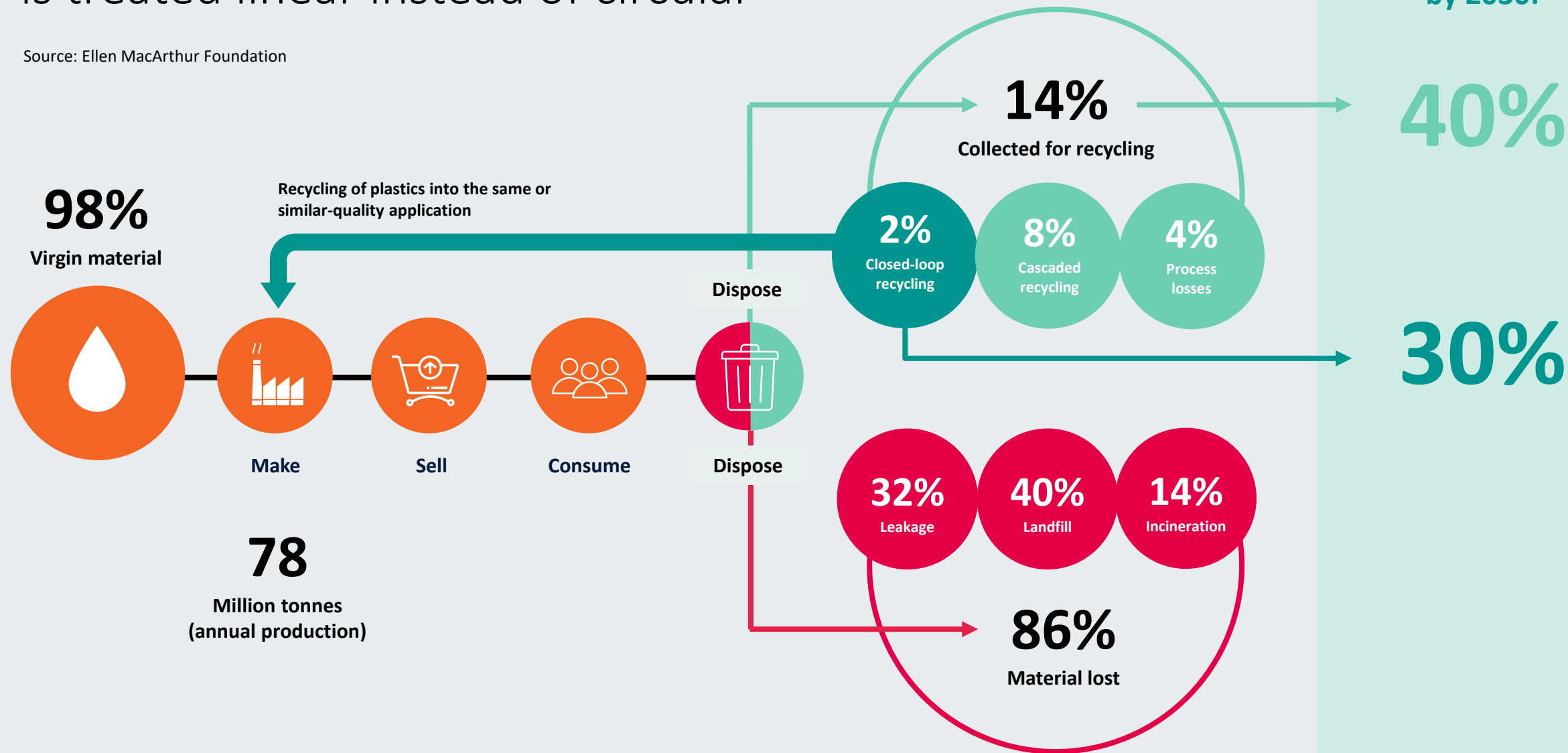
Legislative push for
new plastic waste
strategies



Market pull from large
brand owners and
companies

Today: post-consumer plastic packaging is treated linear instead of circular

Source: Ellen MacArthur Foundation



Our experience
and technologically
advanced solutions
help create circular
value chains that
benefit business
and society.



TOMRA Collection



TOMRA Collection

Transforming society's habits to keep valuable resources in a continuous loop of use and reuse.

~6.2

billion NOK
in revenue



~82,000

machines in
operation



Collecting
45+ billion
containers a year



*All the figures are from 2022

Source: [TOMRA.com](https://www.tomra.com)

Over 45 billion drink containers
collected in 2022



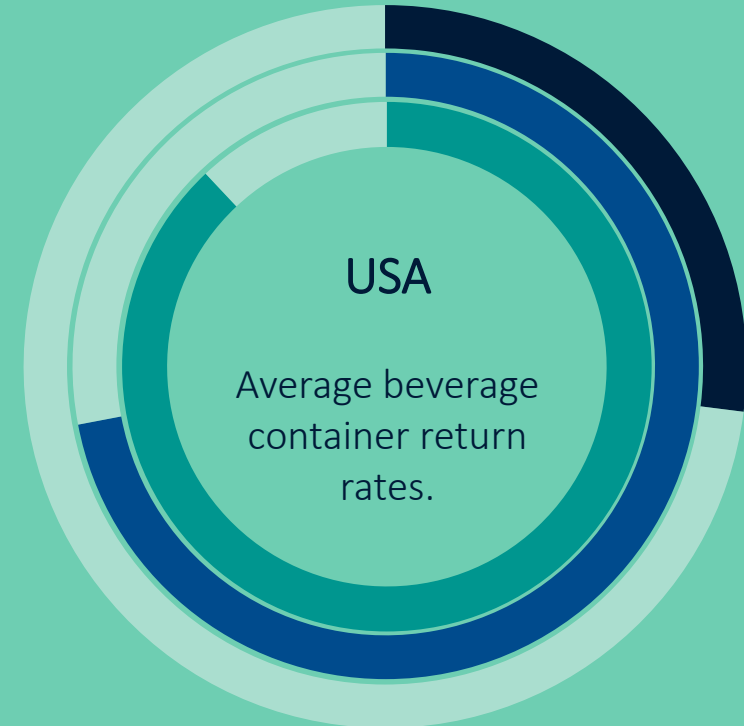
This represents only 3% of all beverage containers.

Deposit return systems enable Clean Loop Recycling



47%
Containers **without**
a deposit

94%
Containers **with**
a deposit

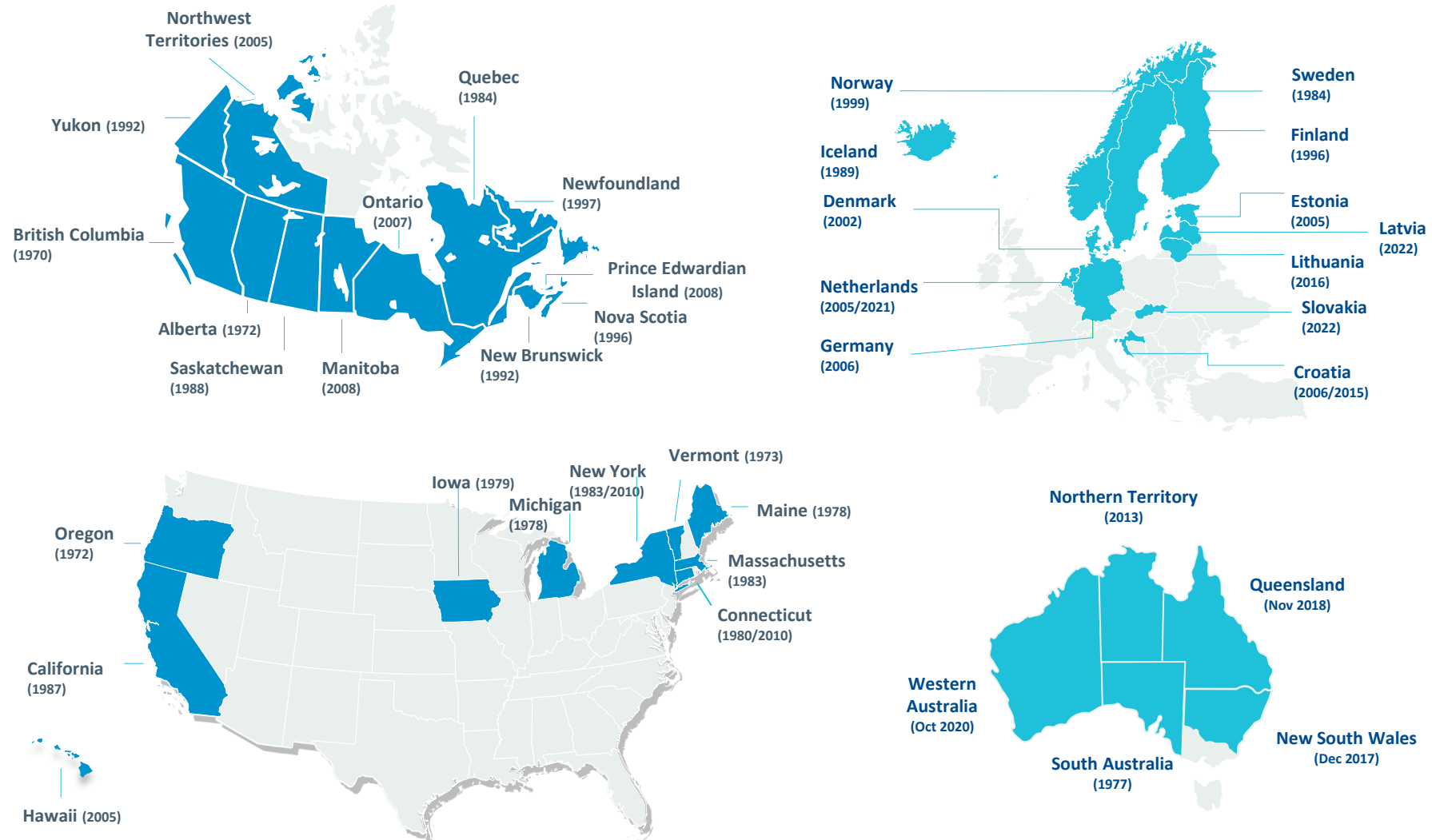


27%
Containers **without**
a deposit¹

72%
Containers **with**
a deposit¹

88%
Containers in high-
performing DRS²

An overview of current deposit markets



Upcoming deposit markets

Quebec:

Deposit system to be modernized 2023

Connecticut:

Expansion of existing deposit system in 2024

Ireland:

Deposit system to be implemented in 2024

Hungary:

Deposit system to be implemented 2024

Romania:

Deposit system to be implemented 2023

Austria:

Deposit system to be implemented 2025

Singapore:

Deposit system to be implemented 2025

Victoria:

Deposit system to start in November 2023

New Zealand

Deposit system proposed for 2025

Collection target for plastic bottles:

- 77% by 2025
- 90% by 2029

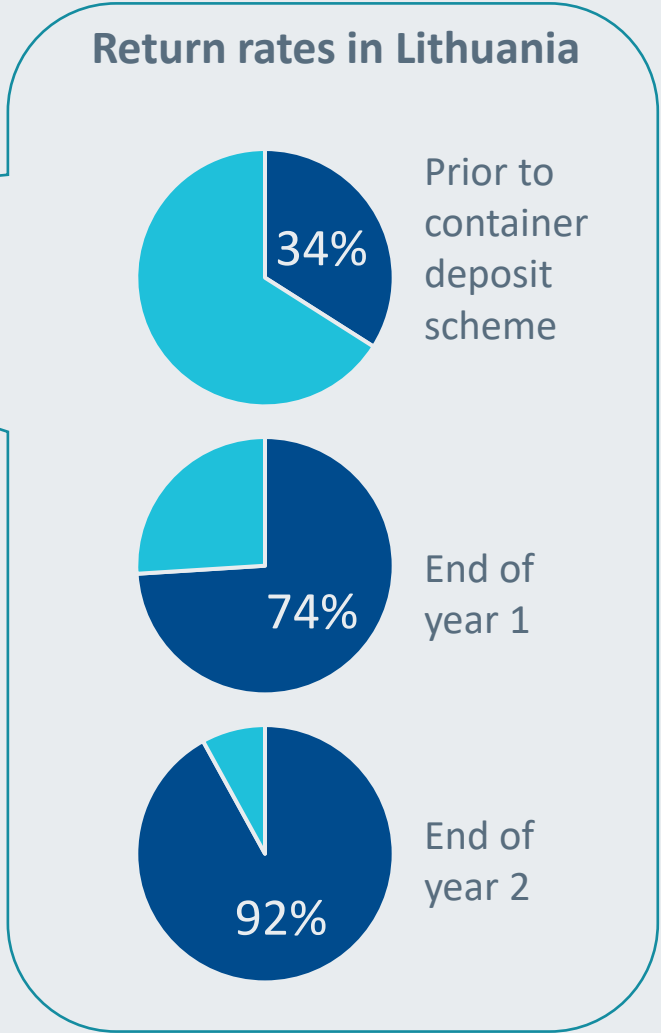
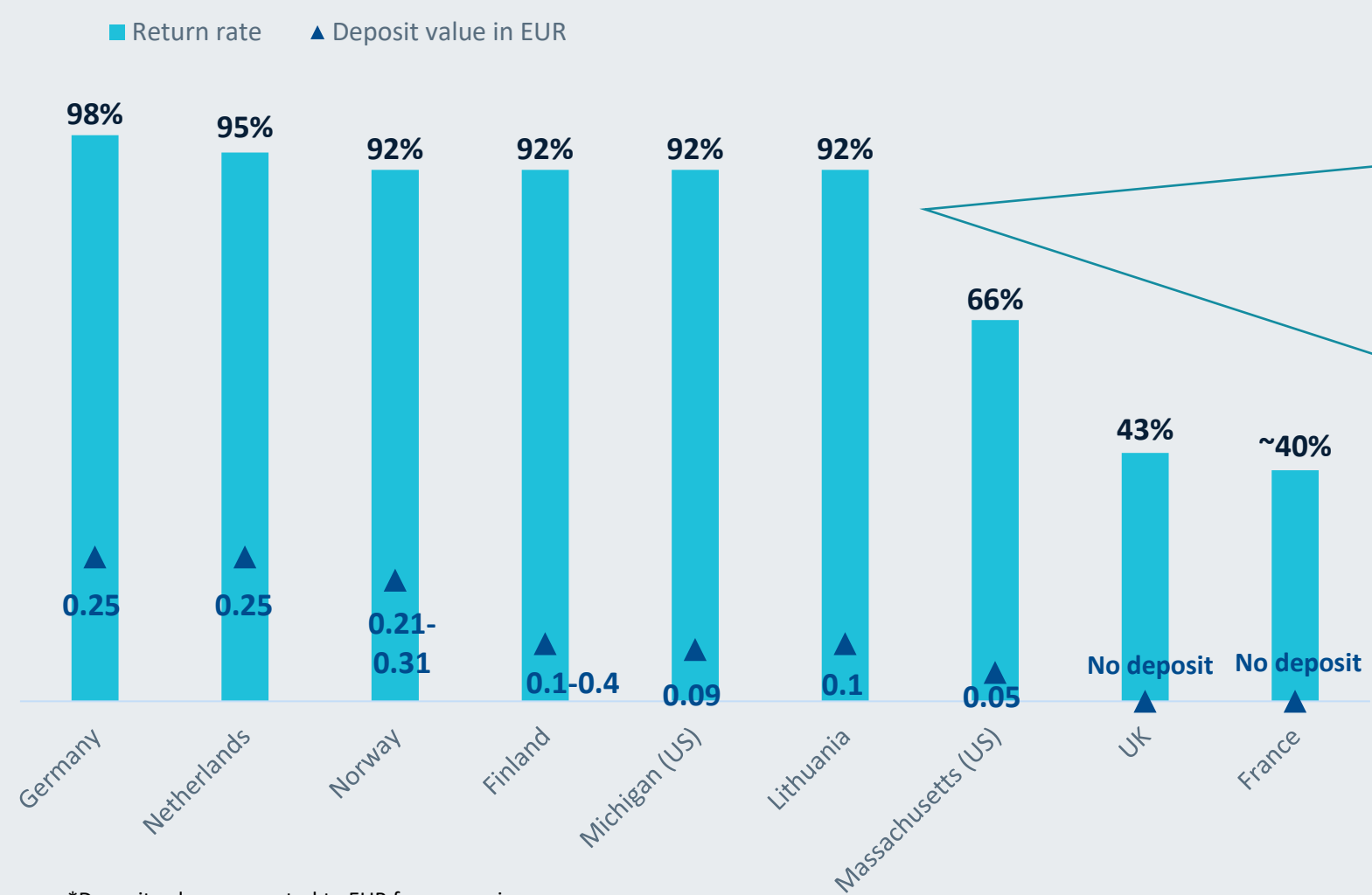
Recycled content in product design:

- 25% by 2025 in PET bottles
- 30% by 2030 in all plastic bottles

EU Single-Use Plastic Directive:

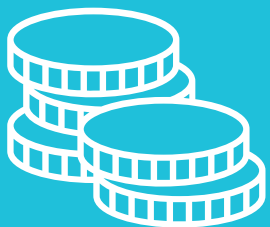
Targets on recycled content and collection target for plastic bottles. Deposit scheme mentioned as a mean to reach those targets.

High collection rates achieved in two years' time

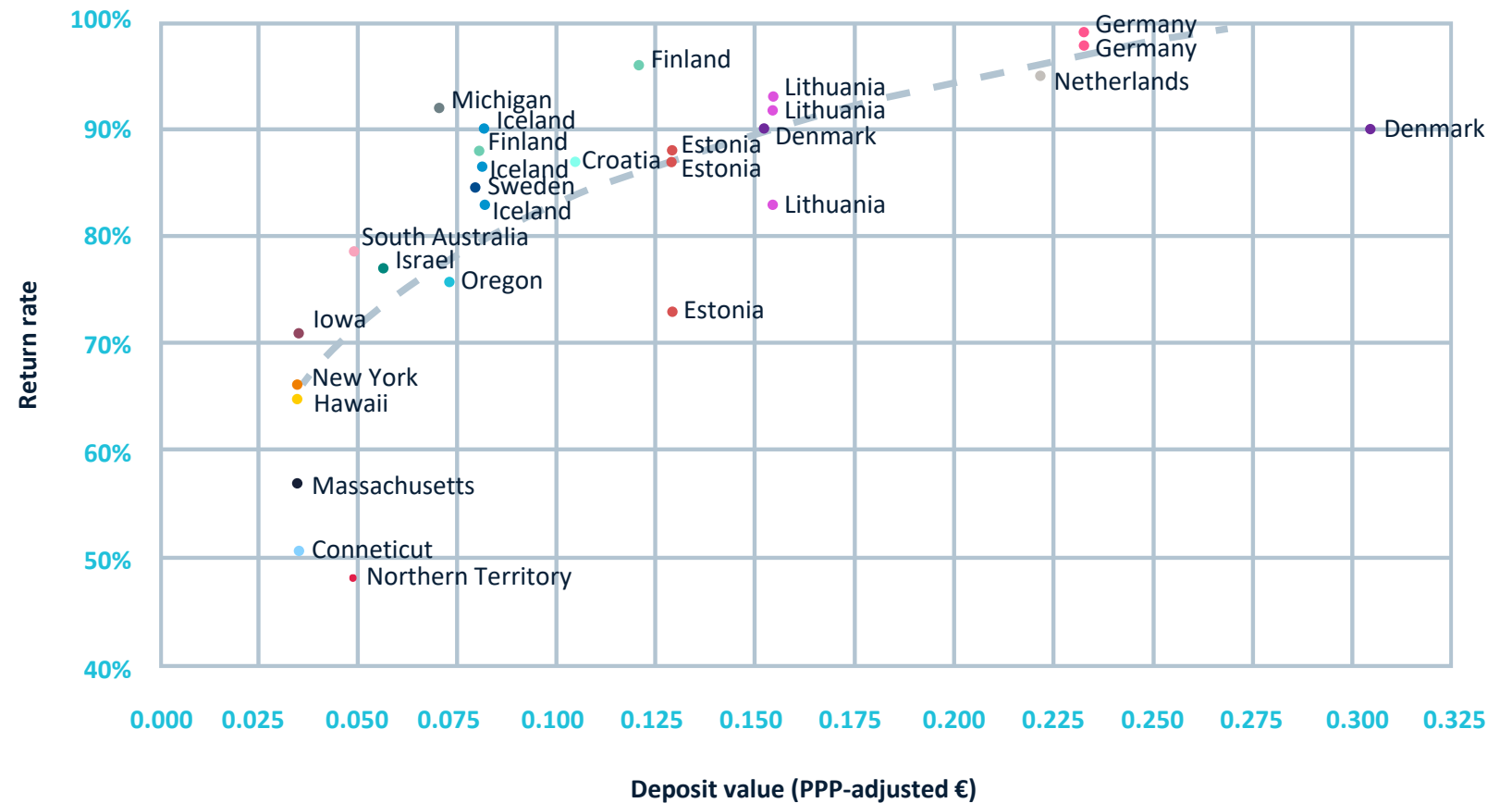


*Deposit values converted to EUR for comparison purpose

A meaningful deposit value is the strongest driver of results



Return rates compared to purchasing power parity-adjusted deposit values - € (2018)



High-performing systems are achieving good results with a deposit of €0.10 (PPP-adjusted)

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

EUROPE

AUS NORTH AMERICA

ASIA

LATIN AMERICA AFRICA



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

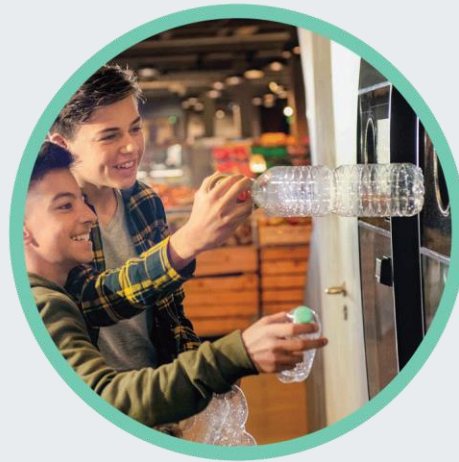
The four principles of high-performing deposit return systems

PERFORMANCE



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

CONVENIENCE



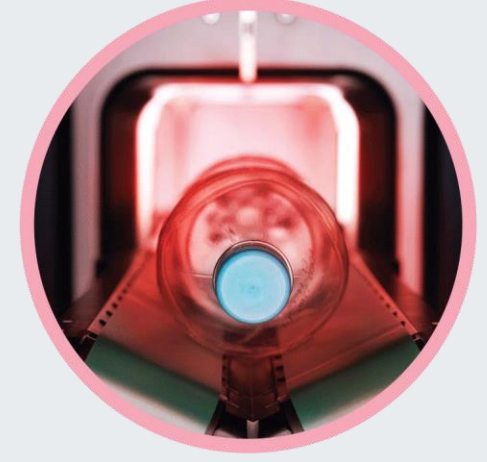
The redemption system is **easy, accessible and fair** for everyone.

PRODUCER RESPONSIBILITY



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

SYSTEM INTEGRITY

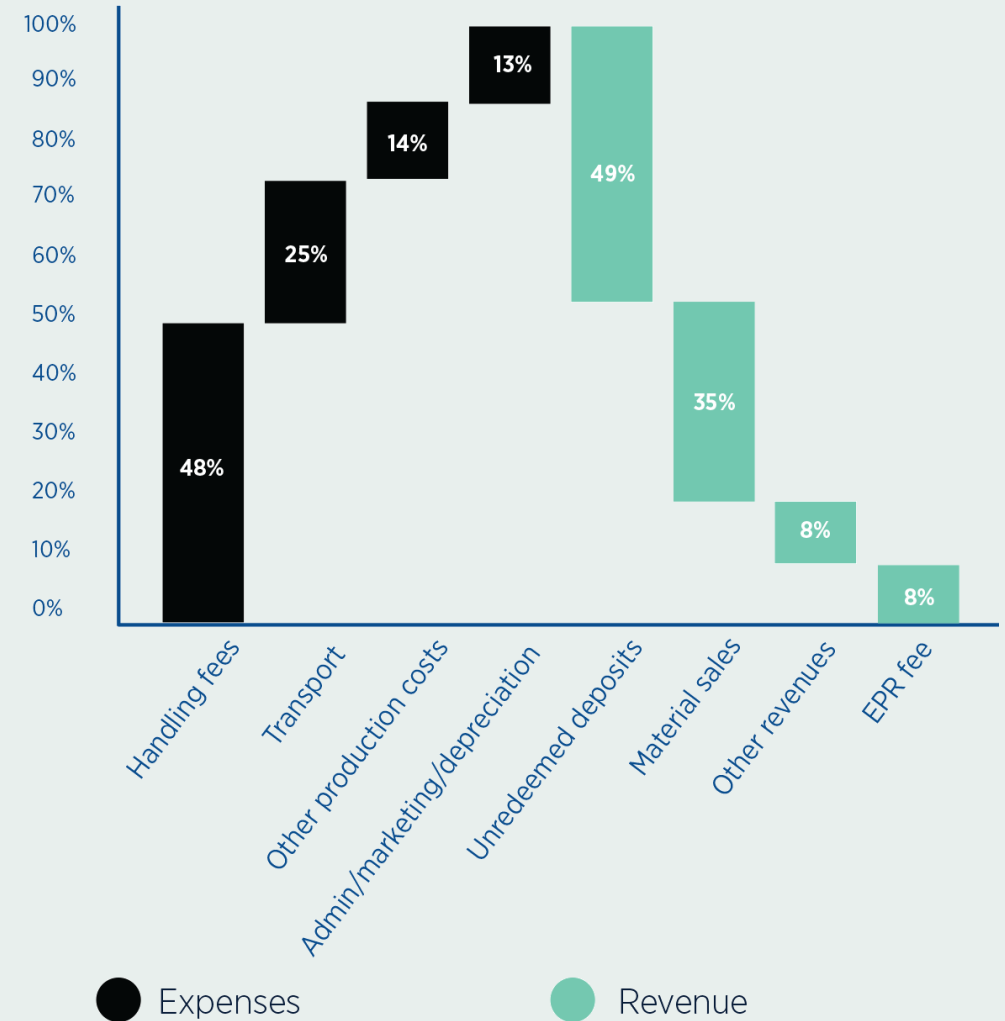


Trust is built into the system's processes through transparent management, a data-driven clearinghouse, and reliable redemption technology.

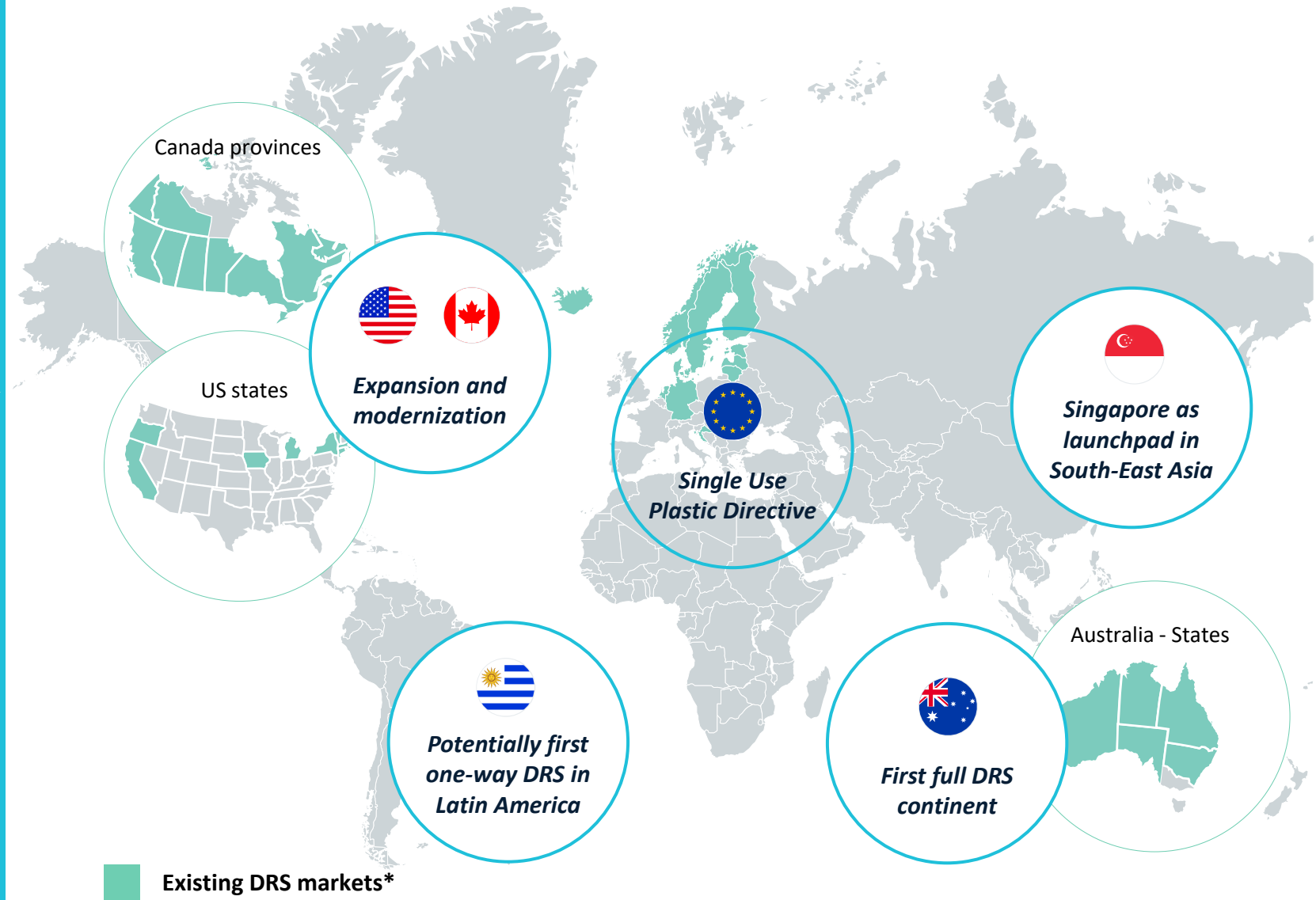
Reinvestment of unredeemed deposits and material revenue within the system

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

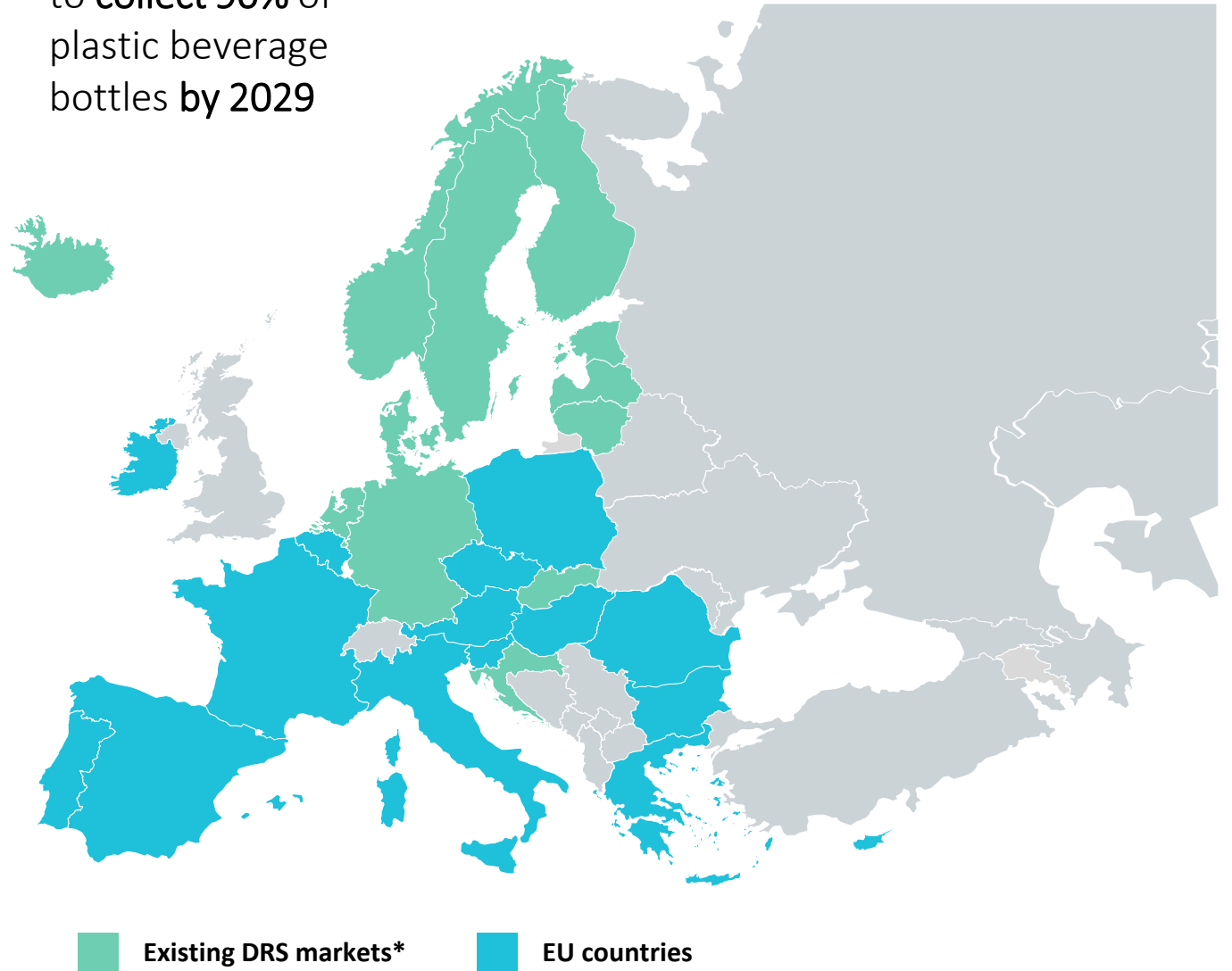


* In addition, some markets have refillable deposit systems such as: Austria, Belgium, Chile, Czech Republic, France, Hungary, Poland and South Korea

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

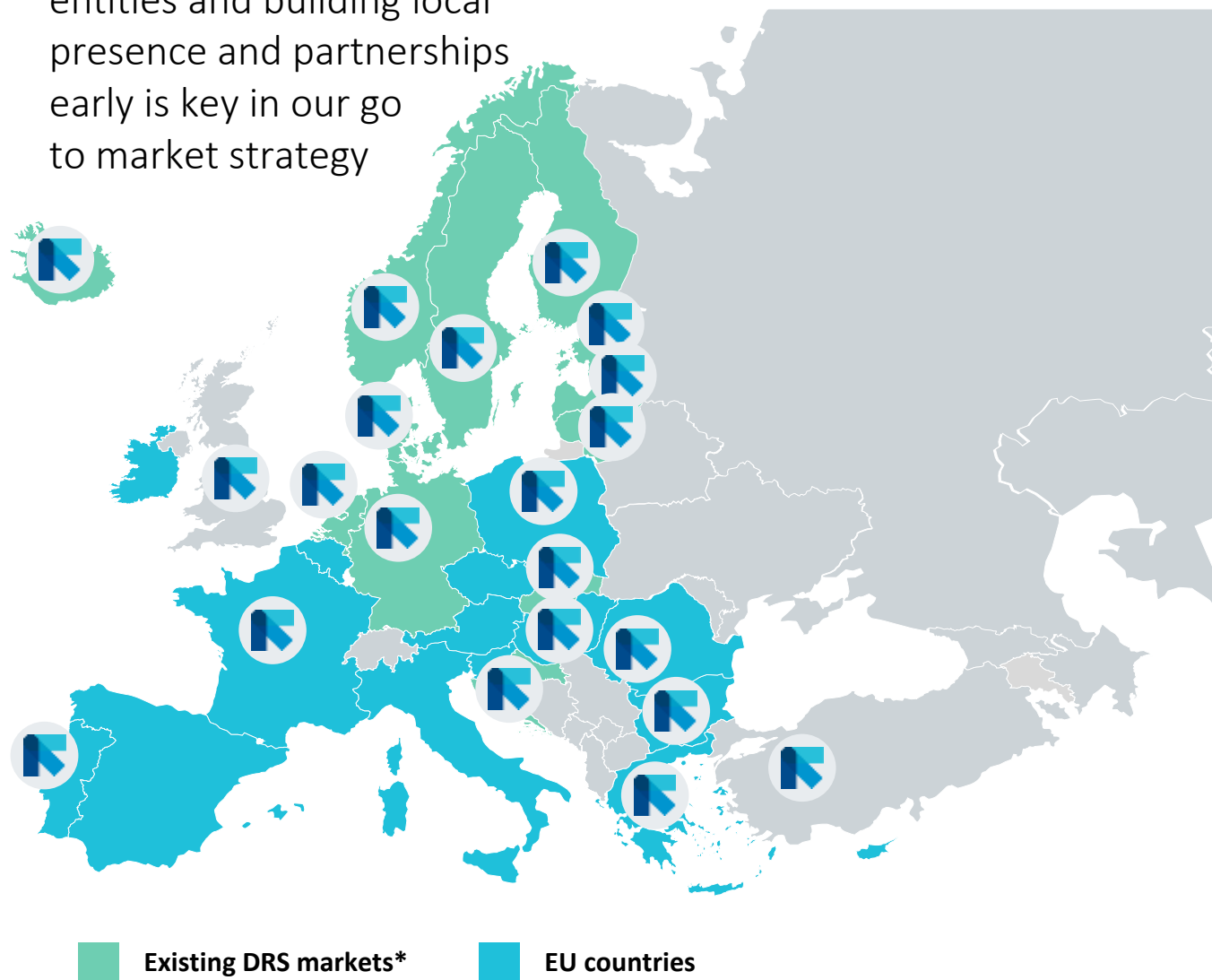


* In addition, some markets have refillable deposit systems such as: Austria, Belgium, Czech Republic, France, Hungary and Poland

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



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

Our offering



Reverse vending machines



Reverse vending centres



Reverse vending machine kiosks



Digital products and APIs



Equipment for automated depots

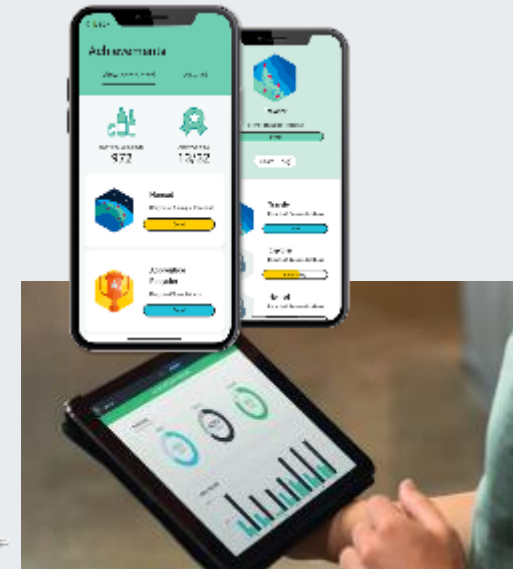
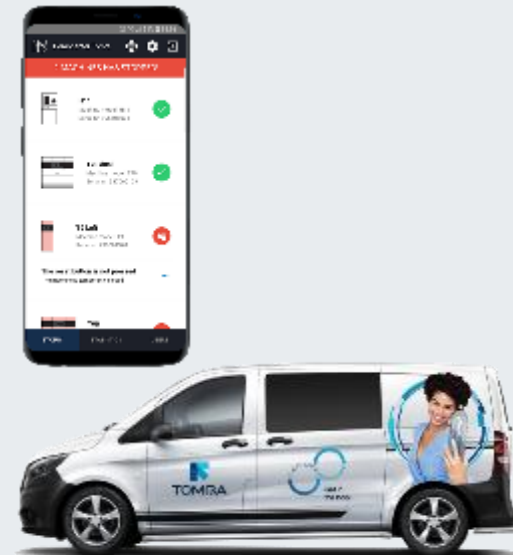
Customer centricity
is at the core of our
innovation strategy

A great recycling
experience

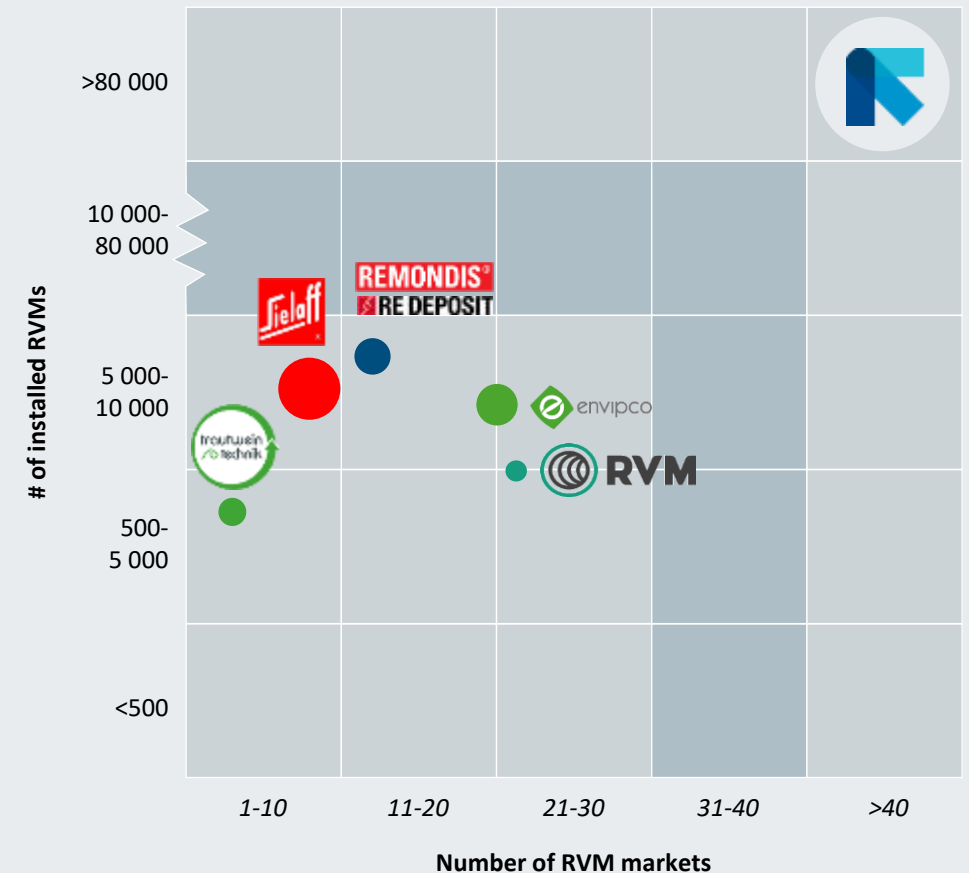
Efficient
operations for
peace of mind

A smart
investment
for long-term
benefits

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

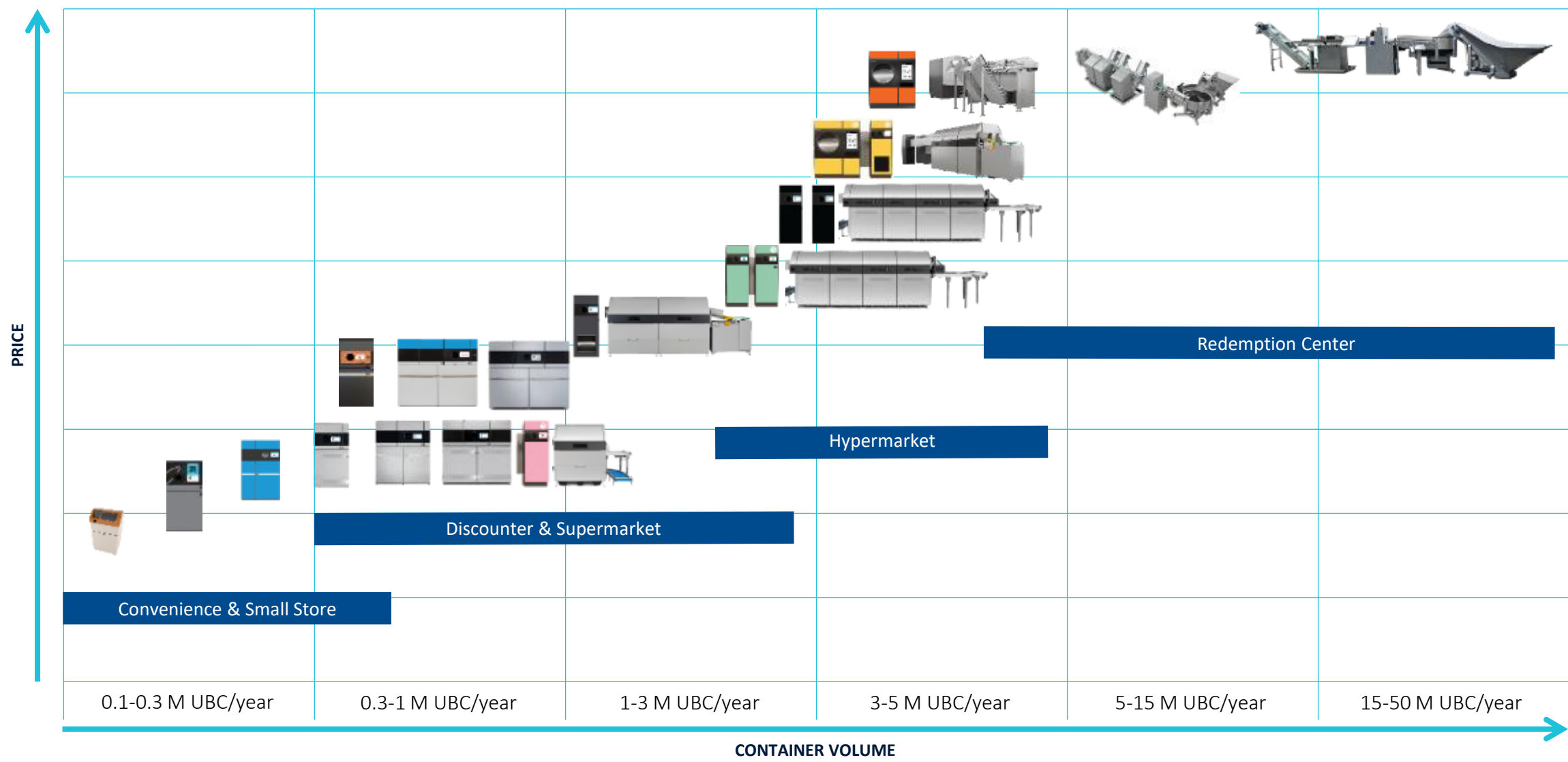


Preferred partner in reverse vending solutions



Source: TOMRA estimates and analysis

Our reverse vending portfolio



EI LASIPULLOJA TÄHÄN
AUTOMAATTIIN, KIITOS

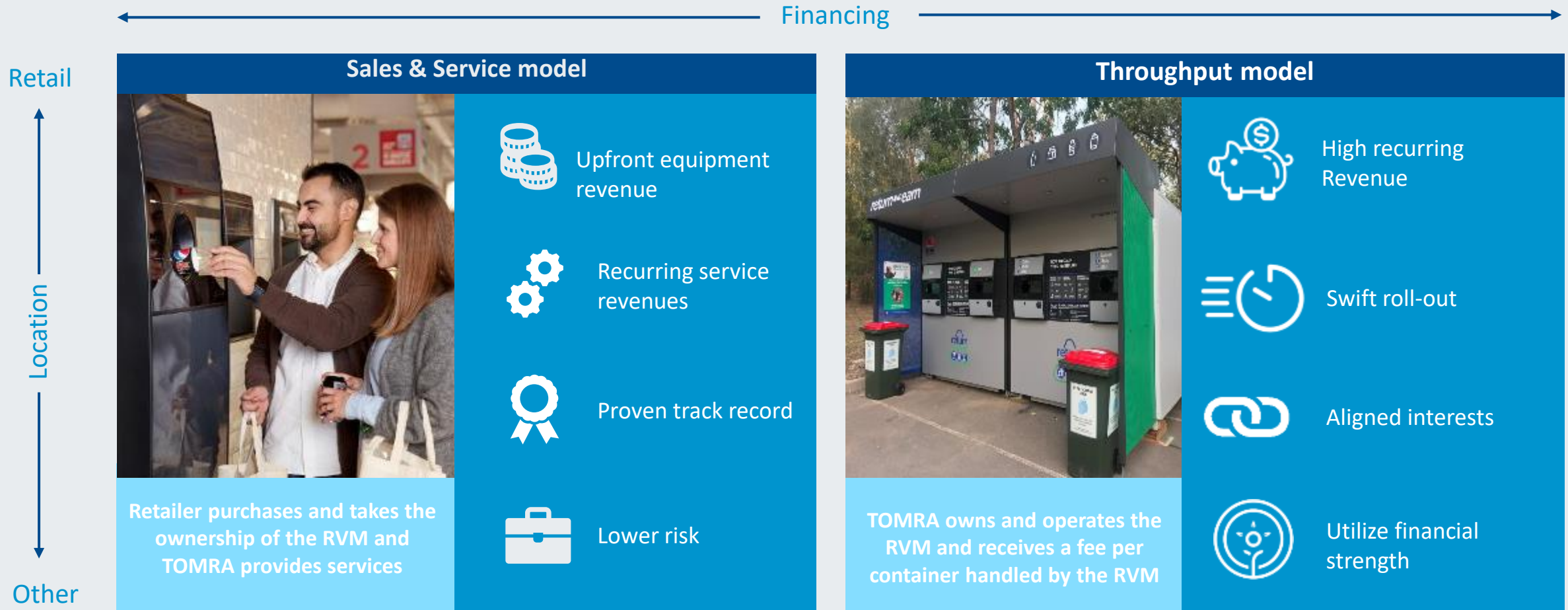
TOMRA

AUKI



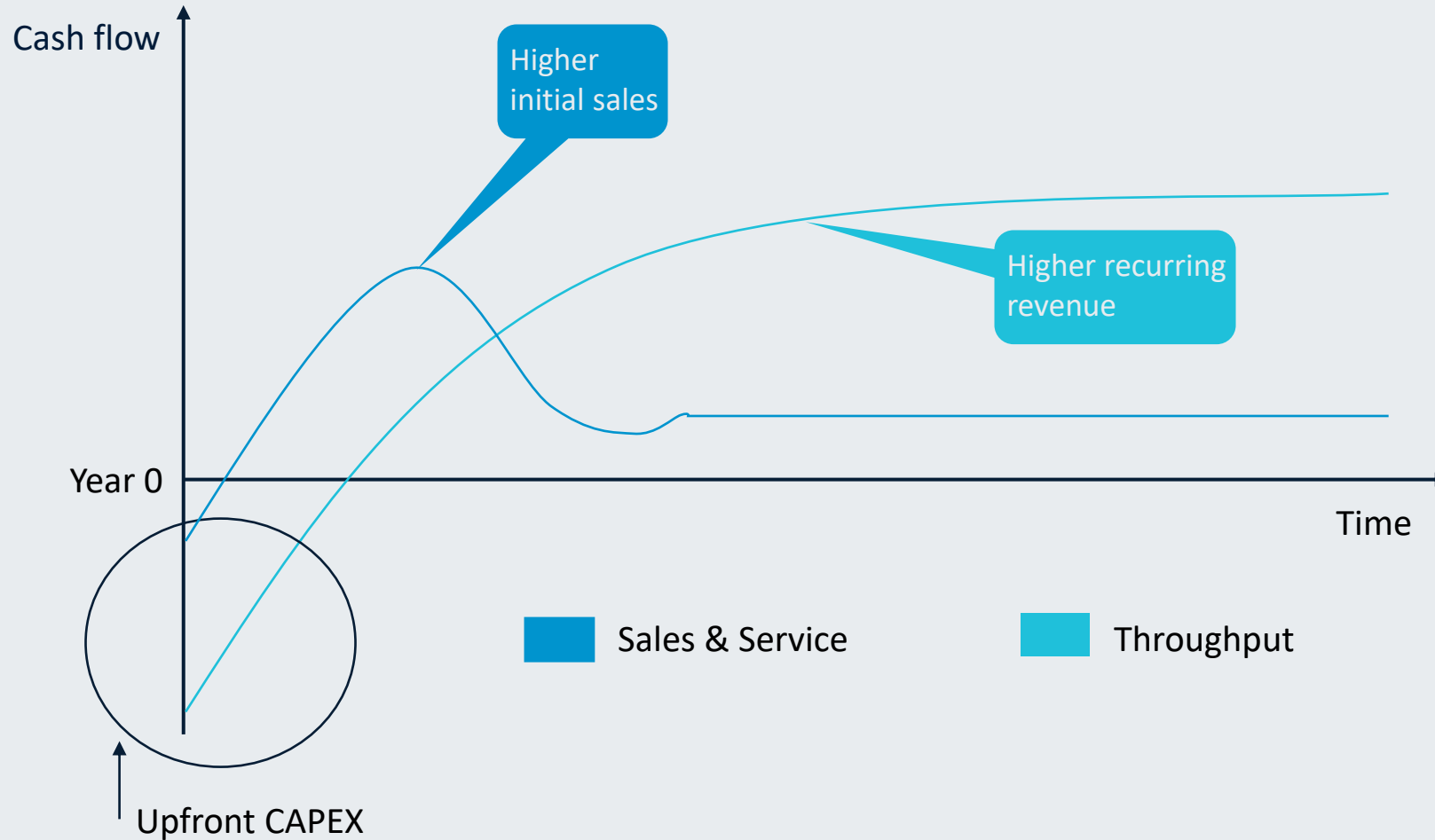
AVAA LUUKKU

Business model expertise across deposit systems



Cash flow profiles of the two business models

Illustrative cash flow profiles per machine



Advanced digital platform leveraged across stakeholder groups



TOMRA Productivity Gain



Consumer Engagement



API/Data System Integration



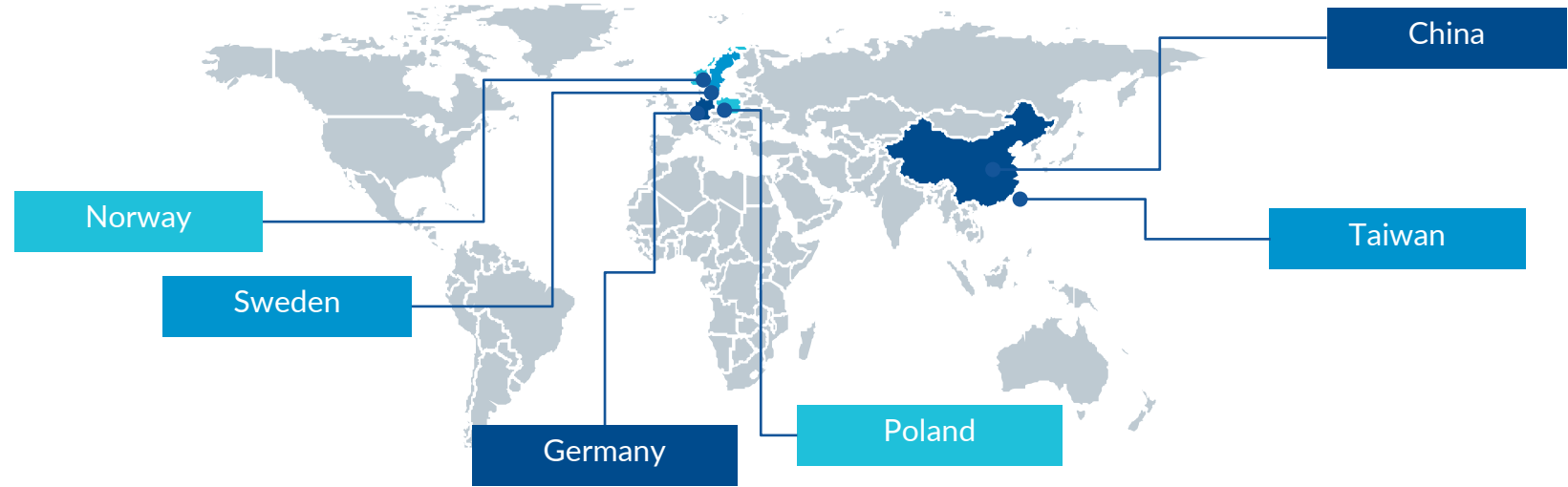
Retail Productivity Gain

DIGITAL PLATFORM

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



TOMRA Recycling

Transforming resource recovery through advanced waste and metals sorting that **turns waste into value.**



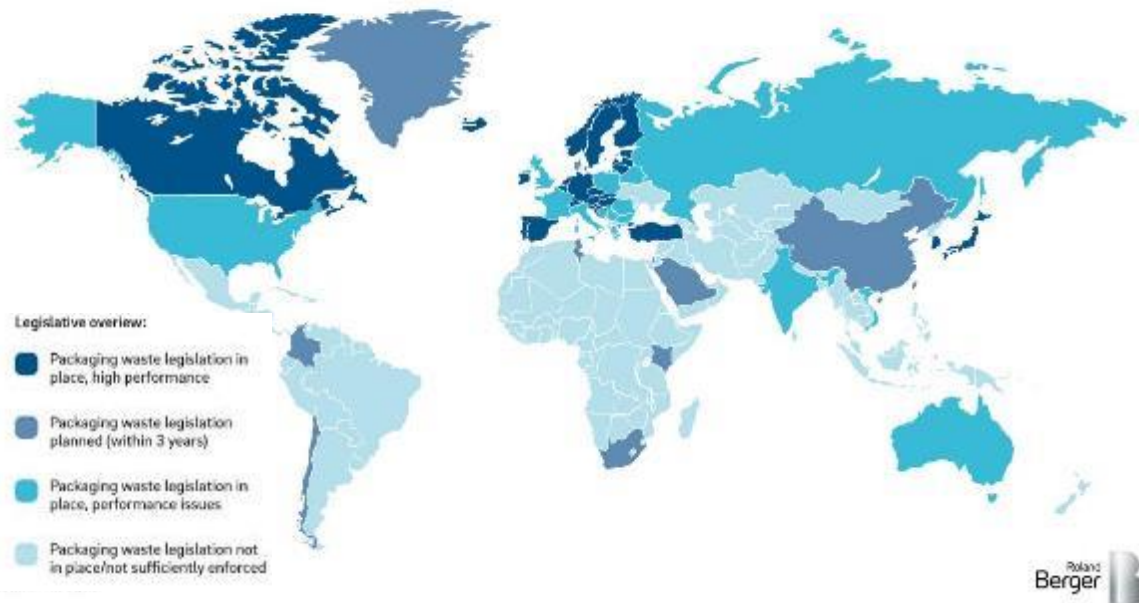
At least **33%**
of waste is not managed
in an environmentally
safe manner

The world generates
2.01 billion
tons of municipal solid
waste annually.

TOMRA's smart
sorting machines
**maximize resource
recovery**

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

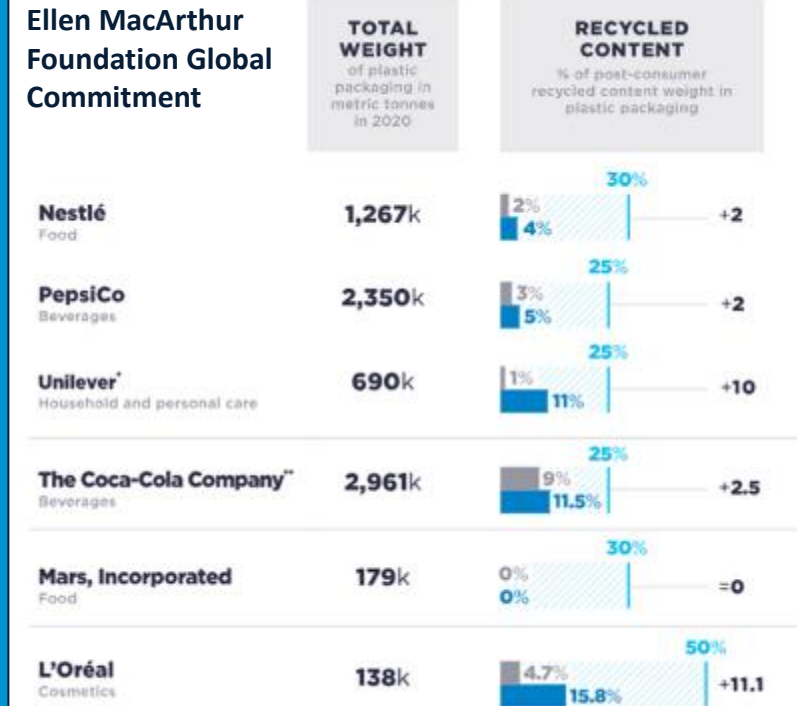
Overview of legislation for packaging waste at global-level



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



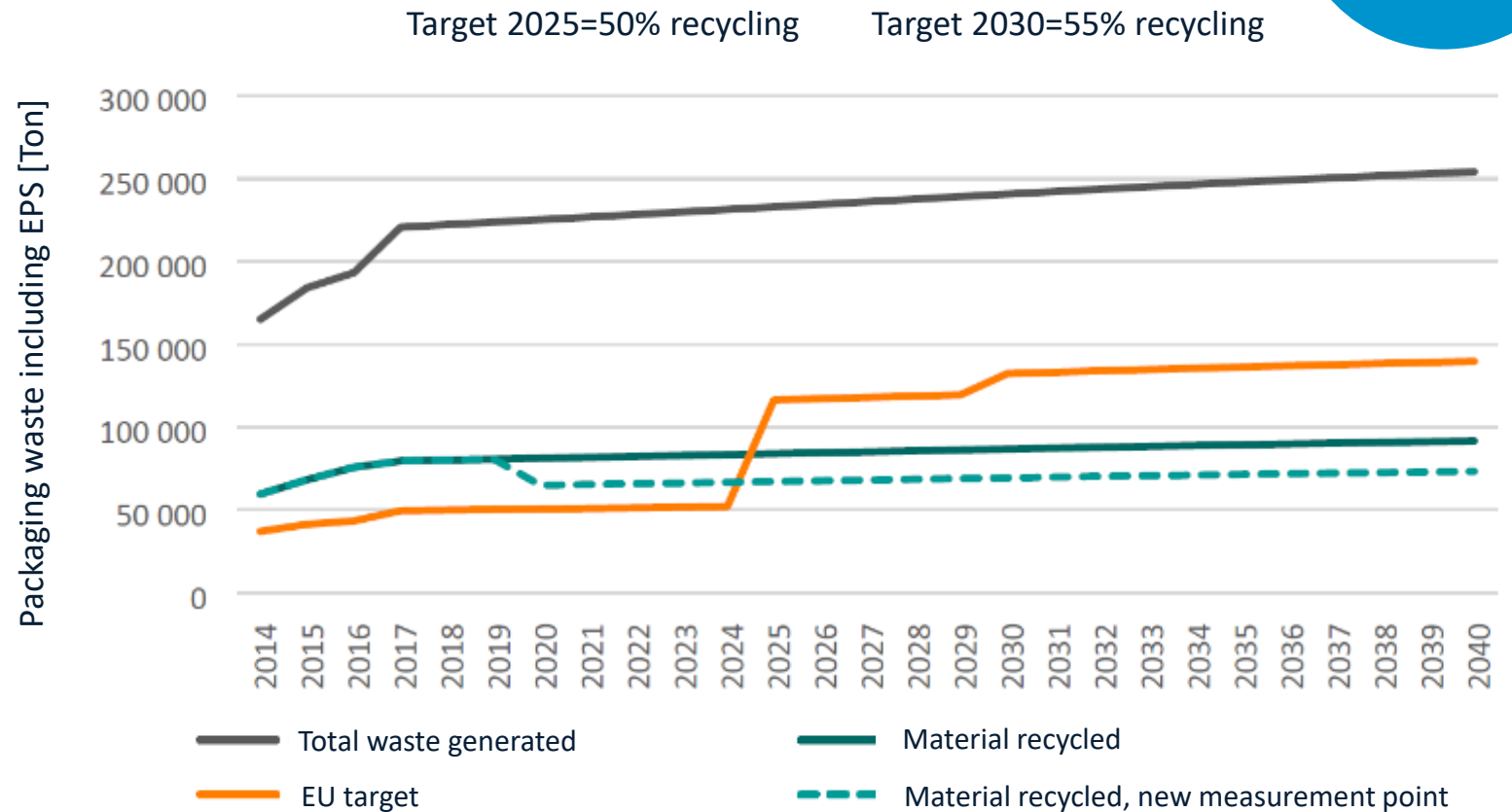
Several strong commitments have been made; however, brands are still far away from reaching them.

<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”

1

million
tons



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

2

million
tons



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

2

million
tons



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

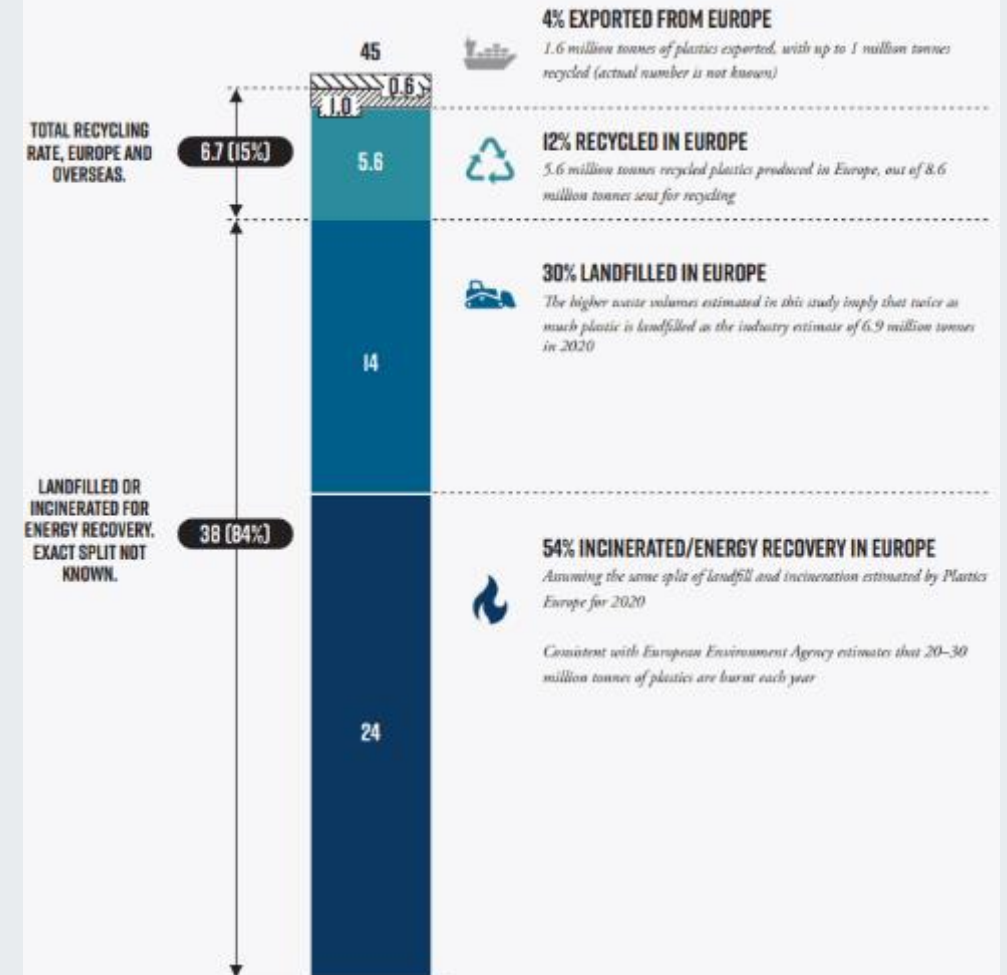
1

million
tons

+ others

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

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



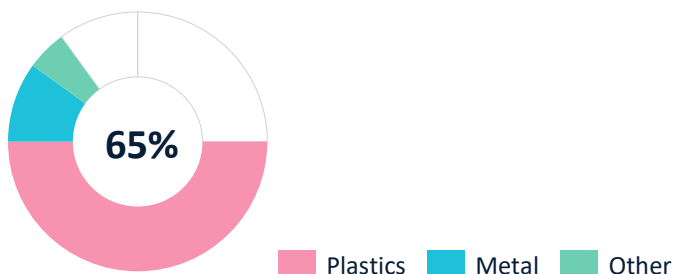
Sorting is essential for a circular economy



Waste sorting segment

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

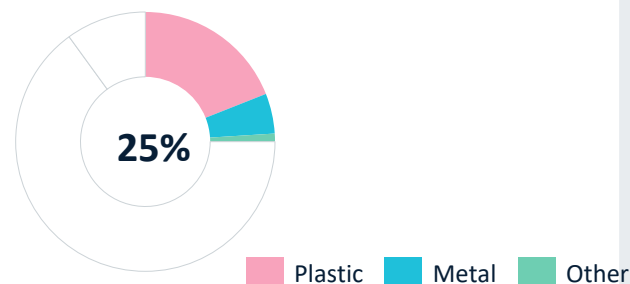
Segment share of installed base



Recycling segment

Upgrade material to pure fractions for high quality recycling

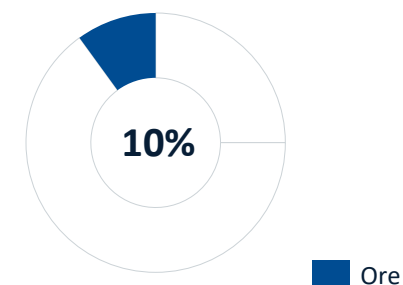
Segment share of installed base



Ore sorting segment

Recovery and ore sorting to reduce environmental impact

Segment share of installed base



How does sensor-based separation work?

Feeding of
unsorted material

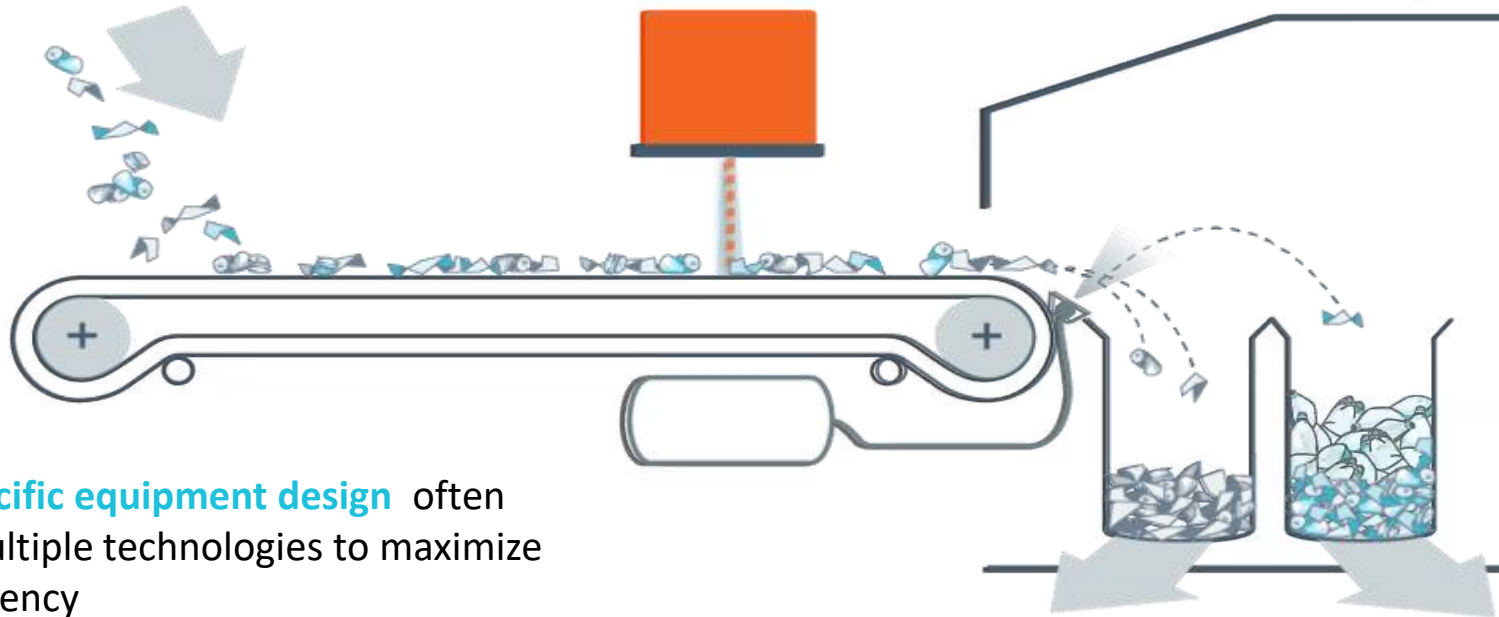
High-tech sensors to **identify objects**

Automated sorting process using
different sensors for different sorting tasks

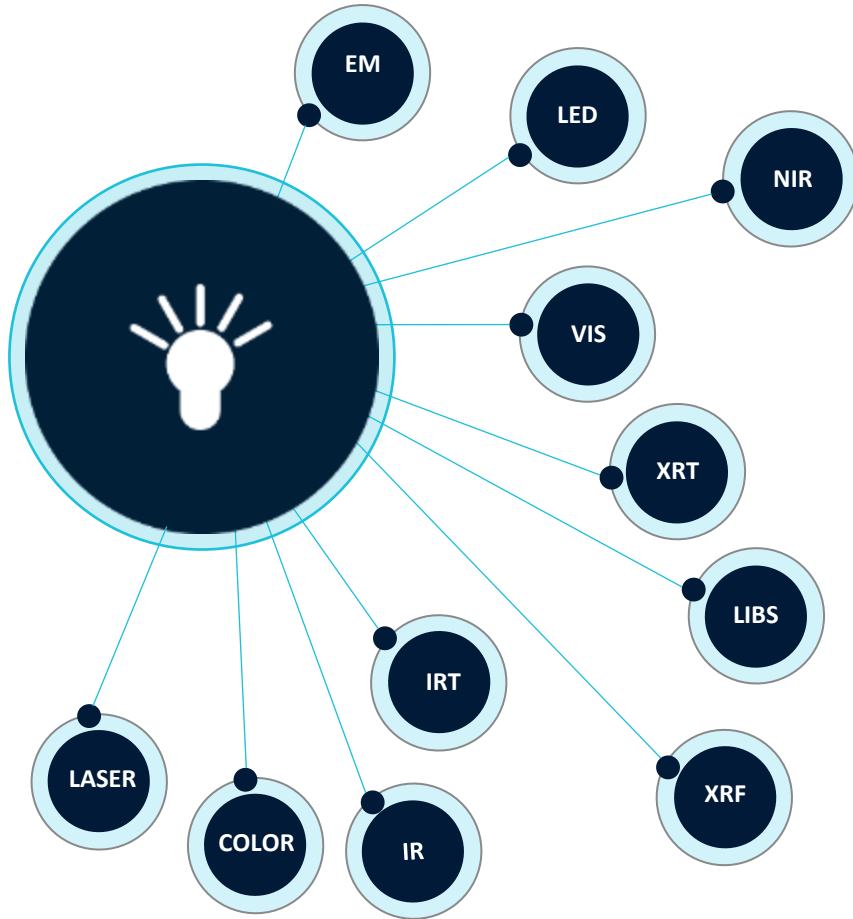
Precise ejection by ultra fast
air jets

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)



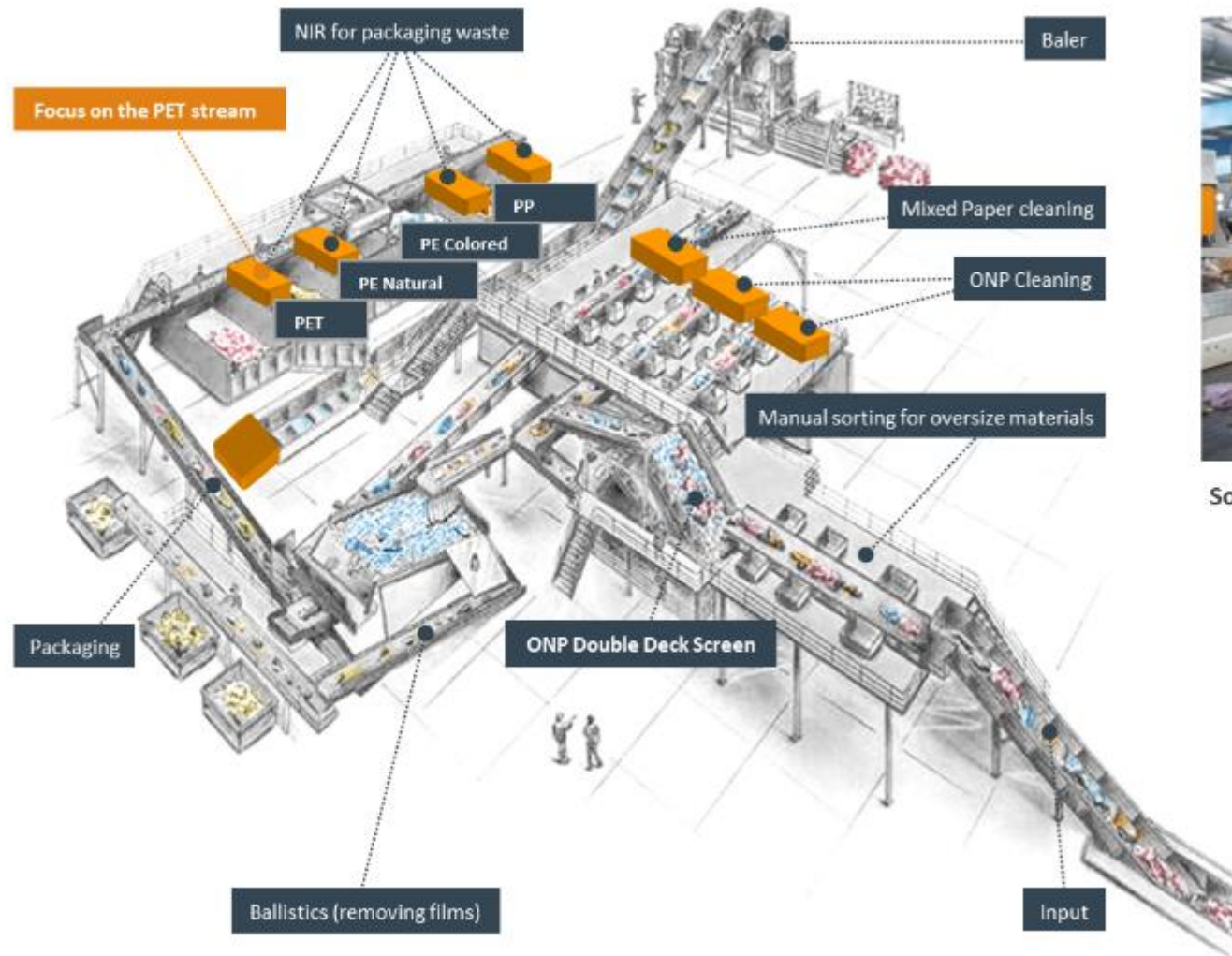
A broad sensor-based technology portfolio



- 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
X	X
X	X
X	X
X	X
X	X
X	
X	
	X
	X
X	X
X	X

Automation with TOMRA units



Sorting of Municipal Solid Waste, Cyprus

Our solutions enable recovery of recyclables from different waste streams

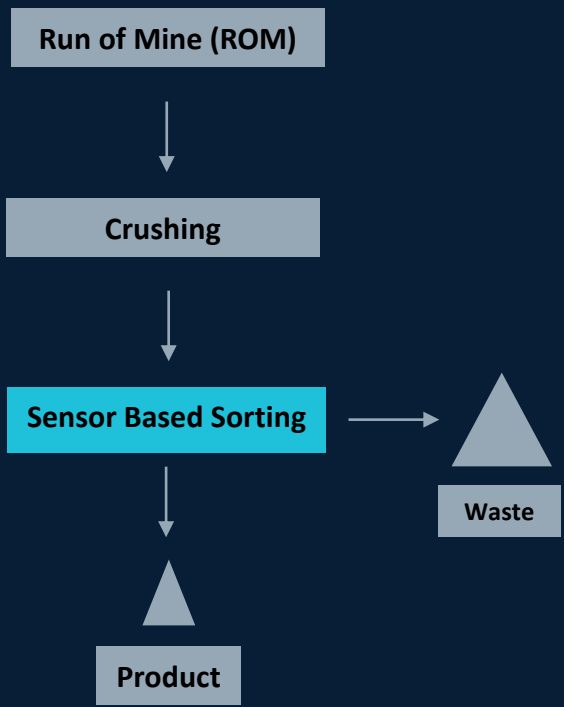


A modern packaging sorting plant can contain up to 60 NIR sorters

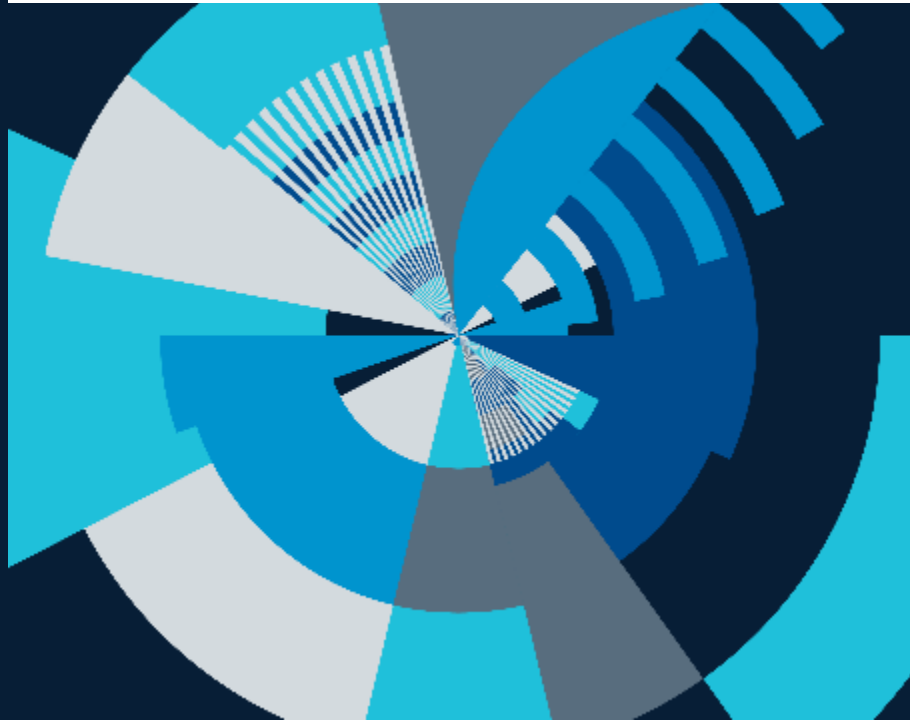
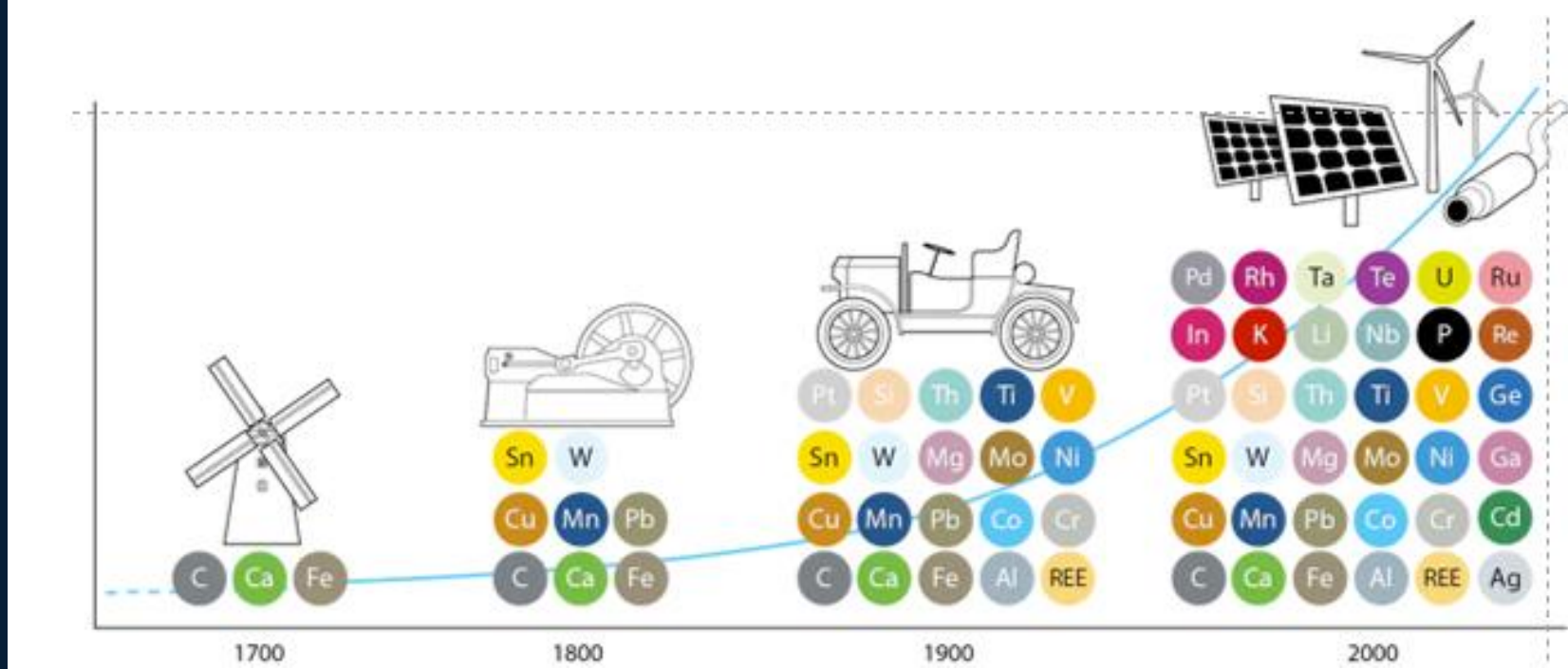


Our solutions can also recover valuables from residual waste streams

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



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



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

Ore sorting is used to:

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

EFFECT OF SENSOR-BASED SORTING (SBS)	VALUE-ADD:		SAVINGS
	ENVIRONMENT	COST & PRODUCTIVITY	
Decreased energy consumption (Transport, pumping & dewatering, disposals)	✓	✓	• 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)	✓	✓	• 3 to 4 m³ water saved per ton of material
Reduced carbon footprint	✓	✓	• 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		✓	• Costs down €0.30/ton/km
Chemical usage decrease (Flotation reagents, acid for leaching and cyanide)	✓	✓	• A few grams up to a few kilos per ton
Reduced tailings (fine particles)	✓	✓	• 3 m³ tailings volume per ton (2 m³ material plus 1 m³ water)
Productivity increase (De-bottleneck conventional process)		✓	• Per ton of waste 1 additional ton of ore production
Lifetime of Mine Increased	✓	✓	• 30-50% longer life of a mine
Waste into value (Create sellable product)	✓	✓	• The coarse waste rejected can be sold (for a low price)
Legislation		✓	• Up to 3 years quicker approvals
Reduced cut-off grade (Higher dilution in the mine, process marginal dumps)		✓	• 30-50% more reserves

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

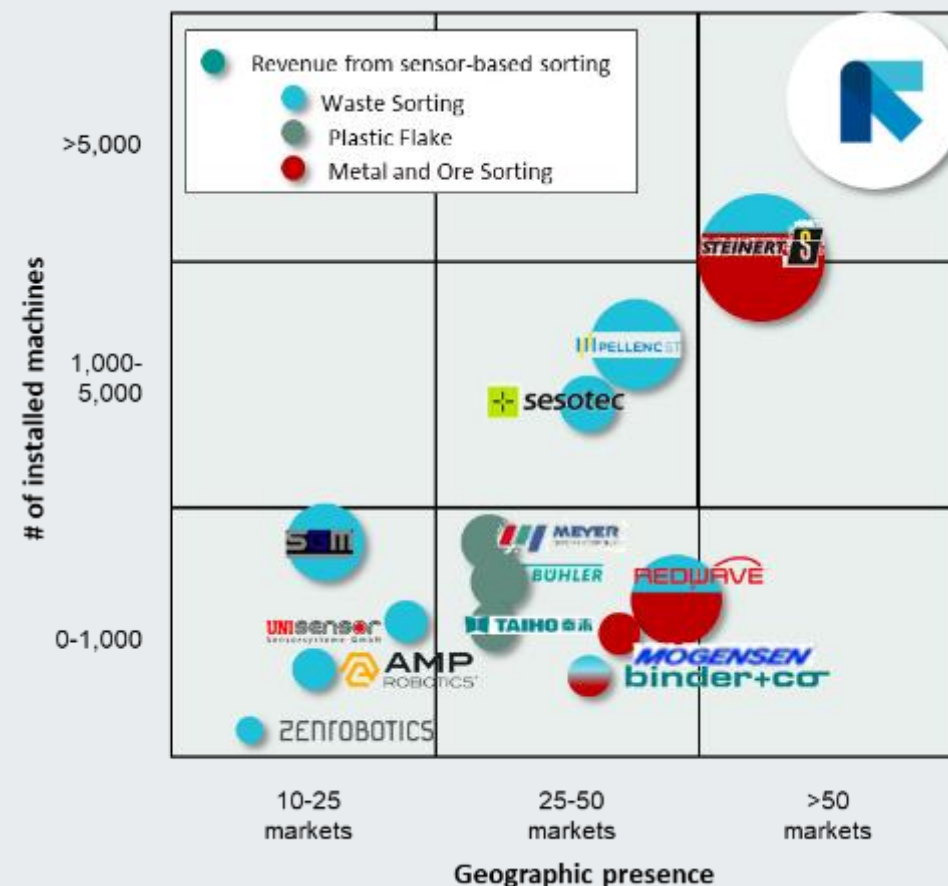
New segments for automated sorting

Increase of automation and performance

Capacity growth

Recycling sensor-based
sorting equipment market

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



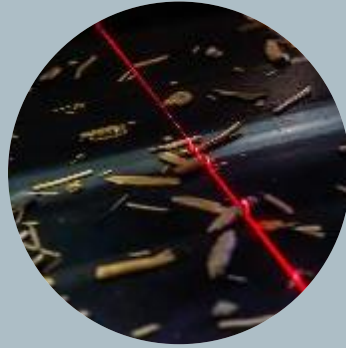
Our solutions close the loop by enabling high quality recycling



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

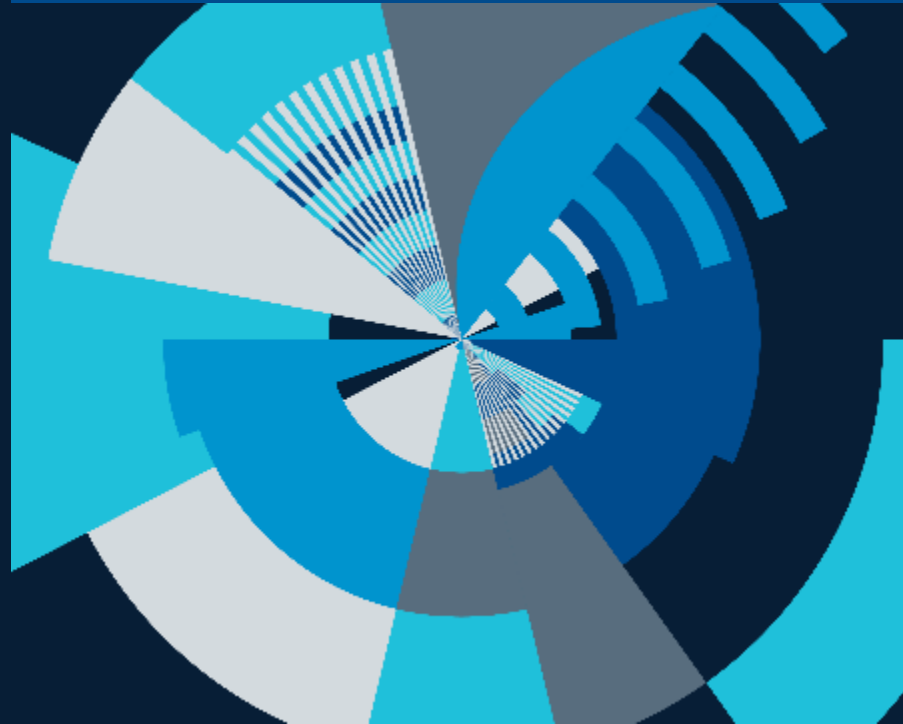
Develop digital
solutions & services

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

Our commitment towards plastic packaging by 2030

30%

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



TOMRA Food



TOMRA Food

Transforming global food production to maximize food safety and minimize food loss by making sure **Every Resource Counts™**.

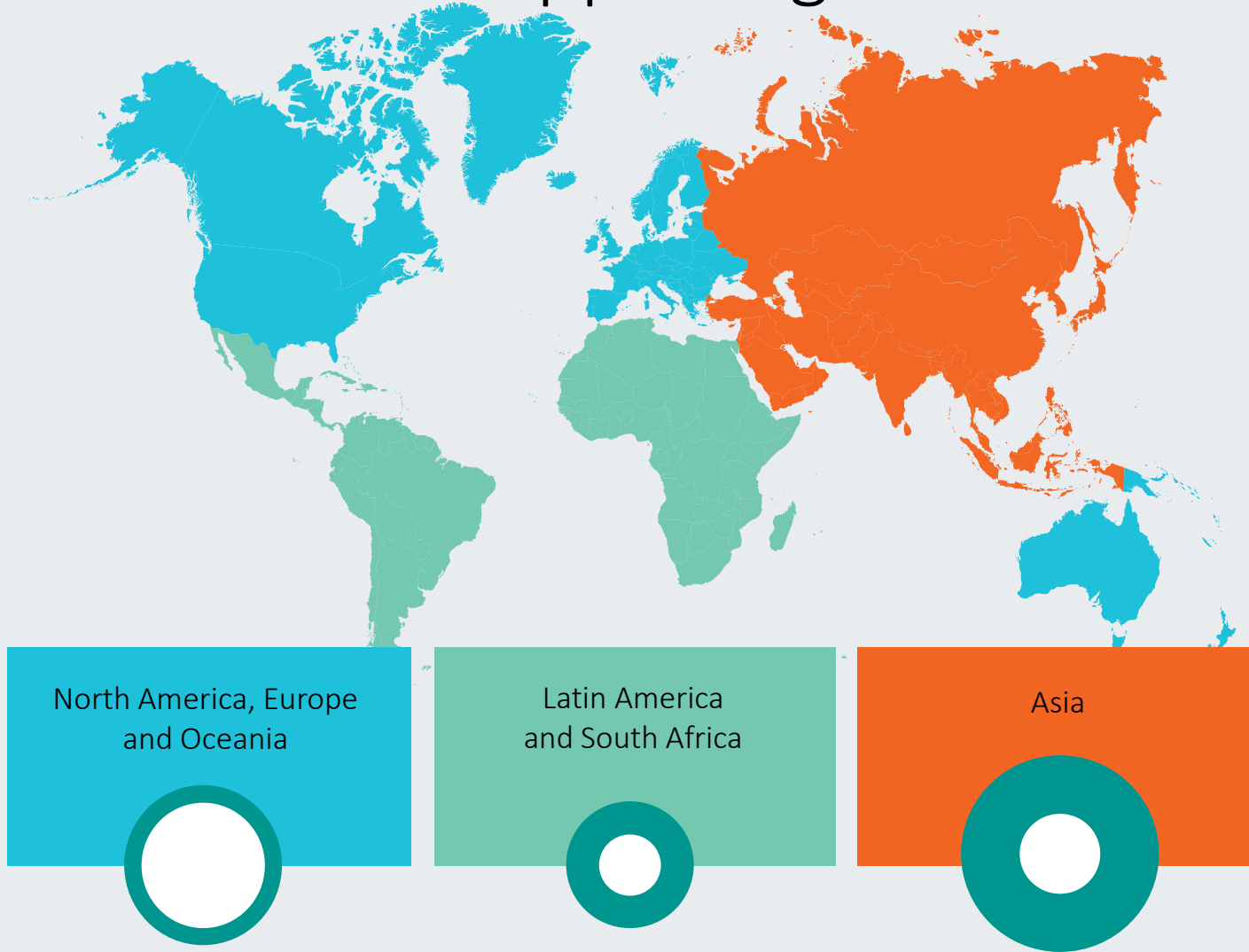


Currently, **33%**
of all food produced is
either lost or wasted

By 2050, a global
population of **9.8 billion**
will need **70%**
more food than is
consumed today

We have ambitions to
enable a post-harvest
food loss reduction of
50% by 2030

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



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

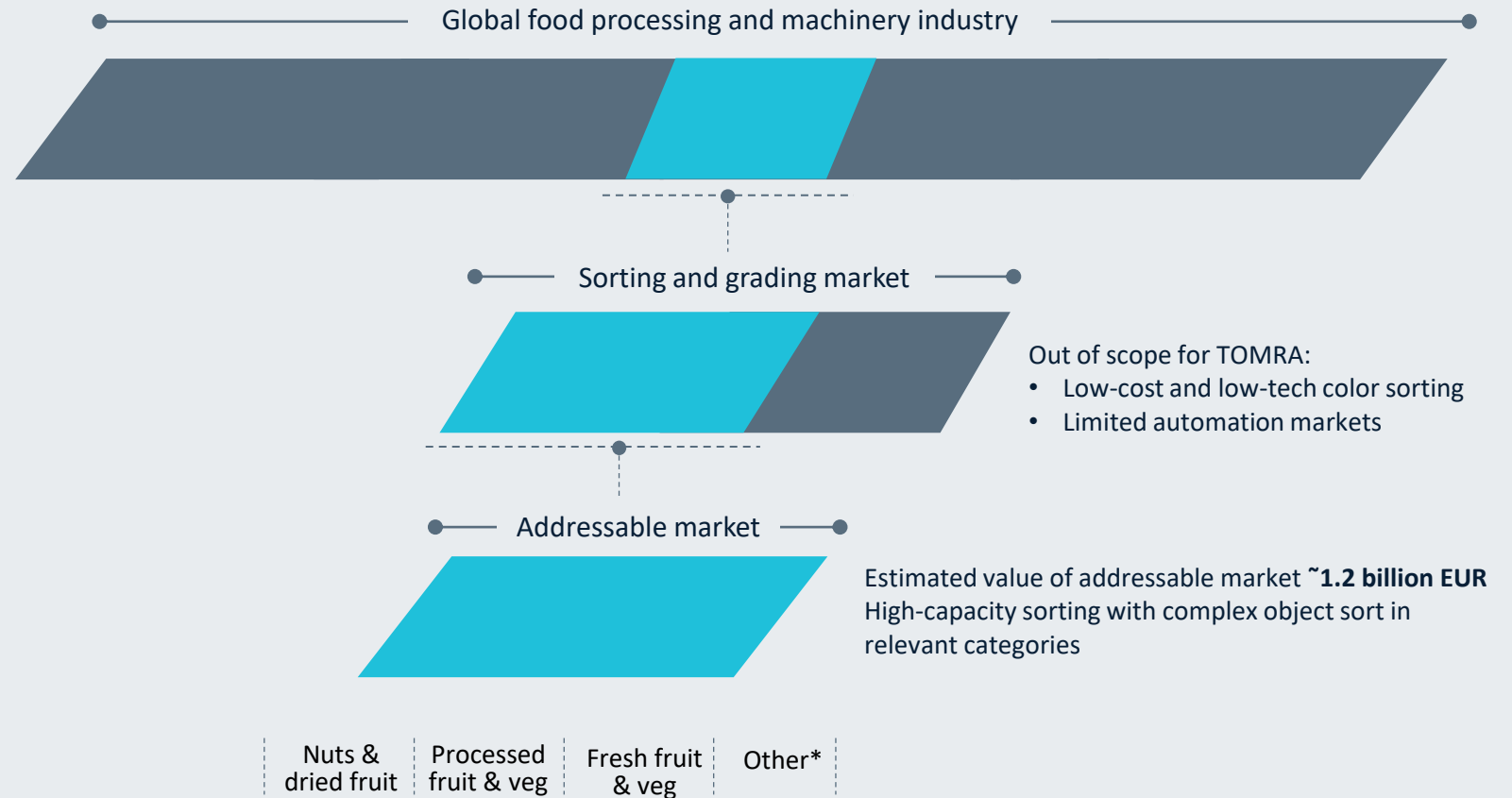
Best-in-class sorting and grading solutions, and digital insight

Partnerships

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

We are addressing approximately 60% of the total food sorting and grading market

Market position and addressable market



**includes protein, pet food, confectionary, etc.*

Our Technology...

Camera



Laser



Digital



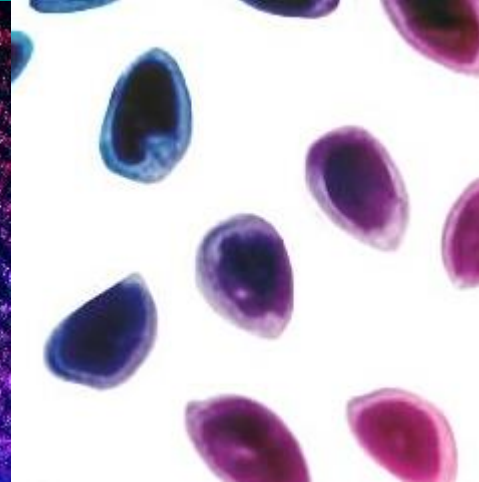
Pulsed LED



Spectroscopy



X-ray



...are detecting
a wide range
of parameters



Foreign Material

Removal of foreign material in a material stream, e.g. insects, glass, metal, wood & plastics



Blemishes

Objects with spots or other (small) blemishes are removed



Toxins

Removal of produce contaminated with aflatoxin



Structure

Removal of soft, molded or rotten food



Biometric Characteristics

Sort based on chemical composition such as water, protein content, sugar content (Brix) and dry matter



Shape & Size

Sort on length, width, diameter, area, broken-piece recognition



Color

Grading by color or removal of discolorations in mono- and mixed-color material



Defects

Removal of visible and invisible small and substantial defects



Damage

Broken, split and damaged objects are detected and removed



Fluo

Based on the chlorophyll level present in produce defects are removed



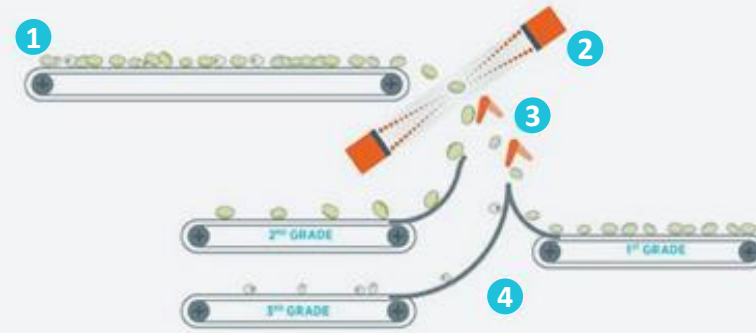
Density

Detection of density differences

- Visible
- Invisible
- Both

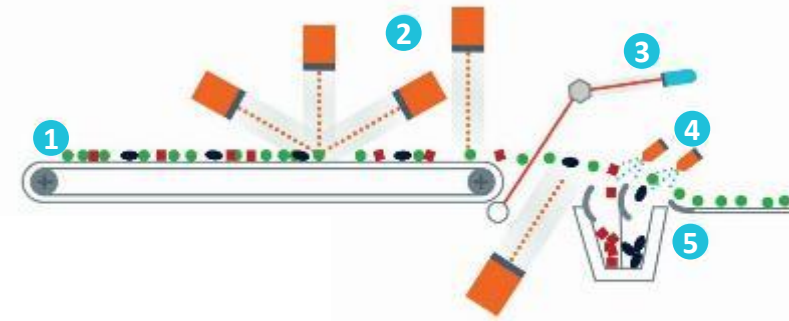
Working principles in Food sorting

Air inspection



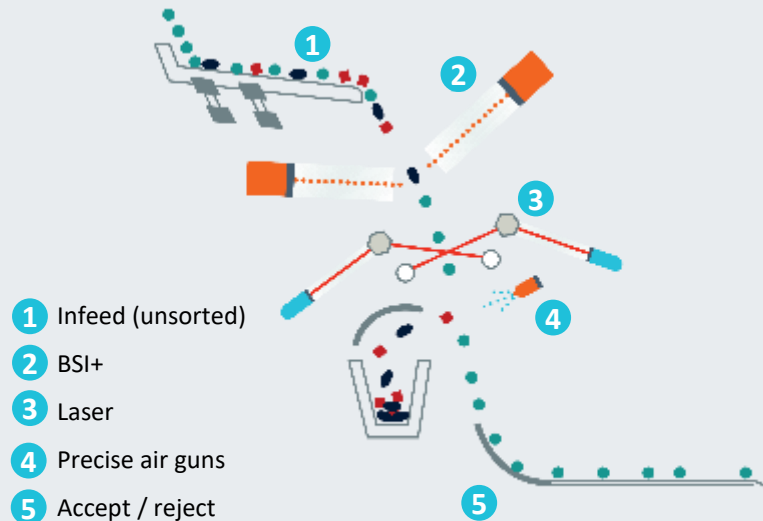
- 1 Infeed belt (unsorted)
- 2 Full width NIR and Color Vision sensors
- 3 Intelligent finger ejectors
- 4 Accept/reject

Belt inspection



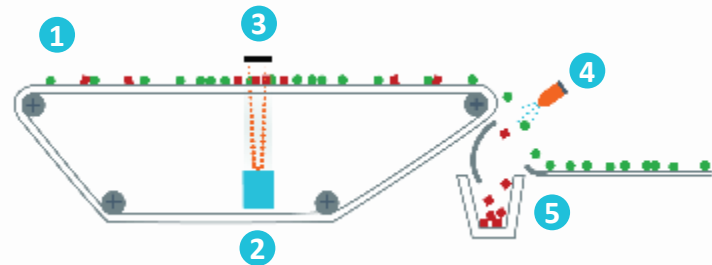
- 1 Infeed Belt (unsorted)
- 2 Cameras
- 3 Lasers
- 4 Precise air guns
- 5 Accept / reject

Chute or Channel sorter



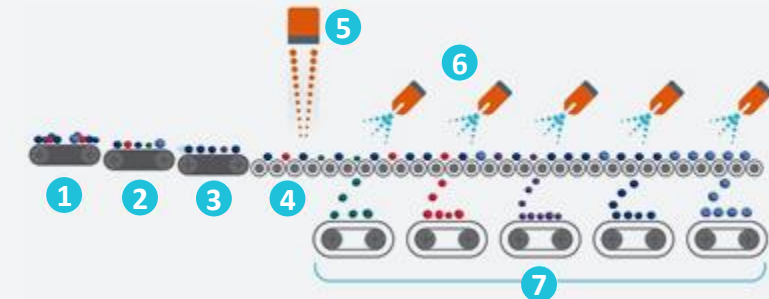
- 1 Infeed (unsorted)
- 2 BSI+
- 3 Laser
- 4 Precise air guns
- 5 Accept / reject

X-ray sorter



- 1 Infeed (unsorted)
- 2 X-ray source
- 3 X-ray detector
- 4 Precise air guns
- 5 Accept / reject

Singulated grading

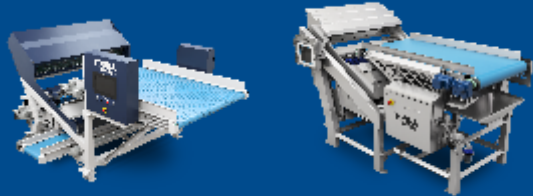


- 1 Accumulation conveyor
- 2 Singulation conveyor
- 3 Acceleration conveyor
- 4 Roller rotation units
- 5 Cameras and NIR sensors
- 6 Gentle tipping or air jets
- 7 Specified grade

Food technology platforms

Solutions for fresh and processed produce

TOMRA A Product Line



TOMRA 3A Series

TOMRA 5A Series

TOMRA B Product Line



TOMRA 5B

TOMRA C Product Line



TOMRA 3C

TOMRA 5C

TOMRA X Product Line



TOMRA 5X

Peeling Lines



Peeling

Integrated sorting solutions for fresh produce

TOMRA S Product line



TOMRA 5S Advanced



Single/Dual lane sorter



ULTRAVIEW

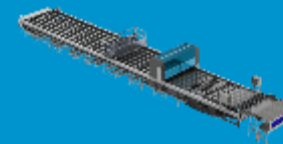


SPECTRIM



INSPECTRA²

Small Fruit Sorter and KATO260 Line



Small Fruit Sorter



KATO260 with LUCAi



TOMRA
NEON 3



CURO16



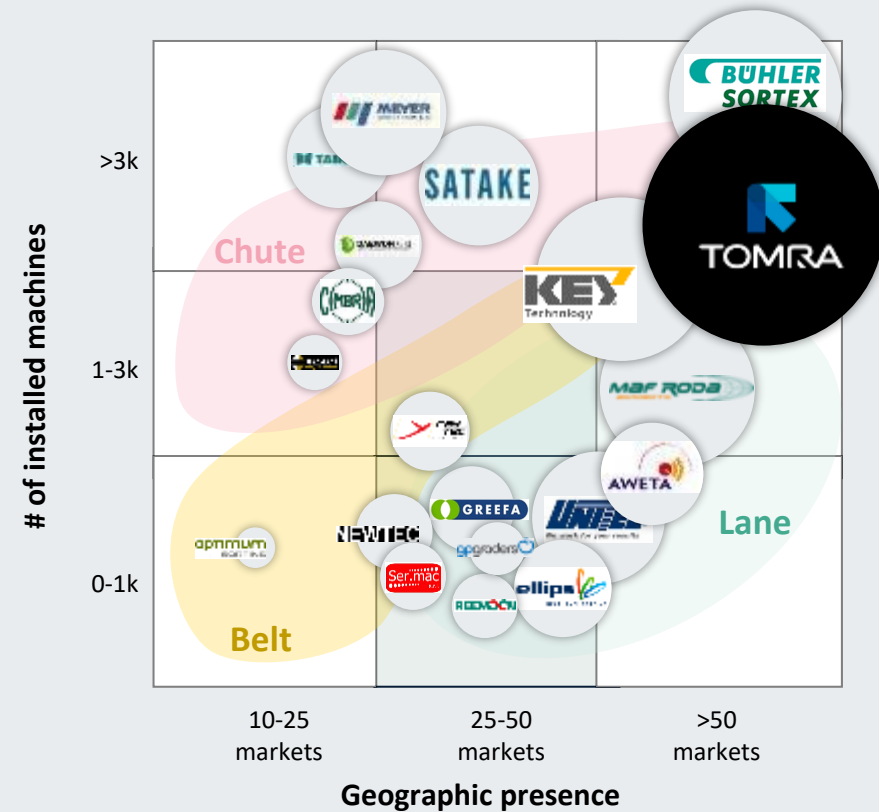
KETE16

Leading position globally

Total Food Sorting and Grading Market

Addressable Food market

TOMRA 2022: ~0.4 EUR billion



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

Food Categories



Potatoes



Nuts & Dried Fruit



Vegetables



Apples



Citrus



Berries



Cherries



Fresh Cut



Avocados

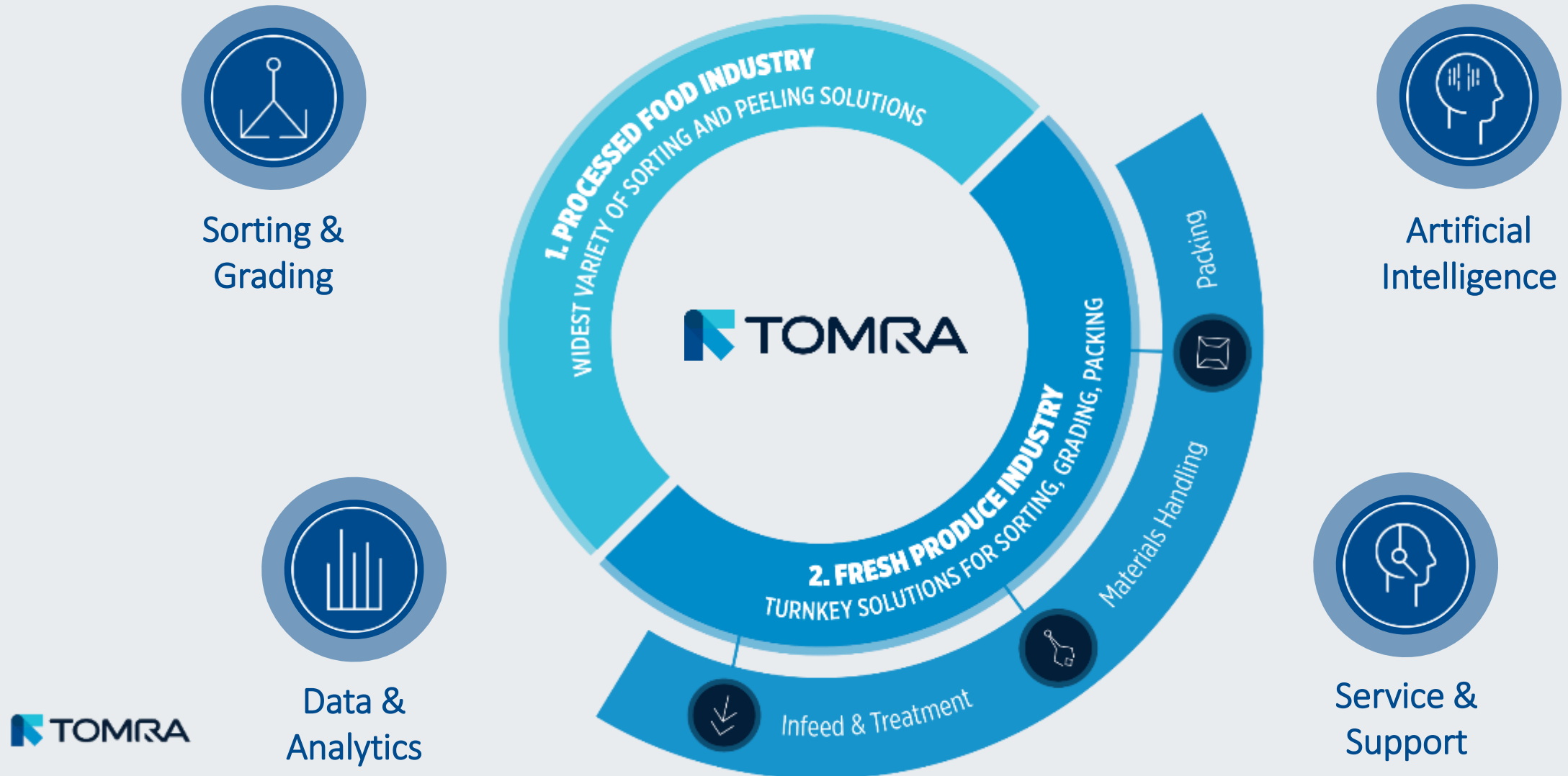


Kiwifruit



Grains & Seeds

Leading technology



Some of our customers

Processed Food



Nomad Foods

vitafoods 



Apetit

bāma



Intersnack

Fresh Food

PROPAL[®]



peelz[®]



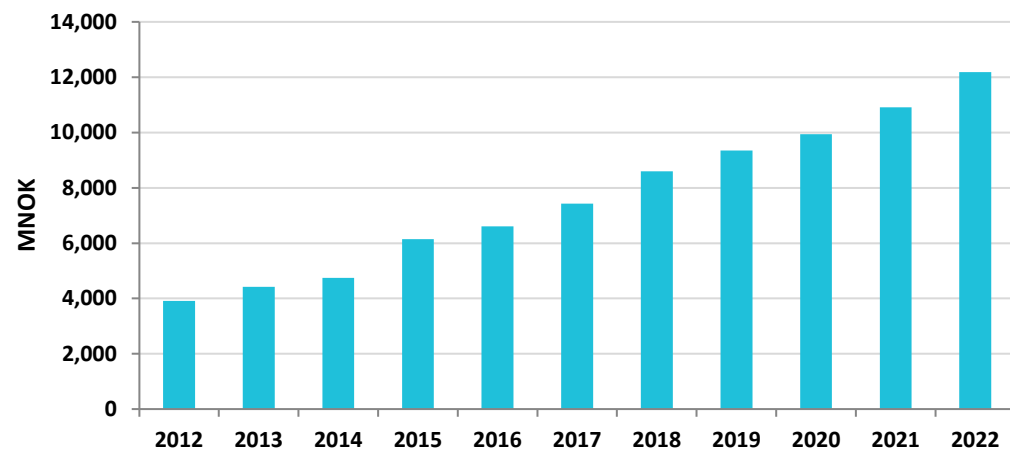
PerlaFruit



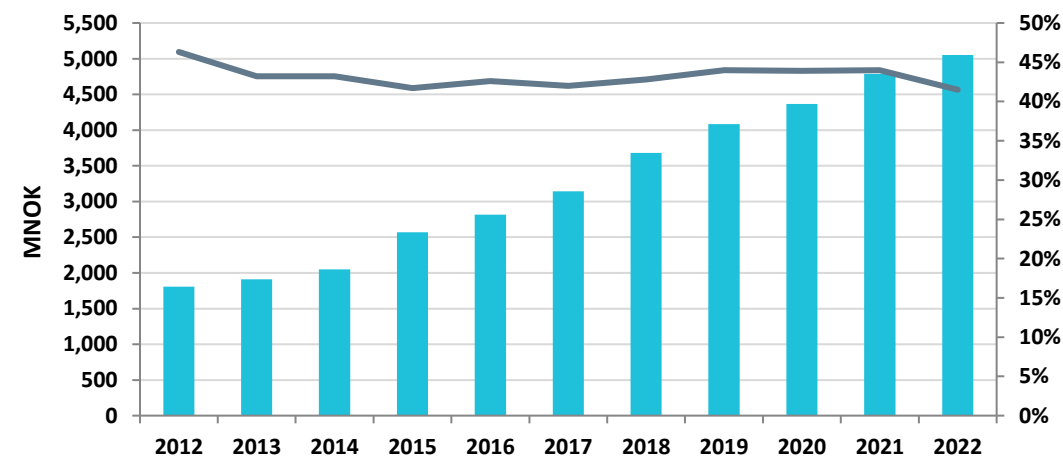
Corporate strategy and sustainable growth

Group financials development

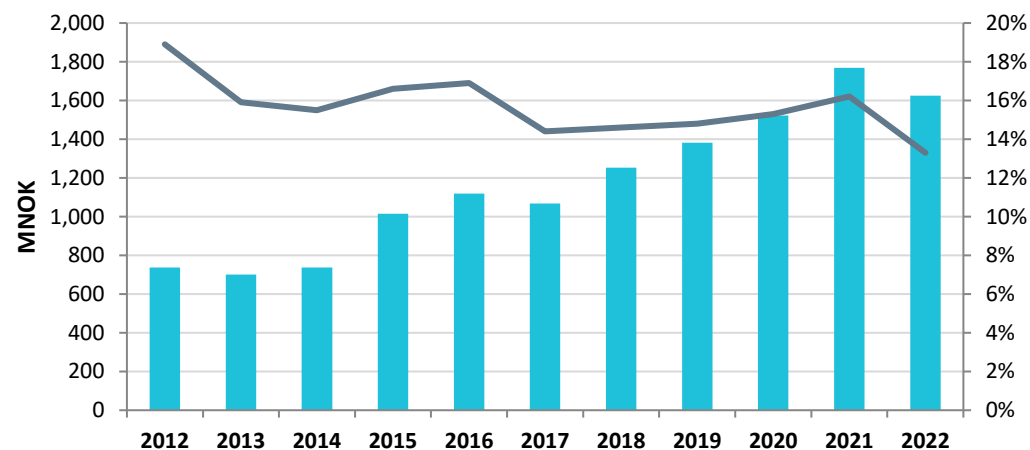
Revenues



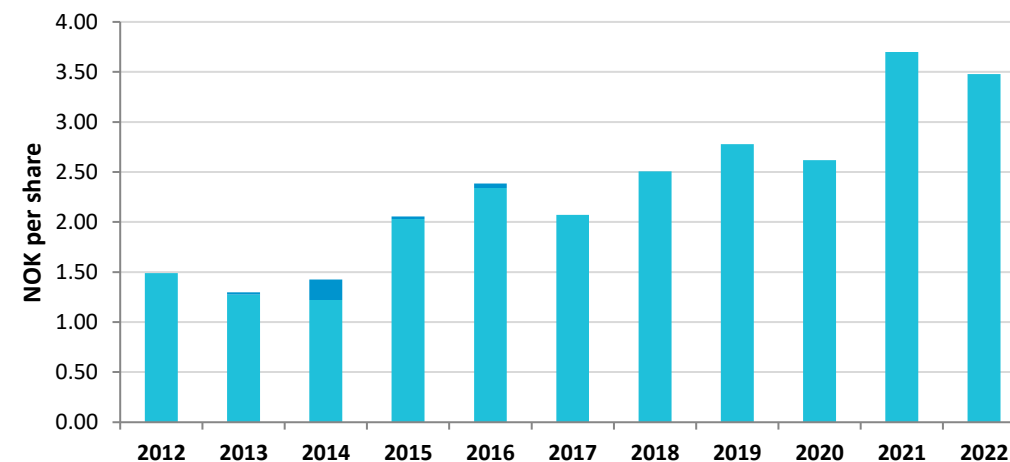
Gross contribution and margin



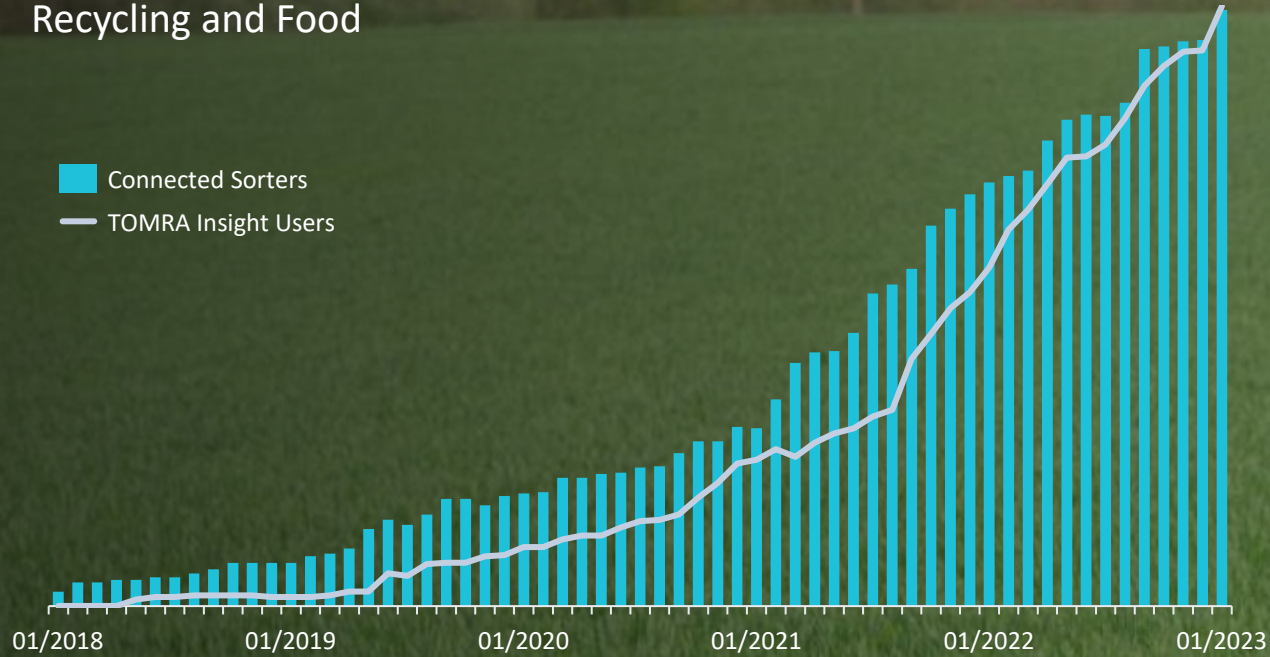
EBITA and margin



Earnings per share



Recycling and Food



**Connect to
POSSIBILITIES**



A photograph of a person's legs and feet standing on a large, weathered tree stump. The person is wearing white sneakers with purple accents. A semi-transparent circular overlay is centered over the stump, containing the following text:

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

The background shows a forest floor with dry leaves and some green plants.

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**

Closing the gap in
plastic recycling

Close the loop on
textiles

Positioned to
develop adjacent
opportunities

Systems for
reusable packaging



Legislative push to advance circularity

Recycled content

EU's Packaging & Packaging Waste Regulation (proposed)

% of post-consumer recycled content in packaging

	2030	2040
Single use plastic beverage bottles	30%	65%
Contact-sensitive packaging	30%*	50%
Other types of packaging	35%	65%

* 10% if PET is not major component

Reuse and refill

EU's Packaging & Packaging Waste Regulation (proposed)

% of reusable Take-away packaging

	2030	2040
Cold & hot beverages	20%	80%
Ready prepared food	10%	40%

National legislation on take-away packaging



France 1 January 2023:
Mandatory reusable tableware for dine-in



Germany 1 January 2023:
Mandatory reusable take-away alternatives



Sweden 1 January 2024:
Mandatory reusable take-away alternatives



Denmark 1 January 2025:
Introduction of EPR packaging fees



Portugal 1 July 2022:
Tax on single use take-away packaging

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

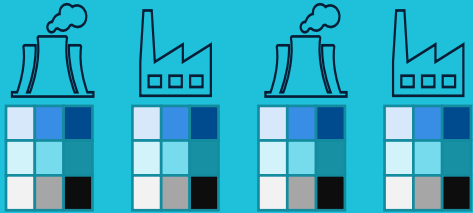
GAP

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

Input

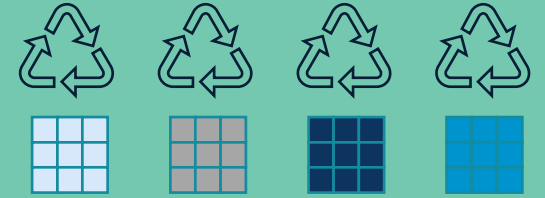


Mixed plastics fraction
sourced from material
recovery facilities



Advanced sorting
Dry washing

Output



High quality polymer
fractions to be supplied to
recyclers (PE, PE-LD, PP,
PS, PET, film)





TOMRA Feedstock Plants



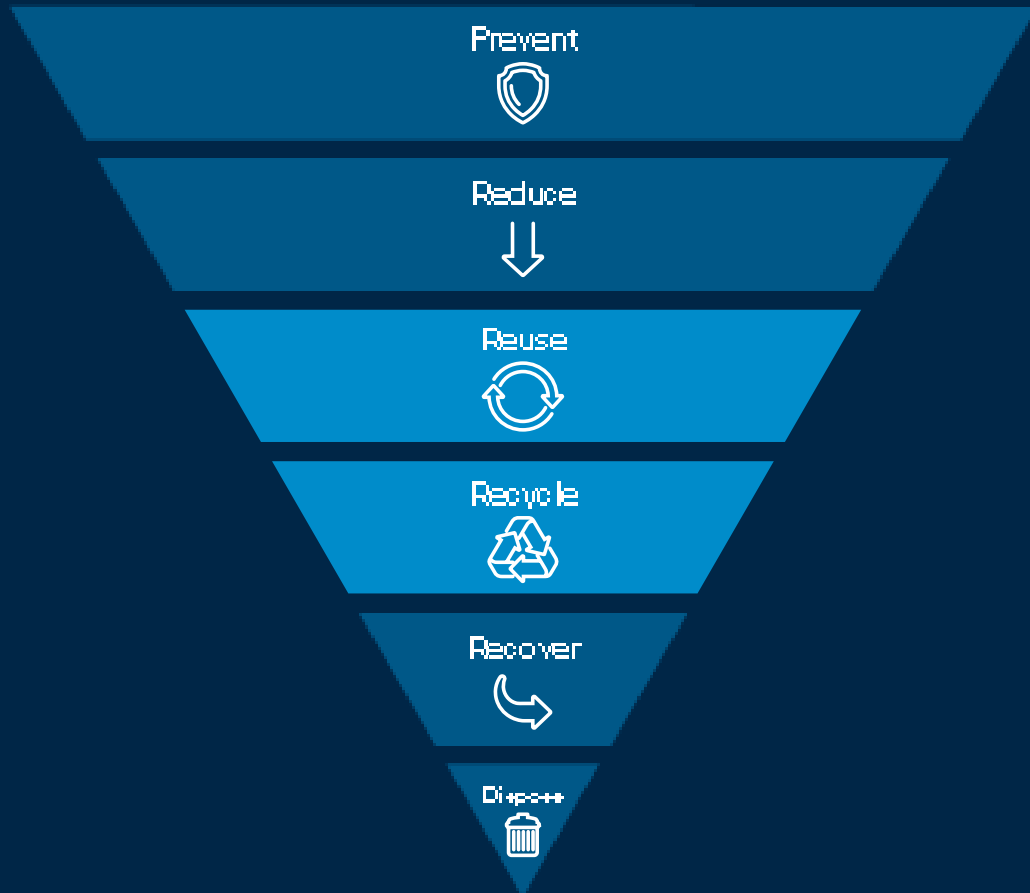
Germany

- Announced 19 December 2022
- 100% TOMRA owned
- EUR ~ 50-60 million investment
- Capacity ~ 80.000 tons p.a.
- Input: mixed post-consumer plastic
- Output: >10 different polymer fractions for mechanical and chemical recycling
- Operational in 2024-2025 est.

Norway

- Announced 31 May 2023
- Joint Venture 65% TOMRA / 35% Plastretur
- EUR ~ 32 million investment
- Capacity ~ 90.000 tons p.a.
- Input: mixed post-consumer plastic
- Output: 8 different polymer fractions for mechanical and chemical recycling
- Operational in the first quarter 2025 est.

Circular re-use system for takeaway packaging



BUY

Takeaway from restaurant/café
Delivered at home

PROCESS

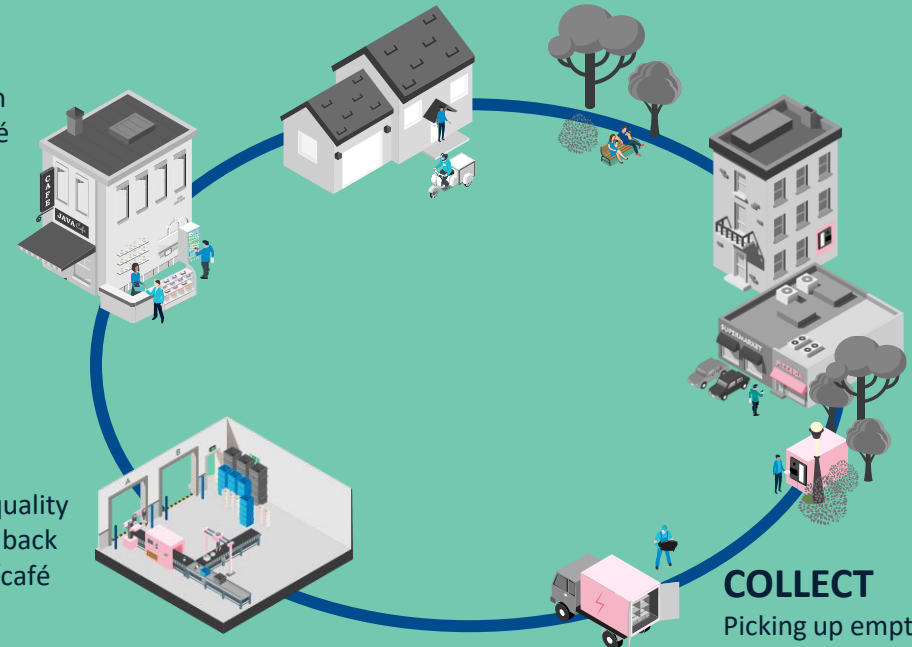
Sanitize, sort, quality check and ship back to restaurants/café

RETURN

to automated collection point

COLLECT

Picking up empty packaging and transport to sanitation hub



Collaboration with Aarhus Municipality in Denmark on a deposit system for takeaway packaging



Aarhus indfører pant på takeaway-emballage

Vi bruger ca. 300 millioner engangskopper og 150 millioner engangsbokse til takeaway om året i Danmark. Som den første kommune i landet er Aarhus klar til at indføre pant på takeaway-emballage. Målet er at skabe et cirkulært system, hvor emballagen bliver indsamlet, vasket og genbrugt.



Aarhus Docklands. Credits: Roar Paaske, VisitDenmark.

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



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

Our ambition is to keep an investment grade status

A-

Scope Ratings
June 2022

Financial Risk Profile
A

Business Risk Profile
BBB+

Green Bond
Framework

Investment
grade



TOMRA Green Bond Framework



°CICERO
Dark Green

Use of proceeds

ICMA category: Pollution prevention and control

Expenditures related to:	Examples of eligible assets:
Collection, sorting and processing of beverage containers	• Manufacturing, installation, maintenance, and operation of reverse vending machines (RVMs) • Sorting and processing facilities • R&D related to the development and design of RVMs • Collection systems for reusable packaging • Outreach to raise awareness and support for deposit return schemes
Recovery and upgrading of valuable materials from waste streams for recycling	• Software development for waste sorting machines • Assembly lines for manufacturing of sorting machines • R&D to improve performance or enable sorting of new types of materials (e.g., textiles) • Investments in the sorting and processing of post-consumer materials
Minimizing the carbon footprint of operations	• Renewable energy equipment • Clean transportation • R&D to increase the use of sustainable materials

Highlights from Cicero Second Party Opinion

“TOMRA’s RVMs and waste sorting machines are **well-aligned with circular economy solutions and a low-carbon future**”

By improving material recovery for recycling and reuse, TOMRA’s RVMs and waste sorting machines are an **important contribution to the climate transition, a more circular economy, and improved waste management**”

“RVM solutions have the potential to **limit climate emissions, local pollution, and harmful biodiversity impacts**”

“TOMRA has **significantly strengthened** its sustainability strategies”

“The overall assessment of TOMRA’s **governance structure** and processes gives it a rating of **Good**.”



°CICERO
Shades of
Green

Dark Green is allocated to projects and solutions that correspond to the long-term vision of a low-carbon and climate resilient future.

Our sustainability commitment

Leading the Resource
Revolution while
becoming a fully circular
business and being safe,
fair and inclusive



Our 2030 Sustainability Targets

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 their end of life

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

Attract diverse talents from all 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

Supply Chain Sustainability targets will be announced in 2023



For a sustainable planet for
generations to come



we have an obligation to grow

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