

INVESTOR PRESENTATION



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



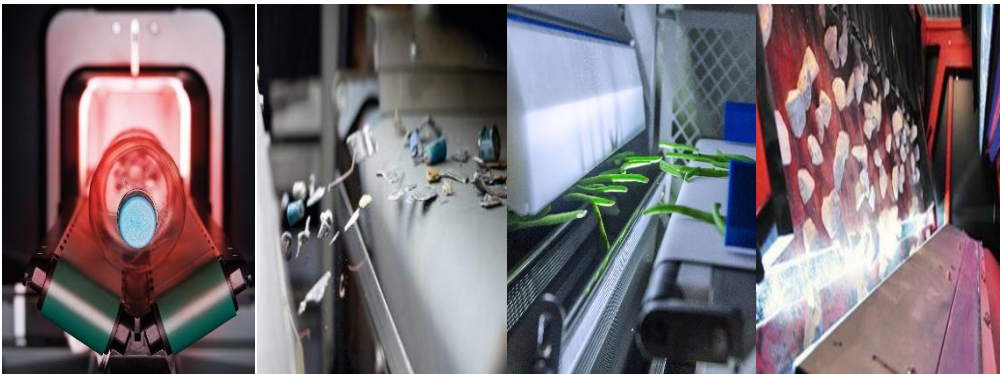
Using more resources than ever
before. More than our planet can
continue to sustain.

TOMRA is well-positioned towards megatrends

1 Solutions for optimal resource productivity



3 Pioneer in application of sensor-based technology



2 Leading market position – fit for growth

Collection
Solutions
#1

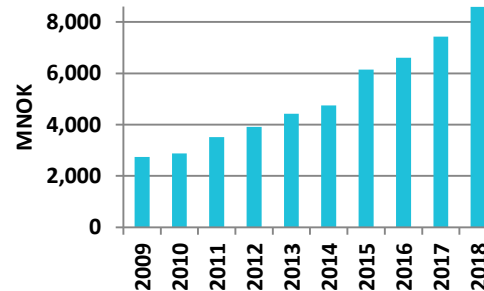
Food
Sorting
#1

Recycling
Sorting
#1

Mining
Sorting
#1

4 Strong, people minded performance culture

Revenues

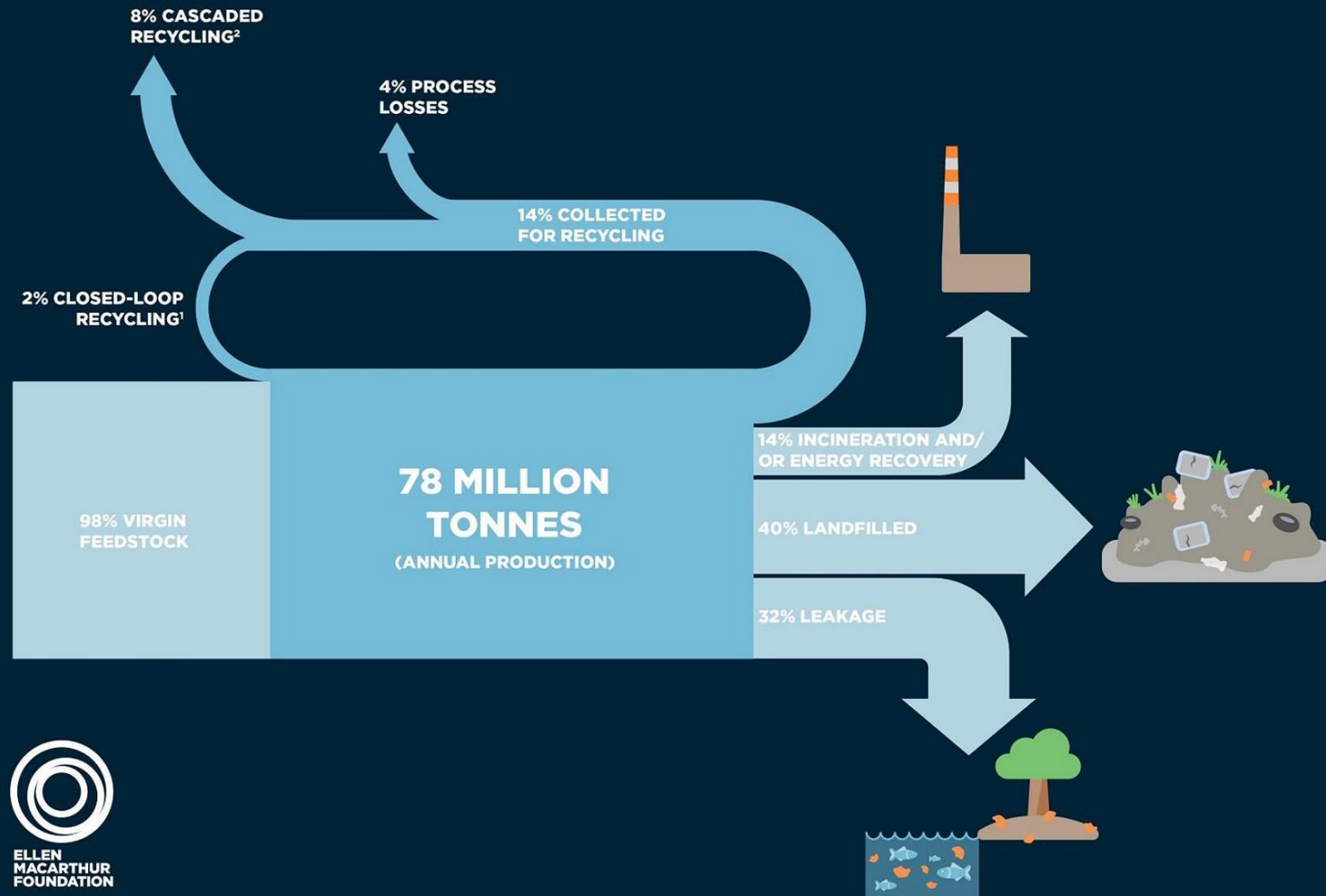


DID YOU KNOW?

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



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



Significant untapped potential to reuse good materials

PLASTIC PACKAGING



**VALUE
PROPOSITION***
\$ 50–80 BN

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

STEEL



**VALUE
PROPOSITION***
\$ 70–150 BN

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

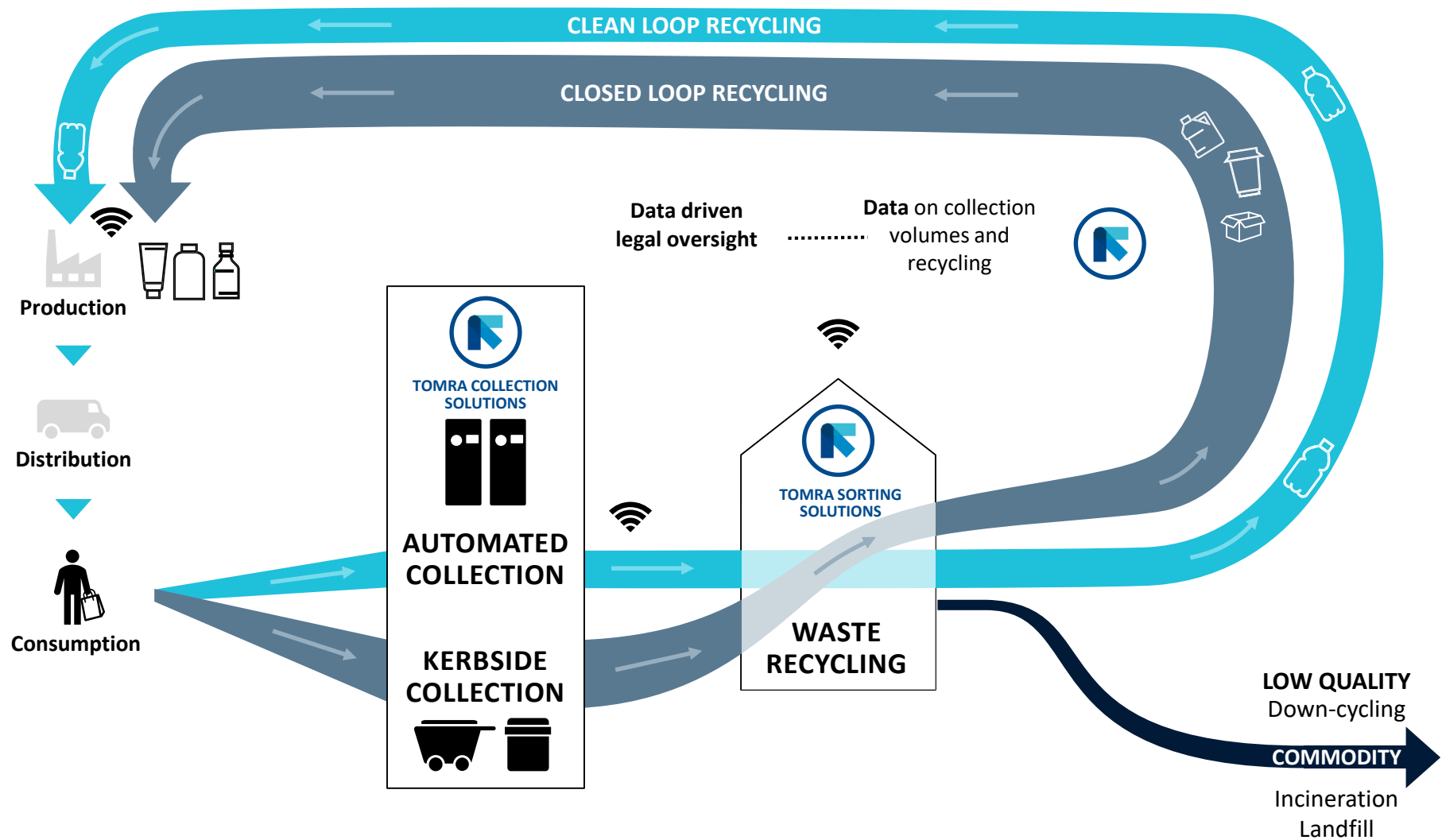
PAPER



**VALUE
PROPOSITION***
\$ 30–40 BN

~80 % of produced paper is potentially recyclable, ~400 mln tonne annually x 80% = 320 mln t/a potentially recyclable paper in the market. Today, ~58 % or 230 mln t/a are recycled, means 90 mln tonnes are lost. If this is recovered and goes into the paper recycling process there will be between 10-30% fibre loss, assuming on average 20%. The value of newsprint paper is ~400-600 USD/t, let's assume 500 USD/t = ~90 mln t/a x 80% x 500 USD/t = USD36 bn

Circular economy – redefining value creation



Business case for plastics

Value increase
2.5-7x

€1400 per ton
Clear PP/PE

€1000 per ton
Clear PET

€500 per ton
Mixed PET

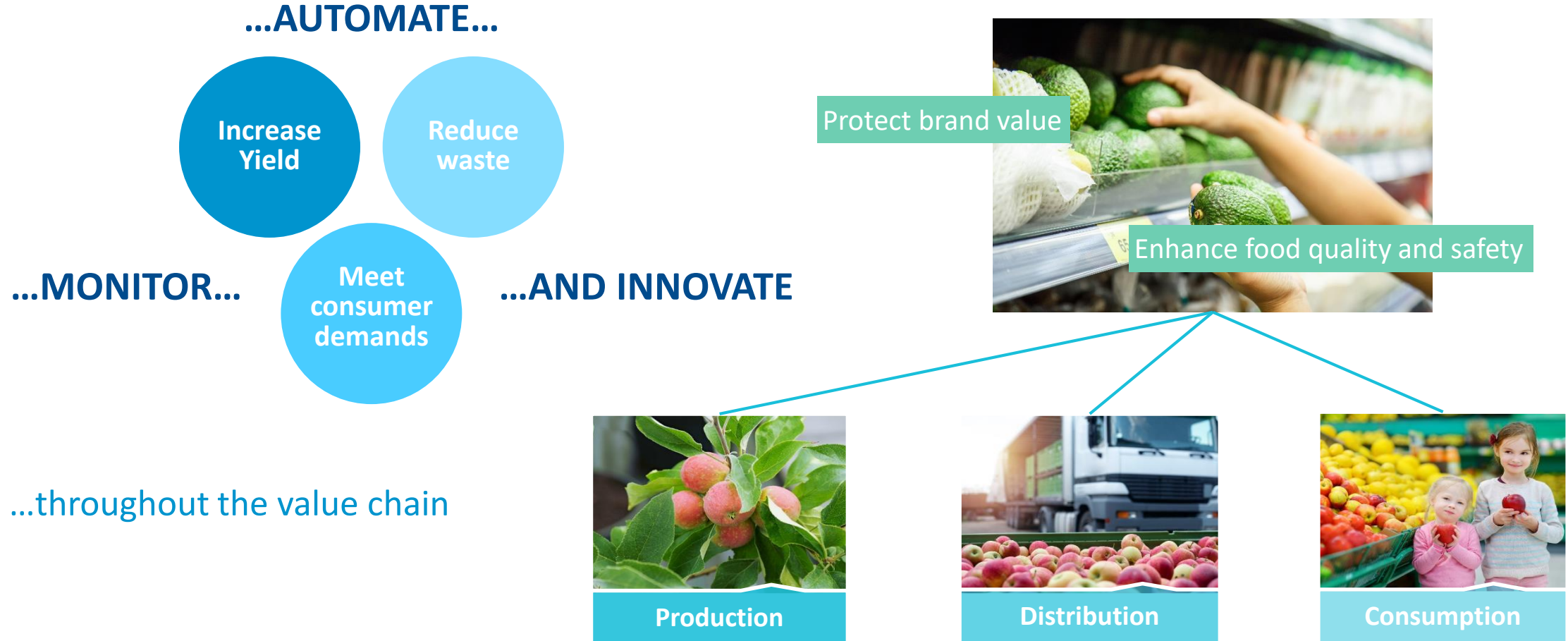
€200 per ton
Mixed Plastic

DID YOU KNOW?

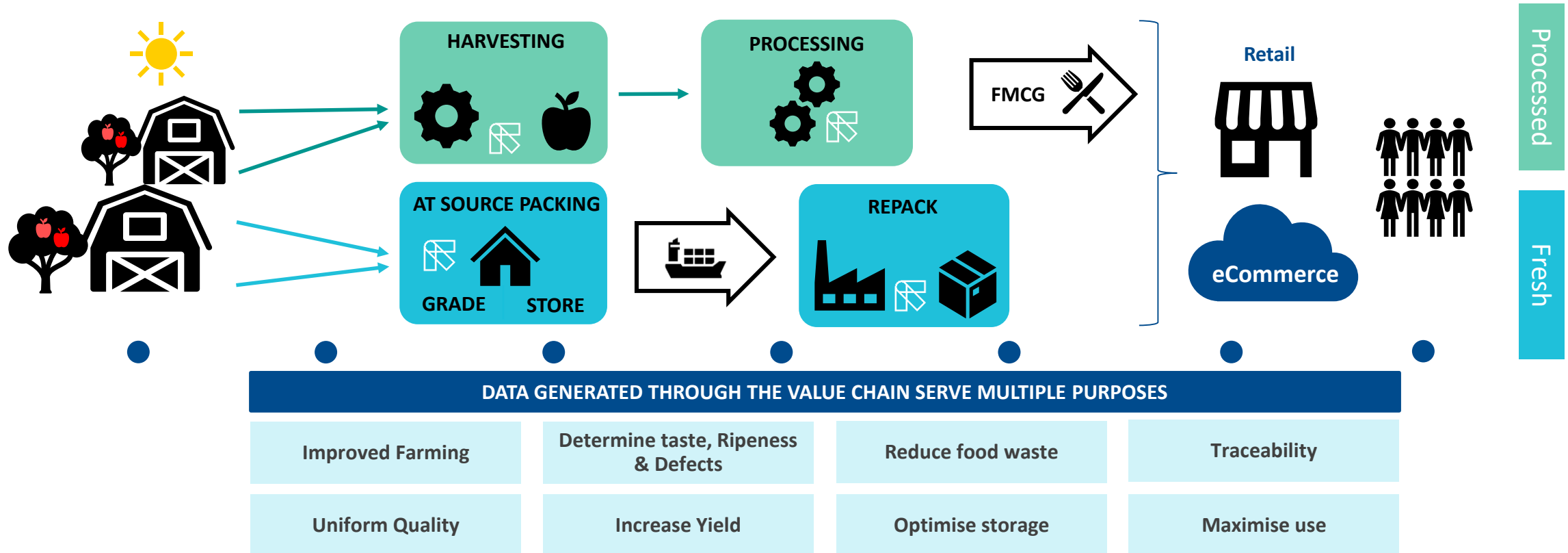
- By 2050, a global population of **9.8 billion** will **require 70%** more food than is consumed today
- We are currently **wasting 33%** of global food production
- The food industry accounts for around **10%** of global GDP
- Agriculture accounts for **20%** of global greenhouse gas emissions

New ways of feeding a fast-growing DEMANDING population...

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



TOMRA to play a difference in the FUTURE OF FOOD production



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



From purpose into profits and profits into progress, TOMRA is **transforming** what it means to be resourceful



- Our solutions, in use around the globe, helped keep **~17 millions of tons of CO₂** from being released into the atmosphere in 2019
- **More than 40 bn used beverage containers are captured every year** through our reverse vending machines
- Our steam peelers process **~15 million tons of potatoes per year with a 1% yield improvement** over other alternatives
- **~715,000 tons of metal are recovered** every year by our metal-recycling machines

At TOMRA, our company vision is Leading the Resource Revolution

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



TOMRA AT A GLANCE



4500+

EMPLOYEES
GLOBALLY

Publicly listed on Oslo Stock Exchange (OSEBX: TOM)



9.3

BILLION NOK
REVENUES IN 2019



FOOD



RECYCLING



MINING



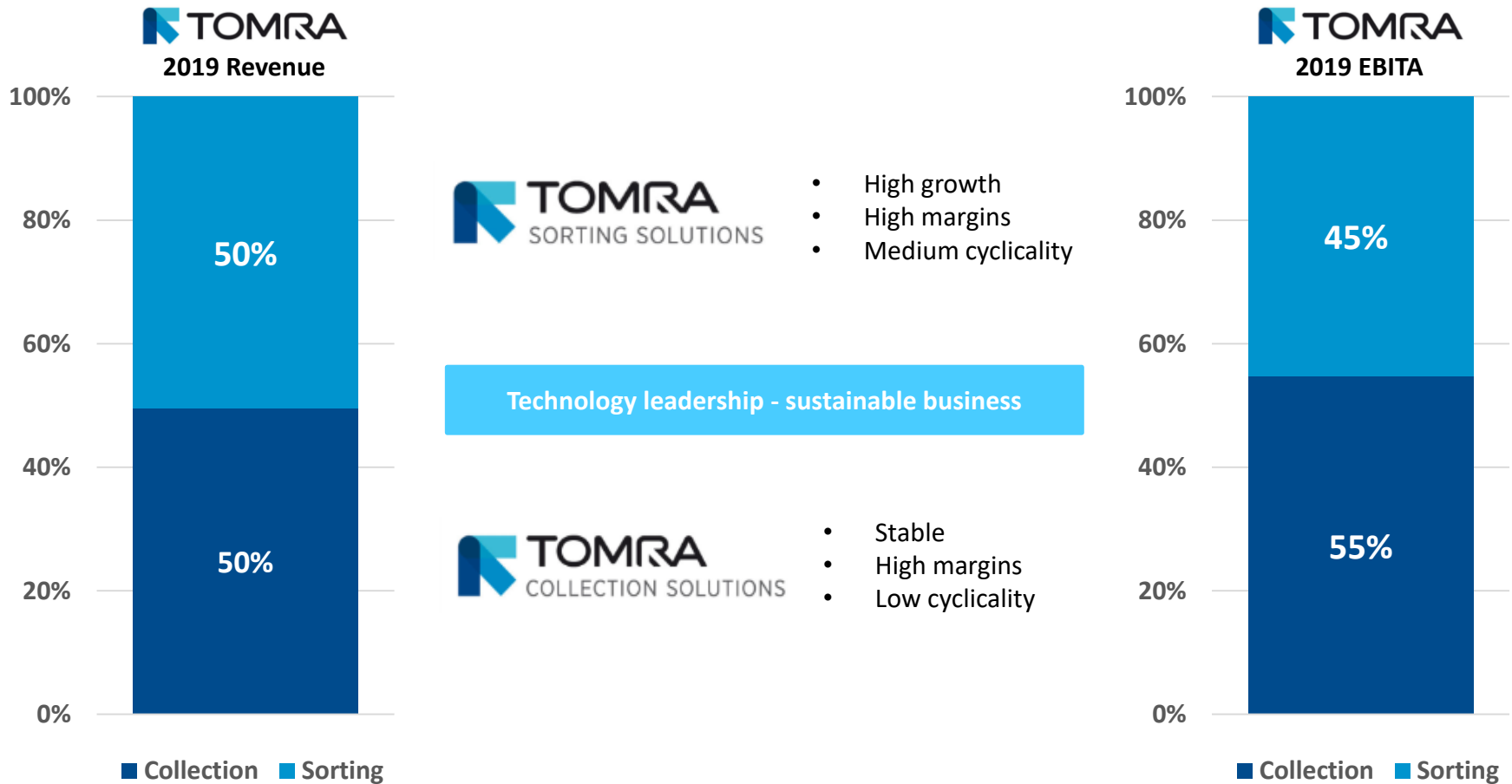
REVERSE VENDING



MATERIAL RECOVERY



Creating value through two strong business areas



The TOMRA transformation journey



FROM:



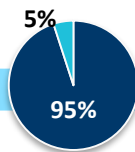
Helping the world recycle

2000



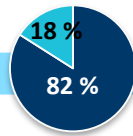
■ Collection

2004



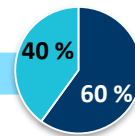
■ Collection
■ Sorting

2008



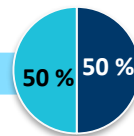
■ Collection
■ Sorting

2012



■ Collection
■ Sorting

2019



■ Collection
■ Sorting

TO:



LEADING THE RESOURCE REVOLUTION

TOMRA's two business areas



FOOD

Share of '19 sales	~32%
Employees	1,445
Customers	Food growers, packers and processors
Market share	Bulk: ~25% Lane: ~25%

RECYCLING

Share of '19 sales	~16%
Employees	260
Customers	Material recovery facilities, scrap dealers, metal shredder operators
Market share	~55-60%

MINING

Share of '19 sales	~2%
Employees	80
Customers	Mining companies
Market share	~40-50%

TOMRA SORTING GROUP FUNCTIONS & SHARED STAFF

Employees	250
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REVERSE VENDING

~39%
1,905
Grocery retailers
Over 70%

MATERIAL RECOVERY

~11%
590
Grocery retailers and beverage manufacturers
~60% in USA (markets served)



Installed base worldwide



REVERSE VENDING

Nordic	~15,100
Germany	~29,500
Other Europe	~15,000
North America	~16,900
Rest of the world	~7,600

TOTAL ~84,100



RECYCLING

EMEA	~4,500
Americas	~990
Asia	~940
Other	~30

TOTAL ~6,460

MINING

Europe	~20
US / Canada	~46
Australia	~10
South Africa	~46
Other	~41

TOTAL ~163

FOOD BULK

EMEA	~3,400
Americas	~3,025
APAC	~780

TOTAL ~7,205

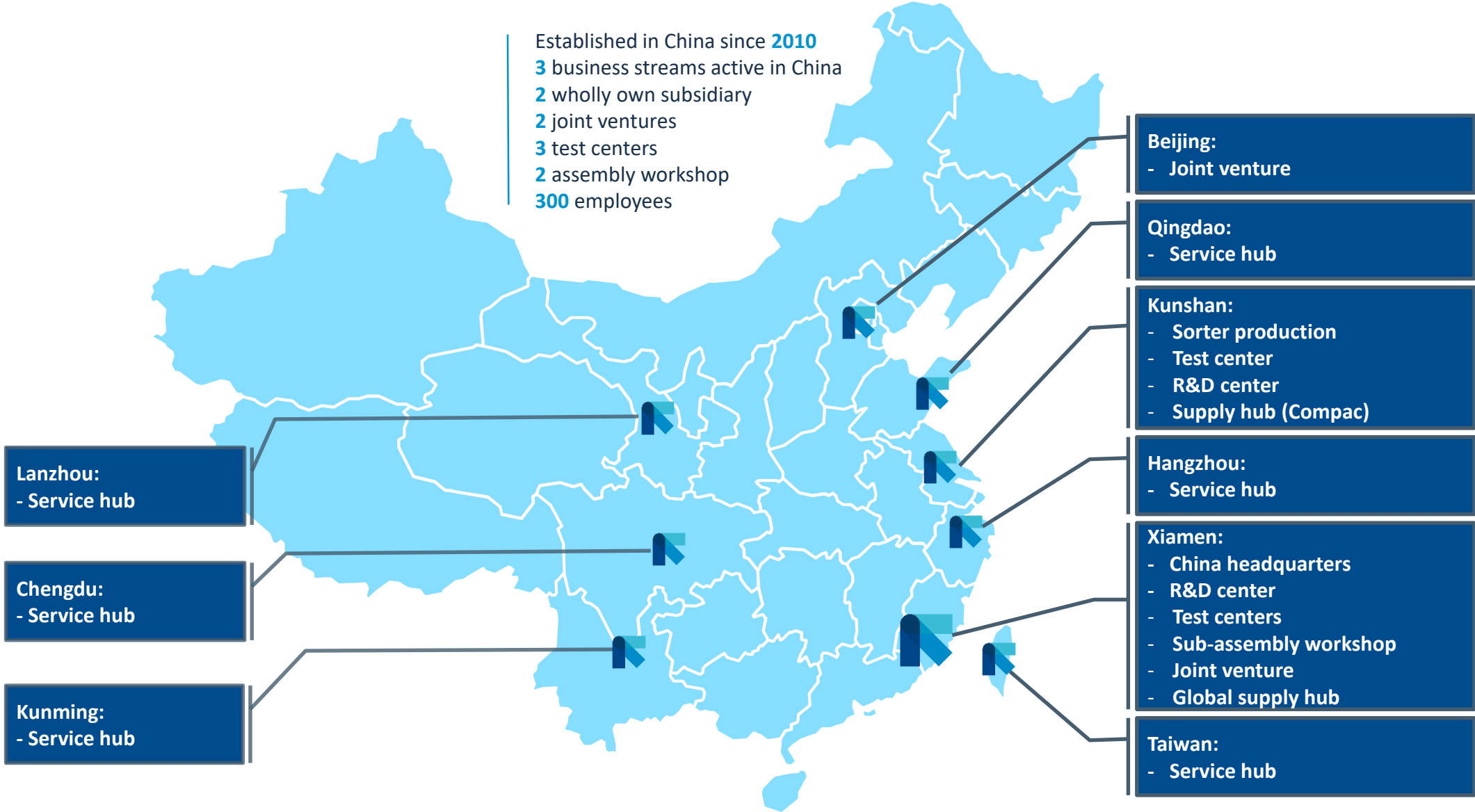
FOOD LANE

EMEA	~1,580
Americas	~1,220
APAC	~950

TOTAL ~3,750

Food Lane includes Compac and BBC

Strengthen presence in China



A photograph of two young boys on a rooftop, actively collecting plastic waste. The boy in the foreground is wearing a dark blue t-shirt with 'JAKO' written on it and grey sweatpants. He is holding a large, clear plastic bag filled with various plastic bottles and cans. Another boy is visible behind him, also holding a bag of plastic waste. Several plastic bottles are floating in the air around them, suggesting they are tossing them into the bags. The rooftop has a metal railing, and buildings are visible in the background.

TOMRA COLLECTION SOLUTIONS

DID YOU KNOW?

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



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



Consumer demand
for responsible
plastic use options

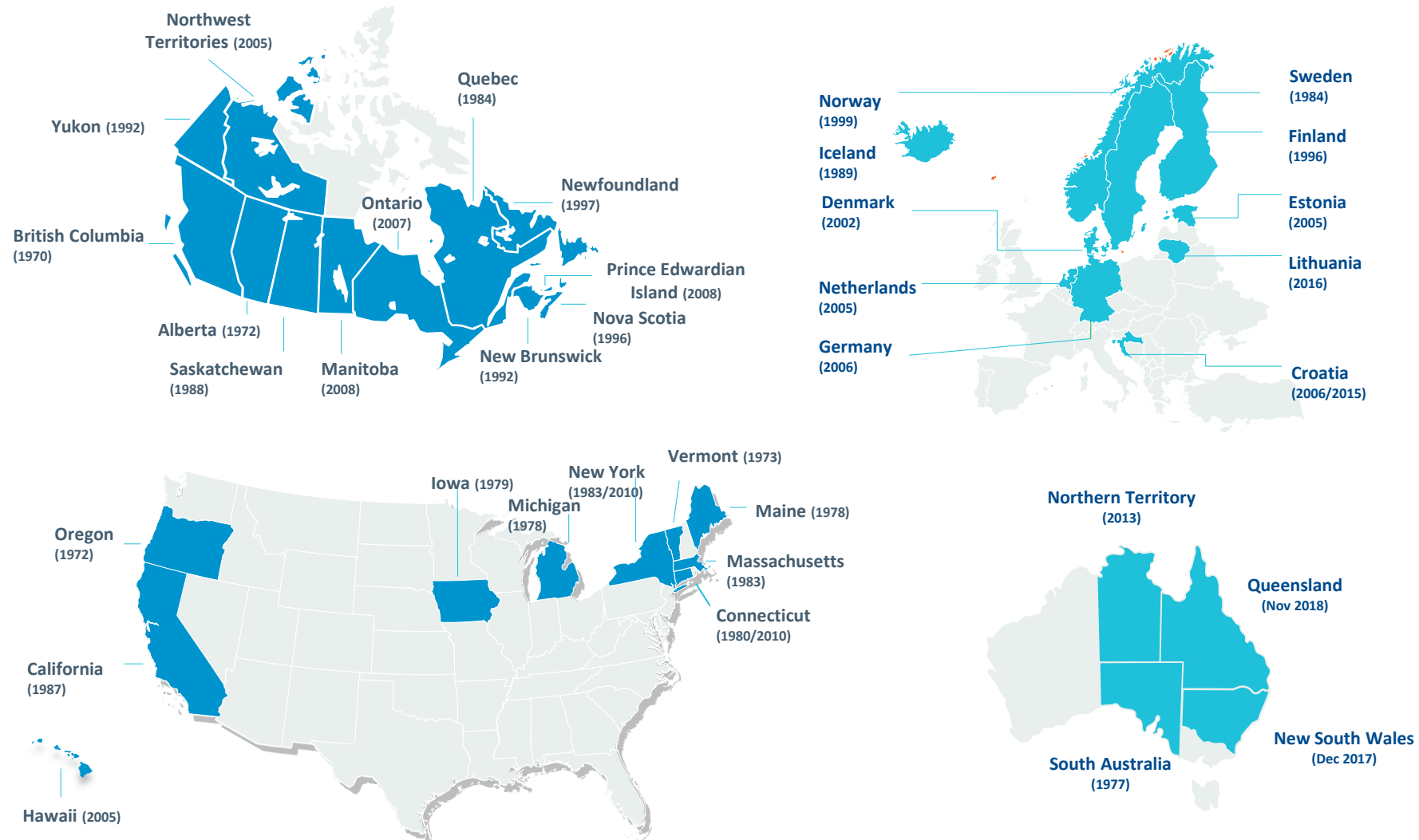


Legislative push for
new plastic waste
strategies



Market pull from large
brand owners and beverage
companies

An overview of current deposit markets*



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

Upcoming deposit markets on the move

— Recently approved
— In progress

North America:

Possible expansion of existing deposit systems

Scotland:

Commitment to a Container Deposit Scheme announced in party program

England:

Announced plans for a deposit scheme to reduce plastic pollution. Ongoing consultation

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.

Australia:

NSW introduced deposit from December 2017
QLD introduced deposit from November 2018

Western Australia plans to introduce in 2020



EU enforcing its leadership role on environment

Targeting the most littered plastic items

Some products to be banned, others less used

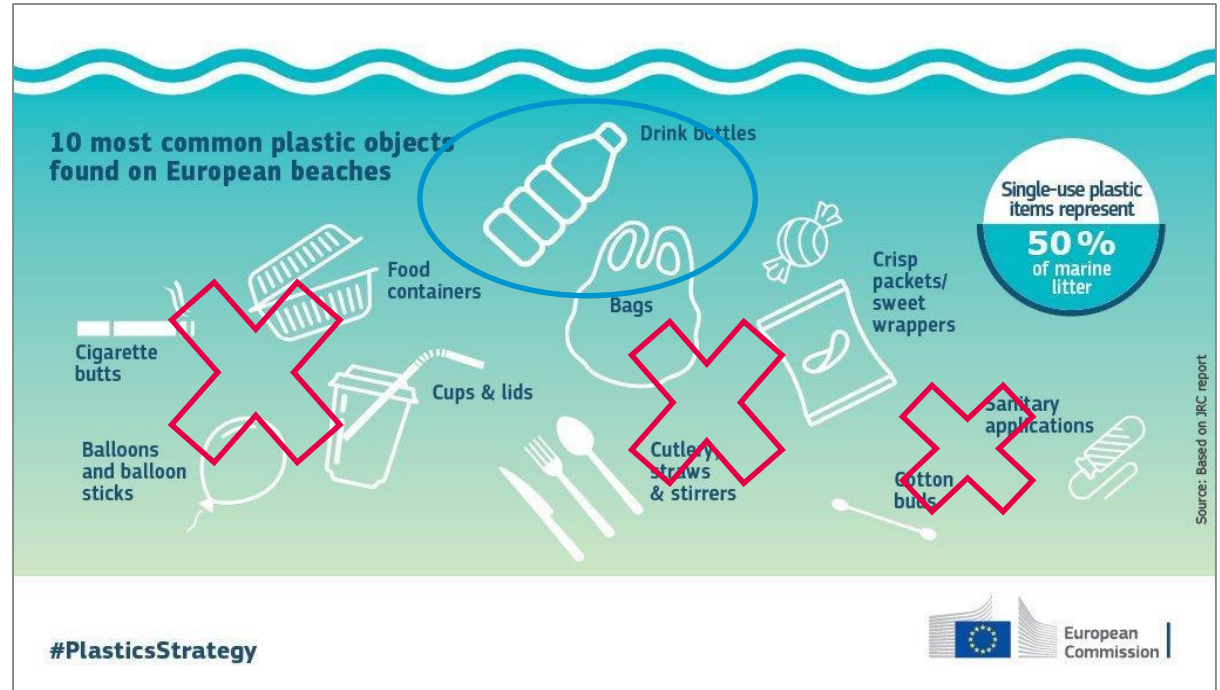
Separate measures for plastic drinks bottles

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

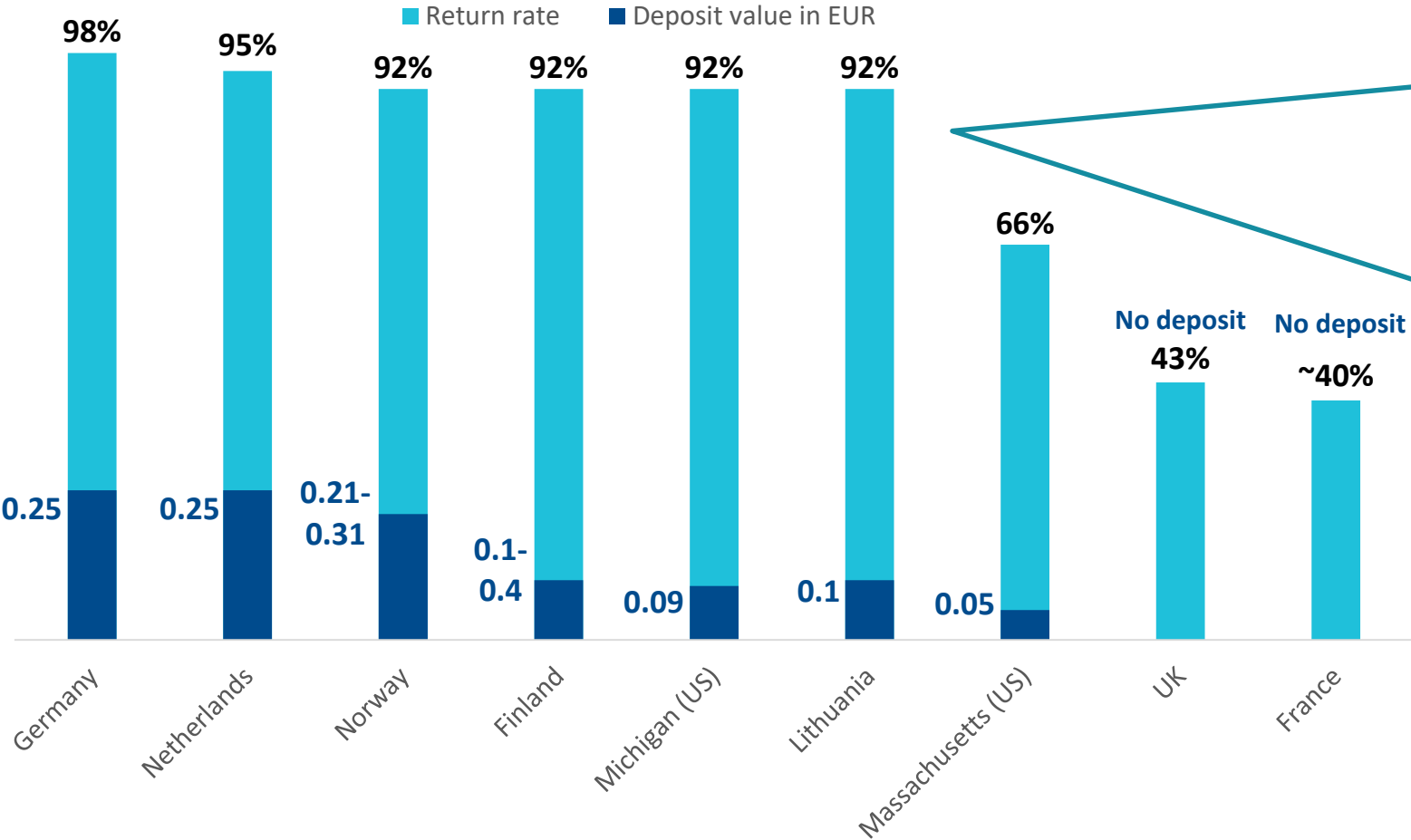


Extended producer responsibility

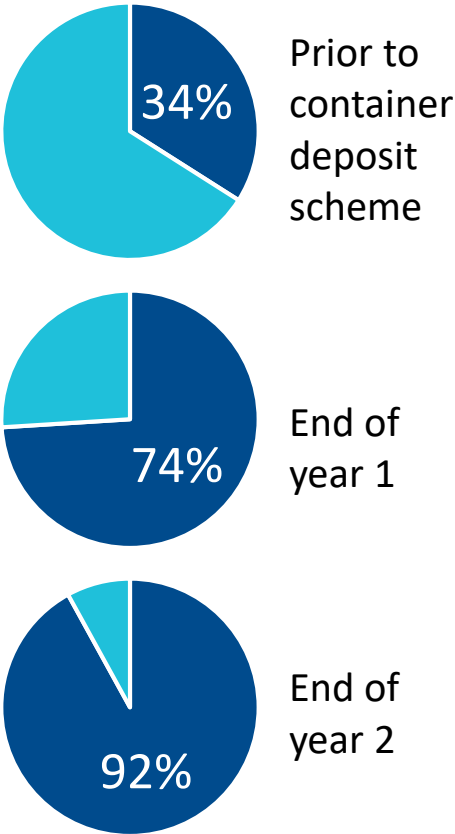
Collaboration across plastics value chain

A proven solution to achieve high return rates

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



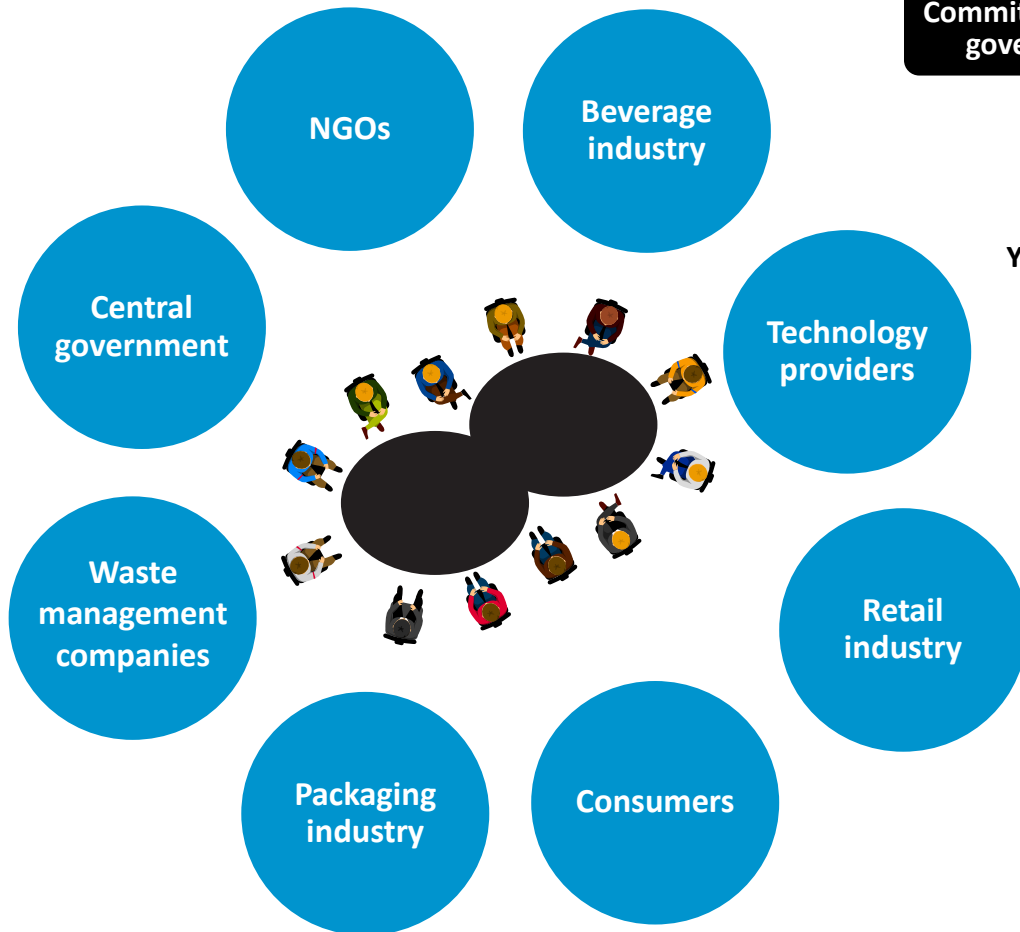
Return rates in Lithuania



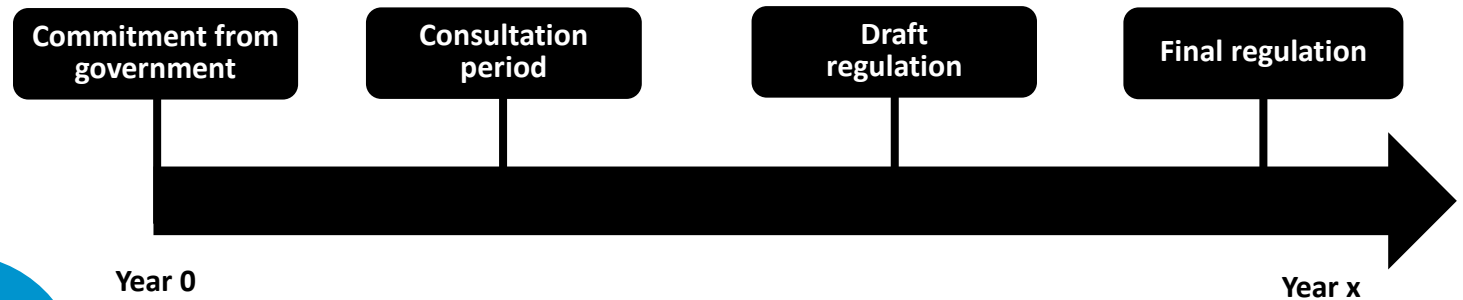
*Deposit values converted to EUR for comparison purpose

Designing a deposit scheme – lengthy process from idea to law

Many stakeholders around the table



Illustrative legislation process



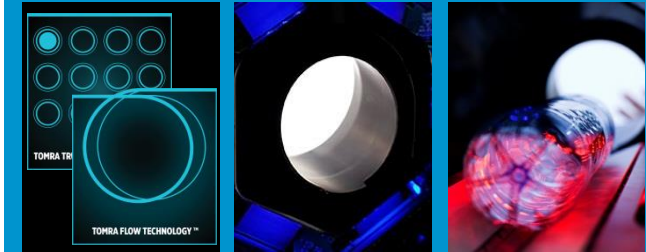
Many questions to address:

- Types of material and product included
- Measurement of success and effectiveness
- Deposit value
- Participants and their role
- Financing of the scheme
- Deployment of infrastructure and logistics
- Fraud prevention
- System regulation and monitoring

Elements of a modern reverse vending system



User communication



Recognition system



Sorting & processing



Data administration

Key market and consumer trends drive structural changes...

CONSUMER TRENDS



Bag drop solutions, reverse logistics from e-commerce

RETAILER TRENDS



Bigger chains but smaller stores, self-service

MATERIAL TRENDS



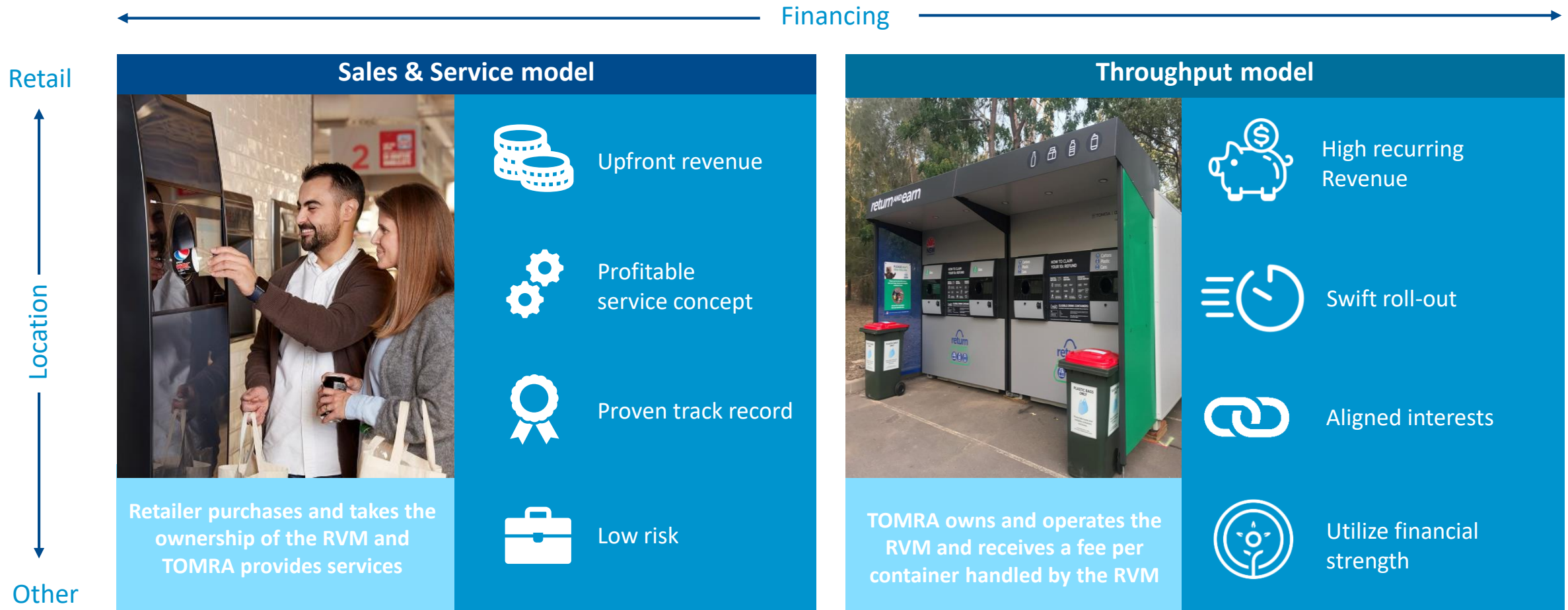
Biodegradable bottles

STAKEHOLDER TRENDS



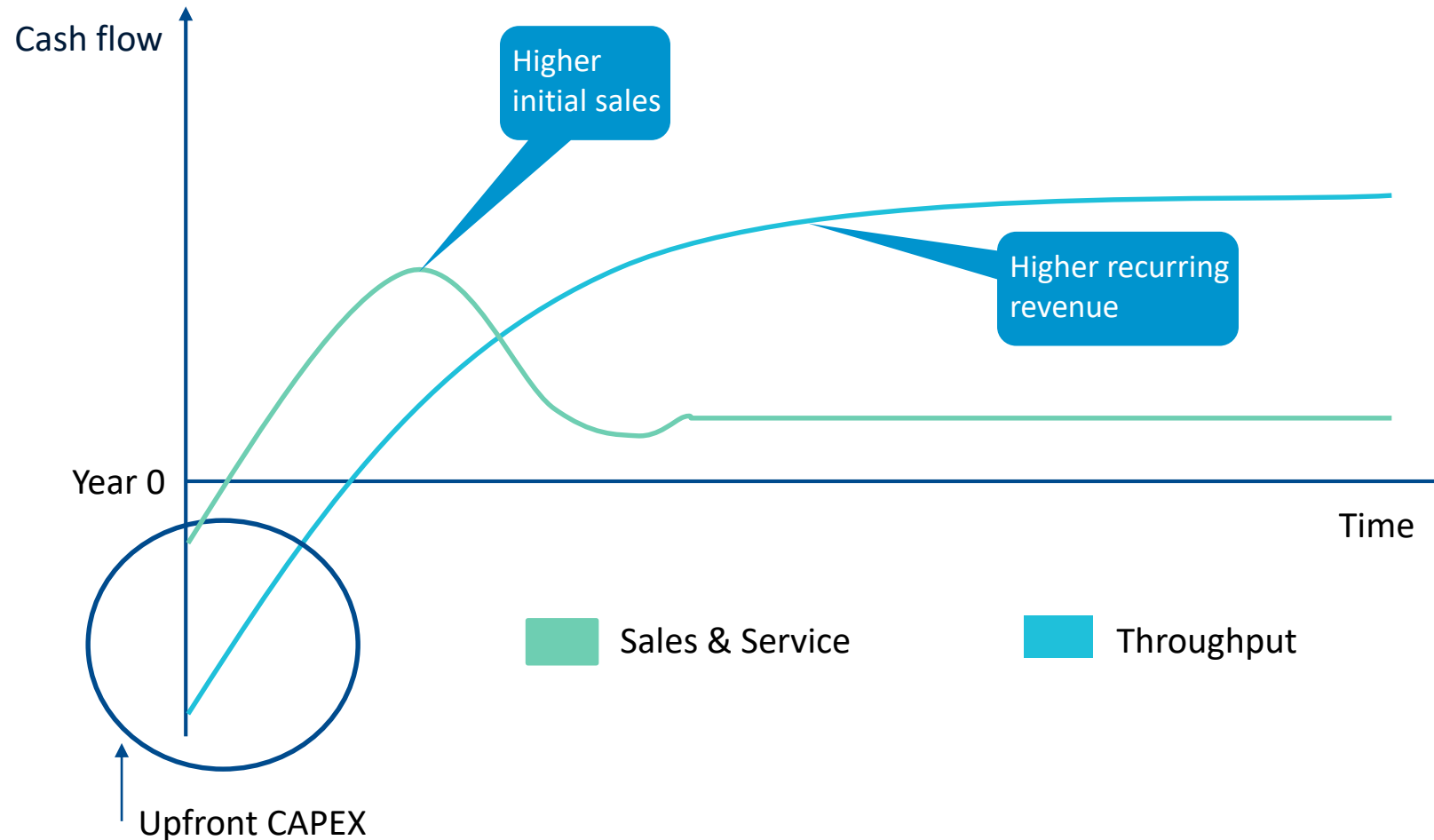
Beverage producers more proactive to set the scene

...reflected in shifting business models and stakeholders



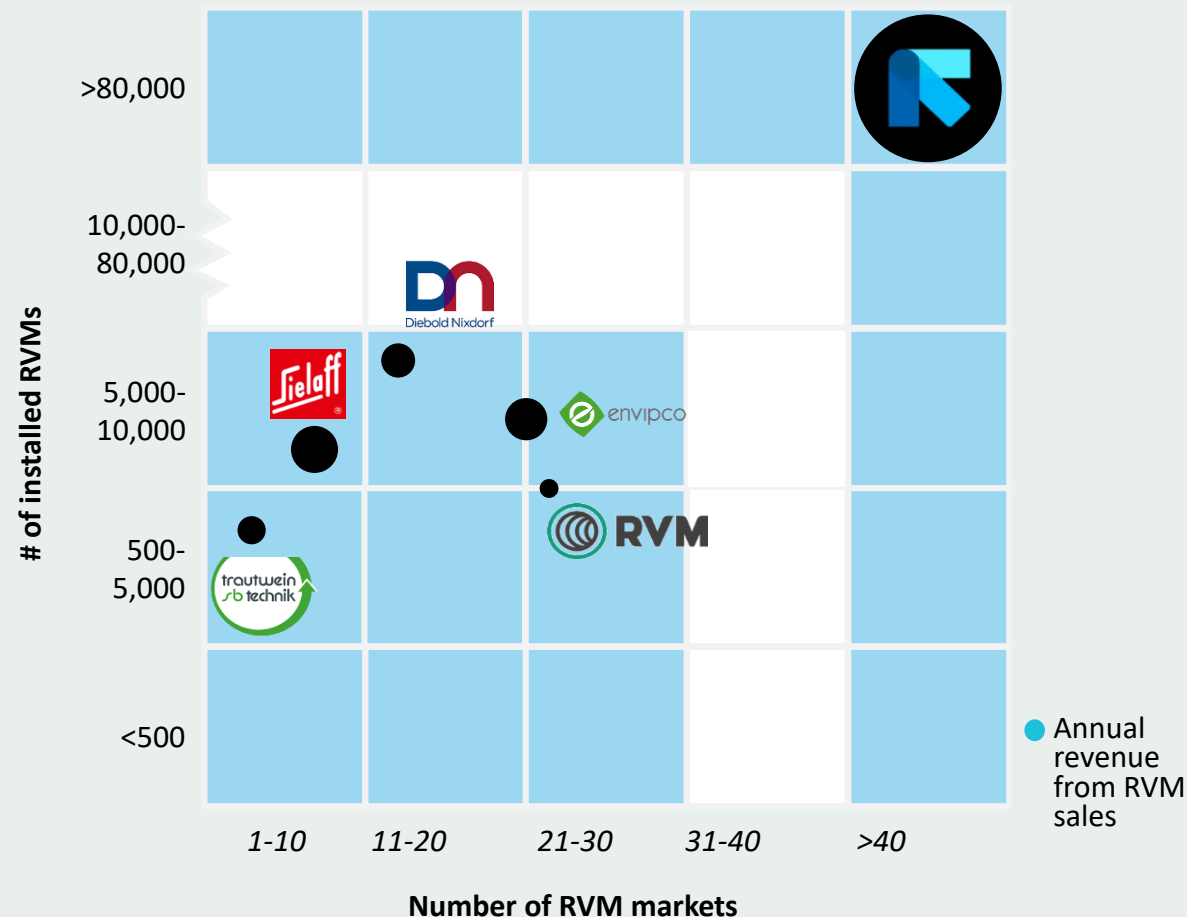
Main differences between the two business models

Illustrative cash flow profiles per machine



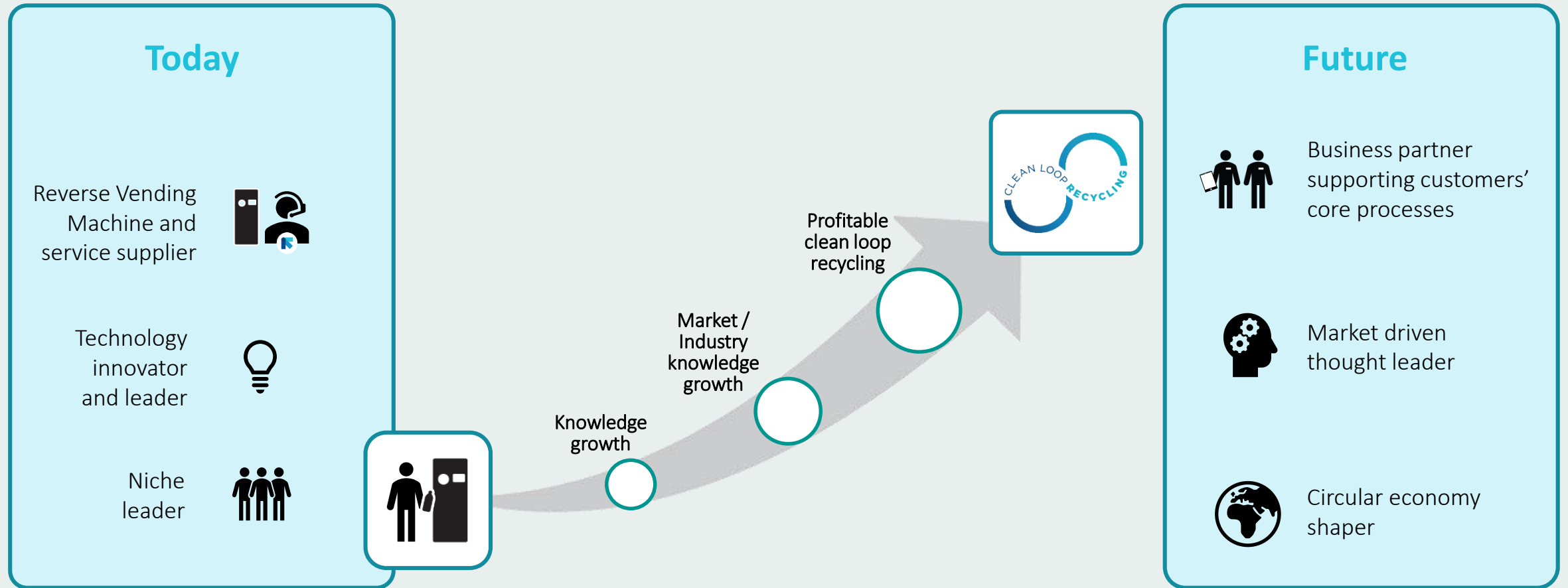
- Typically fewer machines per capita in throughput markets
- Higher CAPEX needs in a throughput model but normally also higher NPV
- Uncertainties around timing and design of each new container deposit scheme can have significant impact on the cash flow profile

Undisputed market leader within reverse vending technology



The smarter TOMRA system.

Moving from a reverse vending machine provider to a global frontrunner within clean loop recycling



Strong competitive advantages and growth focus

KEY STRENGTHS



Product and
service
leadership



People
to support the
growth



Production
capacity and
supply chain



Strong
brand
awareness



Efficient
new market
entry



Financial strength to
support throughput
business models

PLAYING FIELD

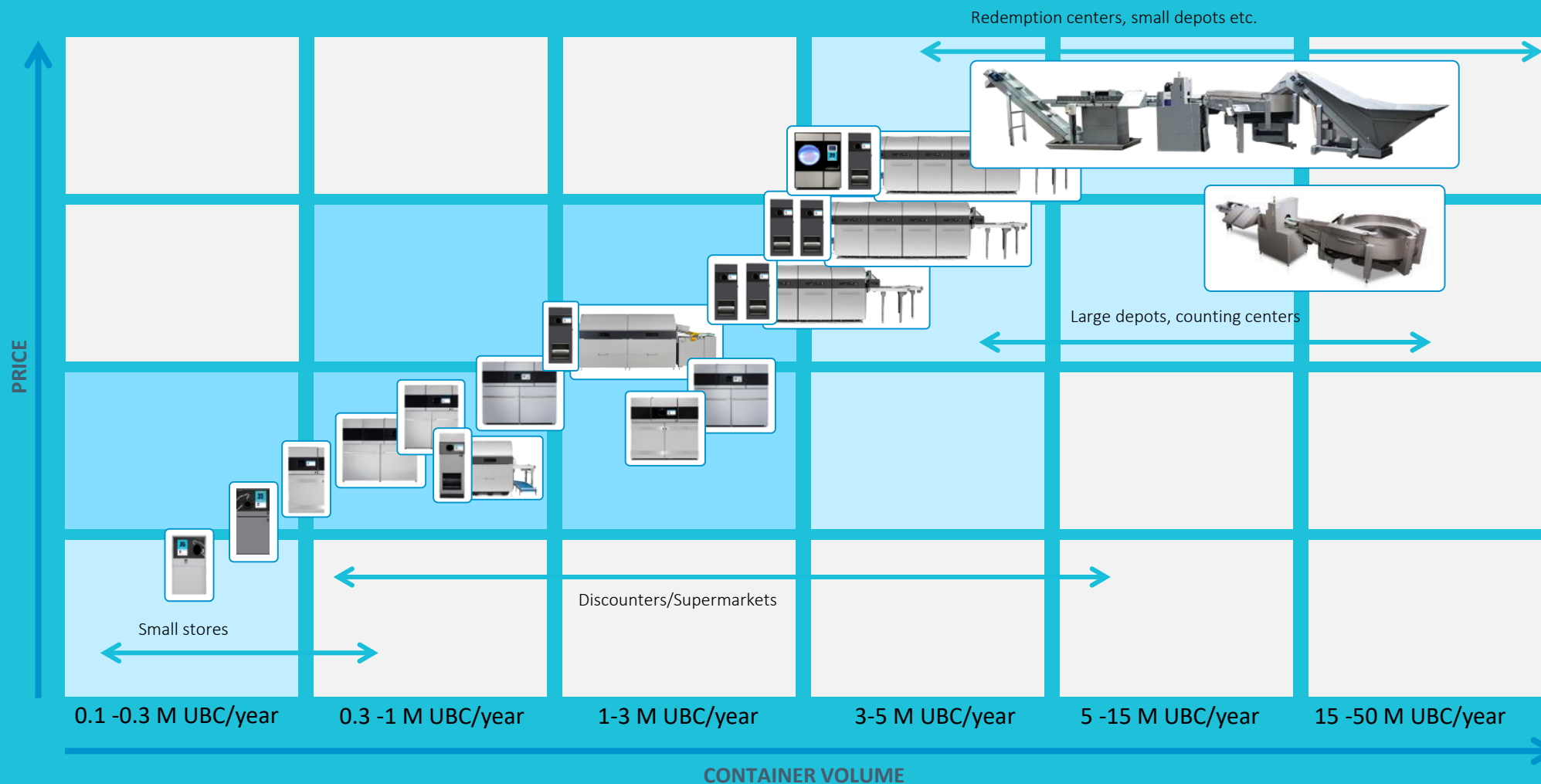


BASE MARKETS



GEOGRAPHICAL EXPANSION

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



Strengthen our customers' competitive edge with our superior digital platform



TOMRA Productivity Gain



API/Data System Integration

Best guest
experience

IOT PLATFORM



Consumer Engagement



Retail Productivity Gain

Engage consumers to drive volume in throughput markets

Deliver a convenient and engaging recycling experience for consumers that increase the participation and drive volume through our installations.



Partner with relevant players



Facilitate and educate



Modernize and enhance the consumer journey



Share stories and inspire change



Drive community engagement

GET IN THE LOOP
WITH THE **myTOMRA** MOBILE APP

Your Goals

	ALUMINUM 43%
	PLASTIC 78%
	GLASS 29%

Total Rewards

£23.50

REDEEM

DONATE

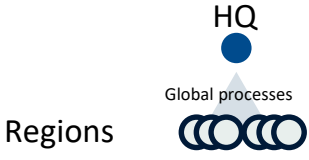
CASH

Keep track of your recycling rewards with the myTOMRA app.

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follow us to stay in the Loop

A dynamic organization catered for growth

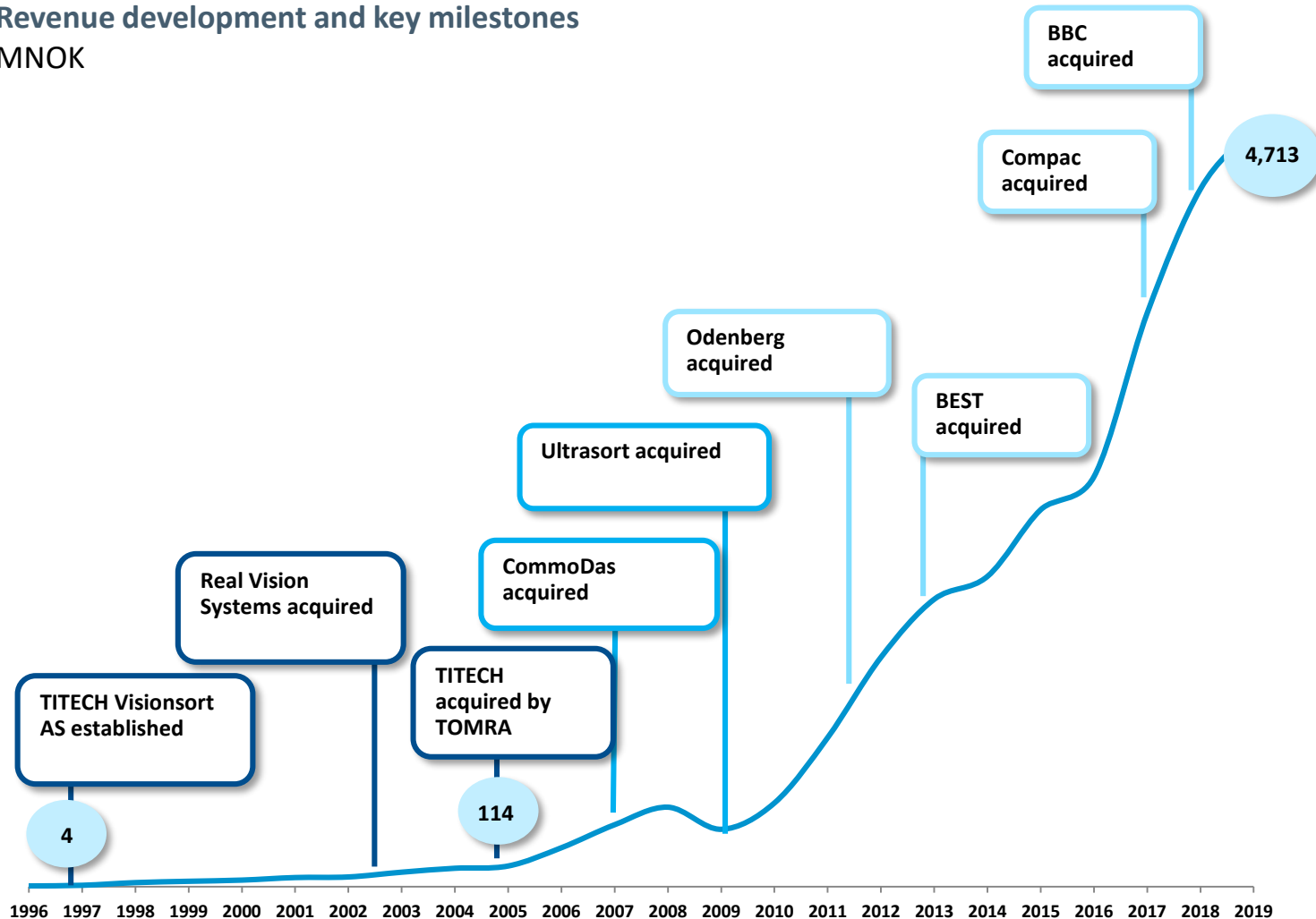
 Products and services	FROM  Machine centric	TO  Holistic solution partner
 People	FROM  Basic activities	TO  People development
 Production and supply chain	FROM  Supplemented by third parties	TO  Scalable with third parties
 TOMRA Brand	FROM  B2B RVM Supplier	TO  B2H Thought leader Business Partner
 Process and New market entry	FROM  HQ  Regions	TO  New Markets
 Financials	FROM  Sales & Services	TO  Recurring revenues



TOMRA SORTING SOLUTIONS

Strong revenue growth since inception in 1996

Revenue development and key milestones MNOK



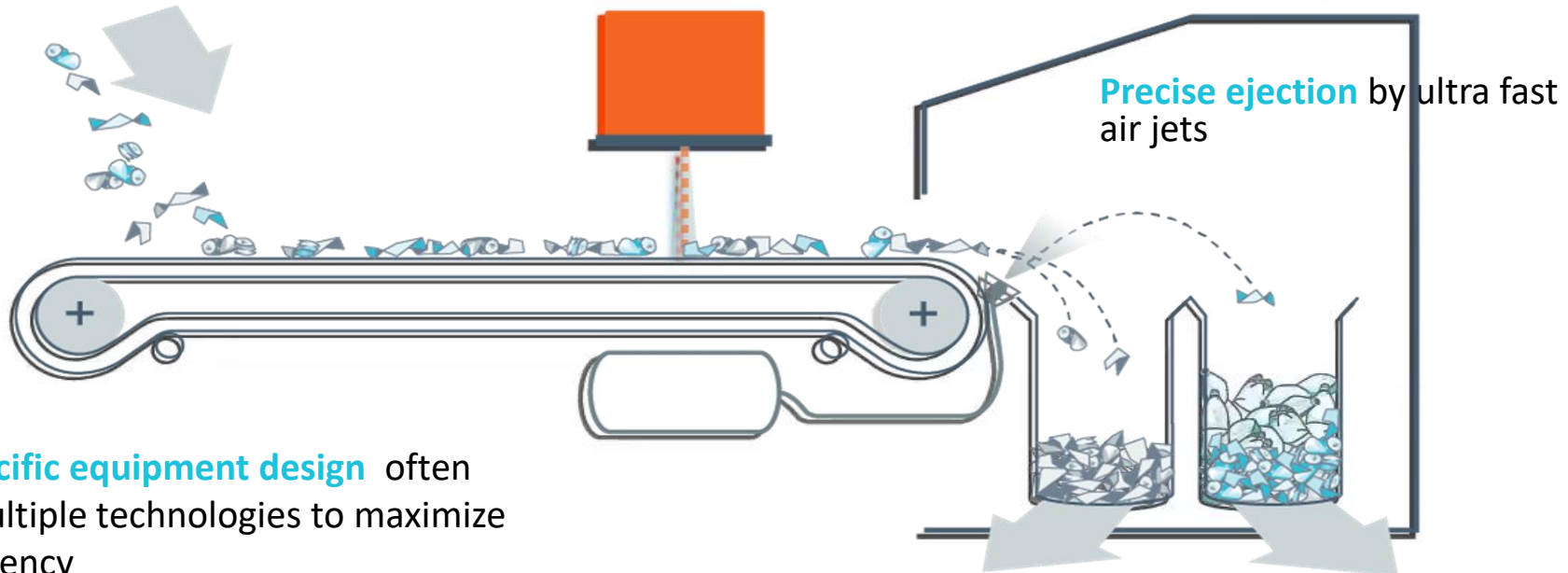
- Total revenue growth (organic plus inorganic) CAGR of ~28% per year from 2004-2019
 - Average annual organic growth for the same period was ~16%
- Technology base and segment/application knowledge expanded both through acquisitions and in-house ventures

How does sensor-based separation work?

Feeding of
unsorted material

High-tech sensors to **identify objects**

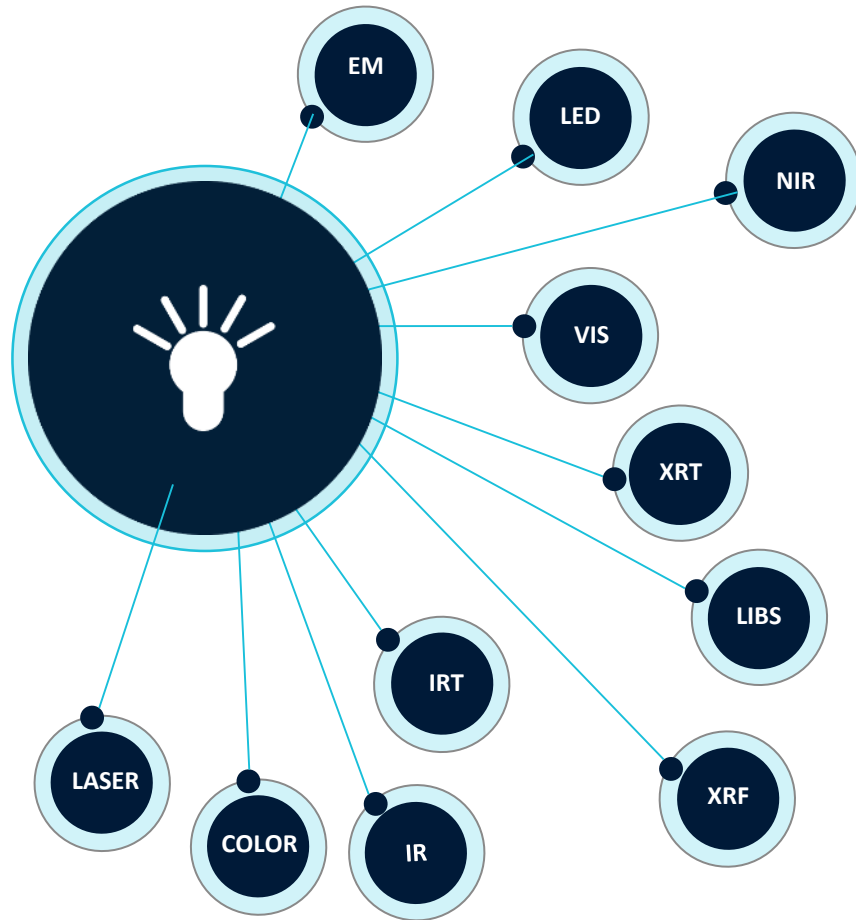
Automated sorting process using
different sensors for different sorting tasks



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 common 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	MINING	FOOD
X	X	X
X	X	X
X	X	X
X	X	X
X	X	X
X		
X	X	
		X
		X
X	X	X
X	X	X

Our products are detecting a wide range of parameters

	Color Removal of discolorations in mono- and mixed-color material		Shape & Size Sort on length, width, diameter, area, broken-piece recognition, ...
	Blemishes Objects with spots or other (small) blemishes are removed		Biometric Characteristics Sort based on water content and removal of micotoxyn contaminations
	Defects Removal of visible and invisible small and substantial defects		Foreign Material Removal of foreign material in a material stream, e.g. insects, worms, snails or plastics in food applications
	Structure Removal of soft, molded or rotten food		Fluo Based on the chlorophyll level present in produce defects are removed
	Density Detection of density differences		X-RAY Analysis of objects based on their density and shape
	Damage Broken, split and damaged objects are detected and removed		Detox Removal of produce contaminated with aflatoxin

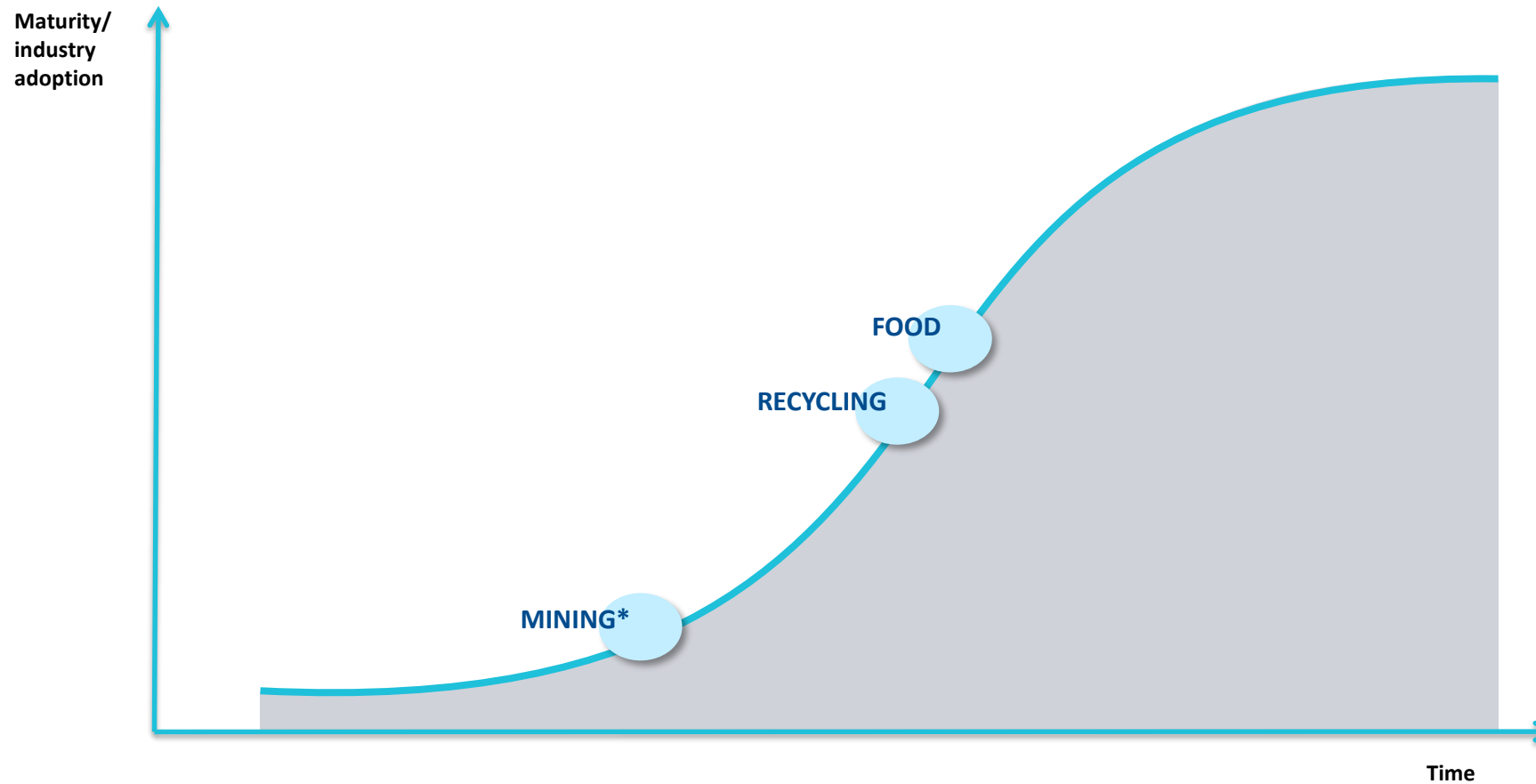
 Visible

 Invisible

 Both



Adoption of sensor-based sorting at different maturity levels



* In certain mining sub-segments, such as industrial minerals and diamonds, sensor-based sorting is a more mature technology

Examples of cross utilization of our sensor technologies



TITECH NIR + ODENBERG platform

Field Potato Sorter

- The NIR technology allows efficient removal of rocks, dirt and rotten potatoes before the potatoes are stored
- The solution opens up sorting of unwashed potatoes in a way that previously was not possible



BEST LASER + TOMRA mining platform

PRO Laser Duo

- The LASER technology allows detection of quartz of all colors. This opens for sorting of quartz itself, and gold bearing quartz mineralization
- The solution is unique in the market and further underlines our technological leadership



TITECH NIR + BEST LASER

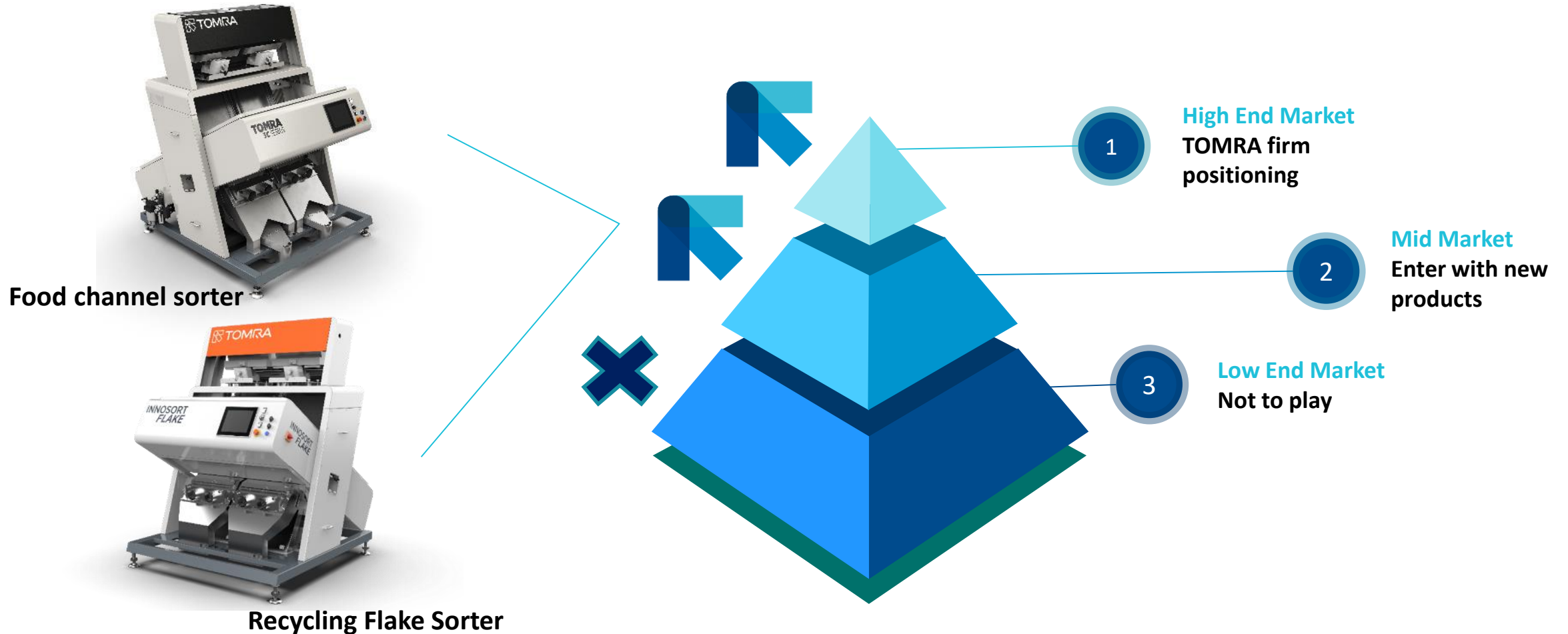
Nimbis BSI

- An NIR sensor has been added to the NIMBUS machine platform
- The new machine increases our competitiveness in the nuts segment

Several more projects on combining technologies into new products in the pipeline

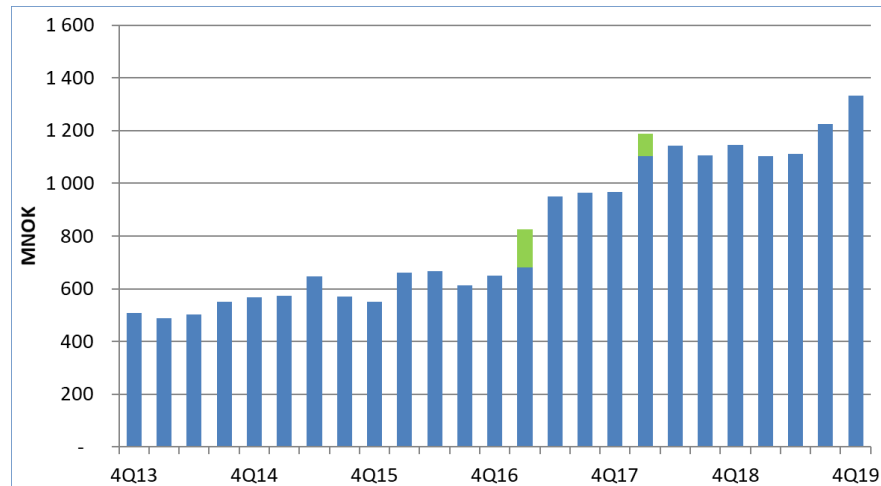
Entering new markets through Mid-market strategy

Creating competitive offering to fast growing mid-market

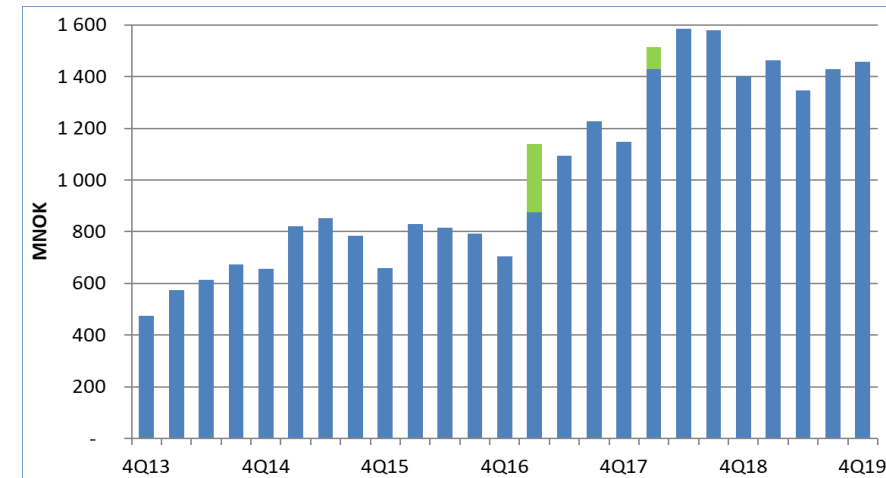


Development in order intake and order backlog

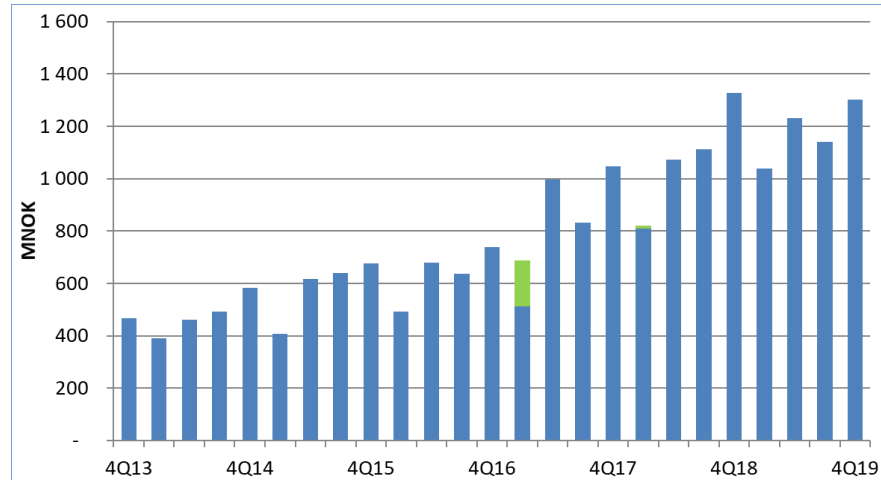
Order intake



Order backlog



Revenues



- **TOMRA Sorting Solutions (TSS):**

- Revenues of 1,304 MNOK, down from 1,326 MNOK last year
- All time high order intake of 1,332 MNOK in the quarter, compared to 1,146 MNOK last year
- Order backlog of 1,458 MNOK at the end of 4Q19, up from 1,399 MNOK at the end of 4Q18

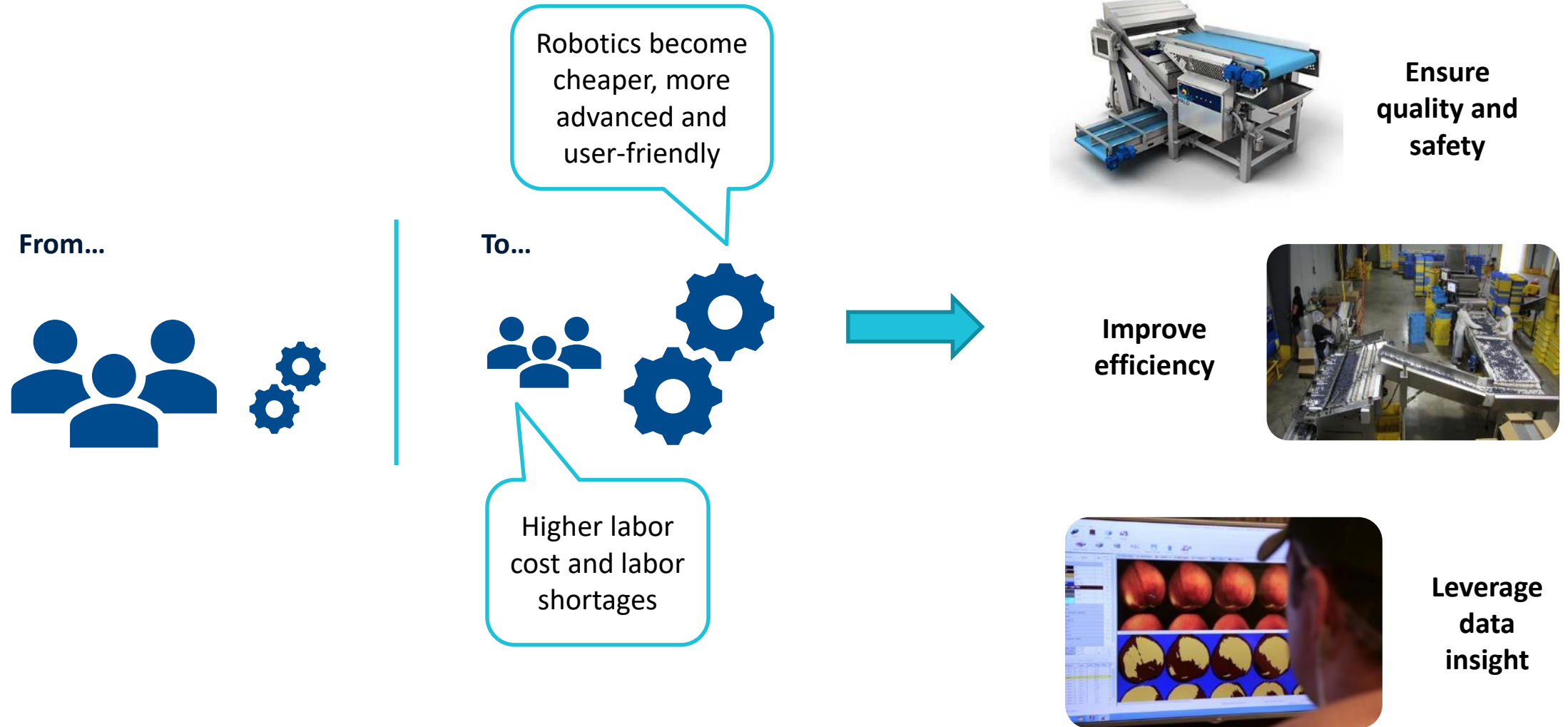
- **Estimated backlog conversion ratio in 1Q20: 75-80%**

■ Organic ■ Inorganic

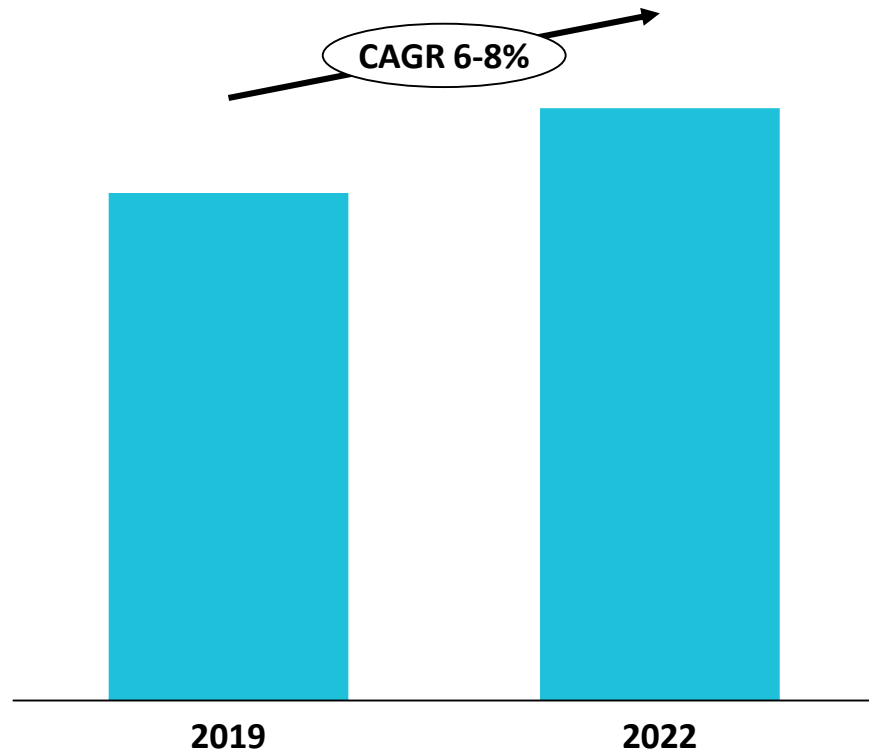
FOOD FOR THOUGHT

- By 2050 we will be close to **10bn** people
- We will need more food in the next 40 years than **all the harvests in history combined**
- But **farmland is constant** – at best
- The food you eat will have **travelled more than you have**

Automation continues on a strong growth trajectory



Market growth expectations – food



MARKET DEFINITION FOOD

Sensor-based sorting and grading equipment

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

Fresh and processed segment

AFFECTING FACTORS

Weather conditions

Raw material pricing

Manual labor availability and cost

Urbanization and living standards

Global trade agreements and tariffs

Geopolitical and other global events

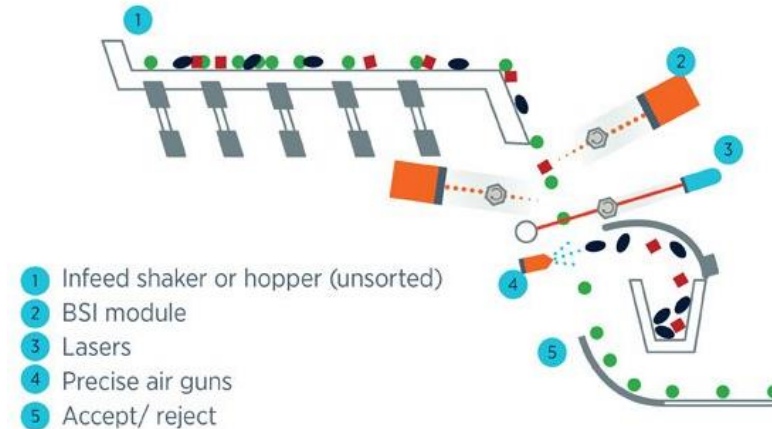
Three ways of sorting within the Food segment

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

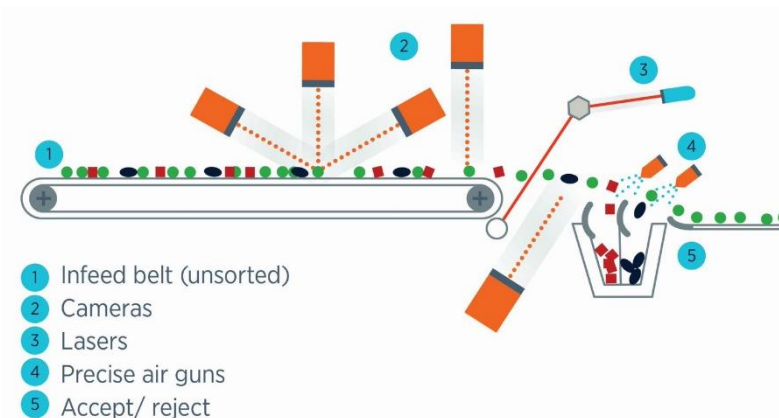
Belt	
Application	Prepared /preserved veg. and fruit
Sensor tech.	Several (complex)
Revenue share	Approx. 20%

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

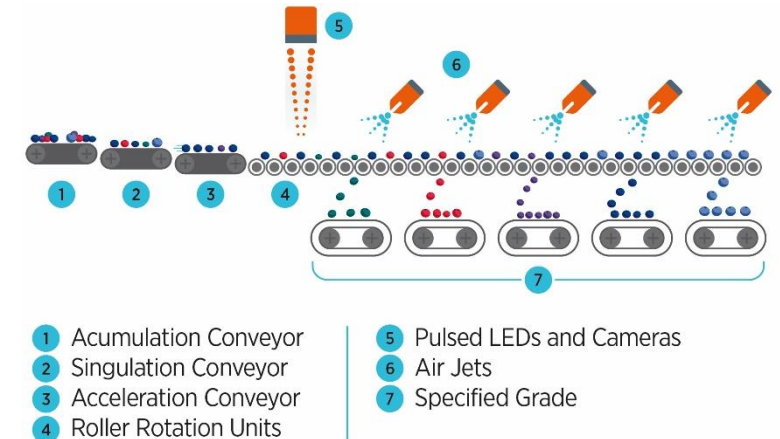
Chute or Channel sorter



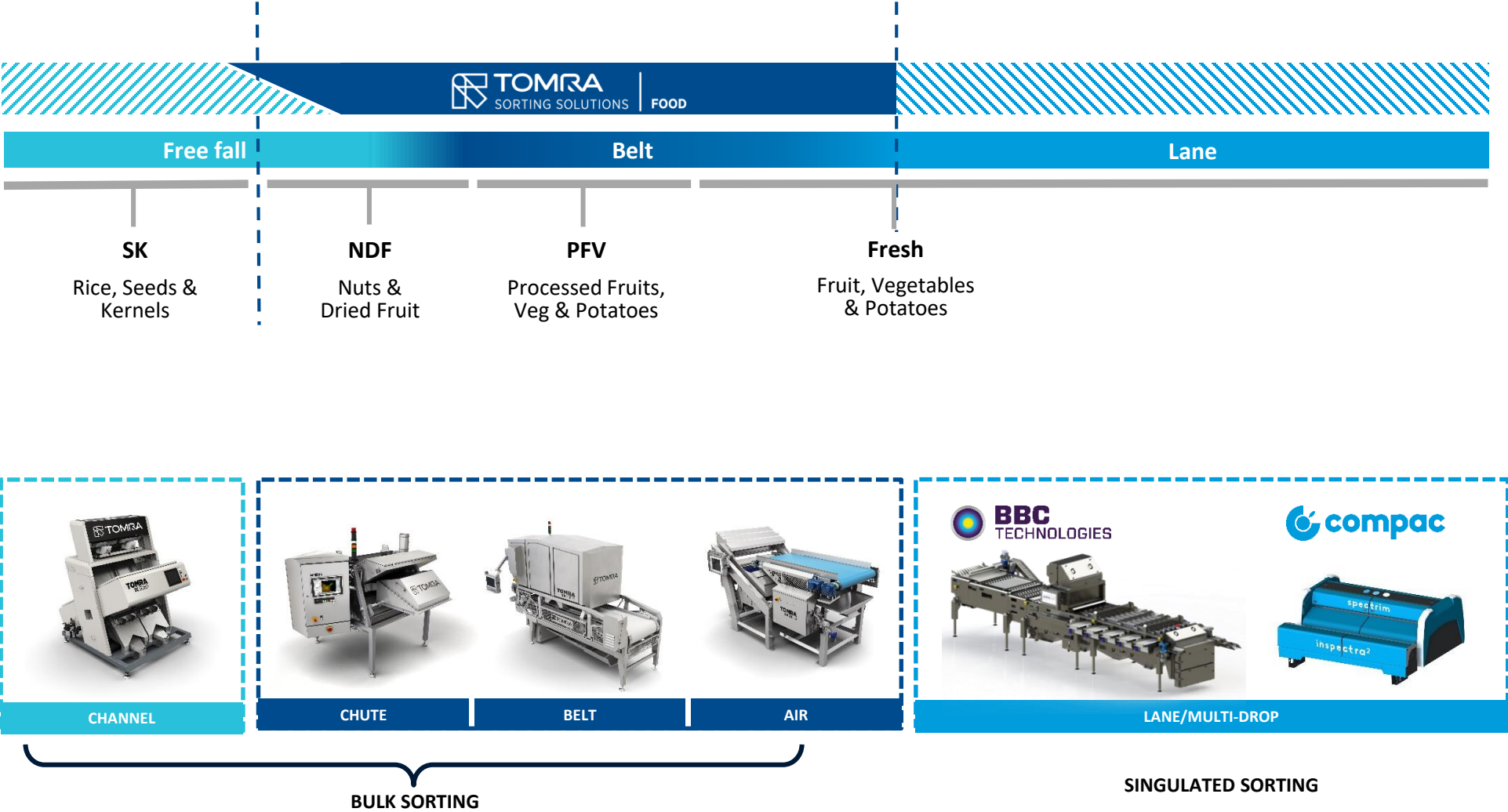
On belt inspection



Lane grading



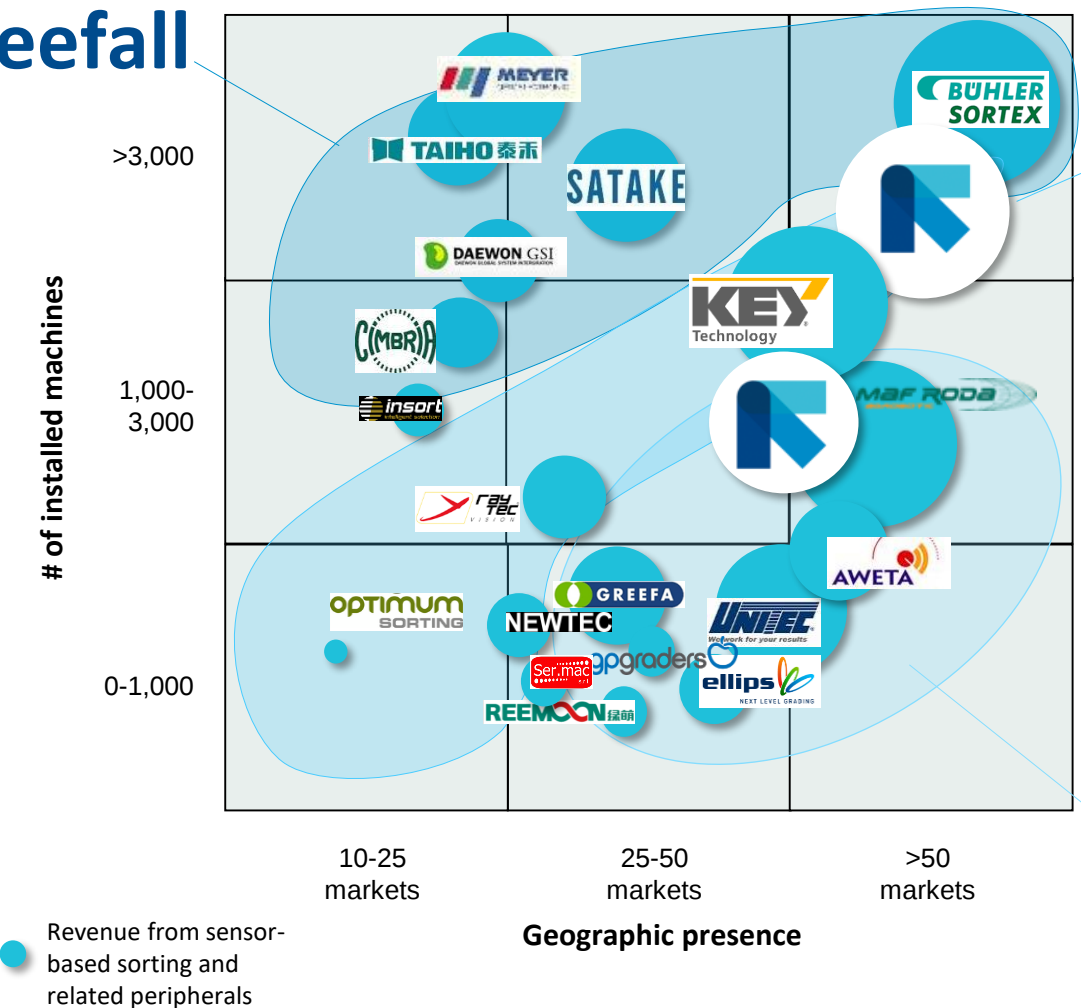
TOMRA has established the broadest footprint within food sorting



Food competitive landscape

Freefall

Belt



TOMRA competitive positioning

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

Lane

Food: applications and sensor technology

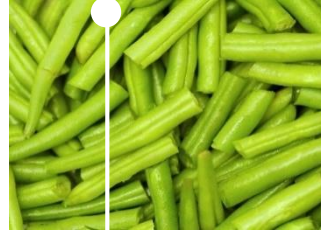
POTATOES



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

LASER, CAMERA, BSI, PULSED LED

VEGETABLES



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

LASER, CAMERA, BSI, PULSED LED

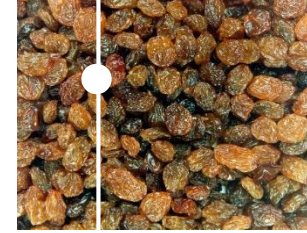
NUTS



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

LASER, CAMERA, X-RAY

DRIED FRUIT



Apricots, cranberries, dates, figs, prunes, raisins

LASER, CAMERA, BSI, X-RAY

SEEDS & GRAINS



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

LASER, CAMERA, BSI, X-RAY

FRUIT



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

LASER, CAMERA, BSI, PULSED LED

FRESH CUT



Baby leaves, iceberg lettuce, spinach, spring mix

LASER, CAMERA

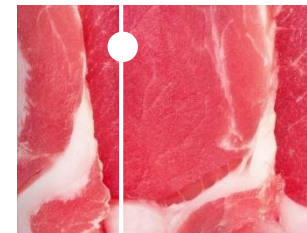
SEAFOOD



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

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

MEAT



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

LASER, CAMERA, BSI, INTERACTANCE SPECTROSCOPY

GUMMIES



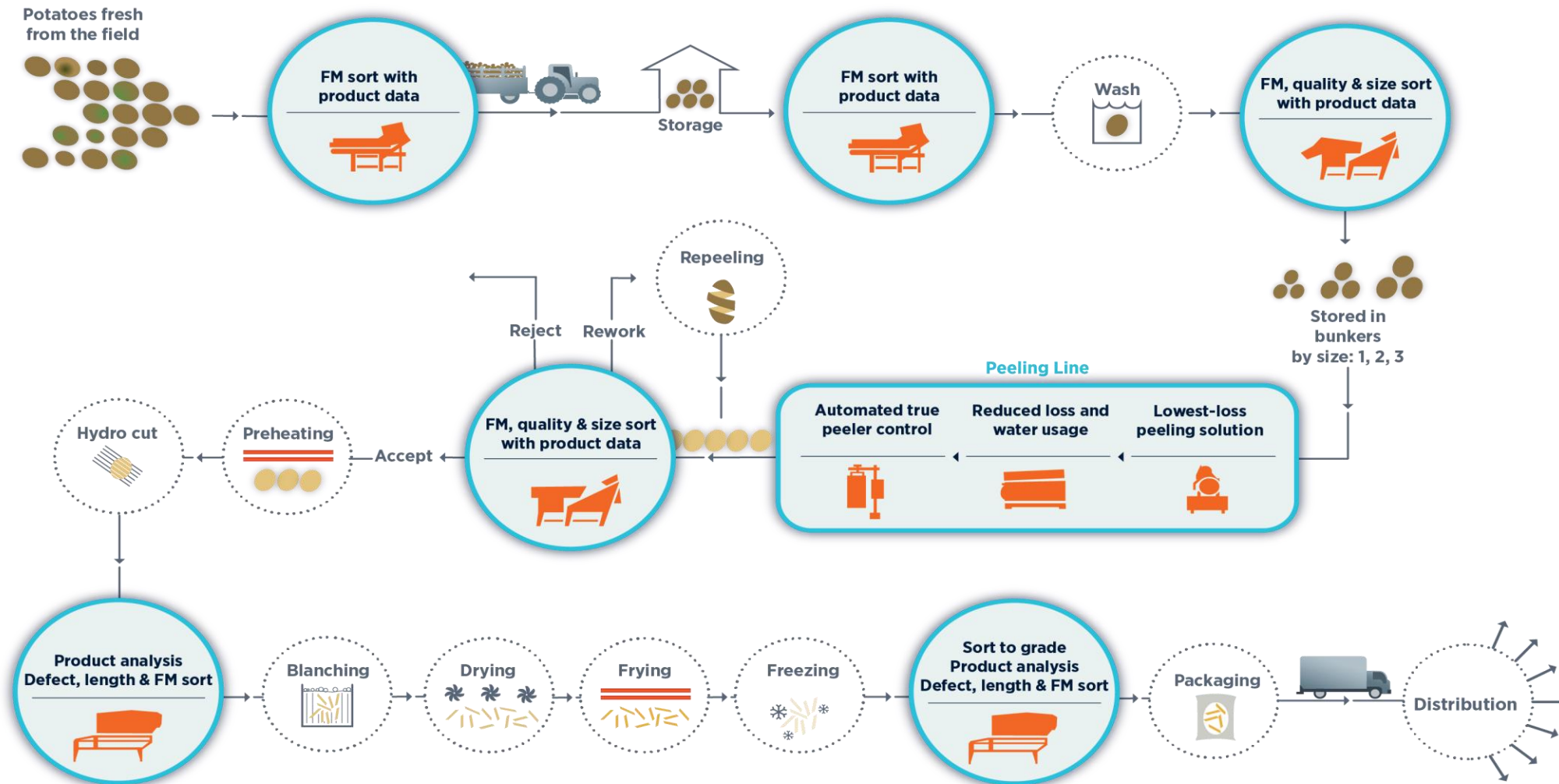
LASER, CAMERA

TOBACCO



LASER, CAMERA

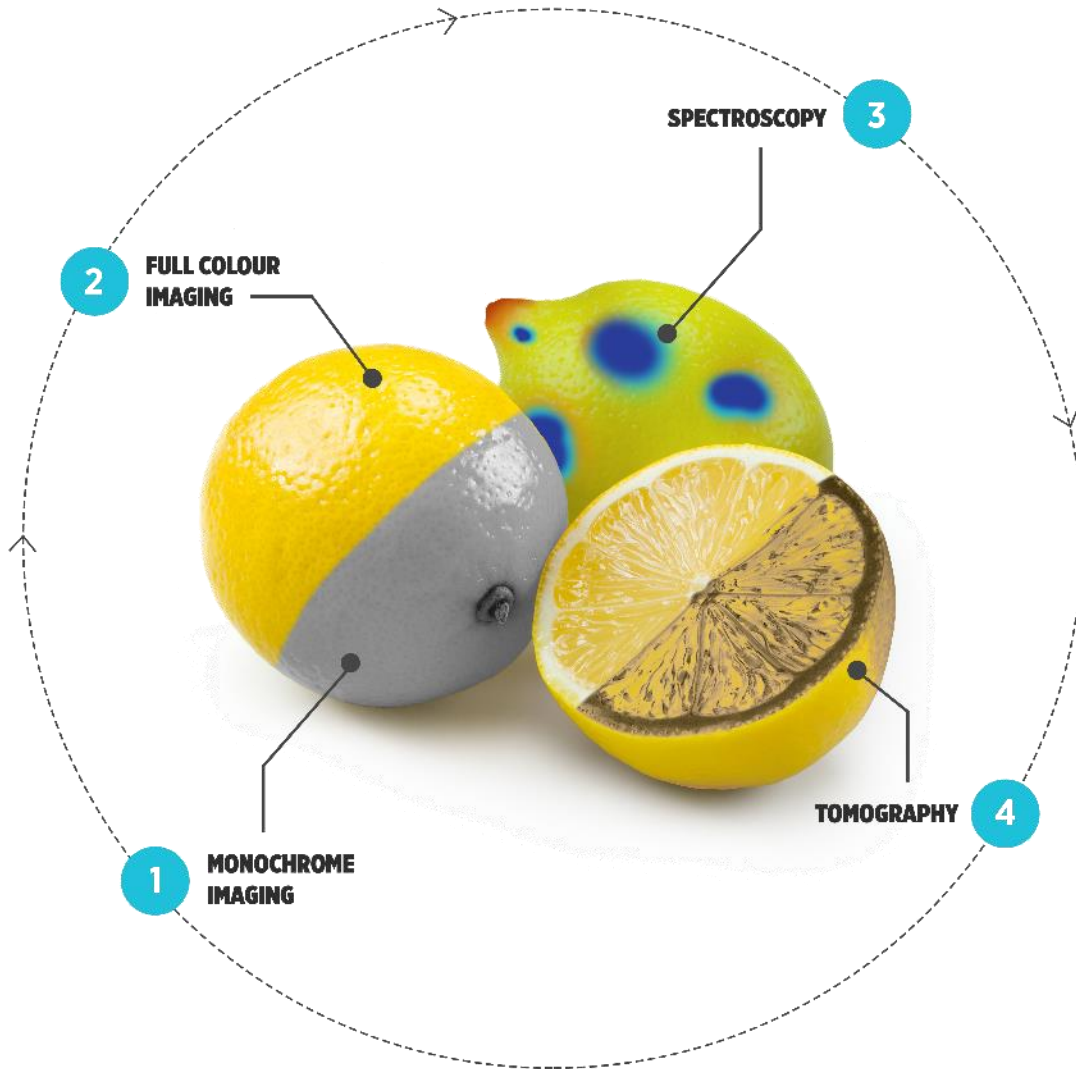
Creating value in various parts of the food process



Our food sorting customers



New sensor technologies will unlock new opportunities...



- From measuring visual appearance...

... to measuring

Internal defects

Taste

Shelf life / Freshness

Food hazards

RESOURCES ARE FINITE

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

The circular economy drives a legislative push...

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



CIRCULAR ECONOMY
Closing the loop
AN AMBITIOUS EU CIRCULAR ECONOMY PACKAGE

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

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

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



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

...promoting recycling



Description

Targets and measures

2018 CIRCULAR ECONOMY PACKAGE	Waste Framework Directive	Rules on how waste should be managed in the EU. It provides general principles for doing so, such as the Waste Hierarchy, Polluter Pays Principle and Extended Producer Responsibility.	- A common EU target for recycling 60% of municipal waste by 2030 - A common EU target for recycling 70% of all packaging waste by 2030
	Packaging and Packaging Waste Directive	- Rules on the production, marketing, use, recycling and refilling of containers of liquids for human consumption and on the disposal of used containers 2015 revision includes lightweight plastic carrier bags	A common EU target for recycling 55% of all plastics by 2030
	Waste Electrical and Electronic Equipment (WEEE) Directive	- Collection, recycling and recovery targets for all types of electrical goods 10 categories: Large household appliances, Small household appliances, IT and telco equipment, Consumer equipment, Lighting equipment, Electrical and electronic tools, Toys, Leisure and sports equipment, Medical devices, Monitoring and control instruments, Automatic dispensers	- A binding landfill target to reduce landfill to maximum of 10% of municipal waste by 2030 - Minimum requirements are established for extended producer responsibility schemes
	Landfill Directive	- The objective of the Directive is to prevent or reduce as far as possible negative effects on the environment from the landfilling of waste - In particular: impact on surface water, groundwater, soil, air, and on human health by introducing stringent technical requirements for waste and landfills.	- Simplified and improved definitions and harmonized calculation methods for recycling rates - Concrete measures to promote re-use and stimulate industrial symbiosis
	End of Life Vehicle (ELV) Directive	- Aims at reduction of waste arising from end-of-life vehicles - The scope of the directive is limited to passenger cars and light commercial vehicles	Economic incentives for producers to put greener products on the market and support recovery and recycling schemes



...and a market pull

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

Follow their lead



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

Recycling: market growth expectations

MARKET DEFINITION RECYLING

Sensor-based sorting equipment

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

AFFECTING FACTORS

Tightening regulation

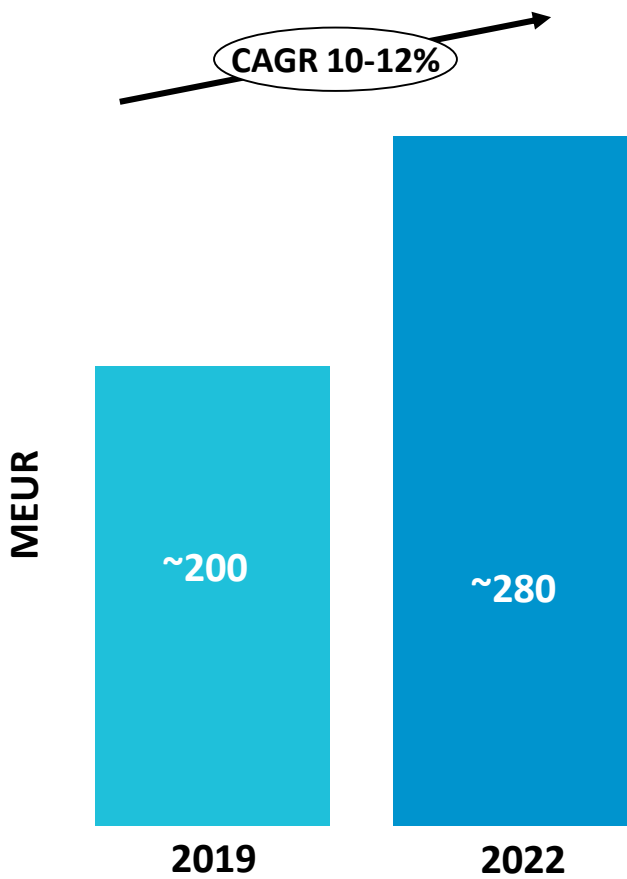
Access to capital

Consumer awareness

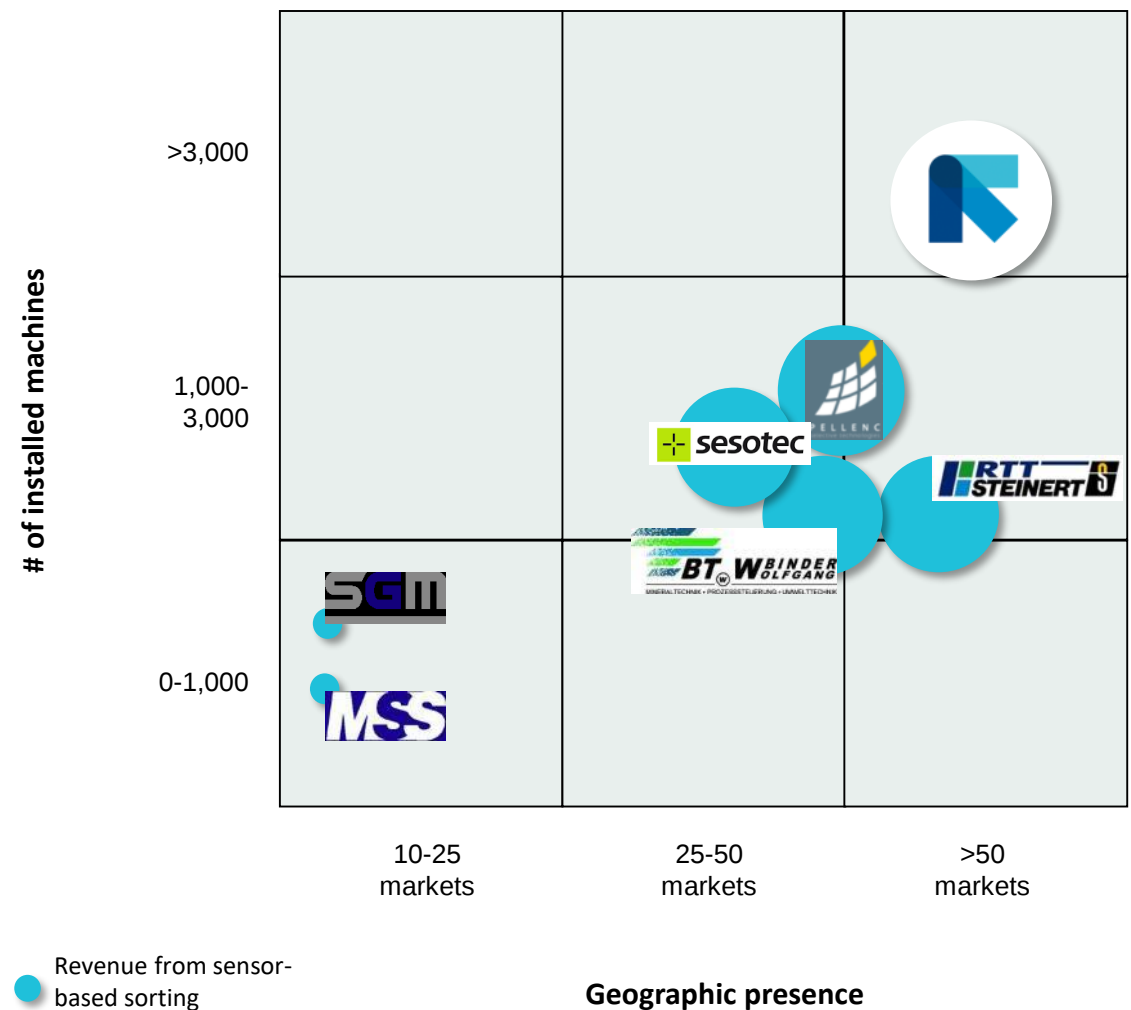
Commodity price fluctuations

Political instability (emerging markets)

Emerging countries ban



Recycling: competitive landscape



TOMRA competitive positioning

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

Recycling: applications and sensor technology

MUNICIPAL SOLID WASTE



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

NIR, VIS, XRT, LASER

PACKAGING



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

NIR, VIS, EM

UPGRADING PLASTICS



PET, PE, PP, flakes

NIR, VIS, EM

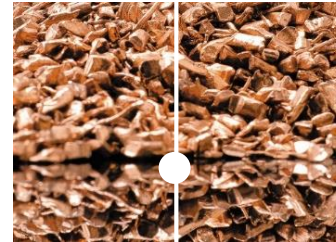
POST-SHREDDER



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

**NIR, VIS, XRT, XRF, EM,
COLOR**

ELECTRONIC SCRAP



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

**XRT, XRF, EM, NIR,
COLOR**

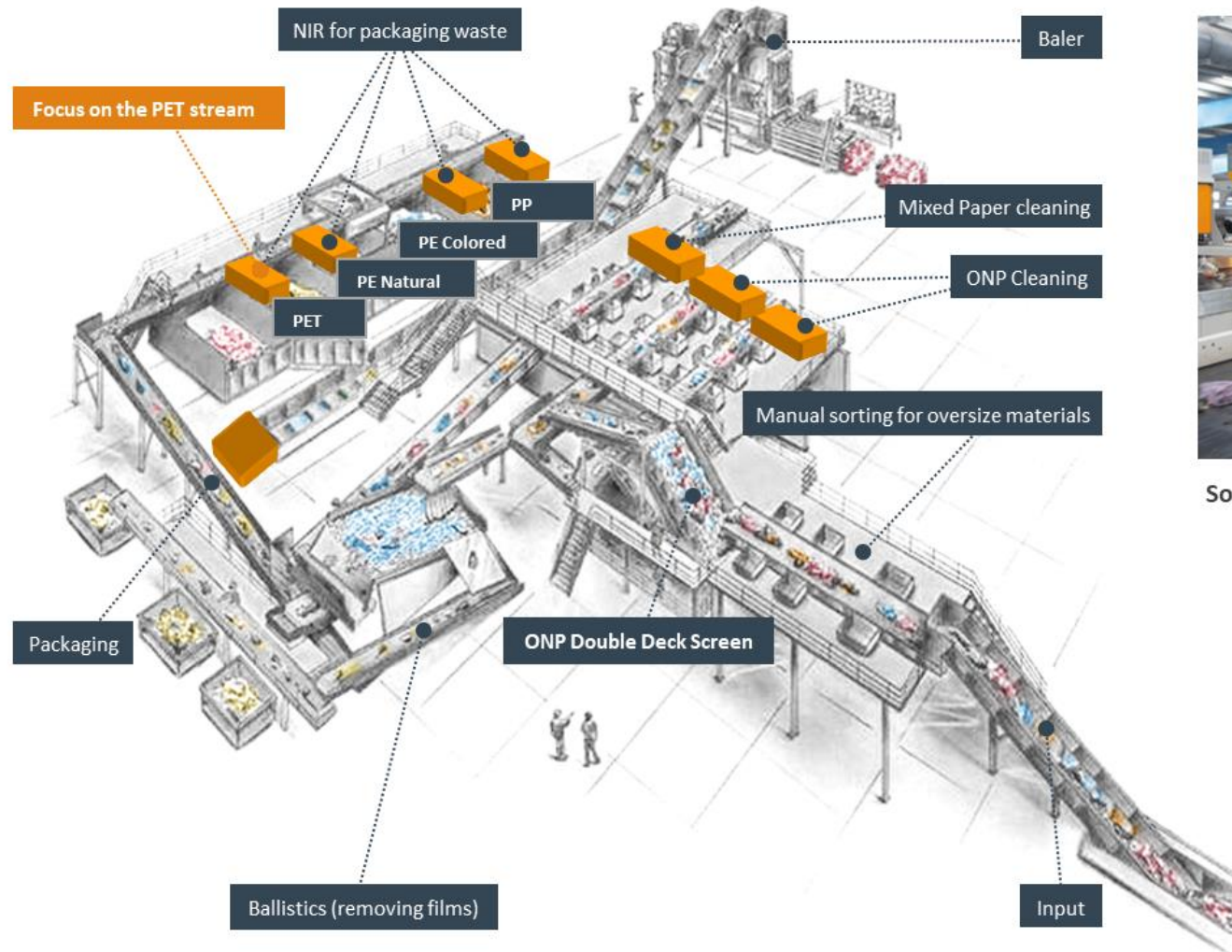
PAPER



Deinking, cardboard,
carton

NIR, VIS, EM

Automation with TOMRA Sorting units

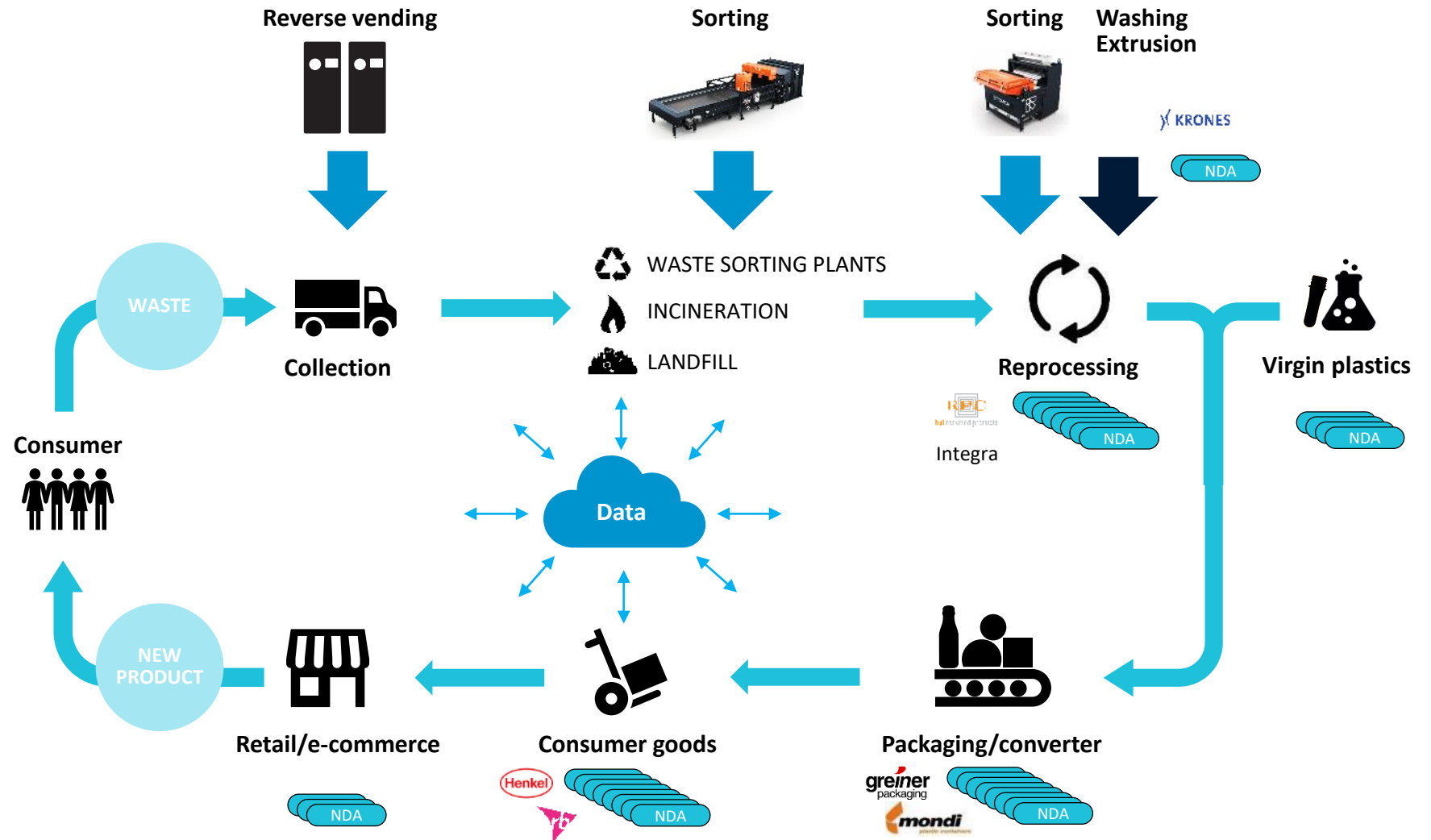


Sorting of Municipal Solid Waste, Cyprus

Industrializing the process for recycled plastic

SUCCESS FACTORS

- **Sufficient demand** for the recycled material
- Output to be of **high quality** and **stable quantity** in order to replace virgin material
- **Political leadership** that sets targets and monitors
- **Access to capital** and willingness to invest
- **Collaboration with multiple partners on commercialization**

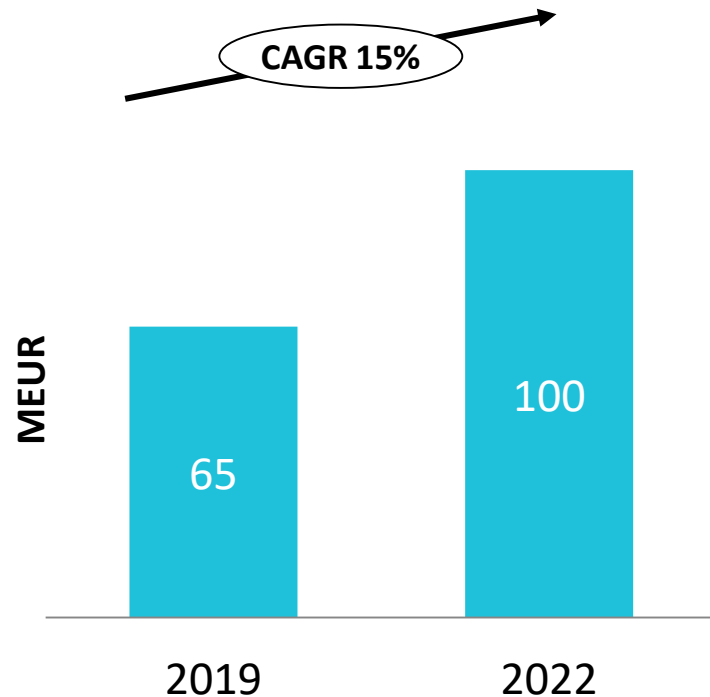


INTELLIGENT MINE

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

Mining: market growth expectations

Total annual market size



MARKET DEFINITION MINING

Sensor-based sorting equipment

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

AFFECTING FACTORS

Political climate

Access to capital

Cost drivers

Commodity price
fluctuations

Mining: applications and sensor technology

INDUSTRIAL MINERALS



Phosphate-silica removal, limestone-silica removal, quartz upgrade, MgO_2 -silica removal, fluorite pre-conc., talc pre-conc., lithium pre-conc., barite pre-conc.,

COLOR, XRT, NIR

NON-FERROUS METALS



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

XRT, COLOR, EM, NIR

DIAMONDS



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

COLOR, XRT, NIR

FUEL



Coal waste dumps

XRT

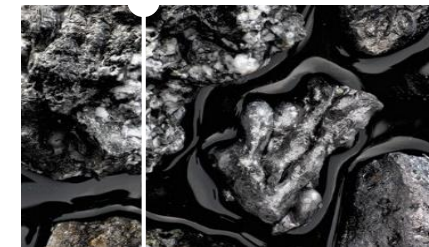
FERROUS METALS



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

XRT, EM, NIR

SLAG

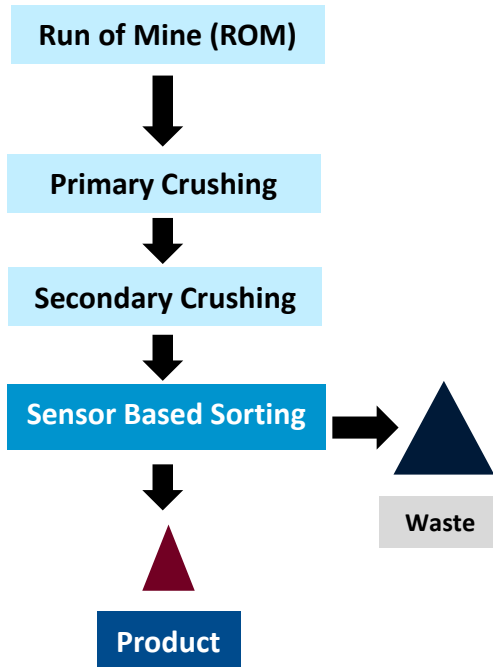


Stainless steel slag, ferro silica slag, ferro chrome slag

XRT, EM

The concept of sensor-based sorting in mining

Mining process: Industrial minerals

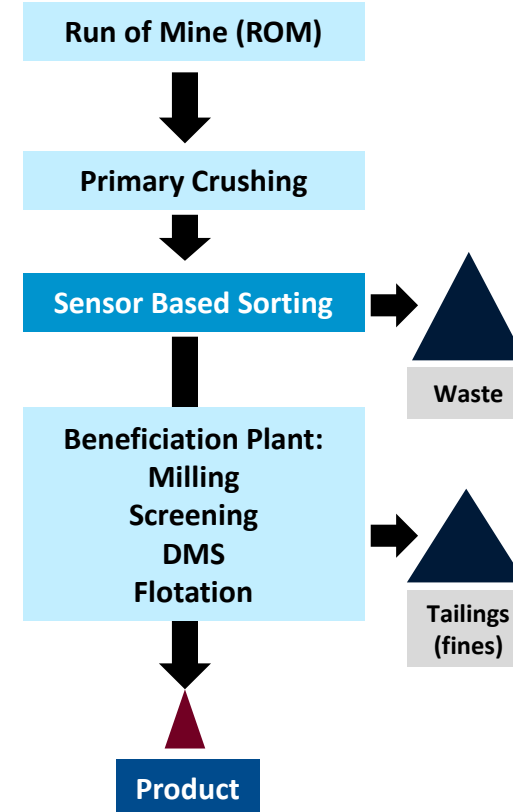


Current segment



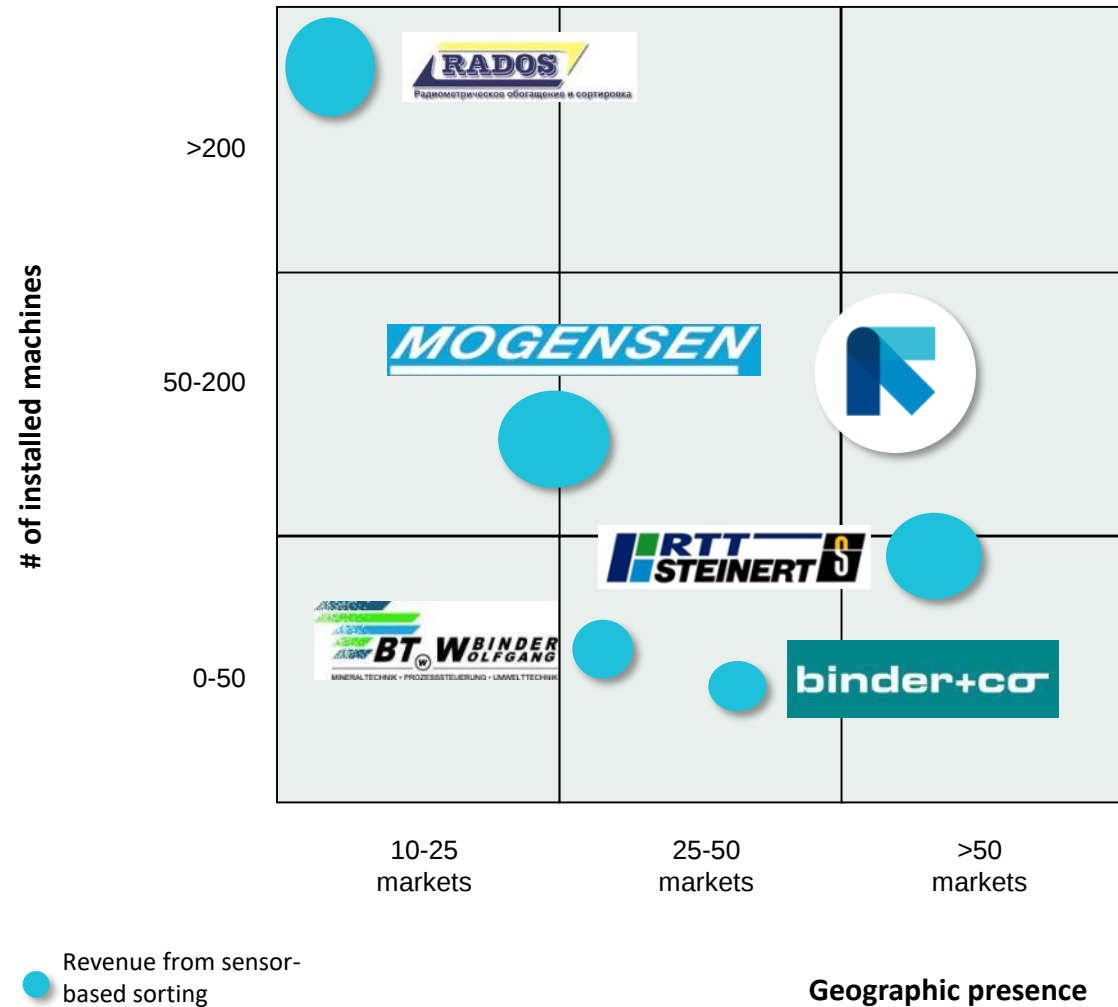
- 15% to 50% of the ROM can be rejected in an early stage of the process (application dependent)
- These low grade waste rocks don't need to be transported, crushed, grinded or further treated

Mining process: Metal mining



Potential new segment

Mining: competitive landscape



TOMRA competitive positioning

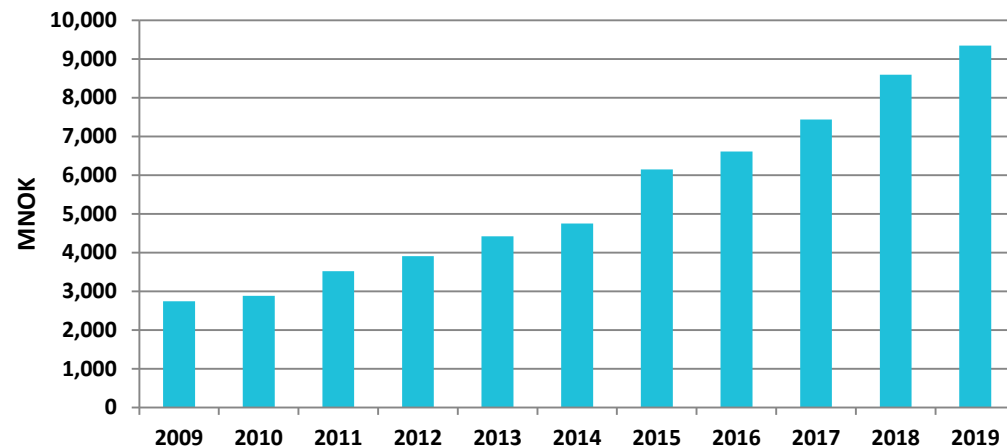
- Wide geographical coverage
- Broadest technology platform
- Leading brand
- **Market share: 40-50%**

The background features a complex, abstract pattern of overlapping, semi-transparent geometric shapes in shades of blue and white. These shapes resemble stylized architectural elements or a network of lines. A solid dark grey horizontal band runs across the middle of the image, serving as a backdrop for the title text.

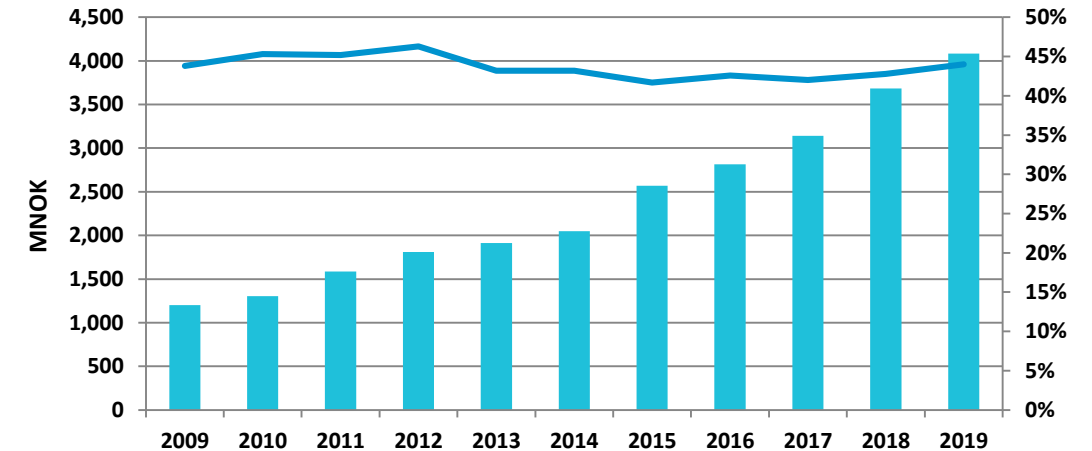
HISTORICAL GROUP FINANCIALS AND TARGETS

Group financials development – solid track record

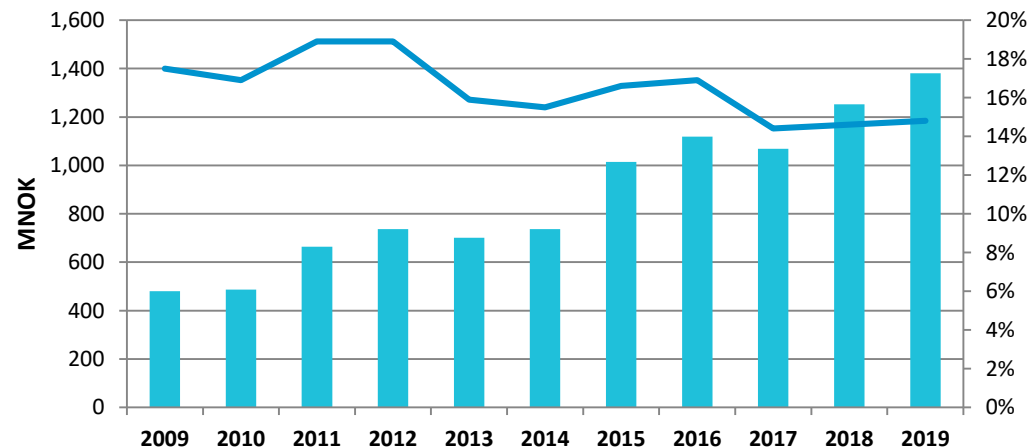
Revenues



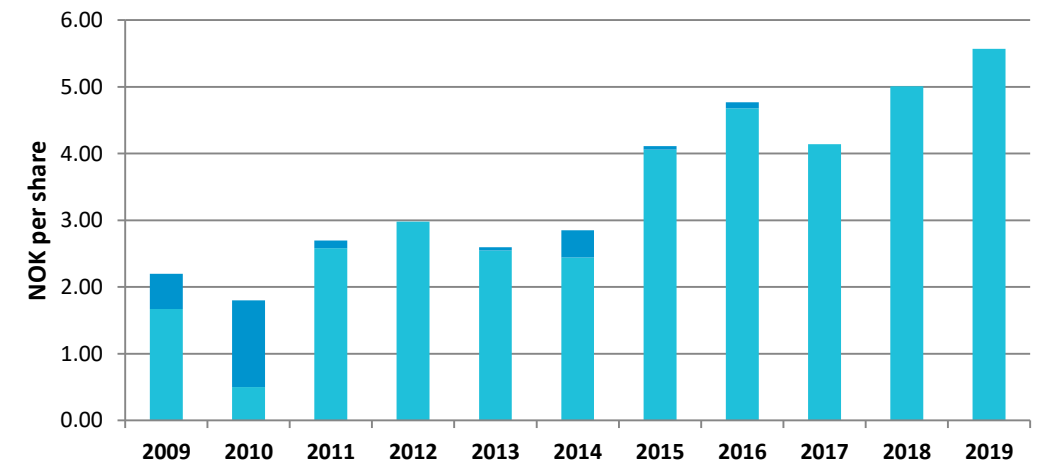
Gross contribution and margin



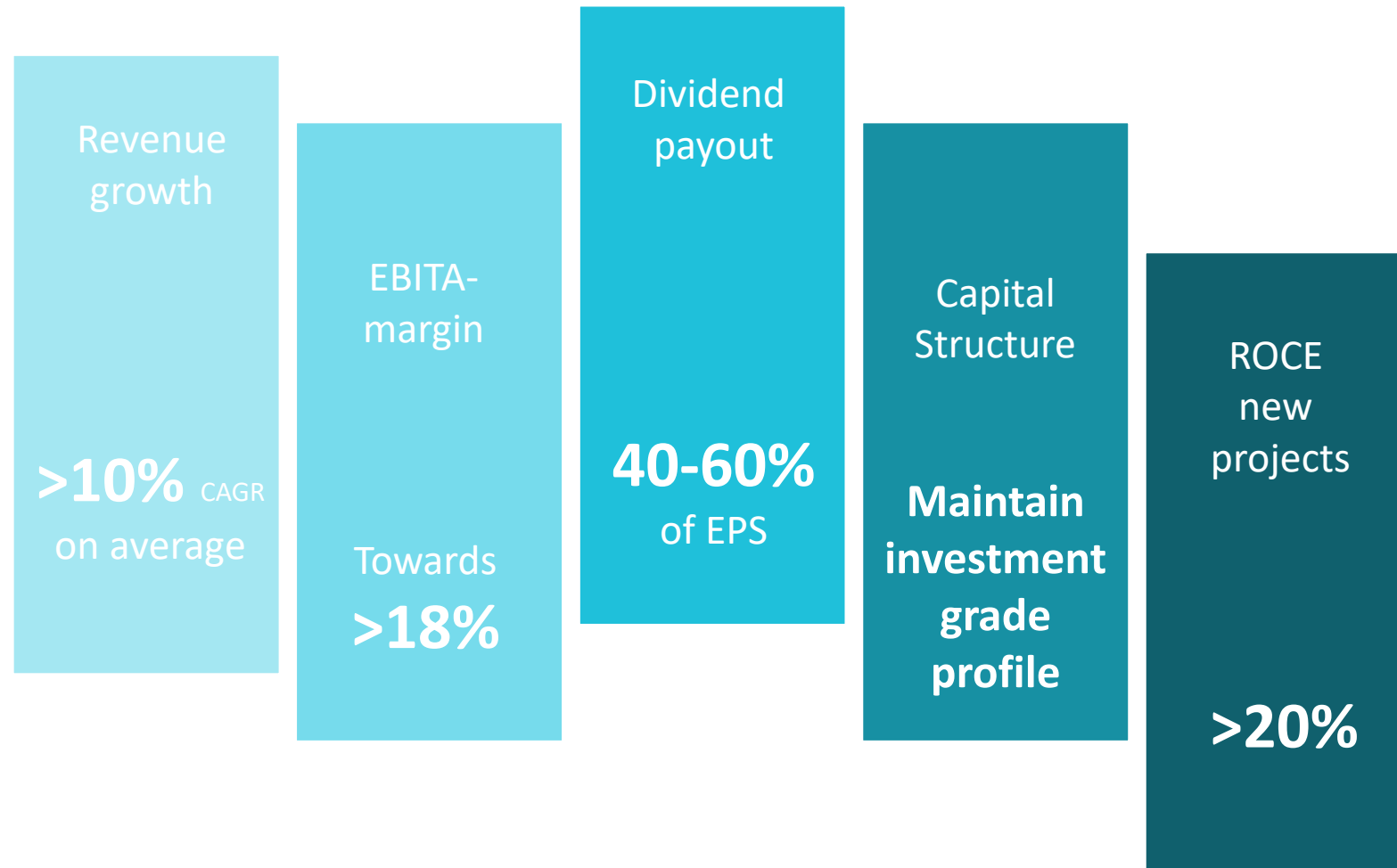
EBITA and margin



Earnings per share

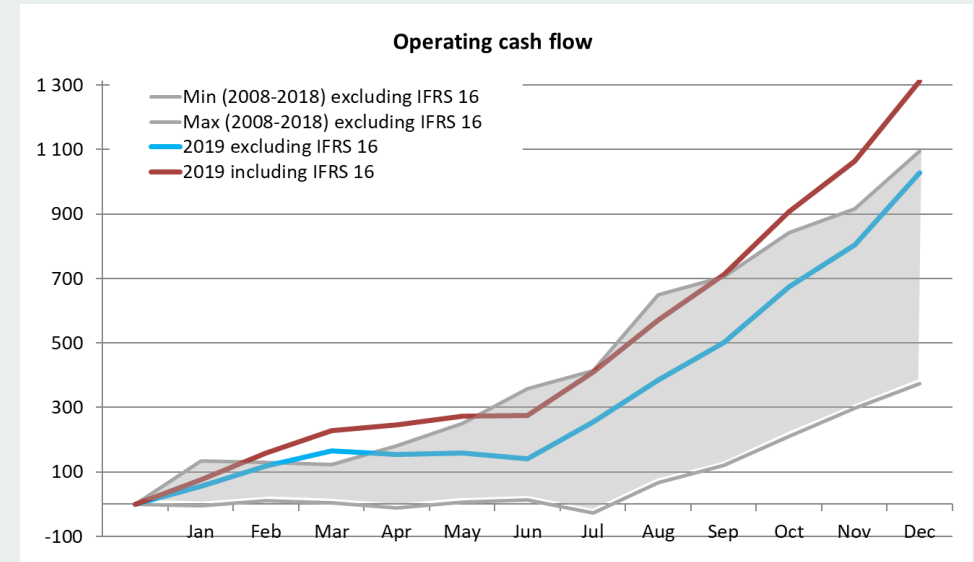


Group financial targets 2018-2023 – our ambitions affirmed



Financial highlights | Balance sheet and cash flow

	With IFRS 16	Without IFRS 16	
	31 Dec 2019	31 Dec 2019	31 Dec 2018
<i>Amounts in NOK million</i>			
ASSETS	10,868	9,815	9,595
Intangible non-current assets	3,788	3,788	3,821
Tangible non-current assets	2,330	1,293	1,276
Financial non-current assets	406	406	340
Inventory	1,596	1,596	1,447
Receivables	2,288	2,288	2,314
Cash and cash equivalents	460	460	397
LIABILITIES AND EQUITY	10,868	9,815	9,595
Equity	5,076	5,125	5,077
Minority interest	170	170	159
Interest-bearing liabilities	2,982	1,880	1,524
Non interest-bearing liabilities	2,640	2,640	2,835



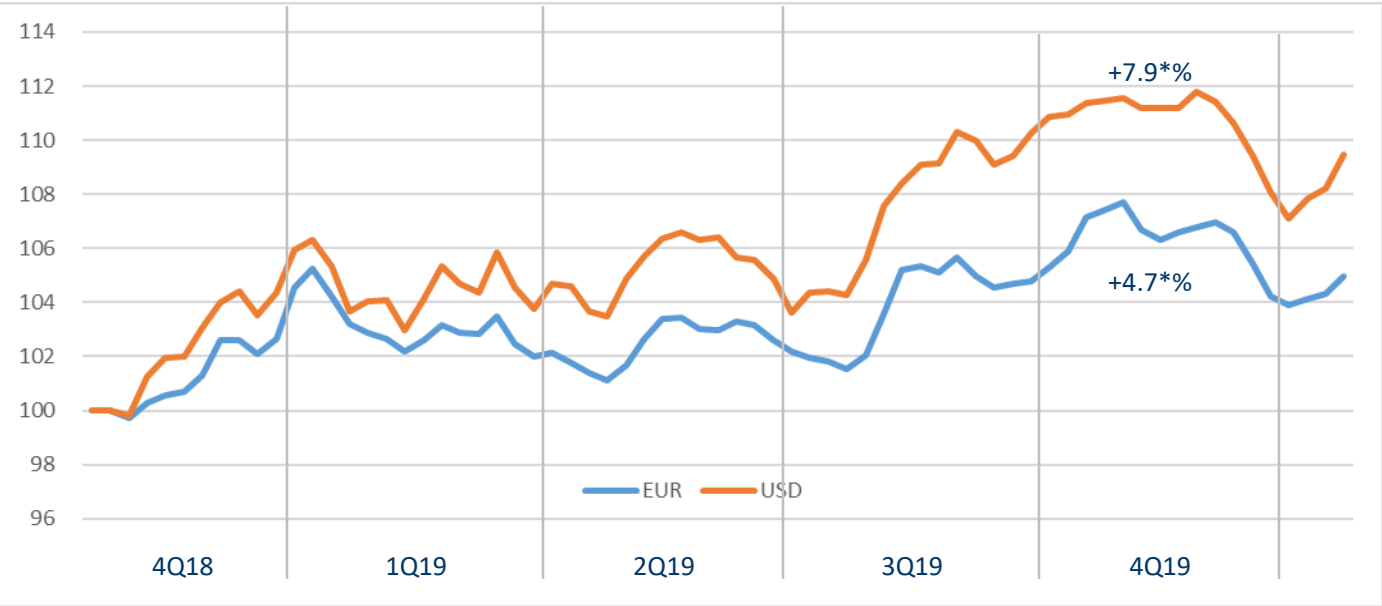
Ordinary cashflow from operations

- 600 MNOK in fourth quarter (346 MNOK in fourth quarter 2018)
 - Positive effect from IFRS 16 of 72 MNOK
- 1,313 MNOK full year 2019 (1,025 MNOK full year 2018)
 - Positive effect from IFRS 16 of 272 MNOK

Solidity

- 48% equity (54% ex. IFRS 16)
- NIBD/EBITDA = 0.8x (Rolling 12 months), ex IFRS 16 effects

Currency risk and hedging policy



Revenues and expenses per currency: *Average rate 4Q19 vs 4Q18

	EUR*	USD	NOK	OTHER**	TOTAL
Revenues	45 %	35 %	0 %	20 %	100 %
Expenses	40 %	25 %	5 %	30 %	100 %

Assets and liabilities per currency:

	EUR*	USD	NOK	OTHER**	TOTAL
Assets	50 %	15 %	15 %	20 %	100 %
Liabilities	60 %	10 %	20 %	10 %	100 %

* EUR includes DKK ** Most important: AUD, NZD, RMB, CAD, SEK, GBP and JPY NOTE: Estimated and rounded figures

Positive impact from stronger USD vs EUR

10% change in NOK towards other currencies will impact:

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

HEDGING POLICY

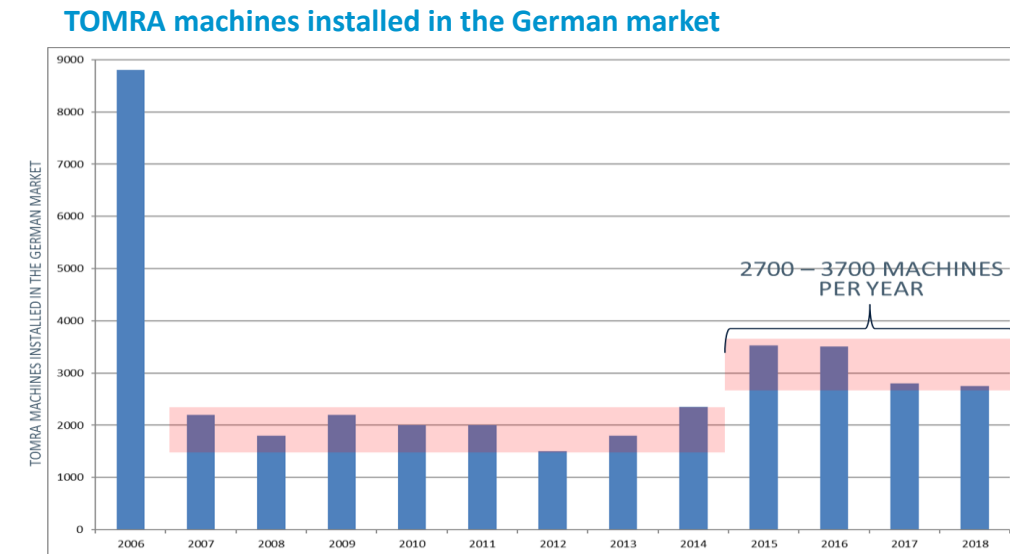
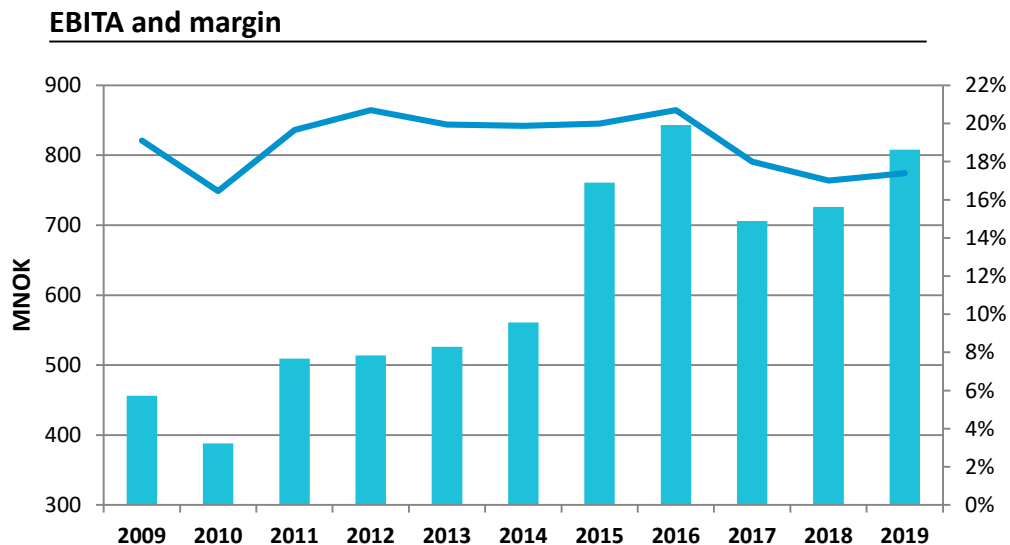
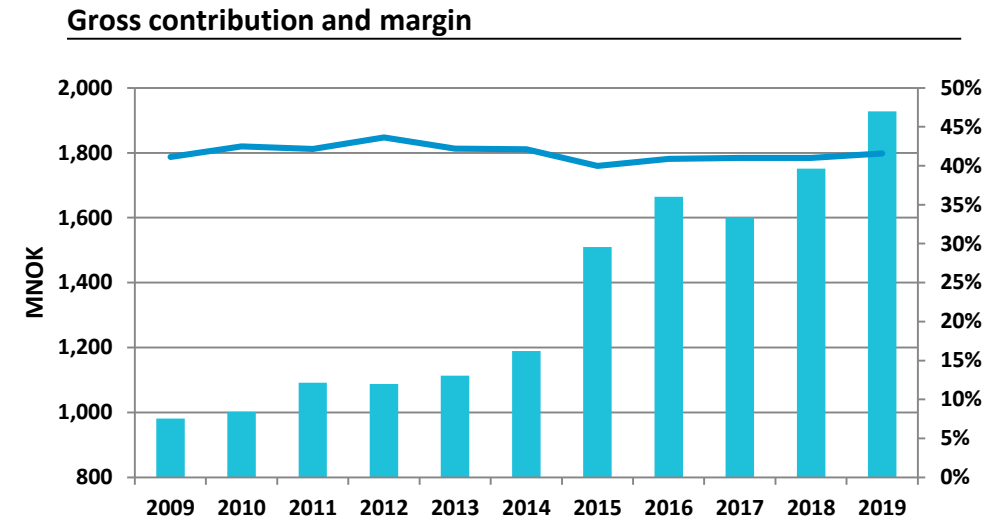
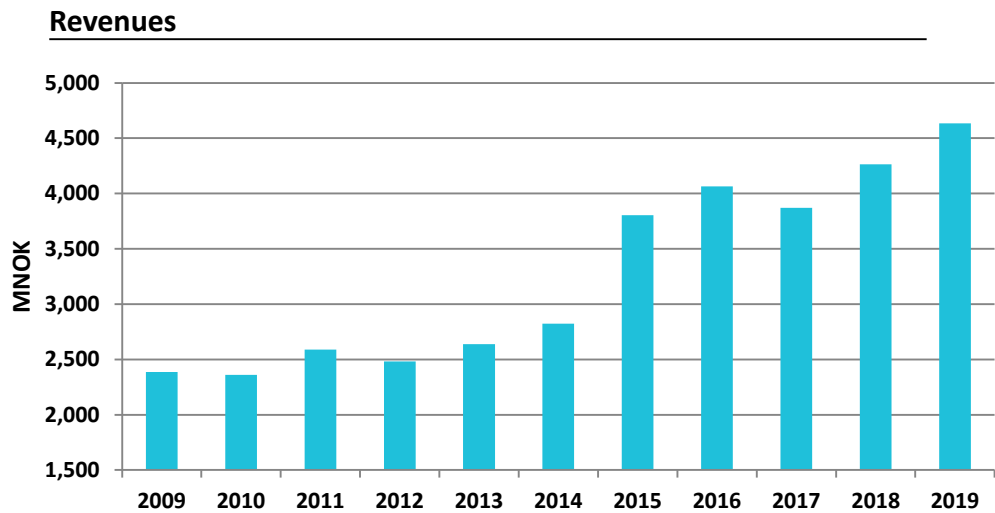
CASHFLOW AND P/L

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

B/S

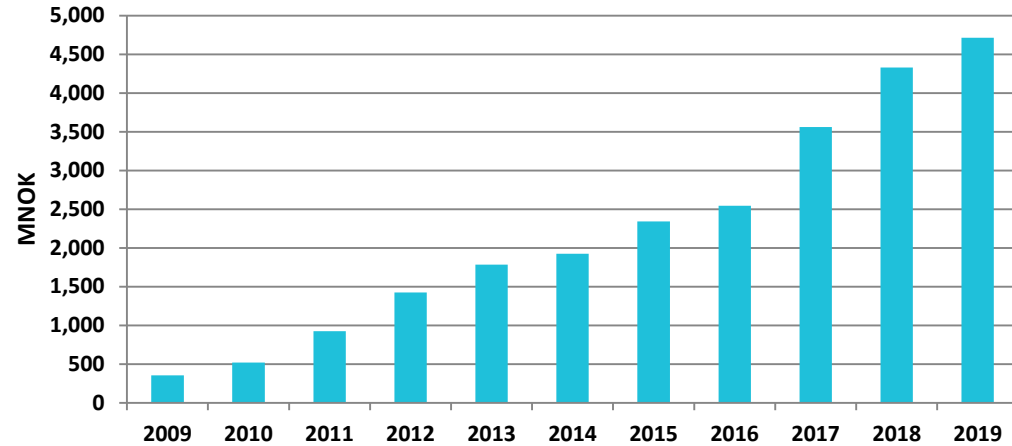
- TOMRA only hedges B/S items where exchange rate fluctuations could have P/L impact. Gains and losses on B/S hedging are recorded in accordance with IAS 21 and will normally not have P/L impact

Collection solutions – segment financials

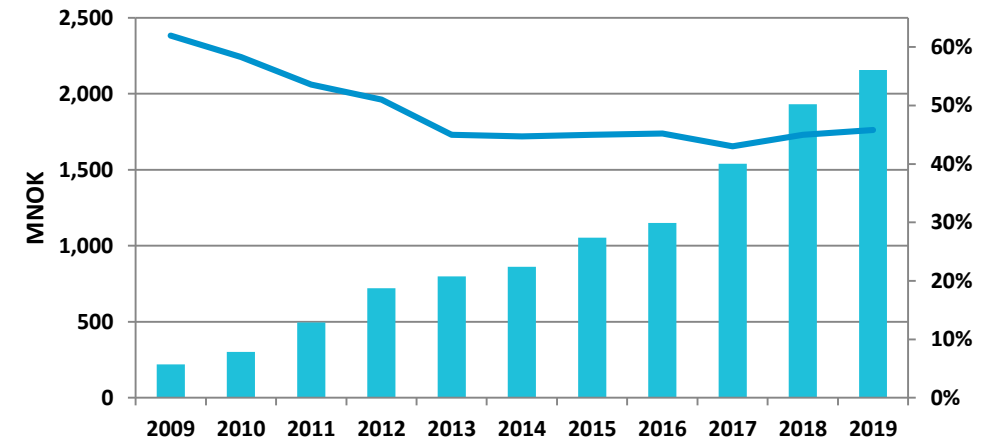


Sorting solutions – segment financials

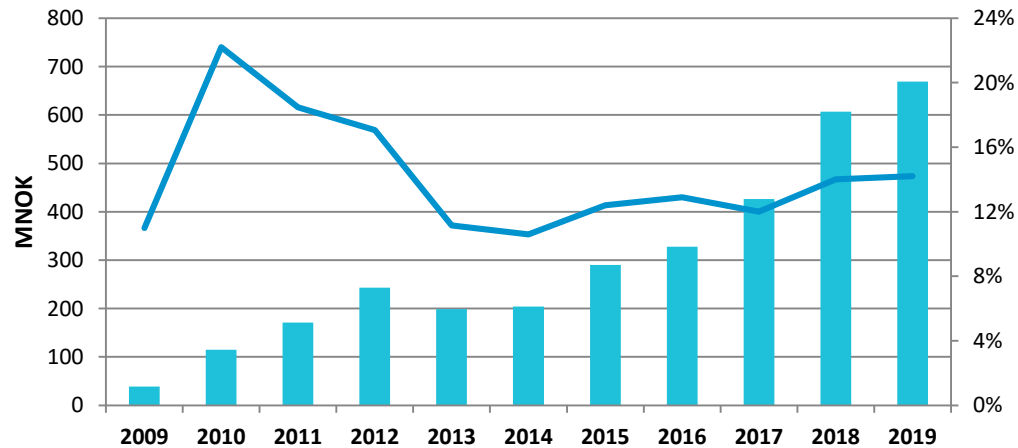
Revenues



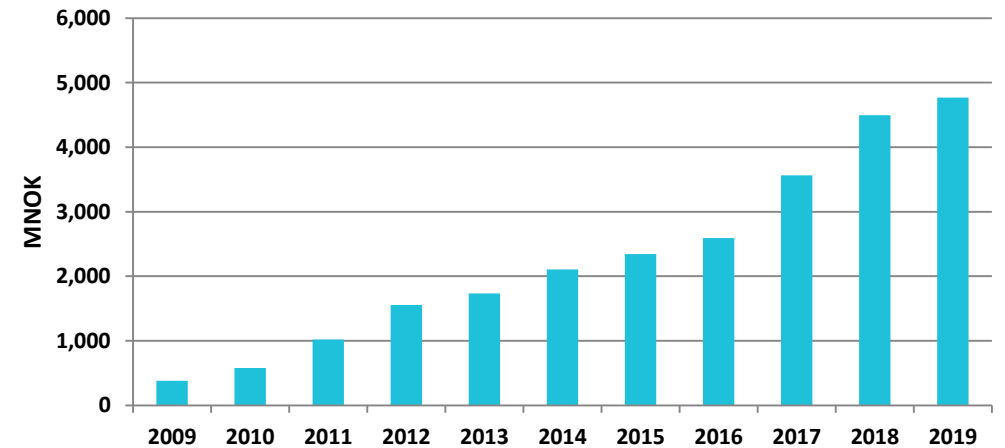
Gross contribution and margin



EBITA and margin



Order Intake

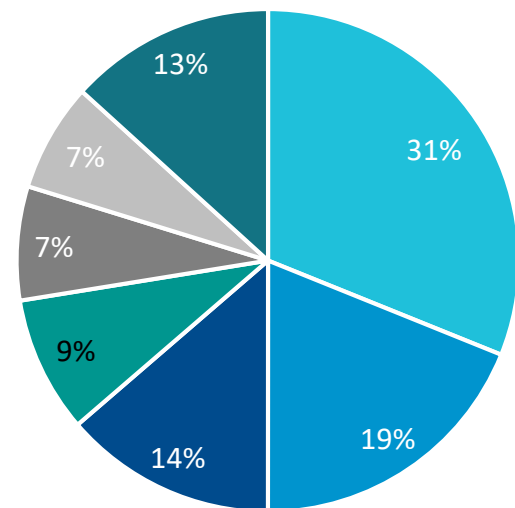


Shareholder structure

Top 10 shareholders as of 02 January 2020

1	Investment AB Latour	39 000 000	26,3 %	
2	Folketrygdfondet	11 642 913	5,9 %	
3	The Bank of New York Mellon	7 863 046	5,3 %	(NOM)
4	Clearstream Banking	5 584 324	4.1 %	(NOM)
5	State Street Bank	4 788 326	3.7 %	(NOM)
6	JPMorgan Luxembourg S.A.	1 823 316	1.6 %	(NOM)
7	JPMorgan Chase Bank	1 804 031	1.6 %	(NOM)
8	JPMorgan Chase Bank	1 705 002	1.2 %	(NOM)
9	JPMorgan Chase Bank	1 598 542	1.1 %	(NOM)
10	DANSKE INVEST NORSKE INSTIT. II.	1 262 196	1.1 %	
	Sum Top 10	76 773 904	51.9%	
	Other shareholders	71 246 174	48.1%	
	TOTAL (8,791 shareholders)	148 020 078	100.0%	

Shareholders by country



■ Sweden
 ■ Norway
 ■ United Kingdom
 ■ United States
 ■ Luxembourg
 ■ Belgium
 ■ Others

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