TODAY
INTO
TOMORROW

TOMRA SYSTEMS ASA
CAPITAL MARKETS DAY 2018

TOMRA

TOMRA SYSTEMS ASA
Asker, Norway
21.09.2018

AGENDA

TIME	TOPIC	SPEAKER
09:00-09:30	Registration and Light Breakfast	
09:30-10:00	**TOMRA Group**	
	Welcome	
	- Taking TOMRA to The Next Level	**Stefan Ranstrand**, President and CEO
10:00-11:30	**Market Opportunities**	
	The Circular Economy	
	- The Circular Economy - A Catalyst for Change	**Volker Rehrmann**, Head of Sorting Solutions
	- The Deposit Market Opportunity	**Harald Henriksen**, Head of Collection Solutions
	- Navigating the Regulatory Landscape	**Harald Henriksen**, Head of Collection Solutions
	The Future of Food	
	- The Food Universe - Ripe for Innovation	**Volker Rehrmann**, Head of Sorting Solutions
11:30-12:30	**Product Demonstrations**	
	Lunch & Mingle	
	Tomra Sorting Solutions/Tomra Collection Solutions Demo	
12:30-14:10	**Our Business**	
	Our Strategic Direction	
	- The Road to Success - TOMRA Strategic Direction	**Stefan Ranstrand**, President and CEO
	- Collection Solutions Positioned for Growth	**Harald Henriksen**, Head of Collection Solutions
	- *Short Break*	
	- Winning in Sorting	**Volker Rehrmann**, Head of Sorting Solutions
14:10-15:00	**Financial Section and Wrap Up**	
	- Group Financial Targets and Outlook	**Espen Gundersen**, Deputy CEO and CFO
	- Concluding Remarks	**Stefan Ranstrand**, President and CEO
15:00	End. Bus Transport	

TAKING TOMRA TO THE NEXT LEVEL

DID YOU KNOW?

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

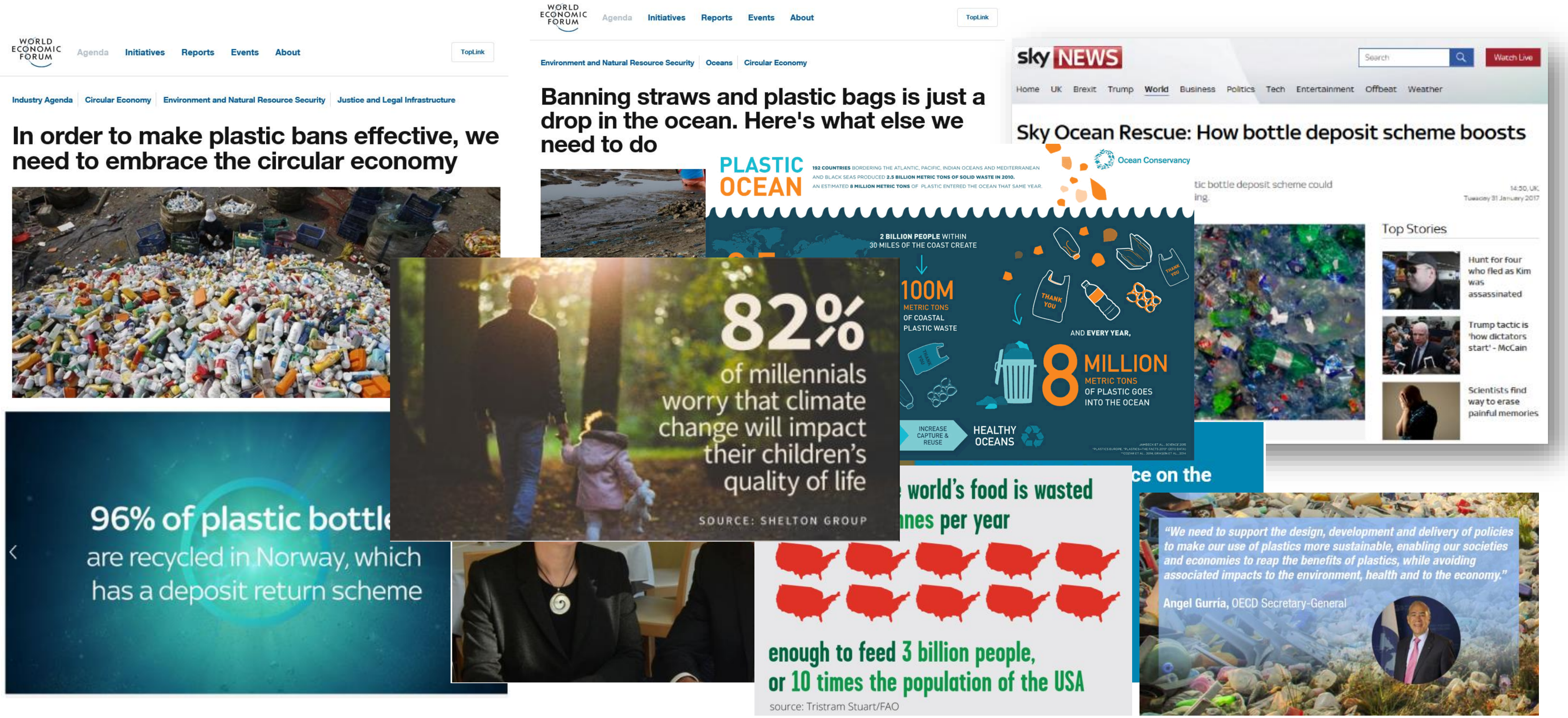
Sources: Wrap, Ellen McArthur Foundation, World Bank

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 is worth more than USD 5 trillion annually**
- **Agriculture** accounts for **20%** of **global greenhouse gas emissions**

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

WE HAVE STARTED TO REALIZE THE DAMAGING IMPACT OF OUR CONSUMER BEHAVIOR



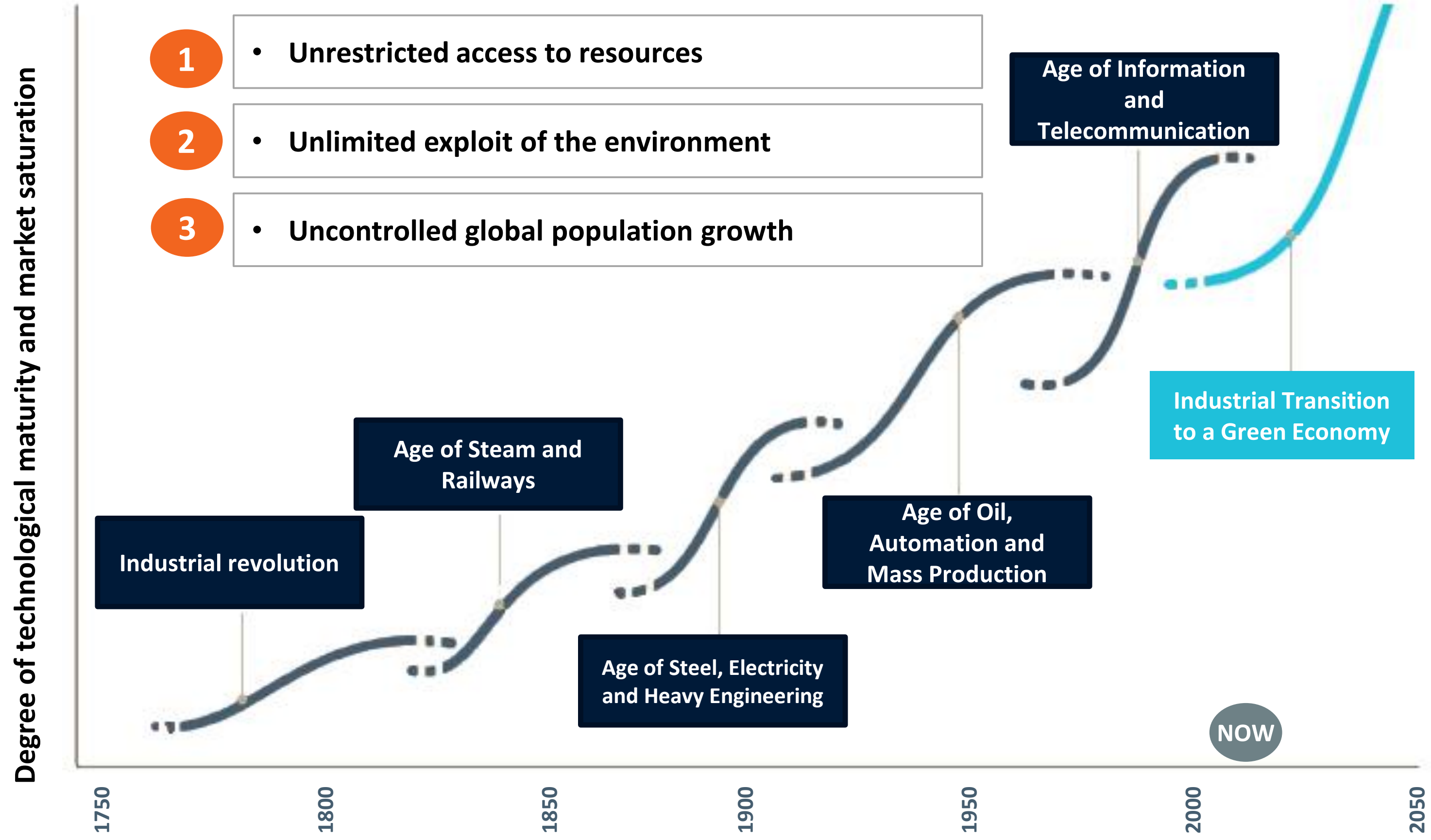
Sources: WEF, Sky News, UNEP, Shelton Group, OECD, Ocean Conservancy

COMMITMENT TO FINDING SOLUTIONS…

Source: UN Environment

… DRIVES NEW BUSINESS MODELS AND COLLABORATION ACROSS INDUSTRIES

The world has undergone 5 major industrial cycles…



…creating challenges and opportunities

Strong megatrends: Opportunities for TOMRA

Climate Change and Resource Scarcity	TCS	TSS
Rapid Urbanization	TCS	TSS
Digital Economy and emergence of eCommerce	TCS	TSS
Smart Cities	TCS	TSS
Agricultural automatization and better use of farmland		TSS
Increased wealth for all and enlarged middle class	TCS	TSS

Sources: Technological evolutions and Financial Capital, Carlota Perez

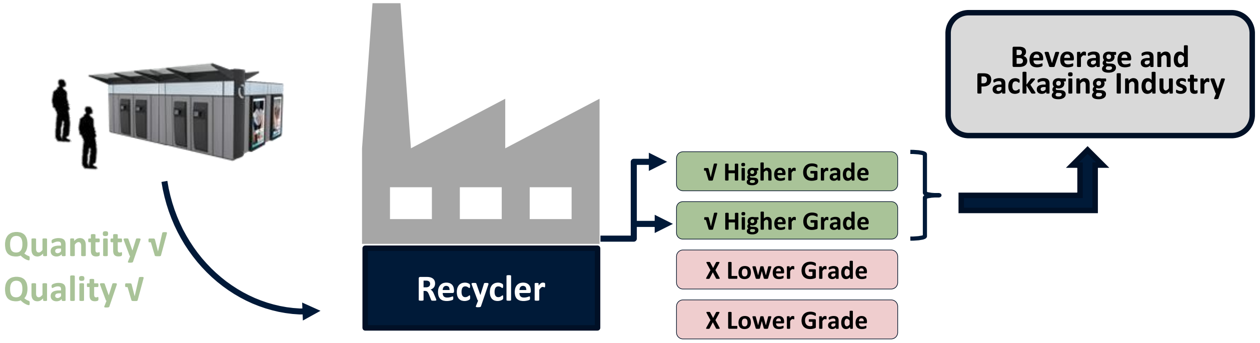
AS THE CIRCULAR ECONOMY MINDSET EVOLVES THE NEED FOR SUSTAINABLE SOLUTIONS IS ACCELERATING

Moving from a Linear Economy…

From Product →

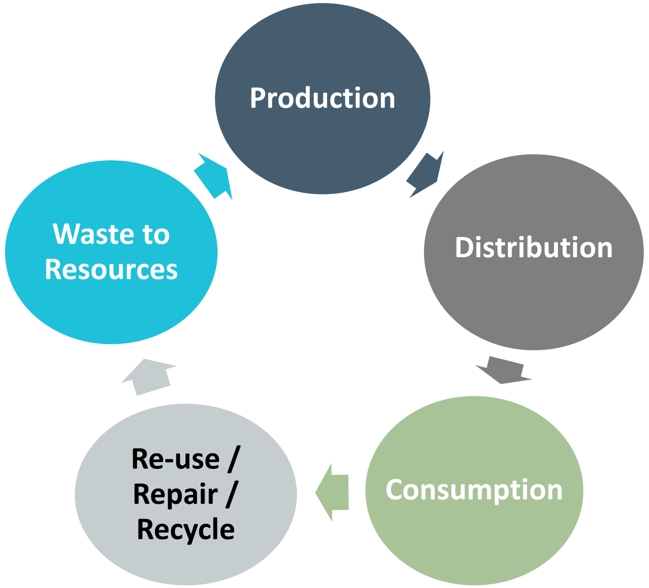
To Waste

To a Circular Economy…



From Waste →

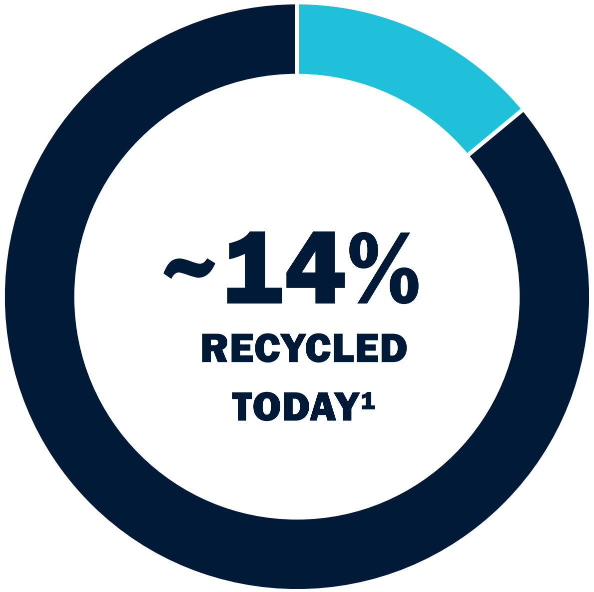
To Product



Sources: Remake from Sustainable Brands via WEF, Ellen MacArthur Foundation

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

TOMRA

* TOMRA ESTIMATES

1) THE NEW PLASTICS ECONOMY, Ellen MacArthur foundation, 2017

2) Prices from Statististica.com

AT THE SAME TIME WE ALSO NEED TO FIND NEW WAYS OF FEEDING A FAST GROWING DEMANDING POPULATION…

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

…automate…

Increase Yield

Reduce waste

Meet consumer demands

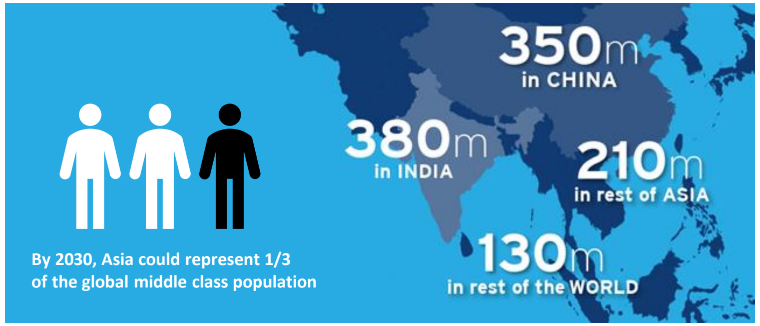
…monitor…

…and innovate

Feeding a demanding, rapidly growing urbanized population brings opportunities for TOMRA

The digital consumer…

88% of the next billion entering the middle class will come from Asia



Increased buying power from a growing and wealthier middle-class…

… AND NEW TECHNOLOGY FOSTERS SMARTER SOLUTIONS

Internet of Things

Blockchain

Cyber Security

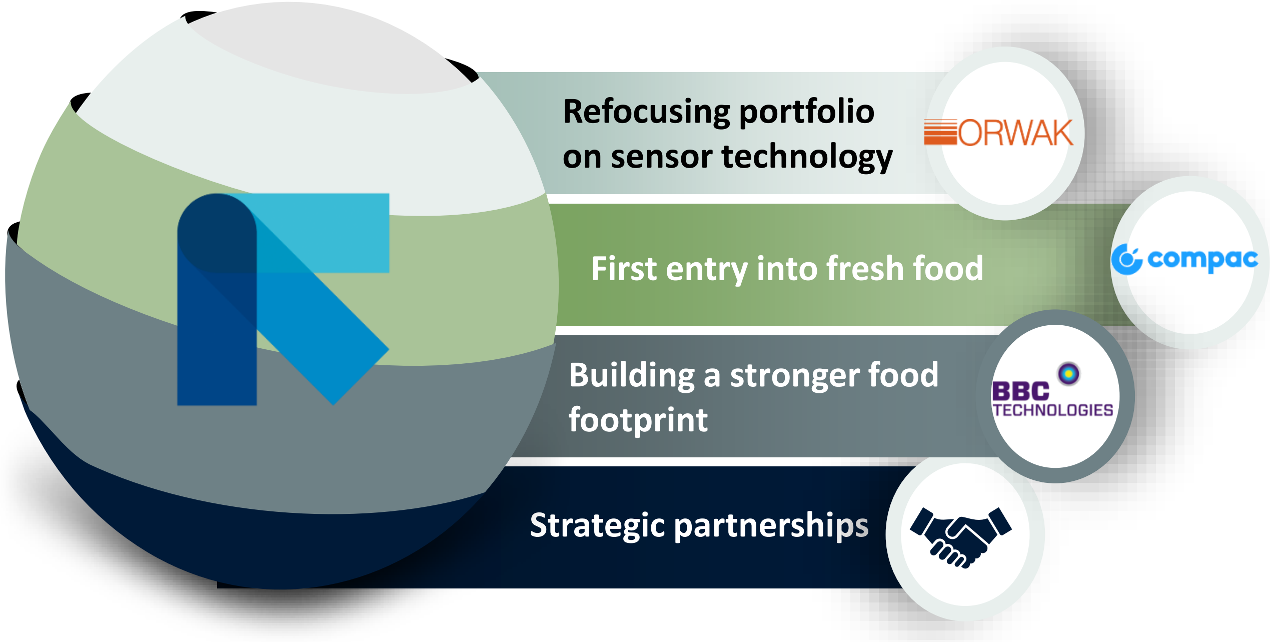
AI and Machine Learning

Increased Automation

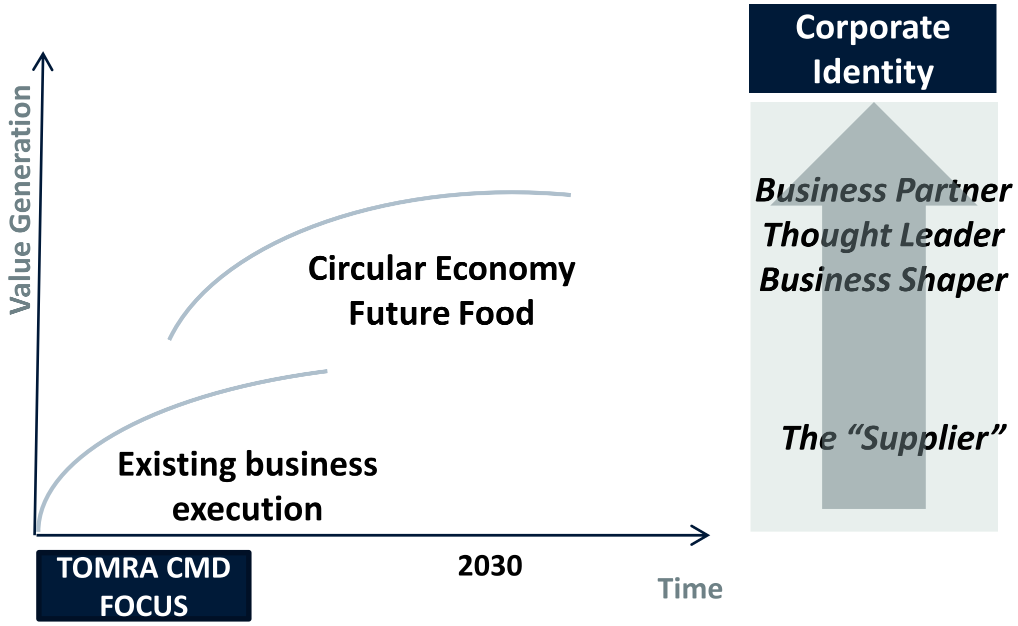
More Advanced Sensing

MEASURES TAKEN TO POSITION TOMRA...

Strategic initiatives 2013-2018...

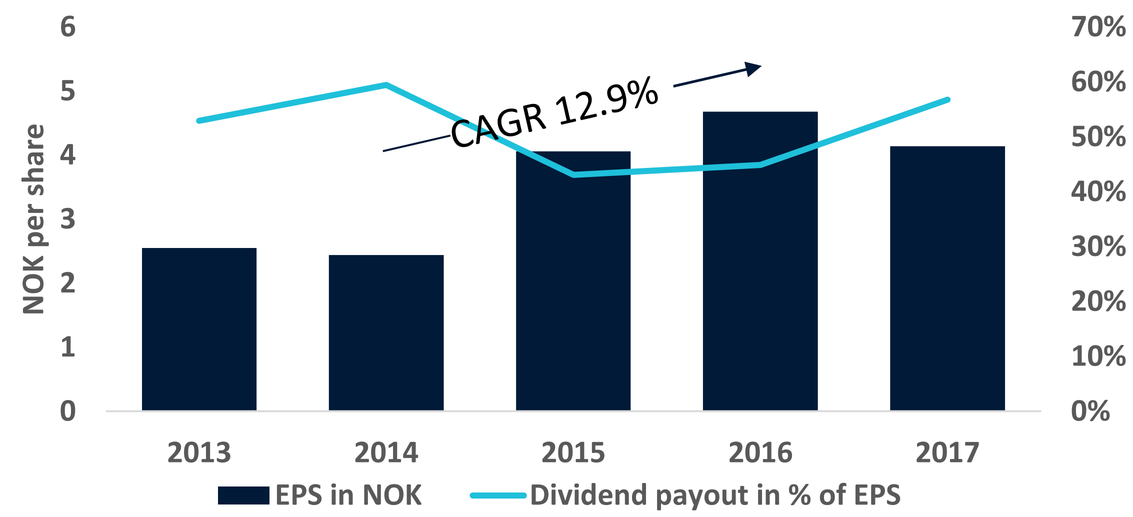


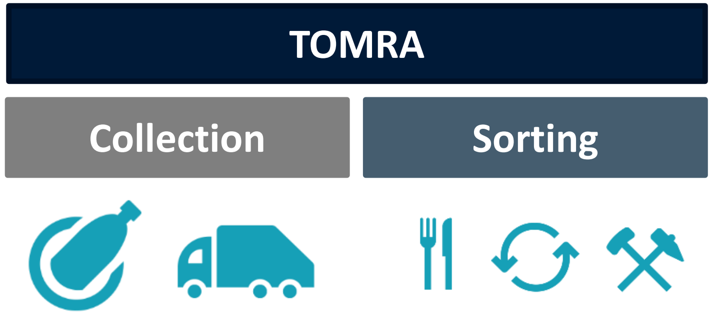
...to build a TOMRA fit for the future



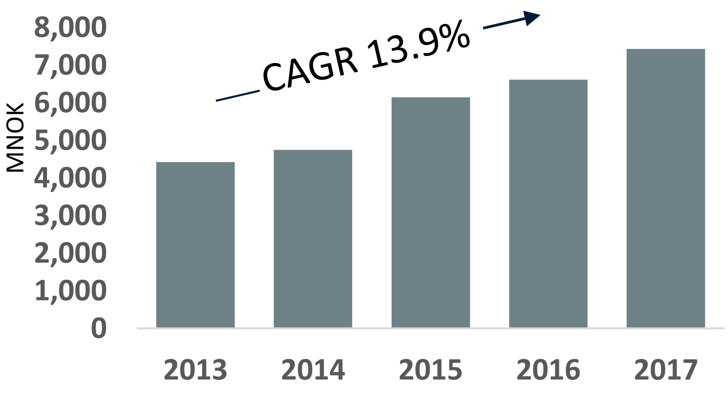
… ENABLES CONTINUED DELIVERY OF VALUE FOR ALL STAKEHOLDERS

Earnings per share and dividend payout in % of EPS

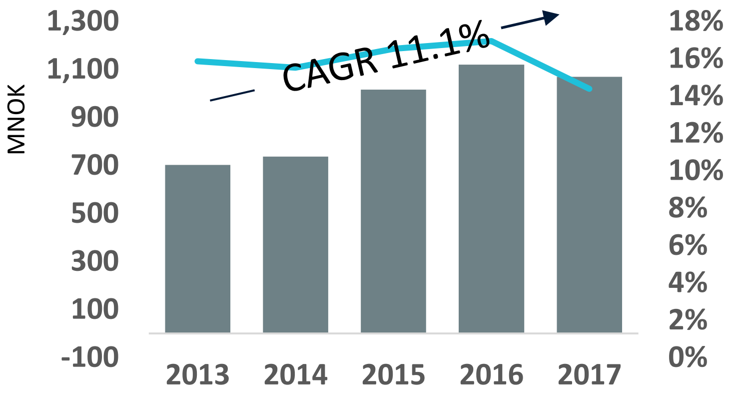




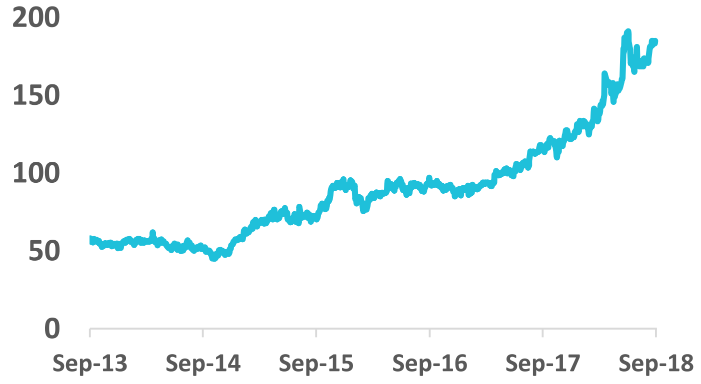
Revenues



EBITA and margin



Share price development



THE CIRCULAR ECONOMY - A CATALYST FOR CHANGE

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

Sources: Picture from National Geographics. WEF

THE CIRCULAR ECONOMY DRIVES A LEGISLATIVE PUSH…

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

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

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

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

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

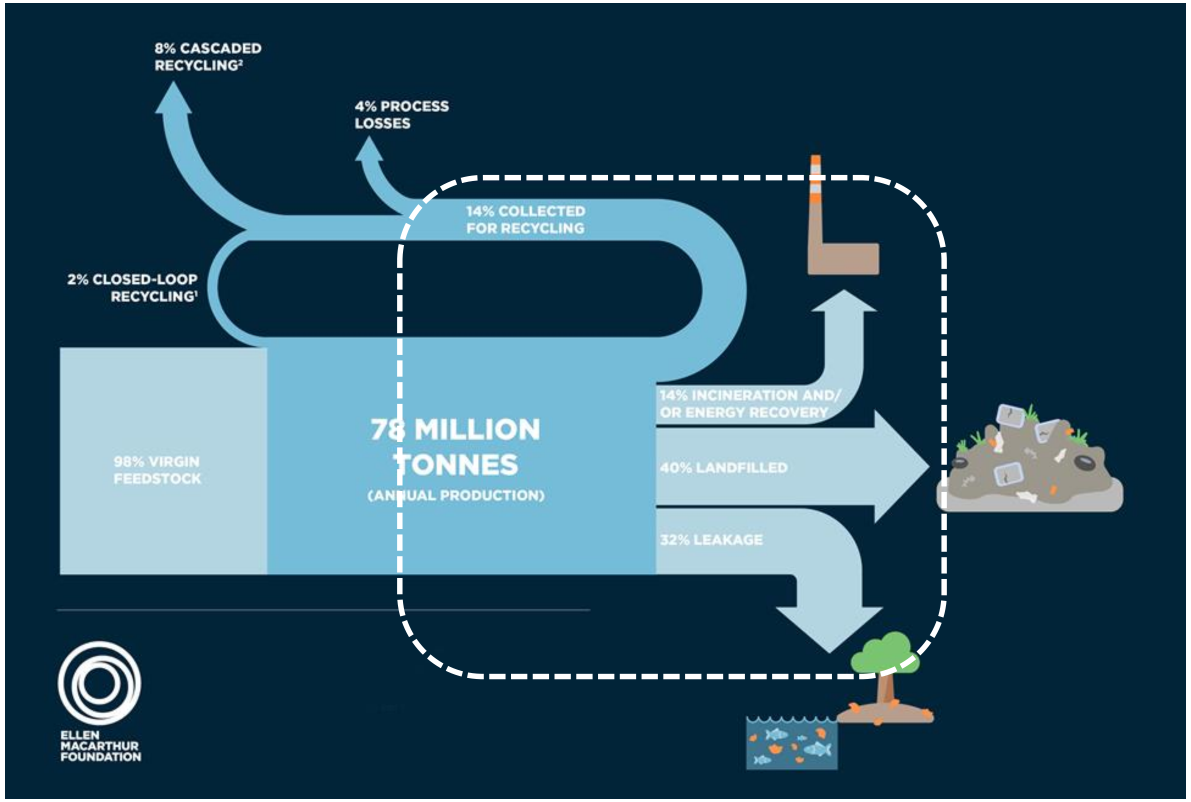
…AND A MARKET PULL

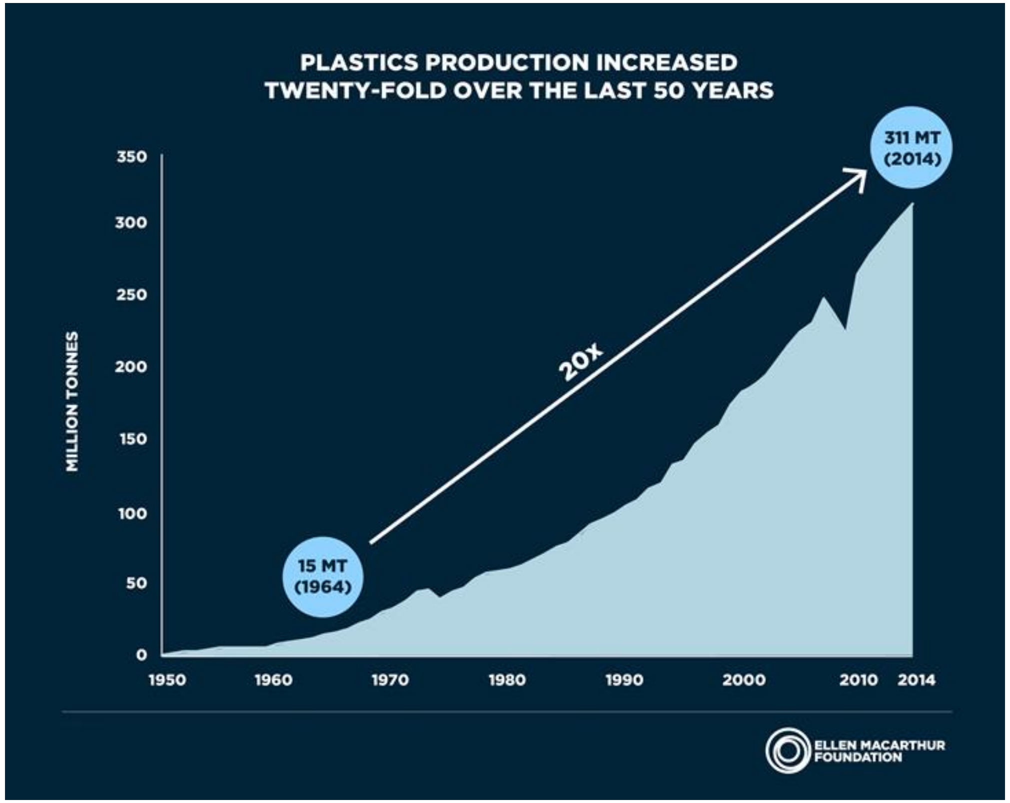
Large companies committing to use recycled raw materials = increased demand for recycled offtake

Source: Ellen McArthur Foundation @ World Economic Forum

TODAY, PLASTIC PACKAGING MATERIAL FLOWS ARE LARGELY LINEAR

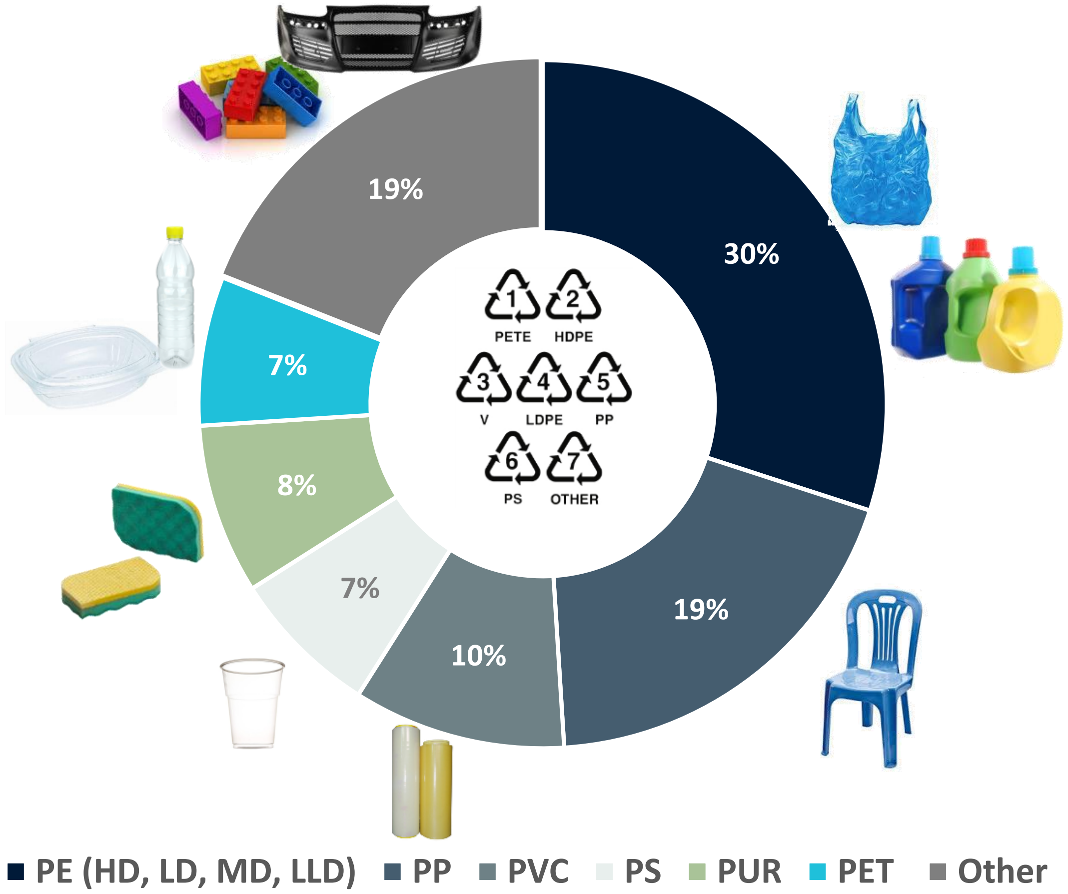
And the increase in plastic production continues to grow rapidly…



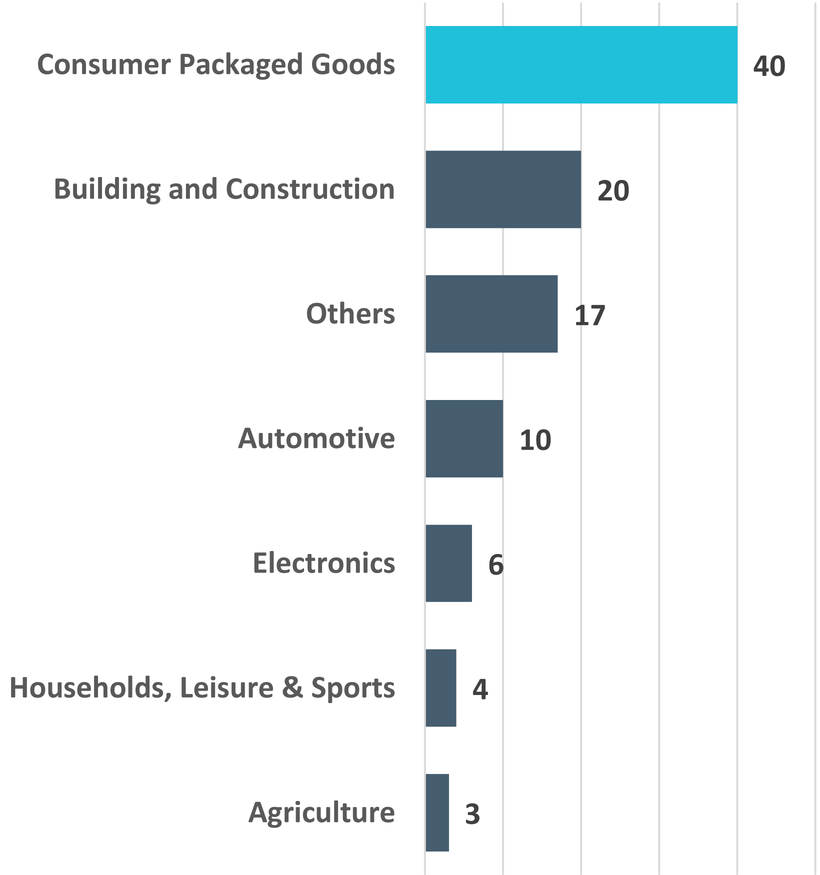


PLASTIC HAS A LOT OF GOOD QUALITIES, BUT WE ARE DROWNING IN IT: LEAVING OPPORTUNITY FOR A MORE SUSTAINABLE INFRASTRUCTURE

Plastic use by *type of material in %*



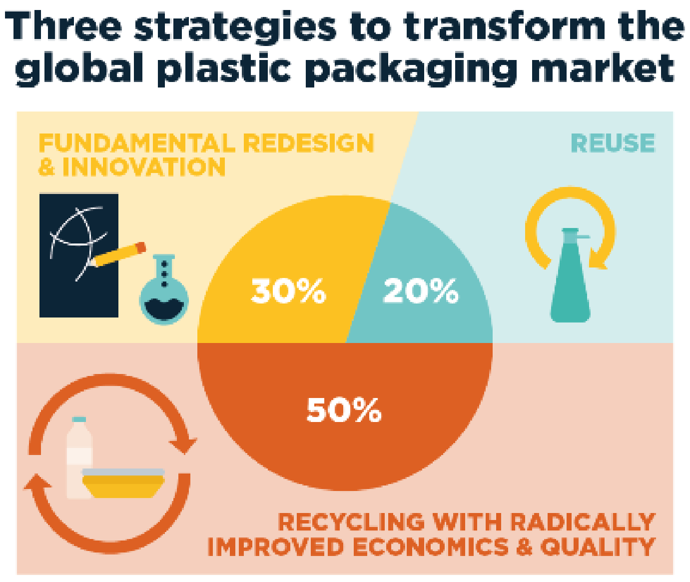
Plastic use *by industry in %*



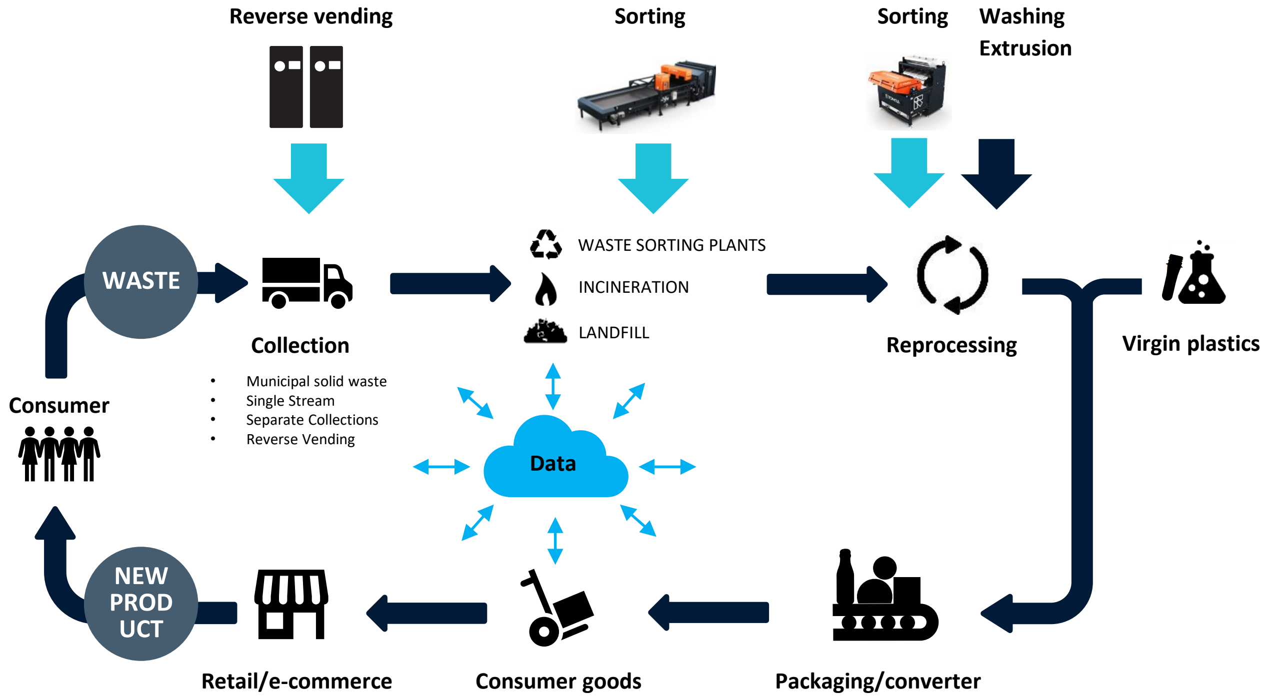
Source: PlasticsEurope Market Research Group (PEMRG) and Conversio Market & Strategy GmbH 2017

THE CIRCULAR ECONOMY DRIVES COLLABORATION ACROSS INDUSTRIES, GOVERNMENTS AND NGO'S

The plastics value chain is changing and trending towards a more collaborative landscape



Source: Ellen McArthur Foundation



The process of transforming waste into product

THE DEPOSIT MARKET OPPORTUNITY

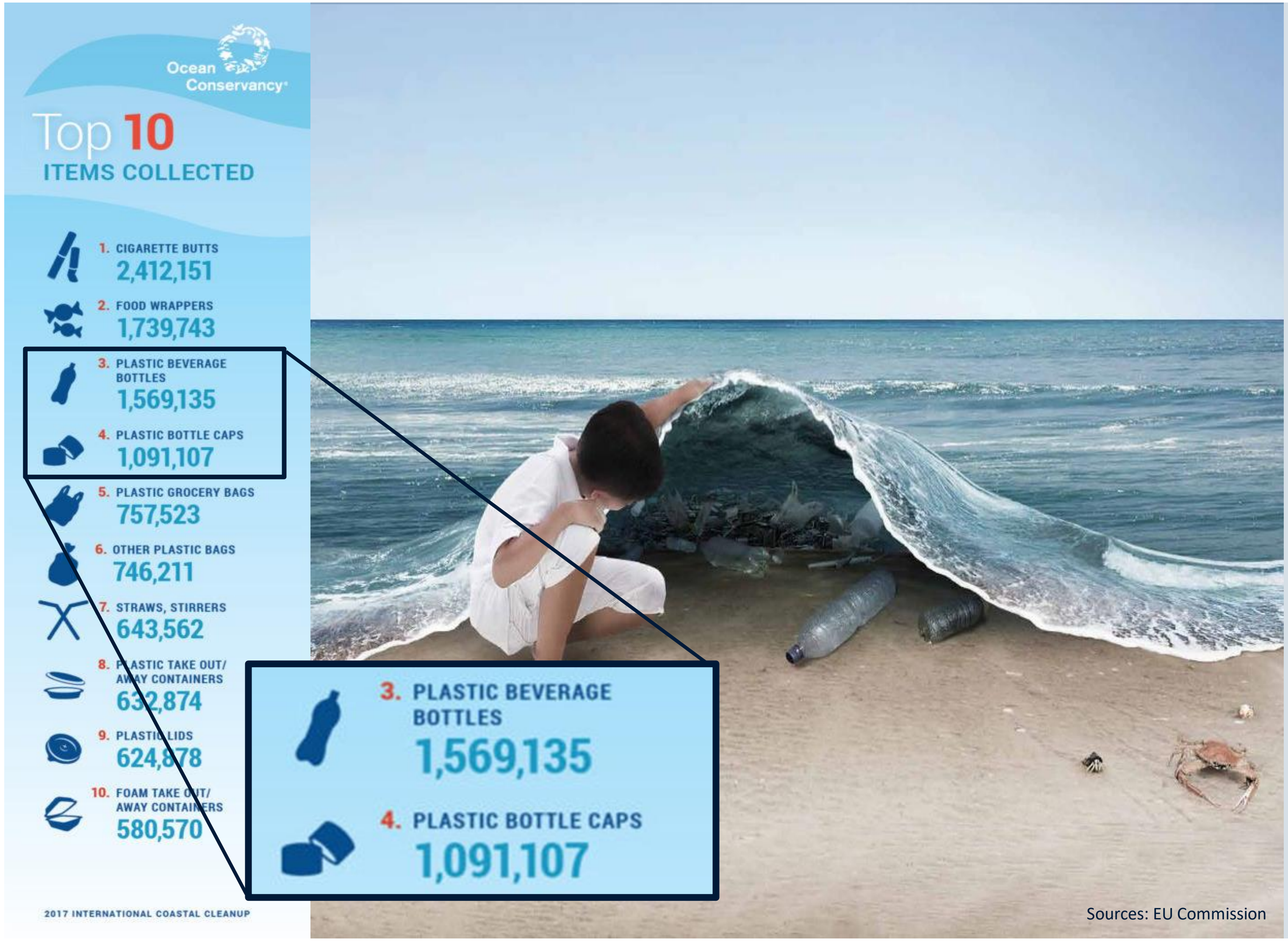
DID YOU KNOW?

- **1 million** plastic bottles are bought around the world every minute
- **Less than half** of all purchased plastic bottles are collected for recycling
- **~ 35bn** beverage containers are **captured by TOMRA** every year…
- …representing only **2.5%** of all beverage containers sold in 2017

RETURNS INTO VALUE

Source: Euromonitor, GlobalData

INCREASING PUBLIC PRESSURE TO REDUCE WASTE AND LITTERING



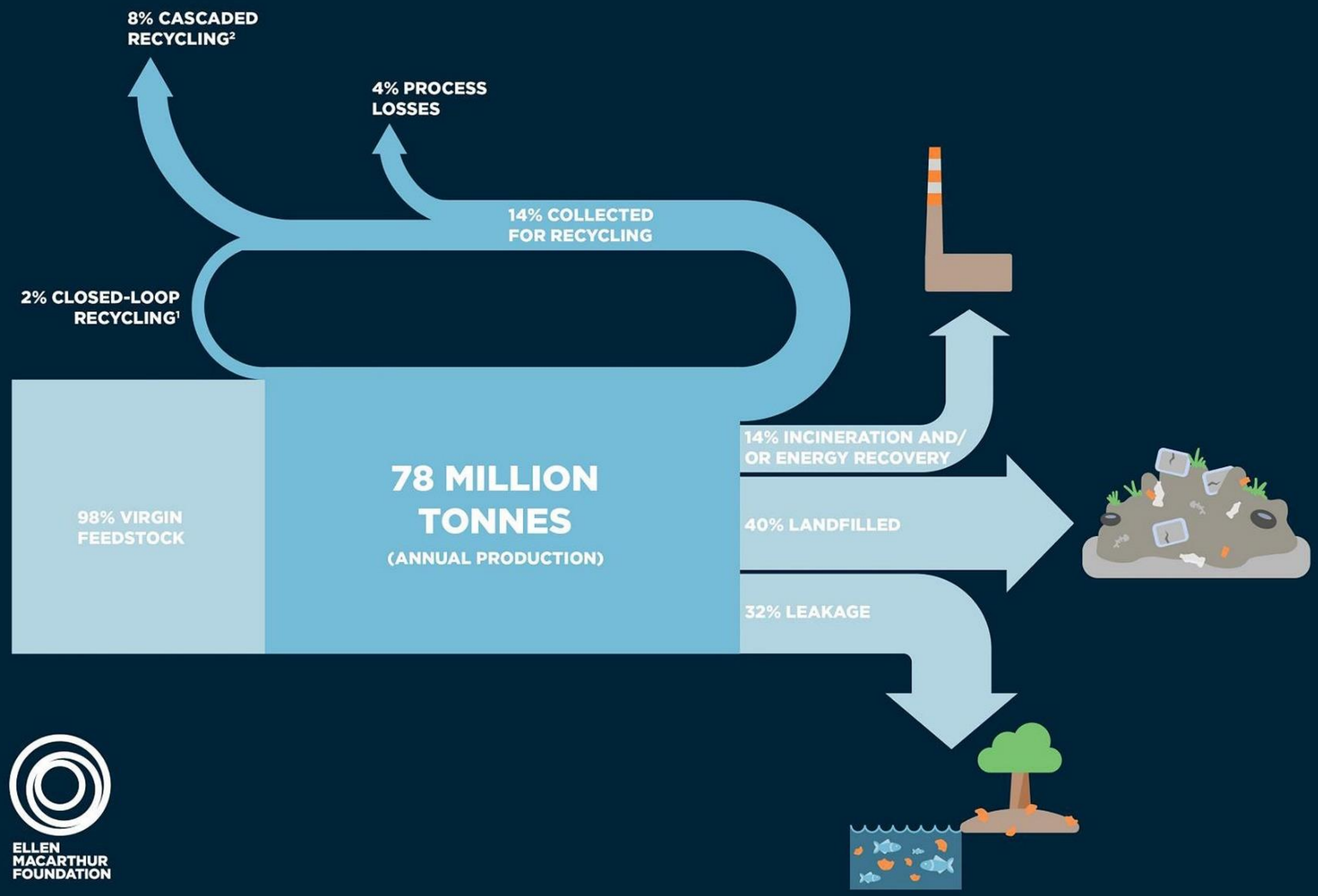
Sources: EU Commission

Consumer awareness

Producer responsibility

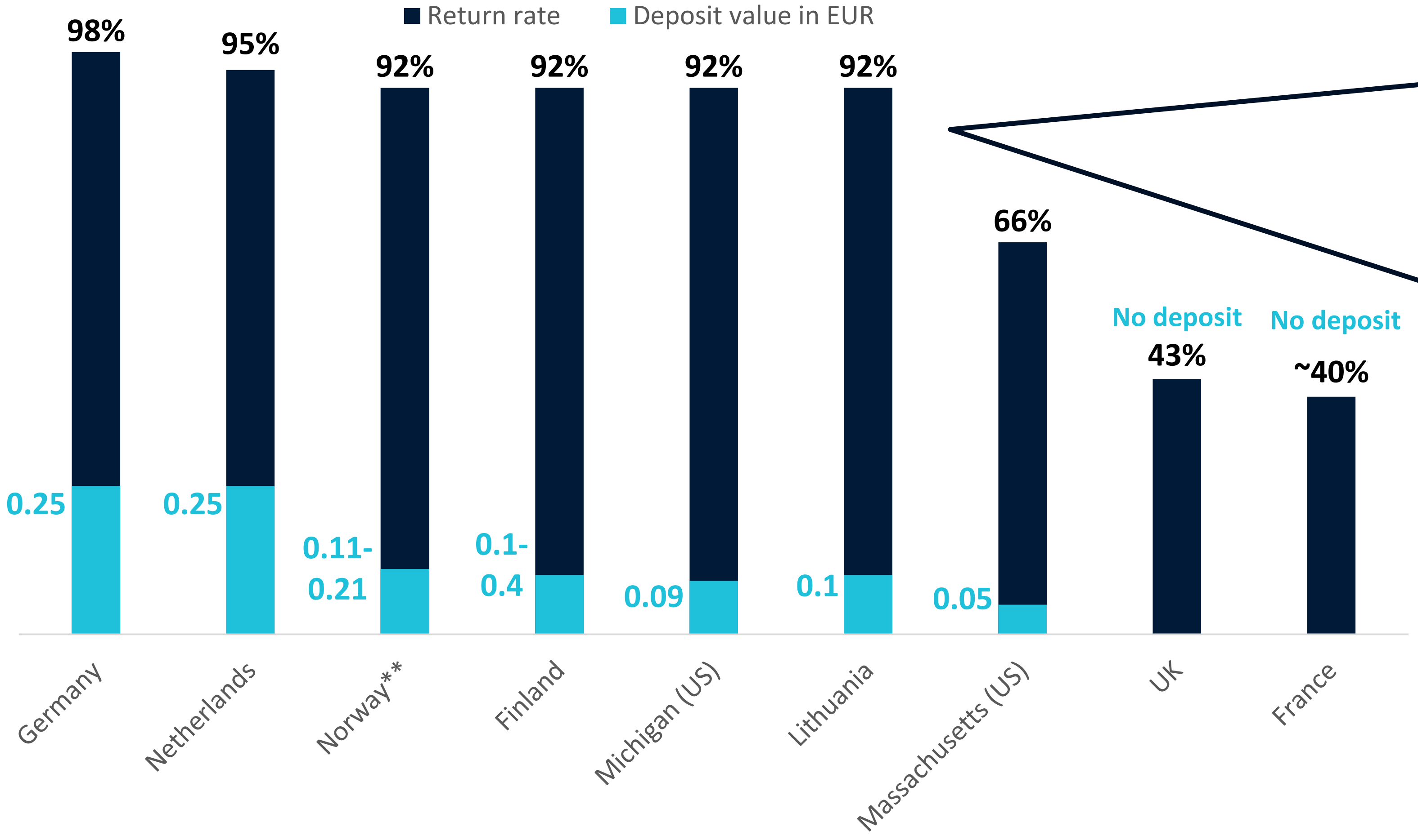
Governmental policies

CLOSING THE PLASTIC PACKAGING LOOP REPRESENTS VAST POTENTIAL

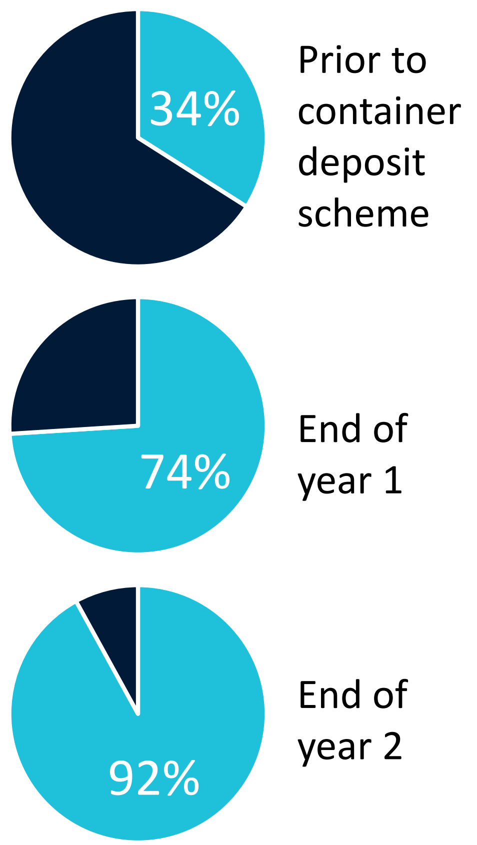


CONTAINER DEPOSIT SCHEME – REAFFIRMED AS A PROVEN SOLUTION

Return rate and deposit value* for various container deposit schemes



Return rates in Lithuania



*Deposit values converted to EUR for comparison purpose

**Norway increased its deposit value to 0.21-0.31EUR since 01.09.2018

Source: Reloop, The Guardian, LeParisien, USAD

THE BENEFITS OF REVERSE VENDING IN A CONTAINER DEPOSIT SCHEME

1
Consumer buys beverage

2
Collection by reverse vending machines

3
Material processing

4
Beverage manufacturing

Convenient and engaging for customers

Better for business

Better for environment

Source: Infinitum

KEY MARKET AND CONSUMER TRENDS DRIVE STRUCTURAL CHANGES…

CONSUMER TRENDS	RETAILER TRENDS	MATERIAL TRENDS	STAKEHOLDER TRENDS

Bag drop solutions, reverse logistics from e-commerce

Bigger chains but smaller stores, self-service

Biodegradable bottles

Beverage producers more proactive to set the scene

Source: Company websites, LZ Retailytics, EcoXpac

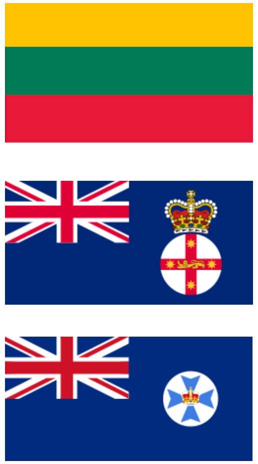
...REFLECTED IN SHIFTING BUSINESS MODELS AND STAKEHOLDERS

Sales & Service model

Traditional sales and service model with retail stores as key customers

Throughput model

Last three markets



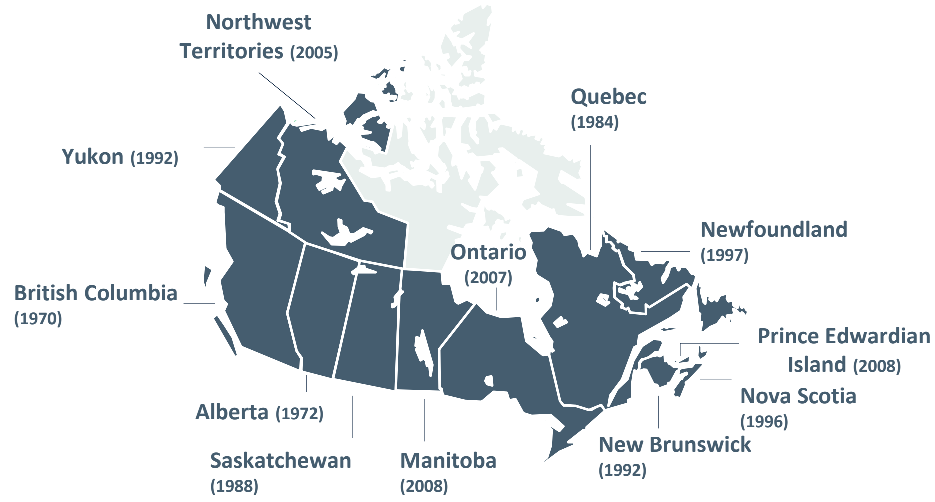
Fee-based model with government, recyclers and scheme operators as key customers

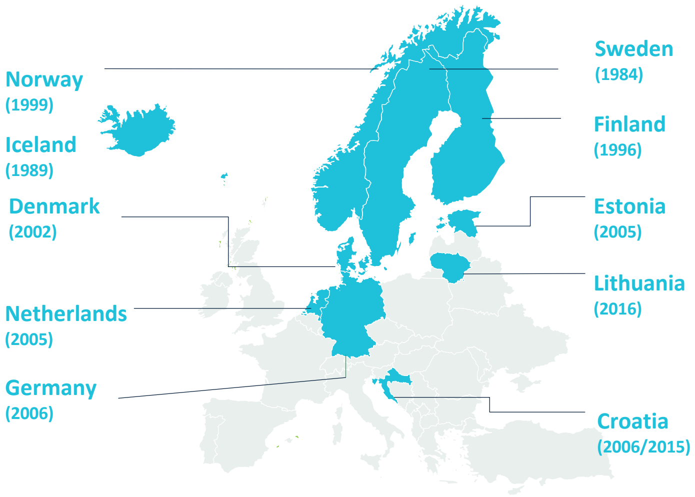
Revenue shifts towards **recurring income**

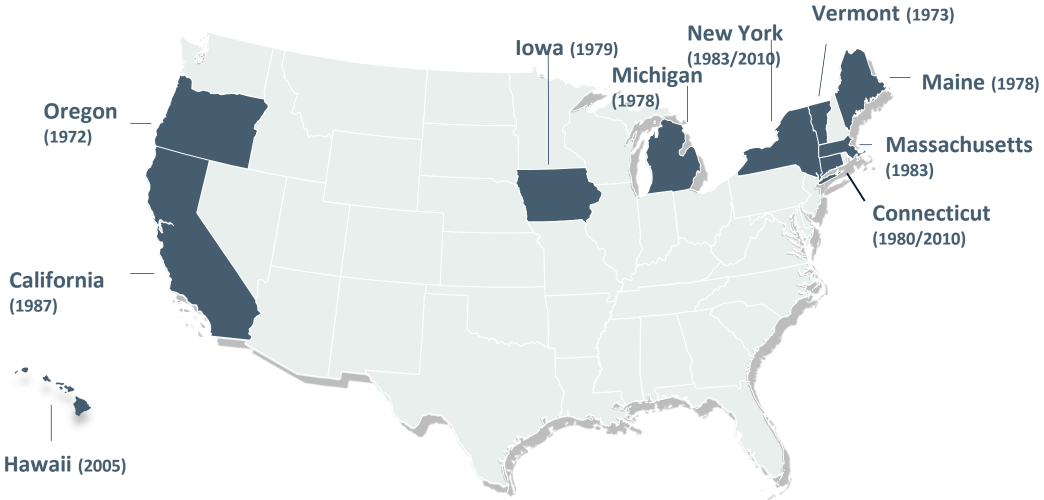
Consumer engagement to drive volume growth

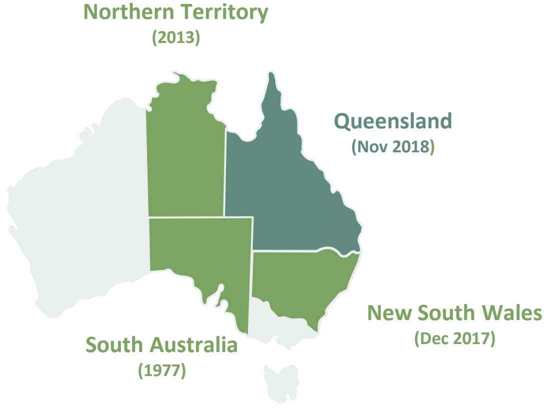
NAVIGATING THE REGULATORY LANDSCAPE

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

DRAFT EU DIRECTIVE SETS AN AMBITIOUS COLLECTION TARGET

Legislative push

"Achieve a 90% collection target of plastic beverage bottles by 2025 for example through a container deposit scheme. "

Source: European Commission

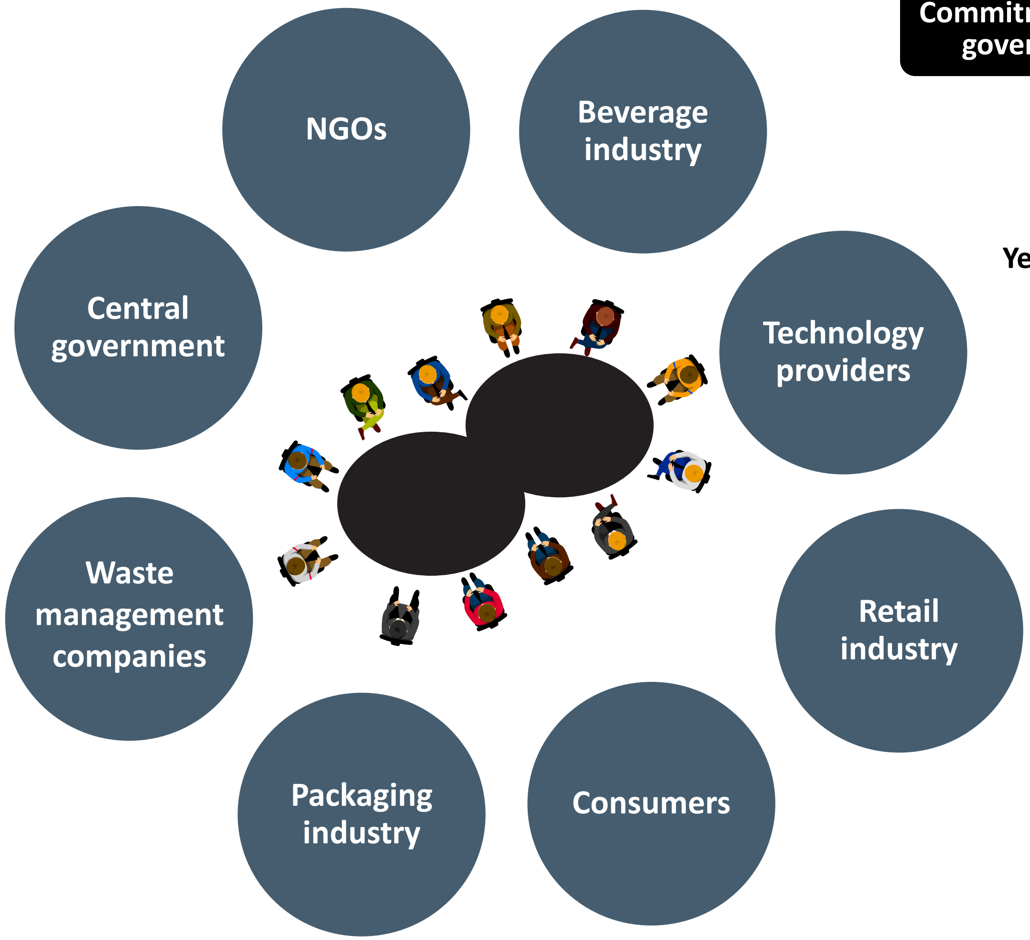
BEVERAGE PRODUCERS ACTIVELY SEEKING MORE INFLUENCE

Market pull

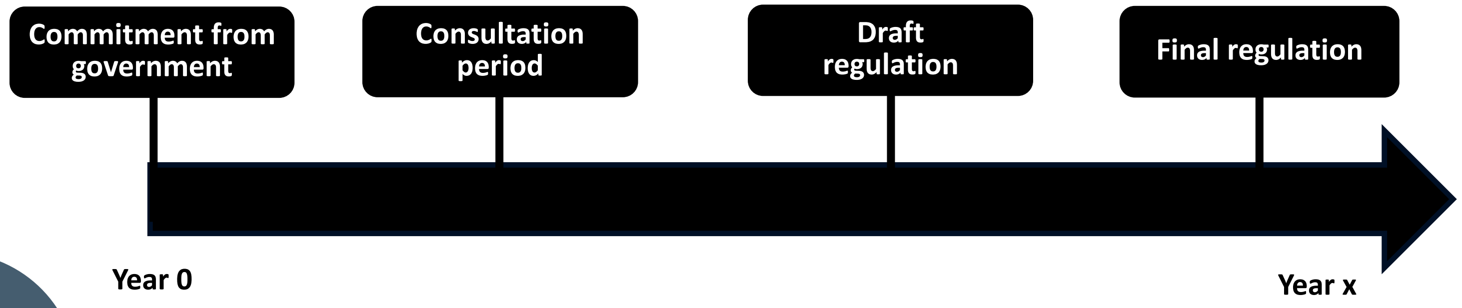
Source: European Federation of Water Bottle Producers (EFBW)

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

UPCOMING DEPOSIT MARKETS ON THE MOVE

Western Australia

- Beverage containers accounts for 35% of all litter in WA
- Deposit value: 0.1 AUD (150mL – 3L)
- Utilize curbside recycling and other existing waste services
- Consultation round ended 10th of September 2018

Estimated Startup:
Early 2020

Scotland

- September 2017, First Minister Nicola Sturgeon announced a deposit return scheme for drink containers
- Aims to increase recycling rates from current levels of 50%
- Ongoing consultation with deadline 25th of September 2018

Estimated Startup:
1/7/2020

England

- March 2018, UK Environment Secretary Michael Gove announced plans for a deposit return scheme
- Consultation expected to be released within year end
- No known consultation round deadline

Estimated Startup:
1/1/2021

Sources:
https://www.der.wa.gov.au/our-work/programs/111-wa-container-deposit-scheme
https://news.gov.scot/news/tackling-plastic-pollution
https://www.gov.uk/government/news/deposit-return-scheme-in-fight-against-plastic

THE FOOD UNIVERSE- RIPE FOR INNOVATION

FOOD FOR THOUGHT

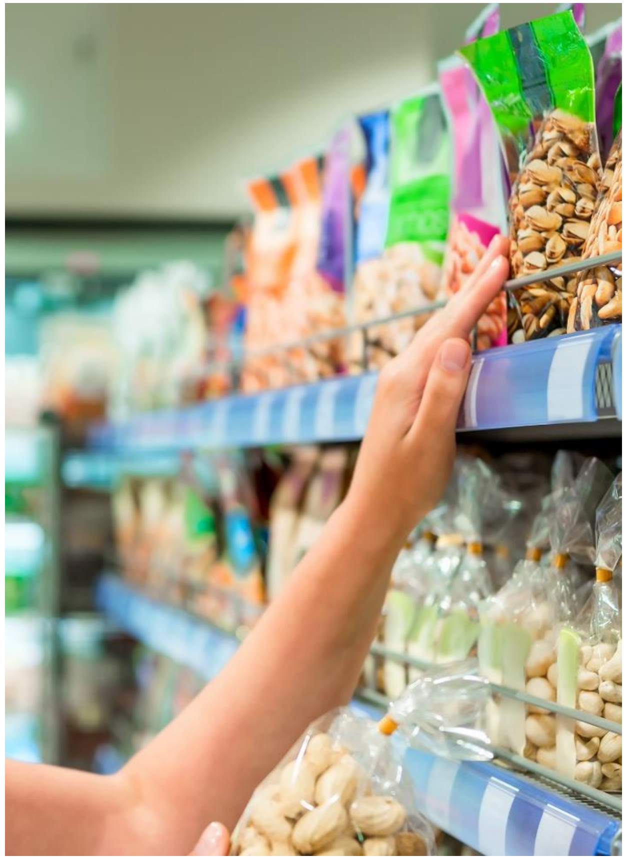
- By 2050 we will be close to **10bn** people
- We will need more food in the next 40 years than **all the harvests in history combined**
- But **farmland is constant** – at best
- The food you eat will have **travelled more than you have**

Sources: WEF

A DEMANDING **CONSUMER** DICTATES THE ENTIRE VALUE CHAIN…

Fresh local food

Variety + year-round supply



Fresh local food + Variety + year-round supply +++

CONVENIENCE

HEALTH

VERSATILITY

QUALITY/VALUE

… PUSHING TRADITIONAL **PRODUCTION** TOWARDS INNOVATION…

Need to reduce food waste and promote sustainable farming

Pressure to increase efficiency as current farmland must produce more output

Big data and predictive analysis ready to be deployed into the "Agritech Revolution"

… AND EXPECTS FLEXIBILITY AND AVAILABILITY FROM **DISTRIBUTION** AT LOW COST

IN 2025, FMCG* ONLINE WILL BE A USD 170 BILLION BUSINESS, GROWING FROM 4.6% TO 10% MARKET SHARE

- Kantar Worldpanel

"The last mile" quality assurance

On-demand delivery in smaller batches

Freshly cut food in tailored packaging

Creates need for:

- **More repacking and storage facilities**
- **Higher demand for efficiency as assortment expands**

*Fast moving consumer goods

FOOD VALUE CHAIN IS GETTING MORE COMPLEX AND DRIVES THE FOOD MARKET TOWARDS NEW SOLUTIONS

Food waste

Food quality and safety

Brand promise

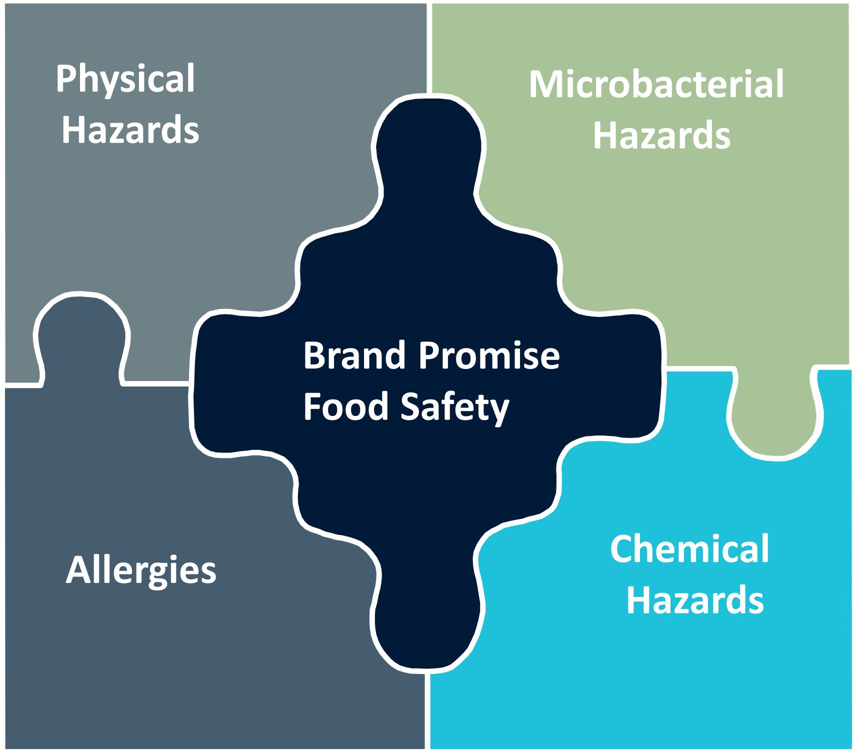
Traceability

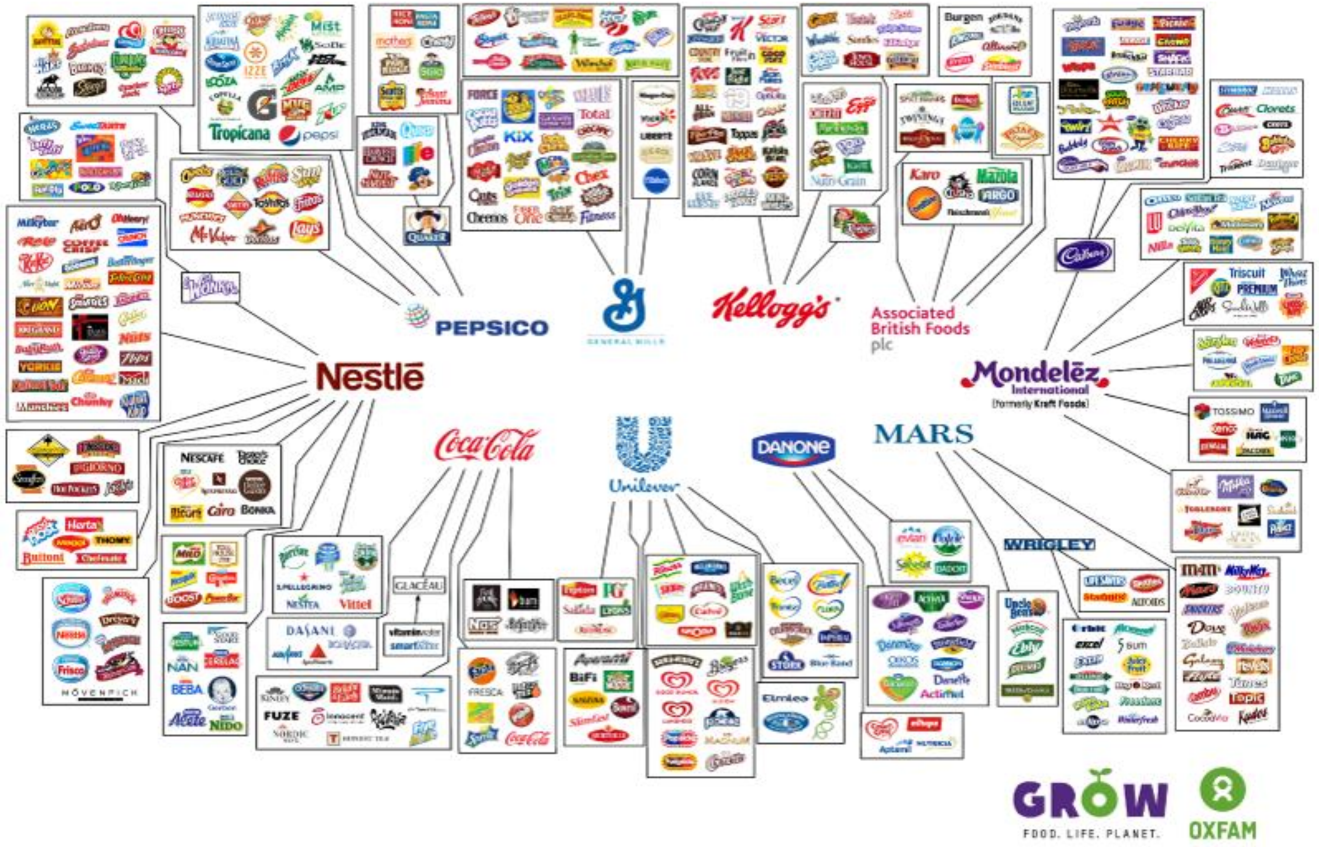
Production

Distribution

Consumption

THE CONSOLIDATED FMCG COMPANIES SET A HIGH STANDARD: PROTECTING THEIR BRAND NAME AT ALL COST





AUTOMATION CONTINUES ON A STRONG GROWTH TRAJECTORY

From…

To…

Robotics become cheaper, more advanced and user-friendly

Higher labor cost and labor shortages

Ensure quality and safety

Improve efficiency

Leverage data insight

THE ROAD TO SUCCESS – TOMRA STRATEGIC DIRECTION

TODAY INTO TOMORROW: THE WAY FORWARD

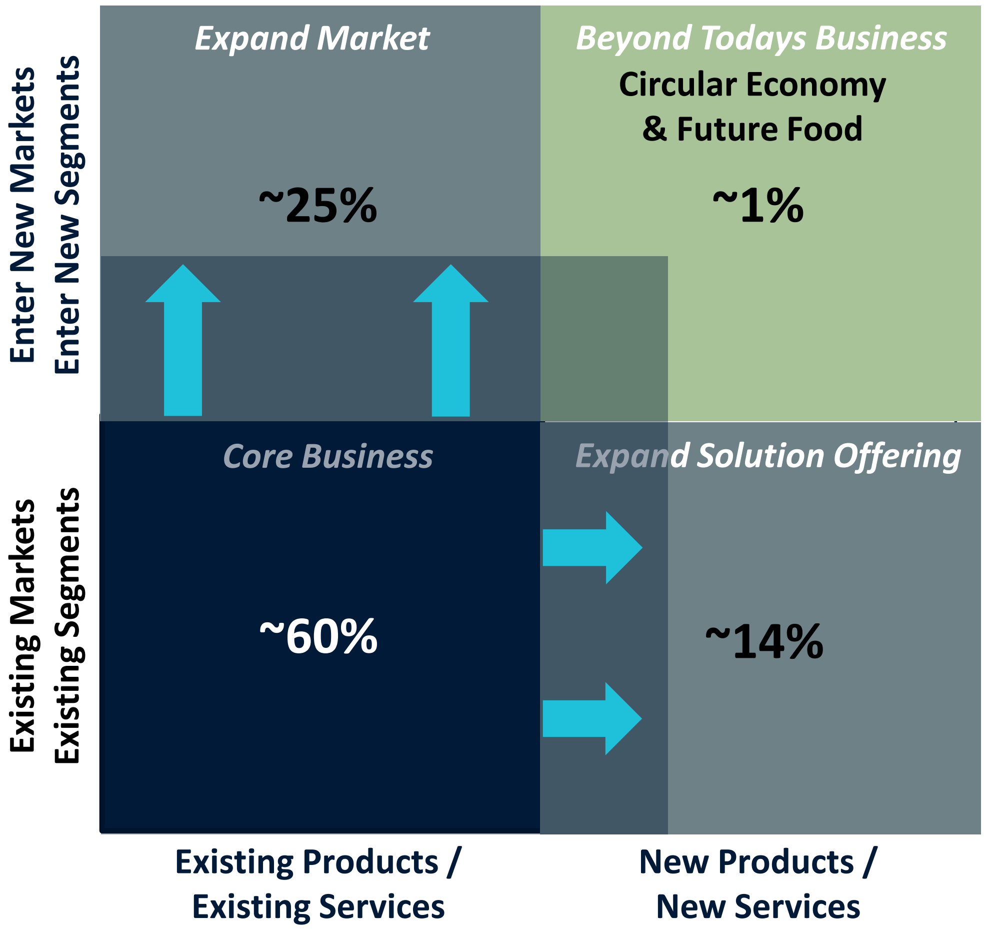
Our base business has never been stronger…

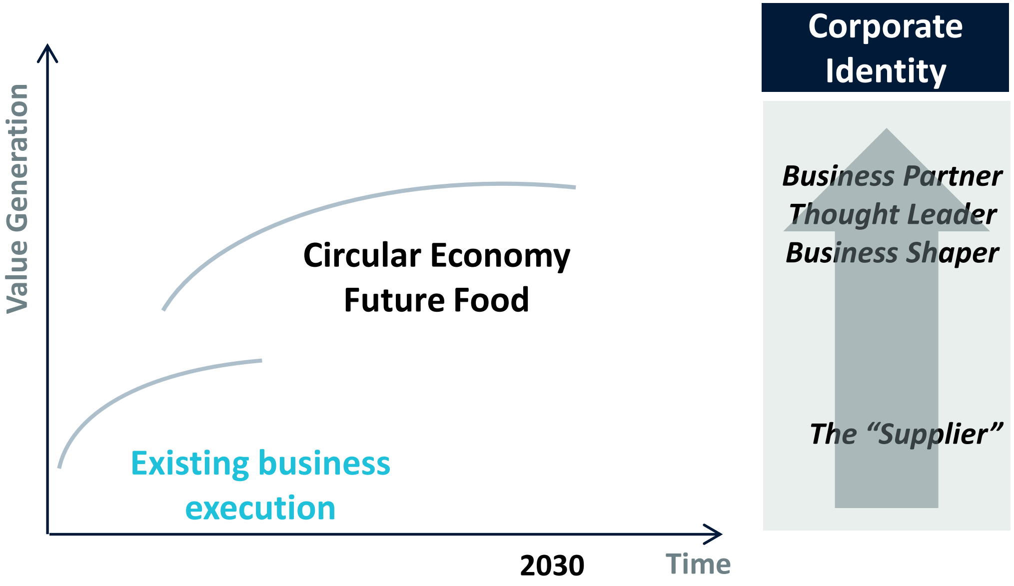
Collection Solutions	Food Sorting	Recycling Sorting	Mining Sorting		
#1	#1	#1	#1	=	Fit for growth

…and the roads to success build on our current positioning

MAJORITY OF GROWTH WILL COME FROM CORE BUSINESS

Estimated revenue contribution next 5 years

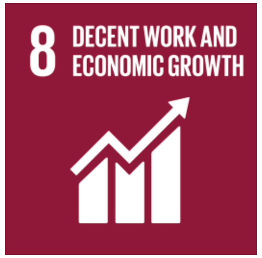




MAKING MEANINGFUL CONTRIBUTION ALONG THE WAY

Thematic Support: Future of Food & Circular Economy

The TOMRA Operations

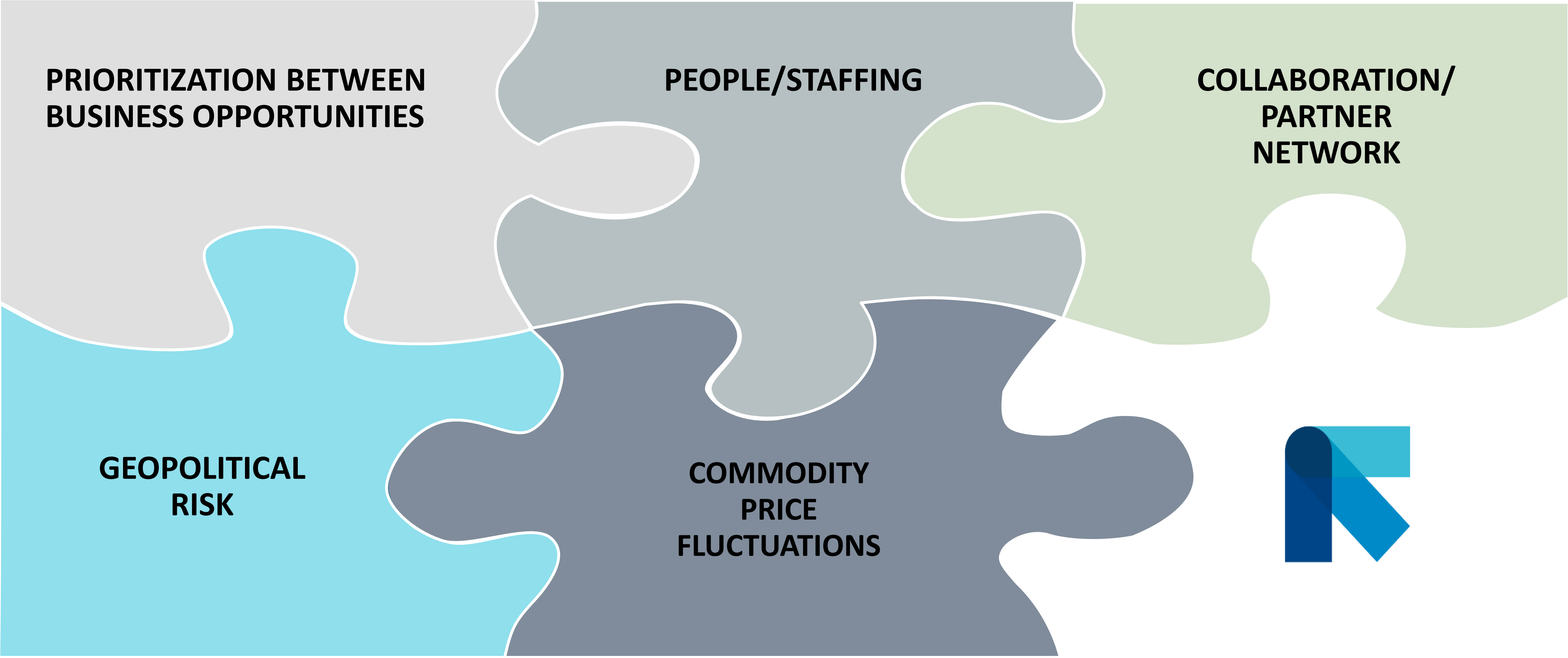


Tangible actions to demonstrate our purpose of business

TOMRA's mission is to create sensor-based solutions for optimal resource productivity,
making sustainability profitable
– with increased relevance and meaning

TOMRA's Corporate Responsibility Program will support the vision of leading the resource revolution,
through the impact of our people, products & services

IMPORTANT RISK FACTORS TO ASSESS

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IDEAS
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COMPANY
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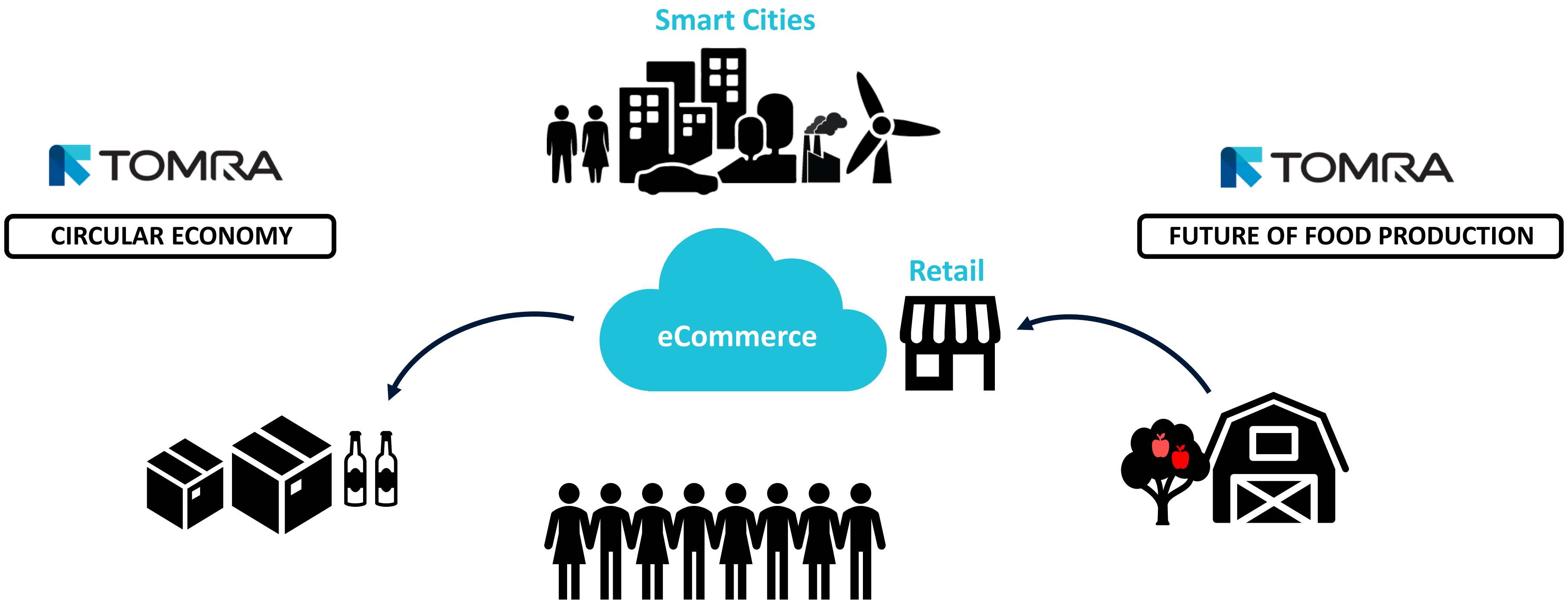
TOMRA'S ROLE IN AN INCREASINGLY URBANIZED CONNECTED WORLD

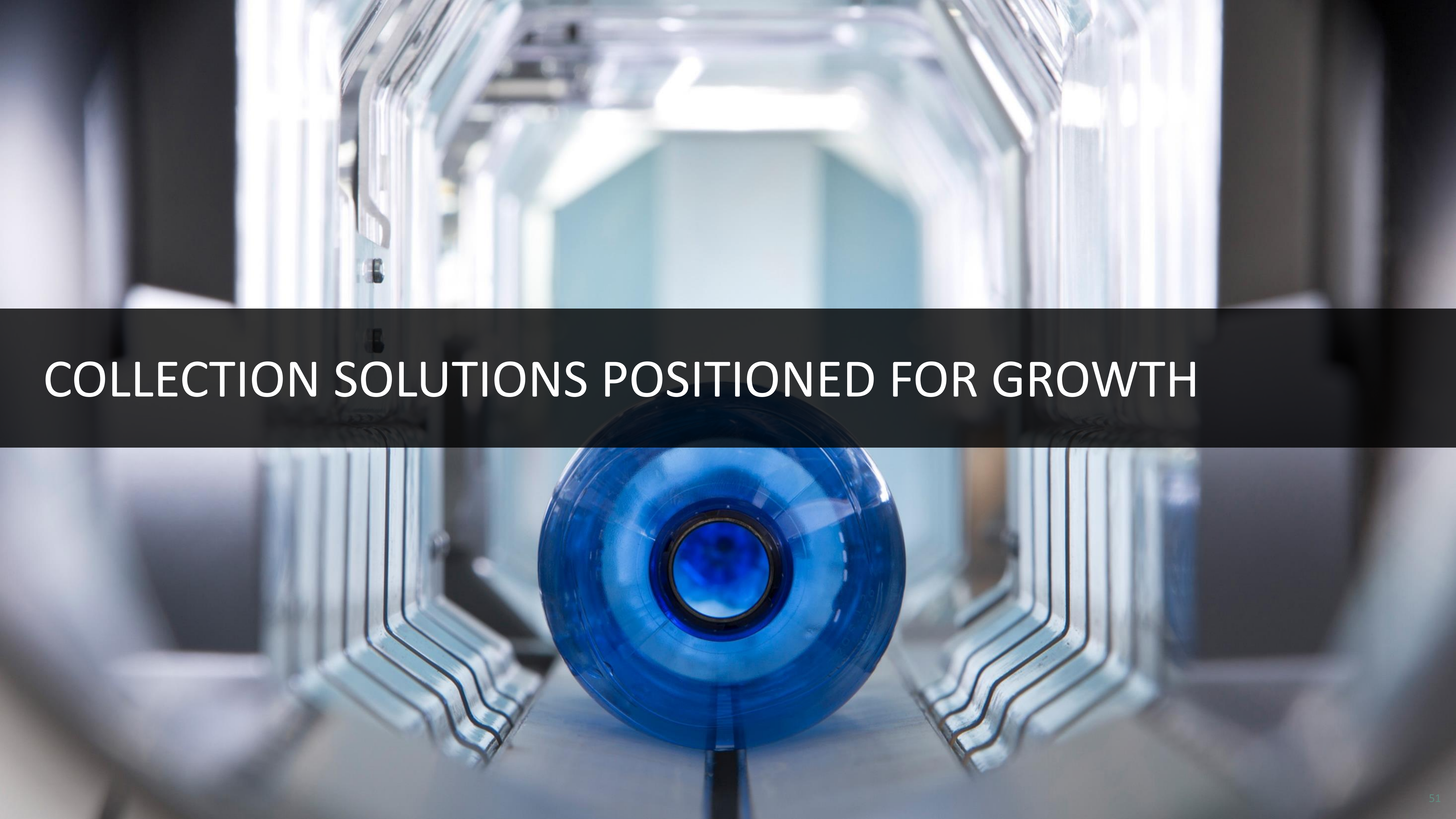


Global Challenges

Marine littering	*Excess waste generation*	*Increased need for automation*
Securing food supply	*Availability of farmland*	*Access to raw materials*

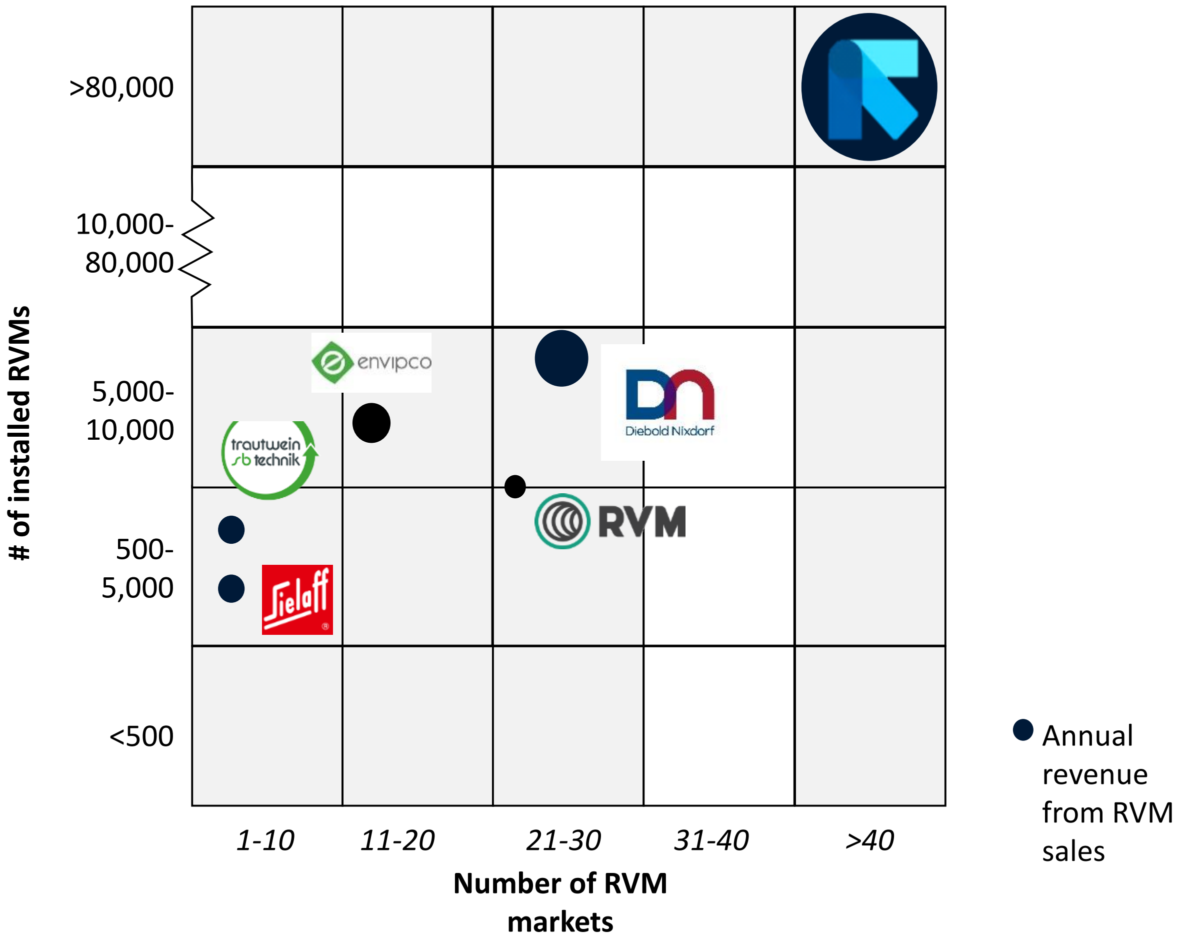
Solutions

Collection and recycling solutions for smart cities	*Recycling solutions to secure high quality materials*
Growing our food sorting business	*Digital offering to clients*



COLLECTION SOLUTIONS POSITIONED FOR GROWTH

UNDISPUTED MARKET LEADER WITHIN REVERSE VENDING TECHNOLOGY



…but the competitive landscape is only one part of the picture

…because every container deposit scheme is different, requiring us to take on different roles

Source: TOMRA estimates and analysis

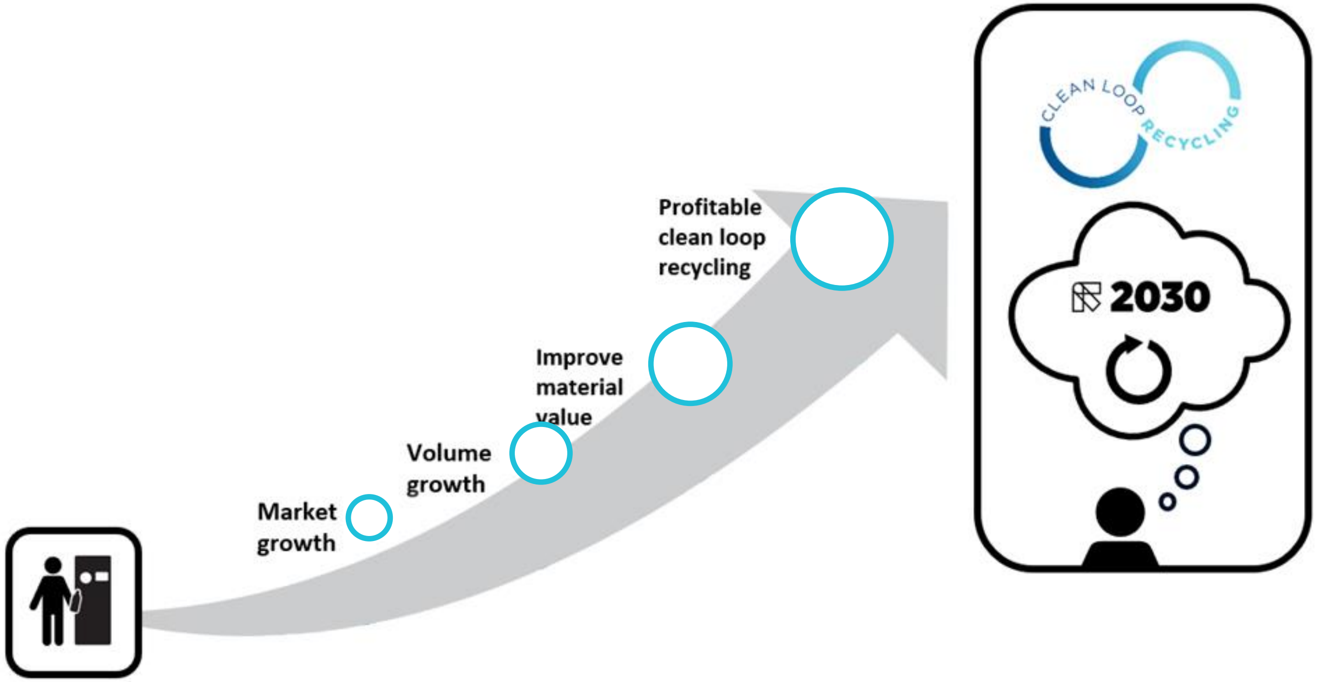
MOVING FROM A RVM SUPPLIER TO GLOBAL FRONTRUNNER AND THOUGHT LEADER WITHIN CIRCULAR ECONOMY

TOMRA 2018

RVM supplier and service supplier

Technology innovator and leader

Niche leader



TOMRA 2030

Business partner supporting customers' core processes

Market driven thought leader

Circular economy shaper

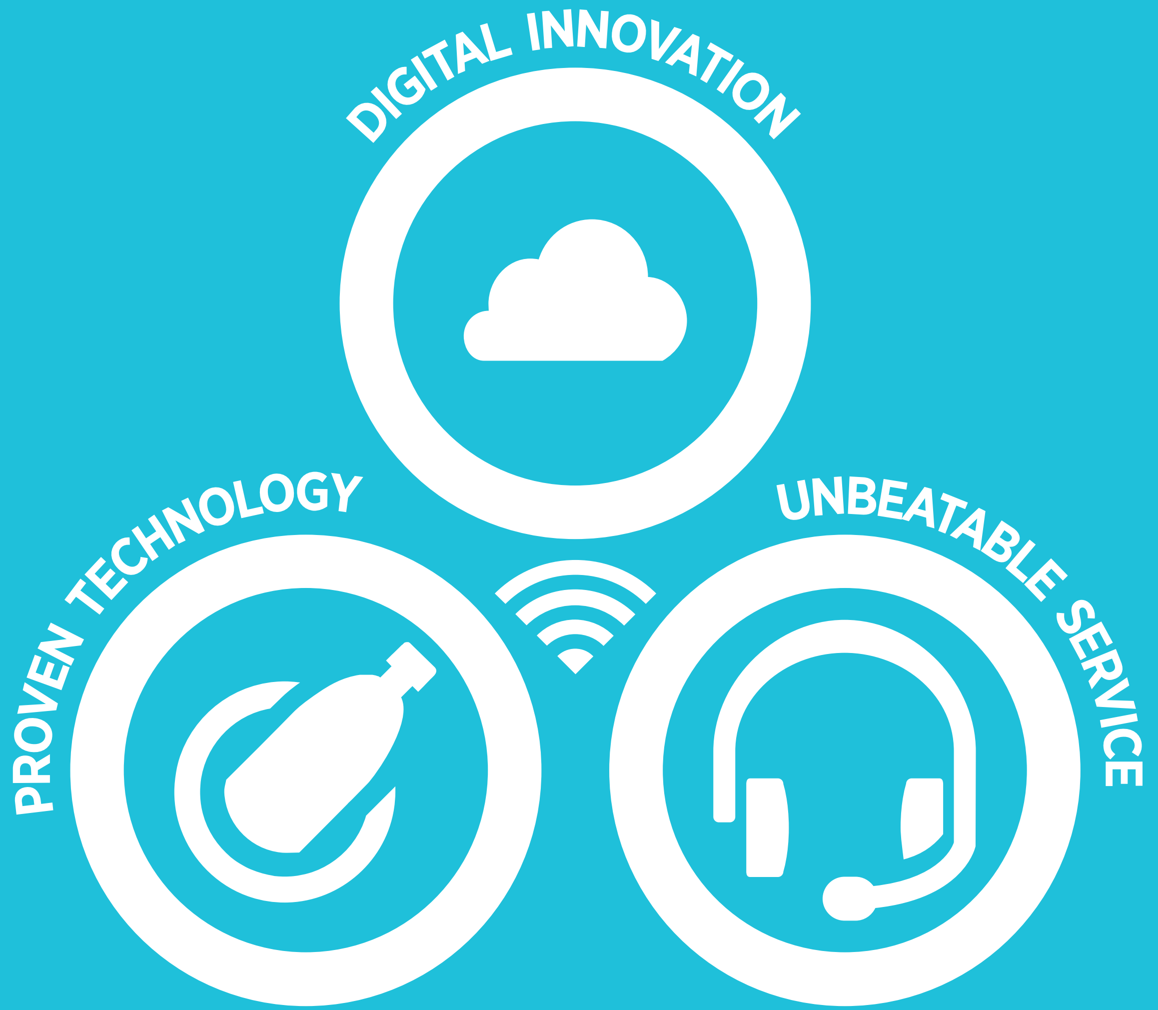
UTILIZE OUR COMPETITIVE ADVANTAGES TO GENERATE GREATER CUSTOMER VALUE

KEY STRENGHTS

PRODUCT AND SERVICE LEADERSHIP	PRODUCTION CAPACITY AND SUPPLY CHAIN	EFFICIENT NEW MARKET ENTRY	FINANCIAL STRENGTH TO SUPPORT THROUGHPUT BUSINESS MODELS	HUMAN RESOURCES TO SUPPORT THE GROWTH

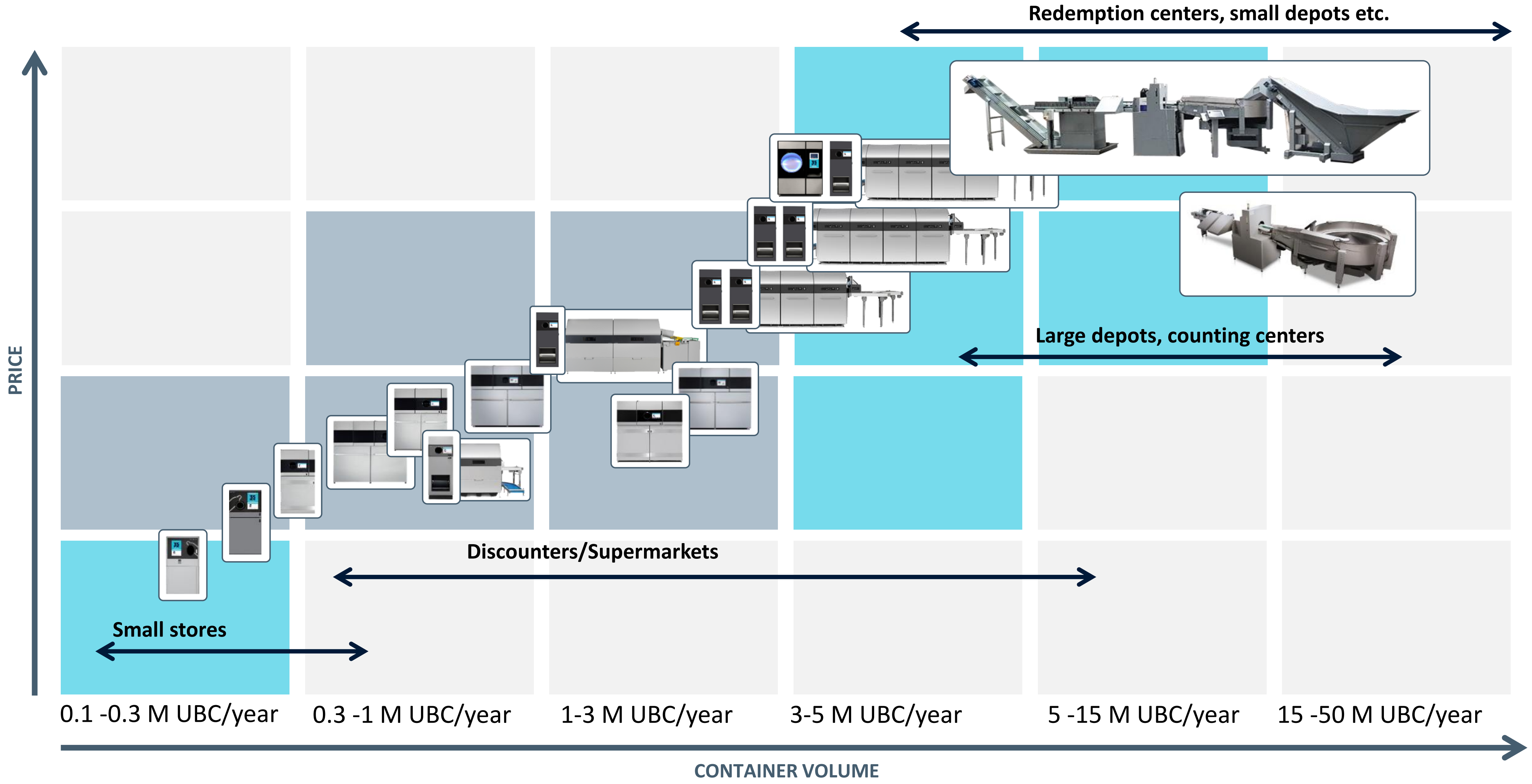
PLAYING FIELD

BASE MARKETS AND PRODUCT EXPANSION	GEOGRAPHICAL EXPANSION



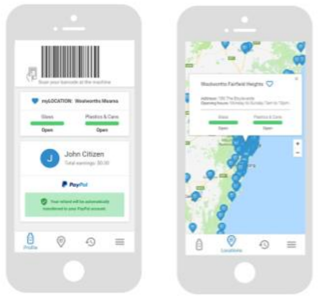
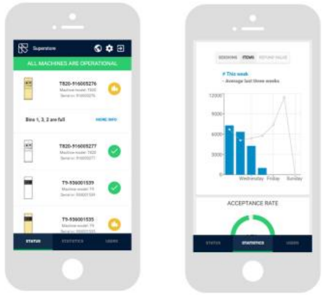
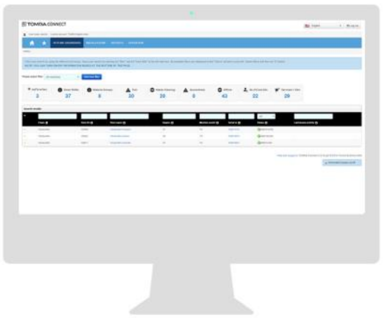
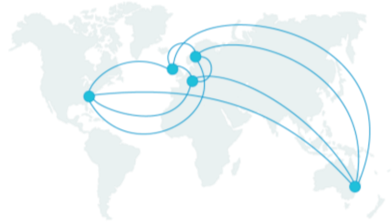
The smarter TOMRA system.

FLEXIBILITY AND SCALABILITY TO ENABLE NEW BUSINESS MODELS AND NEW MARKET ENTRY



A COMPLETE DIGITAL PORTFOLIO DESIGNED TO WIN

1. Win in new markets
2. Drive solutions for volume and throughput growth initiatives
3. Support growth and increase TOMRA's relevance in base markets
4. Industry leading fleet service & operations

Consumer Services	Applications and SaaS	Data Solutions	Service and Operational Tools	IoT Platform
				

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.

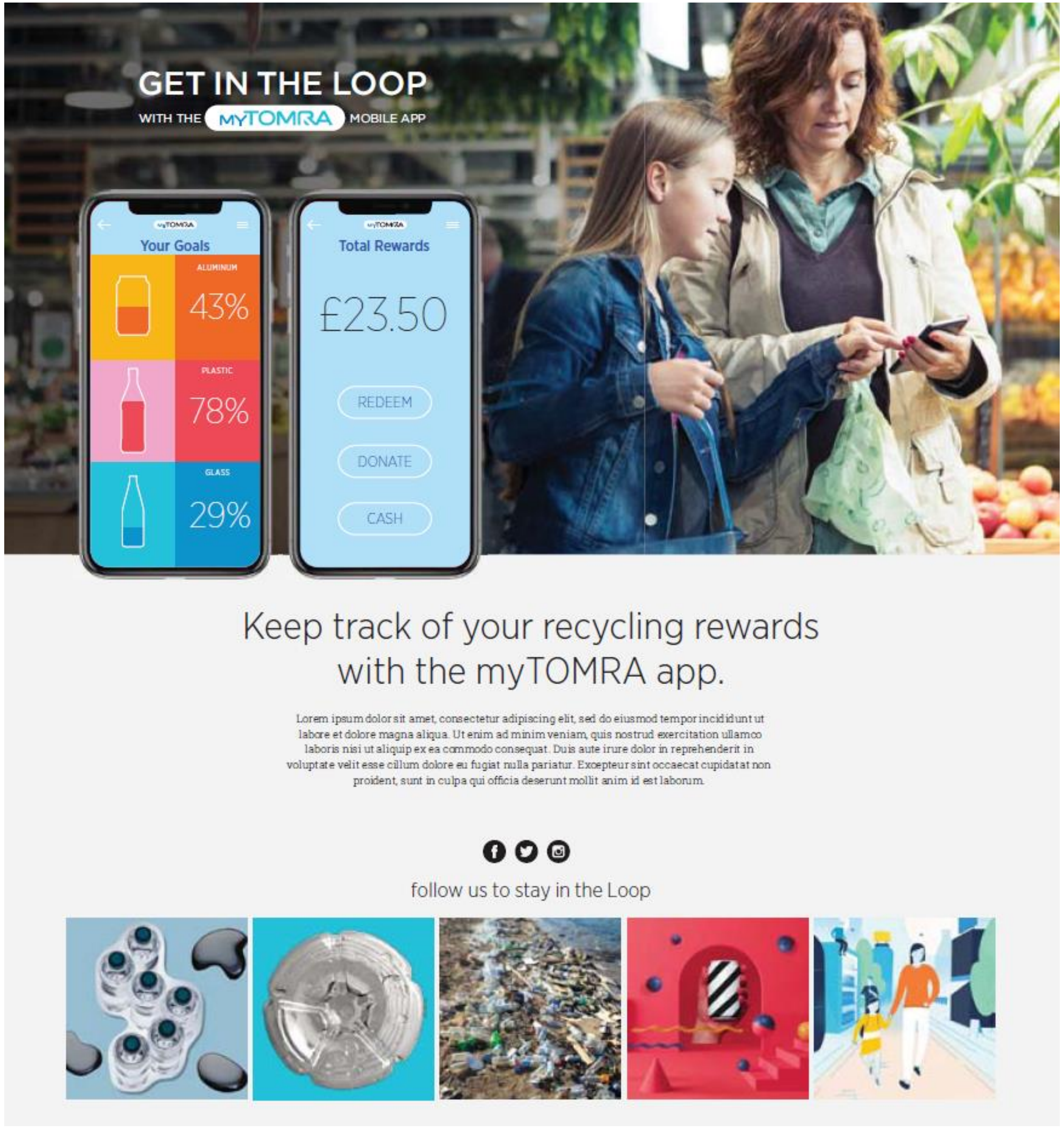
Partner with relevant players

Facilitate and educate

Modernize and enhance the consumer journey

Share stories and inspire change

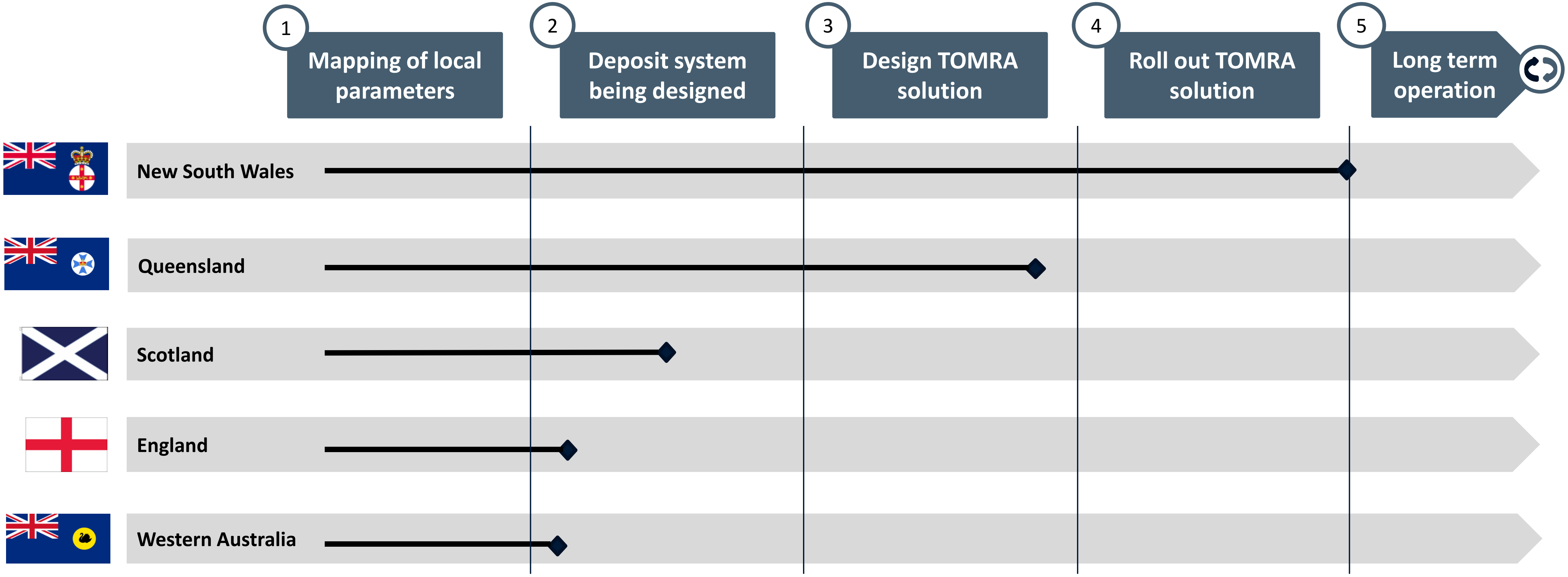
Drive community engangement



A DYNAMIC ORGANIZATION CATERED FOR GROWTH

SALES & MARKETING	FROM	Machine centric 	TO	Holistic business partner 
PRODUCT DEVELOPMENT AND DESIGN	FROM	Machine centric 	TO	Holistic business partner 
SUPPLY CHAIN	FROM	Decentralized	TO	Dedicated and centralized
GEOGRAPHICAL PRESENCE	FROM	HQ Regions	TO	HQ Regions New Markets
PRODUCTION	FROM	TOMRA (Norway) Third parties TOMRA (Asia)	TO	TOMRA (Norway) Third parties (scalable) TOMRA (Asia)

LEVERAGE EXISTING CAPABILITIES FOR SUCCESS INTO NEW MARKETS



Utilize existing resources and knowledge base and add on local business unit to ensure optimal roll-out

THE NEW SOUTH WALES STORY IN NUMBERS

700.000.000+
beverage containers returned since 01.12.2017

100.000.000
beverage containers returned within the first 80 days since 01.12.2017

1150+
RVMs rolled out by TOMRA since 01.12.2017

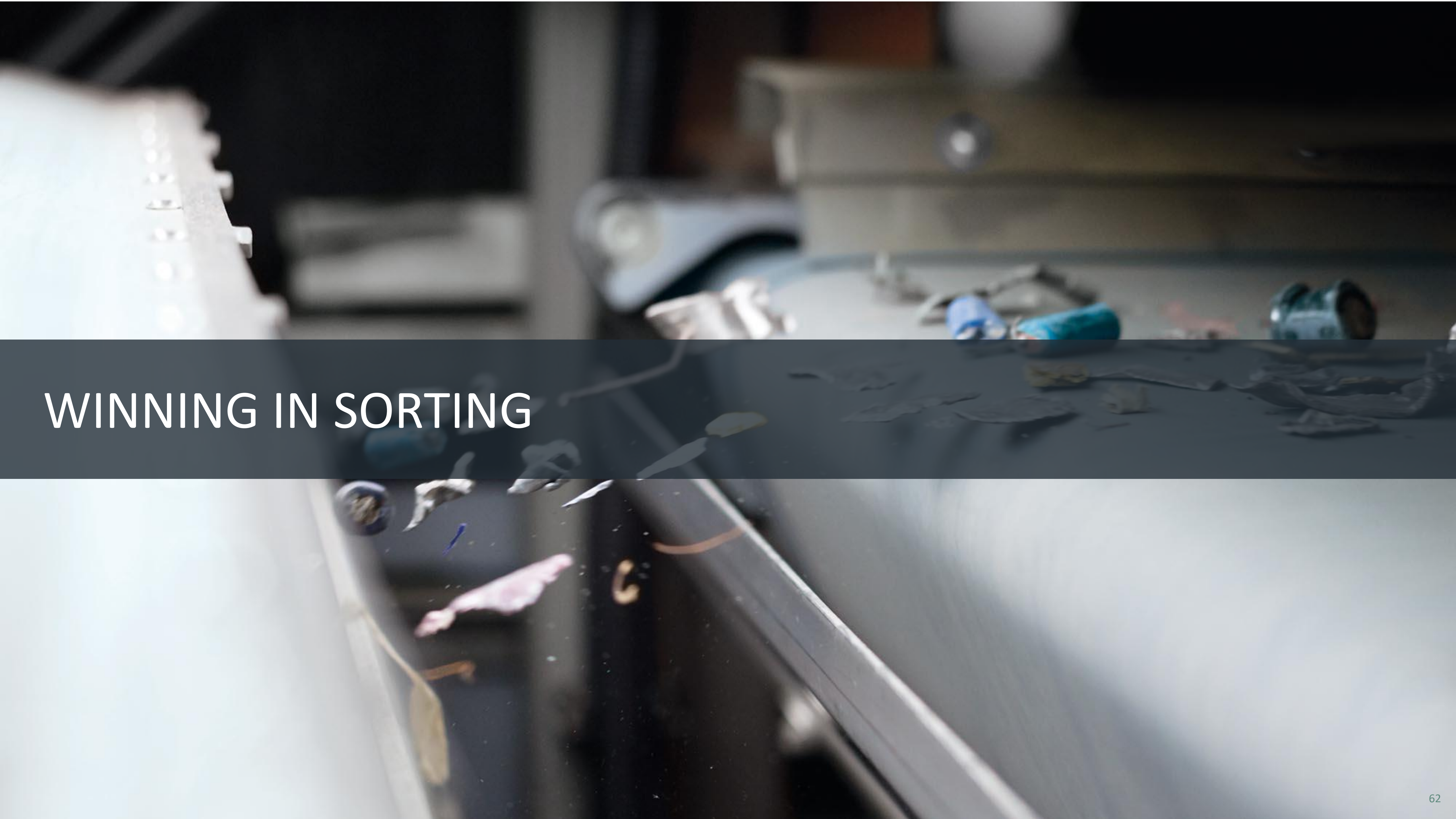
145.000+
myTOMRA users registered in NSW since 01.12.2017.

PayPal™

6,9M+ AUD
transferred to PayPal accounts in NSW from myTOMRA since 01.12.2017

37%
litter reduction achieved since 01.12.2017

Source: TOMRA analysis, Return and earn



WINNING IN SORTING

SORTING MARKET GROWTH EXPECTATIONS

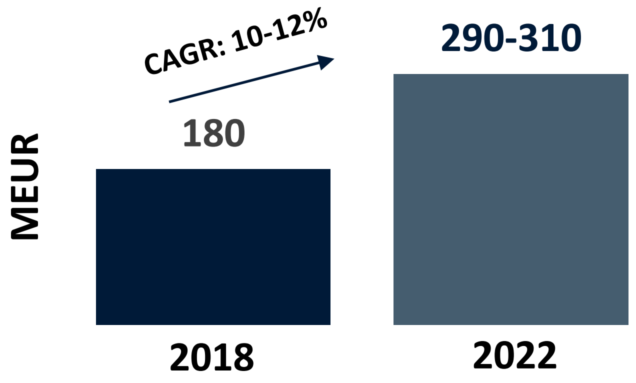
MARKET DEFINITION RECYLING

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



MARKET DEFINITION FOOD

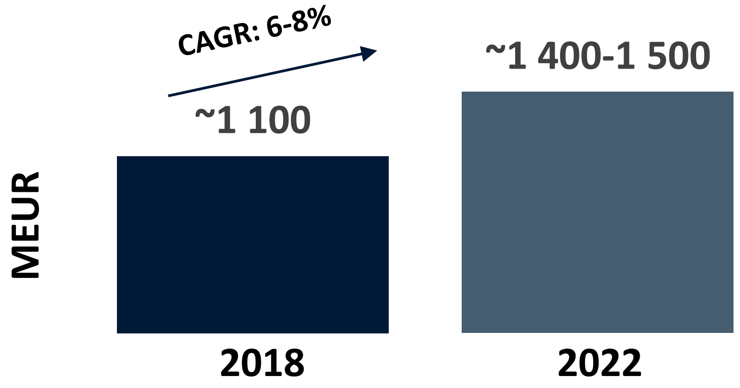
Sensor-based sorting and grading equipment

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

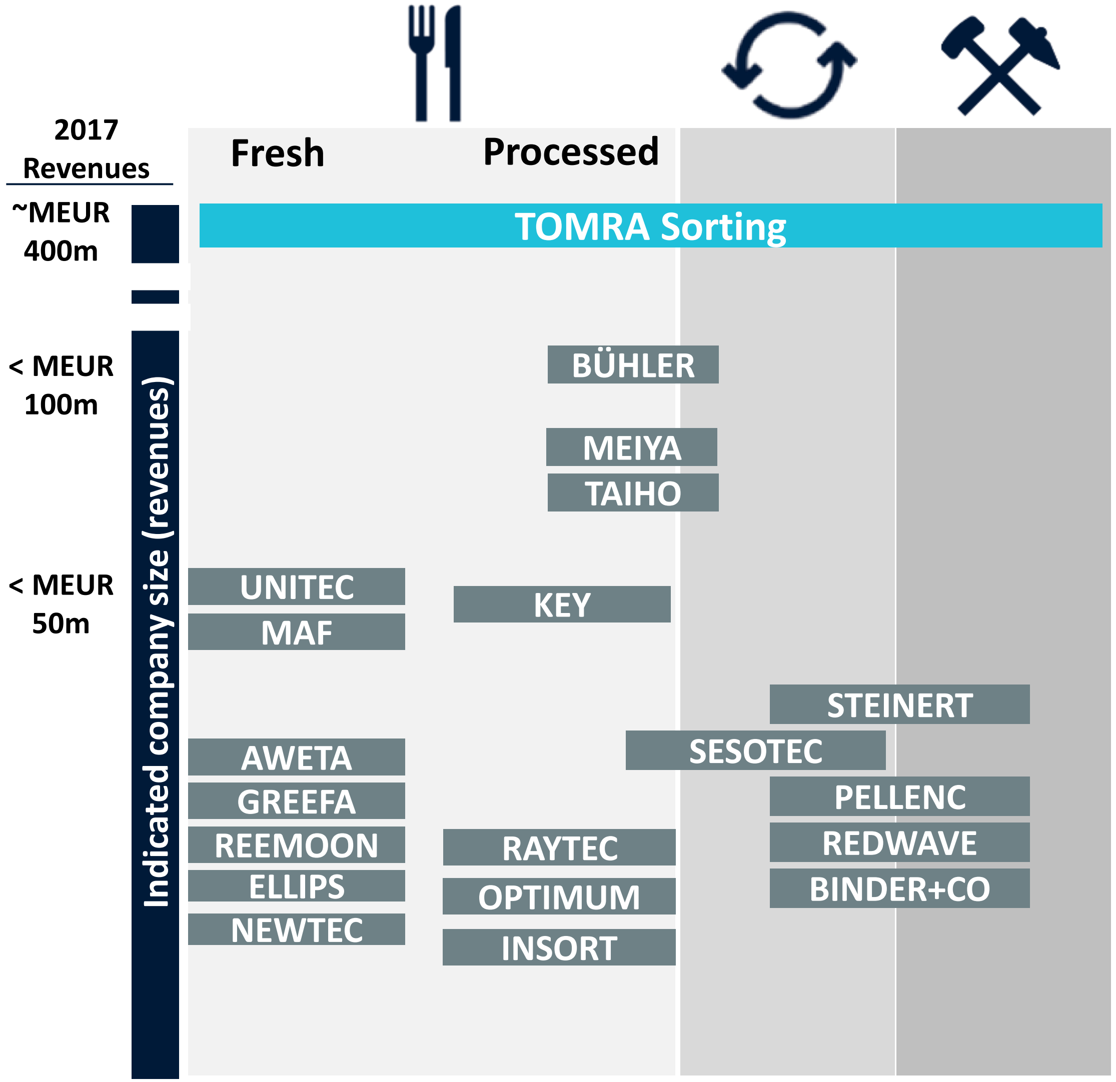
Fresh and processed segment

AFFECTING FACTORS

- Weather conditions
- Raw material pricing
- Manual labor cost
- Living standards



THE BENEFITS OF BEING TOMRA SORTING

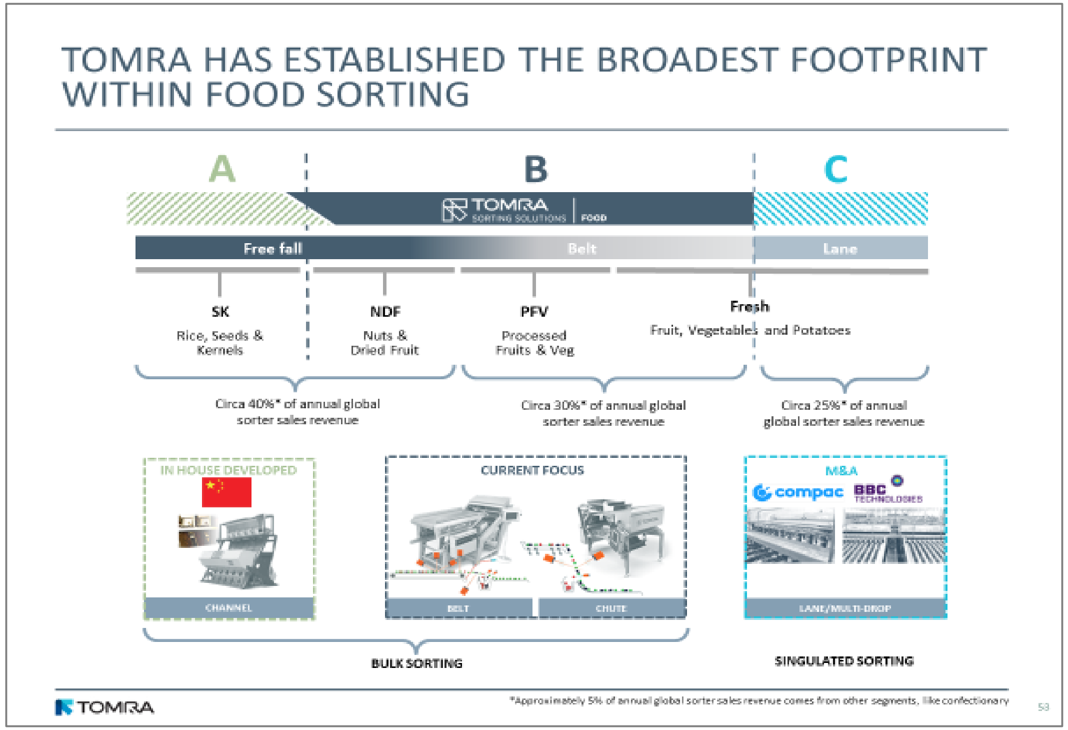


+100 more known competitors

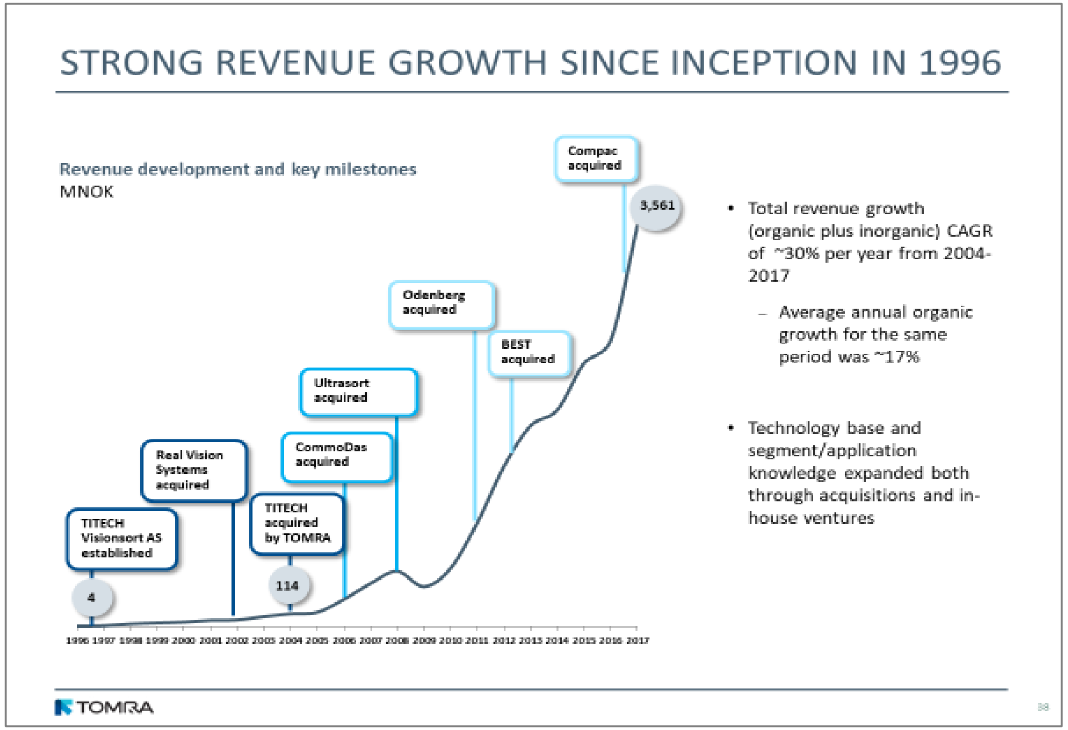
Our position: A solid platform for further growth

Source: TOMRA estimates and analysis

RATIONALE FOR HISTORIC INVESTMENTS IN THE PERIOD: BUILDING A UNIQUE POSITIONING IN THE FOOD UNIVERSE



Building a strong platform as the leading player in food…



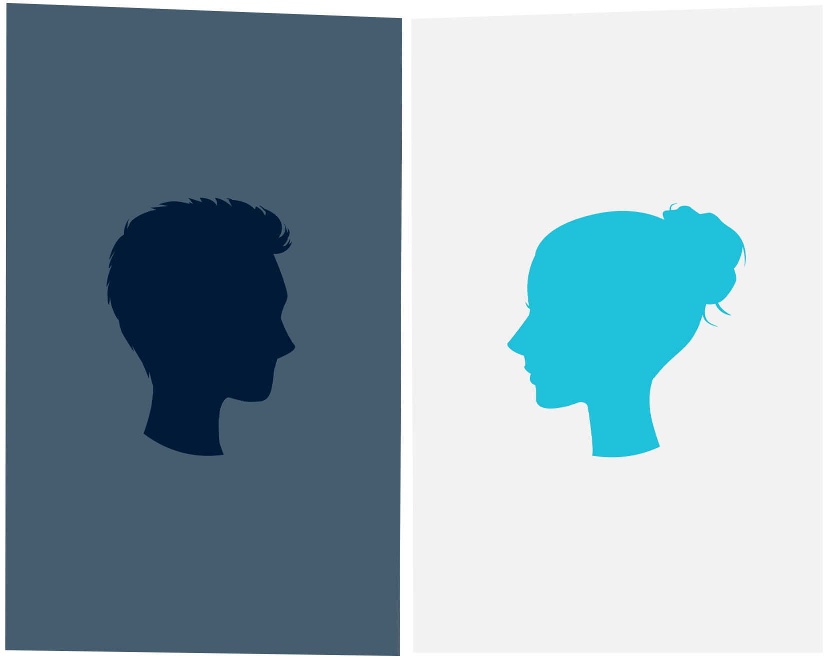
…while adding attractive topline growth for TOMRA

HOW TO WIN: OFFER THE BEST SOLUTION AND CUSTOMER EXPERIENCE

Continue launching new state of the art solutions

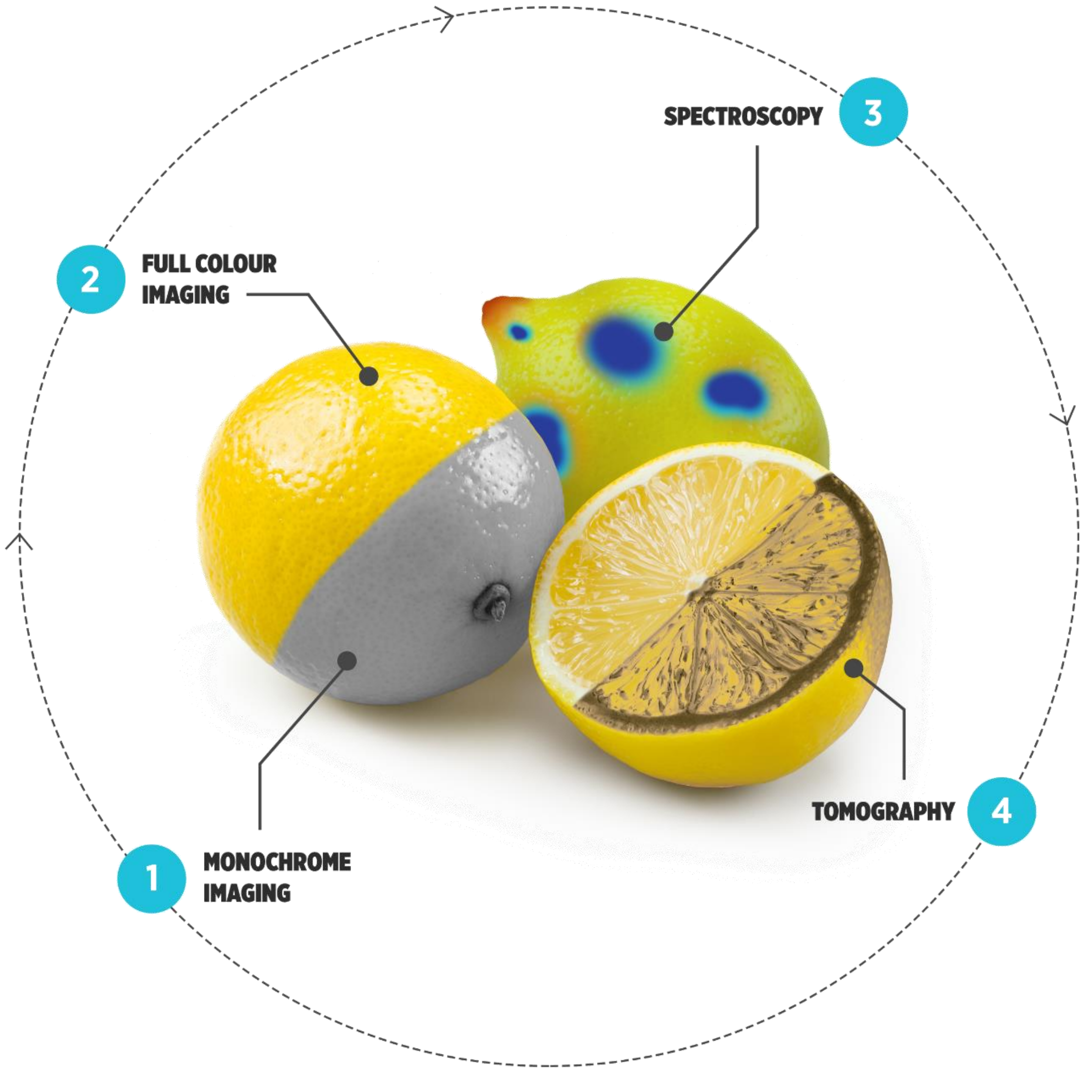
TOMRA CARE
MAXIMUM CARE

TOMRA INSIGHT



It takes more than a machine to make the operation perform at its best

NEW SENSOR TECHNOLOGIES WILL UNLOCK NEW OPPORTUNITIES…

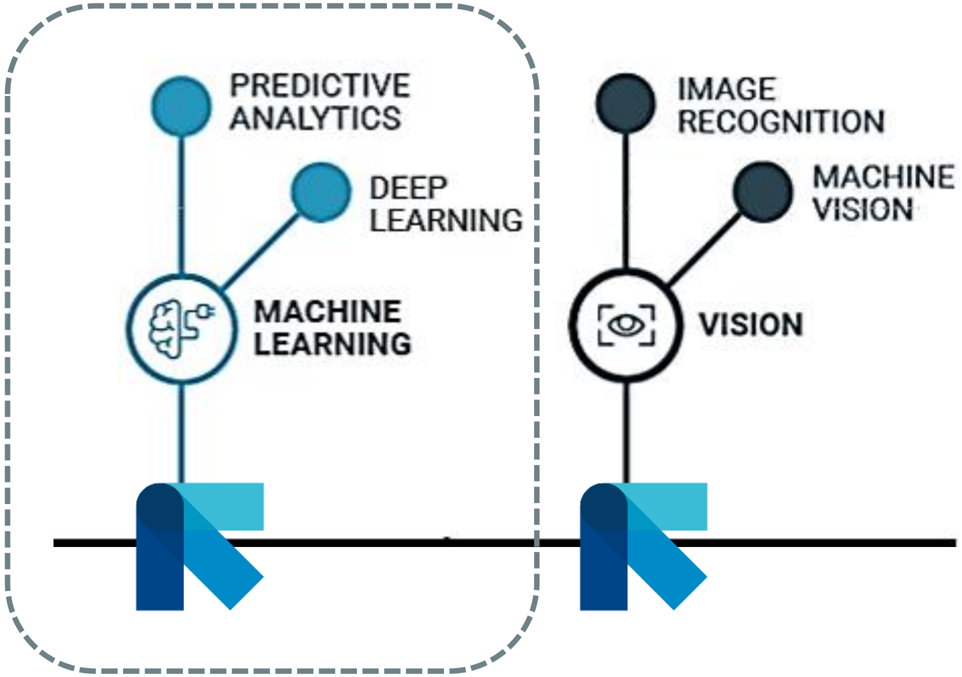


From measuring visual appearance…

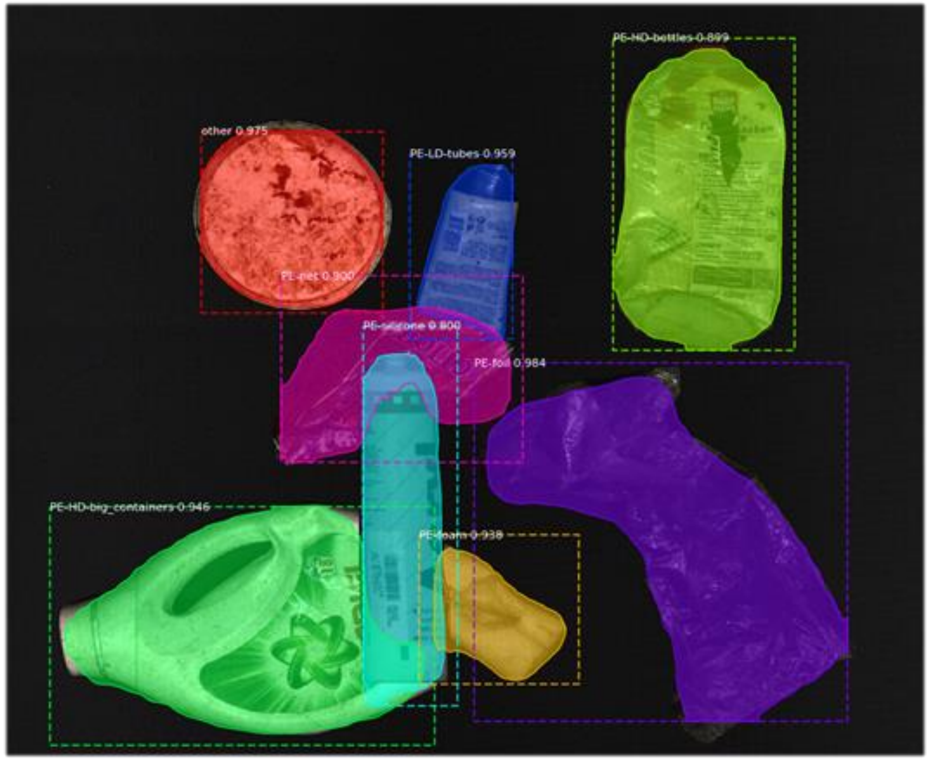
… to measuring

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

… AND ARTIFICIAL INTELLIGENCE WILL PAVE THE WAY FOR EVEN MORE INTELLIGENT SORTING EQUIPMENT



Visual Spectrum



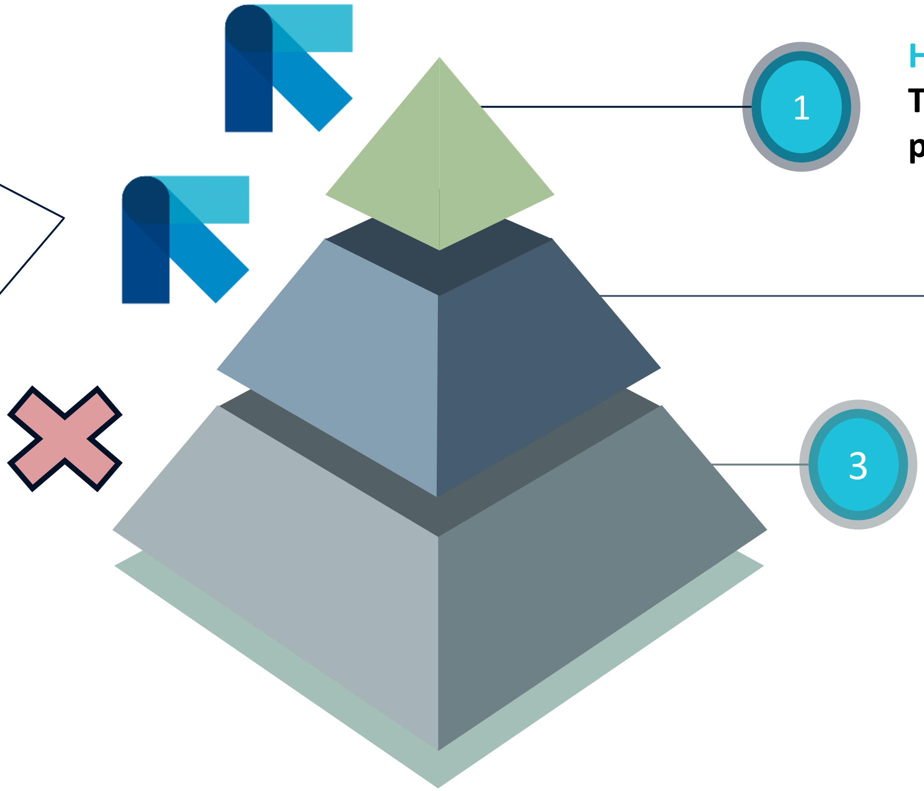
Classification of various waste objects

ENTERING NEW MARKETS THROUGH MID-MARKET STRATEGY

Creating competitive offering to fast growing mid-market

Food channel sorter

Recycling Flake Sorter

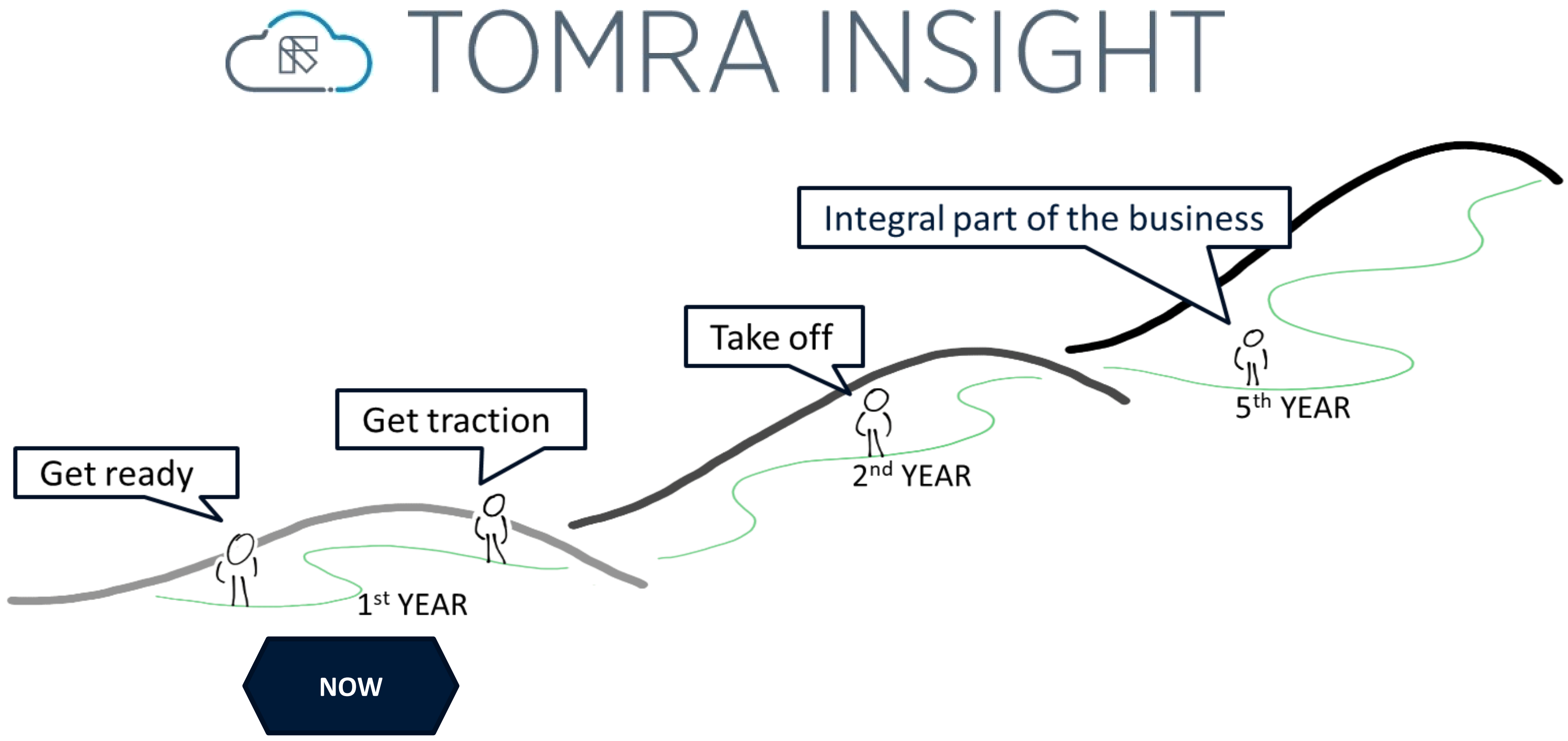


1 **High End Market**
TOMRA firm positioning

2 **Mid Market**
Enter with new products

3 **Low End Market**
Not to play

DIGITALIZATION IS DIFFERENTIATION THROUGH KNOWLEDGE



SHAPING THE MARKET

TOMRA LEADS

From Box Pusher to Business Partner

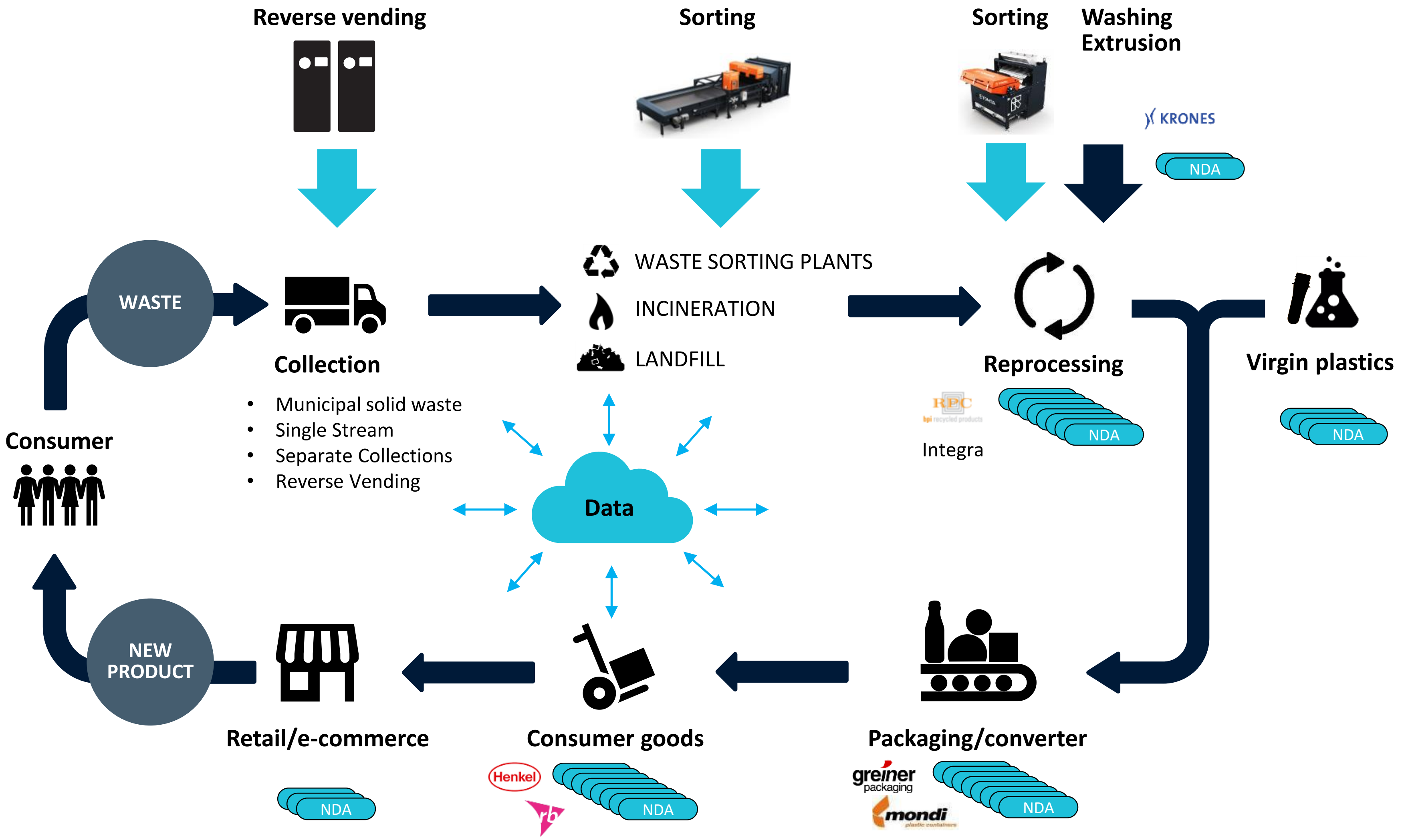
Shaping the business universe through dialogue

Positioning TOMRA as a thought leader

RECYCLING: INDUSTRIALIZING THE PROCESS FOR RECYCLED PLASTIC

GOALS

- Create a **demand** for the plastic through a process
- Output to be of high quality in order to **replace** virgin material
- **Extract plastics** from all waste streams (incl. landfill and incineration) to satisfy demand
- **Feasibility proven, working with multiple partners on commercialization**



FOCUS AREAS TO DELIVER ON THE STRATEGIC PLAN

INVESTING IN OUR FUTURE

Where to focus:

OUR CUSTOMERS
Proximity and offer to serve our customers

OUR PEOPLE
To execute on our strategic plan

CONTINUED FOCUS ON R&D
To keep on serving the market with state of the art solutions

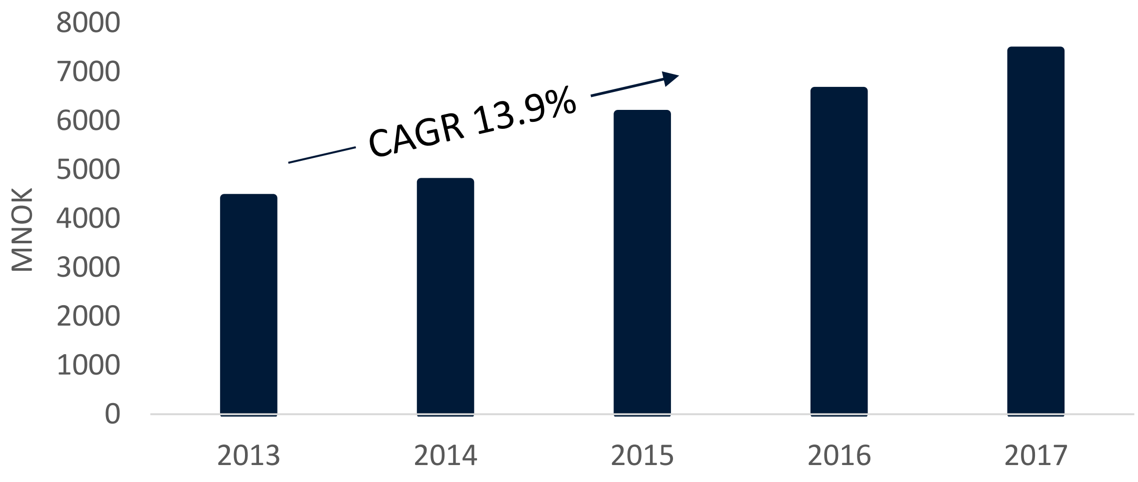
DEVELOP DIGITAL SOLUTION
To differentiate ourselves and offer value add services beyond today

OPERATIONAL EFFICIENCY
Full benefit from economies of scale and broad cross segment collaboration

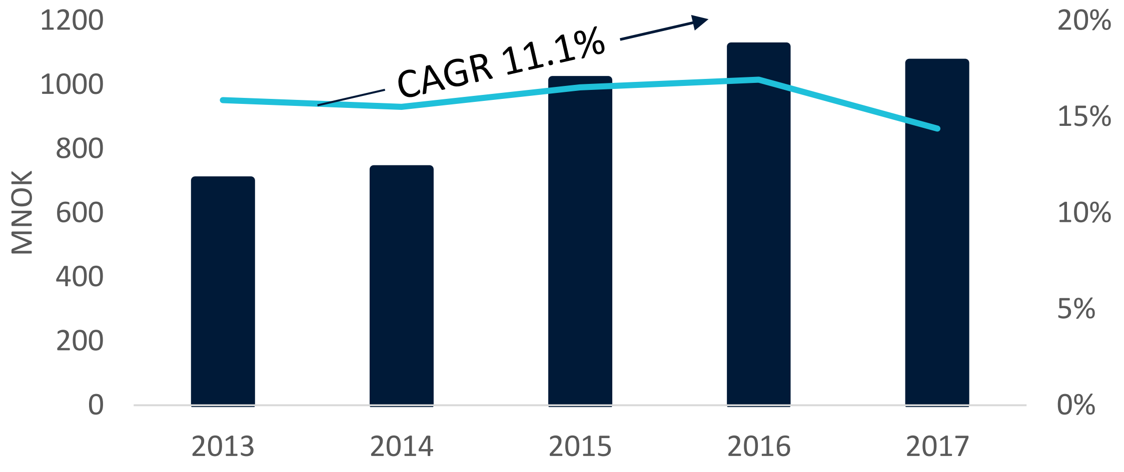
GROUP FINANCIAL TARGETS AND OUTLOOK

GROUP FINANCIALS DEVELOPMENT – SOLID TRACK RECORD

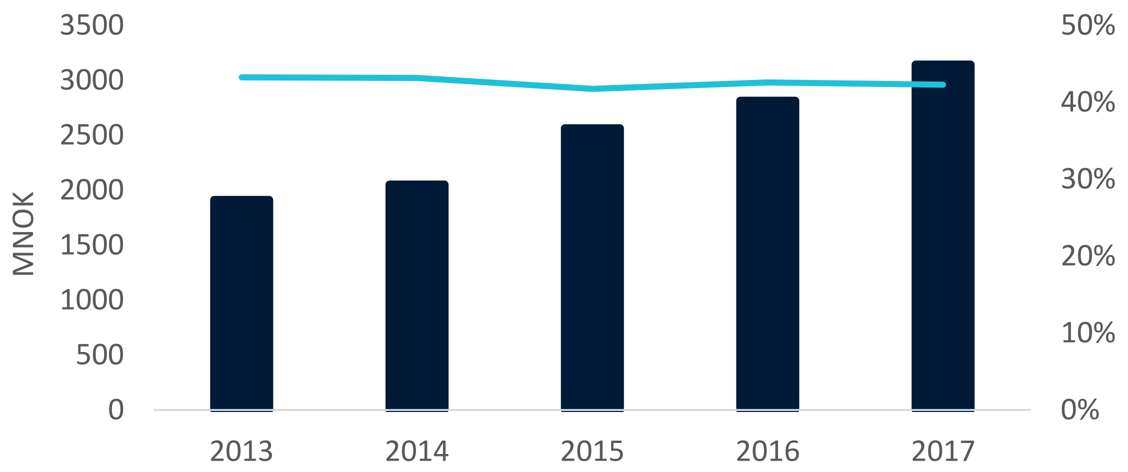
Revenues



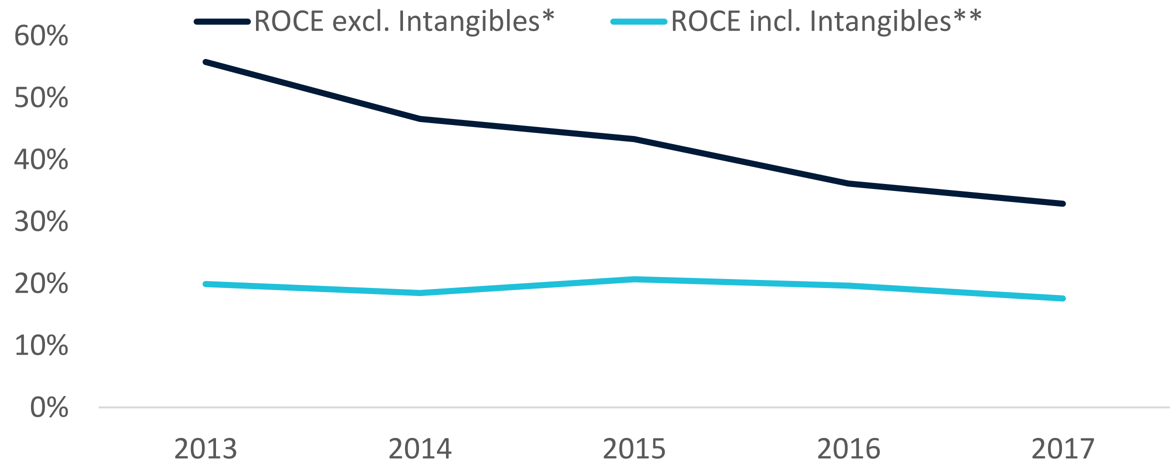
EBITA and margin



Gross contribution and margin



Return on capital employed (ROCE)



*EBITA / Net assets (Net assets = Total assets less cash, investments in associates, intangibles and non-interest bearing debt) Calculated on an yearly average.

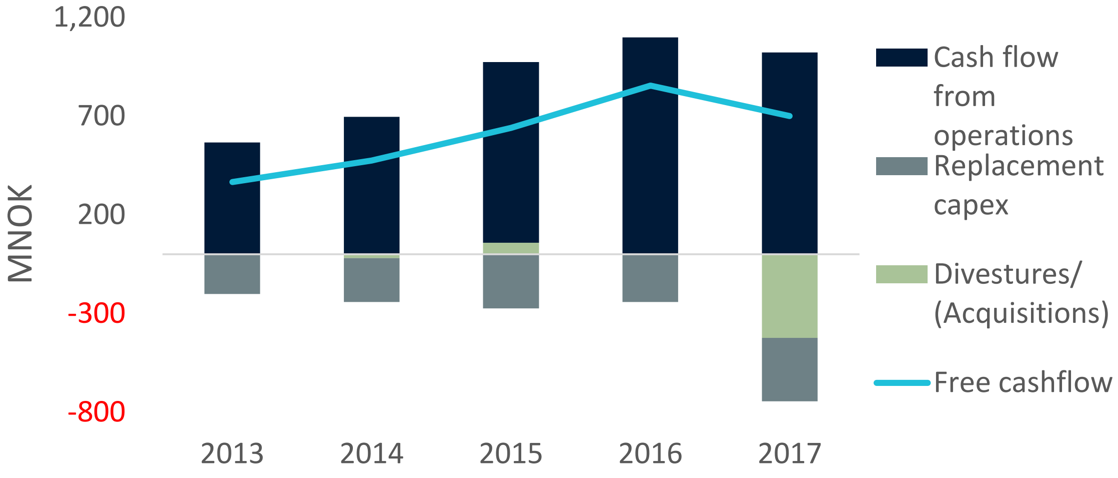
**EBITA / Net assets (Net assets = Total assets less cash, investments in associates and non-interest bearing debt) Calculated on an yearly average.

DELIVERY ON THE 2013-2018 FINANCIAL TARGETS

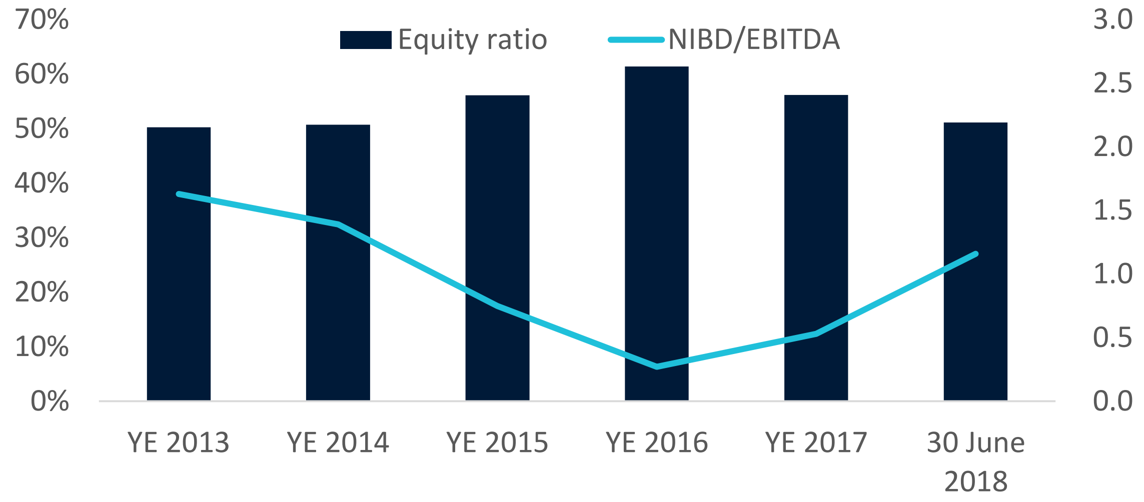
	Ambitions	Target	Actual
TOMRA COLLECTION SOLUTIONS	**Revenue growth for the period**	**4-8%**	**10.1%**
	EBITA-margin	**18-23%**	**18.2%**
TOMRA SORTING SOLUTIONS	**Revenue growth for the period**	**10-15%**	**18.9%**
	EBITA-margin	**18-23%**	**12.0%**

MAINTAINING A SOLID BALANCE SHEET WITH STEADY CASH GENERATION

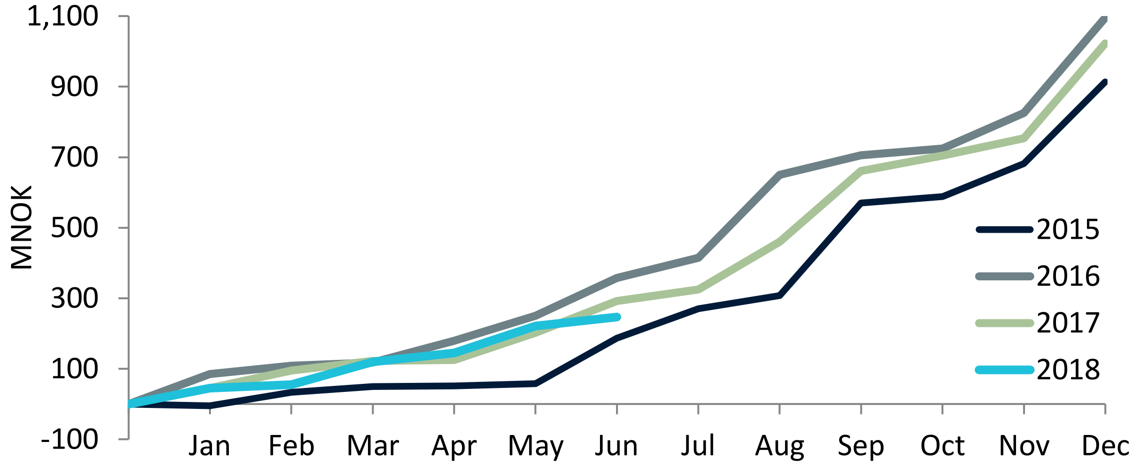
Breakdown of the cash flow statement



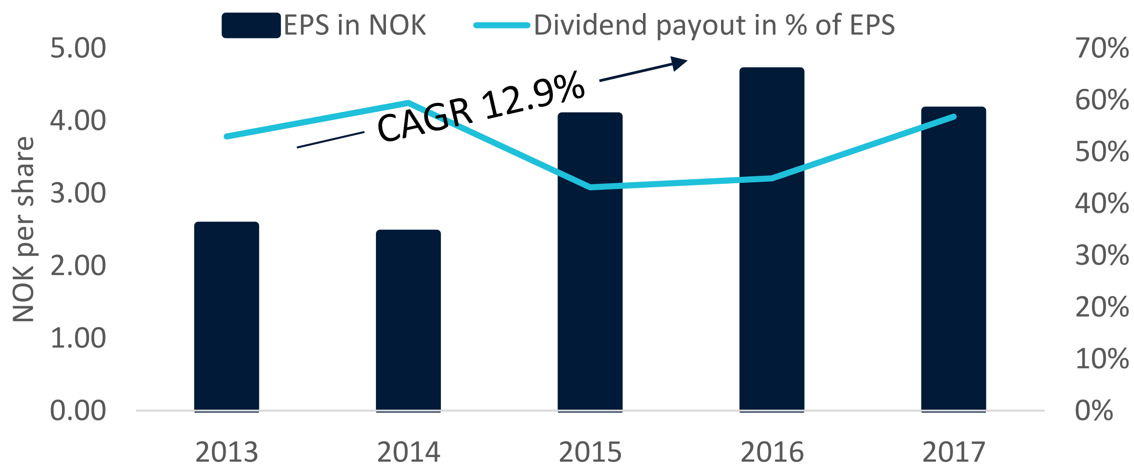
Solidity and leverage



Cash from operations on a monthly basis



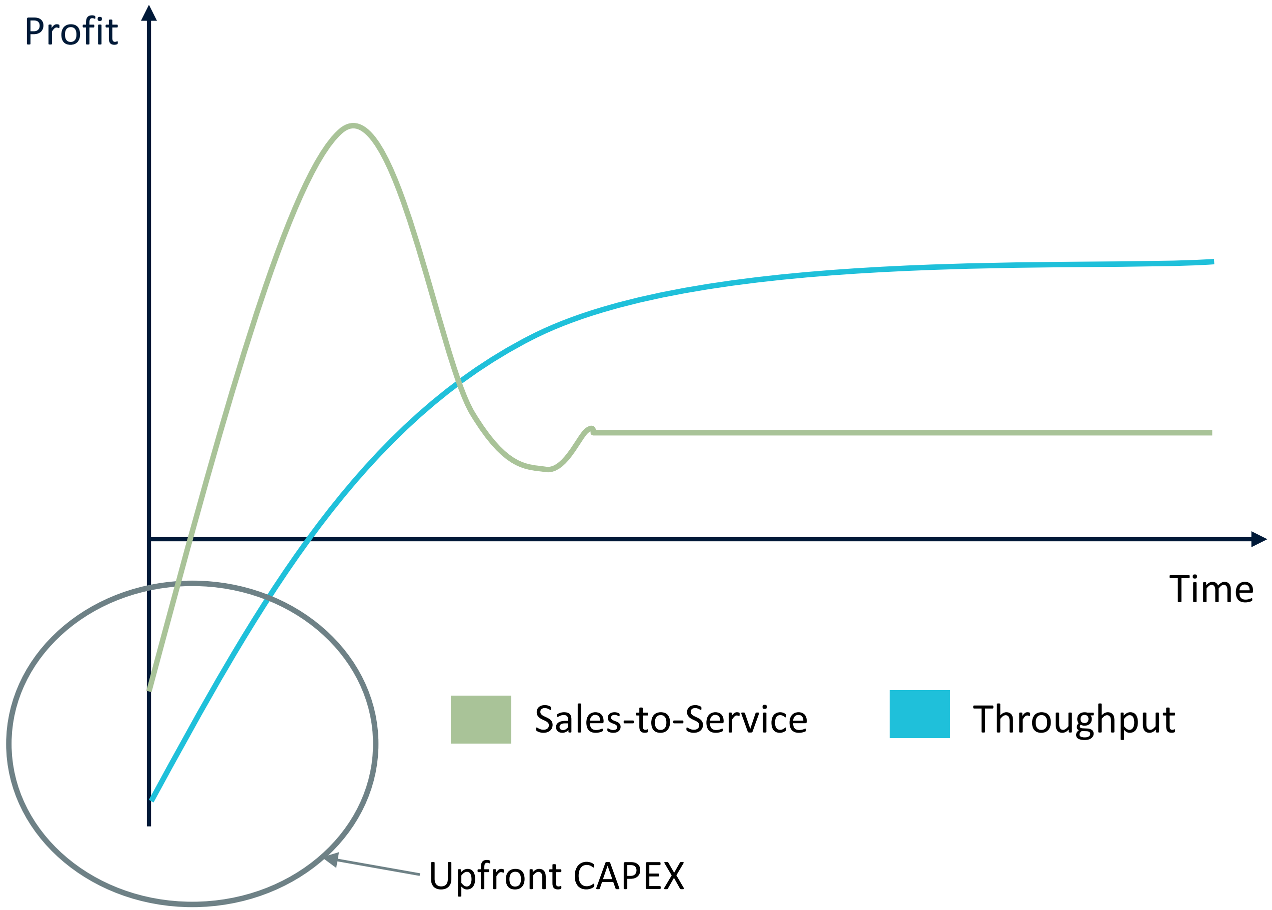
Earnings per share and dividend payout



TOMRA

A COMMENT ON THE CAPITAL EXPENDITURE NEEDS

Illustrative revenue profiles for the two main type of container deposit schemes



Uncertainties around timing and design of each new container deposit scheme can have significant impact on the revenue profile for Collection Solutions.

HEADROOM FOR SIGNIFICANT GEARING OPPORTUNITIES

Simplified assessment of TOMRA's gearing potential using S&P's credit rating methodology

Financial risk profile	Minimal	Modest	Intermediate	Significant	Aggressive	Highly leveraged	TOMRA*
-- Core ratios --							*Rolling 12-month average
FFO / Debt	**> 60%**	45-60%	30-45%	20-30%	12-20%	12% >	**71%**
Debt / EBITDA	**< 1.5x**	1.5-2x	2-3x	3-4x	4-5x	5x <	**1.2x**
-- Supplementary ratios --							
FFO / Cash interest	**> 13x**	9-13x	6-9x	4-6x	2-4x	2x >	**19x**
CFO / Debt	**> 50%**	35-50%	25-35%	15-25%	10-15%	10% >	**65%**
FOCF / Debt	> 40%	**25-40%**	15-25%	10-15%	5-10%	5% >	**28%**

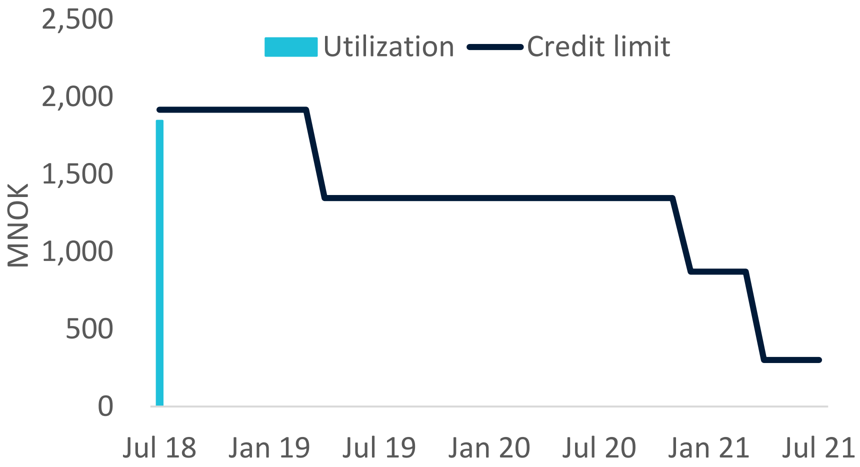
TOMRA's current financial risk is minimal to modest.

Headroom for additional interest bearing debt.

Gearing can be increased considerably while maintaining "Investment Grade"

Business risk profile	Minimal	Modest	Intermediate	Significant	Aggressive	Highly Leveraged
Excellent	AAA/AA+	AA	A+/A	A-	BBB	BBB-/BB+
Strong	**AA/AA-**	**A+/A**	**A-/BBB+**	**BBB**	BB+	BB
Satisfactory	**A/A-**	**BBB+**	**BBB/BBB-**	BBB-/BB+	BB	B+
Fair	BBB/BBB-	BBB-	BB+	BB	BB-	B
Weak	BB+	BB+	BB	BB-	B+	B/B-
Vulnerable	BB-	BB-	BB-/B+	B+	B	B-

Maturity profile for available credit facilities



FFO = Funds from operations = EBITDA less net interest and tax CFO = Cash from operations FOCF = Free operating cash flow = CFO - capex

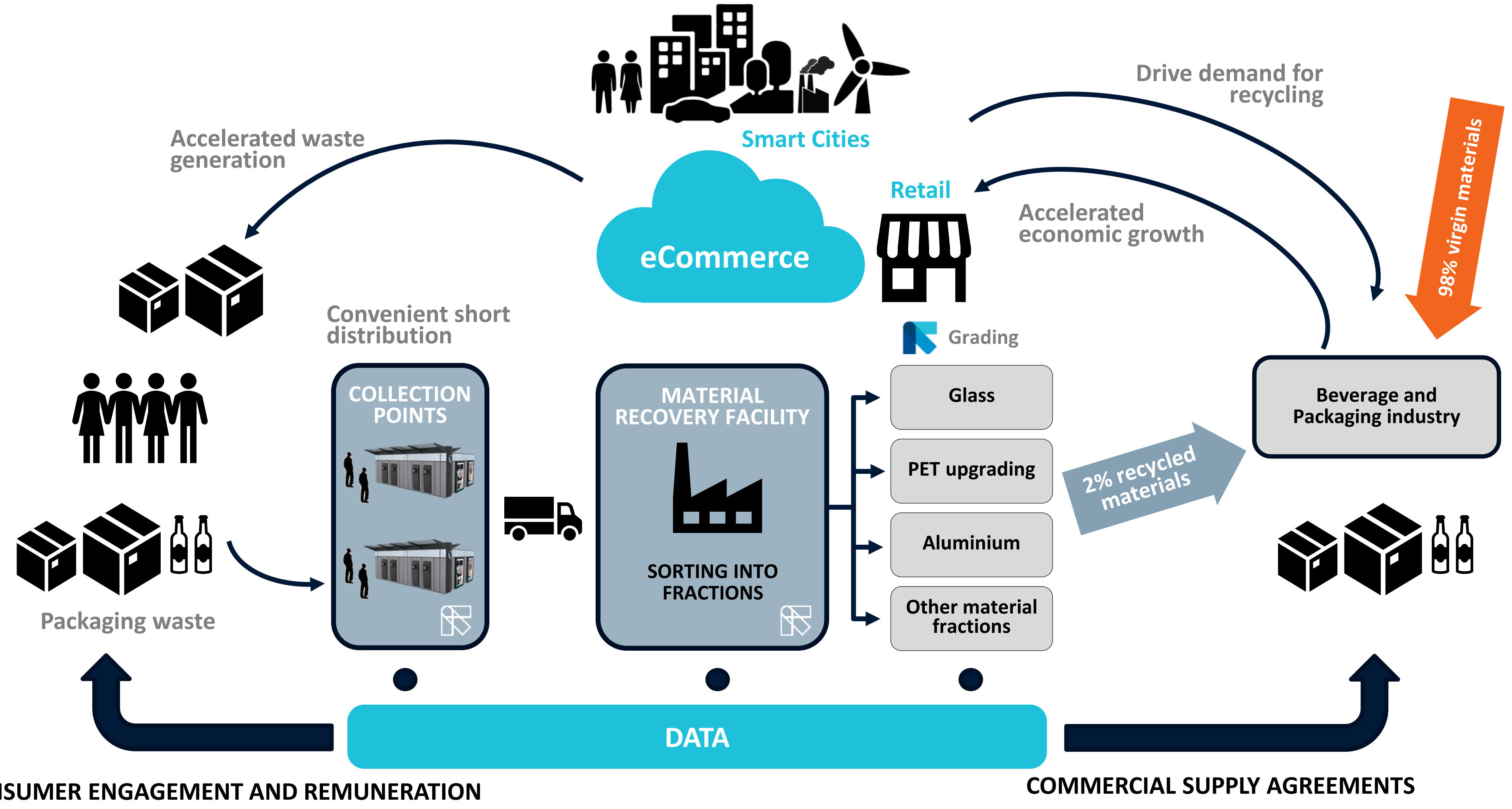
Source: Standard & Poor's

GROUP FINANCIAL TARGETS 2018-2023 – OUR AMBITIONS AFFIRMED

Revenue growth	EBITA-margin	Dividend payout	Capital Structure	ROCE new projects
>10%	**>18%**	**40-60%**	**Maintain investment grade**	**>20%**

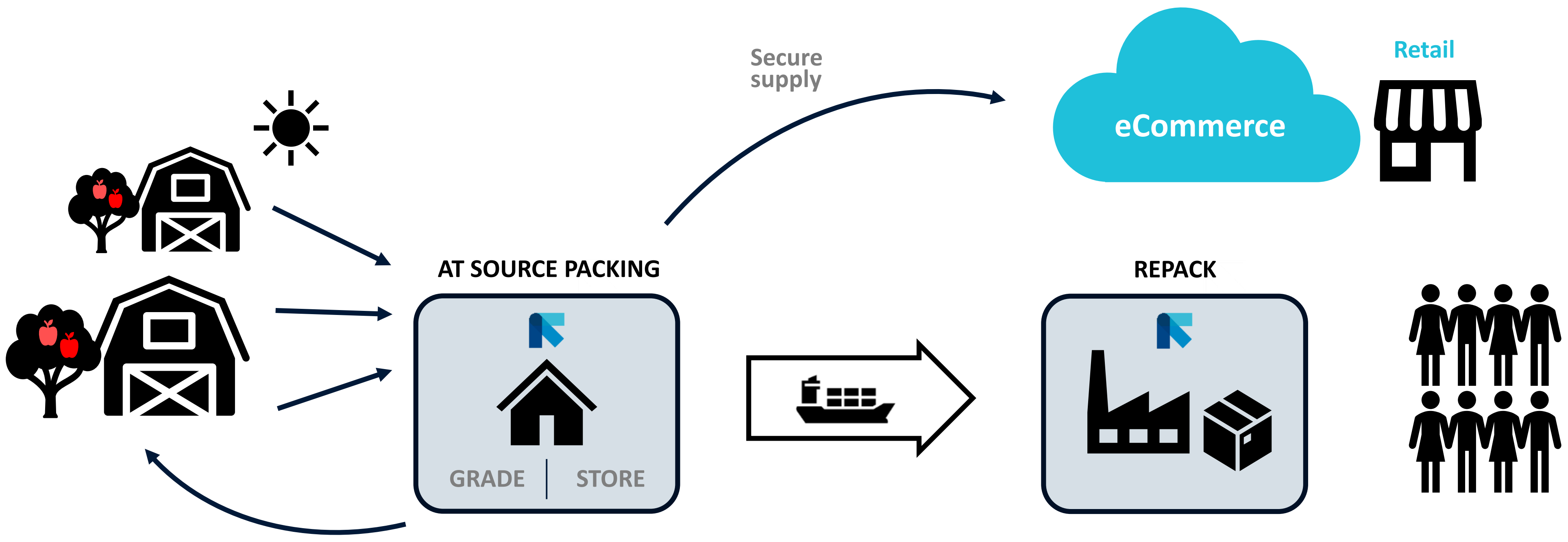
CONCLUDING REMARKS AND Q&A

THE CIRCULAR ECONOMY AND THE TOMRA CLOSED LOOP



TOMRA's solutions enable a more predictable offtake of high quality recycled materials for same purpose use: Creating the market

TOMRA TO PLAY A DIFFERENCE IN THE FUTURE OF FOOD PRODUCTION



DATA GENERATED THROUGH THE VALUE CHAIN SERVE MULTIPLE PURPOSES

Improved Farming	Determine taste, Ripeness & Defects	Reduce food waste	Traceability
Uniform Quality	Increase Yield	Optimise storage	Maximise use

TOMRA's solutions enable improved yield for the producers and sellers of food, as well as reduction of food waste post sorting/grading

Q&A


TOMRA
LEADING THE RESOURCE REVOLUTION