



TOMRA

Investor Presentation

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94



~5,800
employees
globally



1,318
million EUR
revenues in 2025



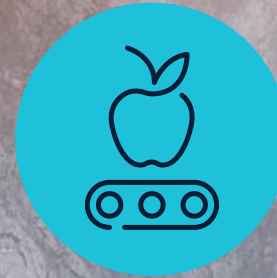
Collection

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



Recycling

Giving every piece of material we sort and analyze – may it be waste, metal or ore – a value.



Food

Our sorting, processing and packing solutions help to maximize food safety and minimize food loss.



Horizon

Exploring new, adjacent and alternative opportunities for our technology and solutions to leading the resource revolution.



At TOMRA, our vision is to lead the resource revolution

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

TOMRA is an impact leader providing thought leadership and pushing the boundaries on technology and solutions ...



... optimizing how resources are obtained, used, and reused – through sensor-based solutions for automated identification, grading and sorting of resources.

We operate in markets where we take a leading global position and make a meaningful impact ...



... shaping existing markets and creating new ones.

Innovation, passion,
and responsibility are
our core values ...



... and we have an
entrepreneurial culture
where we empower
for ownership.

1972

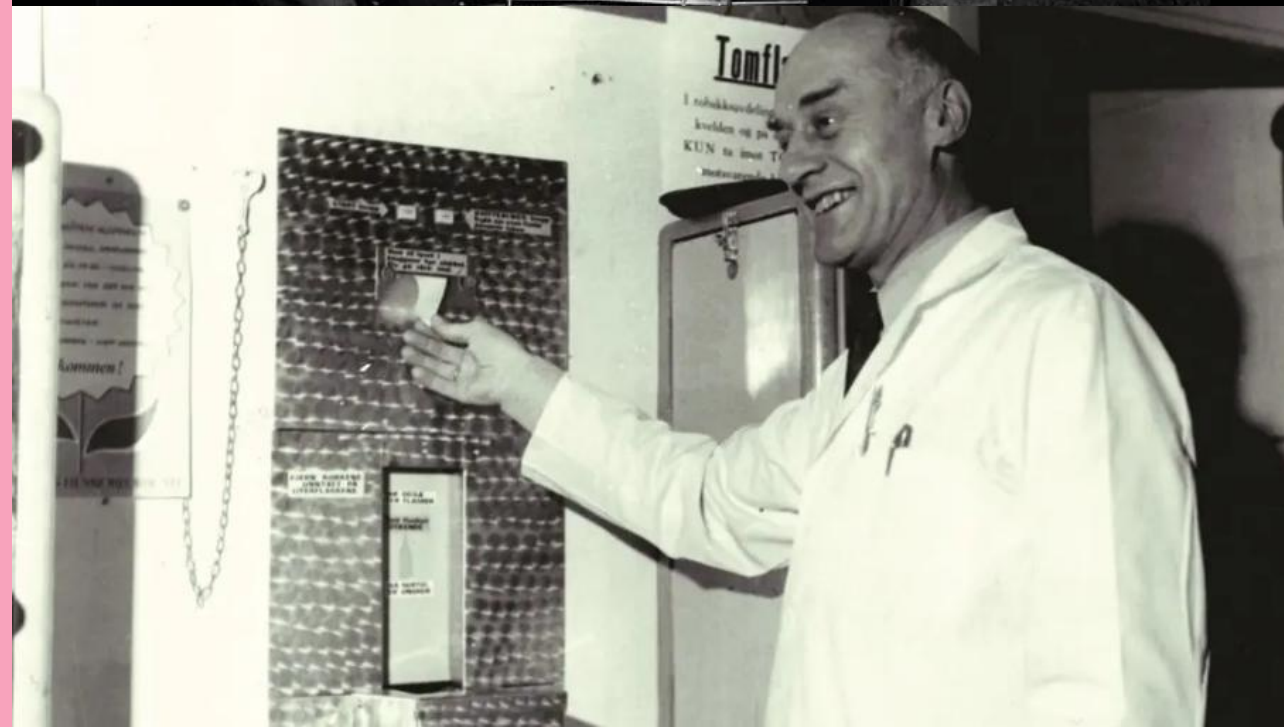
A challenge to solve

Petter and Tore Planke developed the world's first automated reverse vending machine for collecting used bottles in 1972.

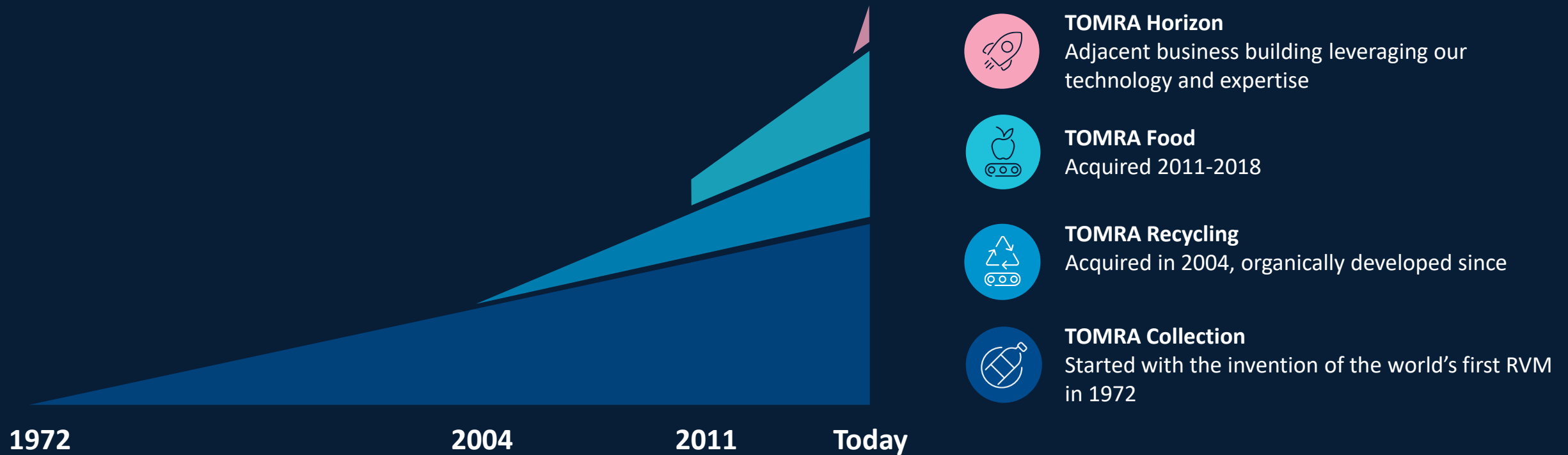
Aage Fremstad, the grocer who first asked Petter Planke if he could provide an automated return solution for empty bottles, showcases the first TOMRA prototype installed at his store.



TOMRA founders Tore
and Petter Planke



We have shaped circularity and resource optimization for over 50 years through innovation, entrepreneurship, and thought leadership

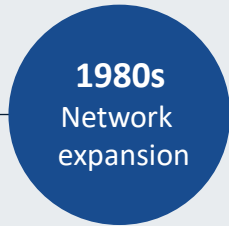


TOMRA's transformation journey

Key developments and acquisitions



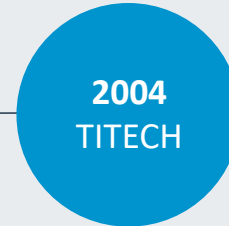
TOMRA is founded in Norway in 1972. The following year the company began setting up subsidiaries in Sweden, Finland, Denmark, Netherlands and Germany.



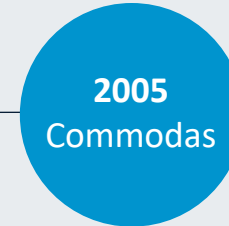
During the 1980s TOMRA set up distributor agreements in a number of European countries and states in the US.



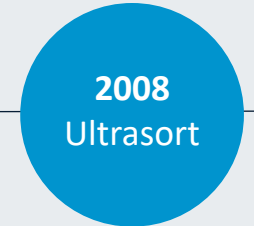
TOMRA acquires Neroc in 1992, forming the basis of TOMRA Collection's Material Recovery business in the US. Further acquisitions of processing facilities in Northeastern states would follow.



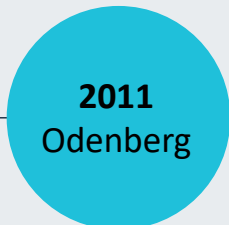
TOMRA acquires TITECH, the world's leading provider of optical recognition and sorting technology for the waste industries, starting TOMRA's transformation journey and laying the foundation for what later becomes TOMRA Recycling.



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



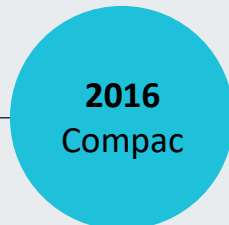
TOMRA acquires Ultrasort - specialists in sensor-based mining technology.



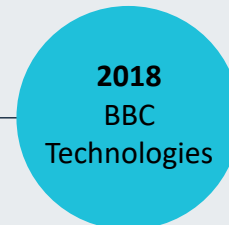
TOMRA acquires Odenberg, the inventor of the original steam peeler and pioneer in peeling, sorting freezing, and chilling for potatoes and vegetables.



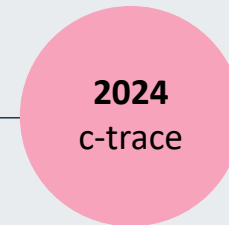
TOMRA acquires BEST, a leading food sorting machine producer focused on potato products, adding to TOMRA's portfolio of food sorting solutions.



TOMRA adds lane sorting technology to the portfolio through the acquisition of Compac and becomes the first player to sort fresh and processed foods with both lane and bulk sorters.



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



TOMRA acquires 80% of c-trace, a leader in digital waste management solutions.



TOMRA acquires Clynk, a leading provider of "bag drop" solutions for collection and processing of beverage containers in the United States.



TOMRA Collection



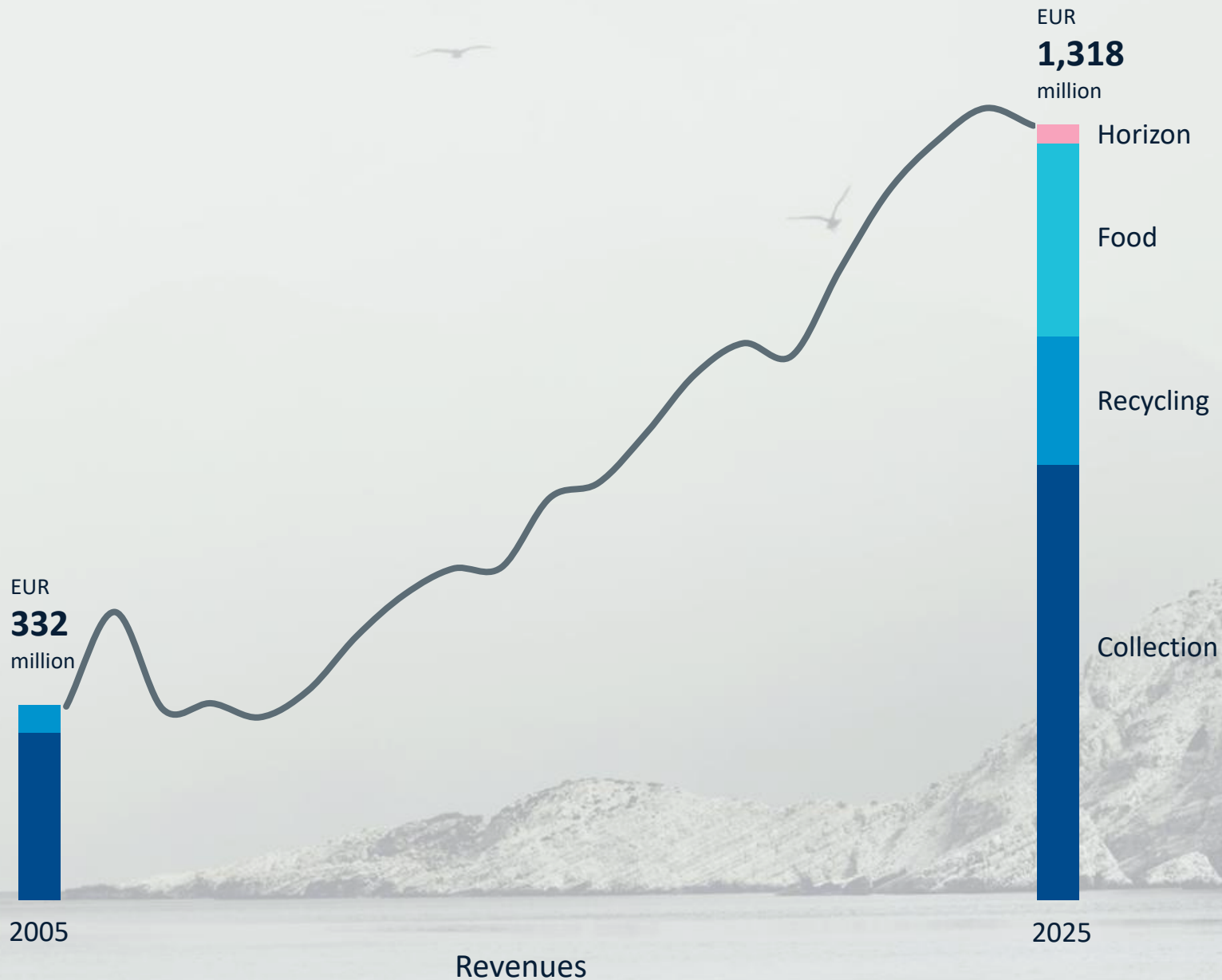
TOMRA Recycling



TOMRA Food



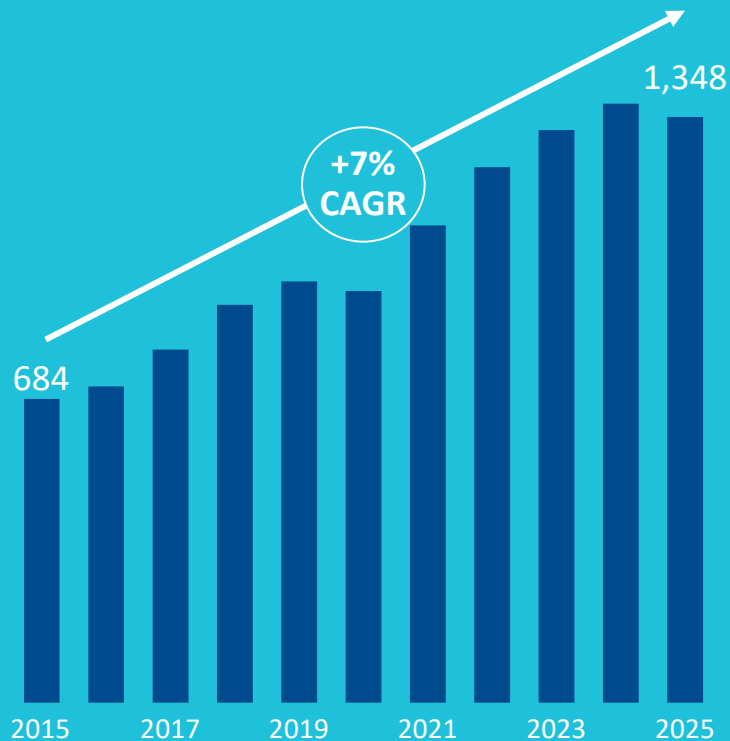
TOMRA Horizon



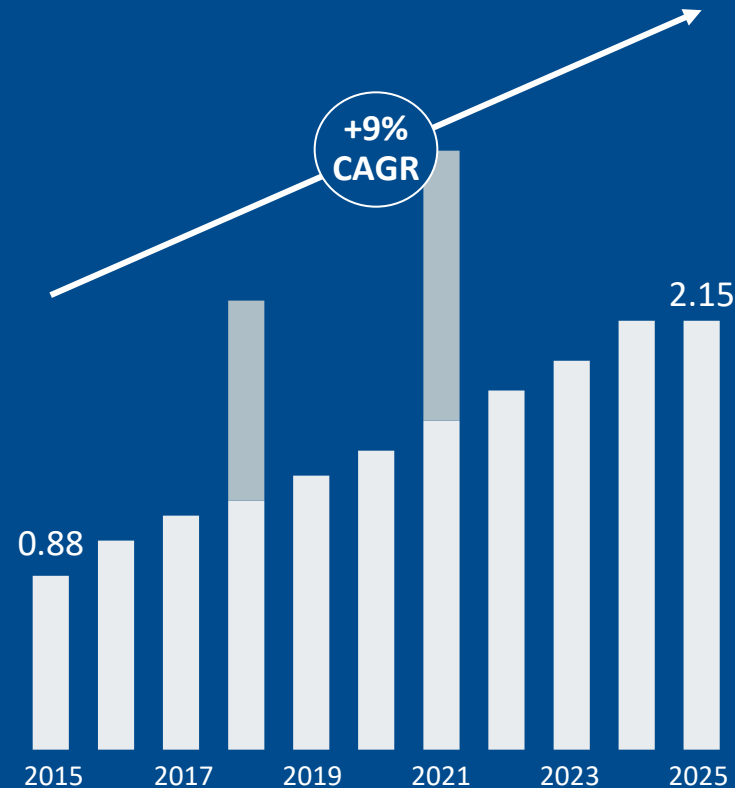
Growing
sustainably
& profitably

We have consistently delivered profitable growth while enabling significant emission avoidance through our products

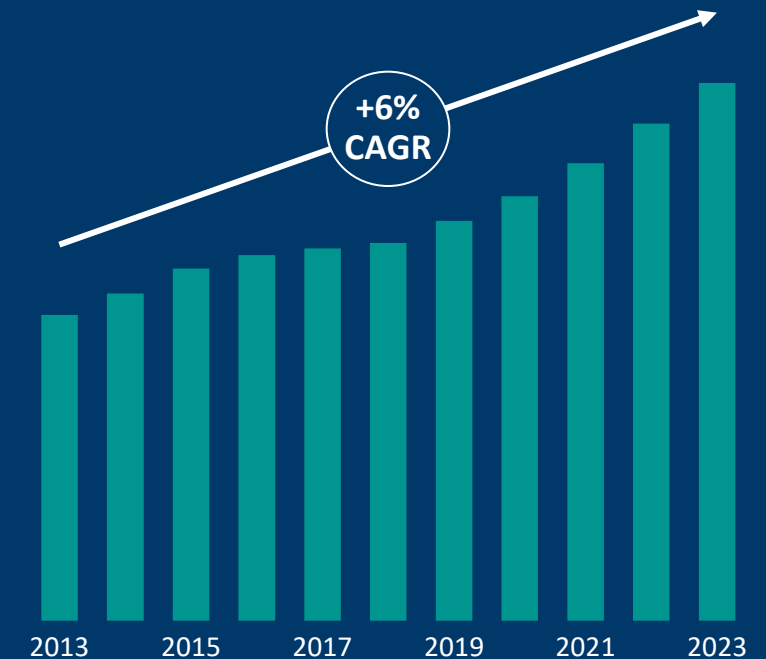
Revenue growth, EUR million



Annual dividends (DPS), NOK

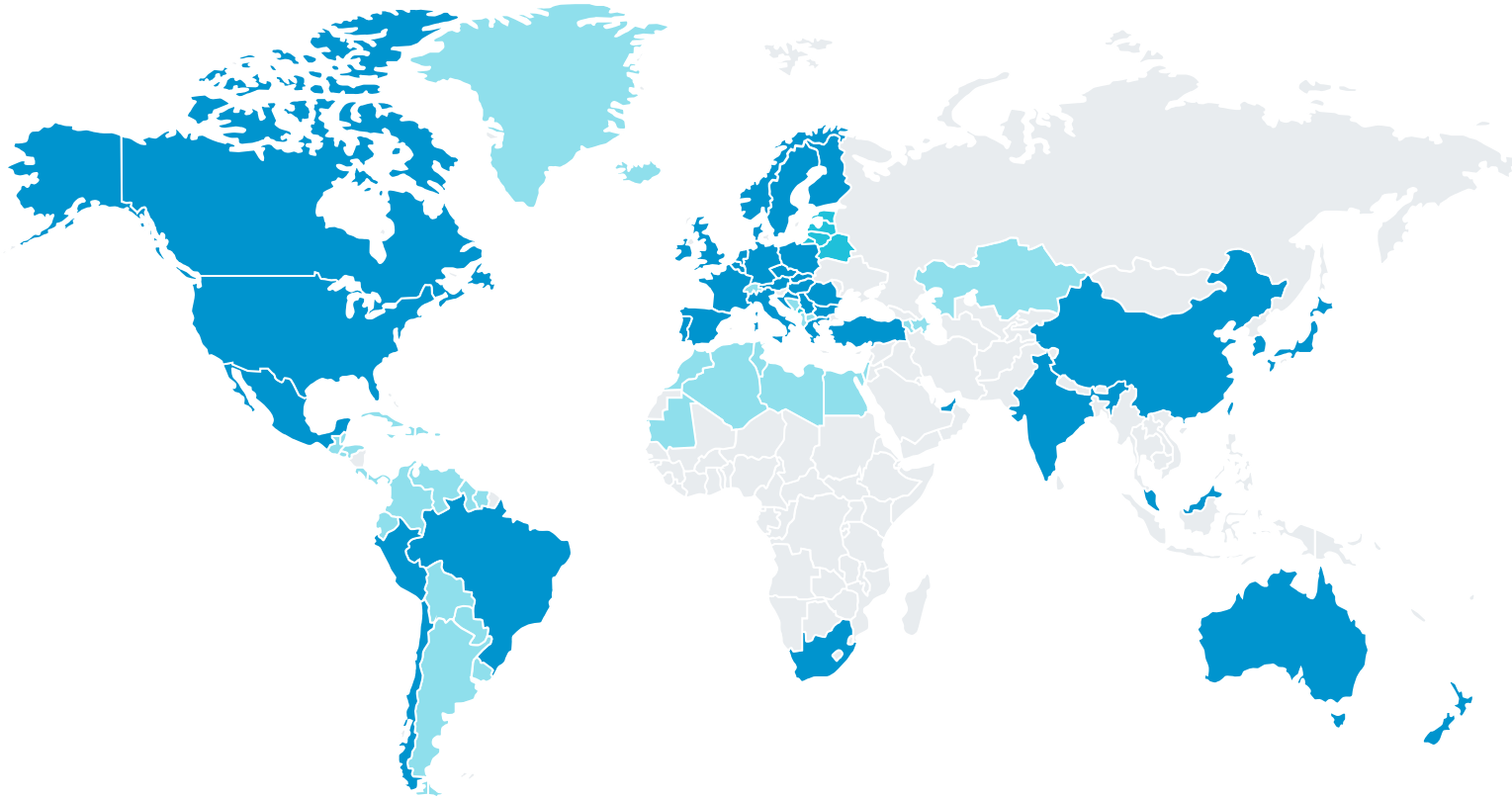


Avoided emissions from TOMRA product use*, million tons CO₂



* Estimated in TOMRA's annual reports. TOMRA will change calculation methodology to align with WBCSD and Net Zero Initiative's Guidance on Avoided Emissions. This is expected to affect nominal values, not the trend.

TOMRA's global presence



Installed base worldwide



Total ~119,900

*All figures are from 2025

The drivers for increased circularity and resource optimization have never been stronger than now



Decarbonization



Regulation



Modernization & Automation



Demographics



Resource scarcity



TOMRA 2030 Strategy

Accelerate growth in core

Develop adjacent business

Collection

Recycling

Food

Horizon

M&A



Invest in
double digit growth



Invest in
double digit growth



Improve profitability
then grow



Long-term
business building



Selected value-
adding verticals

Fully circular business and being safe, fair and inclusive

Climate
impact

Sustainable
product design

Employee
value proposition



TOMRA

Strategic ambition

Revenue
growth

15%
CAGR

over the cycle

EBITA
margin

at **18%**

by 2030

Return on
Capital Employed

>18%

by 2030

Dividend
payout

40-60%
of EPS

Capital
structure

**Investment
grade**

CO₂e

**Net
Zero**

by 2050

Our vision is to lead the resource revolution, to...

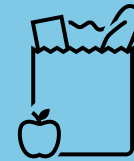


Increase today's

7%

of resources which are
consumed circularly¹

1) The Circular Gap Report 2024, Circle Economy Foundation.



Reduce today's

30%

of consumable food
which is lost and wasted²

2) Emissions Gap Report 2023, UN Environment Programme.

TOMRA Collection





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

741
million EUR
in revenue



91,900
machines in
operation



We are a technology
leader globally

Represented
in more than **60** markets

~3.200
Employees



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

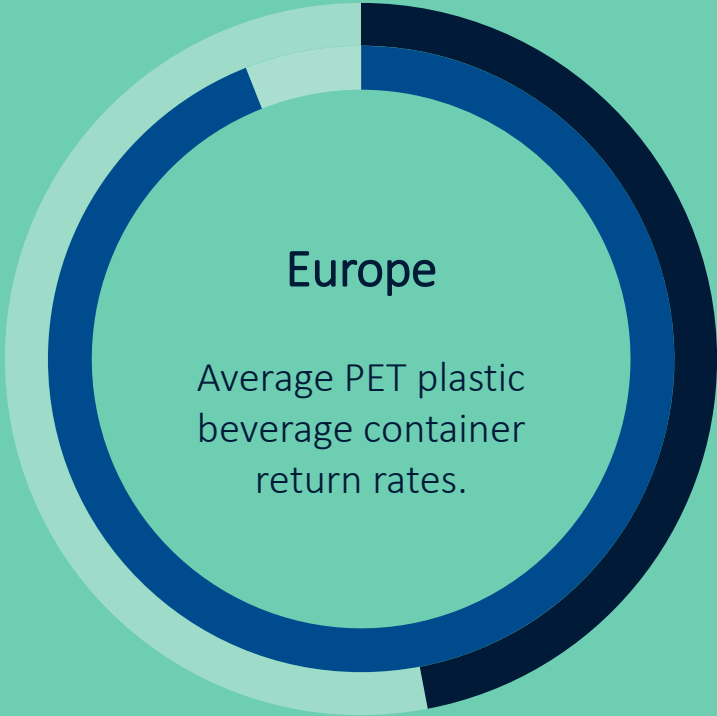
*All the figures are from 2025

Over 53 billion drink containers collected in 2025



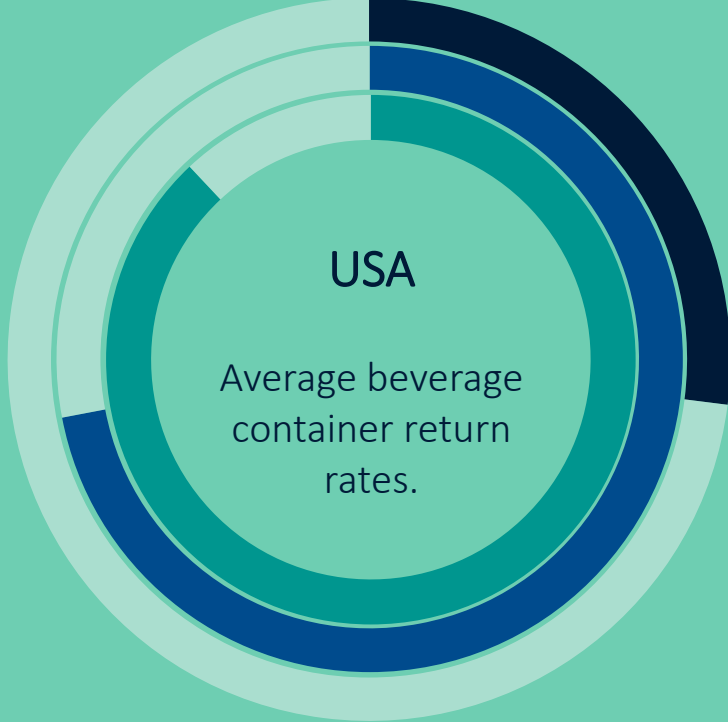
This represents less than 3% of all beverage containers in the world.

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

Compiled from deposit System Operators and “PET Market in Europe: State of Play,”
Euromia. 2020. Data available upon request.

¹ Aluminum, Glass, Plastic.. “Beverage Market Data Analysis 2017,” Container Recycling
Institute. 2020. ² Michigan and Oregon. Bottlebill.org. 2021

Legislation, automation and decarbonization drive the expansion of DRS systems worldwide



Regulation

EU's Single Use Plastic Directive (SUPD) & Packaging and Packaging Waste Regulation (PPWR) drive **implementation of DRS** to achieve collection targets above 90%



Modernization & Automation

Labor cost and margin pressure lead to focus on **efficiency and ease of use** across the value chain



Decarbonization

Industry committing to SBTi targets pushing **sustainability** to be part of decision making

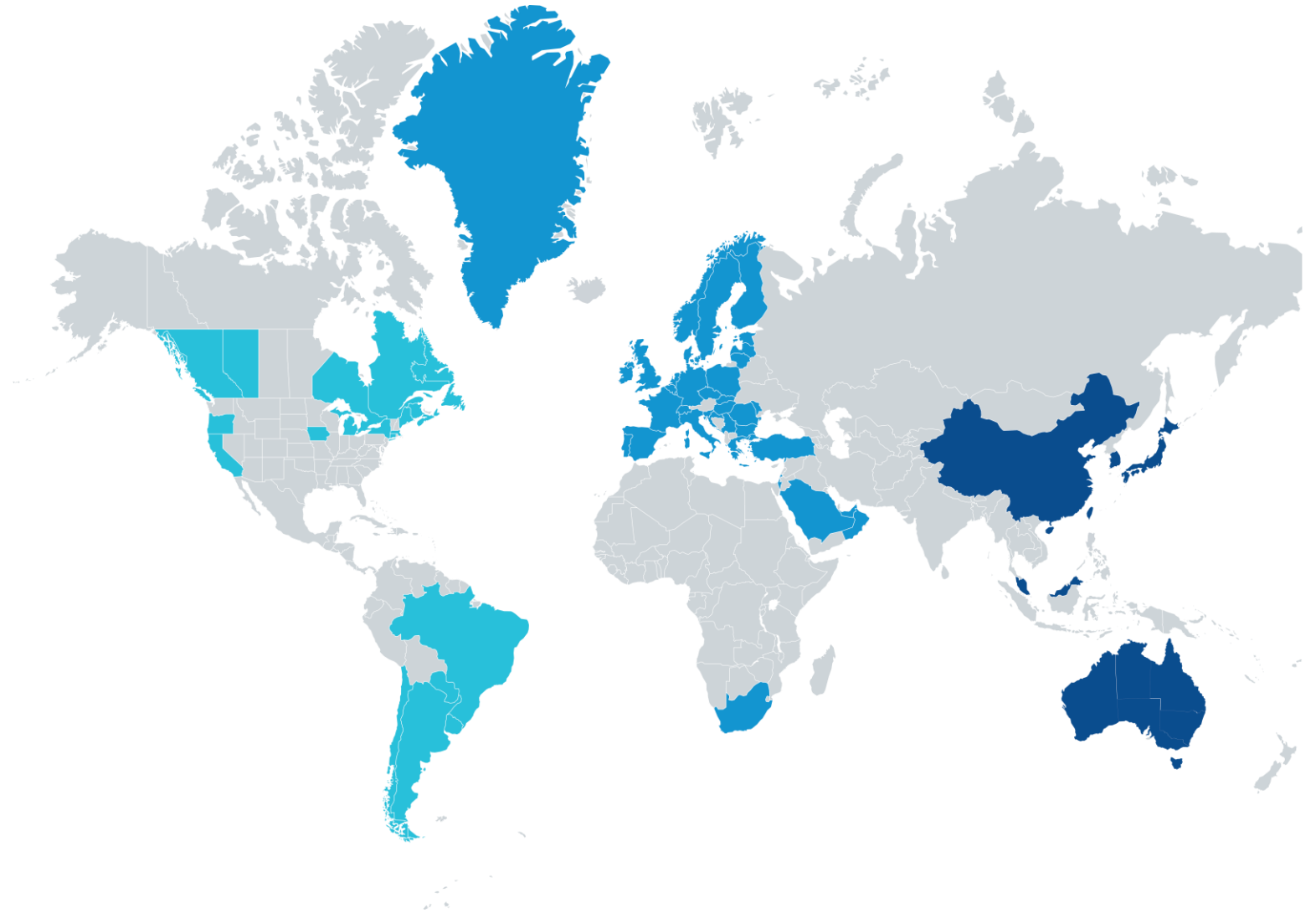
TOMRA Collection, Installed base, worldwide

Americas
~14 000

EMEA
~72 200

APAC
~5 700

Total ~91 900



Figures are from 2024



Solution
Portfolio

Innovation
leader



TOMRA is a leading
provider in reverse
vending solutions



Service
network

Trusted
partner





TOMRA offers a wide portfolio of RVMs, digital tools with APIs, and service - for different size operations



Reverse vending machines (RVMs) tailored to a variation of needs



Digital products and APIs for end users and operators



Unmanned RVM Kiosks



Large scale equipment for redemption centers & depots

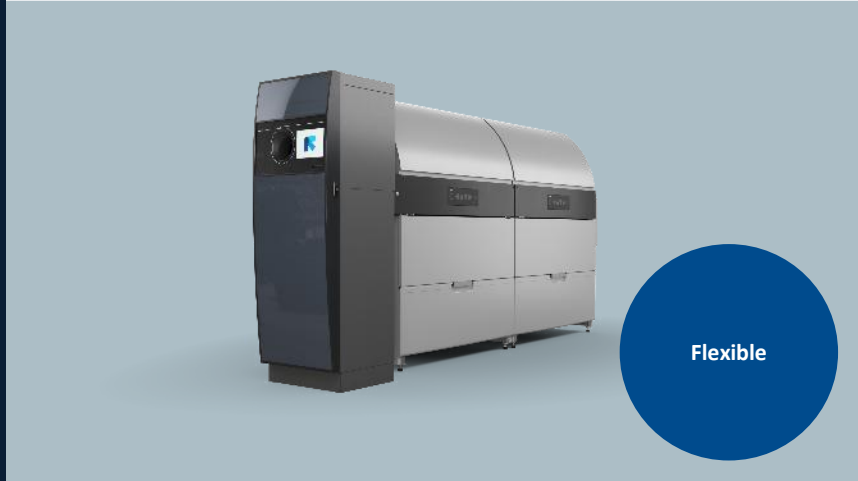
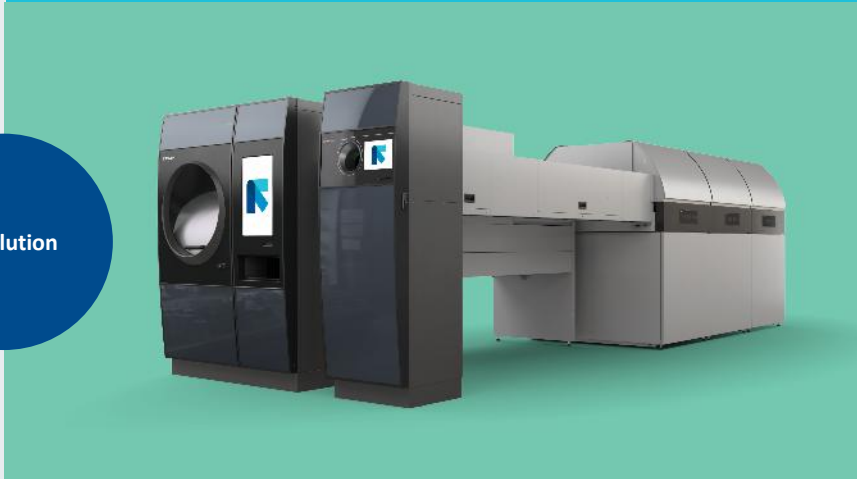


Remote and local on-site service

Our solutions are
divided into six
product lines



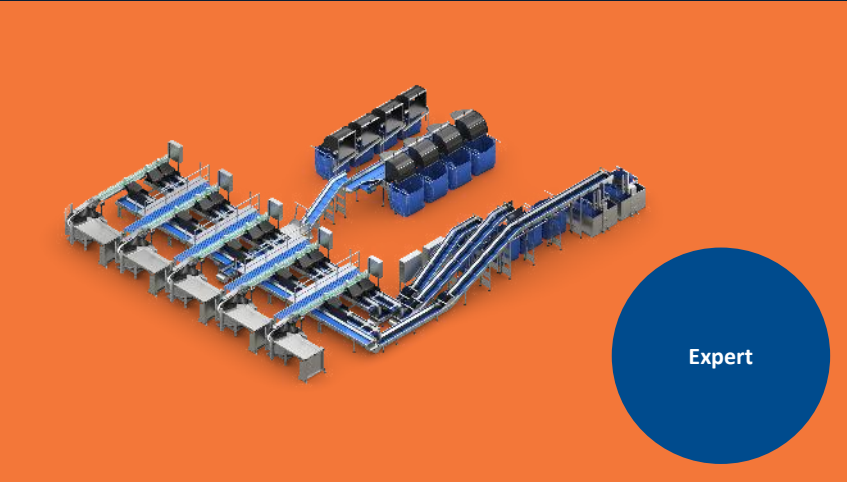
Revolution



Flexible



Standalone



Expert

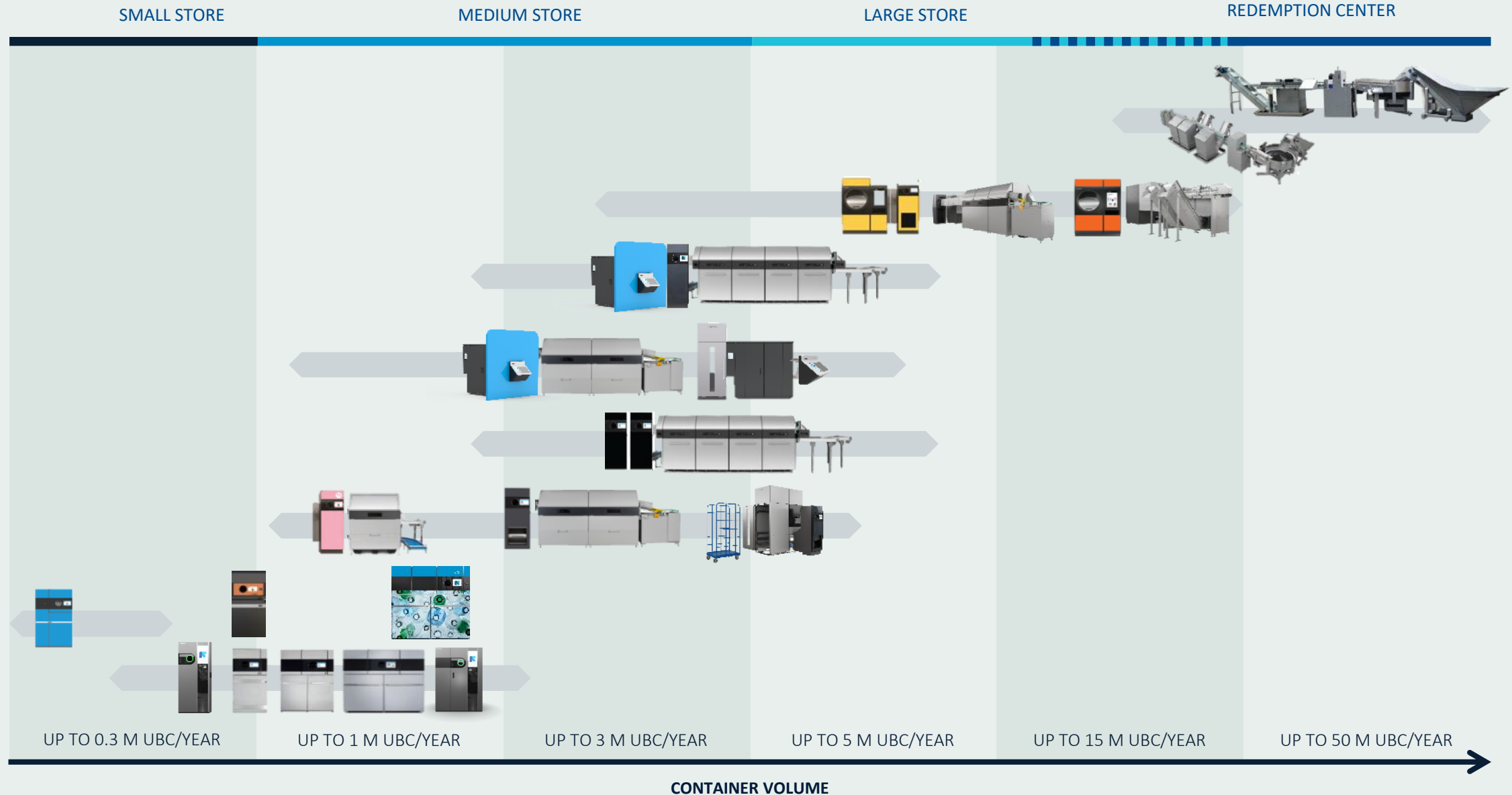


Mini



Basic

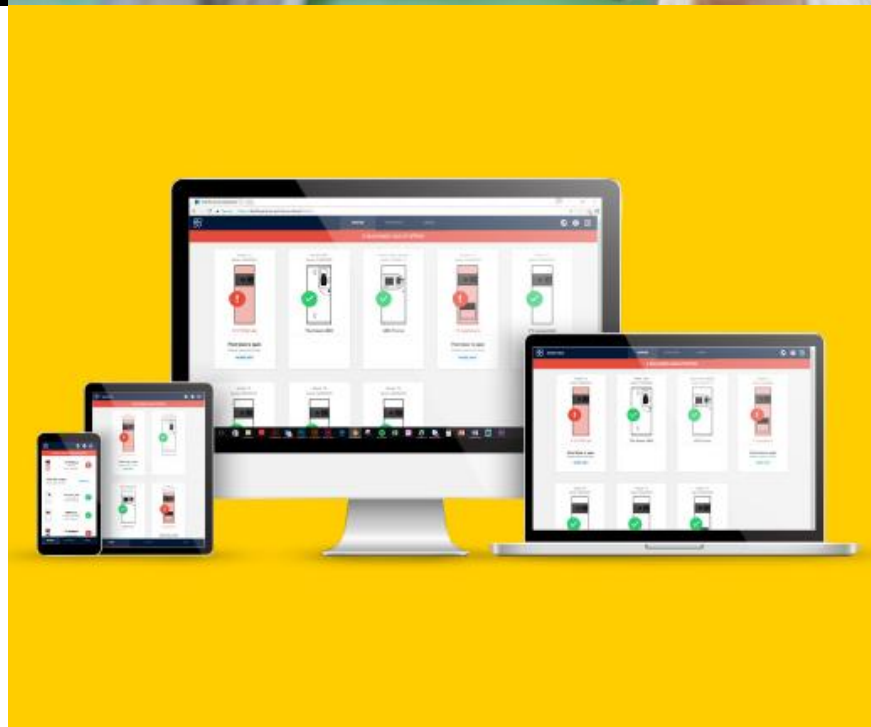
Our reverse vending portfolio



Digital tools & APIs



- Consumer Experience & Engagement products
- Operational Insights & Reports
- APIs and integration services



Service & Support



Installation



Online support



Remote monitoring



Preventive Maintenance



Training



Field Service



Customer centricity
is at the core of
our innovation
strategy

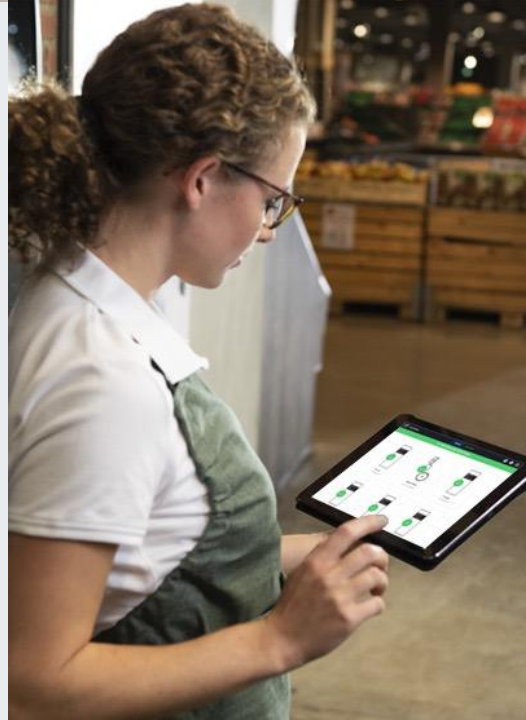


Efficient
operations for
peace of mind



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

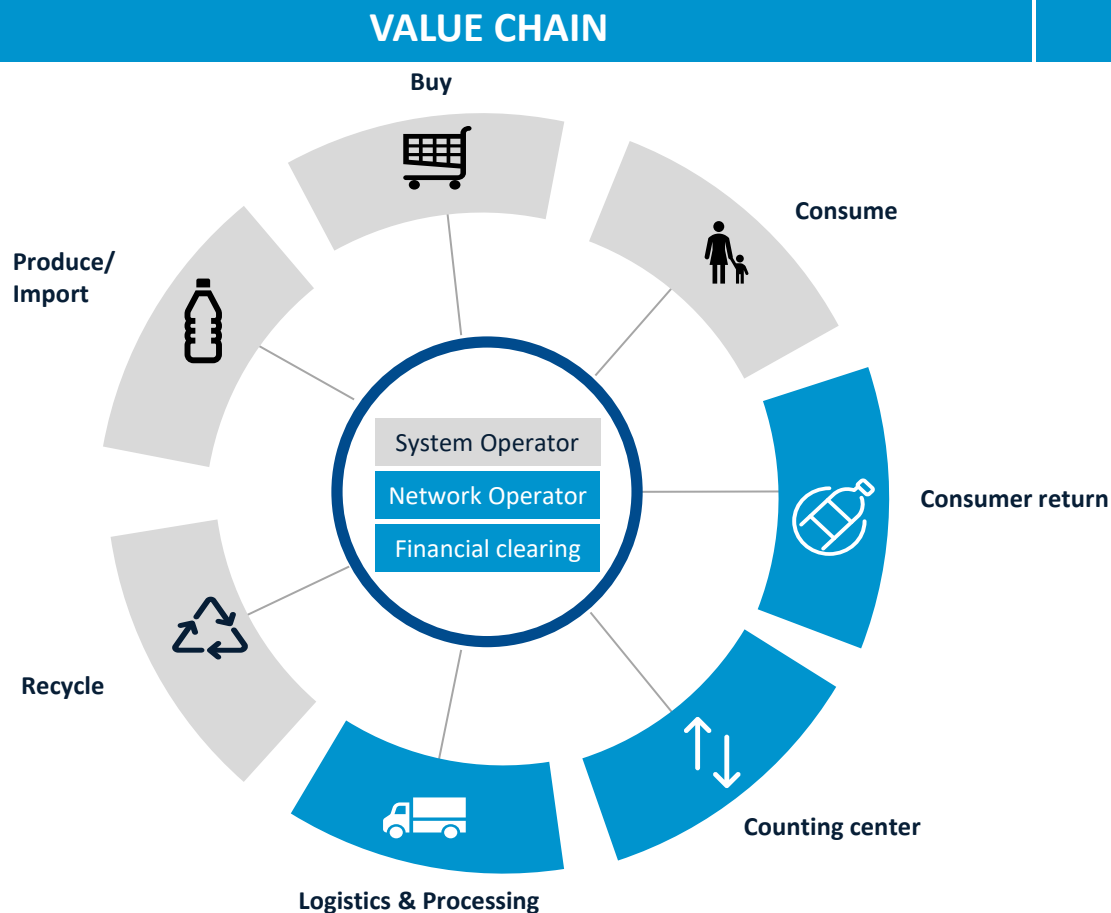
A great user
experience



A smart
investment
for long-term
benefits

We solve customers' DRS challenges through flexible value chain positioning depending on local needs

TOMRA Collections' value chain positioning



BUSINESS MODELS

Sales



~ 40%
share of revenue today

Service



~ 20%
share of revenue today

Throughput



~ 20%
share of revenue today

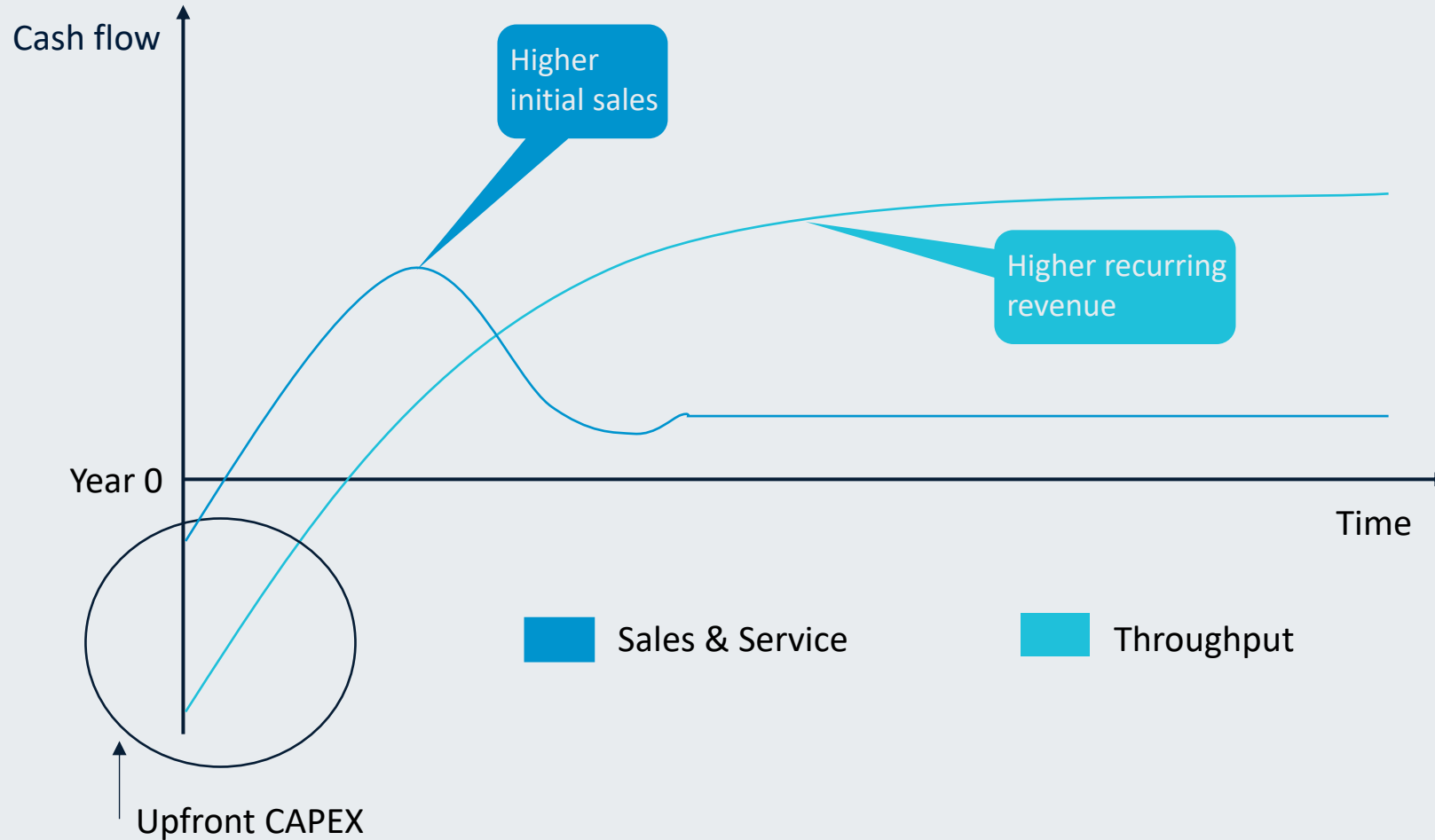
Material Recovery



~ 20%
share of revenue today

Cash flow profiles of the two main business models

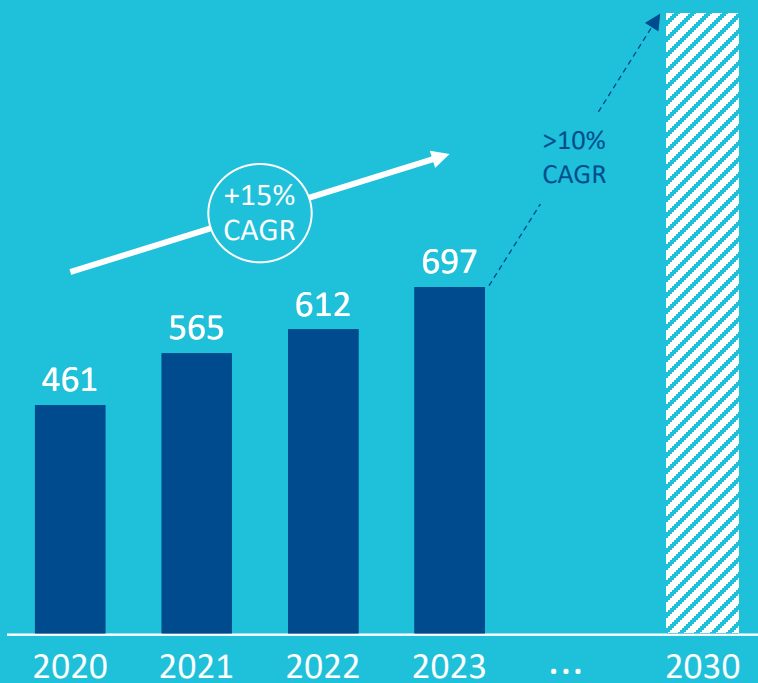
Illustrative cash flow profiles per machine



Our ambition is to continue our trend of profitable growth in Collection

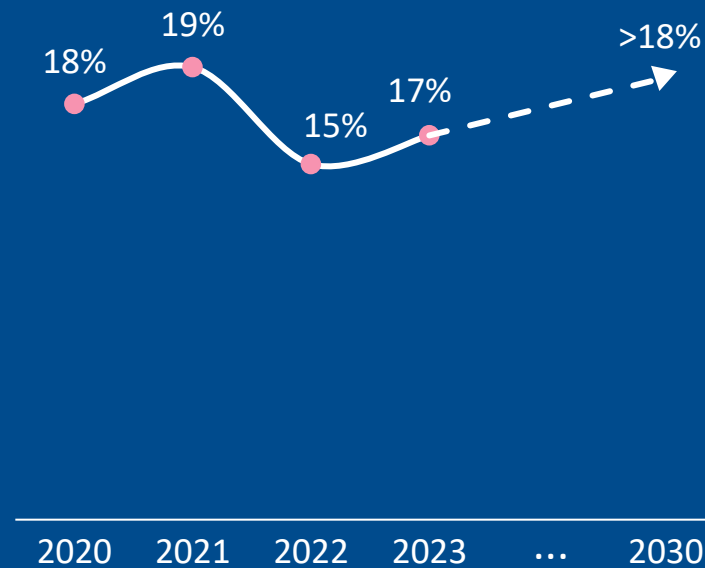
Double Digit Revenue Growth

EUR million



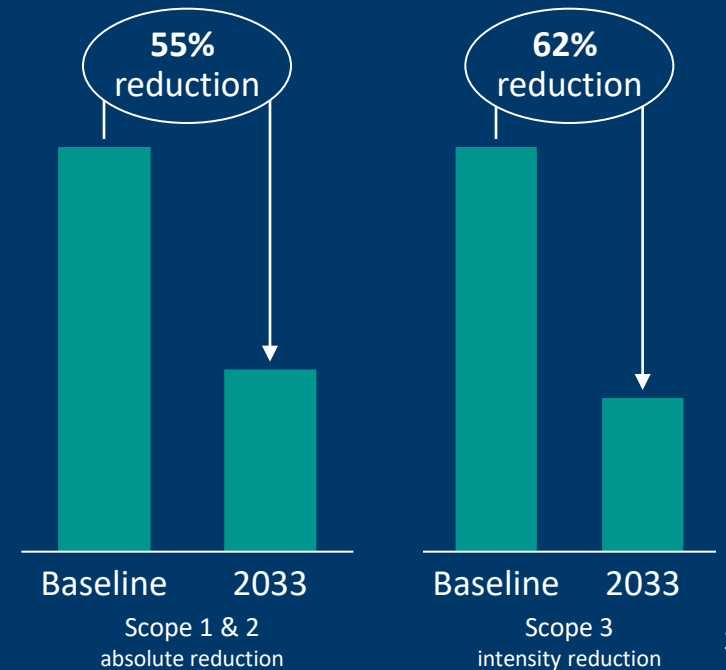
Increase EBITA % to high 10's

EBITA %



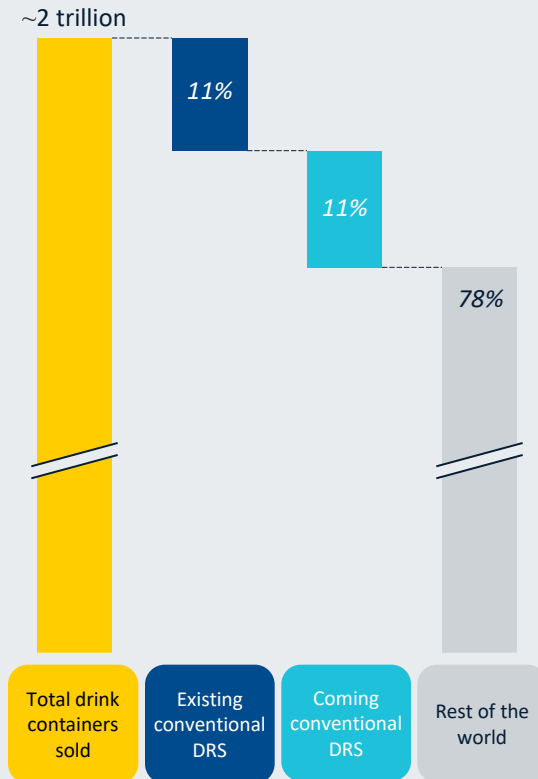
Decrease CO₂ footprint aligned with SBTi targets

SBTi Scope 1-3 emission targets





Collection: Total potential beverage containers to collect




(based on global sales of drink containers in 2023)



Coming conventional DRS markets




Publicly announced upcoming DRS launch

 Portugal  Greece

 Moldova  Quebec  Uruguay



 Singapore  Spain  UK

Legislative considerations and planning

 Czech Rep.  Turkey  New Zealand

EU requirements by 2029

 Belgium  France

 Bulgaria  Italy

We will drive significant growth in existing DRS markets by maintaining our industry leadership

EXISTING MARKETS

Maintain industry leadership



expected 40-50% share of growth by 2030



Technology leadership to trigger replacement of installed base



Solution- and business model innovation



Increased throughput & material recovery volumes

We will drive significant growth in coming DRS markets by leveraging our current strengths



COMING MARKETS



New market capture



expected 40-50% share of growth by 2030

Publicly announced upcoming DRS launch




 Portugal  Greece

 Quebec  Uruguay



 Singapore  Spain  UK





Legislative considerations and planning

 Czech Rep.  Turkey  New Zealand

EU requirements by 2029

 Belgium  France

 Bulgaria  Italy

Extensive portfolio & innovation capabilities

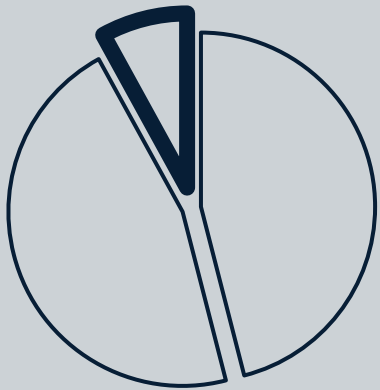
Proven roll-out & production abilities

Strong local presence combined with 50 years of industry know-how

We will position for growth beyond 2030 in rest-of-the-world markets by exploring alternative collection solutions

REST OF THE WORLD

Long-term positioning and investment



expected 5-10% share of growth by 2030



Holistic solution provider of circular solutions



Solution- & business model innovation



First-hand experience from pilot concepts in Middle East and Asia

Our ambition is to steadily increase the EBITA margin towards 2030 while realizing significant growth

**EBITA
margin**

Increase to
high 10's



Increase operational efficiency in existing DRS markets, both COGS and OPEX



Launch of new innovative products and volume growth in throughput markets



Ramp-up costs and initial warranty period reduces margin at the launch of new markets

We aim to decouple our growth from our footprint

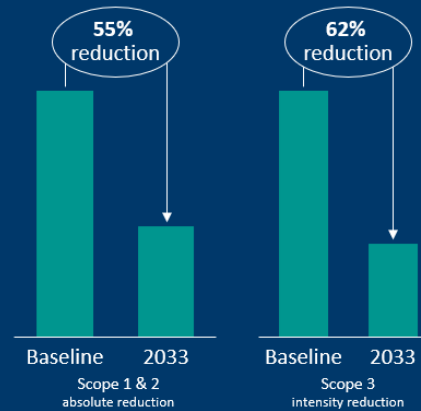


by reducing the emissions from our operations and increasing the circularity of our products



Decrease CO₂ footprint aligned with SBTi targets

SBTi Scope 1-3 emission targets





Our 2030 ambition:

130

on the way to
Responsibly collecting 500bn drink containers
for clean loop recycling and reuse



Key takeaways



Continued strong
profitable growth



Unique **position &**
market momentum



Maintain leadership in
existing markets, **capture**
new markets & prepare
for beyond 2030



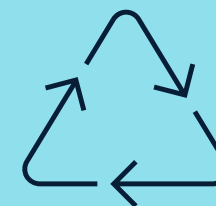
TOMRA Recycling





Giving every piece of material we sort and analyze – may it be waste, metal or ore – a value.

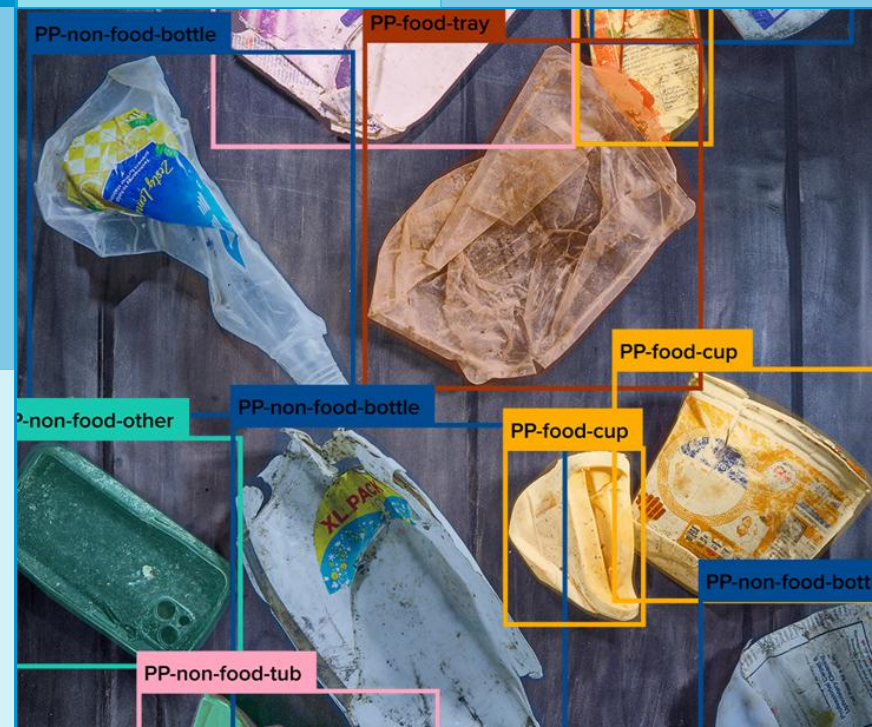
218
million EUR
in revenue



11,900
installed
machines



We serve customers
around the world with
state-of-the-art
sorting machines



Represented
in more than **100** countries

~950
Employees

*All the figures are from 2025

The world generates
up to
2.3 billion
tons of municipal solid
waste annually.

Almost **40%**
of this waste is not
managed in an
environmentally safe
manner

Recycling aluminum
saves up to
95%
of the energy required
to produce new
aluminum

TOMRA Recycling

TOMRA Recycling value proposition:

Giving every piece of material we sort and analyze – may it be waste, metal or ore – a value.

Materials sorted

Metals



Ore



Plastics



Wood



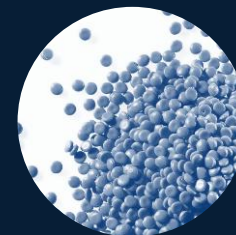
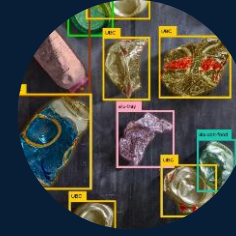
Textiles



WEEE
Waste Electrical and
Electronic Equipment

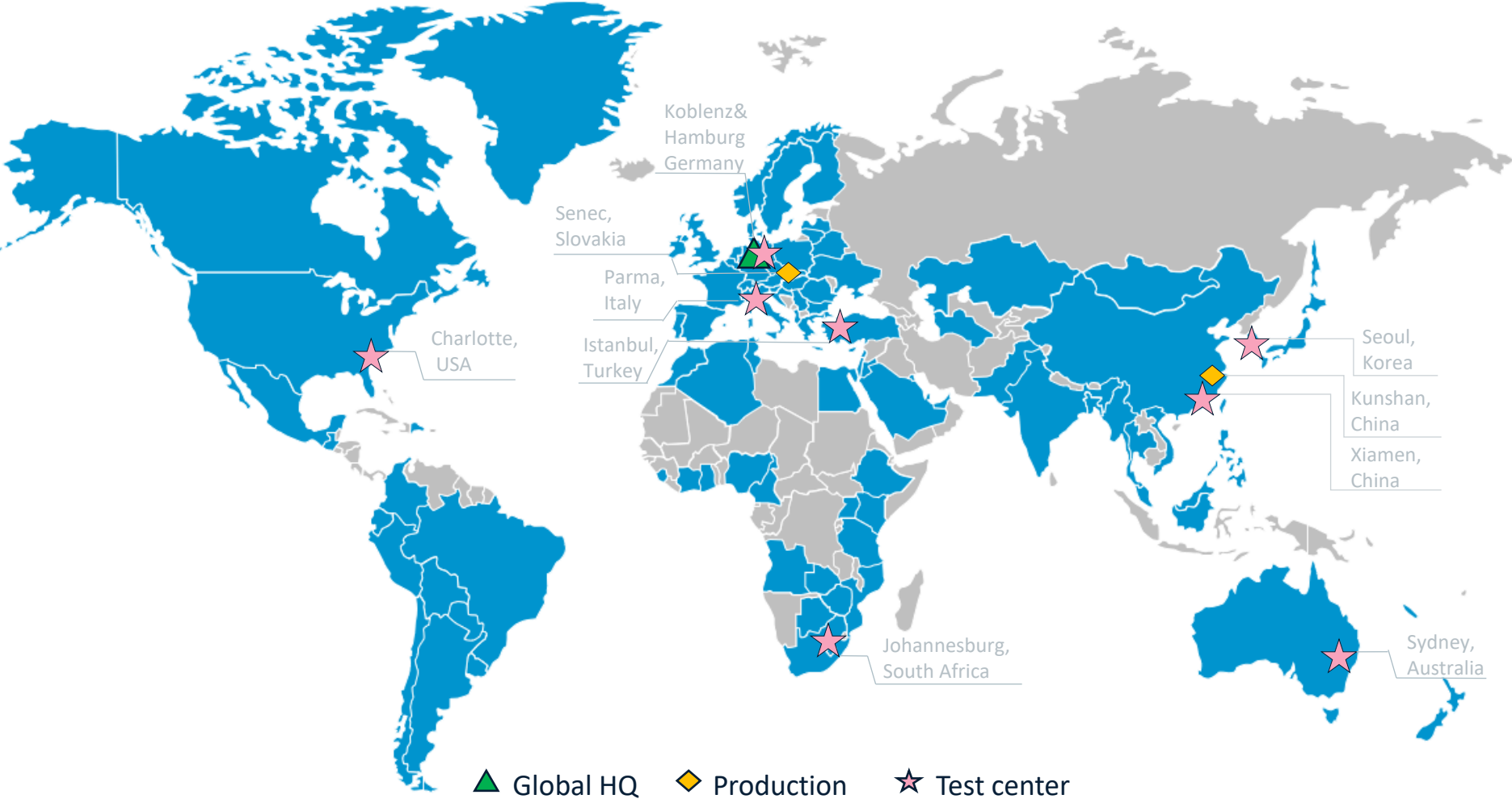


Waste recovery sorting of polymer fractions: PET, HDPE, LDPE, PP, PS, etc.



Recycling pre-processing sorting of recovered material

TOMRA is a global leader in sensor-based technology enabling recycling and mining



TOMRA Recycling Installed base worldwide

Americas
~2 000

EMEA
~8 100

APAC
~1 800

Total ~11 900

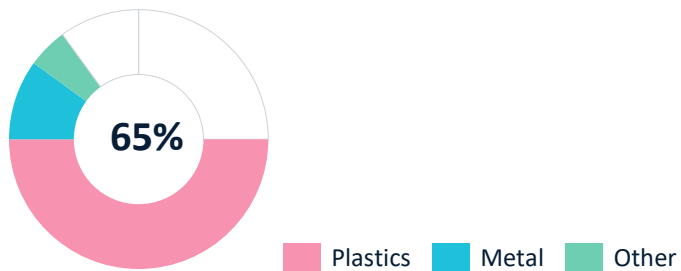
Our installed base by segment



Material recovery segment

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

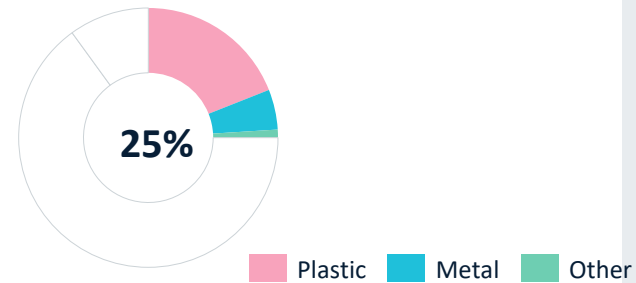
Segment share of installed base



Recycling segment

Upgrade material to pure fractions for high quality recycling

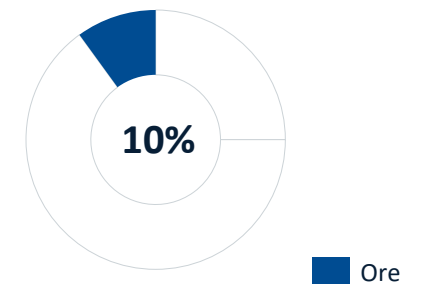
Segment share of installed base



Ore sorting segment

Recovery and ore sorting to reduce environmental impact

Segment share of installed base



Decarbonization, legislation and modernization is driving the recycling market



Regulation

- EPR, PPWR, ELV Regulation encourage **more waste streams** to be sorted
- Improvement to recycling practices requires industrial-scaled sorting



Decarbonization

- Companies signing up to **science-based targets** to net zero
- Increase recycled content
- Demand for higher quality feedstock



Modernization & Automation

- Increased competition and focus on operational efficiency **drive infrastructure modernization**
- Labor shortage demands **high degree of automation**

More and better recycling of materials demands more and better sorting of waste streams



Material recovery from waste



Recycling pre-processing sorting

1. Legislation and demand for recycled material is **increasing the volume of material** that needs to be recovered and sorted from waste



Plastics



Ore



Metals

Textiles



Wood



Waste Electrical and Electronic Equipment



Traditional sorting pre-processing

PET · HDPE · LDPE · PS · PP ...



Aluminum · Copper · Brass · Stainless steel ...

3. New technology is enabling **additional sorting capabilities** for higher quality and closed loop recycling of materials

AI-powered GAINnext

✓ Food grade
× Non-food grade



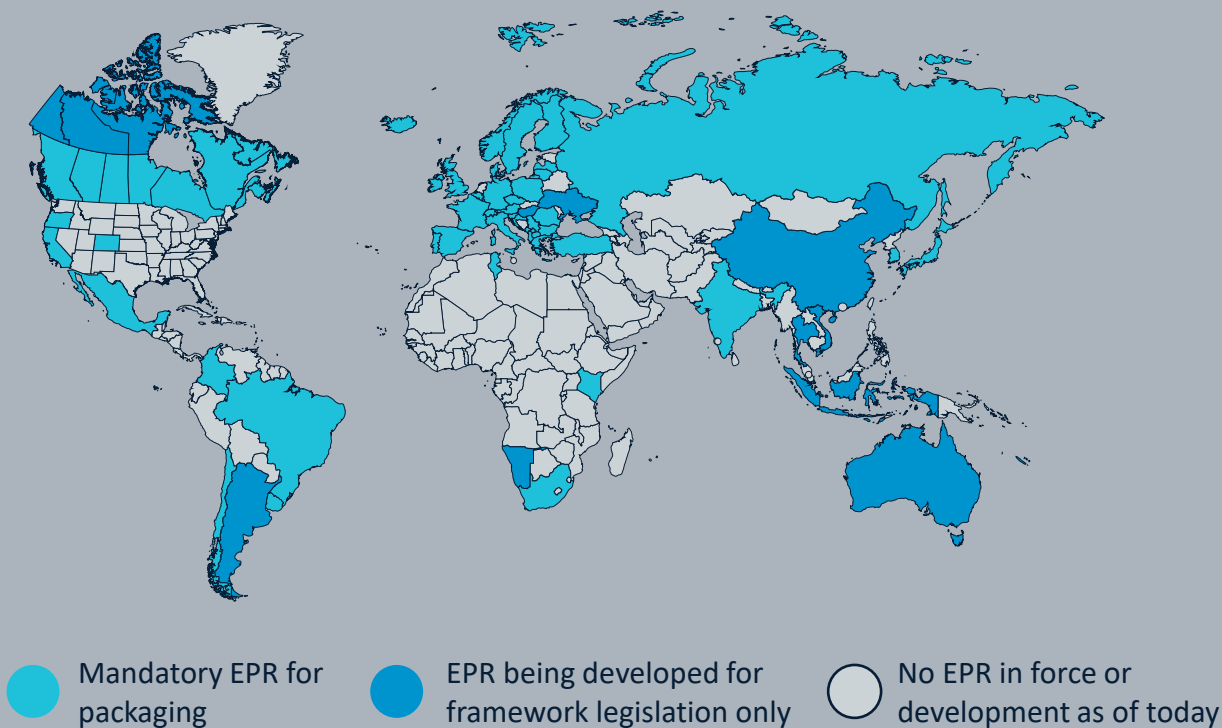
LIBS-powered AUTOSORT PULSE



Aluminum alloys
✓ 5xxx series
✓ 6xxx series
✓ ...

Emergence of Extended Producer Responsibility (EPR) beyond packaging increases adoption of automated sorting

EPR for packaging status



Further EPR schemes under consideration

	North America	South America	Europe	Asia	Oceania	Africa
Packaging	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
ELV & WEEE			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Wood			<input checked="" type="checkbox"/>			
Textile	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/> Existing	<input checked="" type="checkbox"/> In development					



The automated sorting process

1

Product-specific equipment design often including multiple sensors and technologies

2

High-tech sensors to **identify objects** on a transport system

3

High speed **processing of information** (material, size, color, shape and position of objects)

4

Precise sorting by air jets

5

Continuous **monitoring and improvements** using digital tools

Our sensor-based sorting systems for waste



AUTOSORT™

The most powerful multifunctional sorting system worldwide



AUTOSORT™ BLACK

The ultimate solution to sort carbon black plastics



AUTOSORT™ FLAKE

Our highest performance flake sorter for high-end applications



AUTOSORT™ with GAINnext™

Highest-performance waste sorting combining traditional sensors and deep learning



AUTOSORT™ RDF

Real-time quality analysis for refuse derived fuels



INNOSORT™ FLAKE

The most flexible color and polymer flake sorter



GAINnext™

AI-waste sorting to identify hard-to-classify objects



AUTOSORT™ SPEEDAIR

High-speed sorting of plastic films and lightweight packaging



X-TRACT™ for Wood

Powerful precision x-ray sorting of waste wood

Our sensor-based sorting systems for metal



AUTOSORT™ PULSE

The Dynamic LIBS solution for sorting aluminum scrap by alloy



X-TRACT™ for Metal

Powerful precision x-ray sorting of aluminum from heavy metals



FINDER™

Ultra-flexible, intelligent sorting of non-ferrous metals



COMBISENSE™

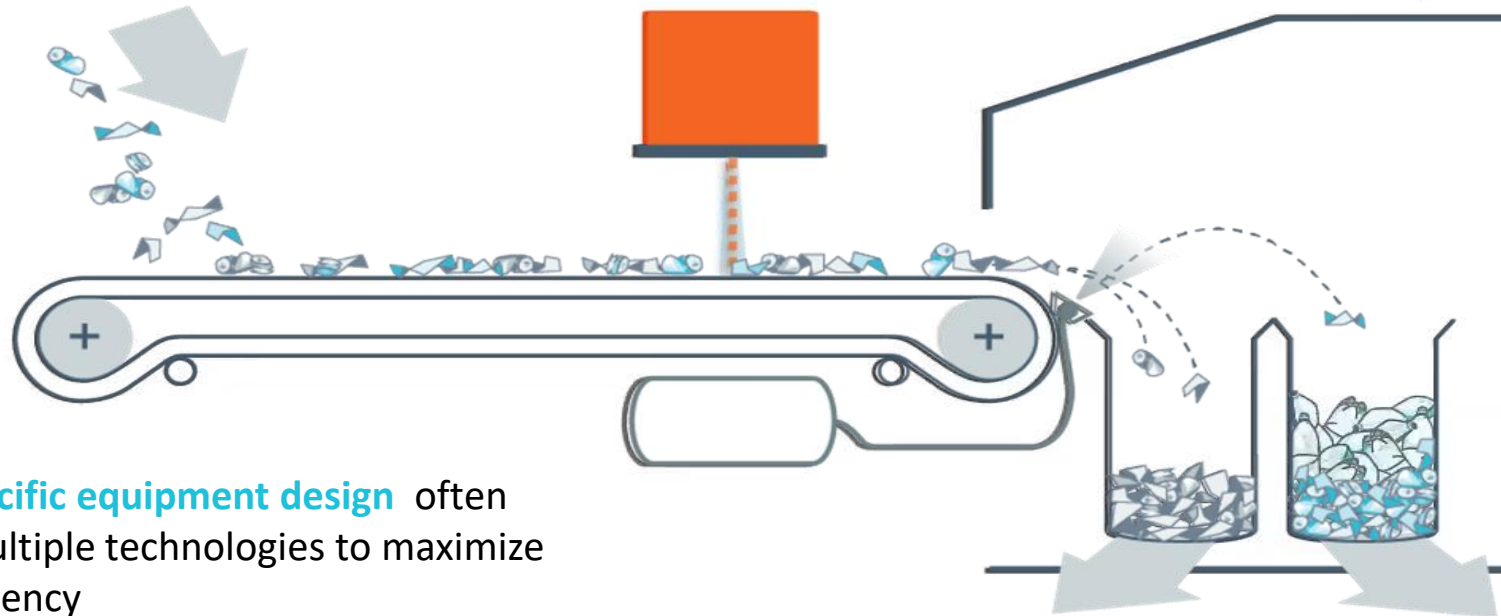
Color sorting of mixed non-ferrous metals for maximum value

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

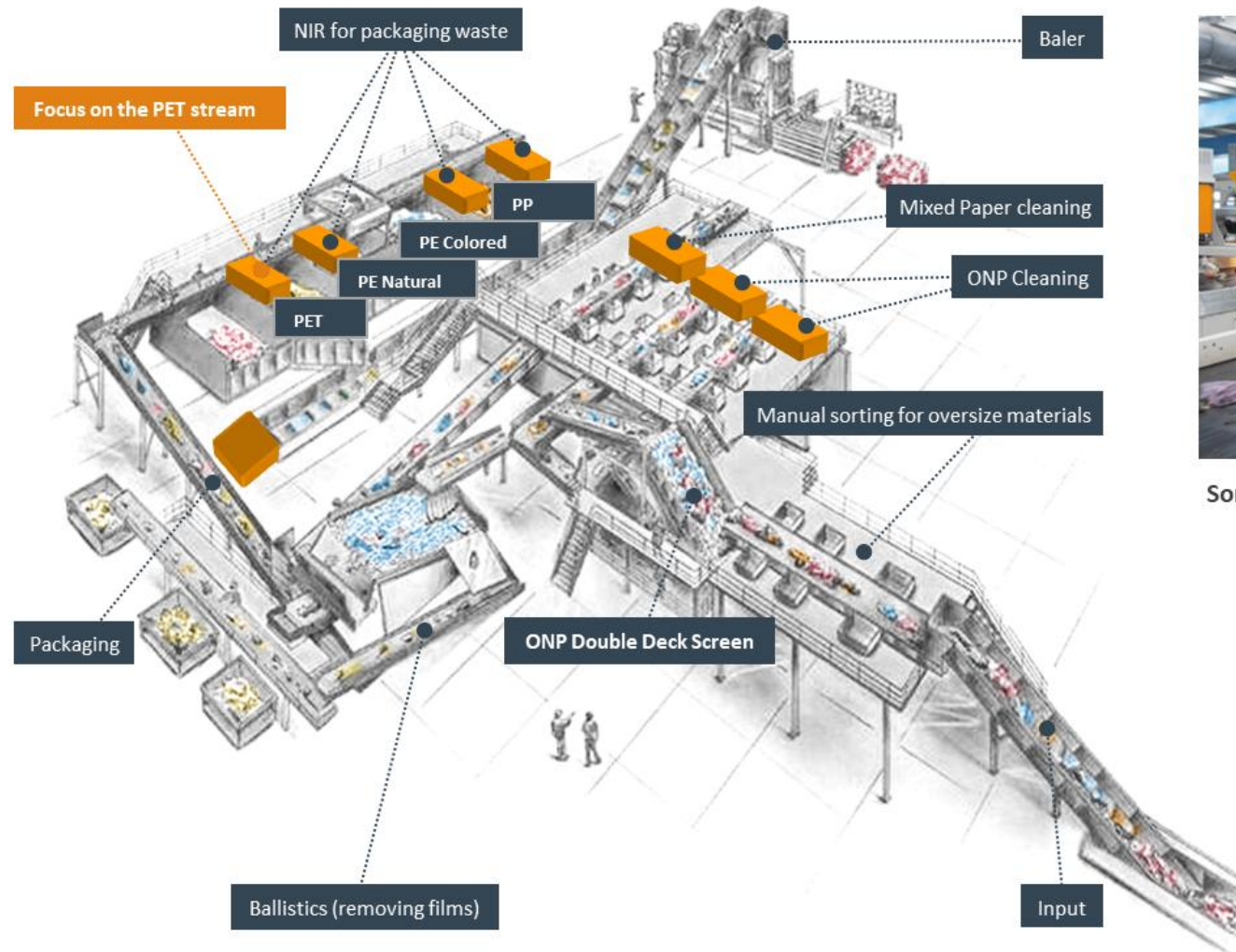


Precise ejection by ultra fast air jets

Product specific equipment design often including multiple technologies to maximize sorting efficiency

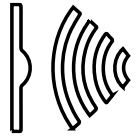
High-speed processing of information (material, shape, size, color, defect, damage and location of objects)

Example layout of an automated sorting plant



Sorting of Municipal Solid Waste, Cyprus

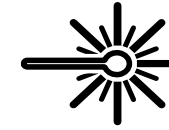
Different sensors for a tailor-made solution



Near-infrared spectrometry (NIR)



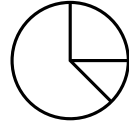
X-ray transmission (XRT)



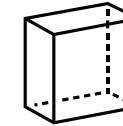
Laser reflection/
fluorescence laser
(LASER)



Color camera (color)



MID INFRARED (MIR)



3D Laser height



Electromagnetic sensor
(EM)



LASER INDUCED
BREAKDOWN
SPECTROSCOPY (LIBS)



Visible light
spectrometry (VIS)

TOMRA Technology

In-house developed
technology for the highest
sorting performance

Deep Learning

Latest AI technology that
solves challenges that cannot
be solved with conventional
sorting methods

FLYING BEAM™

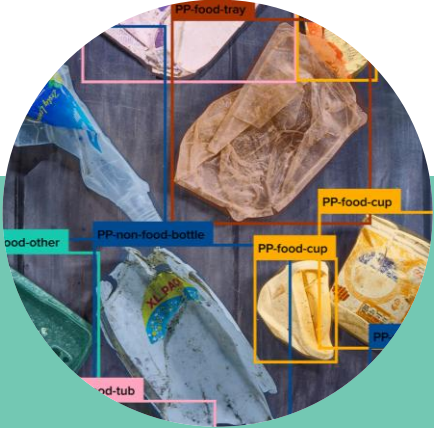
Groundbreaking illumination
technology for stable material
classification and up to 80%
energy savings

SHARP EYE™

Optical solution providing
intelligent, automated image
analysis and increases the
sharpness of images

And many more!

High-precision sensors, data-driven software and powerful processing techniques are at our core



The most **sophisticated sorting systems** based on traditional sensors and the latest AI technologies



Data-driven real-time optimization through cloud-based monitoring



Material flow analysis along key points of the sorting lines



High-quality service with **remote diagnostics** and **preventive maintenance**

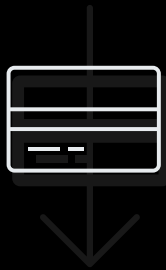
TOMRA Insight

*Turns sorters into a powerful
& connected source of actionable information*

Reduce
Downtime



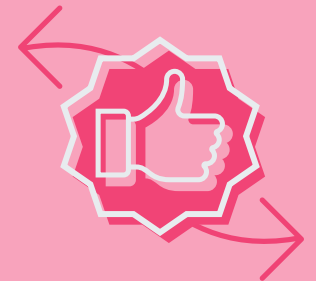
Reduce
Operational Cost



Maximize
Throughput



Sort to
Target Quality



Waste analysis by PolyPerception

Gets the most out of a sorting plant with end-to-end tracking and classification on any sorting line

object



AI waste analytics
and compliance
reporting



Real-time images of
material flows



Food vs. non food-
grade plastic
analysis

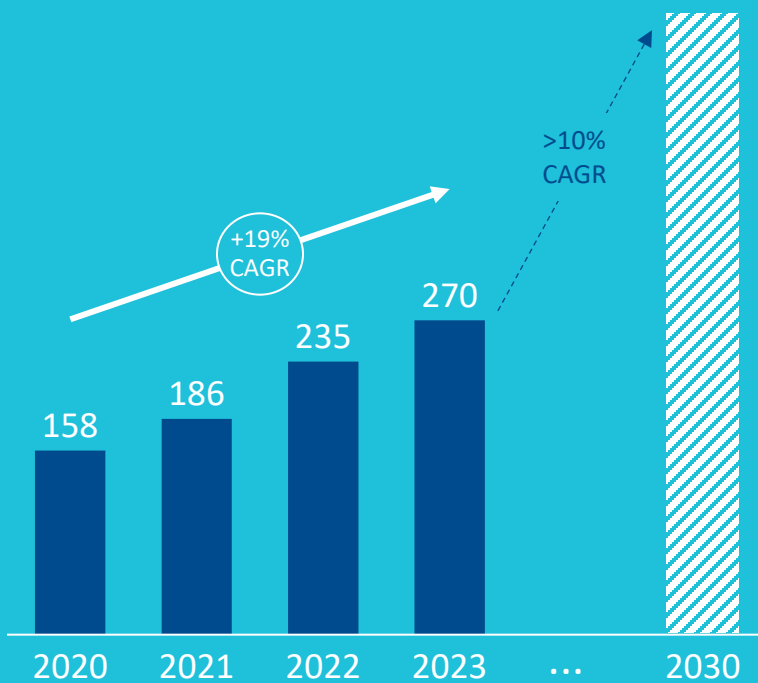


Integration with
TOMRA machines

We target double digit revenue growth, maintained profitability and reduced carbon footprint in Recycling

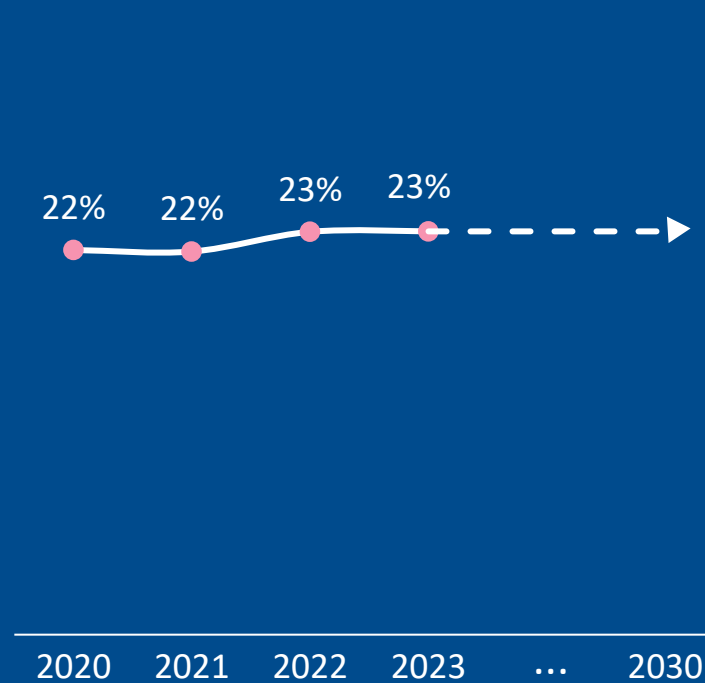
Double digit Revenue Growth

EUR million



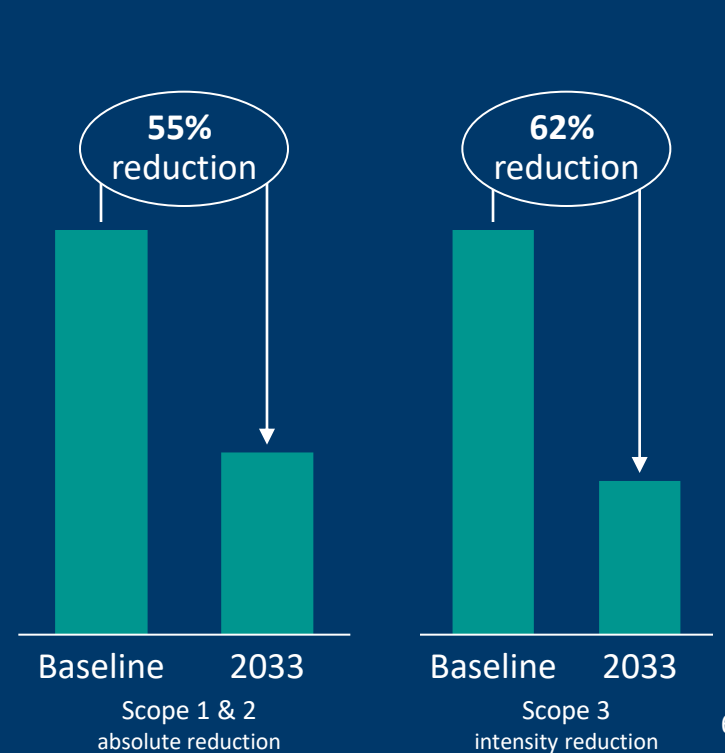
Optimize EBITA % at low-to-mid 20's

EBITA %



Decrease CO₂ footprint aligned with SBTi targets

SBTi Scope 1-3 emission targets



We are the technology leader in an evolving recycling market

Technology leader

Value drivers



Leading position while expanding to new segments



Commitment to innovation and cutting-edge research

Most extensive sensor portfolio for high-performance machines

New success with AI and LIBS technology

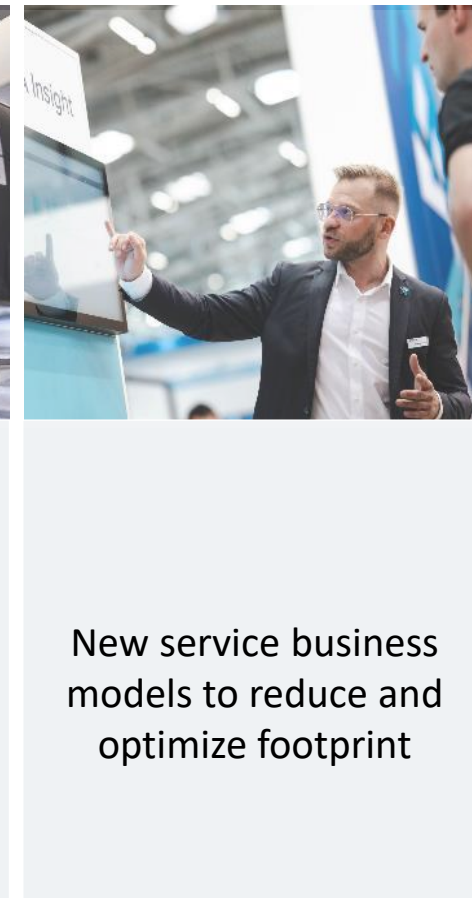
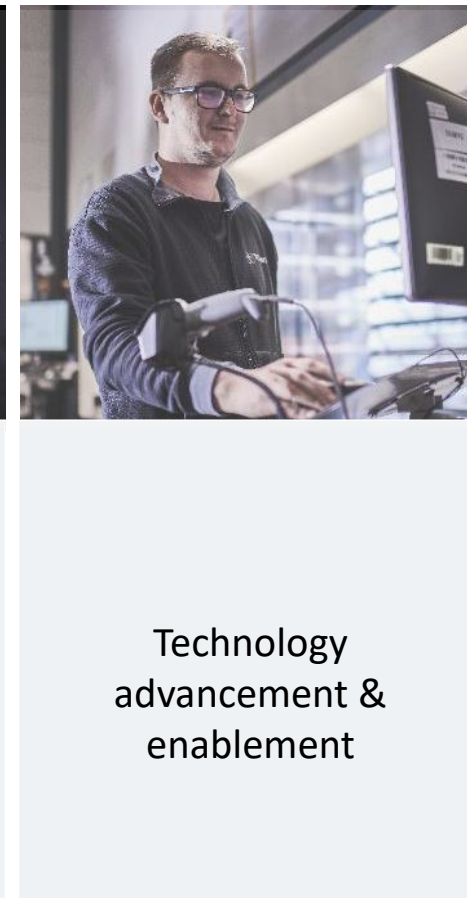
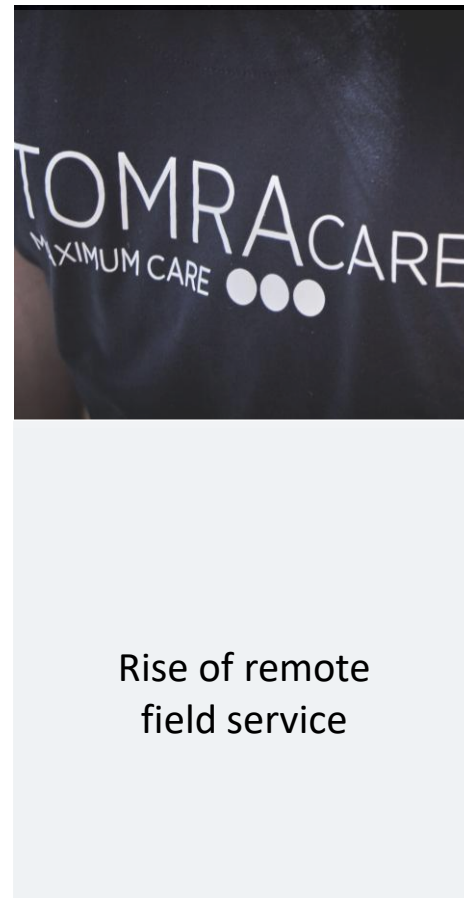
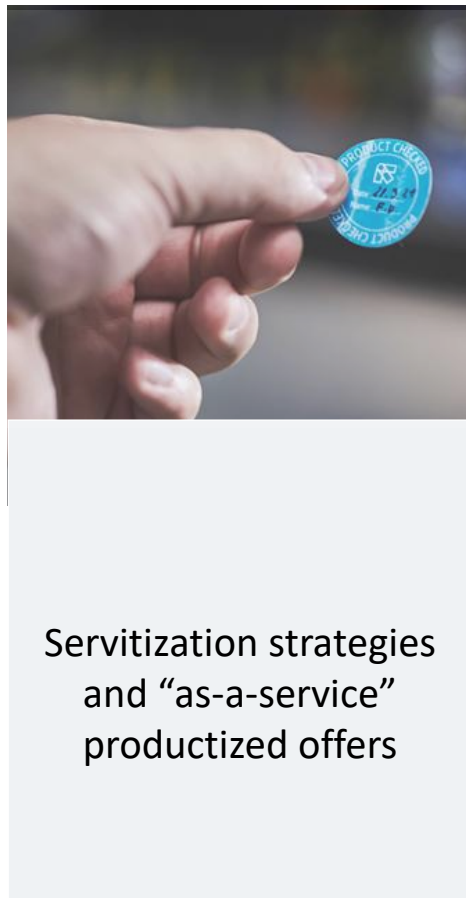
Advisory and close collaboration with our customers



We will transform our service offerings for superior client deliveries

Transform service offerings

Value drivers





Key takeaways



Demand for more and better feedstock drives sorting demand



We are the technology and market leader



We target double digit growth with strong profitability



Our 2030 ambition:

Enable additional tons material for circularity

180 M

to give every piece of material a value by sorting and analyzing it and enabling its best use

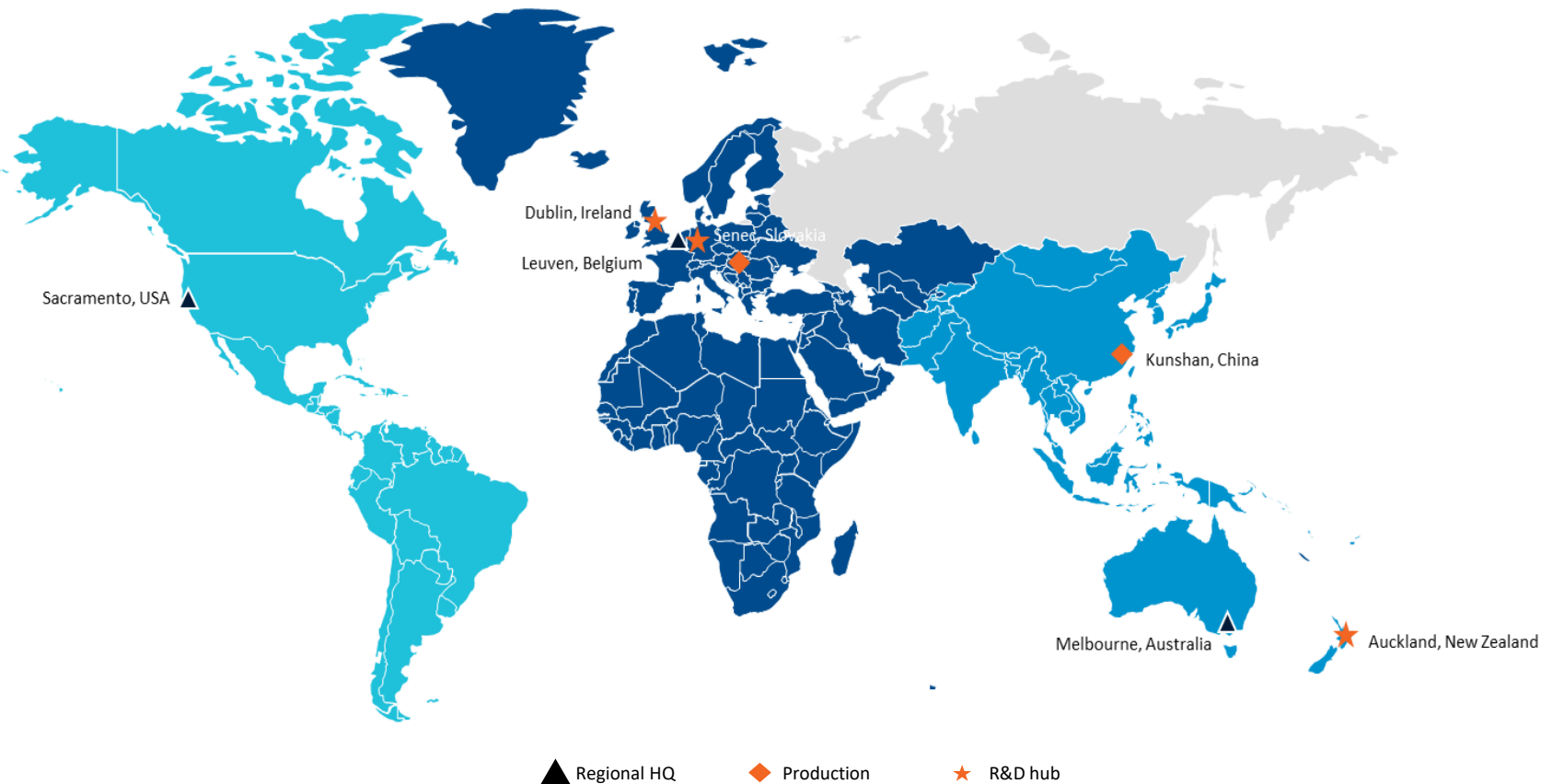


TOMRA Food

Our sorting and grading solutions help to maximize food safety and minimize food loss by making sure Every Resource Counts.



We are the global leader in food sorting and grading



Installed base worldwide

Americas

~6,500

EMEA

~6,600

APAC

~3,000

Total ~16,100

The installed base has been restated to a stricter definition of what constitutes an installation (vs. peripheral) and the regional location of the customer.

We are focused on high value market segments, where technology makes a differentiate

Focus segments

Potatoes



Kiwifruit



Blueberries



Apples



Processed fruit



Nuts



Cherries



Processed vegetables



Citrus



Where we operate

TOMRA Food value proposition:

Optimizing yields, increasing food safety and reducing food loss and waste through increased automation of sorting in the food production value chain



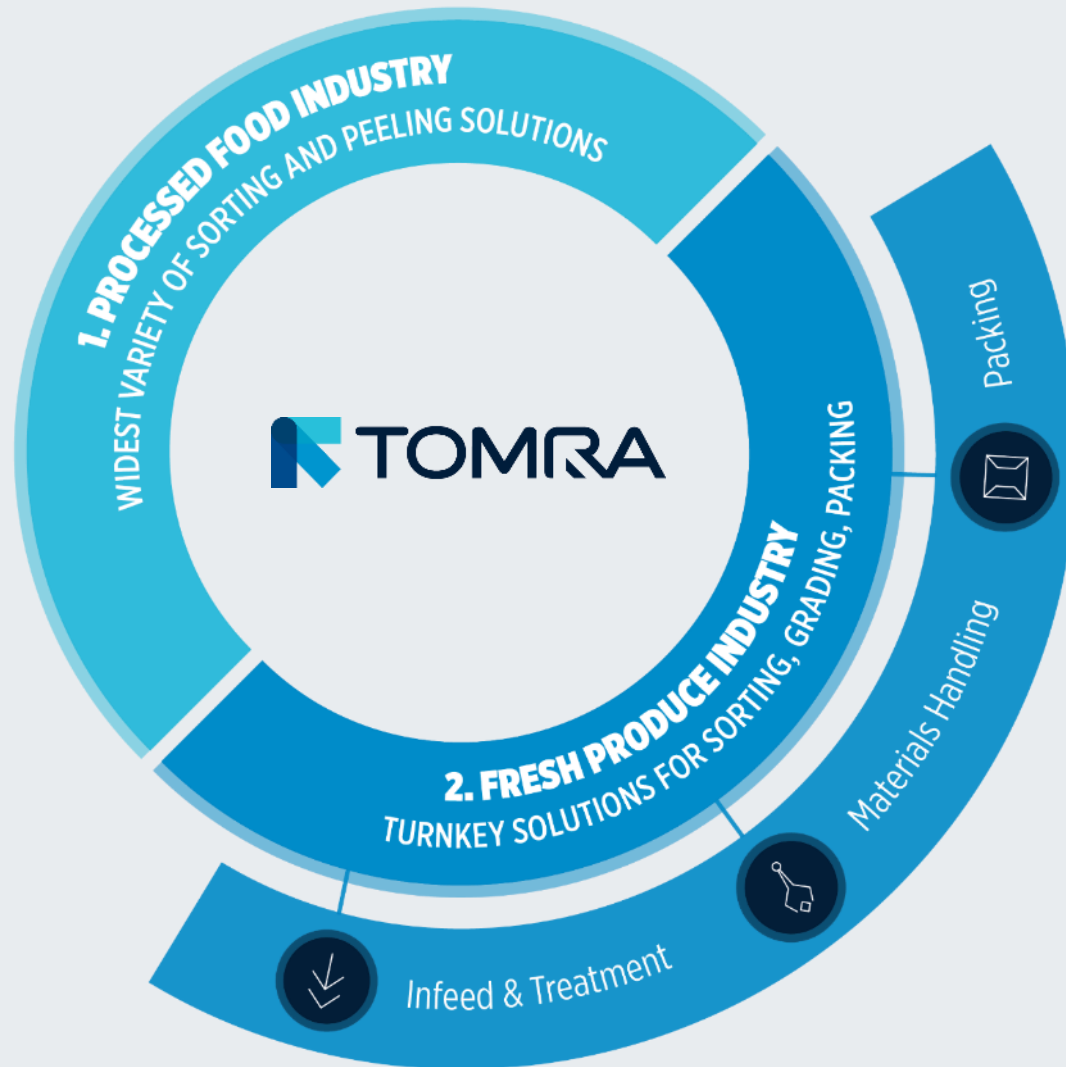
Leading technology



Sorting &
Grading



Data &
Analytics



Artificial
Intelligence



Service &
Support

Our technology detects a wide range of parameters

Visible



Blemishes

Objects with spots or other (small) blemishes are removed



Shape & Size

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



Damage

Broken, split and damaged objects are detected and removed



Color

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

Invisible



Toxins

Removal of produce contaminated with aflatoxin



Structure

Removal of soft, molded or rotten food



Density

Detection of density differences



Fluo

Based on the chlorophyll level present in produce defects are removed

Both



Defects

Removal of visible and invisible small and substantial defects



Foreign Material

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



Biometric Characteristics

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

Benefits for our customers

1. Increased foreign Material (FM) Detection



Increase food safety by eliminating FM that is loose, or on the surface of an object

Avoid costly recalls or reputational issues

2. Sort processed food accurately and maximize yield



Best in class technology to sort small and sticky objects

Smart detection and analysis minimizes false ejections

Quickly achieve the exact detection sensitivity and quality required

3. Simplify operator interactions



Intuitive interface enables operators to quickly master operation

Time and skill level required to complete tasks is reduced

Standard interface between TOMRA machines makes it easy for operators to rotate between machines

Our platforms

Solutions for Fresh and Processed produce

TOMRA A Product Line

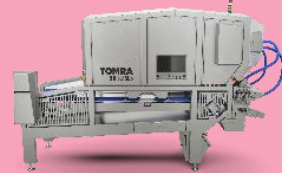


TOMRA 3A Series



TOMRA 5A Series

TOMRA B Product Line



TOMRA 5B

TOMRA C Product Line



TOMRA 3C



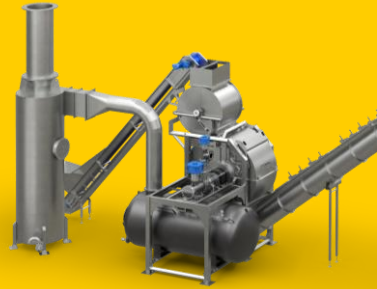
TOMRA 5C

TOMRA X Product Line



TOMRA 5X

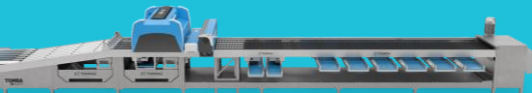
Peeling Lines



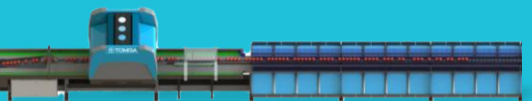
Peeling

Integrated sorting solutions for Fresh Produce

TOMRA S Product line



TOMRA 5S Advanced



Single/Dual lane sorter



ULTRAVIEW

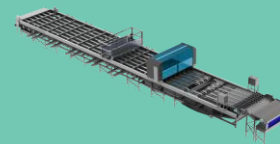


SPECTRIM

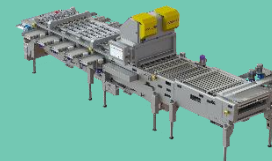


INSPECTRA²

Small Fruit Sorter and KATO260 Line



Small Fruit Sorter



KATO260 with LUCAi



TOMRA
NEON 3



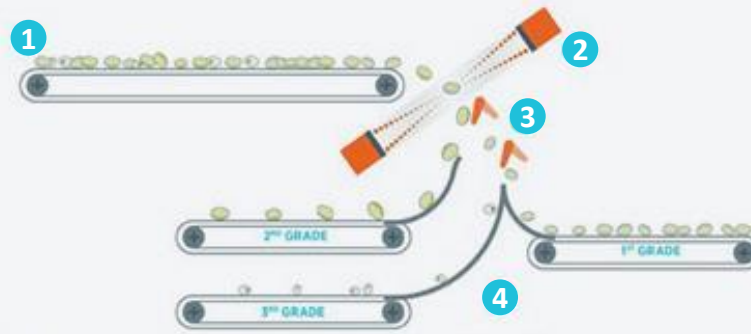
CURO16



KETE16

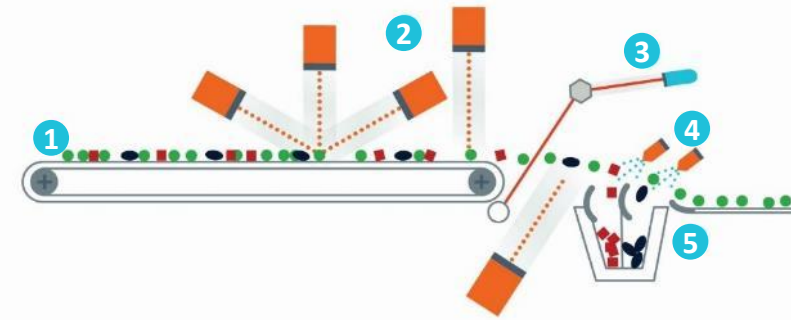
Working principles in Food sorting

Air inspection



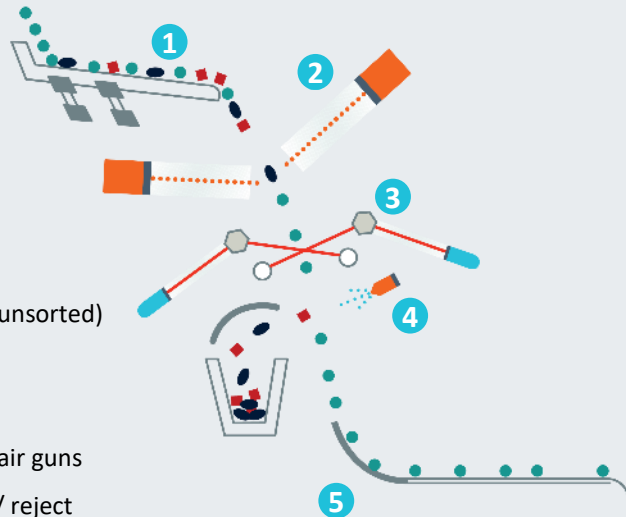
- 1 Infeed belt (unsorted)
- 2 Full width NIR and Color Vision sensors
- 3 Intelligent finger ejectors
- 4 Accept/reject

Belt inspection



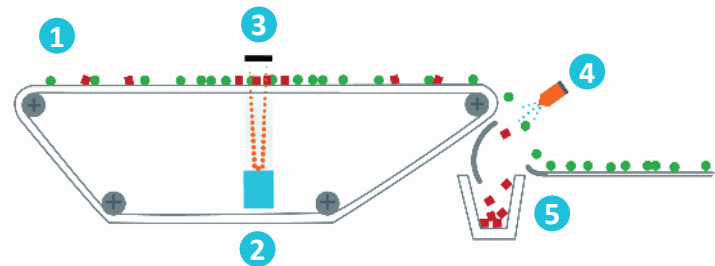
- 1 Infeed Belt (unsorted)
- 2 Cameras
- 3 Lasers
- 4 Precise air guns
- 5 Accept / reject

Chute or Channel sorter



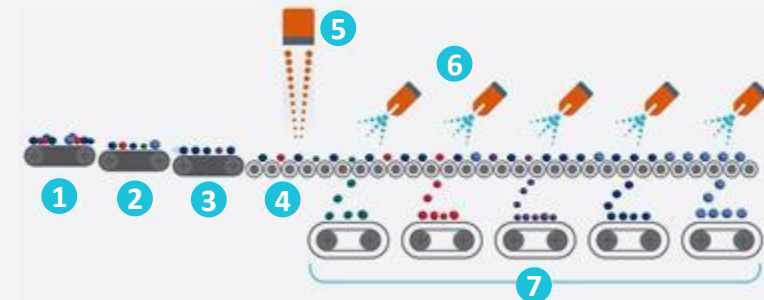
- 1 Infeed (unsorted)
- 2 BSI+
- 3 Laser
- 4 Precise air guns
- 5 Accept / reject

Xray 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

Global trends underpin market acceleration that fuel the rise of automated sorting technology



Demographics

- Population growth driving **increased demand for food**
- Rising **middle class change dietary habits**



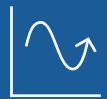
Modernization & Automation

- More **detailed** requirements
- Pressure on **labour cost and availability**
- Machine efficiency to **increase yield**
- **High rate of technology change**

Our strategy: Restructured organization with two-phase strategy focusing on improving profitability before accelerating profitable growth



Two phase strategy



Phase 1: Turnaround profitability (2024-26)



Phase 2: Profitable growth (2026-2030)



Clear focus...

...on the most attractive food categories

Nuts



Kiwifruit



Blueberries



Apples



Processed fruit



Potatoes



Cherries



Processed vegetables



Citrus



...on our core sorting, grading and peeling technology



Strategic pillars



Profitability



Customer Satisfaction



Technology leadership

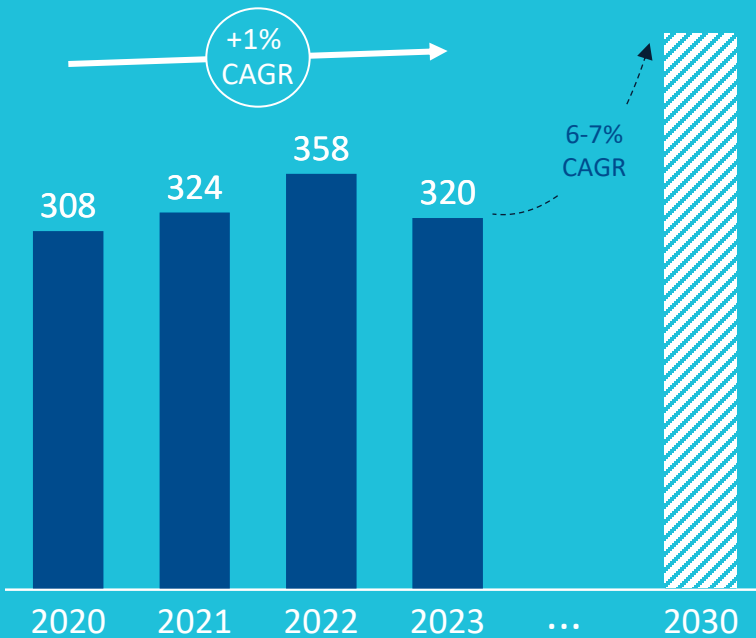


Empower Our People

First, we improve profitability then target growth

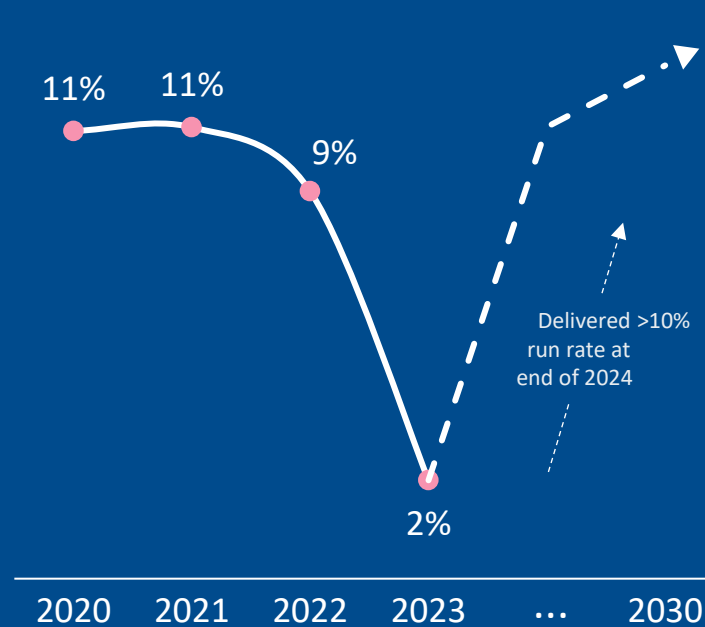
Mid-to-high single digit revenue growth

EUR million



Improve EBITA % to mid 10's

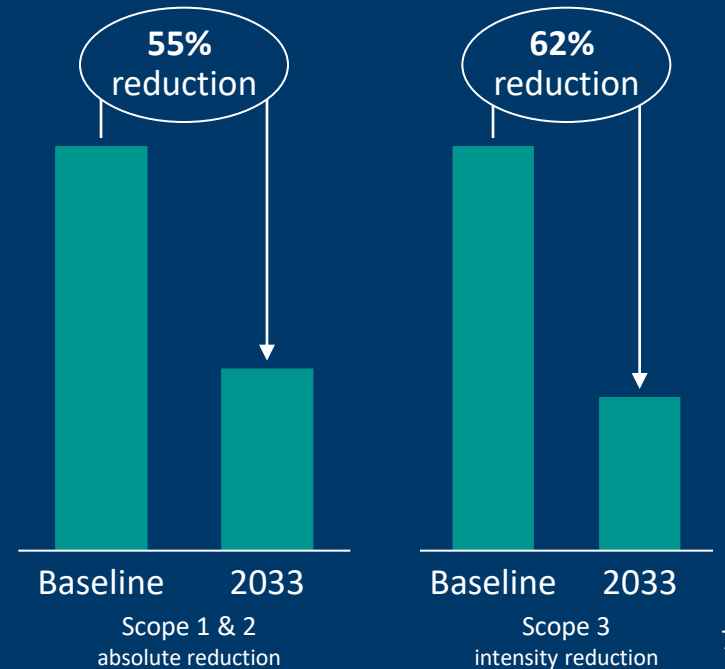
EBITA %



adjusted for special items

Decrease CO₂ footprint aligned with SBTi targets

SBTi Scope 1-3 emission targets



Phase 1 is focused on profitability and customer satisfaction

1. Restructuring

Value drivers



Focus & simplify
our portfolio and operations
to reduce complexity



Establish local partnerships
to complement our solutions,
streamlining delivery and installation



Improve service performance,
increasing aftermarket share of wallet

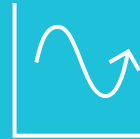


Implement a platform approach
to speed up time to market
of new products

Phase 2 will be about profitable growth through technology leadership and service innovation

2. Profitable Growth

Value drivers



Innovative service products
that add value across
the whole customer life cycle



Expand sorting opportunities
to increase share of wallet
of our customers



Digital and data offerings
that create new value streams
for our customers

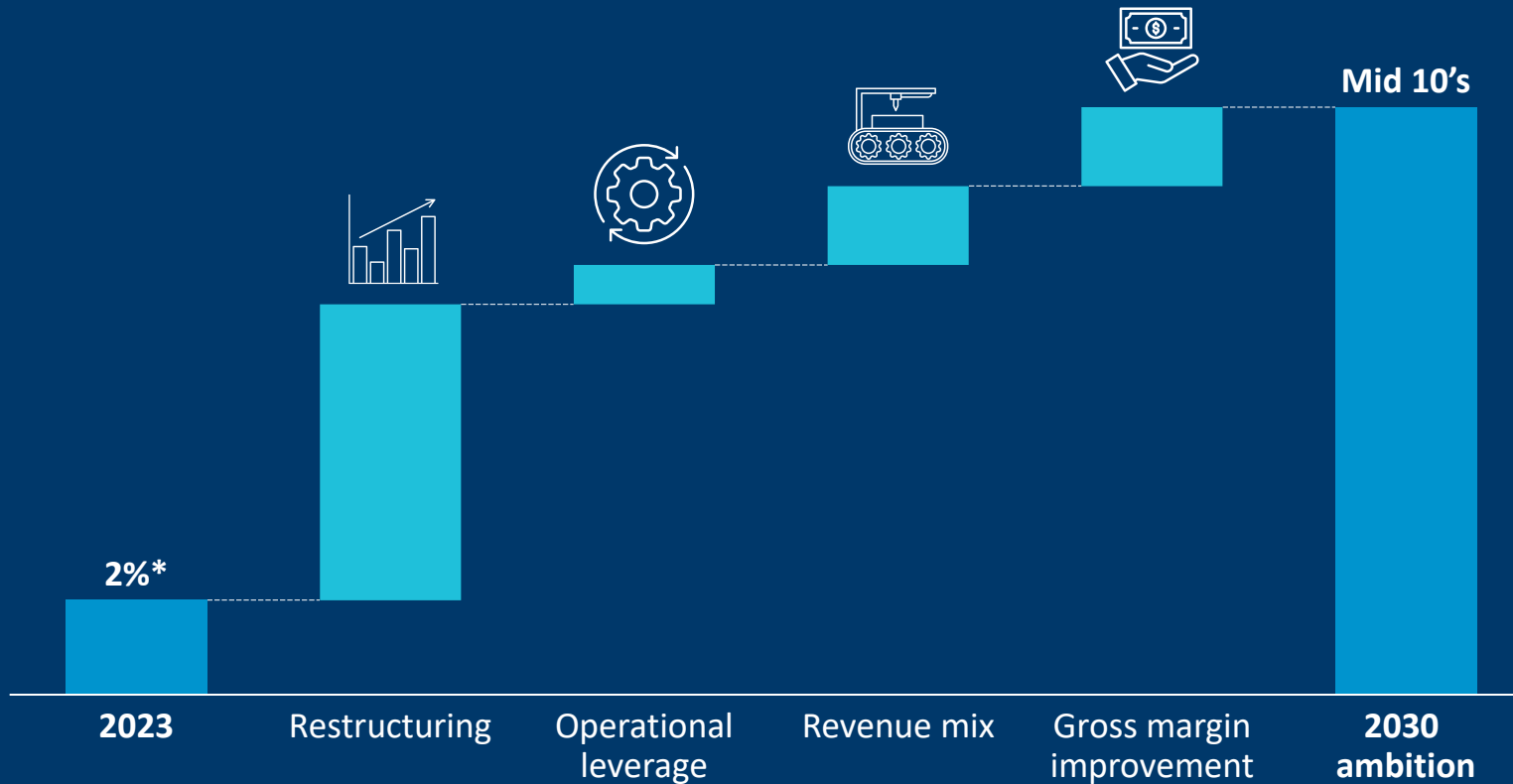


Sensor technology development
to open up new segments
and opportunities

We start with our restructuring program but see further opportunities to improve our margin

Road to mid 10's EBITA margin ambition

EBITA margin, illustrative



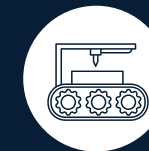
*Adjusted for special items



Target 10-11% EBITA through ongoing **restructuring program**



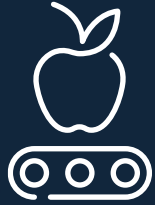
Margin expansion from **operational leverage** as we grow



Positive **revenue mix** from services and optimized portfolio



Gross margin improvement through value-based pricing



Key takeaway

We are the **global leader** and we aim to strengthen this position by delivering leading **customer satisfaction**

We will **complete the restructuring**, delivering on profitability

We will then deliver **profitable growth** through **technology leadership and service innovation**



Our 2030 ambition:
Contribute to reduce the

30%

of food loss and waste while enforcing food safety and maximizing the yield for our customers

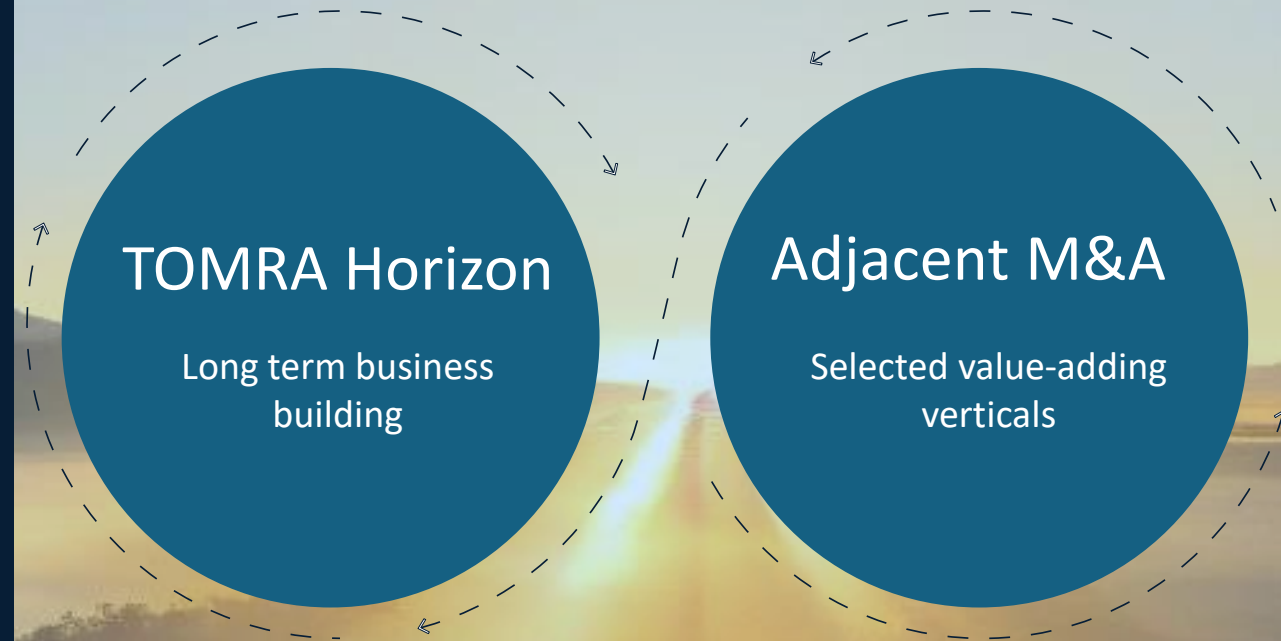


TOMRA Horizon



Develop adjacent Business

Exploring new adjacent business opportunities and **alternative** business models leveraging our technology and decades of know-how in order to **facilitate and accelerate** the transition to circular economies.



Horizon is a vehicle to broaden the TOMRA portfolio and create long term value



Innovate and lead the resource revolution

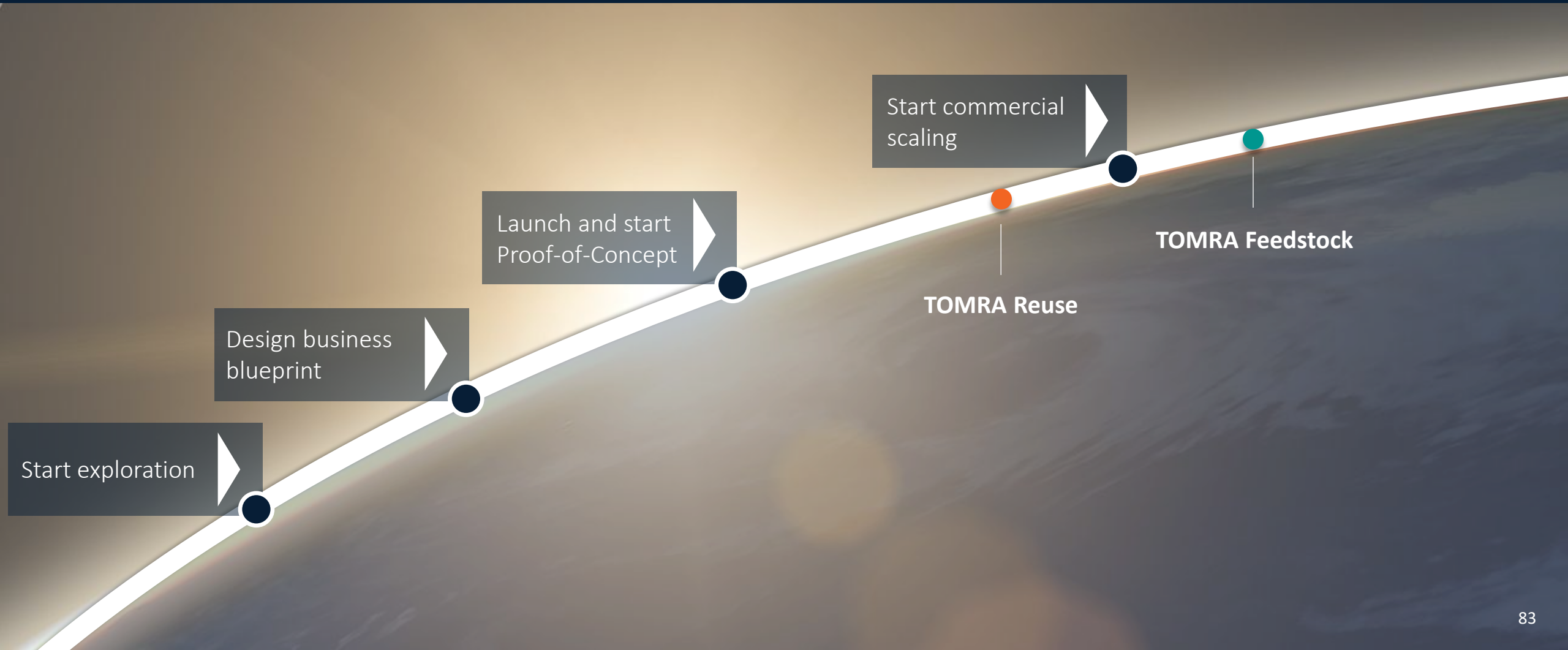


Broaden our portfolio



Create additional **profitable growth**

Our ventures are past the business blueprint phase, ready to demonstrate and scale technology



Business models solving global issues, with the **potential to become a sizeable business**

Within market and technology that is **ripe for scaling** over the next few years



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

Potential for **strong capital returns** supporting TOMRA to deliver on our Group targets

Capital allocation thresholds

>15%
IRR

>15%
EBITA

>15%
ROCE

Horizon platform 2025: Organic ventures, adjacent investments and exploration areas

Organic ventures



Reuse



Feedstock



C-trace

Ownership

100%

100%

80%

Business units

Business building within adjacent areas and alternative business models, leveraging our technology and decades of know-how

Adjacent investments



PolyPerception

32%

Governed by
TOMRA Recycling



Kezzler

14%

Strategic
investment

Targeted investments to drive growth, broaden TOMRA's portfolio & impact, accelerate innovation, and disrupt existing operating models

Exploration areas

Smart Waste
Management

Emerging
markets

Exploration projects of prioritized strategic areas to provide valuable insight and identify new adjacent opportunities

TOMRA Feedstock

TOMRA Feedstock utilizes our waste sorting technology to create new value chains that recover plastic waste which is typically incinerated or landfilled today.

Through advanced sorting plants, we turn this material into high quality plastic feedstock for closed loop recycling.

More than 70%
of plastics is
landfilled or
incinerated in
Europe



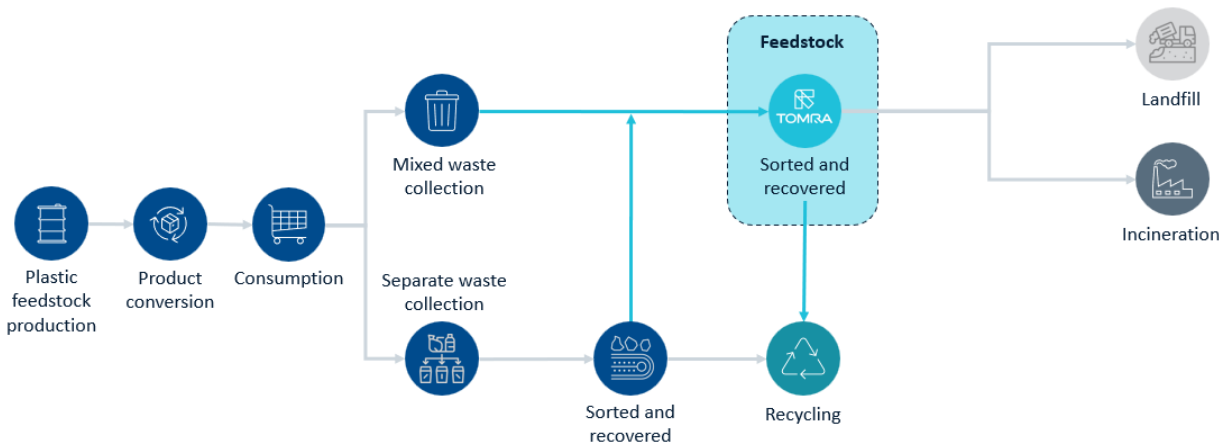


TOMRA Feedstock

Key needs to believe

- 1 Regulatory push for more plastics recycling
- 2 Industry committing to more recycled content in products
- 3 Advancements in mechanical and chemical recycling technology and capacity

Post-consumer plastics waste value chain in Europe



- **Two plants on track** for start-up during 2025/2026
- **Offtake agreement signed** for most challenging output fractions
- **Further investment cases** in pipeline

TOMRA Reuse

TOMRA Reuse leverages our reverse vending technology to create open managed systems and complete infrastructures for reusable takeaway packaging for cities and events around the world – reducing waste and optimizing resources in urban areas.

Takeaway packaging create up to 50% of the waste in city's public bins





TOMRA Reuse

Key needs to believe

- 1 Regulations on city, country or European level
- 2 Reuse solution is convenient for consumers, ensuring high adaption
- 3 Reuse solution is convenient for businesses reducing the barriers to shift to Reuse

BUY

takeaway from restaurant/café

CONSUME

at home/in office/on the go

SANITIZE

sort, quality check and ship back to restaurants/café

TRANSPORT

from collection points to sanitation hub

RETURN

at automated collection points



- Aarhus city pilot up and running
- New collection point with food packaging under development
- Dialogue with several cities
- Event pilot under development

c-trace

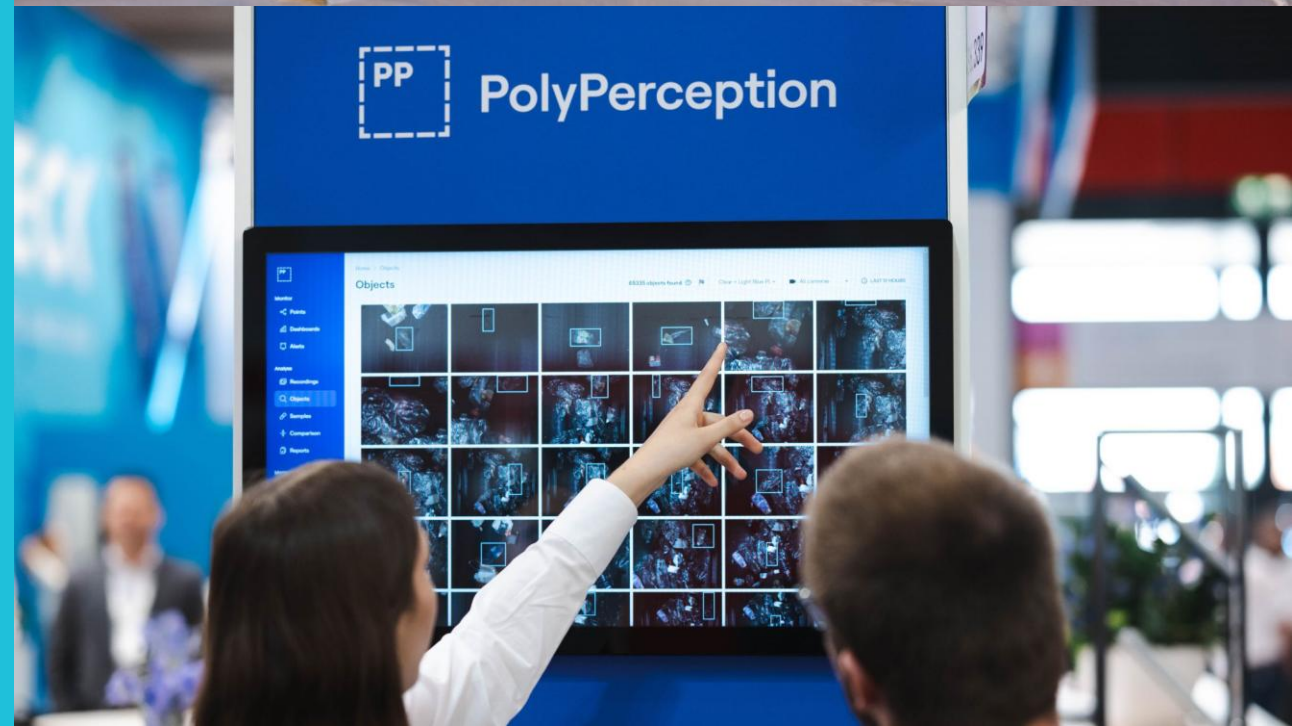
c-trace is a German technology company specializing in digital waste management solutions, acquired 80% by TOMRA in 2024.

The company delivers innovative software and hardware systems—including telematics, dynamic weighing and identification, RFID, and AI solutions—to optimize waste collection, recycling, and logistics operations for municipalities and commercial clients.



Adjacent investments

In addition to business building through corporate ventures, TOMRA pursues a strategy of targeted adjacent investments to drive growth, accelerate innovation, disrupt existing operating models, and further strengthen digital capabilities both in our existing core divisions and in new areas.



Exploration areas

In keeping with its entrepreneurial history and tradition, TOMRA continues to explore new areas to further its ambition to lead the resource revolution and realize a world without waste.

At present, smart waste management and emerging markets are subject to focused exploration efforts.



We will target selective adjacent M&A plays to diversify and strengthen TOMRA



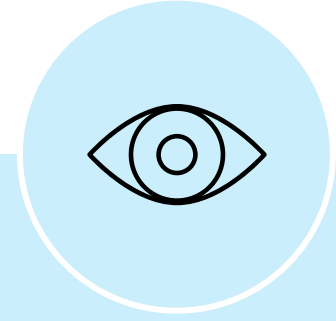
Purpose

M&A to diversify and strengthen the TOMRA portfolio and create additional value



Capital allocation framework

Selective investments backed by strong business cases supporting TOMRA to deliver on our Group targets



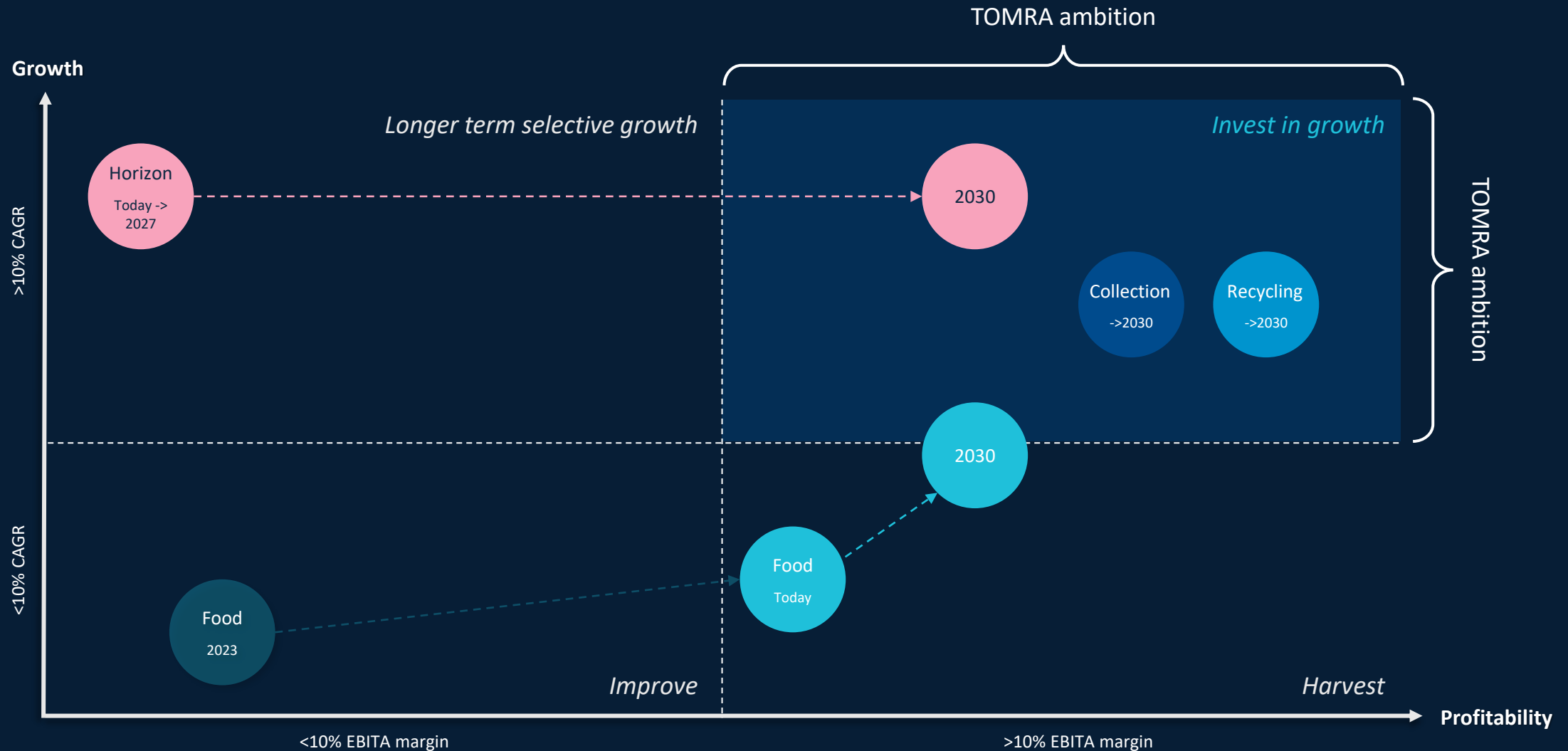
What we look for

Purpose driven businesses well positioned in high-growth markets where technology is a key differentiator

TOMRA Financials

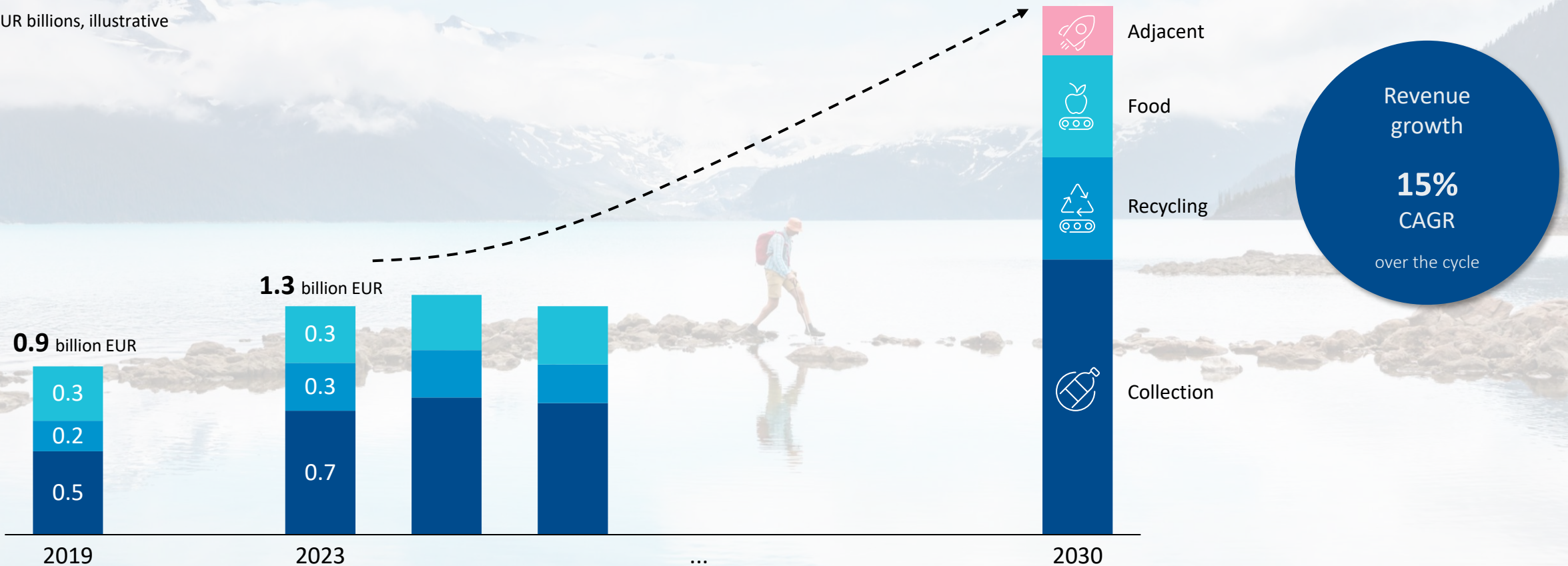


We are positioning our portfolio for profitable growth



We remain committed to our ambition of 15% annual growth over the cycle

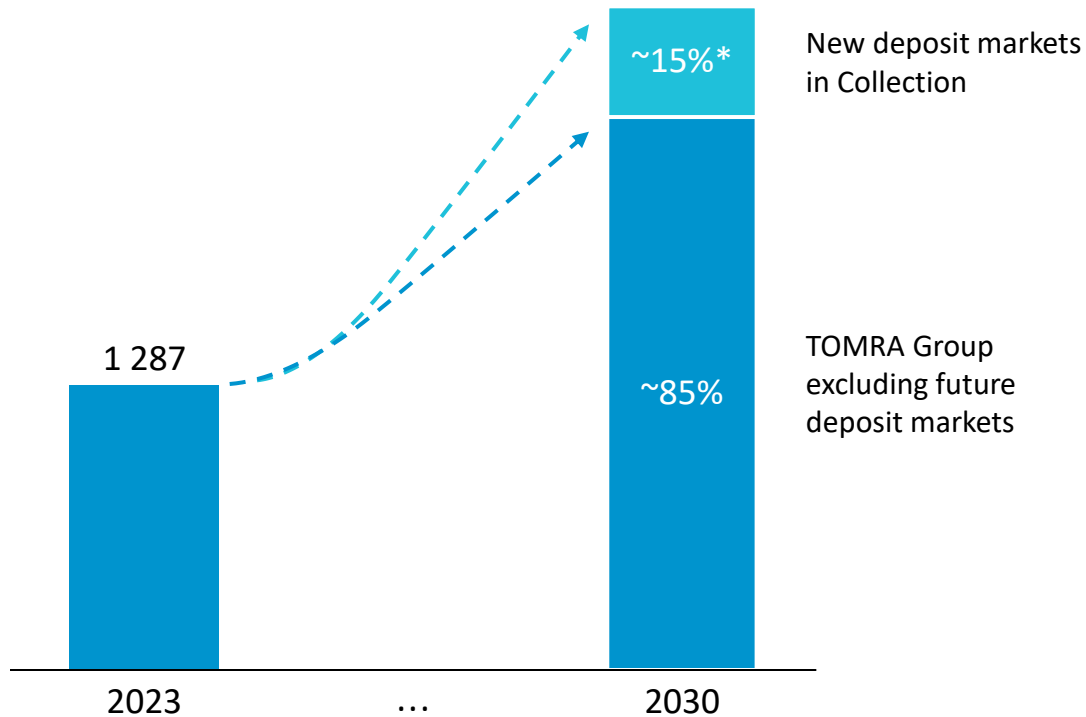
Revenue ambition
EUR billions, illustrative



We have a solid underlying business generating steadily growing revenues

There is significant growth potential for TOMRA even before considering new deposit markets in Collection...

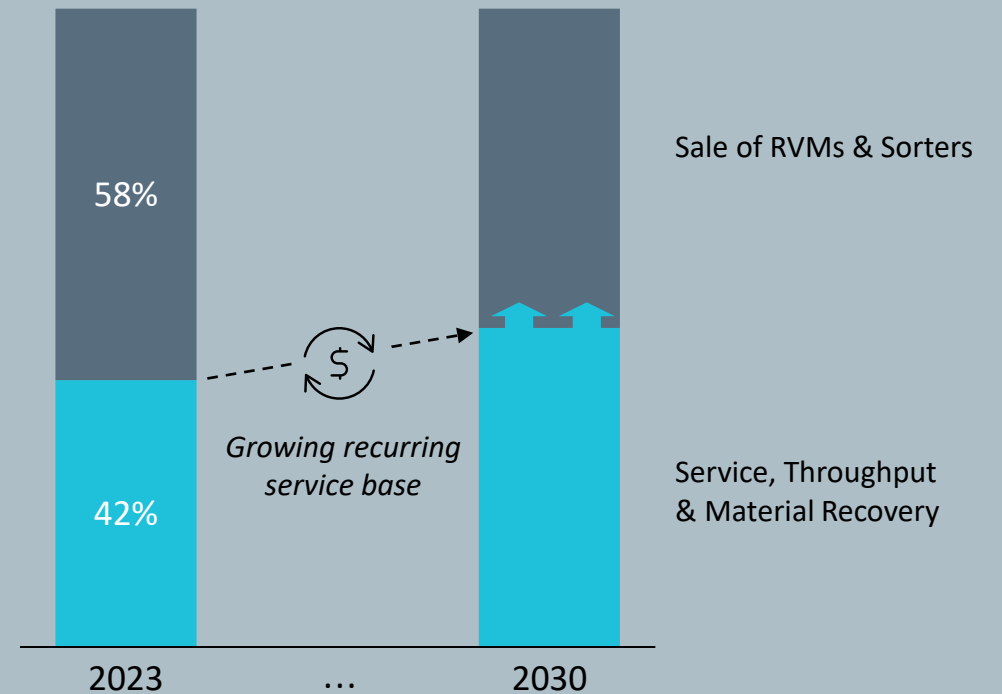
Revenue, TOMRA Group
EUR millions, illustrative



*New DRS markets 2024-2030 is expected to make up around 15% in 2030 of Group revenues

...and we have an ambition to increase the share of services

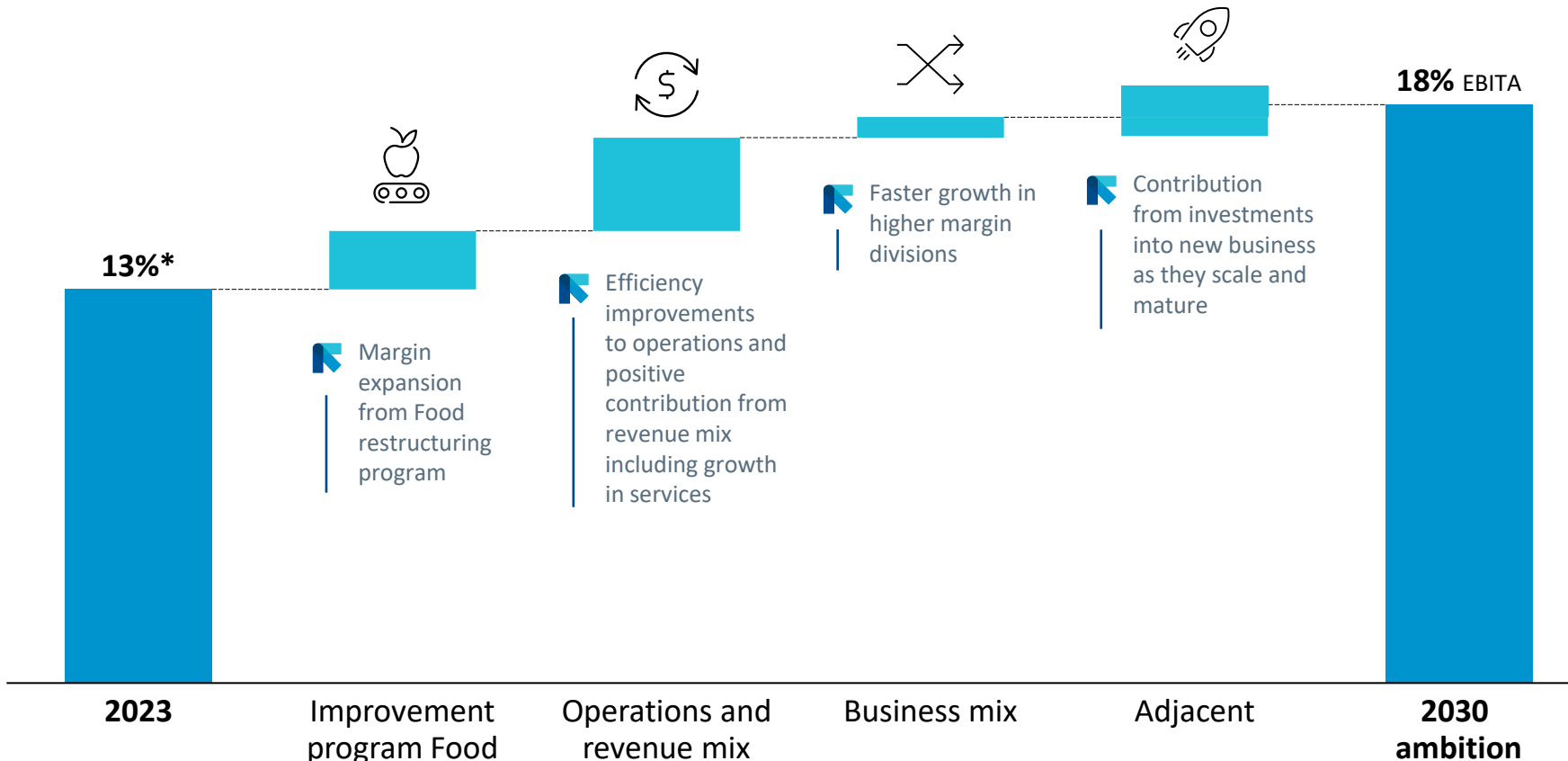
Revenue split, core divisions
Percentage



Our profitability target stay firm, and we will increase EBITA to 18% by 2030

Road to 18% EBITA margin ambition

EBITA margin, illustrative



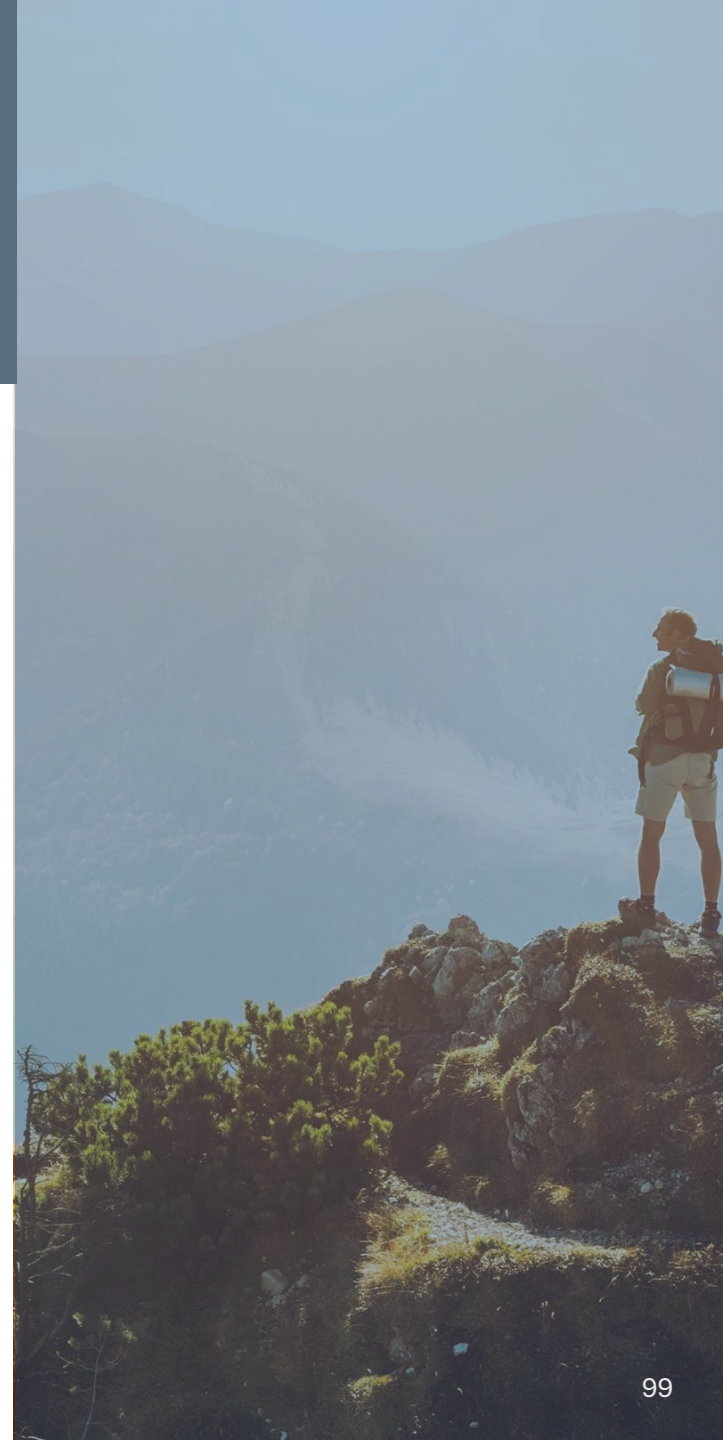
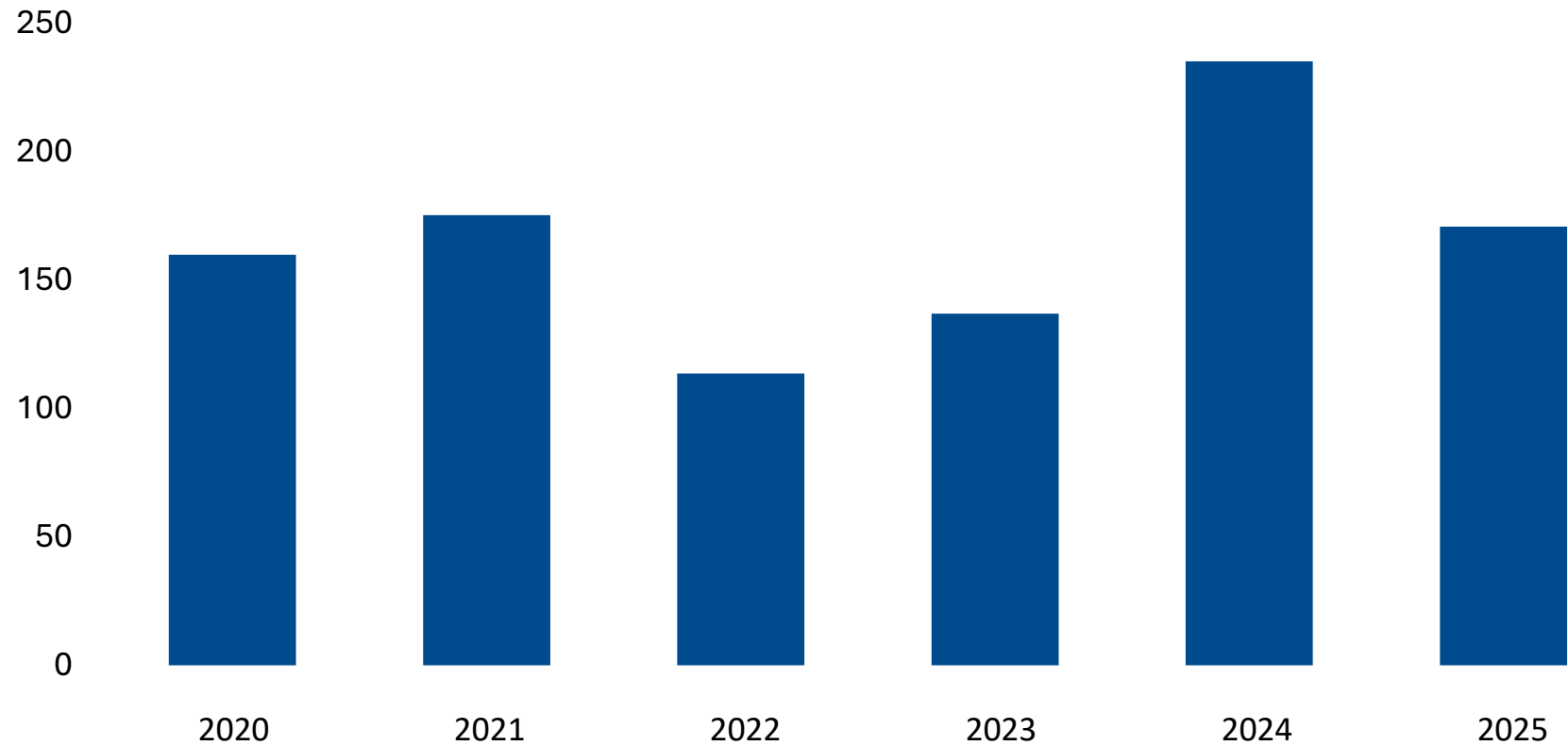
*Adjusted for special items

EBITA margin
at **18%**
by 2030

TOMRA has historically generated robust cash flows supporting our capital allocation

Historical operating cash flow

EUR millions



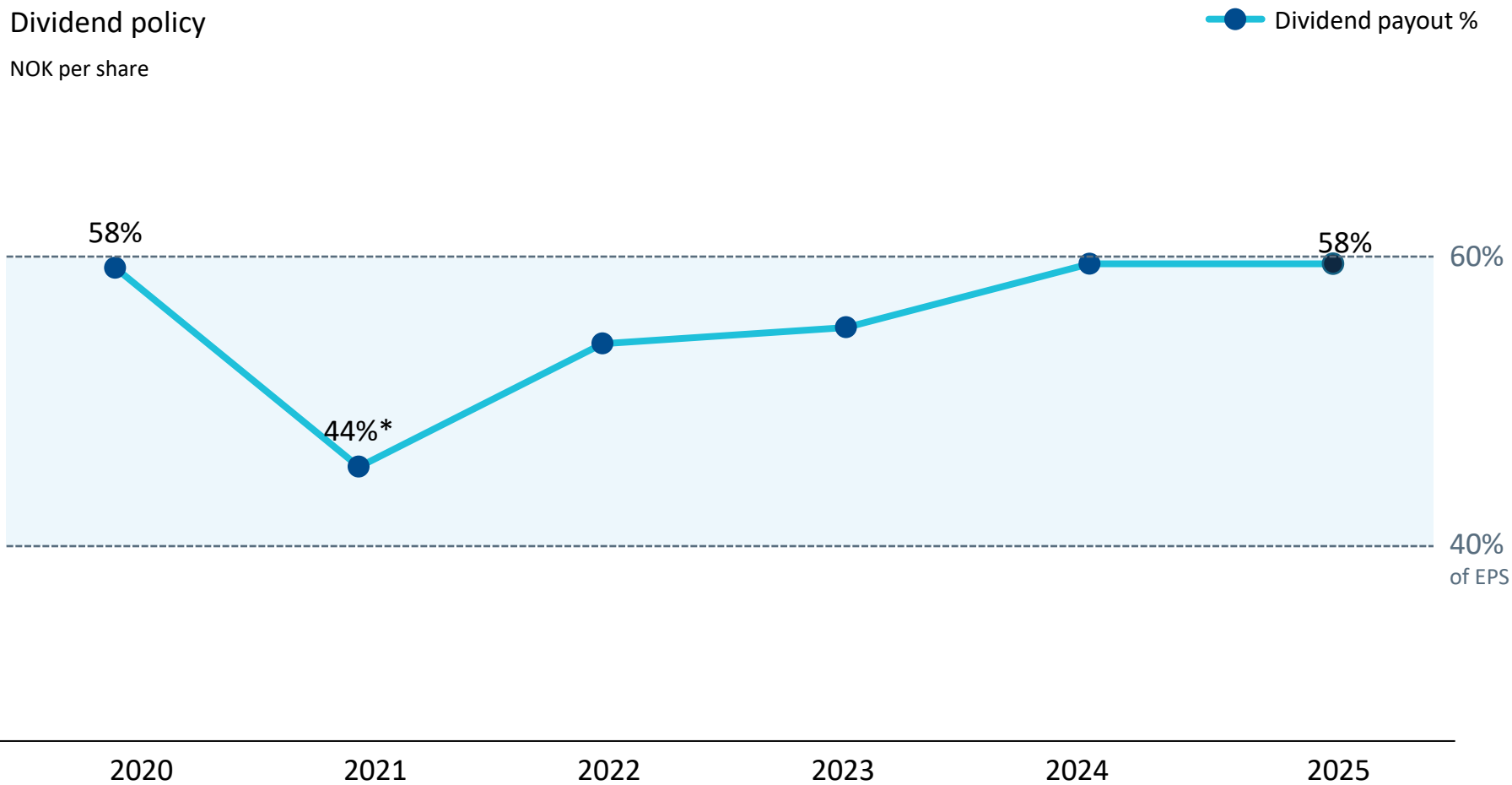
We have a disciplined capital framework and allocation prioritization



Our dividend policy is a cornerstone of TOMRA and will be kept unchanged

Dividend policy

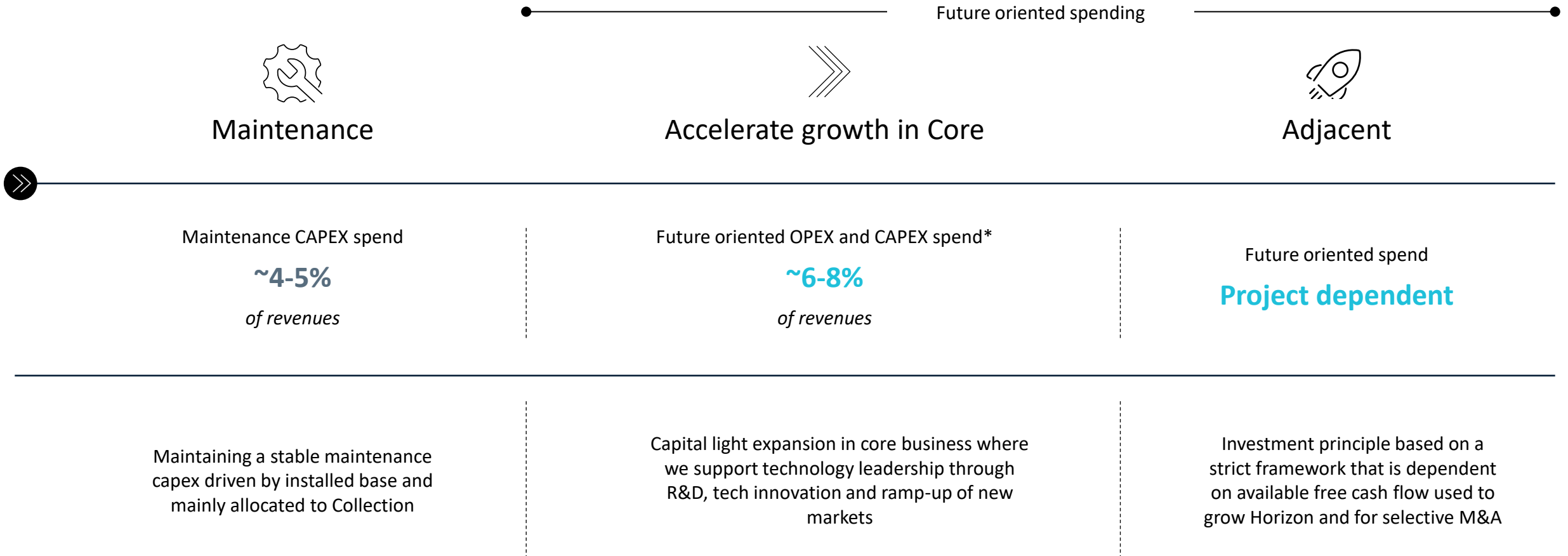
NOK per share



*269% of EPS including extraordinary dividends



We invest in accelerated growth within our core divisions while supporting selected adjacent opportunities

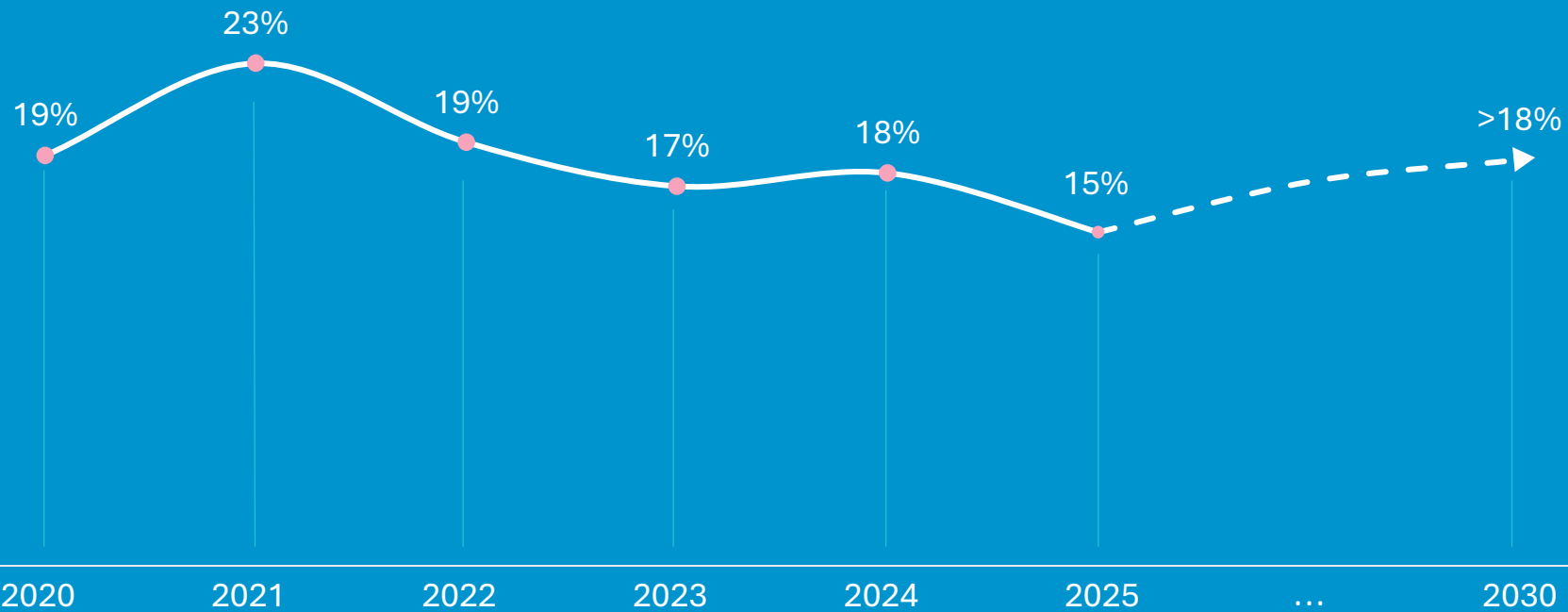


*E.g. R&D, ramp-up and other investments

We are focused on reaching a ROCE above 18%

Return On Capital Employed
Percentage

—●— ROCE incl. adjacent*



Return on
Capital Employed
>18%
by 2030

*ROCE calculated as rolling 12M EBITA divided by rolling 12M Capital Employed, where Capital Employed equals total assets less cash less investments in associates less non-interest-bearing liabilities – includes Goodwill; 2023 adjusted for special items; Excluding transformative M&A

Financial position

1Q 2026

Capital structure

Capital structure

Investment grade

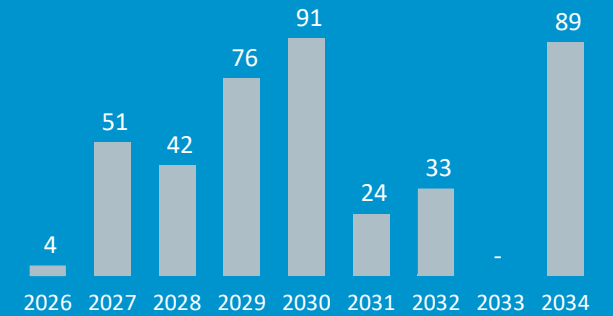
- Low gearing and financial risk
- Target green bonds for financing

Scope Ratings
June 2025

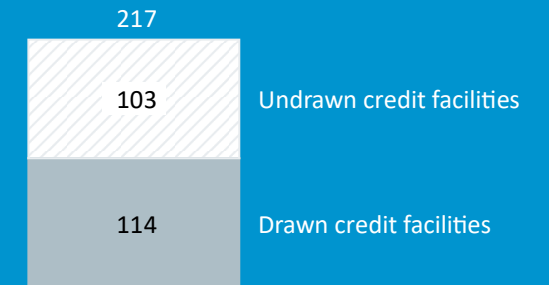
A-

- Business risk profile: BBB+
- Financial risk profile: A

Debt maturity profile



Liquidity buffer



We are committed to reach our sustainability targets across material topics by 2030



Our sustainability targets towards 2030



Sustainable product design



>90% sustainable materials and components in all new products



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



Employee value proposition



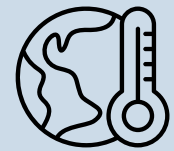
Grow female representation in senior management to >30%



Improve employee satisfaction with top quartile NPS score



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



Climate impact



100% renewable electricity



>80% reduction in operational transport emissions



Commitment to Net Zero emissions and setting SBTi targets

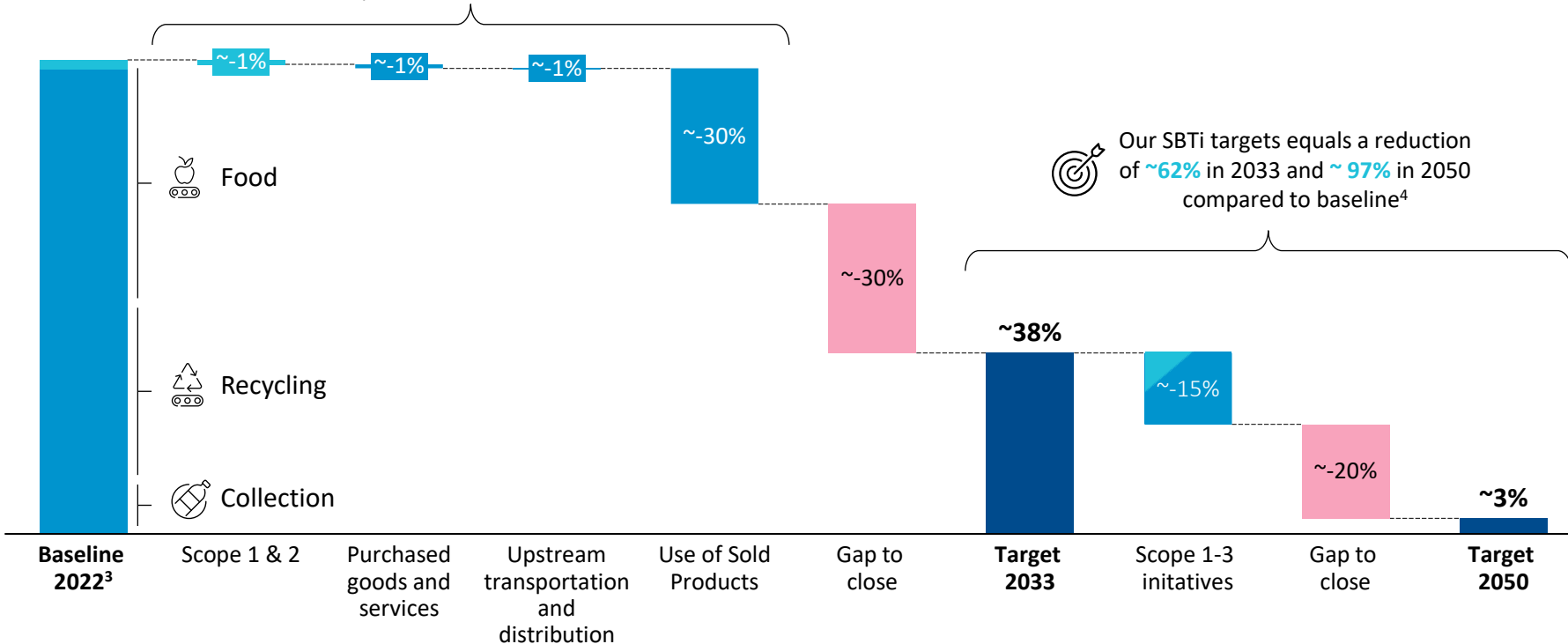
We have developed our SBTi targets as part of our pathway to reach net zero

Net Zero Decarbonization Plan

■ Target ■ Scope 1 & 2¹ ■ Scope 3² ■ Gap to close

Illustrative, figures are early estimates and pending SBTi verification, tCO₂e per EURm

Initiatives to reduce net emissions are identified where we plan for implementation towards 2033



CO₂e
Net Zero
by 2050

1) Absolute reduction of GHG emission, 2) GHG intensity reduction, illustrated in graph based on 2022 revenue multiplied with 2033 and 2050 target GHG intensity reduction per EURm, 3) Baseline estimated at ~1.5m tCO₂e, 4) Target reduction percentages when holding 2022 revenue constant to illustrate GHG intensity reduction for Scope 3 at current baseline level – For instance Scope 3 emissions could be unchanged in 2050, but the GHG per EURm revenue will be reduced by 62% in 2033 and 97% in 2050 for Scope 3 following revenue increase



TOMRA

Strategic ambition

Revenue
growth

15%
CAGR

over the cycle

EBITA
margin

at **18%**

by 2030

Return on
Capital Employed

>18%

by 2030

Dividend
payout

40-60%
of EPS

Capital
structure

**Investment
grade**

CO₂e

**Net
Zero**

by 2050

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