



**TOMRA<sup>®</sup>**

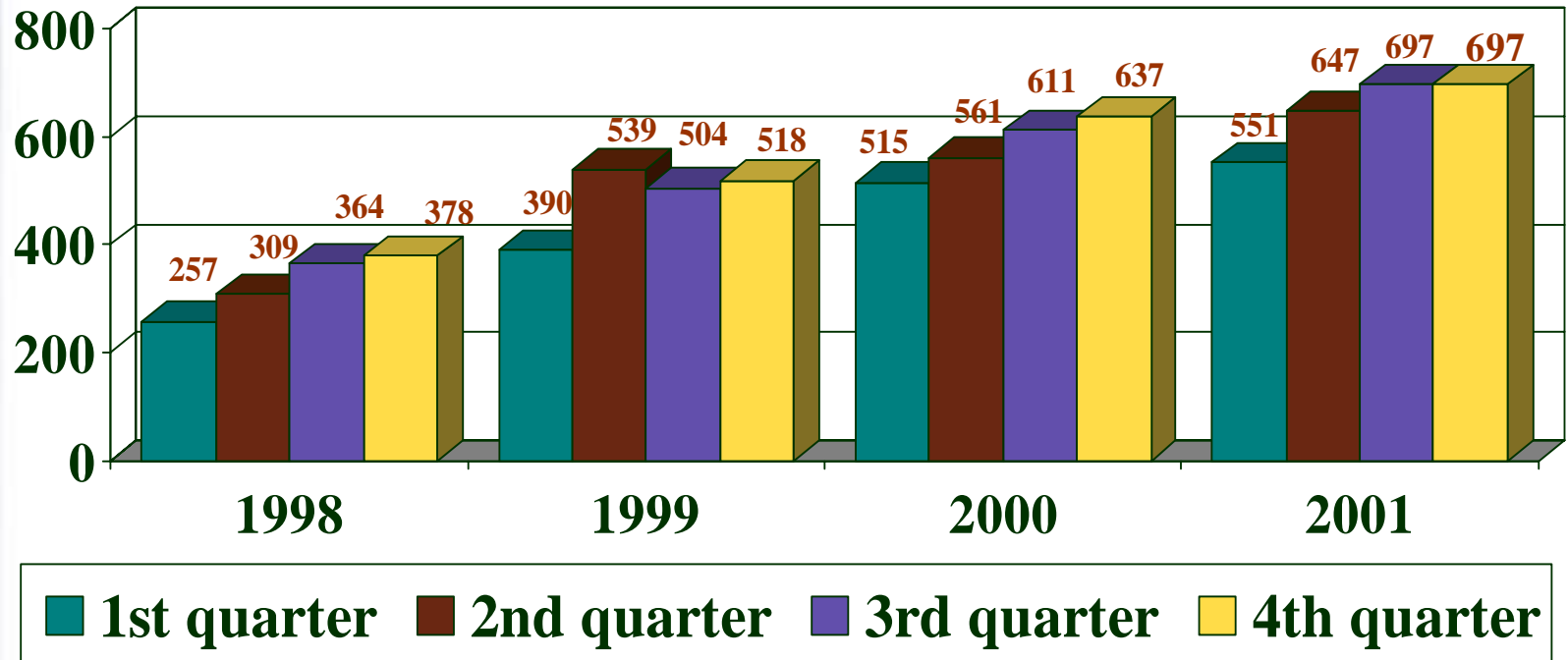
**2001**

# Financial Highlights 2001

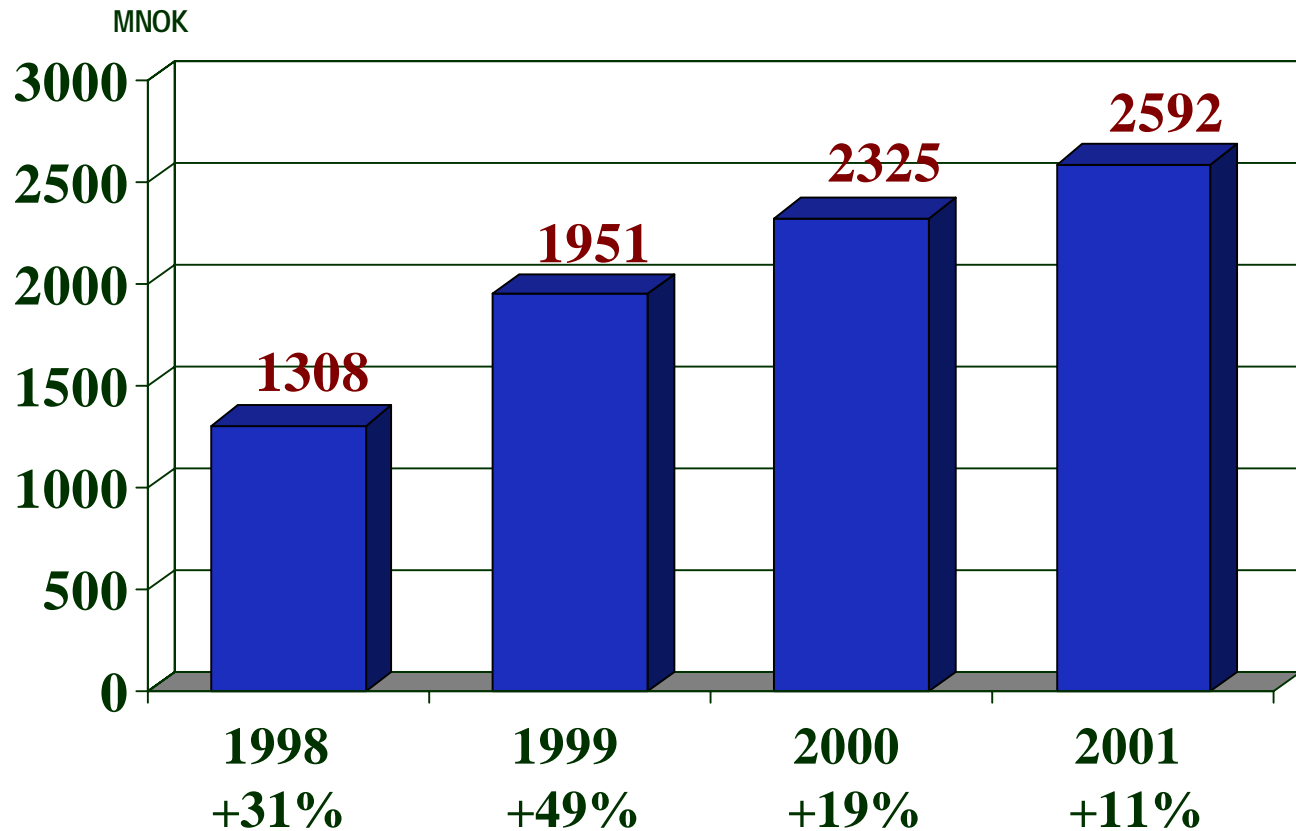
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- **Total revenues 2,924 MNOK, up 8%**
- **Revenues from continuing operations 2,592 MNOK, up 11%**
  - **Europe 910 MNOK, up 2%**
  - **North America 1,354 MNOK, down 5%**
  - **South America 328 MNOK, new**
- **Profit before tax 63 MNOK, down 87%**
- **Profit before tax from continuing operations 101 MNOK, down 80%**
- **Total assets 3,493 MNOK, up 7% from year-end 2000**
- **Cash flow from operations 560 MNOK in 2001, of which 301 MNOK in 4Q**

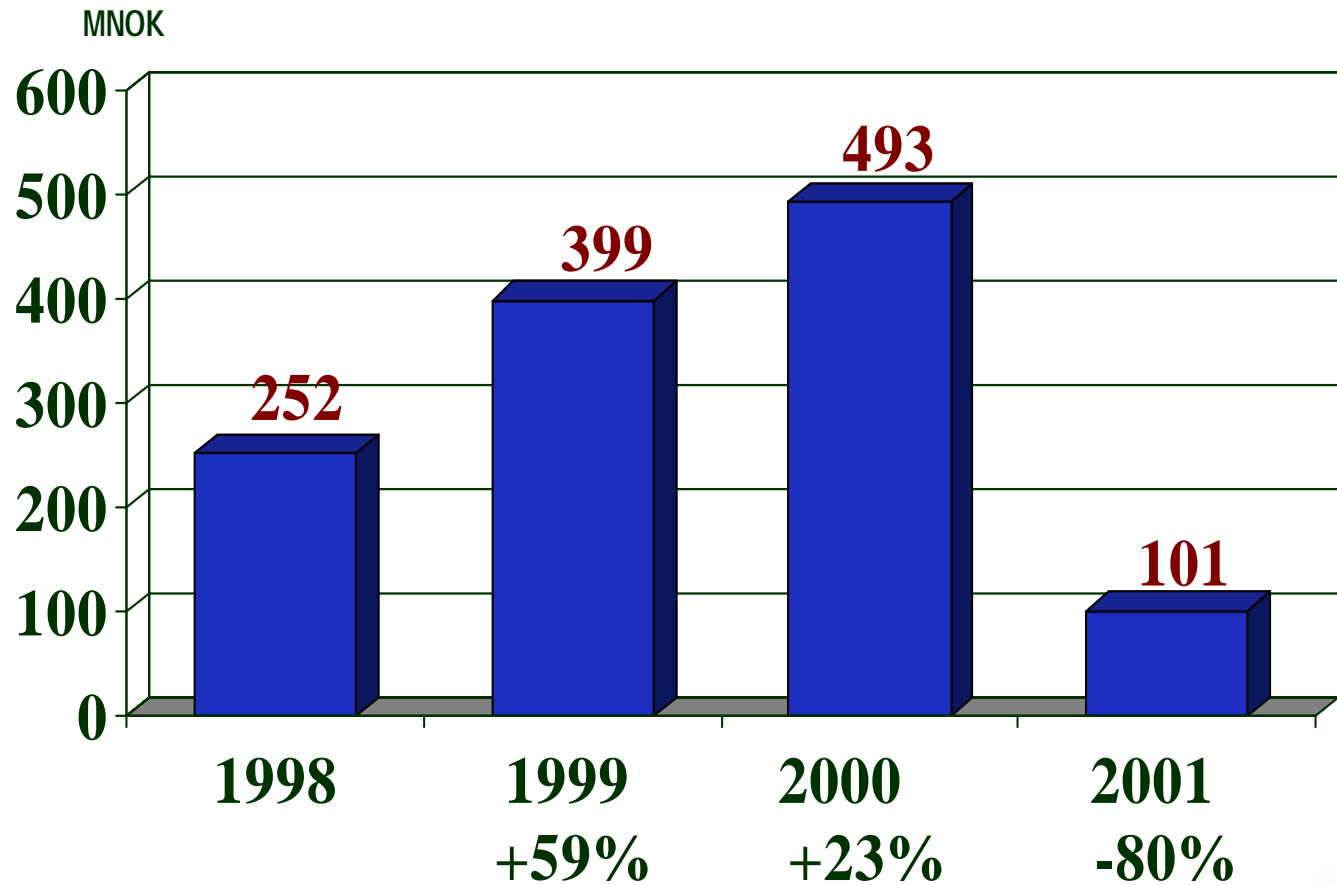
# Revenues by Quarter (Continuing Operations)



# Revenues by year (Continuing Operations)



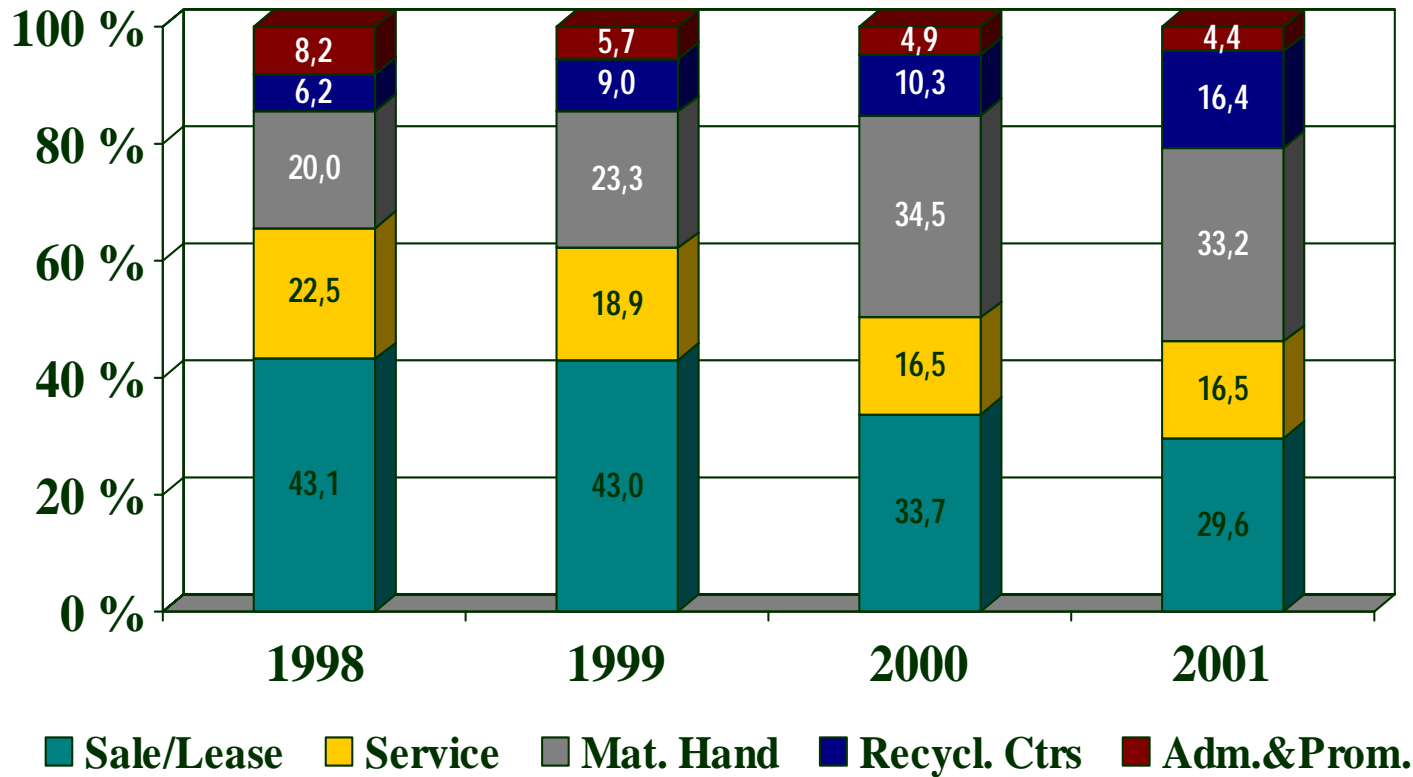
# Ordinary Profit Before Taxes (Continuing Operations)



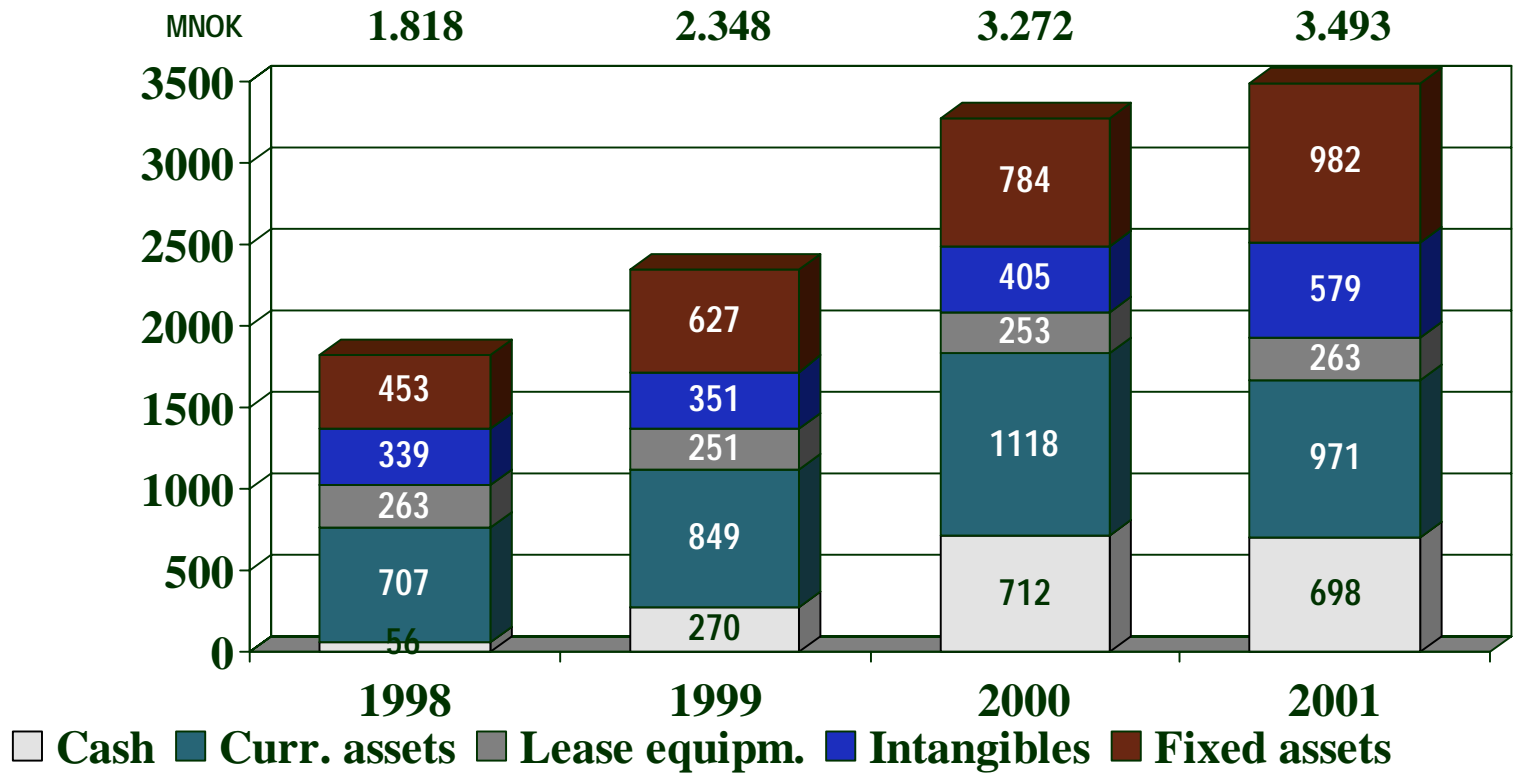
# Revenues by Activity (Continuing Operations)

	<u>Europe</u>		<u>North America</u>		<u>South America</u>	
	2001	2000	2001	2000	2001	2000
<b>Sales, Lease</b>	<b>597</b>	<b>628</b>	<b>166</b>	<b>154</b>	<b>4</b>	<b>2</b>
<b>Service</b>	<b>295</b>	<b>250</b>	<b>132</b>	<b>134</b>	-	-
<b>Recycl. Centers</b>	-	-	<b>242</b>	<b>240</b>	<b>182</b>	-
<b>Adm. &amp; Prom.</b>	<b>18</b>	<b>15</b>	<b>96</b>	<b>99</b>	-	-
<b>Mat. Handling</b>	-	-	<b>718</b>	<b>802</b>	<b>142</b>	-
<b>Total</b>	<b>910</b>	<b>893</b>	<b>1354</b>	<b>1429</b>	<b>328</b>	<b>2</b>

# Business Activities (Continuing Operations)



# Total Assets





# The Company's Major Shareholders\*

	Shares	Ownership
1. State Street Bank & Clients	11.072.509	6.21%
2. JP Morgan Chase Bank Clients Treaty Account	7.584.988	4.26%
3. Folketrygdfondet	6.800.000	3.82%
4. CDC Ixis c/o Sparebanken NOR	5.440.000	3.05%
5. ABN Amro Bank - Danish Clients	3.527.700	1.98%
6. Vital Forsikring ASA v/DnB Kapitalforvaltning	3.225.940	1.81%
7. Danske Bank A/S 0% Client Account 38	3.184.773	1.79%
8. Clearstream Banking Kundendepot	3.137.844	1.76%
9. J.P. Morgan Bank Lux S/A Carnegie's FCP's	3.032.200	1.70%
10. J.P. Morgan Bank Lux S/A Luxembourg Mutual	2.944.300	1.65%
<b>TOTAL</b>	<b>49.950.254</b>	<b>28.03%</b>
Other shareholders	128.272.971	71.97%
Total (9.137 shareholders)	178.223.225	100.00%
Total foreign ownership 66.72%		

\* Registered 28.12.2001

# The Company's Shares & Shareholders\*

		Shares	%	Shareholders
1.	<b>Norway</b>	<b>59.288.264</b>	<b>33.26</b>	<b>8.295</b>
2.	<b>USA</b>	<b>26.034.906</b>	<b>14.60</b>	<b>200</b>
3.	<b>Great Britain</b>	<b>20.724.133</b>	<b>11.62</b>	<b>69</b>
4.	<b>Luxembourg</b>	<b>16.956.696</b>	<b>9.51</b>	<b>55</b>
5.	<b>Denmark</b>	<b>14.969.755</b>	<b>8.39</b>	<b>54</b>
6.	<b>France</b>	<b>9.363.682</b>	<b>5.25</b>	<b>20</b>
7.	<b>Belgium</b>	<b>6.520.187</b>	<b>3.65</b>	<b>19</b>
8.	<b>Sweden</b>	<b>5.643.753</b>	<b>3.16</b>	<b>97</b>
9.	<b>Switzerland</b>	<b>4.883.806</b>	<b>2.74</b>	<b>18</b>
10.	<b>Germany</b>	<b>4.068.458</b>	<b>2.28</b>	<b>78</b>
	<b>TOTAL</b>	<b>168.453.640</b>	<b>94.46</b>	<b>8.905</b>

\* Registered 28.12.2001

# BU Europe Sales by Market

<b>Figures in MNOK</b>	<b>2001</b>	<b>2000</b>
<b>Norway</b>	<b>77</b>	<b>80</b>
<b>Sweden</b>	<b>122</b>	<b>125</b>
<b>Finland</b>	<b>105</b>	<b>81</b>
<b>Denmark</b>	<b>58</b>	<b>71</b>
<b>The Netherlands</b>	<b>180</b>	<b>136</b>
<b>Germany</b>	<b>225</b>	<b>258</b>
<b>Austria</b>	<b>52</b>	<b>72</b>
<b>Switzerland</b>	<b>37</b>	<b>54</b>
<b>Belgium</b>	<b>42</b>	<b>8</b>
<b>Others</b>	<b>12</b>	<b>8</b>
<b>Total BU Europe</b>	<b>910</b>	<b>893</b>

# Highlights - Germany

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- **Delay in the introduction of deposit on non-refillable containers**
- **Write-down on Project Germany investments of 45 MNOK**
- **TOMRA maintains readiness measures until final clarification is reached**
  - **Extra costs in first quarter 2002 ~ 12 MNOK**

# Highlights - Denmark

- **Ban on non-refillable containers lifted on January 23, 2002. System start-up planned June 1, 2002**
- **TOMRA is preparing for upgrades and replacements of existing 2,300 RVMs. Deliveries starting 1Q02**
- **Approximately 2,000 RVMs to be upgraded with compaction capability after system start-up**
- **Upgrade of existing refillable system postponed until non-refillable system is fully operational**

# Highlights – Europe

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- **Deposit on non-refillable containers in the Netherlands to be implemented at earliest January 1, 2004 if littering is not reduced by 67%**
- **Tests on RVMs well underway in Israel. Installations expected from 2Q02, with a total potential of 500 RVMs in 2002.**

# TOMRA North America

- DEPOSIT MARKET SERVED
- DEPOSIT MARKET UNSERVED
- NON-DEPOSIT MARKET UNSERVED



# BU North America

## (Continuing Operations)

Figures in MNOK	2001	2000
New York	473	465
Connecticut	85	84
Massachusetts	108	98
Michigan	236	228
California	351	479
Canada	97	71
Others	4	4
<b>Total BU America</b>	<b>1,354</b>	<b>1,429</b>



# Highlights - North America

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- **Revenues of 1,354 MNOK (-5%)**
- **Write-down of 345 MNOK**
  - **Goodwill related to California investments**
  - **Substantially all RePlanet investments**
  - **Other minor exposure items**
- **Reversal of 15 MNOK Wise guaranty accrual in 4Q**

# California Status

- **Operating loss in 2001 equal to 56 MNOK, of which 32 MNOK in 4Q**
- **14% decline in volumes in 4Q vs. 3Q**
- **4.5% decline in LME prices in 4Q vs. 3Q**
- **Legislative framework does not allow for efficiency of automation**

# California Action Plan

- **Break-even operations in 2Q02**
  - **Initiated substantial cost cuts**
  - **Closing of unprofitable recycling centers in progress**
  - **Assumptions: LME of USD 1,315/tonne and flat year-on-year volumes**
  
- **Acceptable profitability level dependent on adjustments in operational conditions and legislative framework**
  - **Required minimum 30 hours/week manning of recycling centers has led to sub-optimal operations at RePlanet centers**
  - **Minimum/maximum handling fee restrictions**
  - **Increase in deposit!**

# California Financial Projections

	3Q01	4Q01	4Q01	1Q02	2Q02
<i>(in NOK mill.)</i>	Actual	Plan	Actual	Projections	Projections
- CZ operations	56,0	55,0	46,0	48,0	53,2
- Commercial	45,0	40,0	34,0	33,1	37,3
<b>Total revenues</b>	101,0	95,0	80,0	81,1	90,5
<b>Gross Contribution</b>	72,2	73,3	62,4	63,4	70,7
<b>Contribution margin</b>	71,5 %	77,2 %	78,0 %	78,2 %	78,1 %
<b>Processing cost</b>	10,3	9,7	9,7	7,9	8,5
<b>Transportation cost</b>	14,8	11,5	19,5	13,9	12,7
<b>Collection cost</b>	31,9	28,9	34,2	28,7	28,5
<b>Total direct cost</b>	57,0	50,1	63,4	50,5	49,7
<b>G&amp;A</b>	24,8	23,6	31,1	29,6	20,6
- Depreciation	7,1	7,1	7,1	0,0	0,0
<b>Operating profit/(loss)</b>	(9,6)	(0,4)	(32,1)	(16,7)	0,4

# California Learning

- **Market position well established**
- **RePlanet concept well received**
- **Overestimated the ability to drive volume through branding and consumer marketing**
- **Overestimated retail commitment and ownership to program**
- **Lack of focus on executional details**

**Concept testing, verification and partner commitment before full scale launch and investment roll-out**

# Highlights - North America

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- **1,520 RVMs installed vs. 1,390 in 2000**
- **Weak 4Q in TOMRA East Coast**
- **New organizational structure implemented in North America**
- **New President of BUNA hired**
- **Discussions with Canadian Soft Drink Association to include CSDA volumes in TOMRA's operations, are progressing**

# Highlights - South America

- Revenues of 328 MNOK of which 105 MNOK was recorded in 4Q01
- New waste management bill on all packaging in progress and includes:
  - Producer responsibility
  - Incentive based bring system
- Based on a positive legislative framework TOMRA will develop its relationships with retailers and other industrial partners to discuss opportunities to establish consumer collection programs
- TOMRA is the only company in Brazil with experience and technology for collection of beverage containers from consumers

# Japanese Beverage Container Market

<i>Japan (mill. of containers)</i> <i>Drink category</i>	<i>Material Type</i>				
	<i>Glass</i>	<i>Plastics</i>	<i>Cans</i>	<i>Other</i>	<i>Total</i>
Mineral water	99	1 137	9	11	1 257
Carbonated soft drinks	438	1 609	3 057	0	5 104
Non-carbonated soft drinks	3 434	4 577	18 298	4 528	30 837
Beer	3 110	0	6 756	7	9 873
Wine	362	13	0	10	385
<b>Total</b>	<b>7 443</b>	<b>7 336</b>	<b>28 120</b>	<b>4 556</b>	<b>47 455</b>

- **Japanese consumed 47.5 billion containers in 2000**
- **7.4 billion of these were plastic containers, with the vast majority being PET**
- **Only 35% PET recycling rate**



# Japanese Market

- **Growing PET consumption – low recycling rate**
- **Extensive legislation in place which obligates:**
  - **Consumers to sort beverage containers by material**
  - **Municipalities to implement sorted collection (mostly curbside)**
  - **Retailers to provide space to collect from consumers**
- **High costs for municipalities tied to curbside collection programs (Yen 350,000/tonne)**

# Japan Status

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- **Business model to build on 100% recycling demand**
  - **Strategic relationship with the retail chain SEIYU to develop a 100% recycling concept in line with SEIYU's environmental goals**
    - **TOMRA to sell RVMs for front-end handling service**
    - **Recycling company provides comprehensive back-end handling services**
  - **TOMRA and SEIYU have entered into a strategic relationship with OKAYA based on unique permit and recycling solution to process organic waste, beverage containers & styrofoam/paper trays**

# Japan Status

- **Distribution alliance with a company specialized in environmental concepts - the aim being to save costs for municipalities through automated collection**
- **TOMRA RVM platform modified to fit local needs. Testing on-going**
- **Targeted RVM sales of minimum 100 machines in 2002**

# Technology Investments in 2001



**147 MNOK, up 40%**



*Helping the World recycle!*

