EVOLUTION OF SERVICE

WHEN IS THE RIGHT MOMENT TO INTEGRATE NEW TECHNOLOGIES INTO A MODULAR SERVICE PORTFOLIO?





PIONEER IN SENSOR-BASED SORTING

Offering cutting-edge technology for industries where automated sorting and processing are key for value creation.



WHO IS TOMRA?







Process Analytics Equipment

Complete Sorting and Grading Lanes





11,300 UNITS IN OVER 80 COUNTRIES

6,250 FOOD UNITS

4,900 RECYCLING UNITS

105
MINING UNITS

- Not including machines sold on OEM agreement.
 Recount of TOMRA Sorting Solutions' install base in 2016.
- Not including Compac units.



FIRST-CLASS CUSTOMER SERVICE WORLDWIDE

For HIGHEST PERFORMANCE For LOWEST DOWNTIME For PLANNABLE COSTS

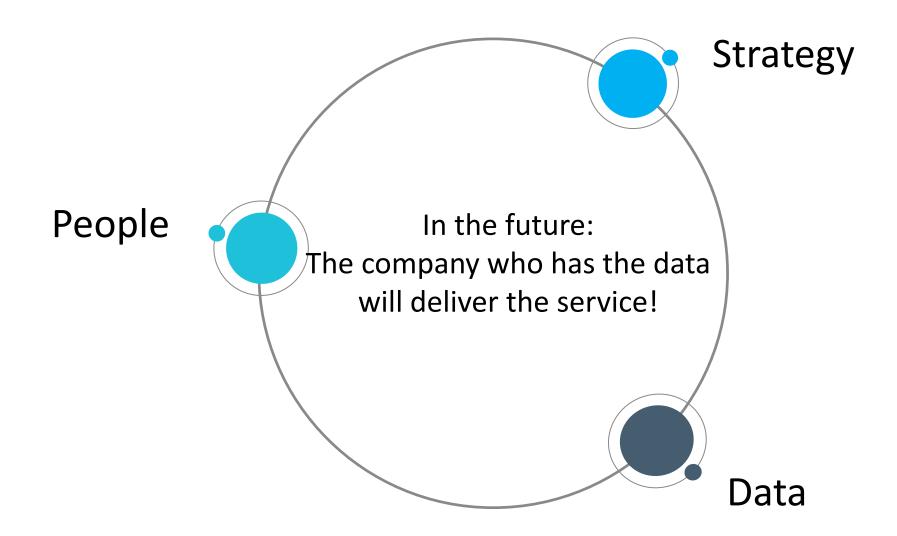
Having the best systems in the world is not enough without a dedicated service team to keep them running in top condition.

AGENDA AND MAJOR QUESTIONS

- Maturity of a service business or "Where are you with your organization and through which phases do you have to go?"
- Growing the business Development and successful market launch of a modular service portfolio for machine building companies
- Disruption of our service business: Will the current rules and business models still be the same in 5 years?
- From Remote to Big Data Services What are the possibilities the new technologies are giving us for our service offerings?
- **05** ???



SUCCES FACTORS OF THE FUTURE





EVOLUTION OF SERVICE

201X 201X+1 201X+2 201X+3 202X

Horizon 1

- Focus on customer satisfaction
- Build efficient service organization and processes
- Grow business with existing service offers
- Install service management system



Horizon 2

- Further focus on global service performance
- Active sales and marketing of TOMRACare
- Develop new technologies and service offers
- Prepare global Organization

Focus on Horizon 2

Prepare for further growth

On track

Horizon 3

- Active management of installed base
- Introduce new technologies
- Work on data based service offerings
- Develop new business models

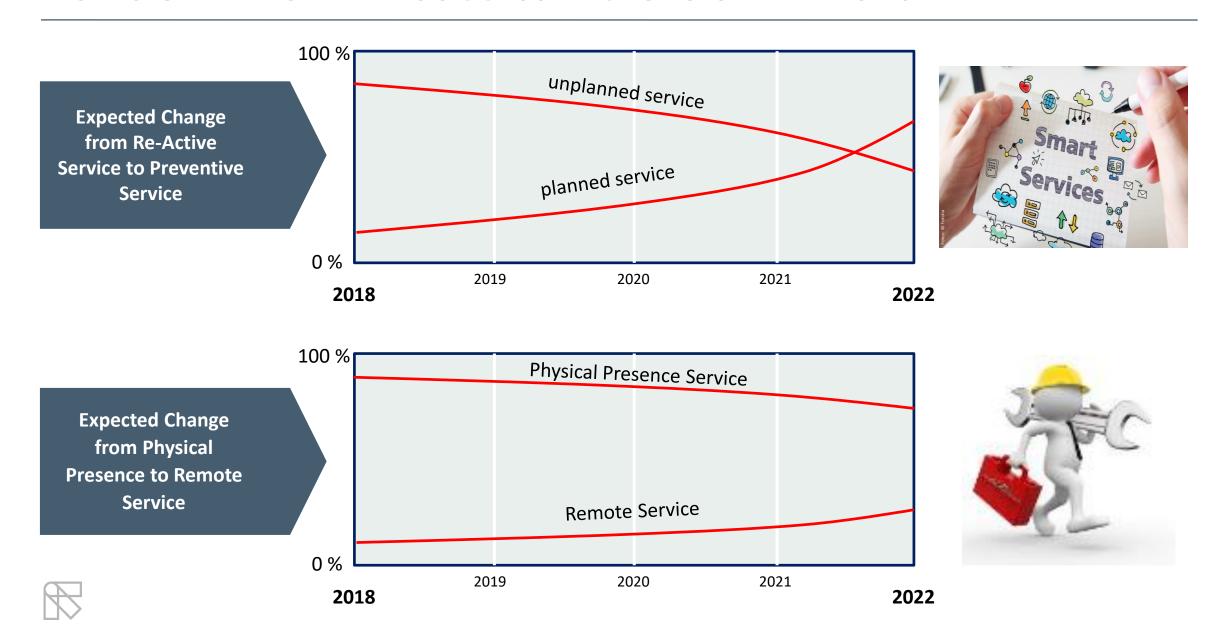
Preparation started

next service generation



8

RULES OF THE GAME – SUCCESS FACTORS OF THE FUTURE



EVOLUTION OR DISRUPTION – SUCCESS FACTORS WILL CHANGE



GAME

Success Factors Today:

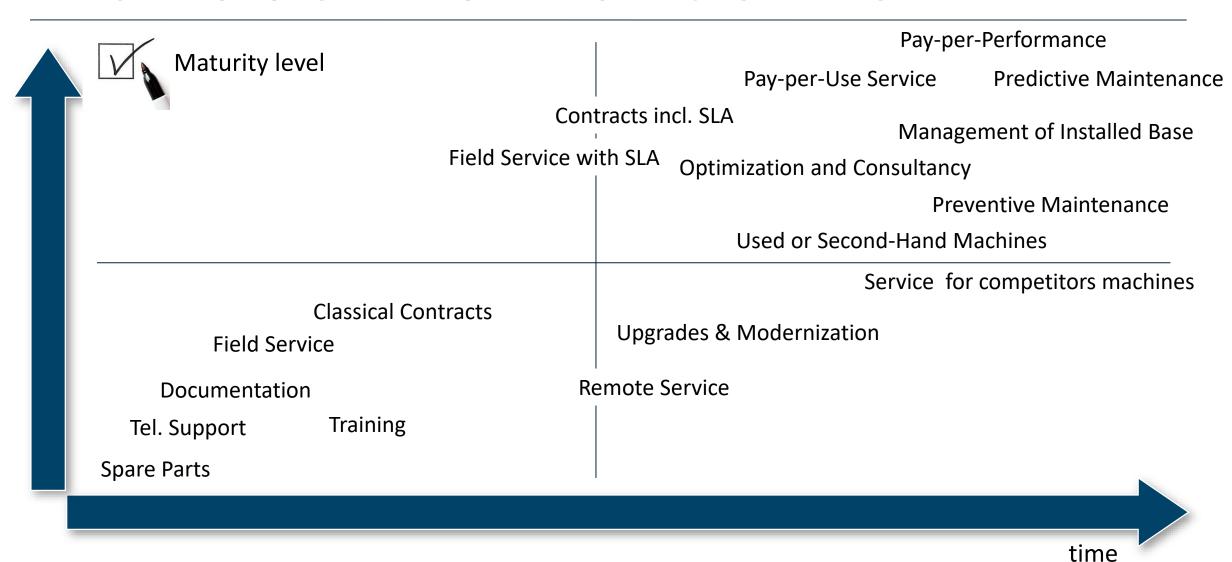
- Availability of trained FSE
- Spare Parts Availability
- Good Reactivity / Fast Reaction Time (time to have a FSE onsite)
- Quality of Master Data in IFS (BoM, lead times, service history)
- 24/7 telephone and E-Mail support
- Efficient back office for planning and order handling
- Training program for own people and customers (to secure and increase knowledge base)

Success Factors in 2022:

- Possibility to solve incidents by remote systems
- Preventive and predictive service offers
- Data based services (availability of data) and ability to analyze (Industry 4.0 solutions)
- Establishment of new Business models for billing and invoicing of contracts, performance agreements and remote service
- Professional 24/7 remote service center
- Local FSE supported by technology and remote experts
- Customer Portals and self service tools

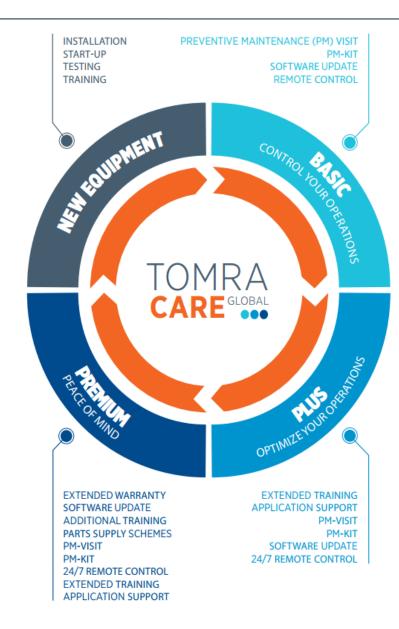


MATURITY OF ORGANIZATION AND SERVICE OFFERING





MODULAR SERVICE PORTFOLIO





- Product Description Define deliverables and customer value
- Sales Channel Definition What Product should be sold from who?
- Pricing Create an attractive bundle
- Goal Setting Clear goals for every sales channel
- ★ Life Cycle Opportunities Best opportunity to sell ...
- Process Definition make it easy for everybody



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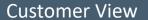
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GOALS FOR DATA BASED SERVICE











Additional data we want to have to develop our service offerings

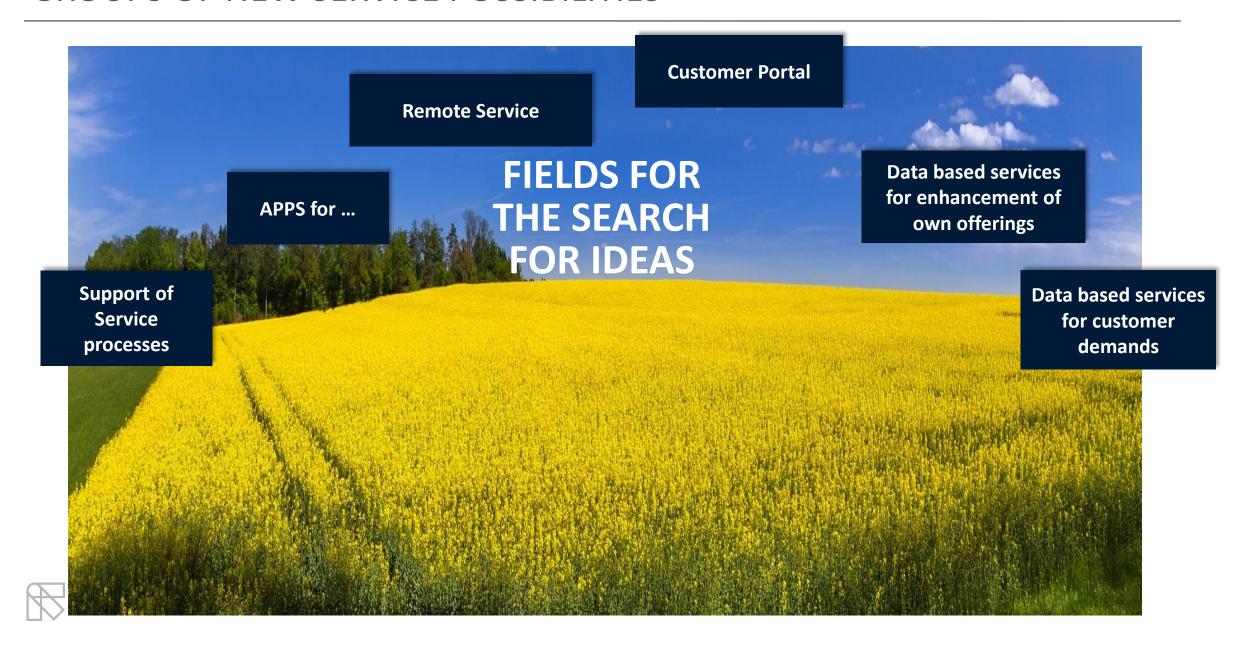
- Increase productivity by optimization of sorting quality
- Increase availability of machine through preventive maintenance

Additional data the customer wants to see to optimize his production

Example: analysis of the incoming product (raw material) quality



GROUPS OF NEW SERVICE POSSIBILITIES



BUSINESS MODELS FOR NEW SERVICE OFFERINGS

What is the right Business model?



Launch a big rocket (remote connection)



Launch many small things ... products

SUPPORT





Invoice individual cases (e.g. in case of remote support)

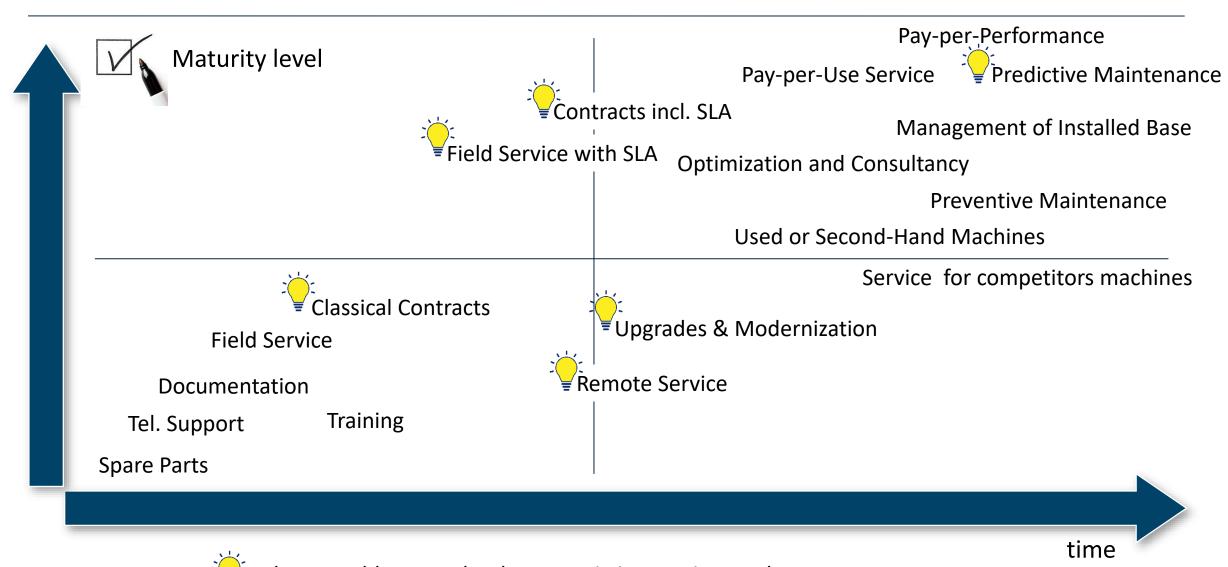
How to sell the new offerings?







MATURITY OF ORGANIZATION AND SERVICE OFFERING

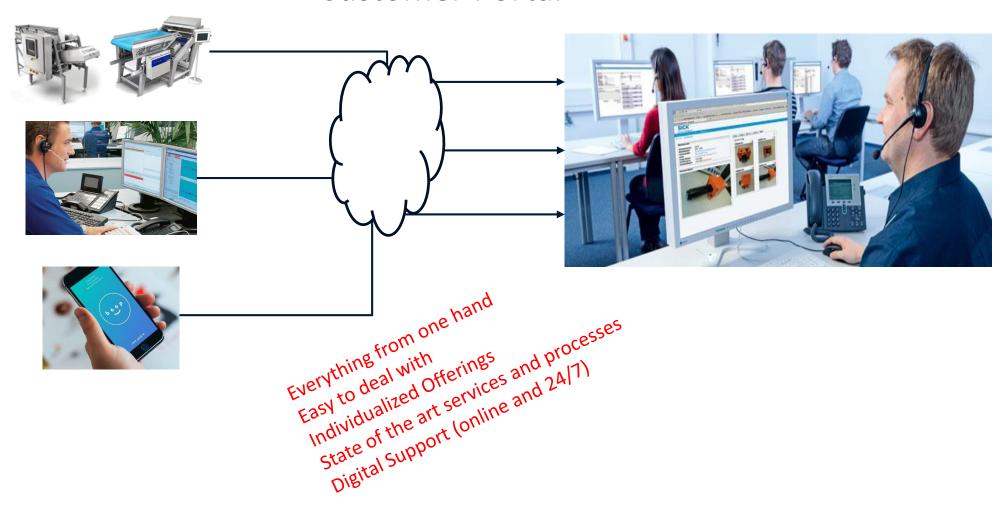




Ideas to add new technology to existing service products

CUSTOMER PORTAL

Customer Portal





CUSTOMER PORTAL

Functionality and Offerings of Customer Portal

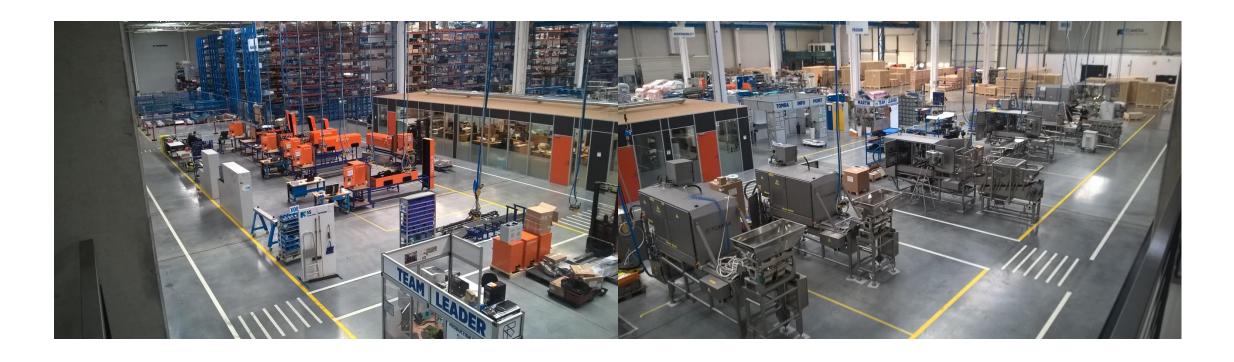
- Installed base overview
- Contracts overview
- Reporting dashboard
- Manuals and documentation
- Spare parts list and web-shop
- Web based Trainings for his machines
- FAQ's (interactive support with experts online)
- Service request system
- Remote support (entrance)
- Data based service
- Incoming messages from machines







FACTORY OF THE FUTURE



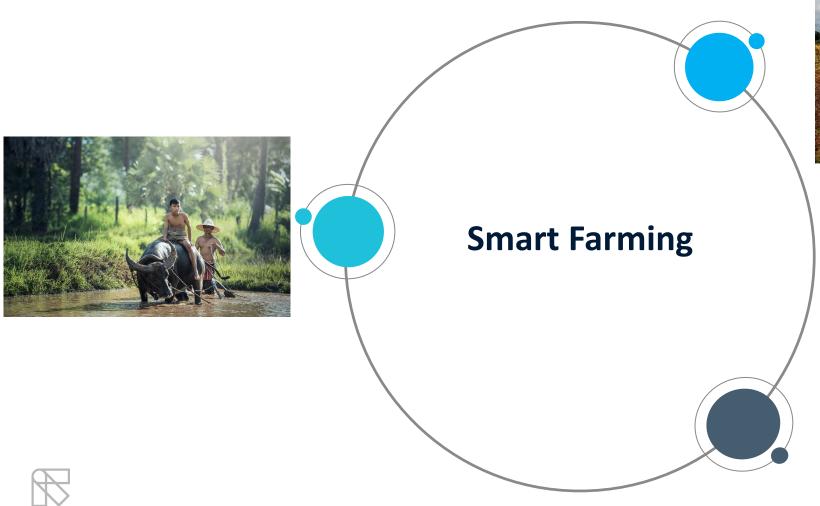
The factory of the future will have only two employees, a man and a dog. The man will be there to feed the dog. The dog will be there to keep the man from touching the equipment.

Warren Bennis



FARMING

The next big thing in Food and IoT?









LEADING THE RESOURCE REVOLUTION





Rethink. Reimagine. Resource.