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Lamor Capital Markets Day

22 November 2022

Agenda

- ① **Refined strategy supporting growth**
Mika Pirneskoski, CEO
- ② **Strong commitment to reach our long-term financial targets**
Timo Koponen, CFO

Q&A

- ③ **Middle East as a focal growth driver**
Pentti Korjonen, SVP Middle East and Africa
- ④ **World class project deliveries enabling local growth**
Johan Grön, COO
- ⑤ **Chemical recycling of plastics supporting green transition**
Mika Pirneskoski, CEO
Johan Grön, COO
Johanna Grönroos, CDO

Q&A

- ⑥ **Key messages**
Mika Pirneskoski, CEO
Johanna Grönroos, CDO

Refined strategy supporting growth

CEO Mika Pirneskoski

Where are we coming from and what are we aiming for?



To enable growth:

- **Globally local operating model**
- **Lamor way of working**
- **Increased resources and competences**
- **Clear strategy towards our vision**

The world and what we do / Why we succeed / Vision 2025



MEGATRENDS



Climate change



Resource scarcity



Decreasing biodiversity

The world and what we do / **Why we succeed** / Vision 2025

Competitive advantage



Local presence

Strong local presence and expertise through hubs to ensure leading customer centricity.

Leading partner network

Best practices and technologies for customers, global growth opportunities for partners.

Lamor way of working

Global offering, harmonised processes and efficient ways of working. One team working with passion, innovation and trust.

Collaborative Positive Impact



Customers

Working together to increase the positive environmental and social impact
Efficient, fit-for purpose solutions



Partners

Working together to share and receive global knowhow and best practices
Enabling global growth opportunities and local success



The Earth and society

Protecting biodiversity
Positive environmental impact
Efficient recycling of materials
Increase competencies



Owners

Fast, profitable and sustainable growth
On a journey towards a cleaner tomorrow



Lamorians

Inspiring purpose committing ambitious employees
Innovative teams searching for continuous improvement

The world and what we do / Why we succeed / Vision 2025



No.1 partner in
selected strategic
markets



3 new markets
to create a positive
environmental impact



5 new projects to
solve significant
environmental
challenges



Plastics recycling with
100 ktn project portfolio
to support solving the
global plastics problem



**Efficient and
effective solutions** to
our customers with
our globally local
operating model

**PREFERRED PARTNER DURING THE JOURNEY
TOWARDS A CLEANER TOMORROW**

What we focus
on in order to be
successful

Continuously developing our
offering to help our customers

Enhancing the
"Lamor way of working"

Building capabilities and competences
for business diversification

VALUES

Solutions built on shared values
Passion • Innovation • Trust

CULTURE

Lamor 'Heroes' globally and locally

Strong commitment to reach our long- term financial targets

CFO Timo Koponen

Long-term financial targets and dividend policy



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**Efficient and
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REVENUE TARGET
EUR 250 million

ADJUSTED EBIT-% TARGET
14 %

CAPITAL STRUCTURE
suitable for the company's strategy, targets and risk
profile by maintaining a strong balance sheet

DIVIDEND POLICY
Aim to distribute annual dividends, while keeping
growth as the company's most important target

Group profitability development

Interim Q3 highlights



Revenue increased to
EUR 99.7 million (YoY 183.2%)



Adjusted EBIT
EUR 11.4 million (YoY 428.3%)



Adjusted EBIT margin
11.4%

Quarterly development of revenue and adjusted EBIT (EUR million)



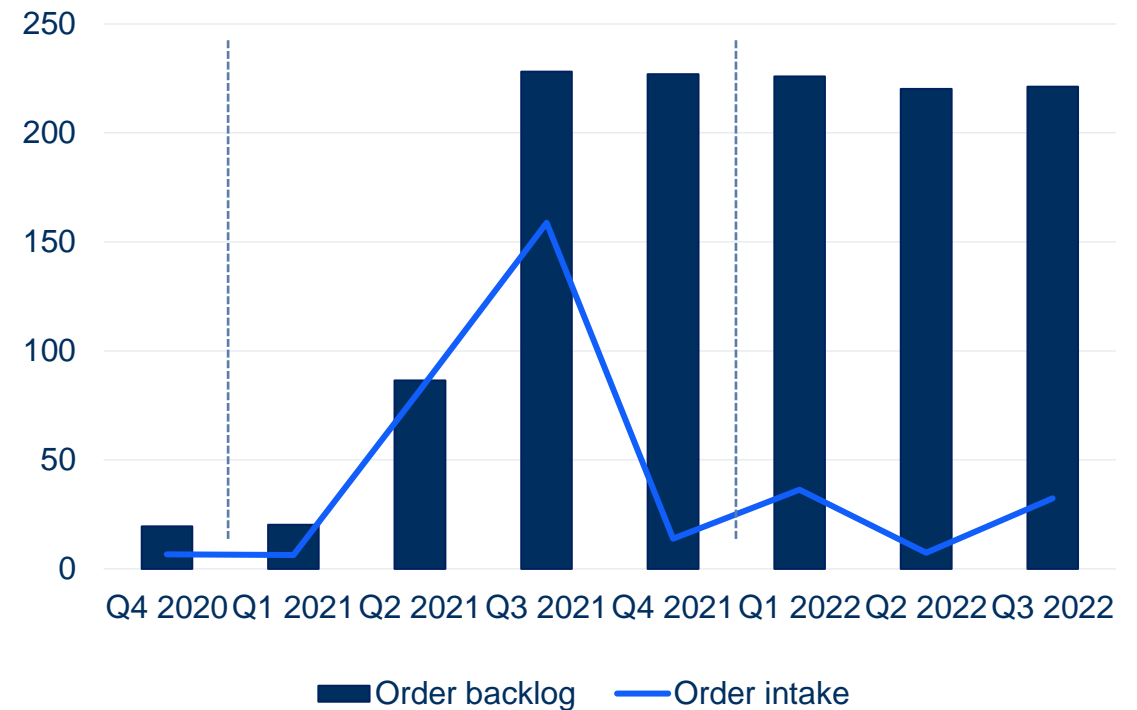
Order backlog supporting growth

Order backlog
EUR 221.2 million

Orders received 1-9/2022
EUR 76.0 million

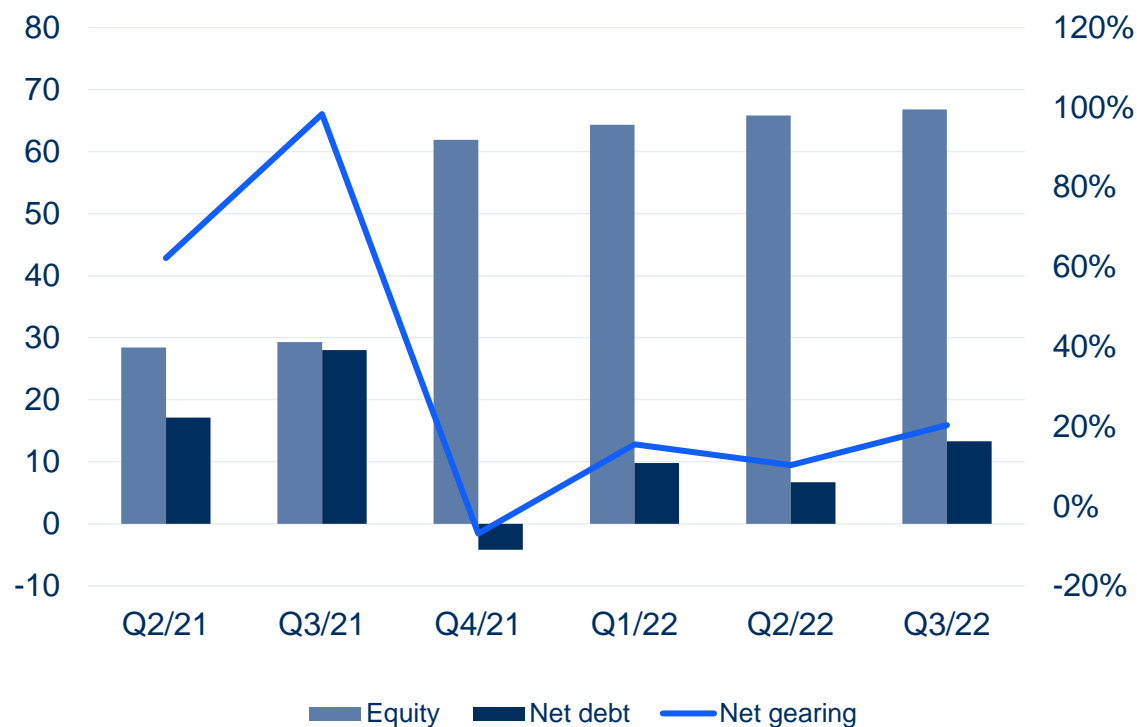
Bangladesh project order of
EUR 25 million included in order
backlog in Q3 2022

Order intake and backlog at the end of
the quarter (EUR million)

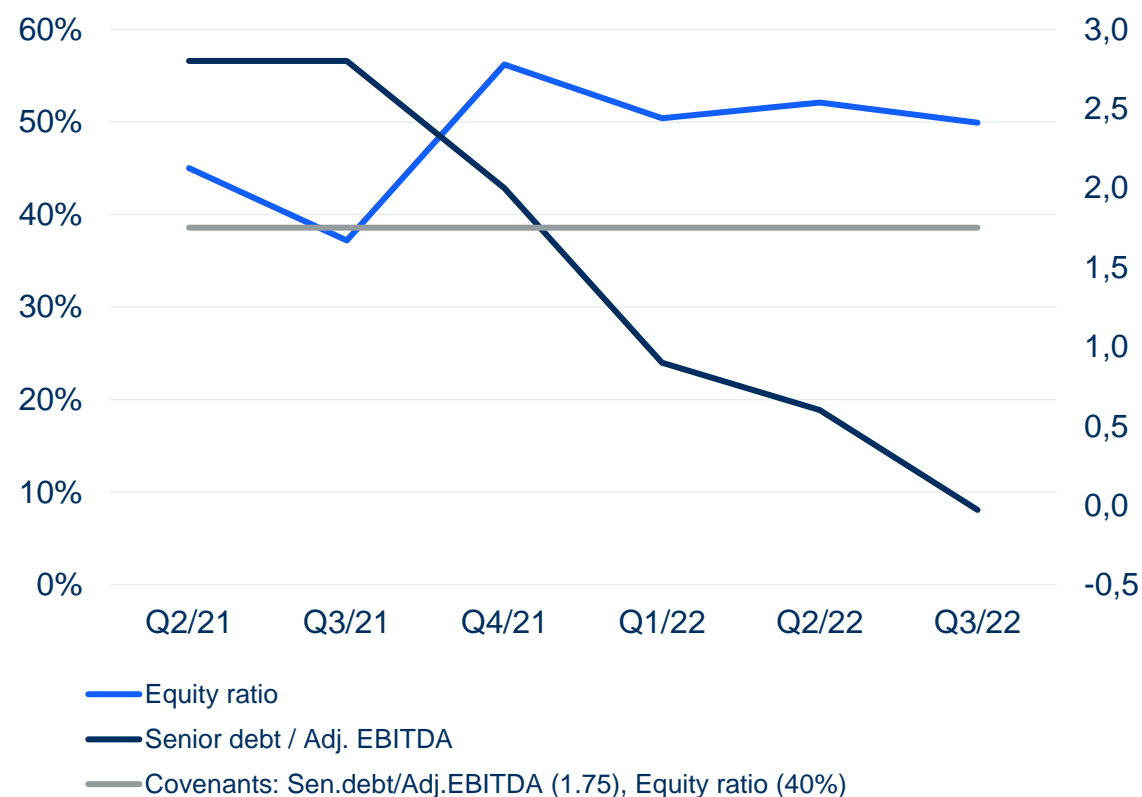


Gearing and leverage levels enabling additional financing

Equity, Net Debt and Net gearing



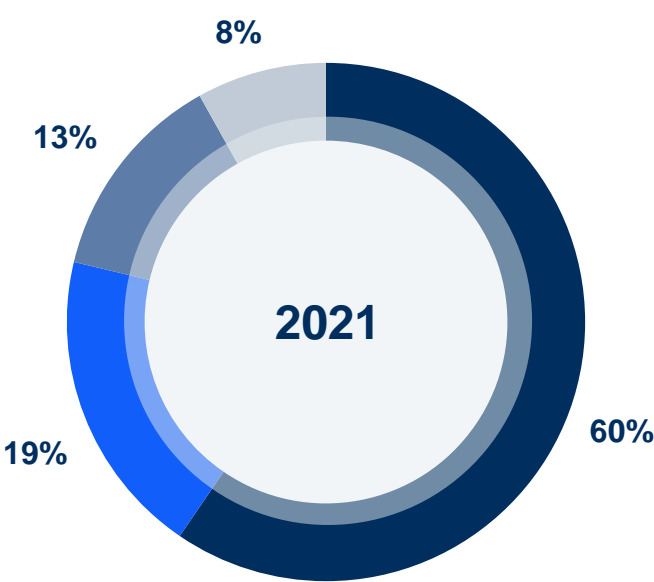
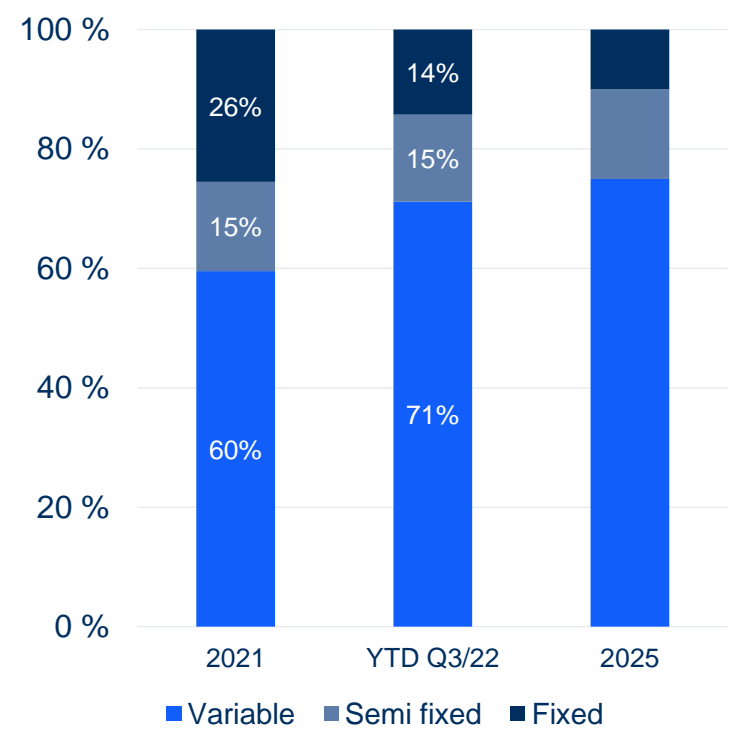
Equity ratio & Senior debt*/Adj. EBITDA



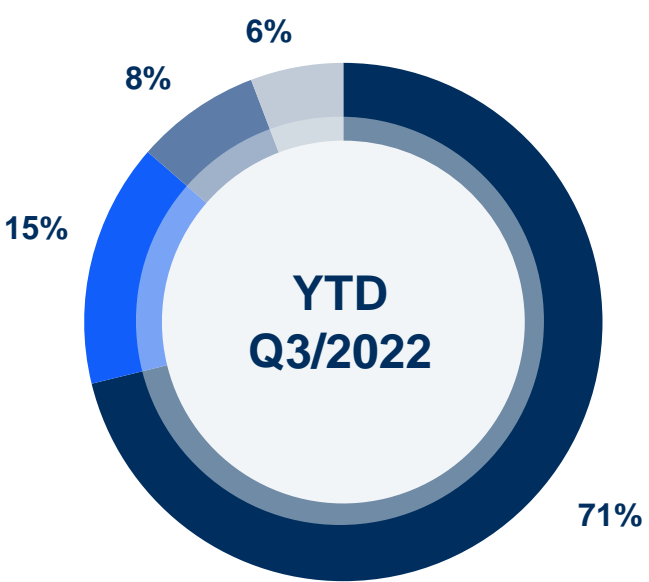
Cost base structure demonstrating the scalability potential

Cost structure

(% of total cost base)

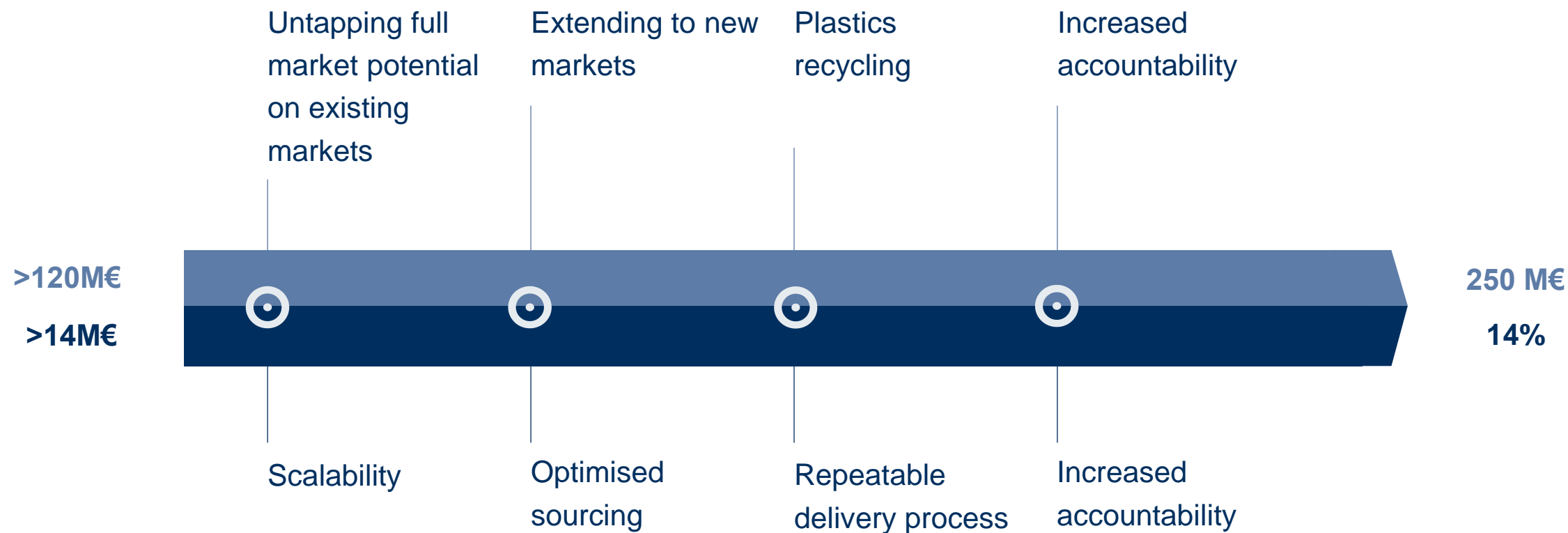


- Direct materials and services
- Employee benefit expenses
- Other operating expenses
- Depreciations and amortisations



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- Employee benefit expenses
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- Depreciations and amortisations

Commitment on reaching our long-term targets



Both tailwinds and headwinds entering into 2023

2022

Where we are

- ⊕ Strong revenue growth
- ⊕ Strong order backlog
- ⊕ Enhanced team supporting growth

2023

Tailwinds

- ⊕ Strong underlying order backlog
- ⊕ Promising prospect funnel building on existing presence
- ⊕ Organisation prepared for the next leap

Headwinds

- ⊖ Uncertainties in world economy
- ⊖ Continued cost inflation
- ⊖ Competition emerging

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Q&A



Middle East as a focal growth driver

SVP Middle East and Africa Pentti Korjonen

Significant market potential in the Middle East



Saudi Arabia to invest \$187.66bln to develop green economy

— Zawya by Refinitiv
(8 Sep 2022)



Putting a price on soil: The importance of soil to human civilization cannot be overestimated – it is present in everything we touch.

— The Times Kuwait (4 Jan 2020)



The objectives and mandate of SAIL is to protect the Saudi Arabian shoreline, either on the Arabian Gulf side, or the Red Sea.

— Arab News (16 Nov 2022)



PIF – owned SIRC targets zero-waste “Circular Economy” by 2035.

— Arab News (Oct 18 2021)

Environmental protection at the Red Sea



Current status

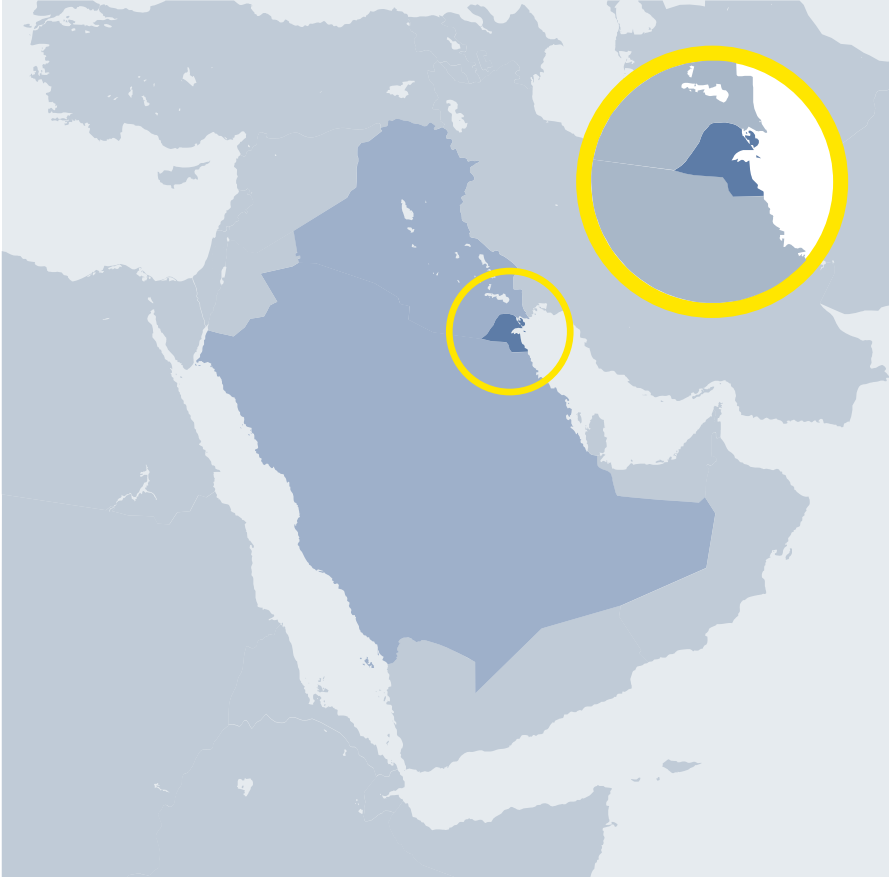
Lamor has three oil spill response centers in Saudi Arabia providing Tier 2 response services.

Market potential relating to environmental protection

The local authorities have plans to have a capacity of 530,000 barrels of oil spills and hazardous materials to help protect Saudi Arabia's shorelines.*

*Arab News (16 Nov 2022)

Soil remediation in Kuwait



Current status

The Kuwait Environmental Remediation Program is aiming to clean, remediate and revegetate the affected area.

Lamor has two soil-remediation projects on-going in the area.

Market potential relating to environmental protection

The United Nations has admitted an award of USD 3 billion for soil remediation activities in Kuwait.

Middle East – How to win?

Competitive advantage



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Leading partner network

Best practices and technologies for customers, global growth opportunities for partners.

Lamor way of working

Global offering, harmonised processes and efficient ways of working. One team working with passion, innovation and trust.

Local presence

- Close relationship with key customers
- Credible local and global references
- Investments to increase Lamor's local presence

Leading partner network

- Proven global expertise
- Strong local and global key partners
- New partnerships to support growth

Lamor way of working

- Efficient solutions based on proven product offering
- World class project deliveries
- Proven global processes










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World class project deliveries

COO Johan Grön

World-class delivery is based on a strong offering references leading to repeatable business

Offerings Environmental Protection	Technology Peru Oil Spill <ul style="list-style-type: none">• Equipment• On-/Nearshore  Deepwater Horizon Oil Spill <ul style="list-style-type: none">• Equipment• Offshore 	Solutions Saudi Shoreline Protection <ul style="list-style-type: none">• Prepare• Respond• Recover• Remediate  
Material Recycling	Ecuador Soil Remediation <ul style="list-style-type: none">• Soil microbial treatment• Landscaping / return  Guyana Oil Sludge Treat <ul style="list-style-type: none">• Thermal desorption• WW / oil reuse 	Kuwait Intregated Treatment Plants <ul style="list-style-type: none">• Prepare• Respond• Recover• Remediate 

World-class delivery reinforces our capabilities to drive value for customers



Local presence

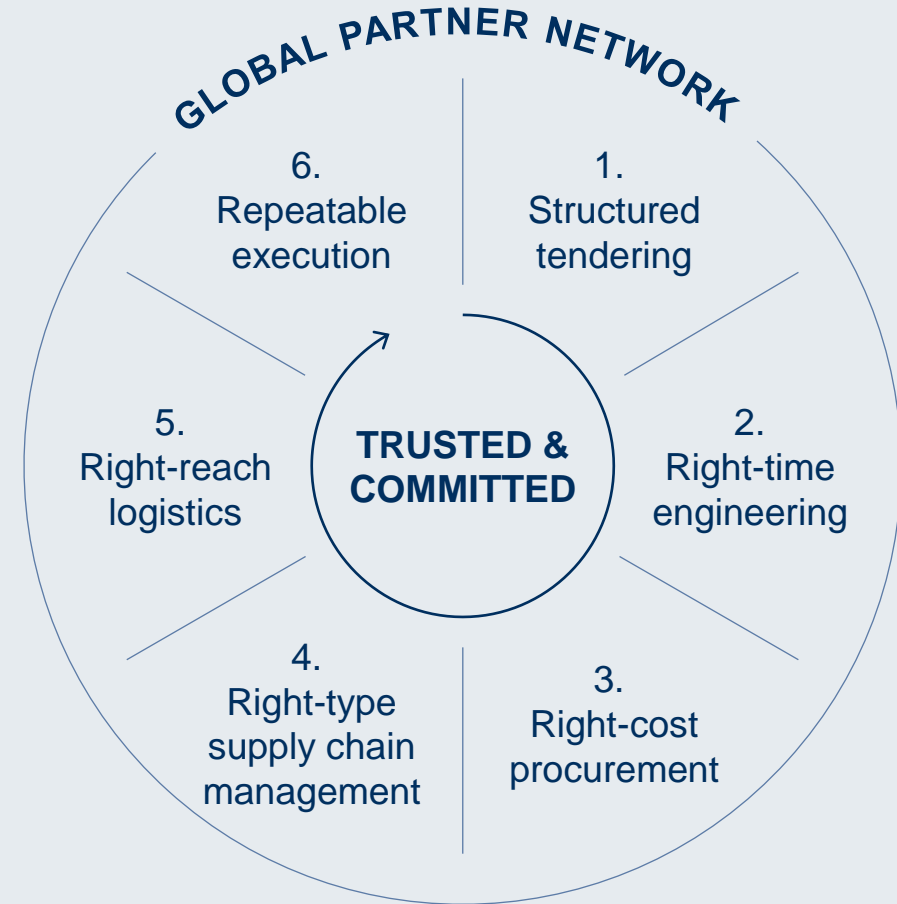
Strong local presence and expertise through hubs to ensure leading customer centricity.

Leading partner network

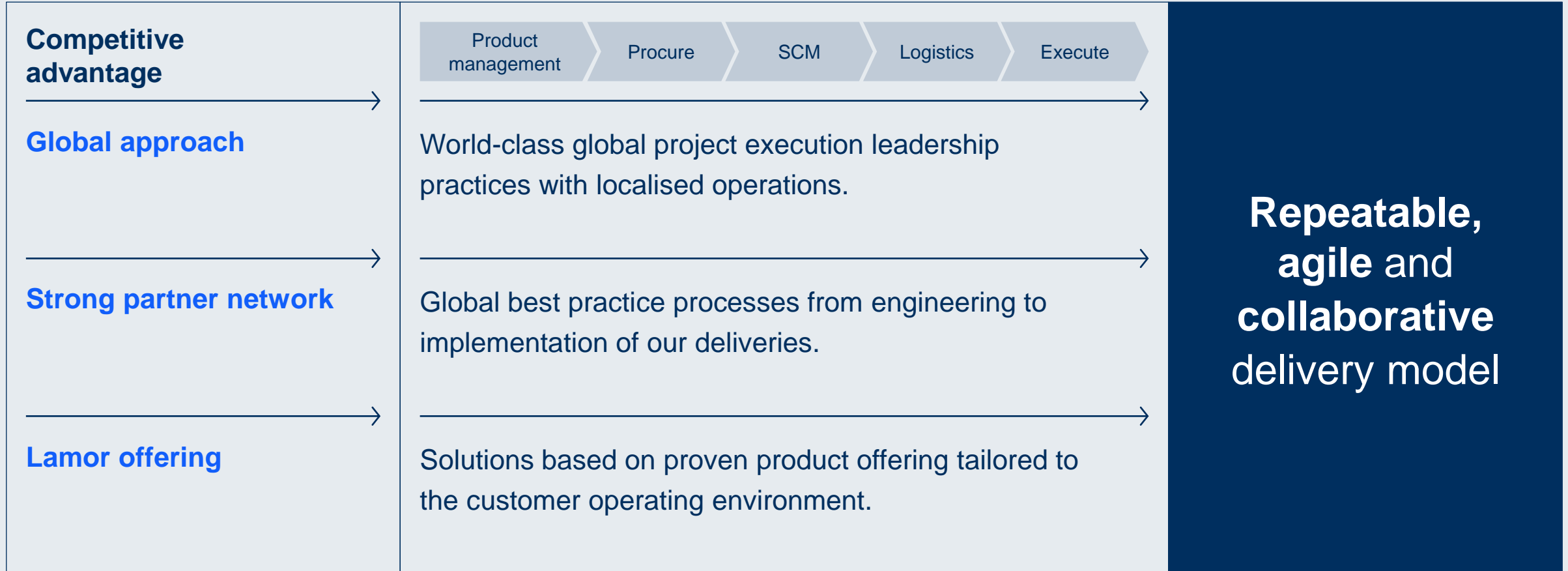
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World-class project deliveries are built on Lamor competitive advantages



Plastics recycling supporting green transition

CEO Mika Pirneskoski

COO Johan Grön

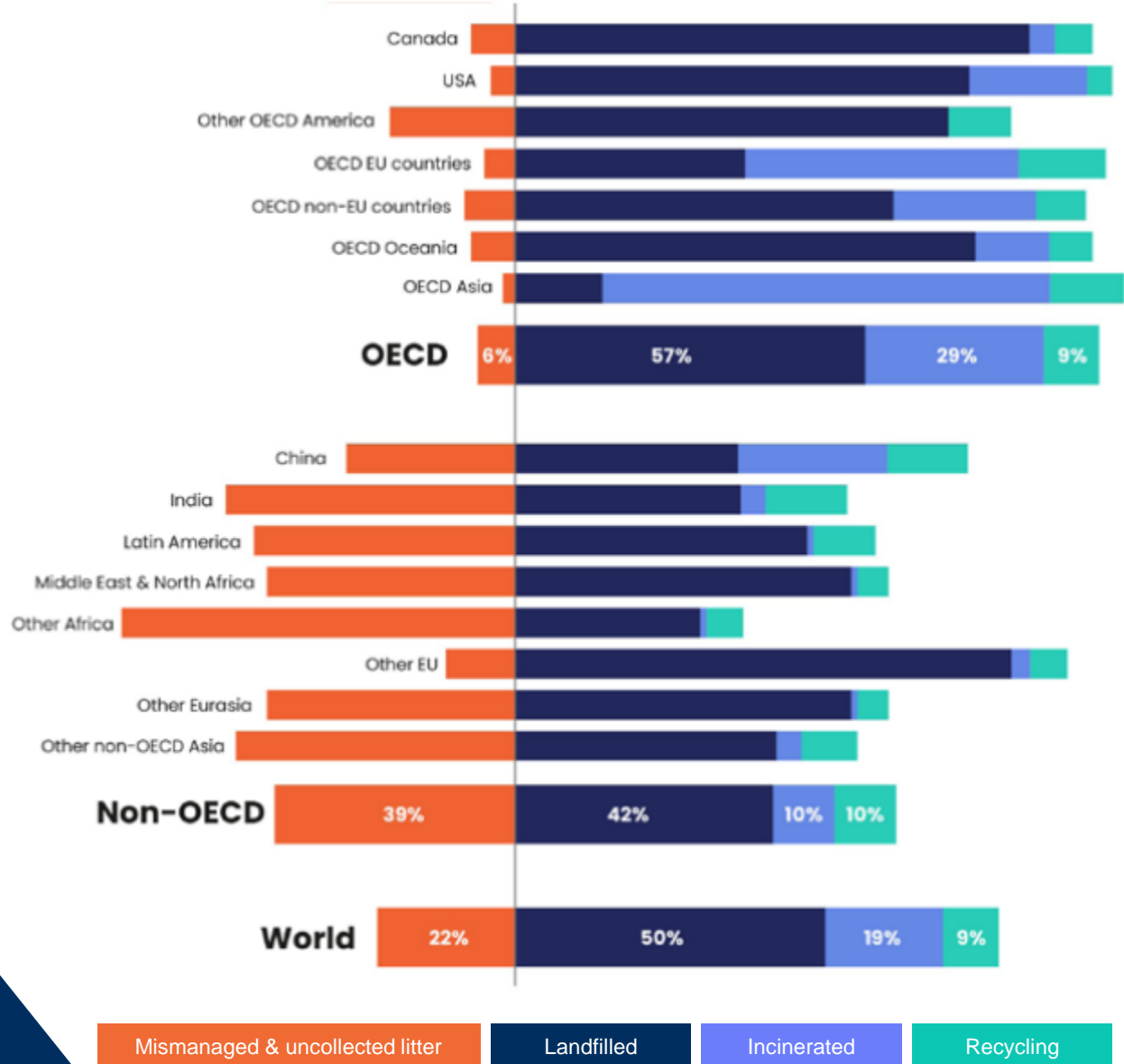
CDO Johanna Grönroos

Plastics – One of the biggest environmental problems of our life-time

“ Globally, only 9% of plastic waste is recycled, while 22% is mismanaged

“ Global plastic waste set to almost triple by 2060, says OECD

“ Many OECD countries and emerging economies have been implementing policies that specifically aim to reduce the negative environmental impacts associated with different stages of the plastics lifecycle.



OECD Global Plastics Outlook Database

Plastics recycling – Drivers to address the challenge

- Plastic based materials are developing (or forced to) towards ever-higher recycling rates.
- EU directive for plastic recycling clearly drives for an increased recycling volume by 2030. This would mean a recycling rate of approximately 60%.
- "Virgin" plastic material producers will be required by legislation to increase the recycled use in total mix.

Market drivers

- Plastics-based material recycling
- Post-consumer packaging
- Electronic/car components
- Construction materials

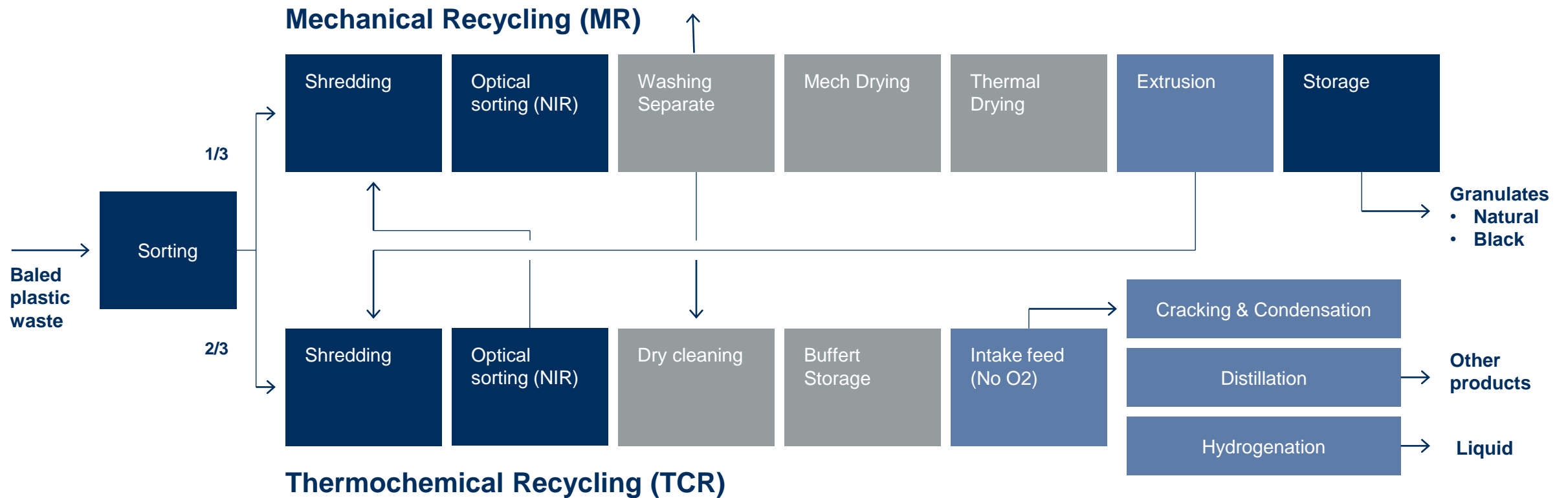
Product drivers

- Recycled content acceptance
- Recycled material available
- Alternative material properties
- Incentives & energy efficiency

Technology drivers

- Use of wider material quality
- End-to-end process technology
- Regranulate and liquid

Plastics recycling – Illustration of mechanical and thermochemical processing for maximised material yield



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Q&A



Key Messages

CEO Mika Pirneskoski
CDO Johanna Grönroos

The world and what we do / Why we succeed / Vision 2025

No.1 partner in selected strategic markets

3 new markets to create a positive environmental impact

5 new projects to solve significant environmental challenges

Plastics recycling with 100 ktn project portfolio to support solving the global plastics problem

Efficient and effective solutions to our customers with our globally local operating model

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Key Messages



Lamor's environmental solutions respond to the global megatrends

Clear targets for the strategy period to increase environmental protection and material recycling



- Preferred partner in selected strategic markets
- Three new markets
- Five new significant projects
- Plastics recycling
- Efficient and effective solutions for the customers



Committed team to aim for the updated EUR 250 million revenue target



Global partner network as a growth accelerator

Thank you.

investors.lamor.com

[#letscleantheworld](https://twitter.com/letscleantheworld)



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Let's clean the world