

Financial statements release 2022 webcast

1 January–31 December 2022

Lamor Corporation Plc



Lamor's team presented



Mika Pirneskoski
CEO



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CFO



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CDO

Agenda

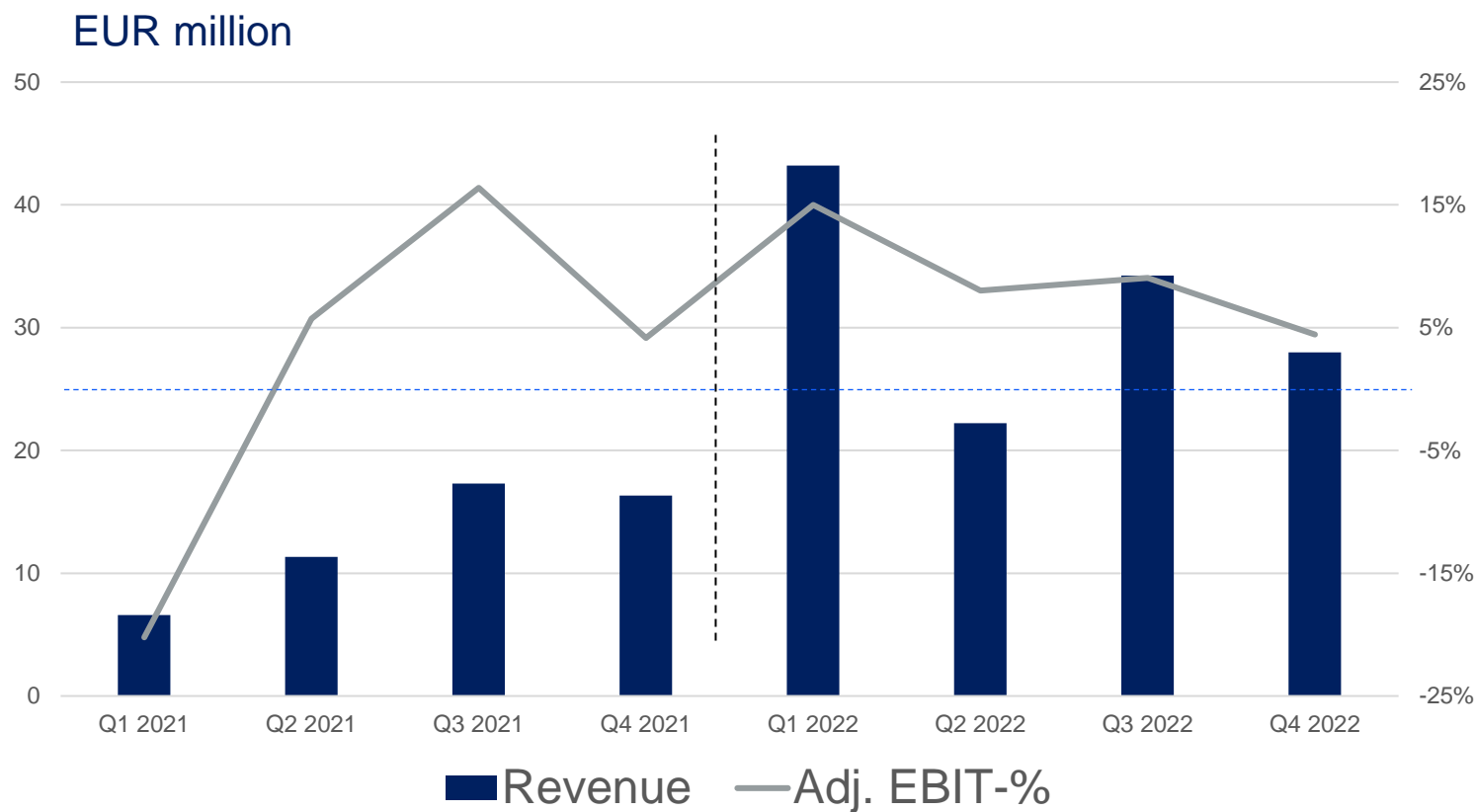
- 1 **Operational highlights**
Mika Pirneskoski
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Mika Pirneskoski & Johanna Grönroos
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A great year of growth

- Main growth drivers in 2022
 - Soil remediation and environmental protection projects in the Middle East.
 - Environmental incident related services in South America during the first quarter.
- Updated strategy launched in November 2022.
- Strengthened Management Team, updated operating model and many new professionals to support the growth path for 2023.
- Local presence and important references ensure successful business opportunities in all market areas.
- The market especially in the Middle East is active, and we expect to participate in several major tenders during 2023.

Quarterly development of revenue and adjusted EBIT margin



Year-end highlights



Revenue increased to
EUR 127.7 million
(YoY 147.8%)



Adjusted EBIT EUR **12.6**
million (YoY 345.4%)



Adjusted EBIT margin **9.9%**

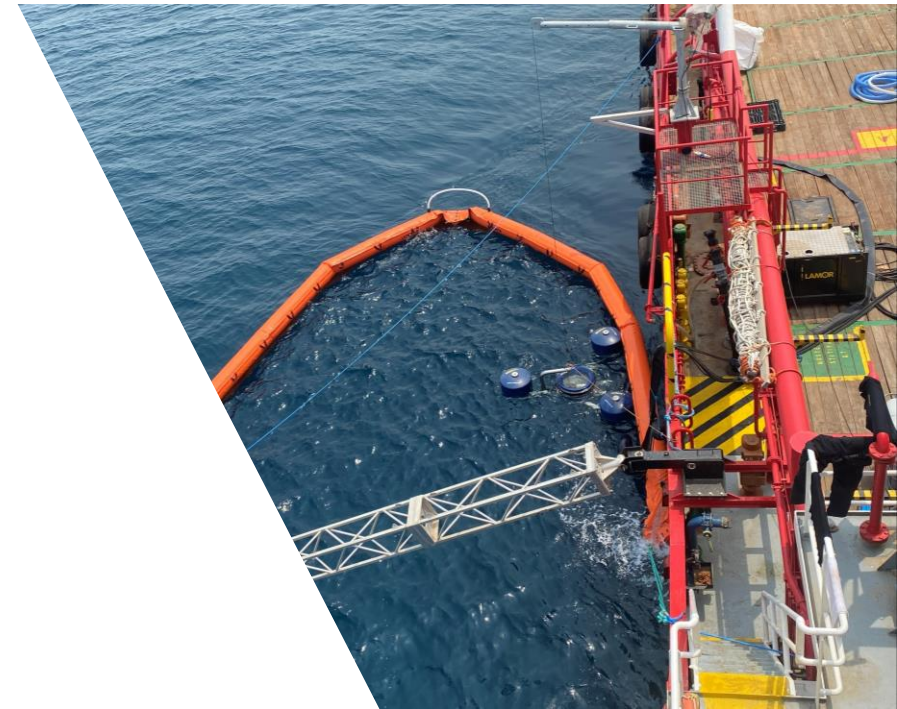
New projects in Bangladesh playing a key role in expanding Lamor's footprint in the Asian market

- Delivery of the new projects for the Mongla Port Authority, located in Bangladesh, started at the year-end 2022.
- Scope:
 - Reception facility for waste from vessels in Mongla Port
 - Significant number of oil spill response equipment
 - Vessels to the port authority
- A great example of synergies between Lamor's environmental protection and material recycling solutions.



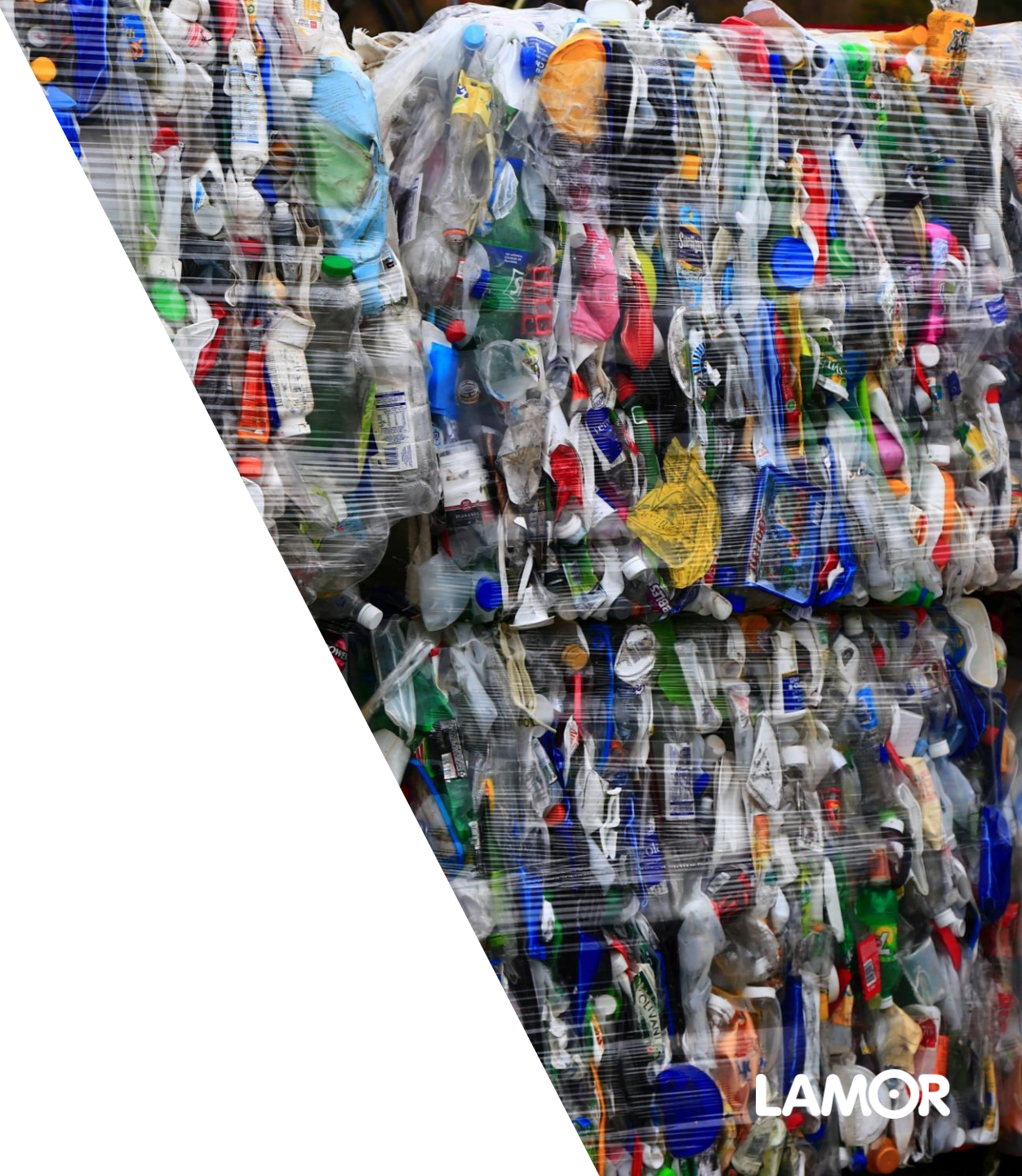
Environmental preparedness project in Saudi Arabia on-going – more than 1 200 local experts trained

- The environmental preparedness project in Saudi Arabia moved to the maintenance phase in 2022.
- The project has tied up more working capital than initially estimated, but Lamor expects the situation to normalise during the first part of 2023.
- Saudi Arabia has set targets to further expand their environmental preparedness capabilities, which may bring additional business opportunities for Lamor.



Project on the chemical recycling of plastics is progressing to the next stage

- First phase plan: A 10,000-tonne chemical recycling plant in Kilpilahti, Porvoo
 - The first-phase investment of the project was made in the final days of 2022
 - The initiative is moving forward with full speed in 2023. Technology selection and detailed process planning on-going.
- Medium-term plan: Decentralised 40,000-tonne chemical plastics recycling capacity in Finland
- Strategy period 2023-2025 plan: Recycled plastics project portfolio of 100,000 tonnes.



Soil remediation projects in Kuwait progressed as planned during 2022

- Our aim is to start the actual remediation work during the first half of 2023 as originally planned.
- We expect the ongoing projects in Kuwait to open other interesting business opportunities in the market area in the coming years.

Please see the video highlighting the progress in the area 

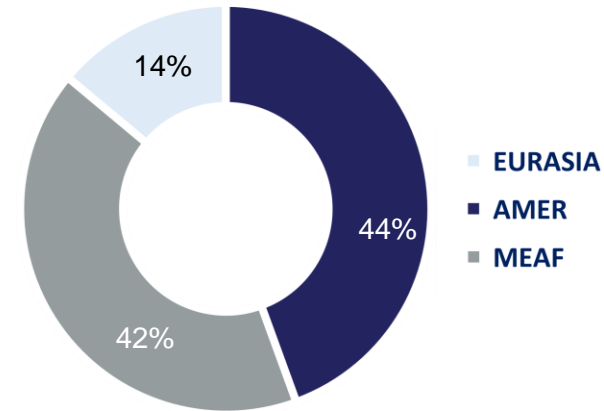


Financial update and guidance

CFO Timo Koponen

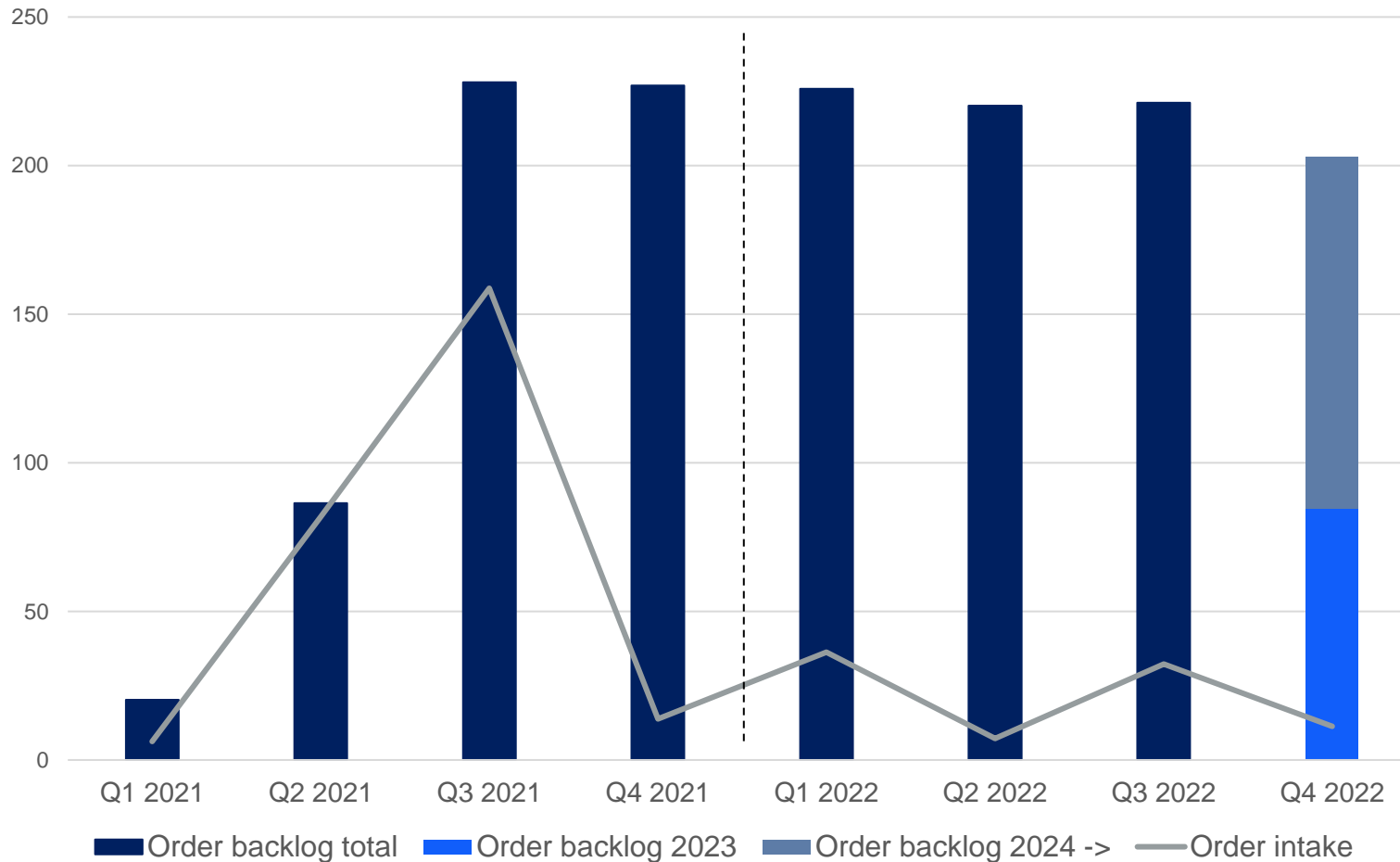
1 January–31 December 2022 in brief

EUR million unless otherwise noted	Q4 2022	Q4 2021	Change %	1–12/2022	1–12/2021	Change %	1–12/2021
Revenue	28.0	16.3	71.4%	127.7	51.5	147.8%	51.5
Adjusted EBITDA	2.7	2.0	34.7%	19.0	6.7	184.0%	6.7
Operating Profit (EBIT)	0.8	0.5	54.9%	10.1	1.9	416.0	1.9
Adjusted Operating Profit (EBIT)	1.2	0.7	83.1%	12.6	2.8	345.4%	2.8
Adjusted EBIT margin %	4.5%	4.2%		9.9%	5.5%		5.5%
Earnings per share, EPS (basic), euros	-0.03	0.03	-183%	0.13	0.05	169.2 %	0,05
Orders received	11.4	13.9	-17.8%	87.4	260.8	-66.5%	260.8
Number of employees at the period end	508	290		508	290		290
Number of employees on average	504	290		604	250		250



The Board of Directors proposes that no dividend will be paid for the financial year 2022

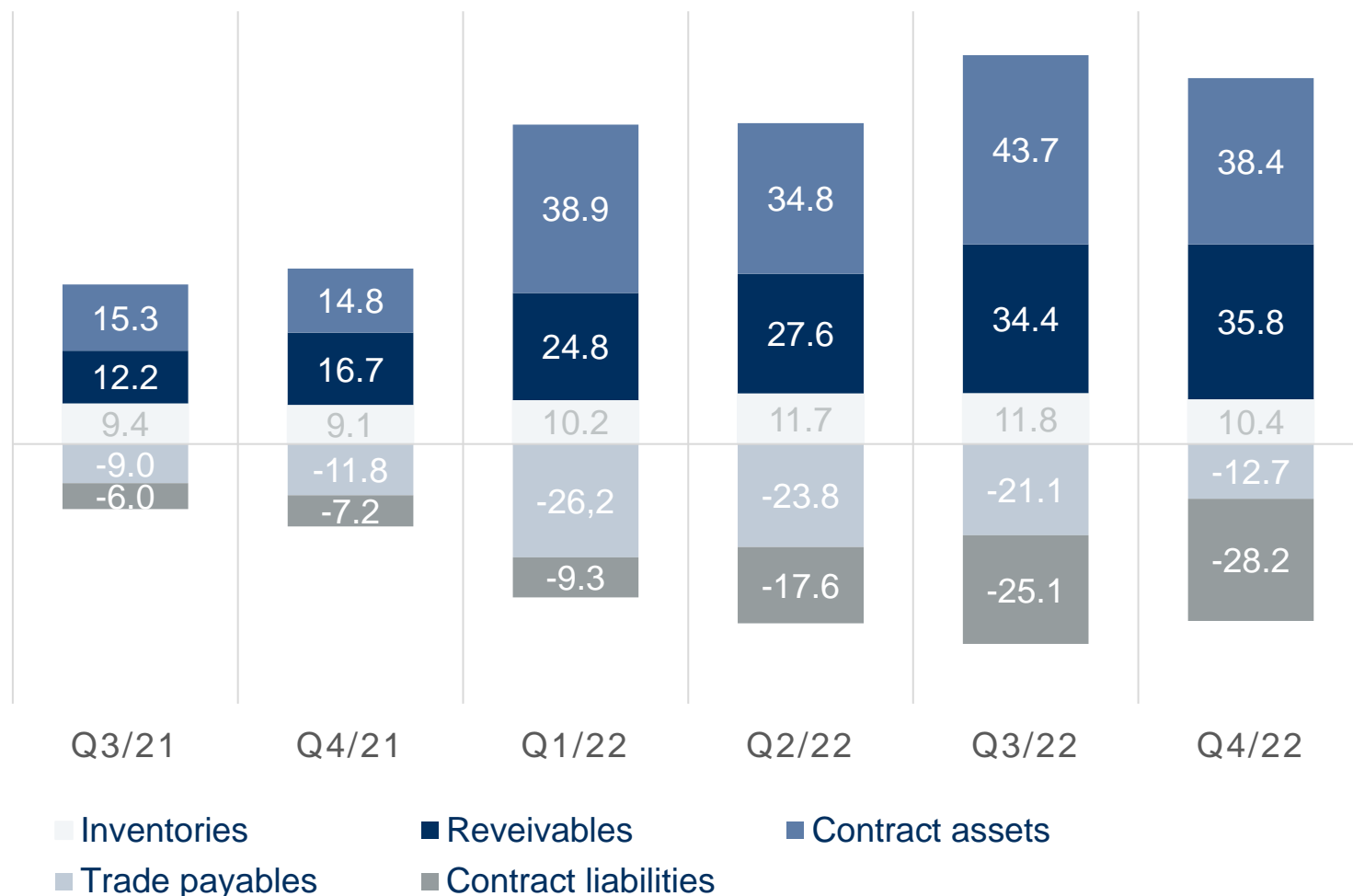
Strong order backlog supporting growth



- Order backlog EUR **203.1** million
- Orders received 1-12/2022 EUR **87.4** million
- Biggest orders from Peru and Bangladesh in 2022
- Several tender processes expected in 2023

Growth in working capital stabilizing

Operating Working Capital



- Working capital level remains high though growth is stalling
- Net cash flow from operations
 - 10-12/2022 EUR **0.7** million (EUR 1.1m)
 - 1-12/2022 EUR **-6.5** million (EUR -5.4m)
- Financial position remains very strong
 - Equity ratio **53.0%** (56.2%)
 - Net gearing **23.2%** (-6.9%)

Long-term financial targets and dividend policy

PREFERRED PARTNER DURING THE JOURNEY TOWARDS A CLEANER TOMORROW

Lamor has set the following long-term financial targets which are pursued at the latest during the financial year following the strategy period 2023-2025:

Increase of annual revenue to over
EUR 250 million

Adjusted operating profit (EBIT) margin -% over
14 per cent

CAPITAL STRUCTURE

Achieving a capital structure suitable for the company's strategy, targets and risk profile by maintaining a strong balance sheet.

DIVIDEND POLICY

Lamor aims to distribute annual dividends, while keeping growth as the company's most important target.

Guidance for 2023

Lamor estimates that its **revenue** for 2023 will be in the range of **EUR 120–135 million** and that the **adjusted operating profit (EBIT)** margin for the full year 2023 will be in the range of **8–11%**.

- Lamor has a strong order backlog for 2023. Since a significant part of the revenue is generated by large service project deliveries, any major changes in the project progress would have an impact on revenue and profit for 2023.
- Lamor is participating in several major tendering related discussions and expects requests for tendering to open and the decisions in the tenders to be made during 2023. The timing of the tenders as well as Lamor's success in the processes will have an impact on the revenue and profitability in 2023.
- Lamor has recruited a significant number of new professionals in 2022. This will support reaching the company's long-term financial targets but will increase the relative share of fixed expenses in 2023.
- Lamor follows closely the changes in the geopolitical environment in its operating countries. These changes may have either a negative or a positive impact on Lamor's business, for instance through changes in the schedules or cost structures of the projects.

Updated strategy supporting growth

Watch the recording from Lamor's Capital Markets Day held in November 2022 and find out more on Lamor's strategic priorities for the coming years: lamor.videosync.fi/cmd-2022

Mika Pirneskoski & Johanna Grönroos

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
Increasing 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 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

Lamorians solving problems together
Purpose-driven culture

Q&A

MISSION



Let's clean the world!

VISION



A world with
clean waters
and soil during
our lifetime

VALUES



Passion, innovation
and trust

Thank you.

All reports and
presentations are available
on our investor website at
investors.lamor.com.



LAMOR

Let's clean the world