INTERROLL GROUP

ZKB Swiss Equities Conference 2026

Value Creation Through Scalable Platforms



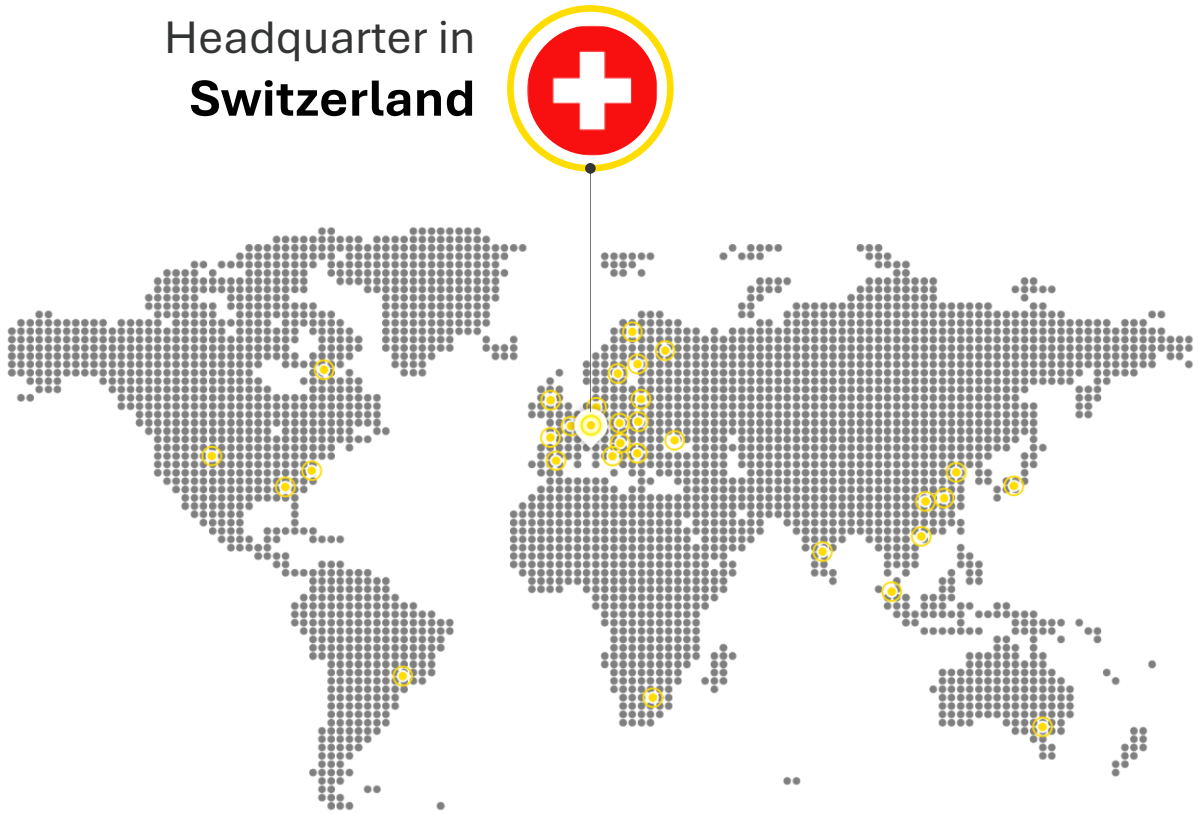
Zürich, November 6, 2026

INTERROLL®

Group Overview



Interroll at a glance



>19,000 active customers

2,800 employees

43 companies

19 main factories

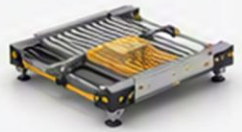
Founded in **1959**

Numbers based on Half-Year Review

Enabling large-scale automation projects through products and solutions

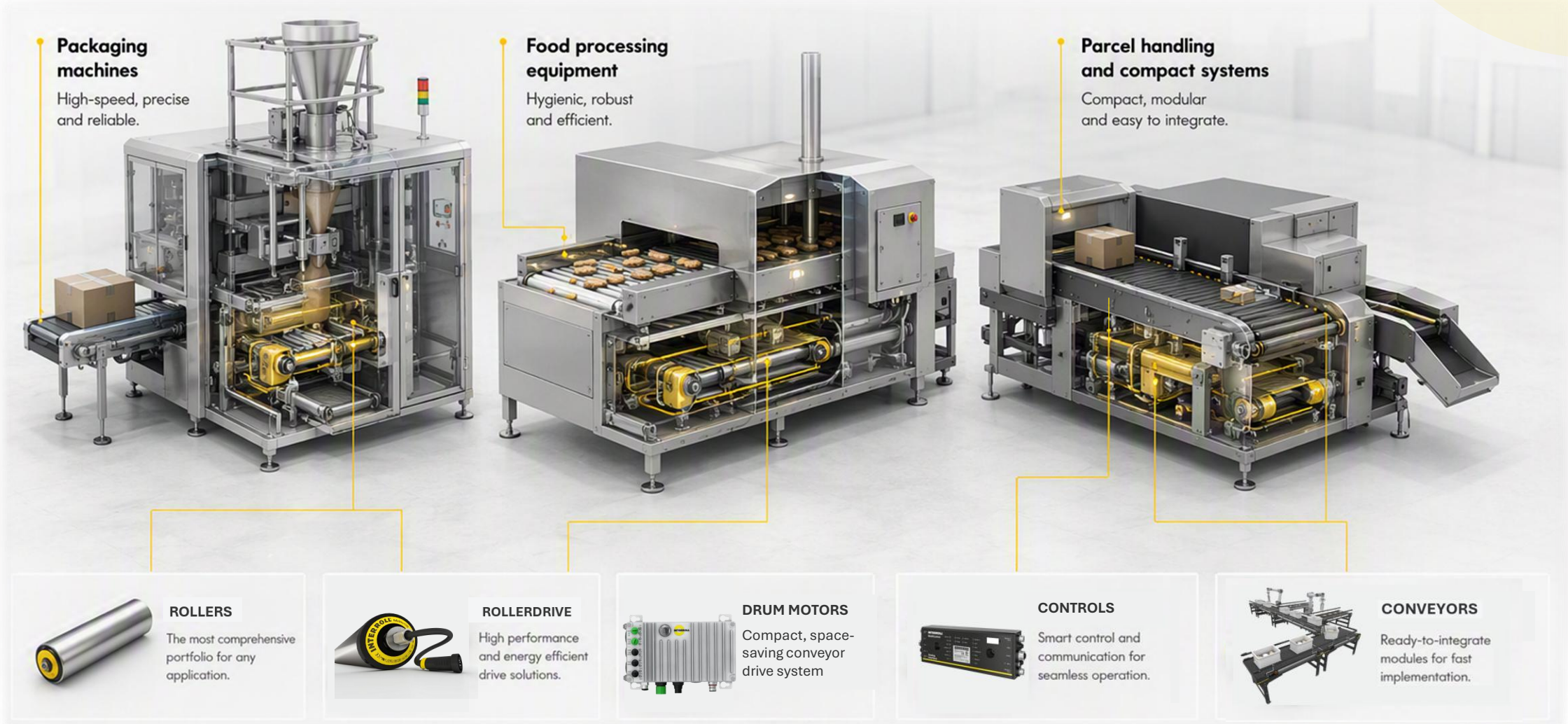


INTERROLL SOLUTIONS

ROLLERS	DRIVES	CONVEYORS	PALLET HANDLING PLATFORM	DYNAMIC STORAGE	SORTERS	CONTROLS	SOFTWARE
							

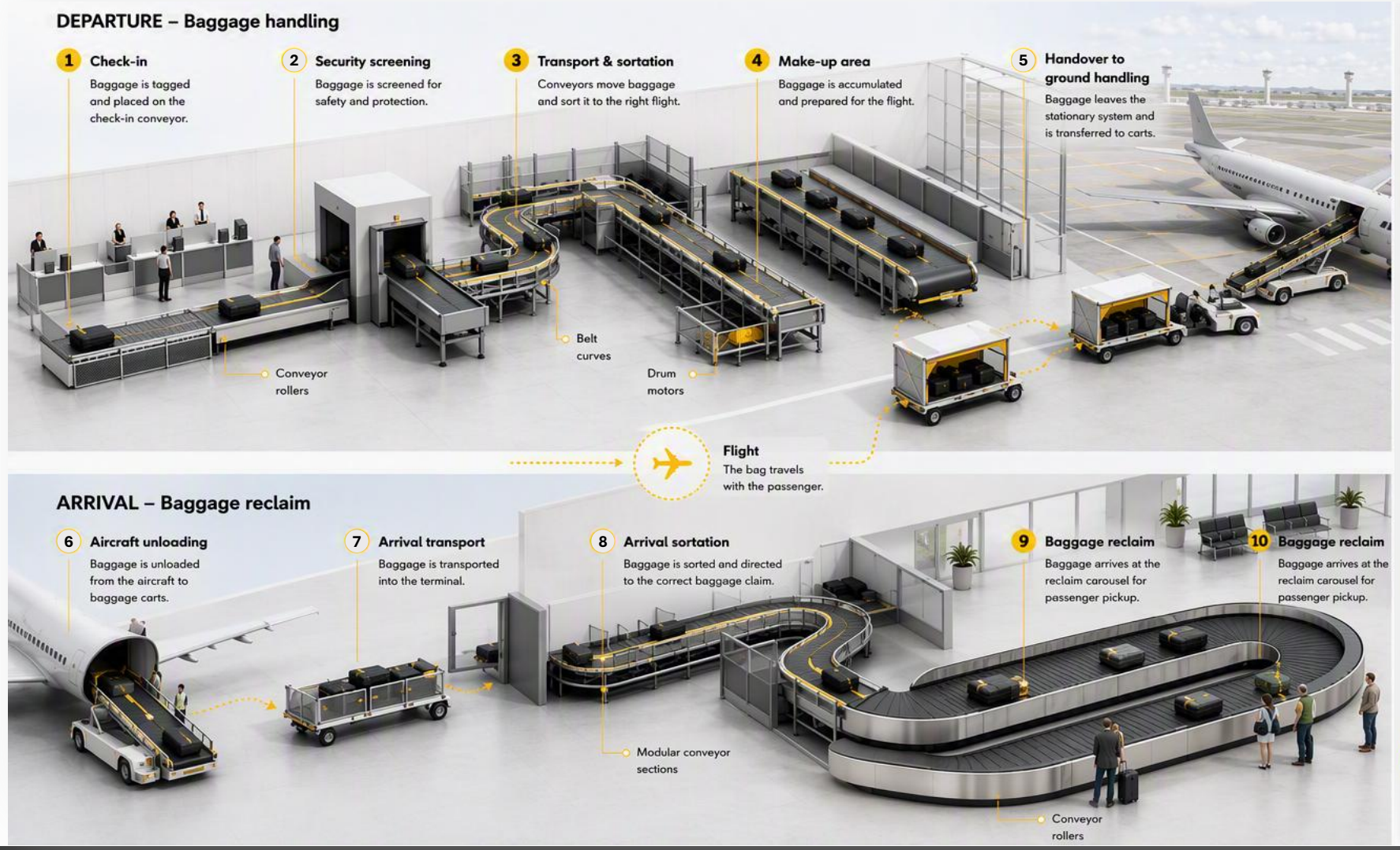
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Embedded across diverse OEM applications

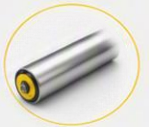


INTERROLL®

Supporting airport operations from departure to arrival



Selected Interroll technologies in airport applications



Conveyor rollers
Reliable movement for smooth transfer.



Drum motors
Powerful and efficient drive solutions.



Belt curves
Precise direction changes.



Modular conveyor sections
Flexible, scalable and easy to integrate.

INTERROLL®

References: Customers and Partners









































References: End Customers





































































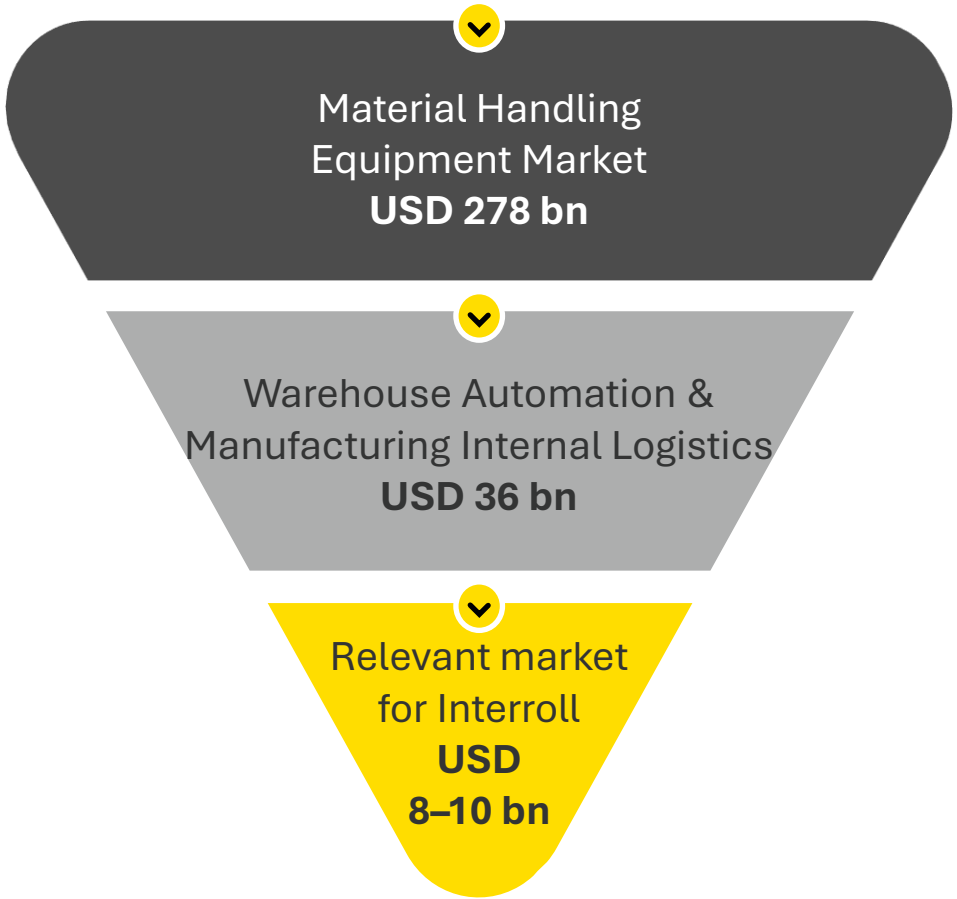


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Business Model



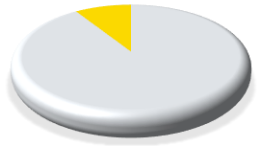
Interroll operates in a large and growing market



Fortune Business Insights: Material Handling Equipment Market (MHEM) to reach USD 278 billion by 2026.

Interact Analysis: Warehouse Automation and Manufacturing Internal Logistics solutions within MHEM market to reach USD 36 billion by 2026.

Interroll's market size projected at USD 8-10 billion by 2026 with a **8-10% global market share** and **6% CAGR** from 2026 to 2030.



Source 1: Fortune Business Insights, Material Handling Equipment Market, accessed July 2026
Source 2: Warehouse automation in 2025: A market defined by concentrated growth - Interact Analysis, accessed July 2026

Serving essential growth markets worldwide



Structural trends are reshaping material handling

THE FUTURE OF DEMAND

Changing demand increases flow complexity and network fragmentation

1 **Omnichannel & order fragmentation**

More SKUs, smaller orders, tighter cut-offs and volatile peaks.

2 **Distributed logistics networks**

Inventory and fulfilment move closer to customers and regional demand.

3 **Automation across new verticals**

3PL, manufacturing, food, pharma, parcel and airports automate faster.

THE FUTURE OF OPERATIONS

Scarce labour and space push productivity, adaptability and brownfield investment

4 **Labour scarcity & changing skills**

Automation absorbs repetitive work while operating skills become more technical.

5 **Brownfield & modular expansion**

Existing sites need retrofit-friendly systems that scale in phases.

6 **High-density logistics**

More throughput and storage must come from constrained warehouse space.

THE FUTURE OF TECHNOLOGY

Robotics, software and connectivity reshape how automation is deployed

7 **Robotics & hybrid automation**

AMRs, robots and fixed material flow increasingly operate as one system.

8 **AI-driven orchestration**

Software optimises routes, assets, capacity and exceptions in real time.

9 **Connected & interoperable systems**

Open interfaces and data layers reduce integration effort and vendor lock-in.

THE FUTURE OF VALUE

TCO, sustainability and competition change investment economics

10 **Lifecycle economics & faster ROI**

Uptime, TCO, upgradeability and payback increasingly shape buying decisions.

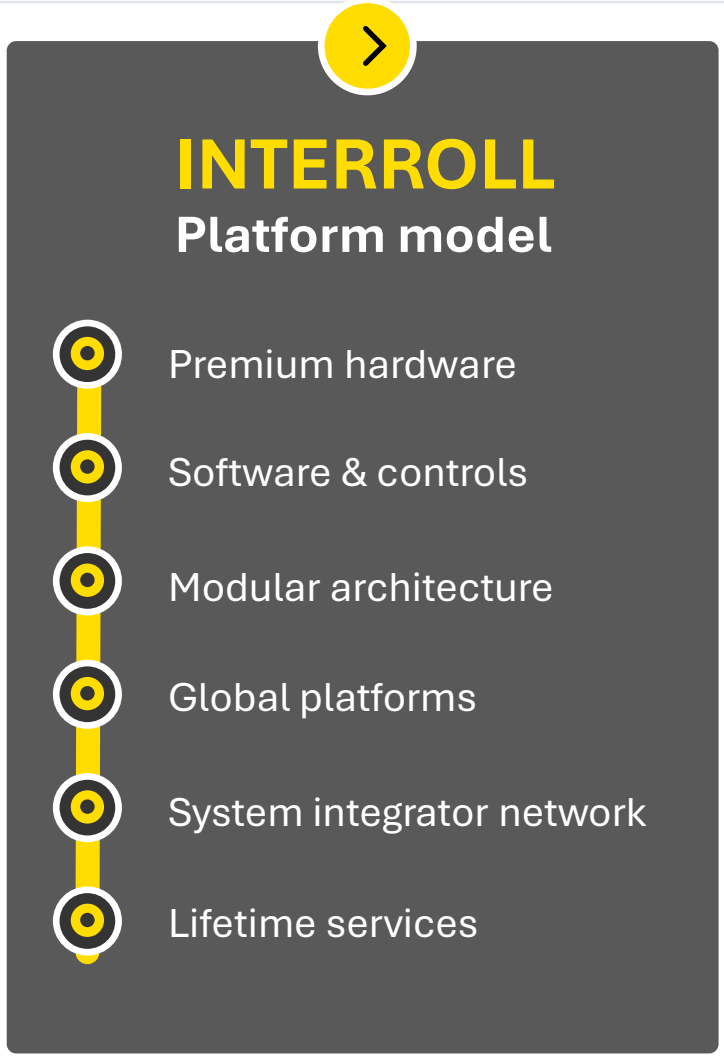
11 **Energy & resource efficiency**

Lower power consumption and resource use become operational priorities.

12 **Price-performance compression**

Global challengers make sophisticated automation increasingly affordable.

A platform approach designed to reduce complexity



Flexible	Modular platforms scale by application and phase
Simple to integrate	Standardized interfaces reduce engineering effort
Intelligent	Controls and software coordinate material flow
Productive	Quality and reliability support throughput and uptime
Lifecycle-attractive	Installed base and services extend customer value

Scalable platform creates value end-to-end

Interroll Portfolio along the value chain: PROVEN – Quality, Speed, Simplicity

Products



Rollers



Drives



Conveyors & Sorters



Pallet Handling

Solutions

MCPPLAY

Software & Controls



Integration

Simple and fast integration & commissioning



Operations

Increased productivity & uptime



From simplified integration to operational excellence

VALUE FOR

System Integrators



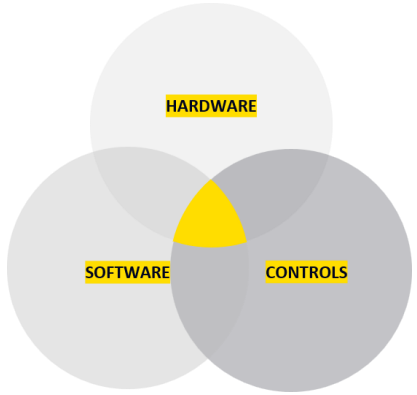
- Simplified system design and planning
- Faster deployment and commissioning
- Reduced implementation complexity



VALUE FOR

End Users

- Higher operational efficiency and uptime
- Increased productivity and throughput
- Improved sustainability and total cost of ownership



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Simplification with measurable customer benefits



-60%

Integration time for System Integrators

+40%

Throughput for End Customers

Global reach backed by local manufacturing

Focus on Customer Proximity

19 Factories globally
with global standards and local execution.

Integrated manufacturing
creates substantial scalability across the network.

Local supply
combined with global standards strengthens resilient supply-chain systems.





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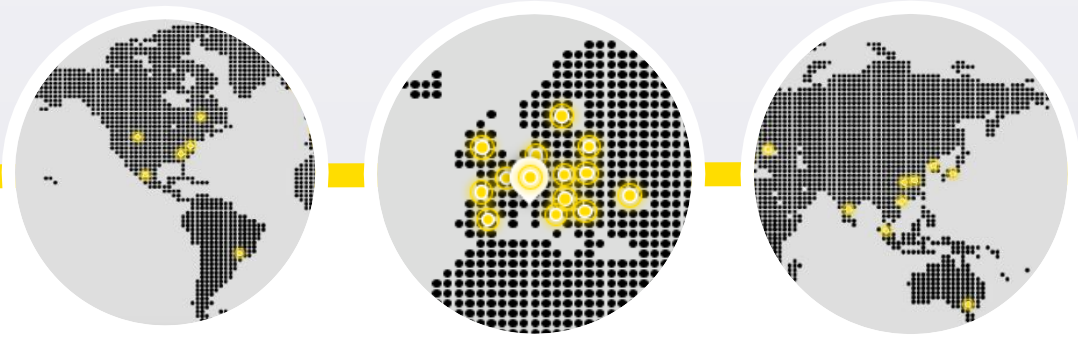
Strategic Focus

Accelerating the execution of our strategy

Strengthened the core
Upgraded project quotation systems, improved product quality, implemented efficiency programs, closed portfolio gaps through innovations and acquisitions.

Leveraged market potential
Enhanced customer relationships through end customer approach to get specified, a strategic sales force and increasing the sales resources in existing and emerging markets.

Laid foundations for sustainable growth
Established R&D hub in China, focused on customer value chain innovation, and closed a product gap through strategic acquisition.



Expanding market access through local expertise



Innovation Hub in China

Investment in Commercial Capabilities across NA and LATAM

Key Execution Priorities

Customer proximity through an enhanced regional presence and localized market expertise.



Sales resources in China and Southeast Asia

Expanding our platform through targeted acquisitions

Royal Apollo

accelerates Interroll's ambition to become the global supplier of choice for unit flow solutions





Strengthens the portfolio with vertical conveying solutions.

Broadens exposure to attractive end markets.

Empowers Global Lifetime Services capabilities.

Unlocks growth through complementary customer access and cross-selling.

Building a culture that drives execution



Execution Excellence

Execute with ambition, focus on results, drive continuous improvement



People

Lead with integrity, develop mindset and competences, foster dialogue and feedback culture.



CUSTOMER

Our customer is in the center of everything we do.



Global Collaboration

Collaborate and think beyond borders, learn and adapt across regions,



Accountability

Be accountable for results, own the outcome and measure what matters

From customer value to shareholder returns

1

CUSTOMER VALUE

SYSTEM INTEGRATORS

Simpler integration
Faster execution
Lower project complexity

END USERS

Higher productivity
Greater flexibility
Lower lifecycle cost
Higher uptime

2

INTERROLL GROWTH

PLATTFORM EXPANSION

Broader platform offering
Higher share of wallet

LIFECYCLE VALUE

Installed base monetization
Lifetime Service

MARKET REACH

Global partner network
Local-for-local presence

3

FINANCIAL PERFORMANCE

REVENUE GROWTH

Broad participation in attractive end markets

OPERATING LEVERAGE

Scalable platforms and global infrastructure

FINANCIAL STRENGTH

Strong cash conversion and balance sheet discipline

4

SHAREHOLDER VALUE

GROWTH

Participate in Interroll's long-term growth

ATTRACTIVE RETURNS

Generate attractive returns on capital

DIVIDEND

Provide sustainable shareholder distributions

Our platform strategy transforms customer value into sustainable growth, cash generation and attractive shareholder returns.

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Half-Year Results 2026



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Execution translating into strong growth

Market recovery
Demand is improving, but risks remain.

Demand and **project activity** improved across key markets.

EMEA grew; **Asia Pacific** returned to growth, North America: strategic actions to restore growth momentum.

FX and geopolitics weigh on reported performance.

Execution focus
Strategy is translating into operating progress.

Global Platforms strengthen the competitive position.

Customer proximity and regional expertise are paying off.

Structure to foster growth will be consequently developed.

Platform growth
Acquisitions broaden value creation.

Integration of **Sortteq** in global sortation portfolio, closing an important portfolio gap.

Royal Apollo acquisition expands the platform portfolio.

Global Lifetime Service gains a broader runway.

Business momentum continued to improve during the first half of 2026,
providing a solid basis for the remainder of the year.

Key Figures: Growth Built on Value-Creating Platforms

HY 2026

+3.9% Order Intake
(organic +5.5%
local currency +8.5%)

+9.0% Sales
(organic +10.5%
local currency +14.1%)

-2.2% EBIT

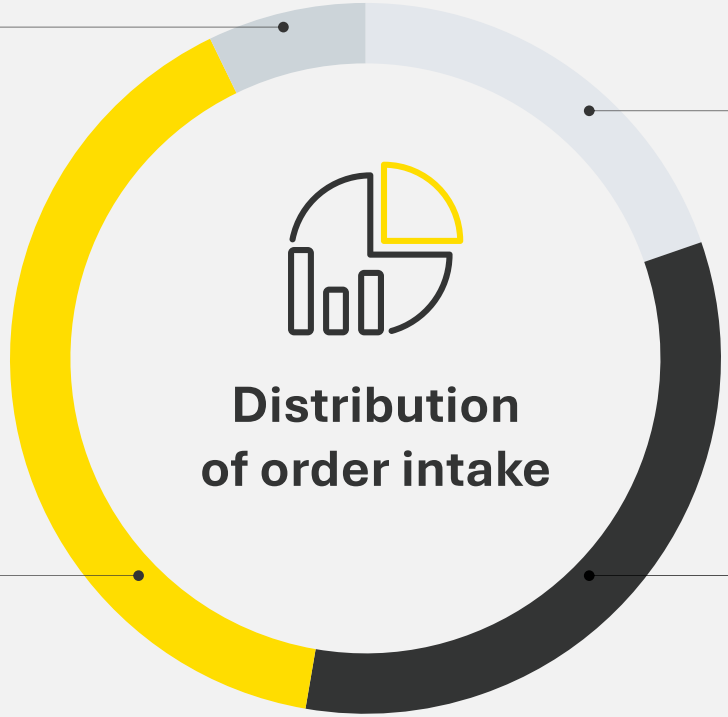
FY 2025



7.2%
Pallet Handling

19.7%
Rollers







40.1%
Conveyors & Sorters

33.0%
Drives



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Appendix

Contact details



Markus Asch
CEO
m.asch@interroll.com



Stephan Schärer
CFO
s.schaerer@interroll.com



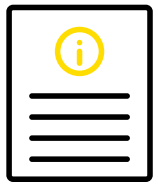
Dr. Carola Hilbrand
Head of Communications
c.hilbrand@interroll.com

www.interroll.com

Interroll Holding AG

VIA GORELLE 3
6592 S. ANTONINO
SWITZERLAND

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