INTERROLL

Interroll Holding AG Group overview

Markus Asch, CEO

7th of November, 2025

PUBLIC

Internal Logistics Solutions are part of the Material Handling Equipment Manufacturing market

Material Handling Equipment Manufacturing (MHEM) Market
CHF 234 billion (2024), growing at an average CAGR of 6% (2025-32)*

Internal Logistics Solutions are a part of the MHEM Market.

Relevant market for Interroll products: CHF 6-8 billion worldwide.
Interroll market share: 8-11% worldwide.

*Source: Fortune Business Insights (update June 2025): USD 293.3 billion in 2024 – USD 390.9 billion in 2032

Interroll
Leading global provider for unit flow solutions

28,000
customers

2,300
employees

36
operating companies

Founded in
1959

16
main factories

Headquarters in Switzerland

Our business model
Interroll as enabler

Market

Market environment
increasingly dynamic

Material handling market
attractive for new entrants, consolidation

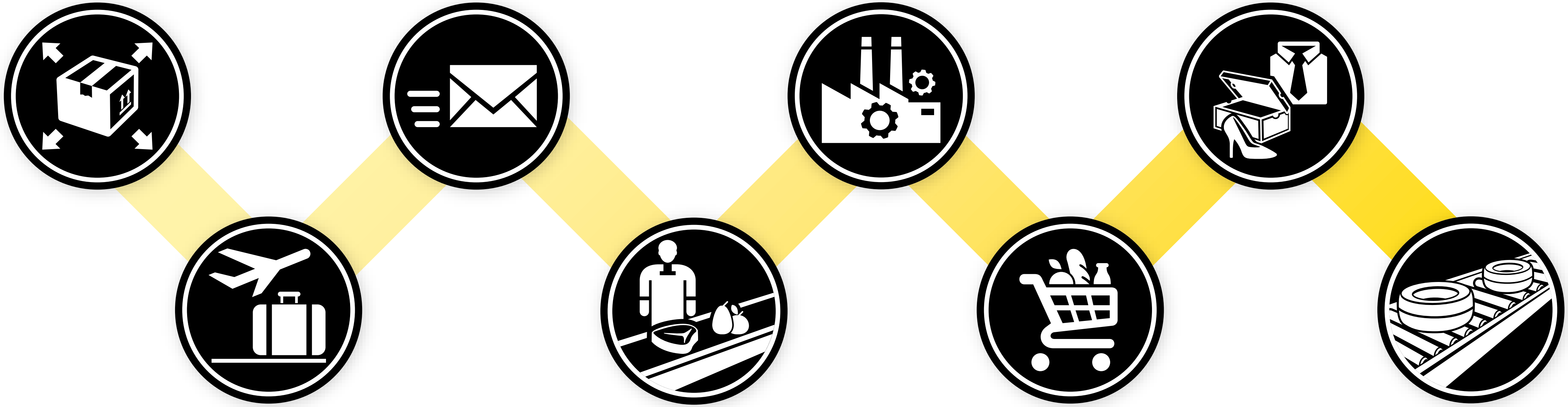
Interroll

Platform products for globally consistent / proven solutions

Proximity to customers: own network in key markets and industries

Technology partner for global integrators and local players

Interroll
Industry focus



- Warehousing & Distribution
- Airports
- Courier, Express & Parcel
- Food & Beverage
- Industrial Manufacturing
- Supermarket Solutions
- Retail & Fashion
- Automotive & Tire

Strategic Initiatives

White spots and observed market dynamics

Significant emphasis and considerable potential in **China & India**

Growth plans include

- ASEAN nations
- Middle East region
- Latin America (LATAM)

Interroll
Platform strategy

Rollers

- Roller platform

Drives

- Drum Motor Platform
- DC Platform
- AMR Top Module

Shorter delivery times • Highest quality • Faster installation •

INTERROLL
PLATFORM
STRATEGY

Modular • Scalable • Flexible

Pallet Handling

- Modular Pallet Conveyor Platform (MPP)
- Dynamic Storage Solutions

Conveyors & Sorters

- Modular, Light & High Performance Conveyor Platform (MCP, MCP Play, LCP & HPP)
- Modular Hygienic Platform (MHP)
- Sorter Platform

Controls

Innovations - MCP Play

Modular Conveyor Platform hardware meets revolutionary Play software

MCP PLAY empowers system integrators to build complex systems with ease while delivering greater energy savings and system longevity for end customers

Recent Acquisition - Sortteq

About Sortteq : Innovative startup from the Netherlands, acquired by Interroll in September 2025 enhancing Interroll sorter segment with advanced chain-belt technology.

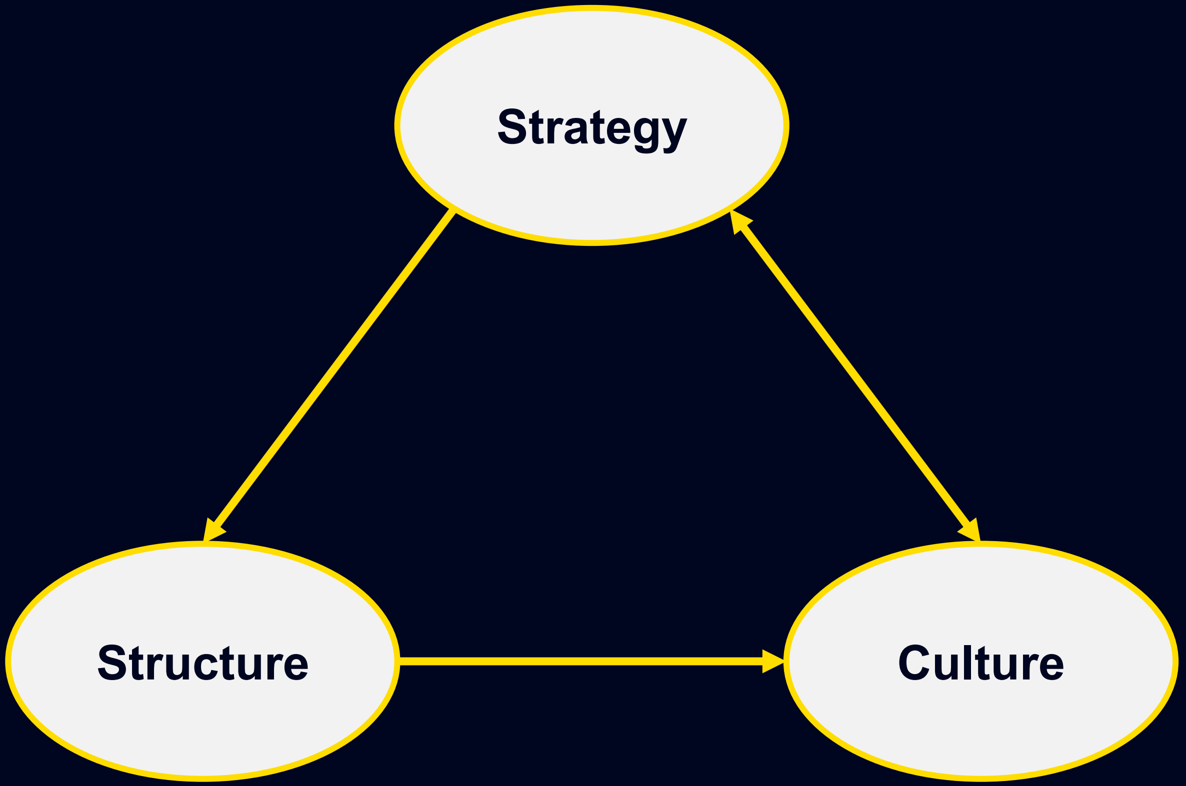
Modular Innovation: Scalable and modular sortation technology for parcel, postal, and e-commerce logistics.

Customer Value: Enhances operational flexibility and throughput, especially in last-mile and CEP applications.

SORTTEQ
A MEMBER OF THE INTERROLL GROUP

CEO’s Impressions
First 9 Months

Our Priorities



Strong focus on building a growth performance **culture**

Organization decided and in place since July 2025 – now full focus to regain market momentum

Strategy 2030 refined and approved to position Interroll for sustainable long-term growth

Multiple initiatives derived from strategy to regain competitiveness of products and solutions

CEO’s impressions - First 9 months

Observations

Market

Interroll's **business model** aligns well with growing market demand for productivity.

Strategic investments focus on vertical market expertise, Key Account Management, and solution sales.

Regional Presence

Strong global sales and operations with **moderate tariff impact** due to local production in the USA.

Product management and development are increasingly **localized in China** to support regional adaptations.

Innovation & Technology

Developing product platforms that **enhance the customer value chain** through combined hardware and software solutions.

MCP Play introduced as a major move toward software solutions.

Emphasis on sorter competitiveness supported by the strategic acquisition of **Sortteq**.

Summary: Investments into organization, innovation and markets are the foundation for sustainable growth

CEO’s impressions - First 9 months

Highlights Q3/2025

Strategic Wins in Battery Sector

Secured first overseas order from a top global lithium-ion battery manufacturer

Follow-up order from another leading Chinese battery producer for a U.S. project

Strong Momentum in Airport Business

Major order from Airports of Thailand for Suvarnabhumi Airport, Bangkok

Reinforcing Interroll’s strength in airport infrastructure solutions

Large global contract signed for coming 3 years

Global Positive Signs

Brazil: Record sales from conveyor projects

Mexico: Strategic sorter order secured

USA: Robust growth from conveyor sales into robotics, warehousing and high-speed sorting lines

Thailand: Multiple orders secured and large opportunity in pipeline

Summary: Strong local market activities with increased engagement and proximity to customers. Embracing a competitive stance globally.

Regaining Competitiveness

Global ambitions balanced with local entrepreneurship

Our global customer promise

QUALITY

+

SPEED

+

SIMPLICITY

Differences in market demands and structures

Balancing entrepreneurship and global alignment

Customer promise

What we are valued for

QUALITY + SPEED + SIMPLICITY

Thank you for your attention!

Time for questions & answers

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Interroll Holding AG Financial highlights H1/2025

Markus Asch, CEO

7th of November 2025

PUBLIC

Performance summary H1/2025

<u>Order intake:</u> -0.8% decrease (previous year: -5.1%)
Local currency: +2.7%
Americas increased order intake, EMEA basically stable but Asia-Pacific with a strong decline, despite growth in China

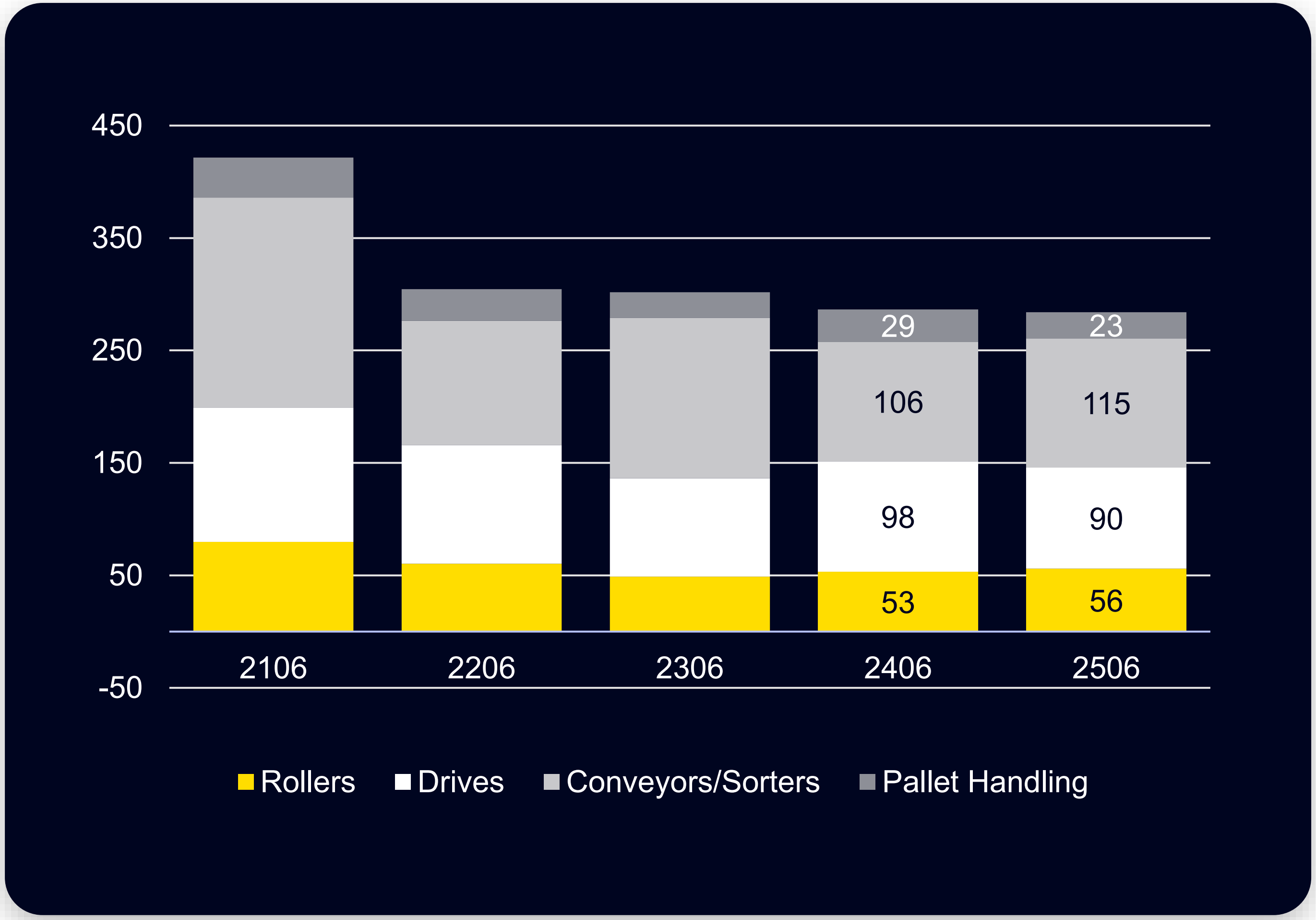
<u>Sales:</u> +0.1% increase (previous year: -3.5%)
Local currency: +3.6%
EMEA and Asia-Pacific increased sales, whereas Americas has lower sales due to the weak project order intake in the second half-year 2024

<u>EBIT:</u> -7.7% decrease to CHF 27.6m (previous year: CHF 29.7m)
Increased investments in R&D and Marketing to drive future growth, but overall maintaining our strong cost discipline

<u>Operating cash flow</u>: +34.6% increase to CHF 21.8m (previous year: CHF 16.2m)
Mainly from change in net working capital

Order intake: CHF 284.1m (-0.8%)

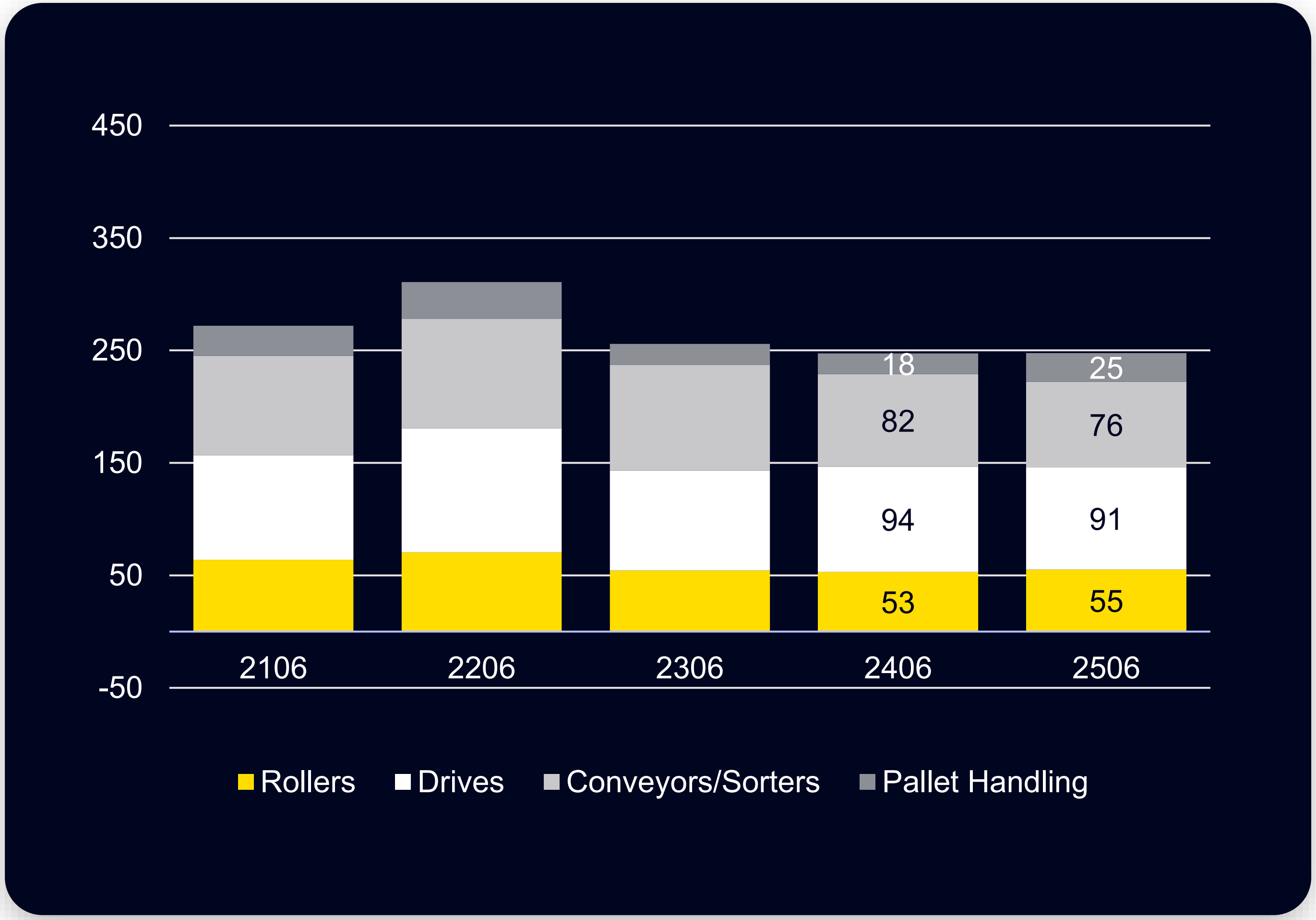
In local currency: +2.7%



- **Rollers: +5.1%**
- **Drives: -8.4%**
- **Conveyors & Sorters: +8.1%**
- **Pallet Handling: -19.1%**
- **Book-to-bill Ratio: 1.15 (PY: 1.16)**

In CHF million

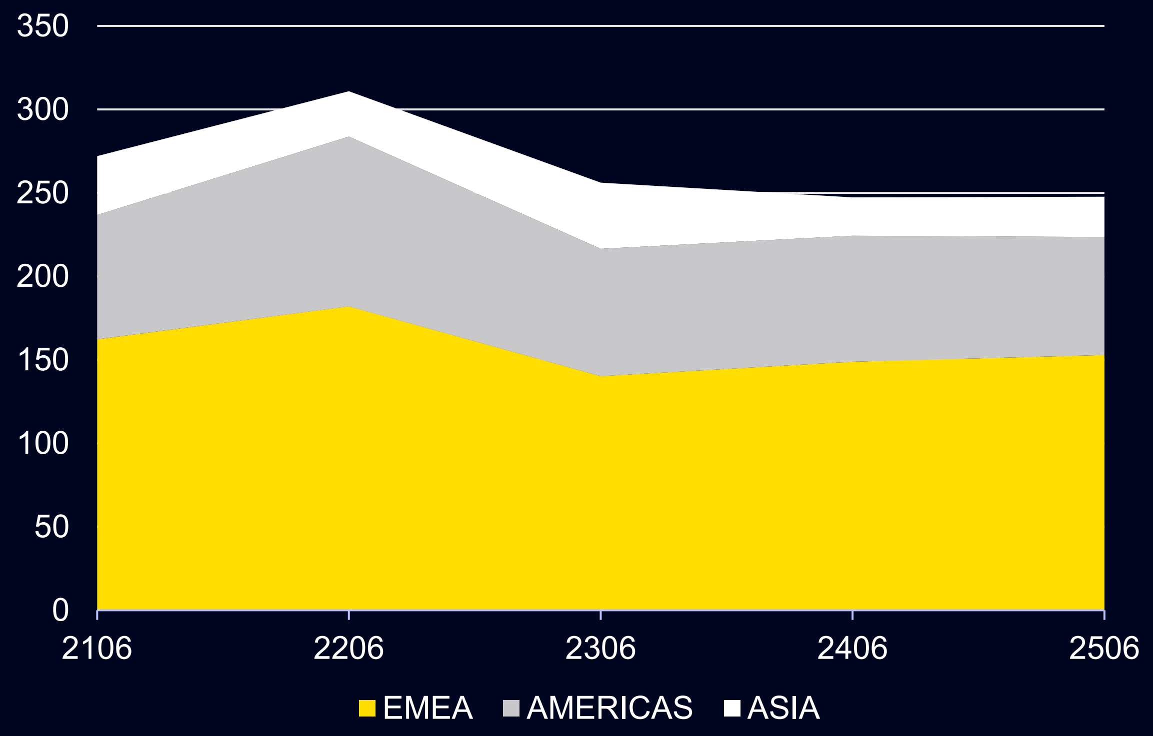
Sales: CHF 247.7m (+0.1%)
In local currency: +3.6%



- **Rollers: +4.1%**
- **Drives: -3.1%**
- **Conveyors & Sorters: -7.3%**
- **Pallet Handling: +38.0%**
- **Book-to-bill Ratio: 1.15 (PY: 1.16)**

In CHF million

Sales by region: CHF 247.7m (+0.1%)
In local currency: +3.6%



In CHF million

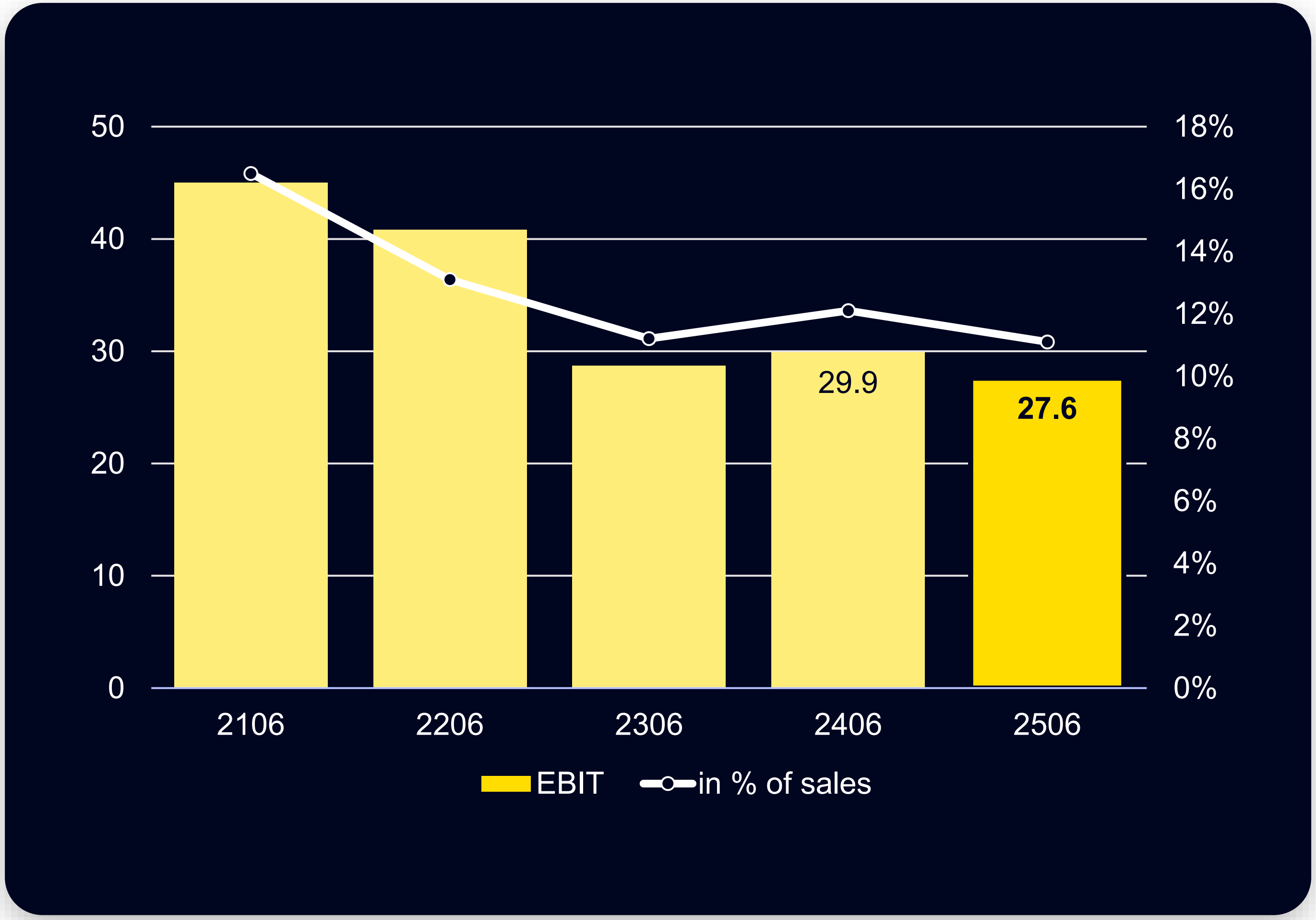
Sales development:

- EMEA: +2.8%
- Americas: -6.5%
- Asia-Pacific: +4.9%

Sales by region:

- EMEA: 62% (PY: 60%)
- Americas: 28% (PY: 31%)
- Asia-Pacific: 10% (PY: 9%)

EBIT: CHF 27.6m (-7.7%)



In CHF million

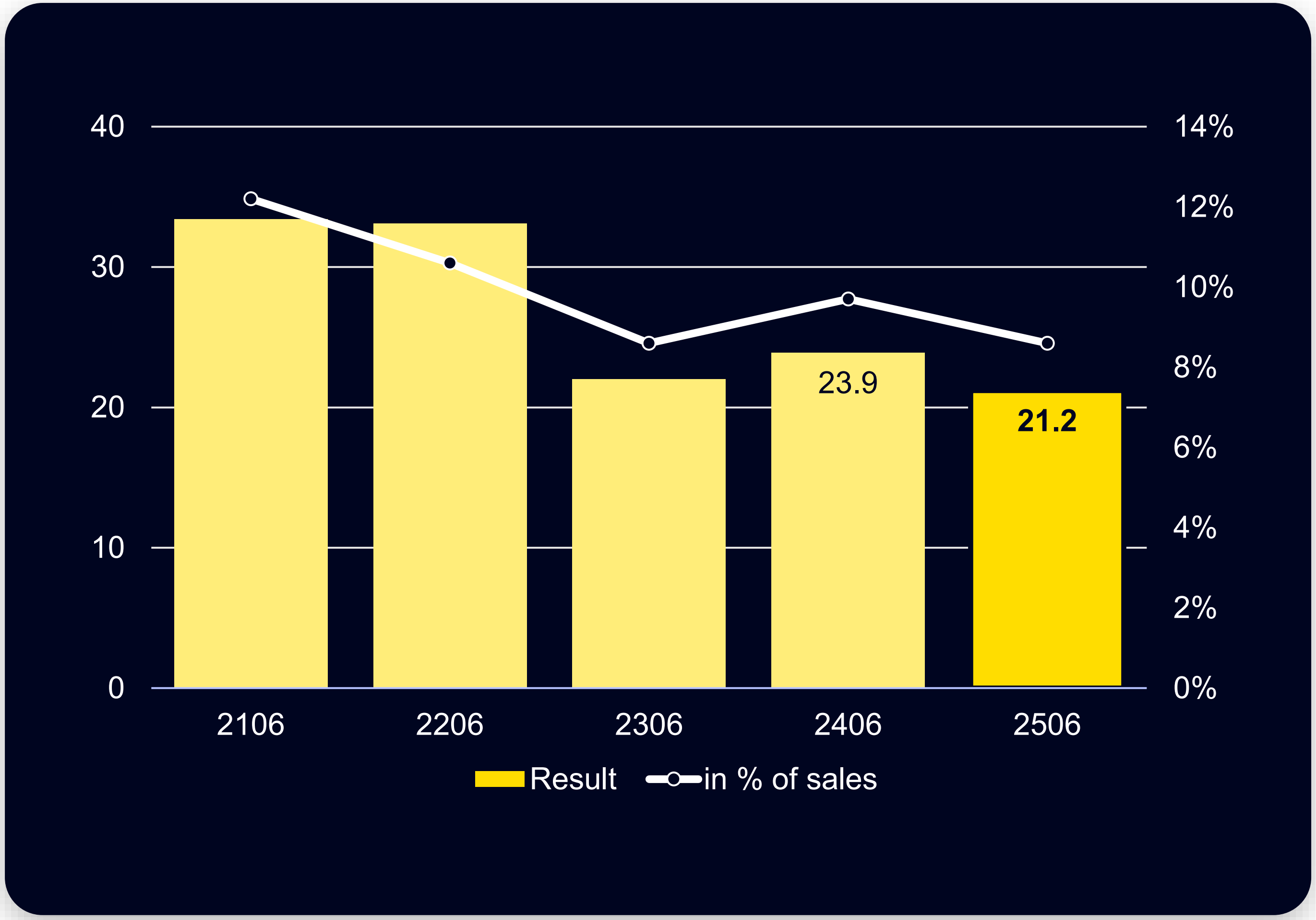
EBITDA CHF 38.6m (-5.9%)
In % of sales 15.6% (PY: 16.6%)

- Increased investments in R&D and Marketing to drive future growth
- Maintaining our strong cost discipline

EBIT CHF 27.6m (-7.7%)
In % of sales 11.1% (PY: 12.1%)

- Depreciation & amortization unchanged

Result: CHF 21.2m (-11.3%)

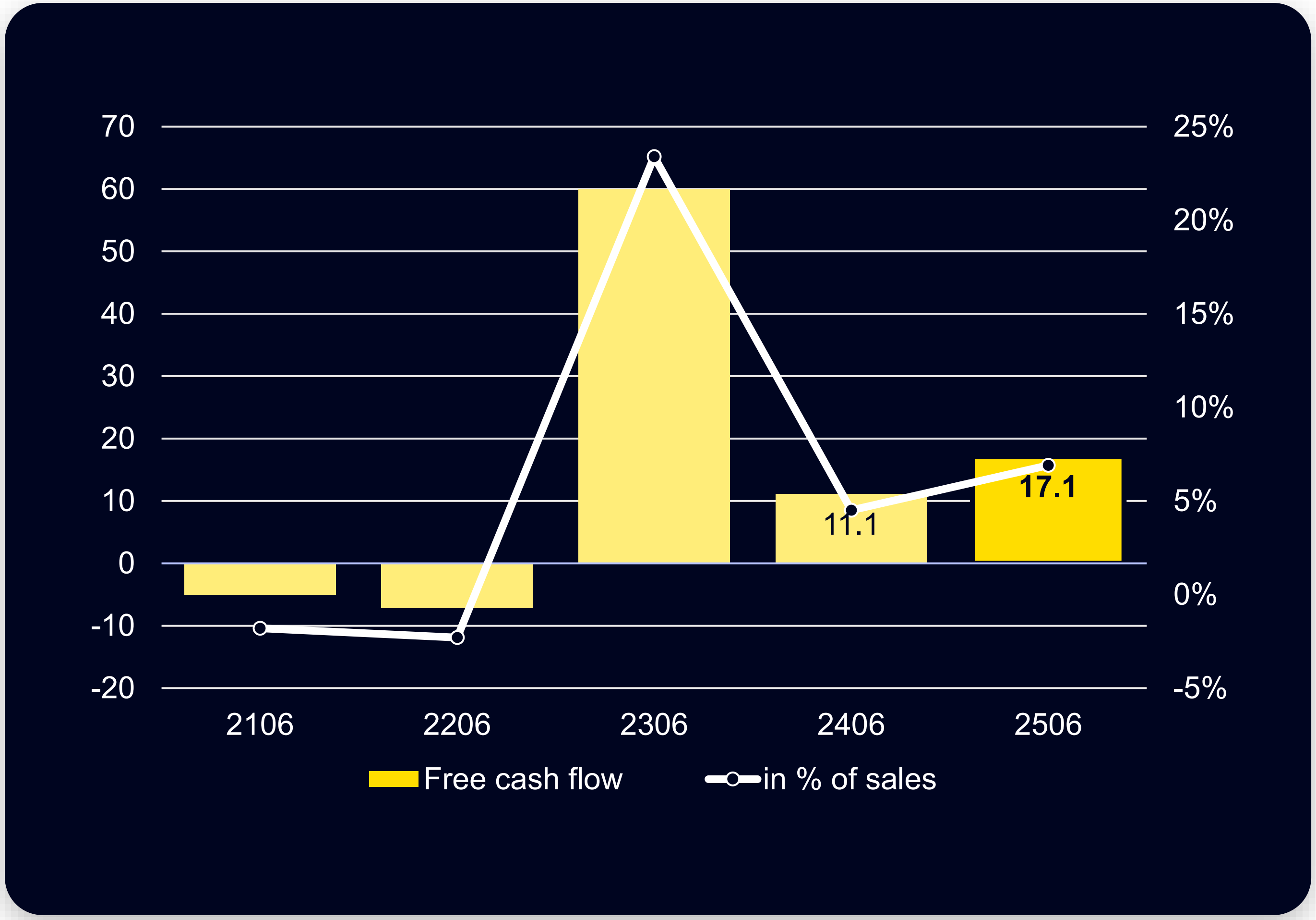


In CHF million

Results CHF 21.2m (-11.3%)
In % of sales 8.6% (PY: 9.7%)

- Negative financing result from FX currency losses
- Slightly lower tax rate

Free cash flow: CHF 17.1m



In CHF million

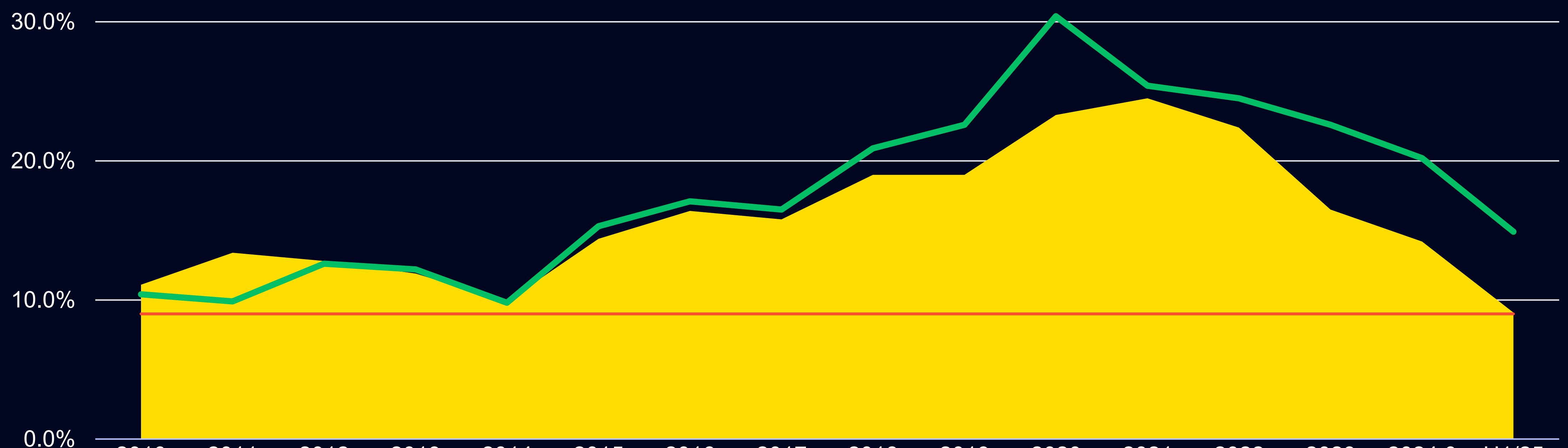
Operating cash flow CHF 21.8m
In % of sales: 8.8% (PY: 6.5%)

- Mainly from change in net working capital

Free cash flow CHF 17.1m
In % of sales: 6.9% (PY: 4.5%)

- Investments incl. IFRS 16 lease CHF 7.2m (PY: CHF 8.5m)

Value creation:
ROE 9.1% and RONA 14.9%



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024.0	H1/25
ROE	11.1%	13.4%	12.8%	11.9%	9.9%	14.4%	16.4%	15.8%	19.0%	19.0%	23.3%	24.5%	22.4%	16.5%	14.2%	9.1%
RONA	10.4%	9.9%	12.6%	12.2%	9.8%	15.3%	17.1%	16.5%	20.9%	22.6%	30.4%	25.4%	24.5%	22.6%	20.2%	14.9%
WACC	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%	9.0%

Outlook

The e-commerce sector is showing early signs of a rebound

Signs of market stabilization have emerged, at least regionally, with growing demand for large orders in the project business. Feedback from our customers and end-users is increasingly positive in the Warehouse & Distribution segment, supported by warehouse expansions (greenfield and brownfield) and continued momentum in the Courier, Express & Parcel (CEP) segment, driven by e-commerce. We also expect sustained growth in the airport business.

Nevertheless, we continue to operate in a challenging macroeconomic environment with geopolitical tensions which could impact business performance. However, the long-term trend of automation, driven by the need for productivity gains and labor shortages, clearly signals increasing demand for our solutions. Our commitment to “quality, speed, and simplicity” remains our guiding principle, and our values – such as passion for our customers – continue to shape our culture.


Long-Term thinking

INTERROLL

Investor Relations webpage

Online half year report 2025

https://investors.interroll.com/reporting/halfyear-report-2025/overview

Questions?

References

Partners (a selection)

THE LEADING MATERIAL HANDLING COMPANIES ARE ROLLING ON INTERROLL

ACTEMIUM

Bastian SOLUTIONS

BEUMERGROUP

BUDDE FÖRDERTECHNIK

DAIFUKU

DEMATIC

Honeywell Intelligrated

ITAB

JUNGHEINRICH

KARDEX

KNAPP

LIPPERT

marel

MECALUX

NONGSHIM

power stow

SIEMENS

smiths detection

swisslog

TGW www.tgw-group.com

SAVOYE

SSI SCHÄFER

VANDERLANDE INDUSTRIES

viastore SYSTEMS

References (a selection)

These end users trust Interroll's solutions

ALDI
Alibaba Group 阿里巴巴集团
amazon
arvato SYSTEMS
AVON
BOSCH
BOSS HUGO BOSS
Correios
DANONE
DHL
bp
Coca-Cola
coop
Continental
FIAT
FIEGE The World of Logistics
Heinz
HENNIEZ
Husqvarna
HYUNDAI ELEVATOR CO., LTD.
IKEA
LIDL
MAERSK
MICHELIN A BETTER WAY FORWARD
Nestlé
OTTO
pepsi
P&G
PIRELLI
Red Bull
RENAULT
ROLEX
SF EXPRESS 順豐速運
Schwarzkopf
SWISS POST
TESCO Lotus
TESLA
Toys R Us
Triumph
Ulla Popken
UPS
VARTA
Villeroy & Boch 1748
Walmart
YAMAHA Motorcycles
zalando
ZARA