



Interroll Holding AG Media & Analysts Conference: Financial Year 2025

March 12th, 2026

Zürich, SIX Convention Point (Auditorium)

PUBLIC

QUALITY
SPEED
SIMPLICITY

Interroll Group Media & Analysts Conference: Financial Year 2025

Welcome & Group Overview

Markus Asch, CEO

Results 2025

Heinz Hössli, CFO

Markets & Customers

Maurizio Catino, CSO

Technology & Innovation

Ulrich Engenhardt, CTO

Operations

Markus Asch, COO a.i.

Summary & Outlook

Markus Asch, CEO

Key Observations and Developments 2025



Macro Environment

- Geopolitical tensions, de-globalization, and economic uncertainty persist
- Automation and digitalization continue as long-term global drivers



Industry & Market Dynamics

- Material handling expanding, fueled by digital and integrated system demand
- Market beginning to stabilize; e-commerce recovering
- Strong Airport infrastructure momentum
- Industrial Manufacturing and Automotive remained subdued
- Customers receptive to productivity-enhancing innovations



Interroll Business Developments

- Order intake +5.0% (+9.2% LC) with 12% H2 surge, reflecting broad-based demand
- Market share gains in Asia; positive momentum in China
- Growing importance of Global Lifetime Services (14.4% → 15.2% of Group sales)
- Strategic and organizational realignment supporting competitiveness
- Innovation strengthened with R&D hub in China

Market Potential Funnel

**Material Handling Equipment
Market**

Fortune Business Insights (1) reports that the Material Handling Equipment market (MHEM) is projected to reach **USD 278 billion by 2026.**

**Warehouse Automation and
Manufacturing Internal
Logistics**

According to Interact Analysis (2), the Warehouse Automation and Manufacturing Internal Logistics solutions segment within the MHEM market is projected to reach **USD 36 billion by 2026.**

**Relevant market for
Interroll Portfolio**

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

Source 1: [Fortune Business Insights, Material Handling Equipment Market](#), accessed March 2026

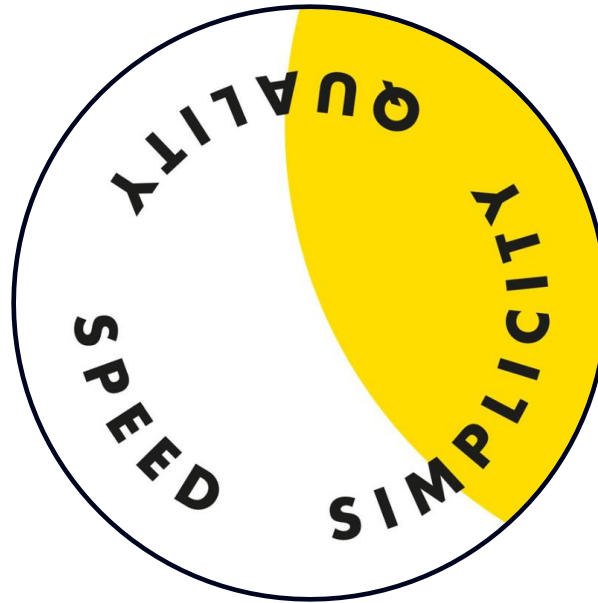
Source 2: [Warehouse automation in 2025: A market defined by concentrated growth - Interact Analysis](#), accessed March 2026

Our Brand Value

Customer Promise

PROVEN

Intralogistics systems are inherently complex.

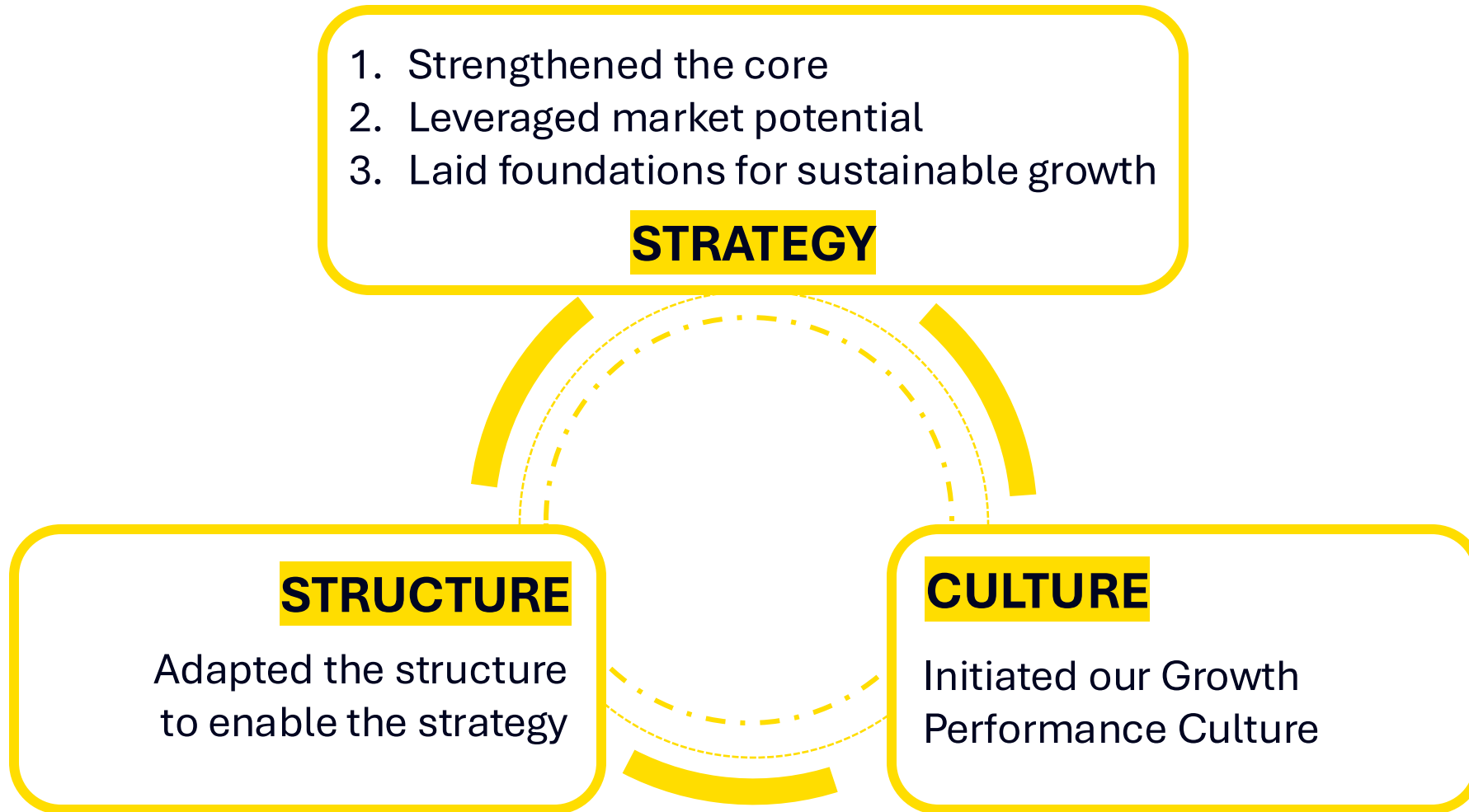


We **reduce complexity** for our customers by offering **modular and platform-based hardware, software and controls.**

“

2025 – A year of transition
with first tangible results.

Strategic Priorities for Interroll



Strategy

Refocused and sharpened

Strengthened the core

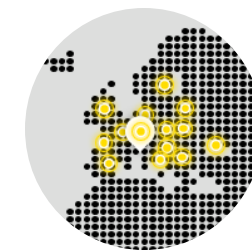
Upgraded project quotation systems, improved product quality, implemented efficiency programs in operations and streamlined customer interactions.

Leveraged market potential

Enhanced customer relationships through strategic sales force, while increasing the sales resources in existing and emerging markets.

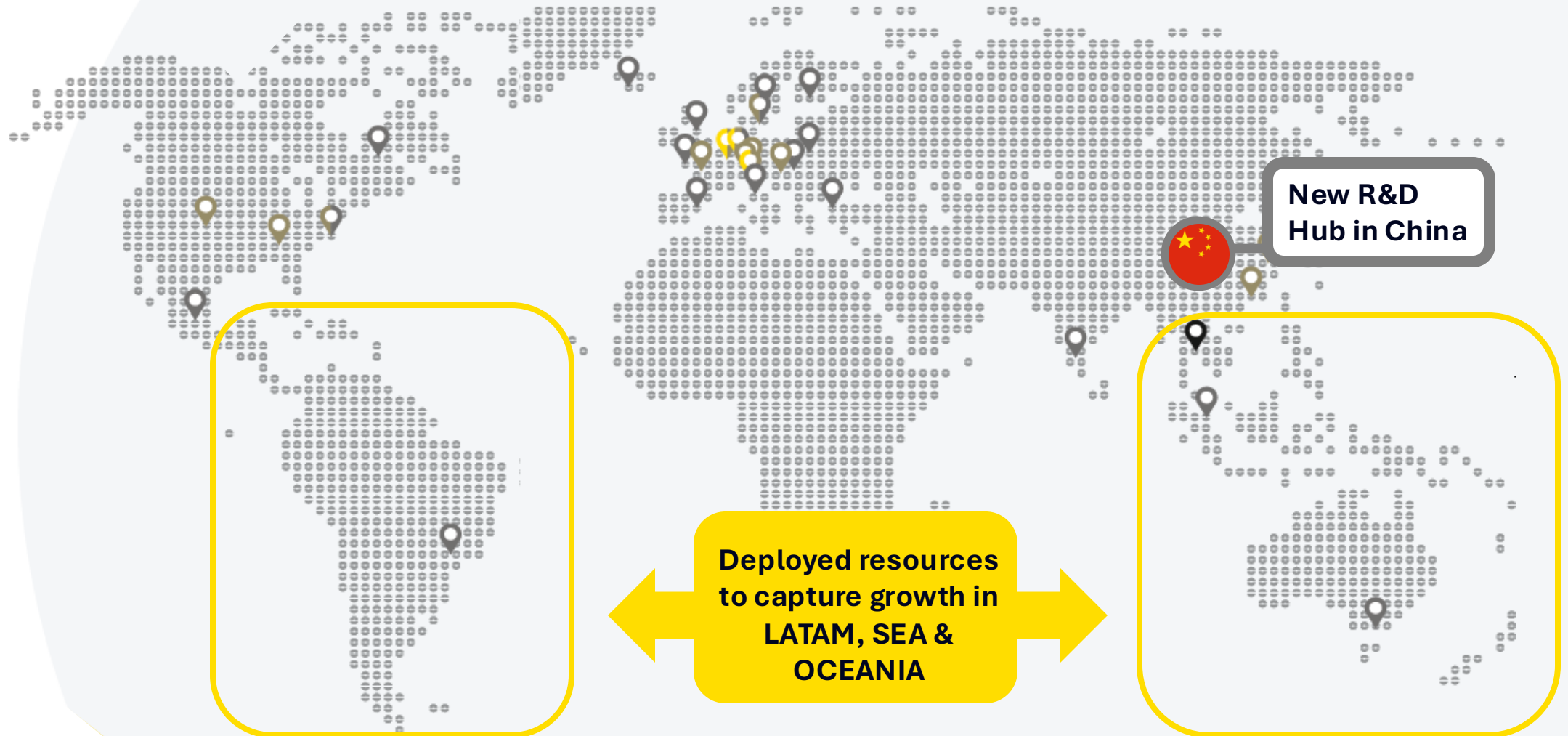
Laid foundations for sustainable growth

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



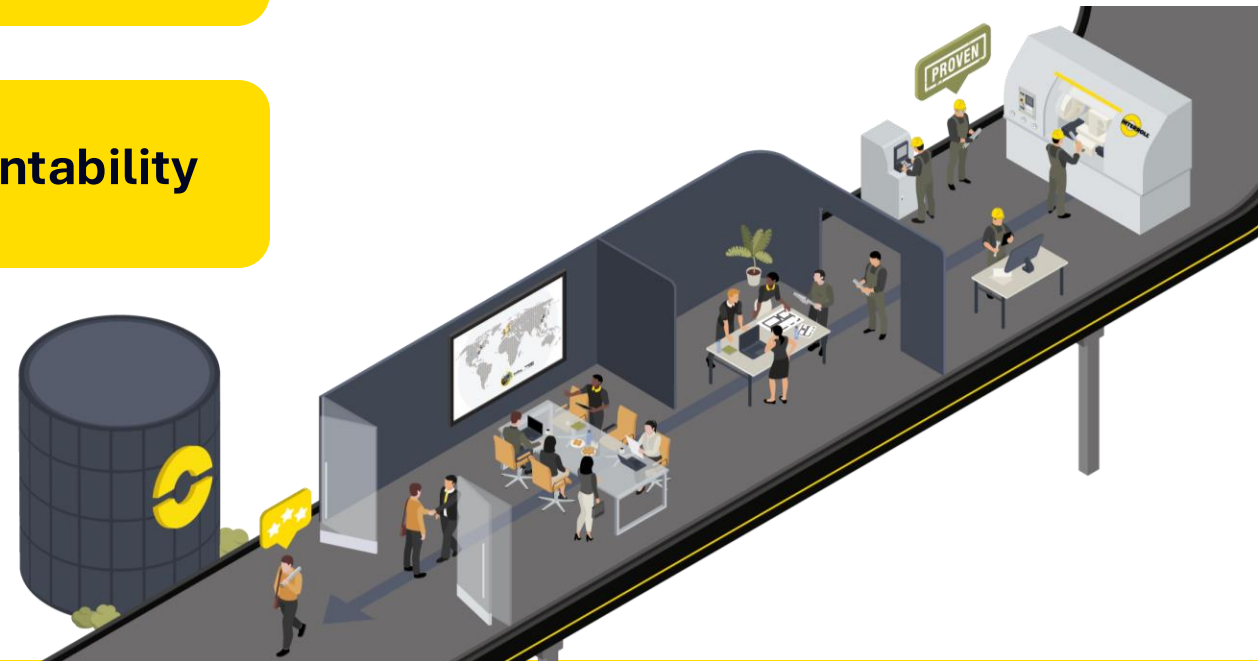
Structure

Adapted the organizational structure to enable the strategy



Culture

Initiated our Growth Performance Culture



Key Achievements & Milestones 2025



New CEO Markus Asch with strong focus on markets and innovation



Positioning in high-growth Battery market



Sorteq acquisition and partnering with IMA E-COMMERCE



Expansion of strategic partnership with Smiths Detection



MCP Play Launch at LogiMAT in Stuttgart



IFOY Award for MCP Play



Rolling on Interroll Industry Event



Setup of new R&D Hub in China

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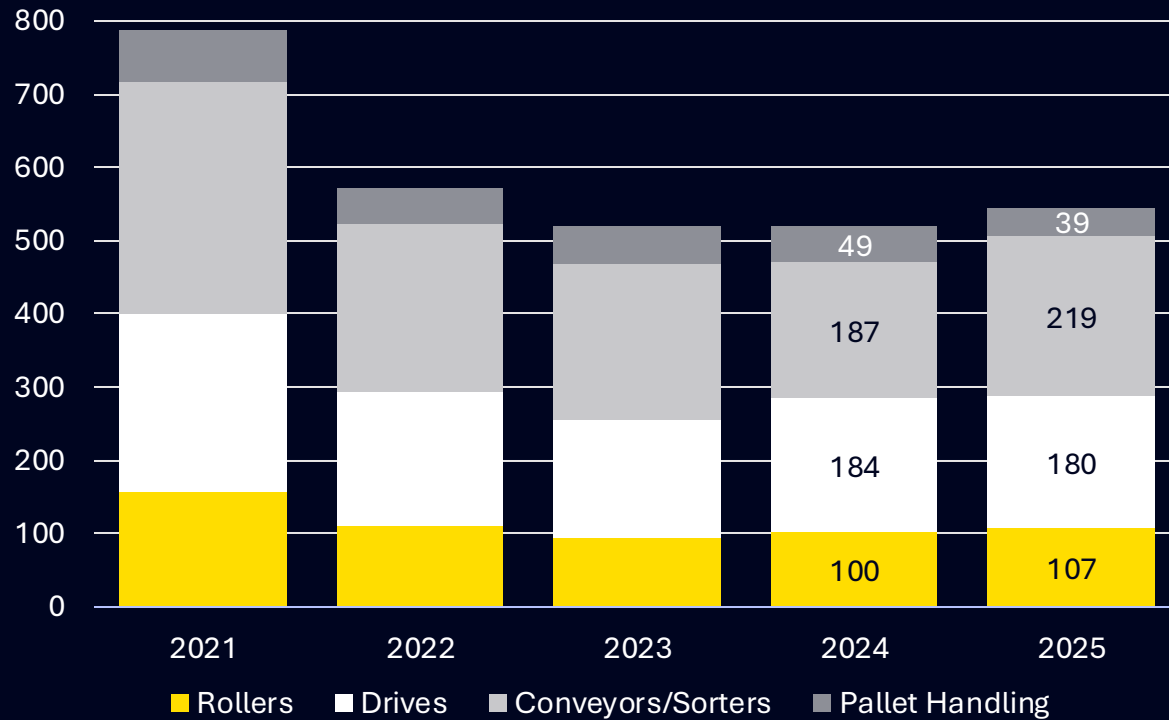
Markus Asch, COO a.i.

Summary & Outlook

Markus Asch, CEO

Order Intake: CHF 545.3m (5.0%)

In local currency: +9.2%

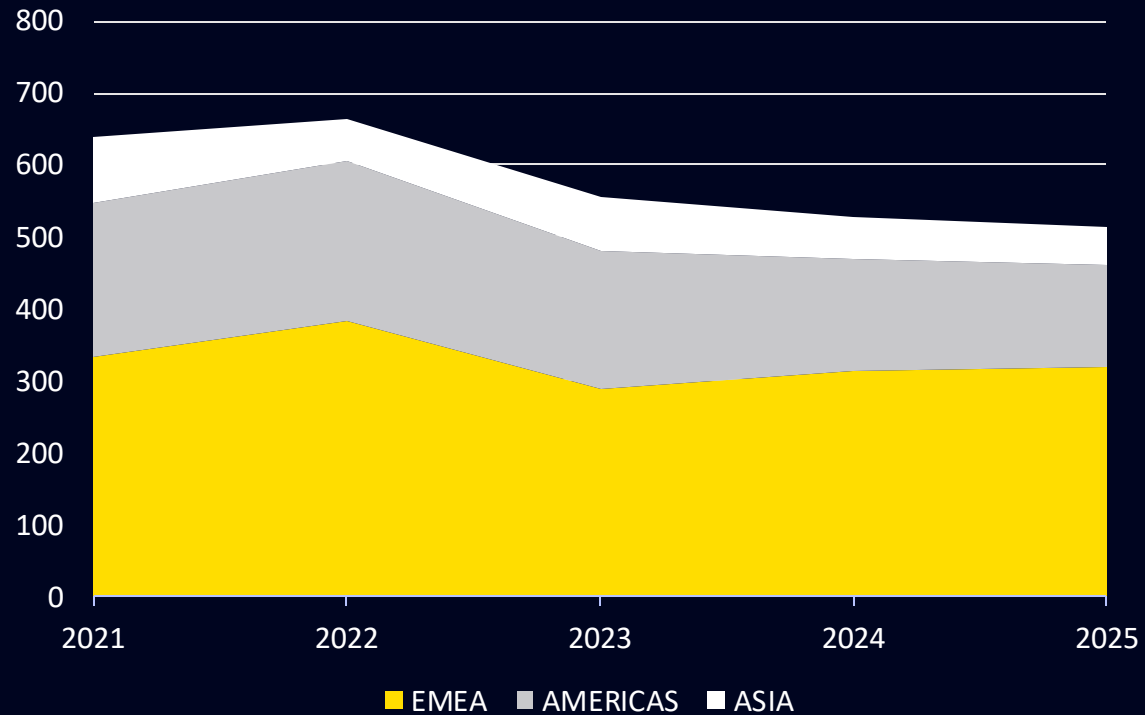


- **Rollers: +6.8%**
- **Drives: -1.9%**
- **Conveyors & Sorters: +17.3%**
- **Pallet Handling: -19.9%**
- **Book-to-bill Ratio: 1.06 (PY: 0.99)**

In million CHF

Sales by Region: CHF 514.2m (-2.5%)

In local currency: +1.4%



In million CHF

Sales development:

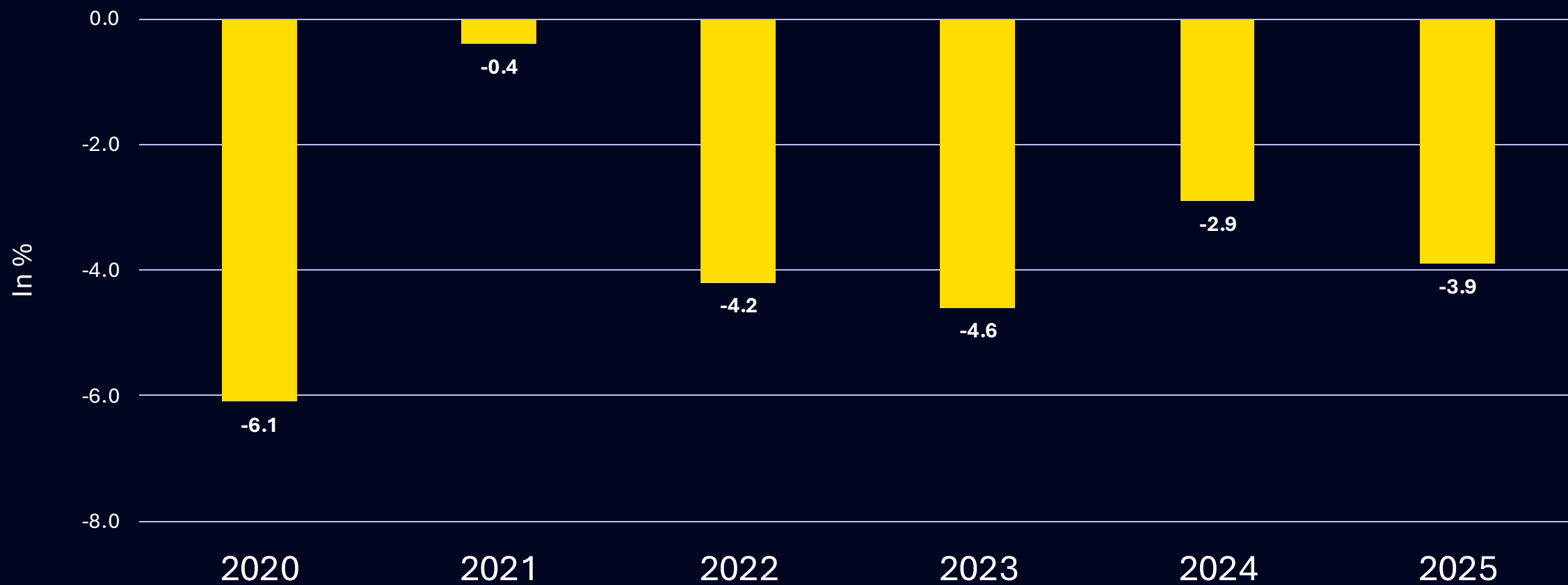
- **EMEA: +1.4%**
- **Americas: -9.8%**
- **Asia-Pacific: -3.5%**

Sales by region:

- **EMEA: 62% (PY: 59%)**
- **Americas: 27% (PY: 30%)**
- **Asia-Pacific: 11% (PY: 11%)**

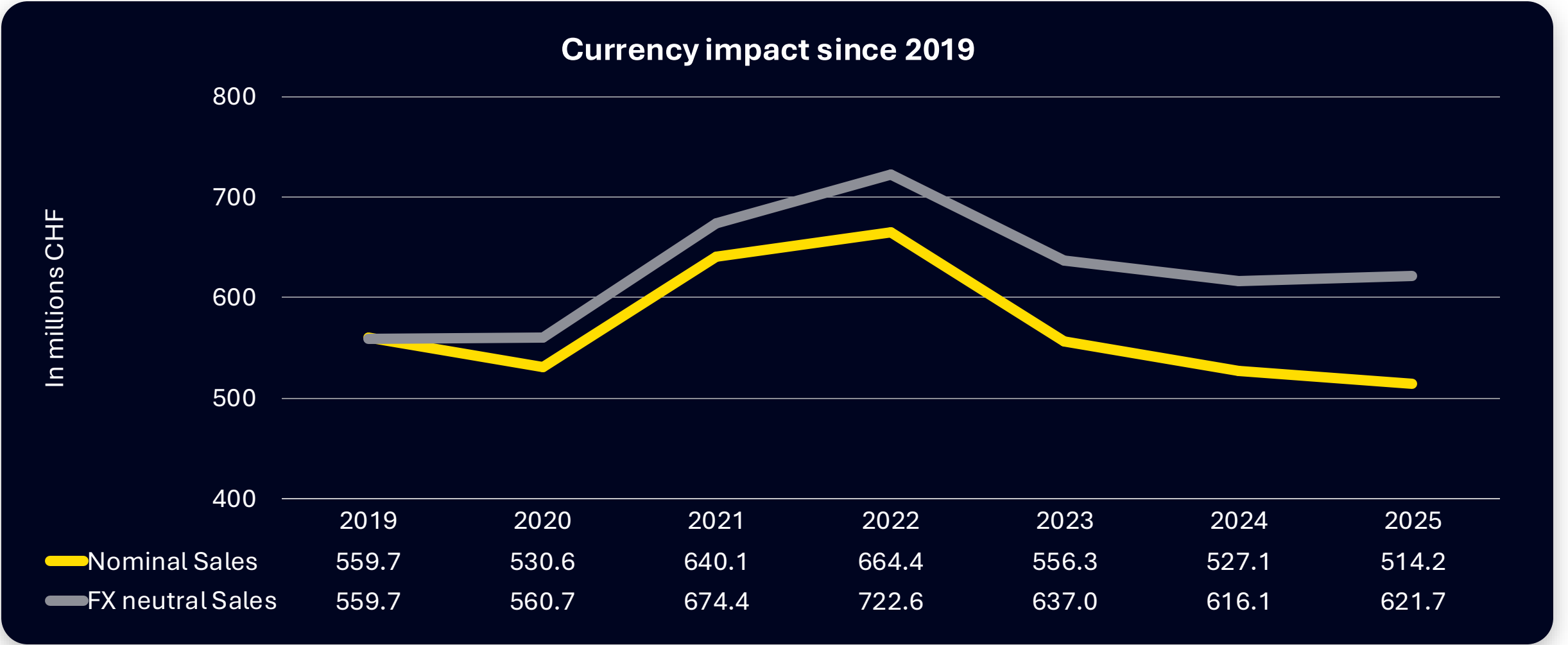
Sales: Unfavorable Exchange Rate Effect

Currency-related loss of sales in %



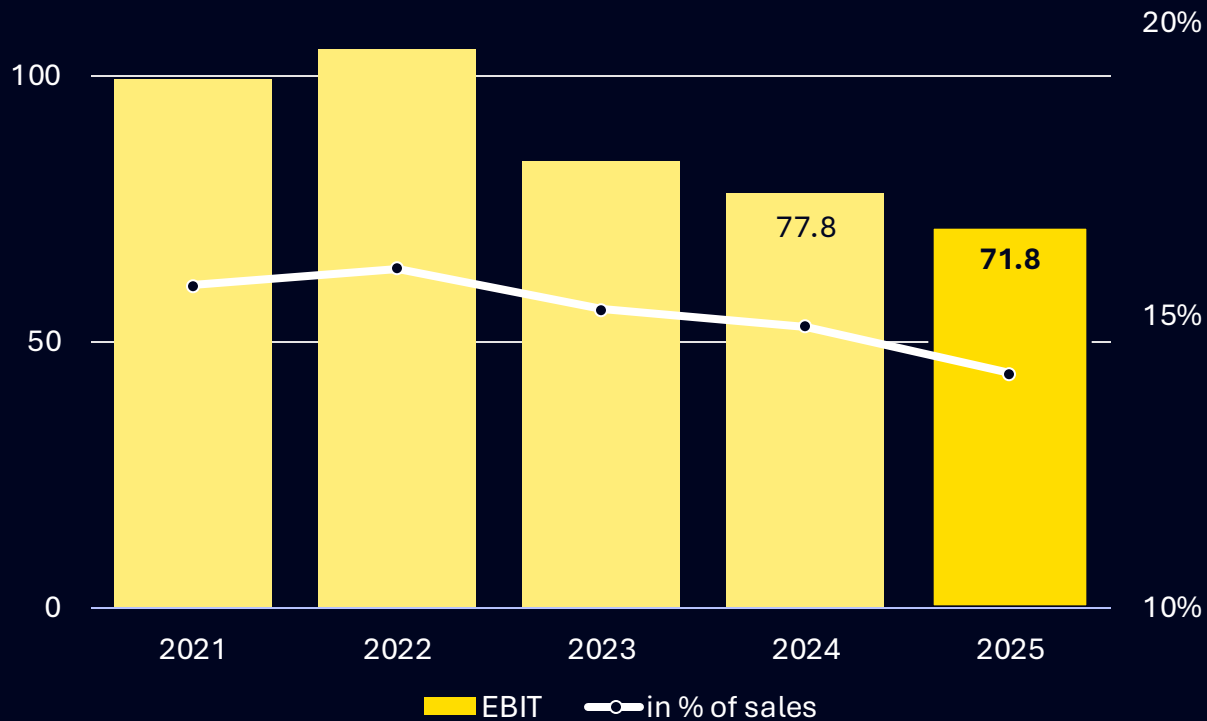
Sales: CHF 514.2m (-2.5%)

Sales in constant FX rates since 2019



Note: In FX neutral sales, the FX effects from Turkey have not been considered due to hyperinflation.

EBIT: CHF 71.8m (-7.8%)



In million CHF

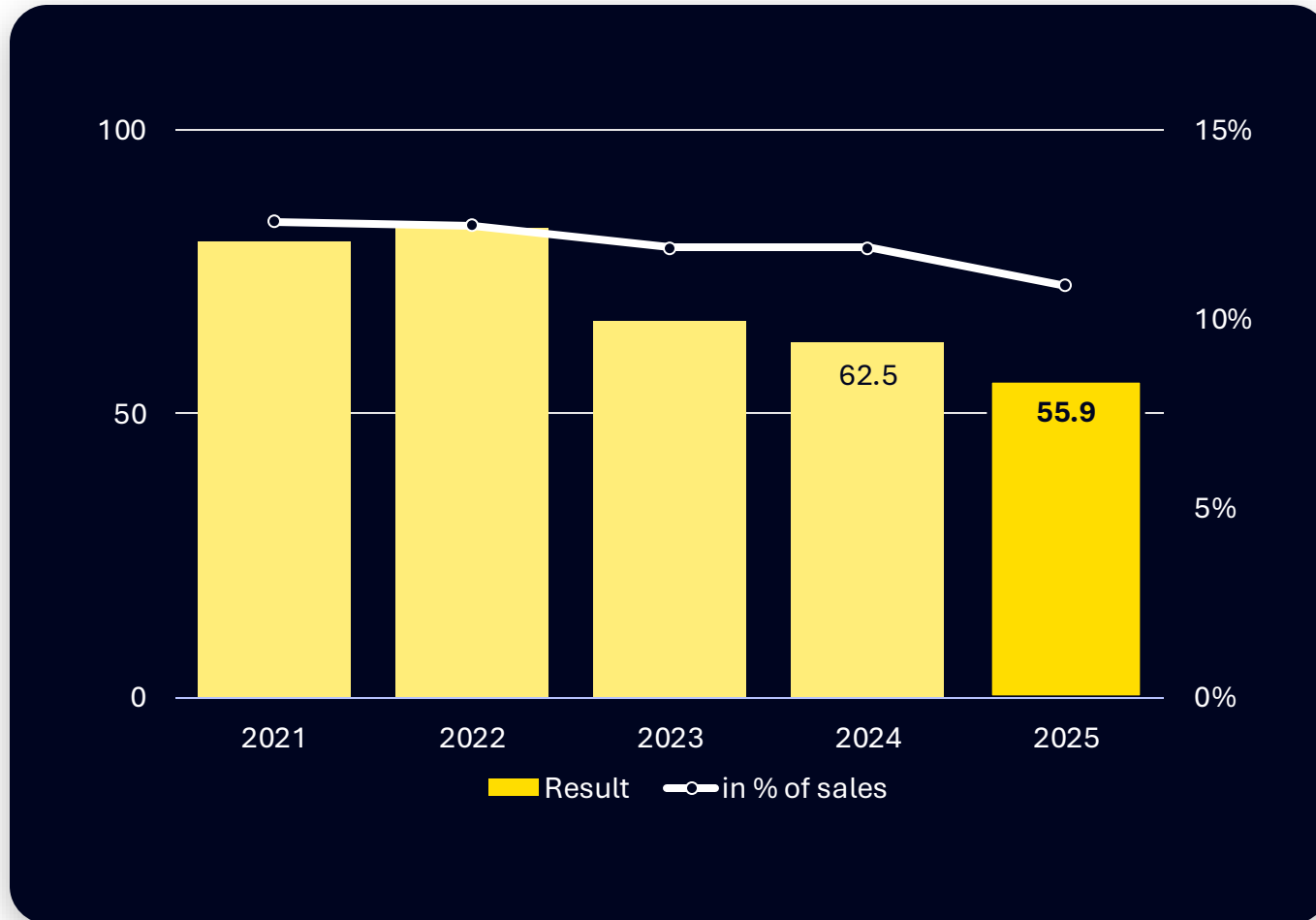
EBITDA CHF 94.1m (-6.3%)
in % of sales 18.3% (PY: 19.1%)

- Tailwind from the product mix (more product sales)
- Higher R&D and Marketing costs
- Maintaining high cost discipline

EBIT CHF 71.8m (-7.8%)
in % of sales 14.0% (PY: 14.8%)

- Depreciation and amortization remained stable

Result: CHF 55.9m (-10.5%)

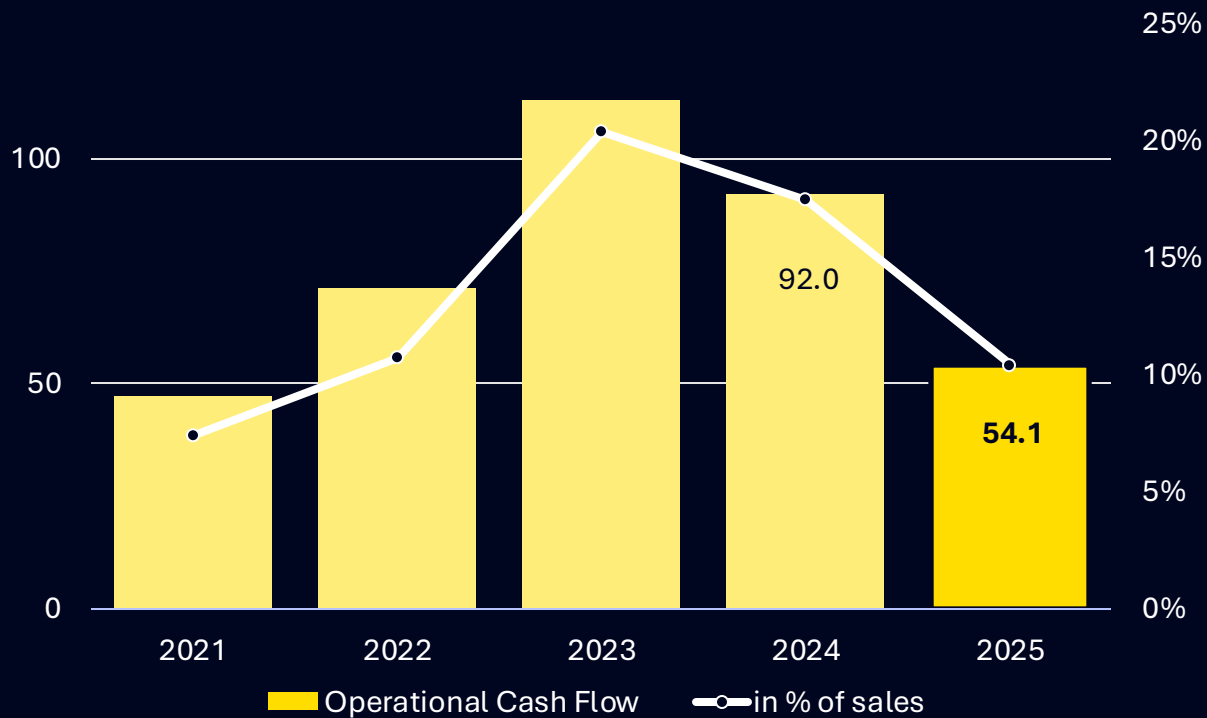


In million CHF

**Result CHF 55.9m (-10.5%)
in % of sales 10.9% (PY: 11.9%)**

- Slightly negative financing result of CHF -0.1m; with lower interest income and considerable FX currency loss CHF 3.2m lower than 2024
- Lower tax rate of 21.9% (PY 22.7%)

Operating Cash Flow: CHF 54.1m (-41.2%)



In million CHF

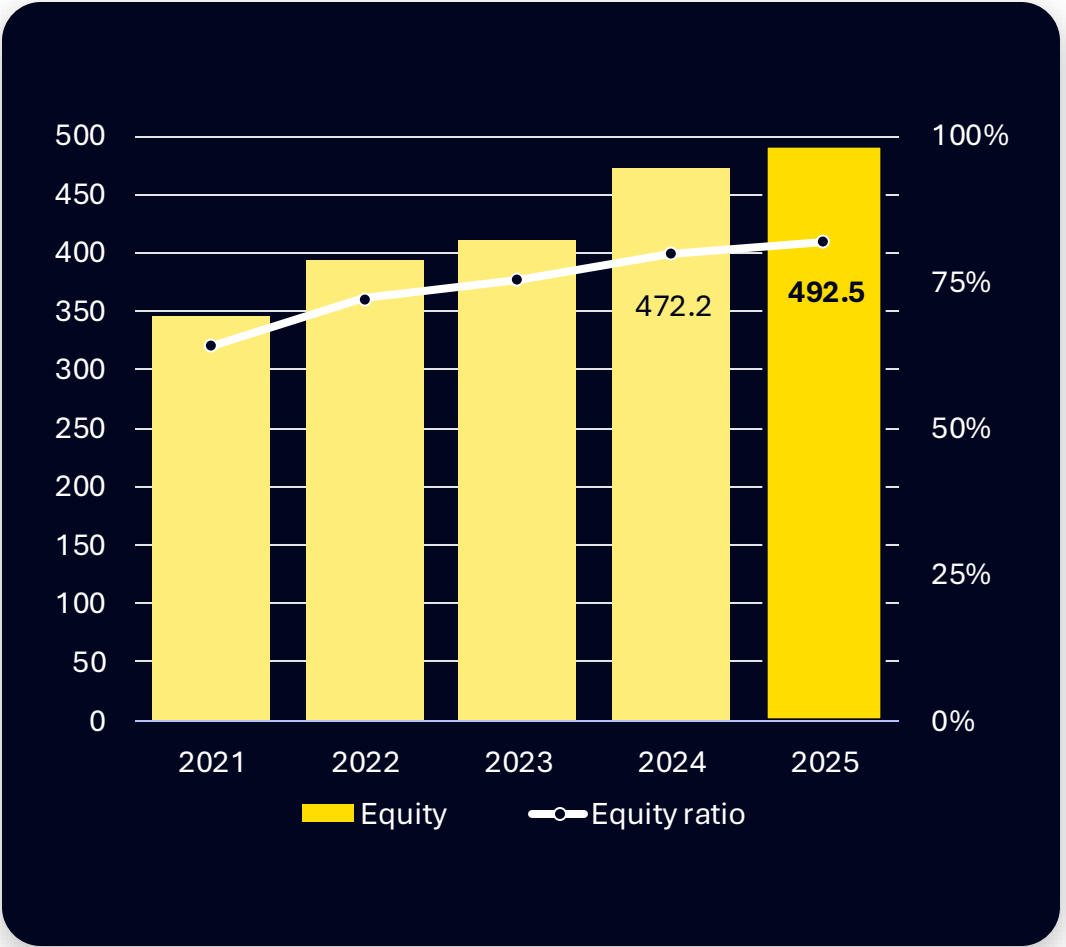
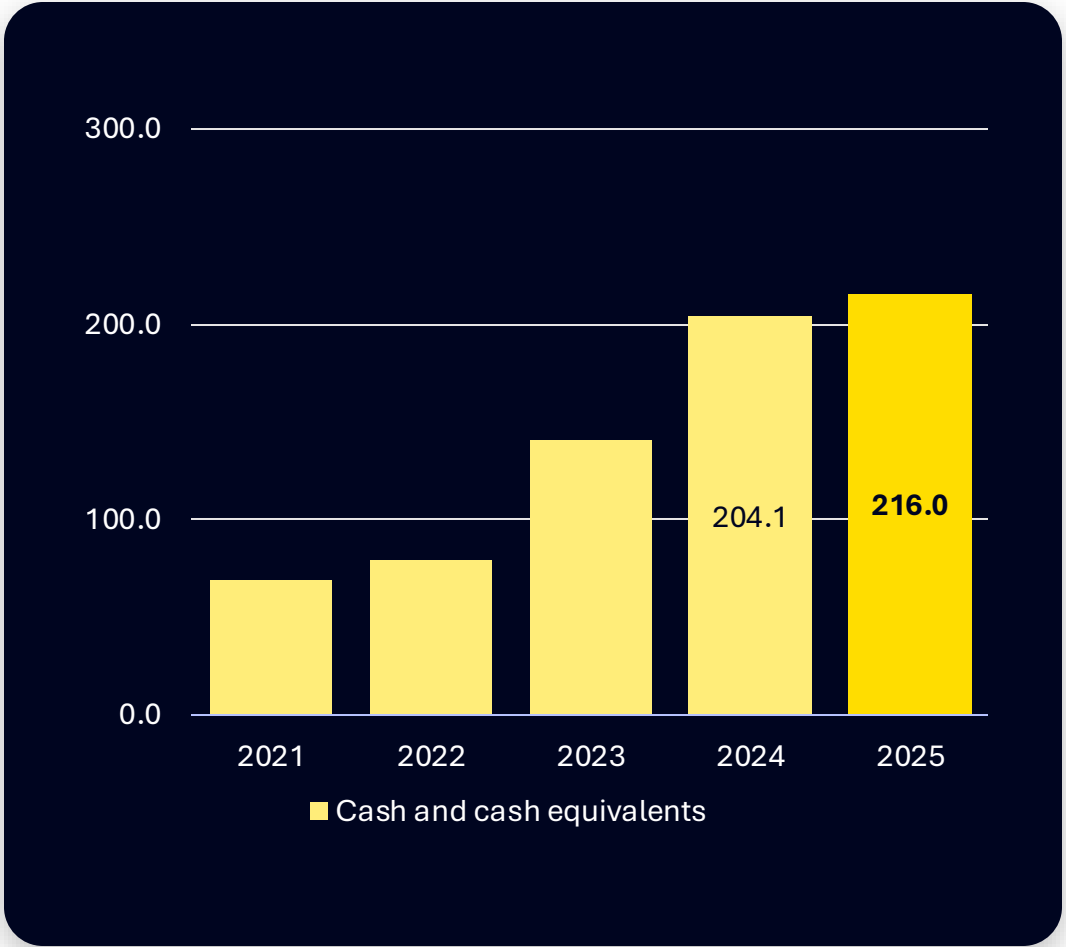
**Operating cash flow CHF 54.1m (-41.2%)
in % of sales: 10.5% (PY: 17.5%)**

- increase of inventories CHF 3.8m
(PY reduction of CHF 11.5m) – net effect -15.3m
- Increase in trade receivables CHF 10.3m
(PY reduction of CHF 16.8m) – net effect -27.1m

**Free cash flow CHF 40.3m (-47.9%)
in % of sales: 7.8% (PY: 14.7%)**

- Investments CHF 17.5m
(PY: CHF 20.7m)

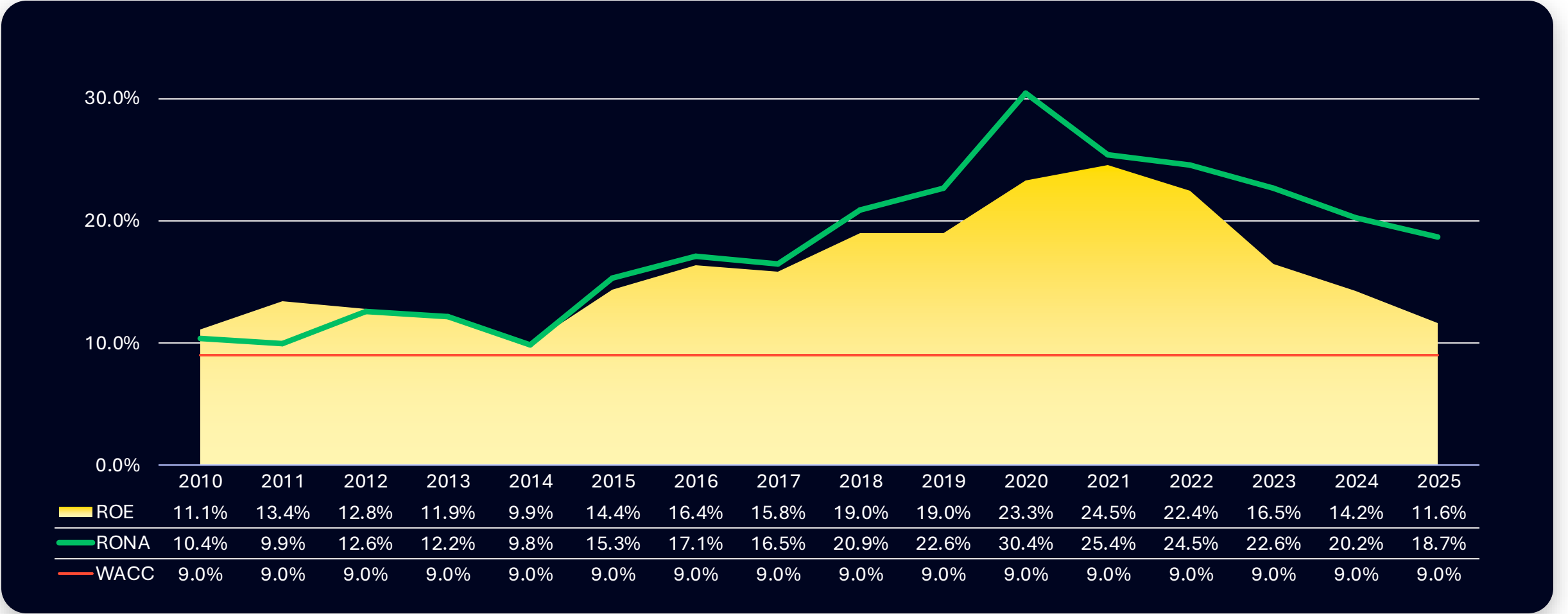
Balance Sheet: Strong Cash and Equity Positions



In million CHF

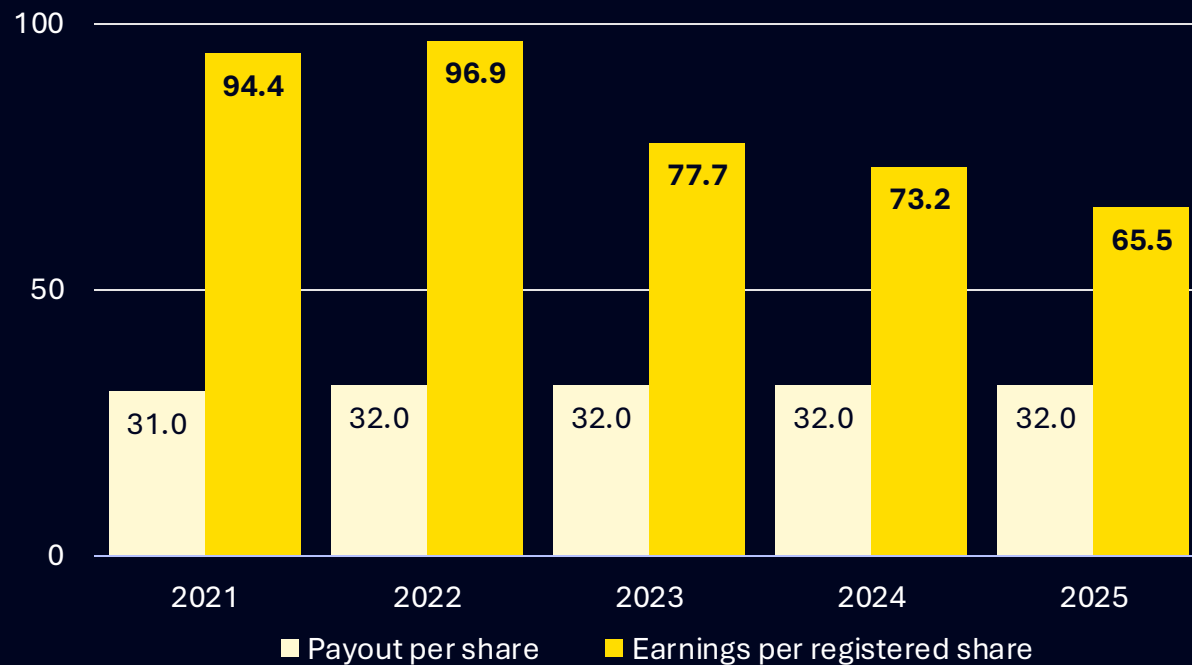
Value Creation:

ROE 11.6% and RONA 18.7%



Dividend Stable at CHF 32.00 per Share Proposed

Dividend policy: Mid term target payout ratio of 50%



For the General Assembly on June 12th, 2026, it is proposed:

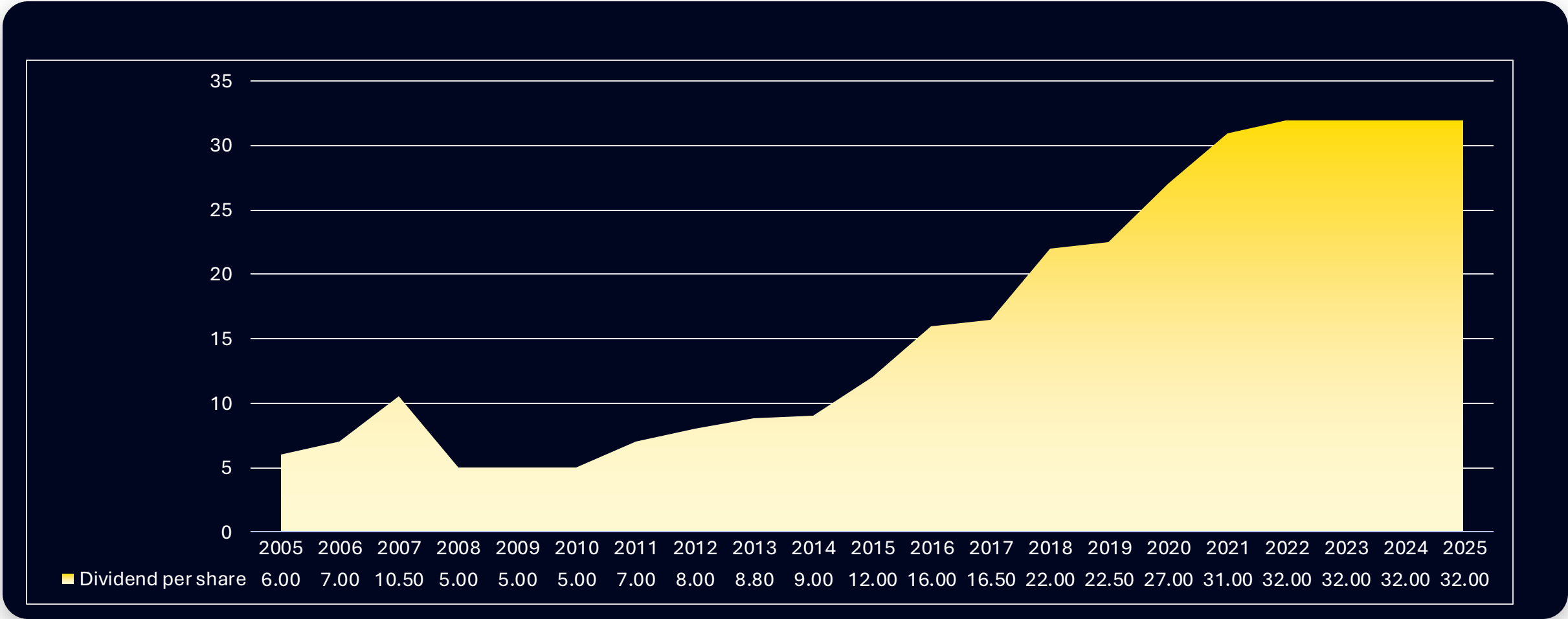
A dividend of CHF 32.00 per share
(PY: CHF 32.00)

The payout ratio reaches 48.8%
(PY: 43.7%)

In CHF

Dividend Development

Period from FY 2005-2025



In CHF

Sustainability Report 2025

Report on non-financial matters 2025

Publication date: May 22nd, 2026

Fulfilling reporting obligations

- Report on non-financial matters acc. to Art. 964 Swiss Code of Obligations
- Integrated with sustainability report acc. to GRI Standards and IFRS S2



Sustainability Report 2025

Report on non-financial matters 2025

Great achievements in EcoVadis assessments – All twenty entities rated earned again a medal



2025



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Transforming our Sales Organization for Sustainable Growth

Accountability, customer proximity and lifecycle value



Strengthening Global Leadership in a Consolidating Market

Leveraging scale, strategic sales and our ecosystem to expand global reach



Rolling On Interroll (ROI) Program

Interroll as enabler

Strong value proposition for end users

Interroll global product platforms integrated by approved, local system integrators (ROI partners)

Early adoption of new Interroll technology

1st MCP Play project commissioned with Austrian ROI partner



Global footprint of ROI community

50 countries worldwide with active ROI partners. 14 new partners added in 2025.

Partnerships with technology providers

Complementary product technologies from approved partners enhance Interroll offering.

Sales Transformation

Tangible results

Products Order Intake and Active Customers



Solutions Order Intake and Active Customers



- Strong recovery in active customers
- Continuous acquisition of new customers
- Expansion of total customer base
- Order intake follows customer growth

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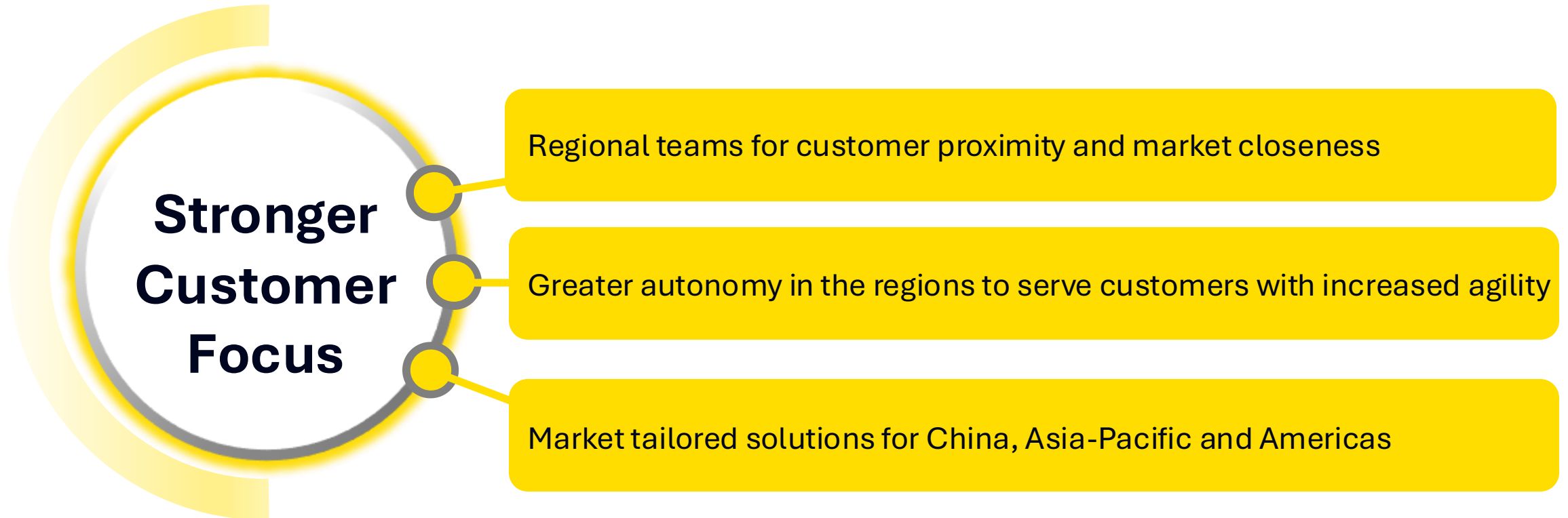
Markus Asch, CEO

3 Technology Focus Areas



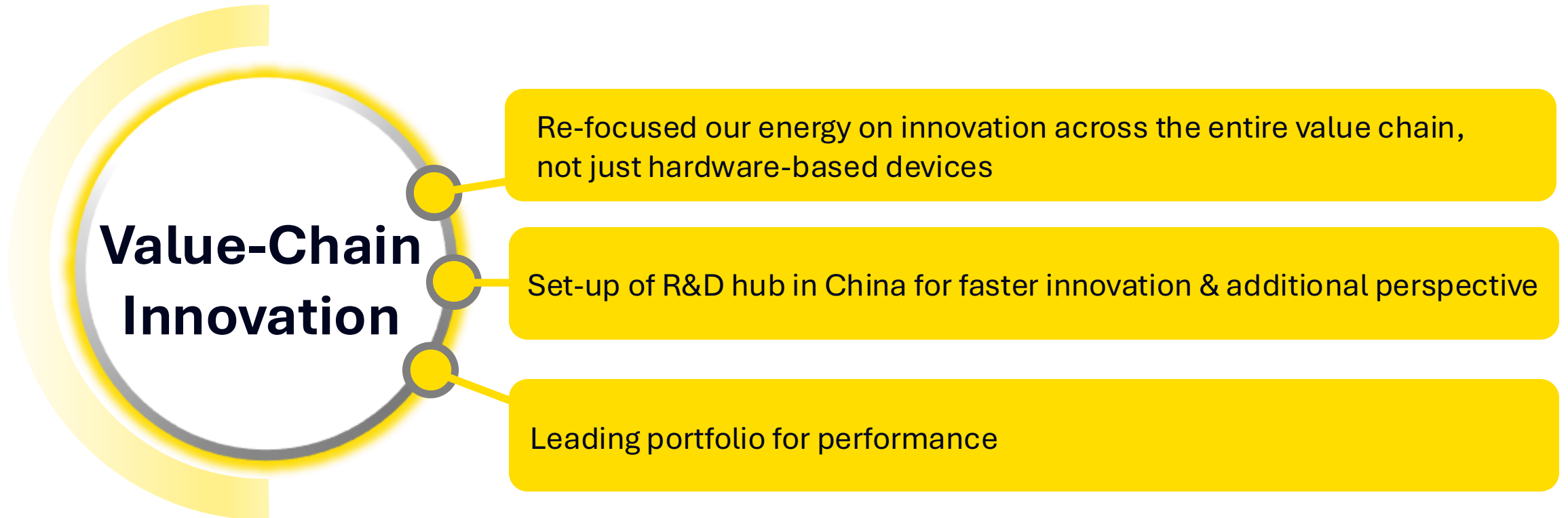
Focus Areas

We aim to better understand customers' needs, preferences, and opportunities



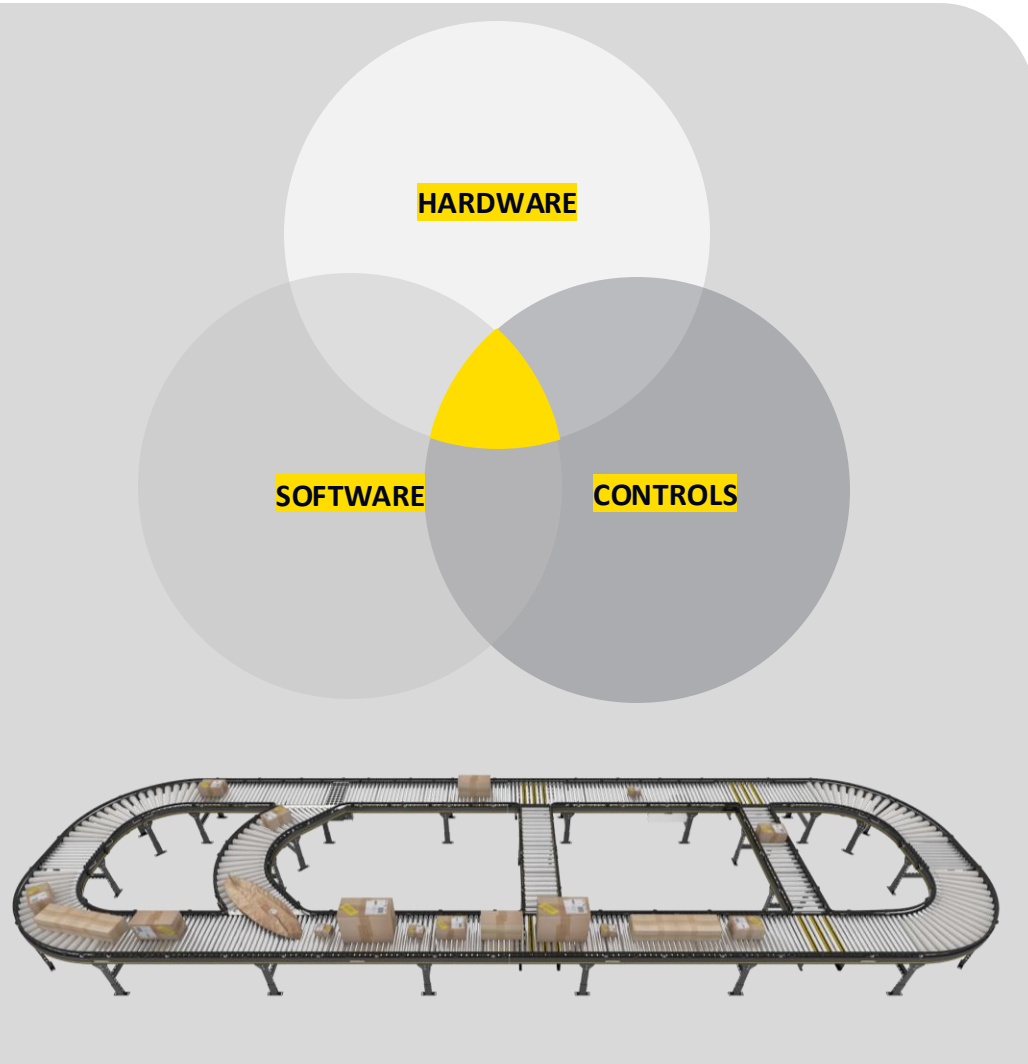
Focus Areas

We strive for a modular integrated ecosystem to drive customer efficiency



Systems Innovation – MCP Play

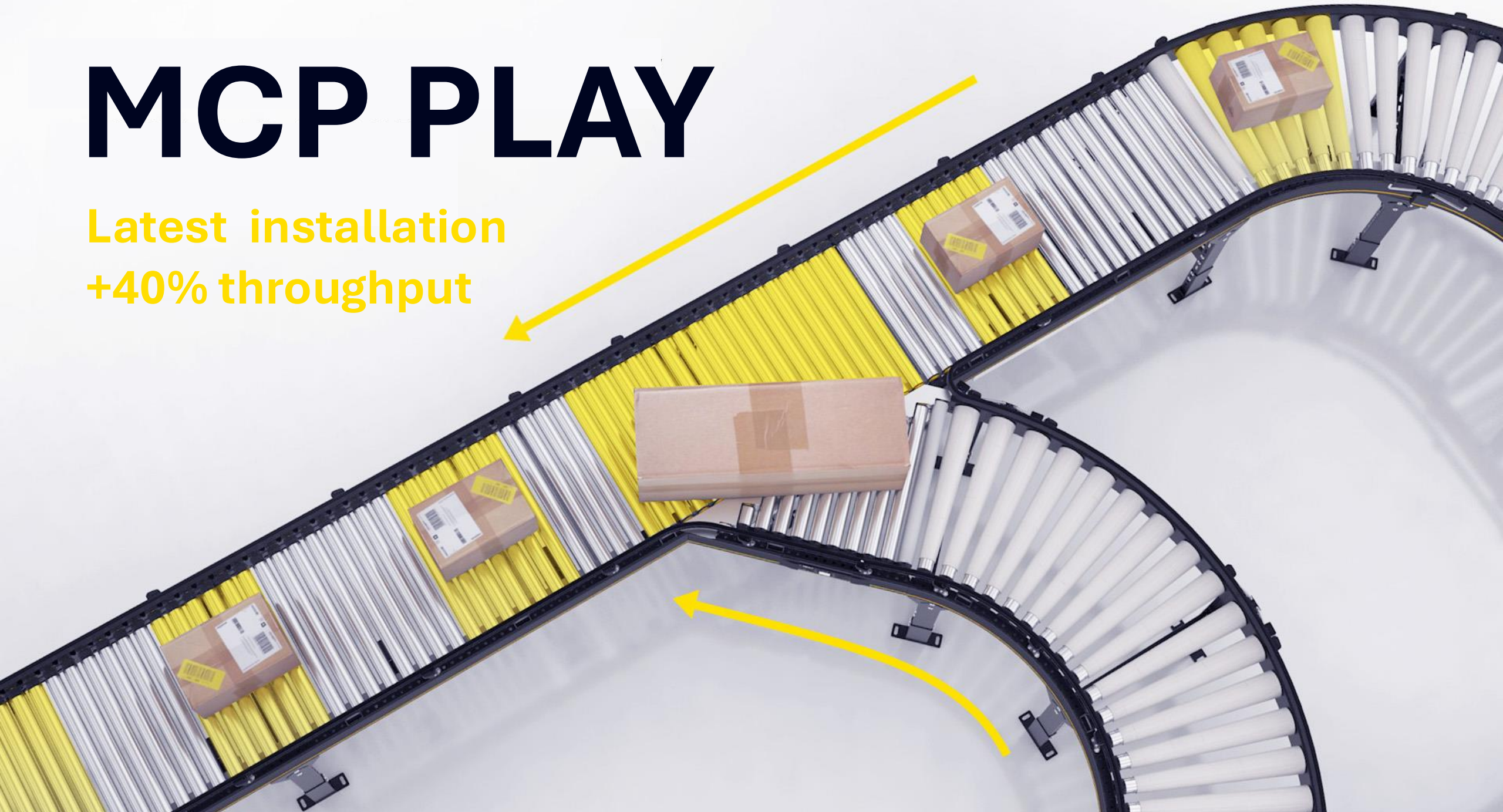
Intersections offer substantial improvements for customer efficiency



-  Faster commissioning and ramp-up for quicker project delivery
-  Simplified layout design with intuitive software tools
-  Reduced programming effort, saving time and resources
-  Eliminated need for advanced programming expertise, giving more flexibility with personnel
-  Seamless integration with minimal operational disruption
-  Improved energy efficiency for the end user

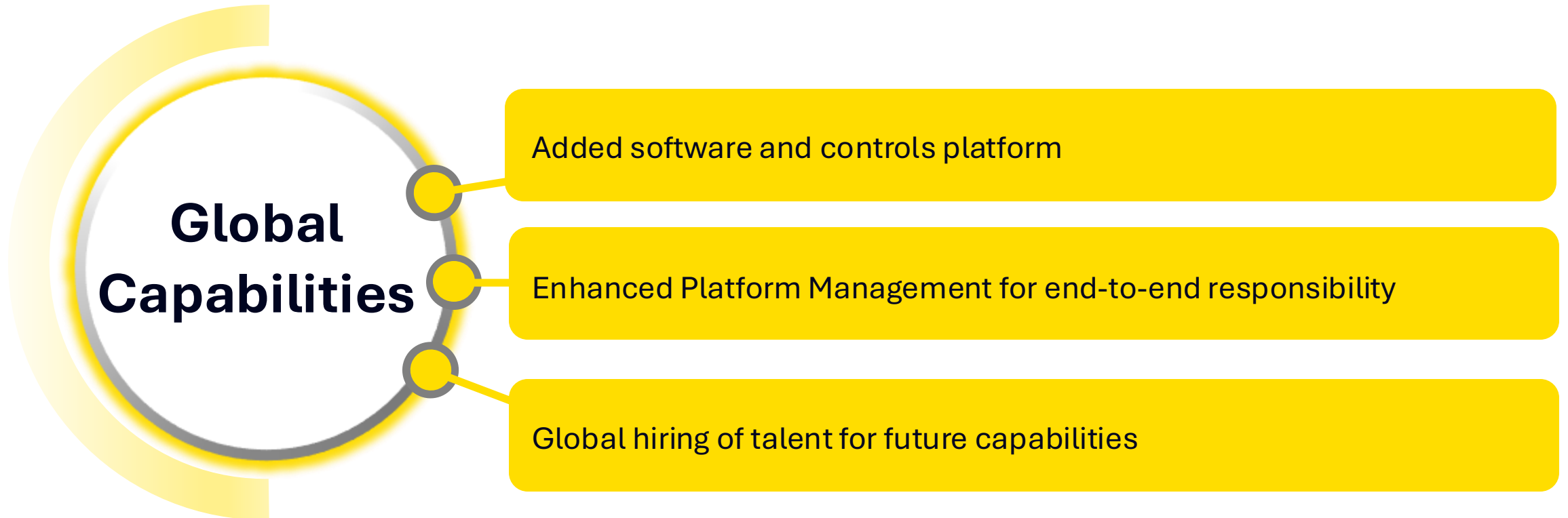
MCP PLAY

Latest installation
+40% throughput



Focus Areas

We invest into structures and capabilities that deliver customer value



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Operations Network

16 factories globally

- Our **Global Operations Network** provides a strategic advantage
- Improved responsiveness through **customer proximity**
- Substantial scalability** due to comprehensive manufacturing integration
- Combination of **local** supply with **global** standards and platforms
- Strong and resilient** supply chain systems



EMEA



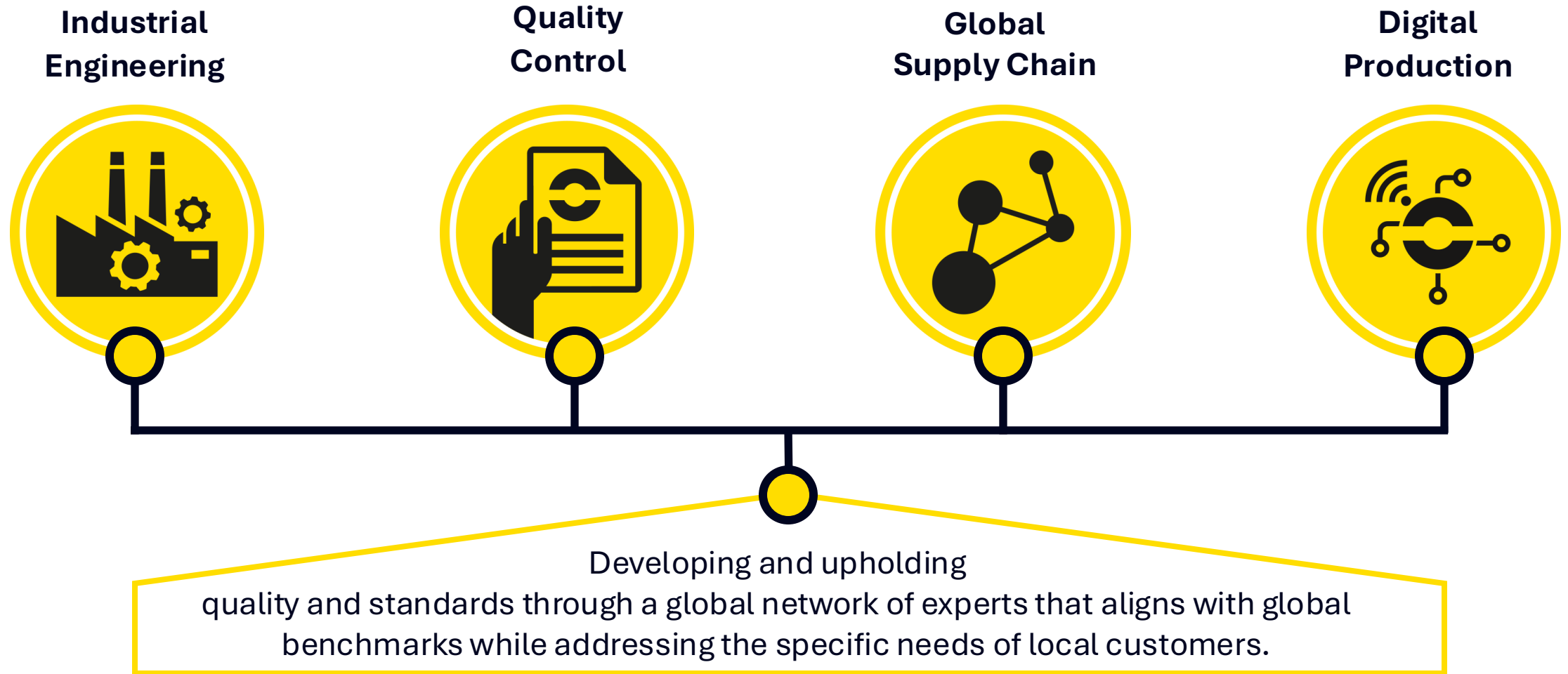
Asia-Pacific



Americas



Global Operations Network



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Summary

In the
Year of Transition 2025



We have **strengthened the core**,
set the **foundations for growth**
and refocused the company
on our **brand value**.



QUALITY
SPEED
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Outlook

Signs of market stabilization broadened over the course of 2025, supported by growing demand in the project business.

Feedback from **customers and end users** has been **more optimistic** across most verticals. At the same time, the **macroeconomic environment remains challenging** and geopolitical tensions could affect business performance.

The long-term trend toward automation, driven by productivity requirements and labor shortages, **continues to support demand** for automation solutions.



Time for Questions

Q&A session

