



Interroll Holding AG Half year report 2025 Webcast

July 31, 2025

Markus Asch
Chief Executive Officer

Heinz Hössli
Chief Financial Officer

PUBLIC

QUALITY
SPEED
SIMPLICITY

Agenda

- **Welcome**
- **Group overview**
- **CEO's reflections on his first 150 days**
- **Financial highlights H1/2025**
- **Q&A session**



Interroll Holding AG Group overview

July 31, 2025

PUBLIC

A large yellow circular graphic on the right side of the slide. The words "QUALITY", "SPEED", and "SIMPLICITY" are written in black, uppercase letters, following the curve of the circle's edge.

QUALITY
SPEED
SIMPLICITY

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 material handling solutions

28,000
customers



2,300
employees

35
operating companies

Founded in
1959

16
main factories



Headquarters
in Switzerland

Interroll

Market focus

Food & Beverage



Warehousing & Distribution



Courier, Express & Parcel



Fashion & Retail



Airports



Tire & Automotive



Supermarket
Solutions



Industrial
Manufacturing

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

Platform Strategy

Rollers

- Roller platform

Drives

- Drum Motor Platform
- DC Platform
- AMR Top Module

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



Innovations



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

Simplified planning,
installation and
operations

Optimized
throughput and
energy efficiency

Faster project
timelines



HPP – High Performance Conveyor Platform HPP meets the demanding requirements of Courier, Express, Parcel (CEP) service provider.

Powerful, adaptable
& build to last

Highly scalable to
meet diverse needs

Quiet operation for
better working
environment



Interroll Holding AG CEO's reflections on his first 150 days

July 31, 2025

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CEO's impressions from his first 150 days

Market

- Attractive growth potential in served markets driven by increased demand for productivity - Interroll's business model and value proposition are well-aligned with market needs
- Strategic investments initiated in vertical market competence, Key Account Management (KAM), and solutions sales

Regional Presence

- Unique global sales and operations footprint across key markets - tariff uncertainties present potential opportunities
- Localization of Product Management and Development in China underway to enhance competitiveness

Innovation

- Product platforms enhancements in progress - future focus on customer value chain innovation through integrated hardware and software solutions

Strategy / Organization / 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

Summary

- Investments into organization, innovation and markets are laying the foundation for sustainable growth

CEO's impressions from his first 150 days

Highlights H1/2025

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

E-Commerce Rebound & Americas Growth

- Early signs of renewed investment cycle in e-commerce
- 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



Interroll Holding AG Financial highlights H1/2025

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Performance summary H1/2025

Order intake: -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

Sales: +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

EBIT: -7.7% decrease to CHF 27.6m (previous year: CHF 29.7m)

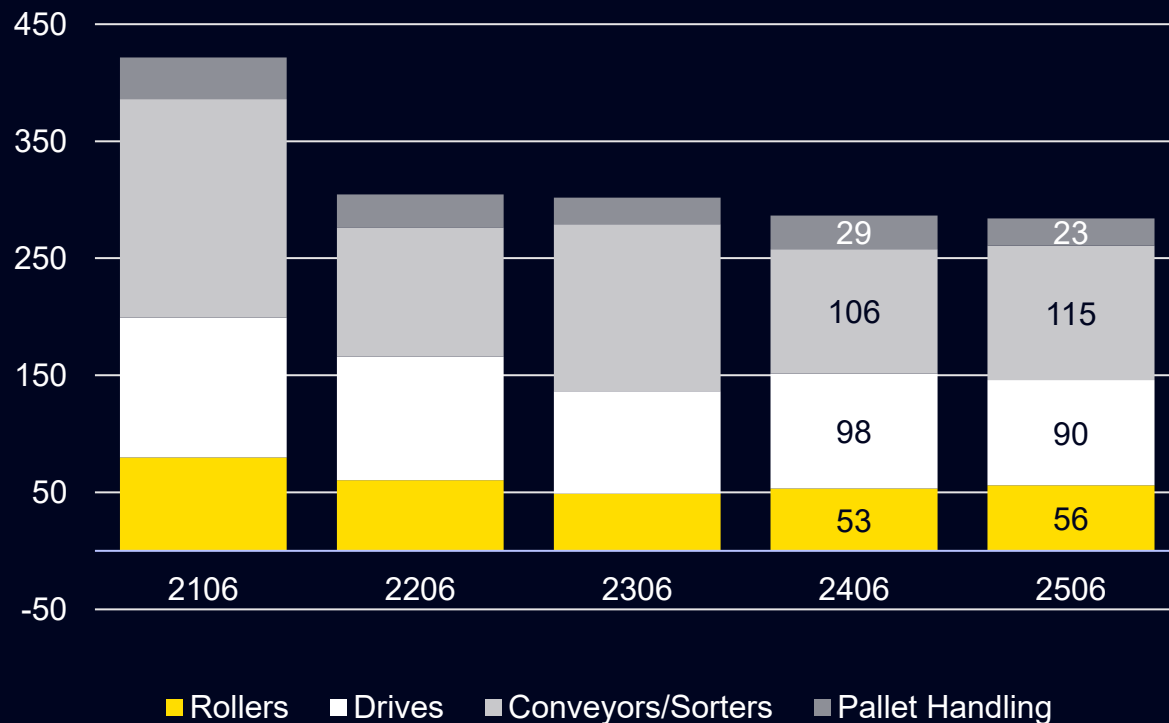
Increased investments in R&D and Marketing to drive future growth, but overall maintaining our strong cost discipline

Operating cash flow: +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%

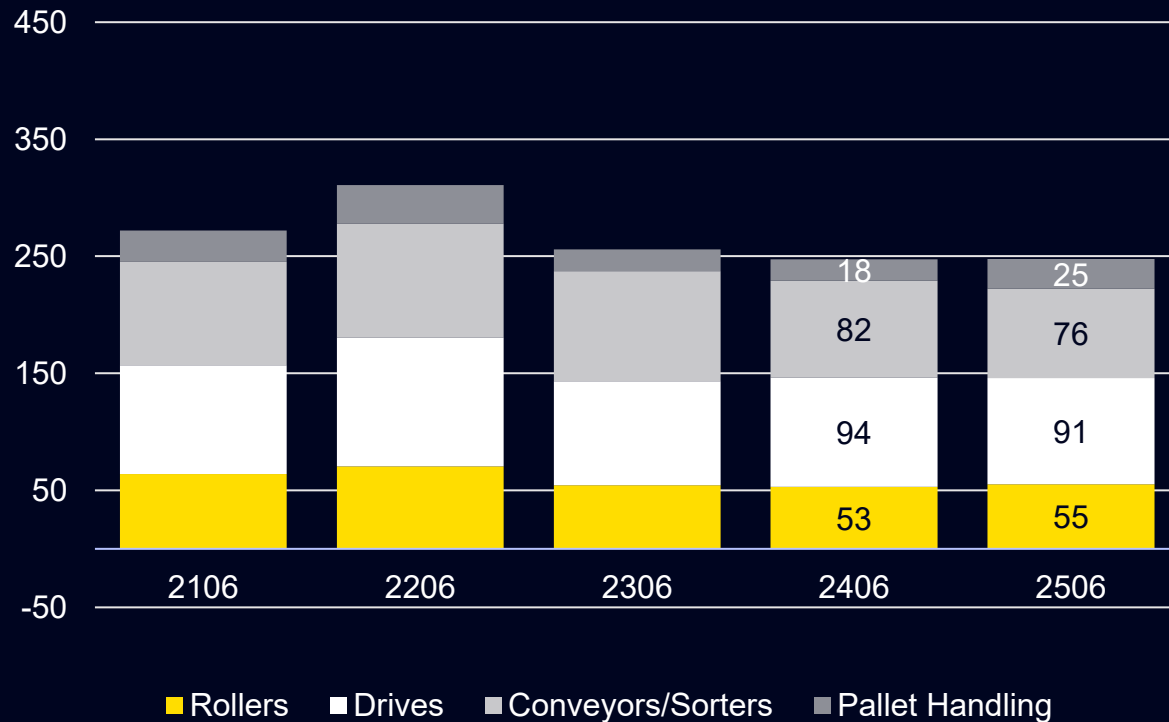


- **Rollers: +5.1%**
- **Drives: -8.4%**
- **Conveyors & Sorters: +8.1%**
- **Pallet Handling: -19.1%**
- **Book-to-bill Ratio: 1.15 (PY: 1.16)**

In CHF million

Sales: CHF 247.7m (+0.1%)

In local currency: +3.6%

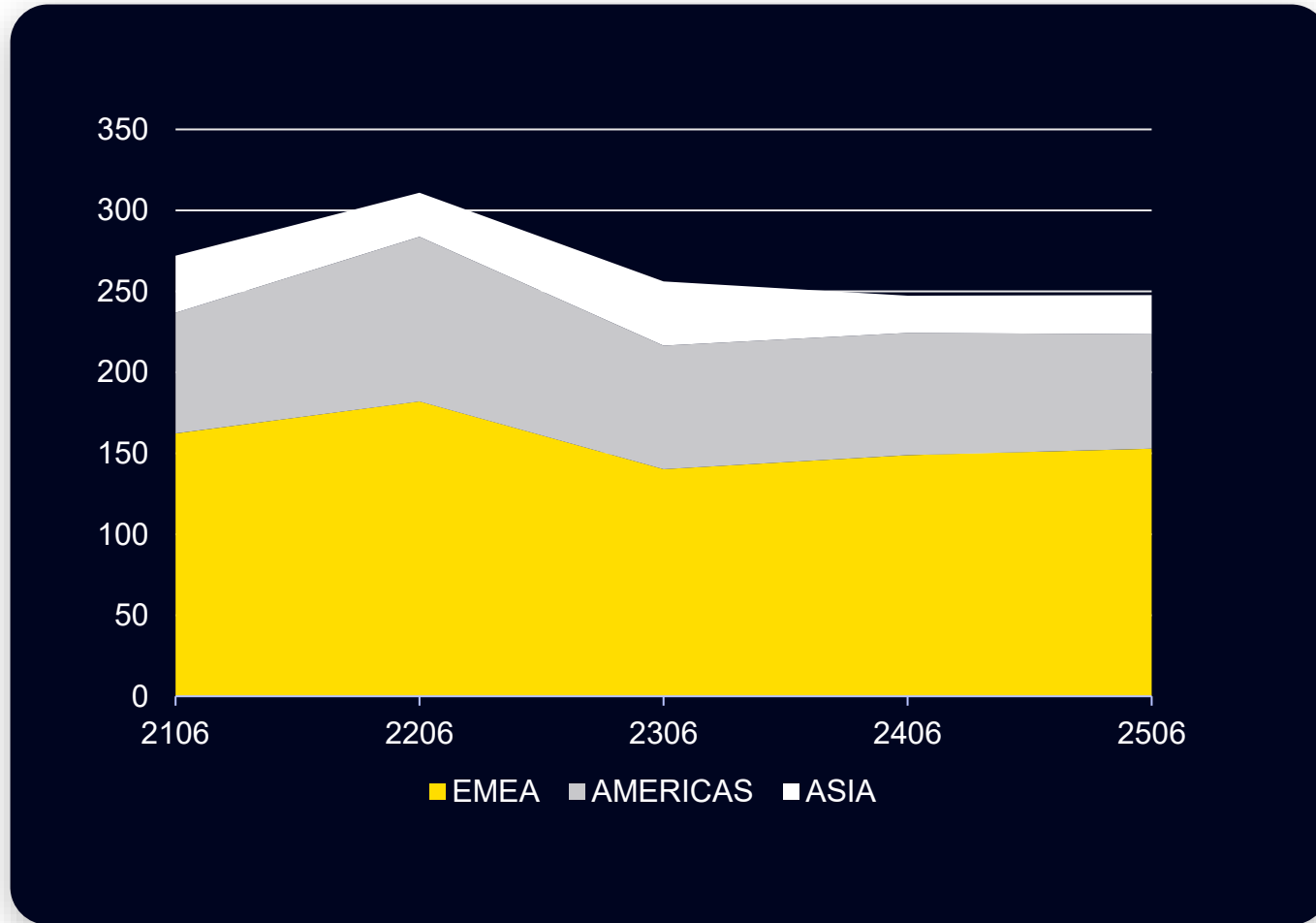


- **Rollers: +4.1%**
- **Drives: -3.1%**
- **Conveyors & Sorters: -7.3%**
- **Pallet Handling: +38.0%**
- **Book-to-bill Ratio: 1.15 (PY: 1.16)**

In CHF million

Sales by region: CHF 247.7m (+0.1%)

In local currency: +3.6%



In CHF million

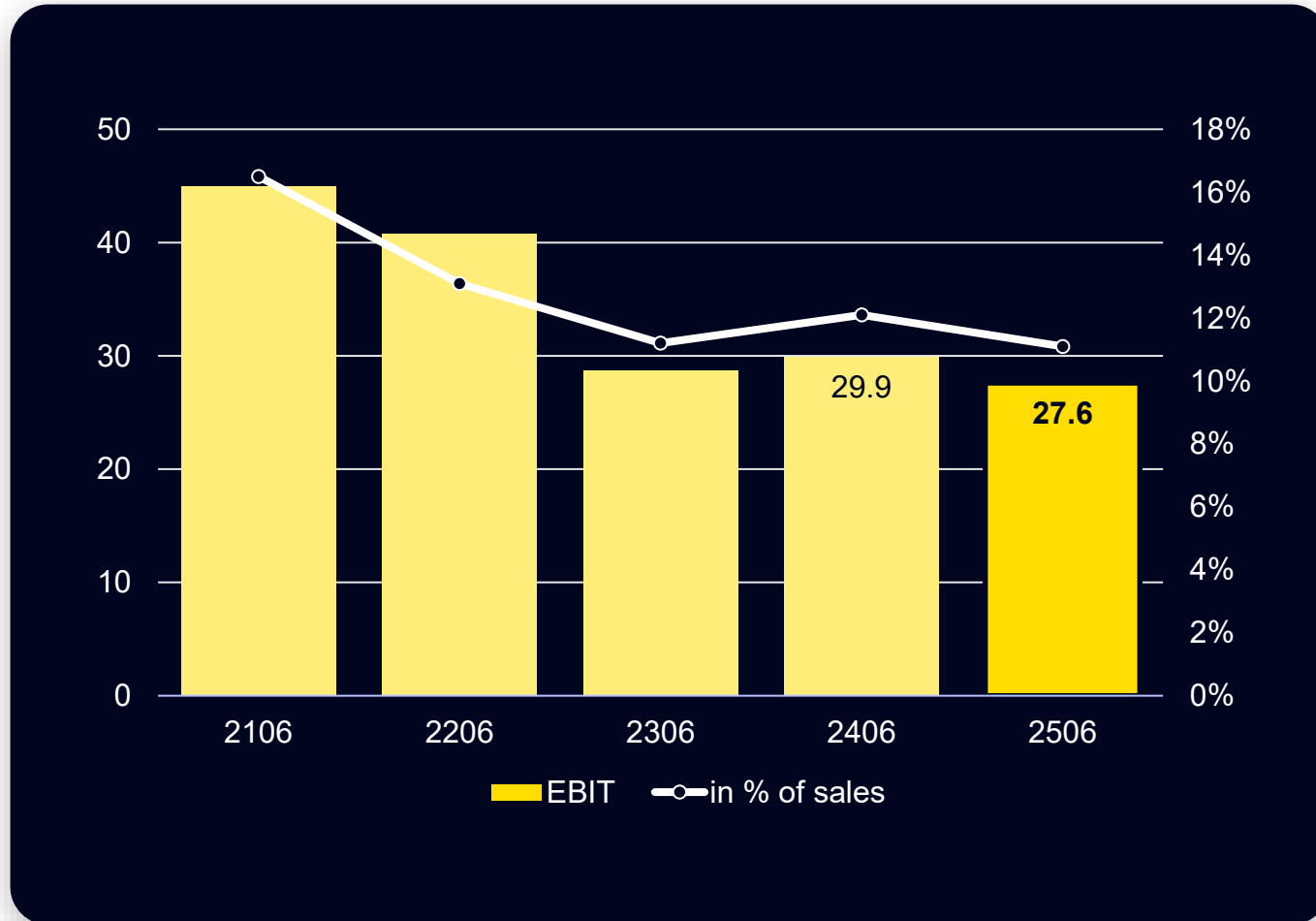
Sales development:

- 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%)

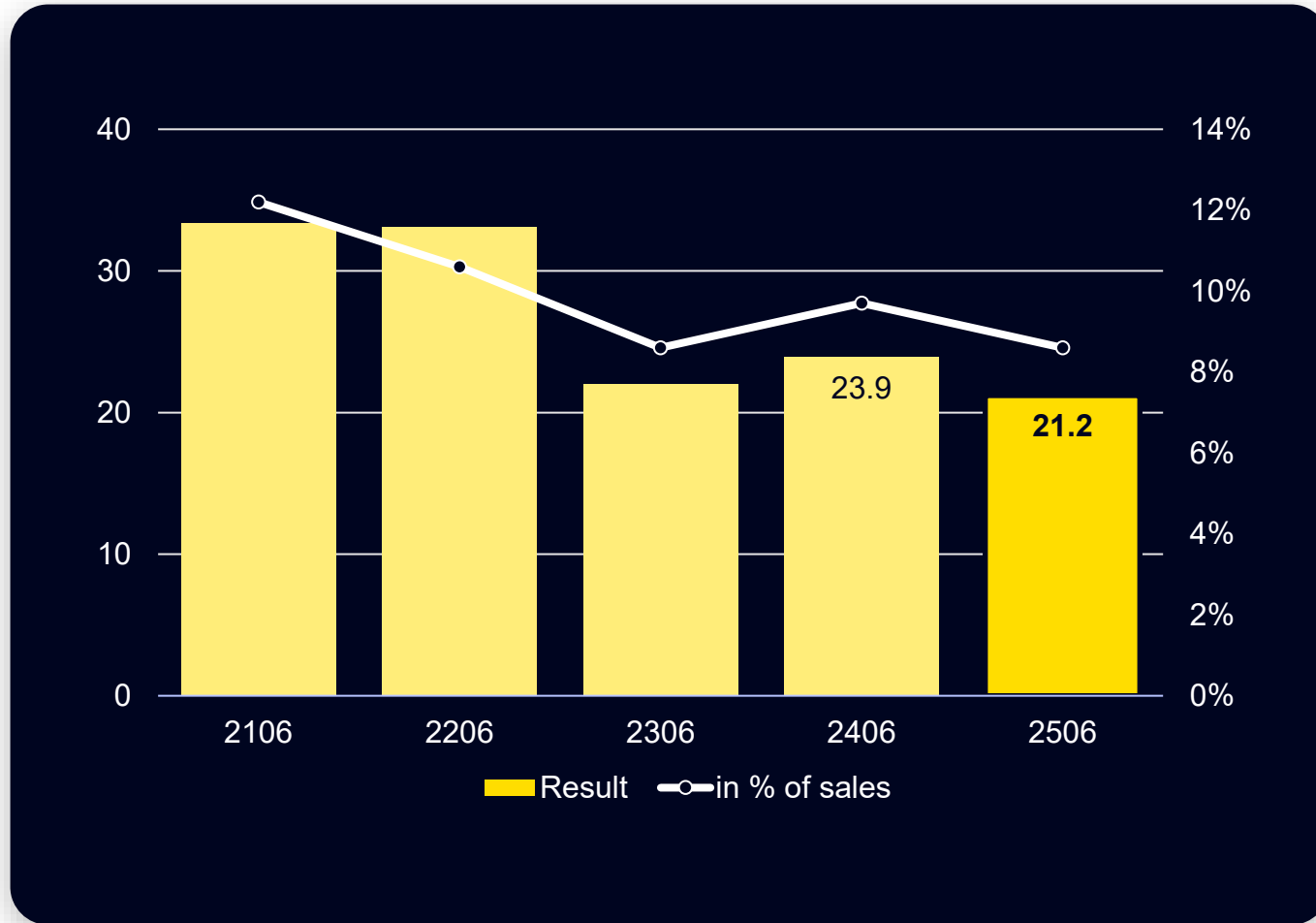
- Increased investments in R&D and Marketing to drive future growth
- Maintaining our strong cost discipline

EBIT CHF 27.6m (-7.7%)

In % of sales 11.1% (PY: 12.1%)

- Depreciation & amortization unchanged

Result: CHF 21.2m (-11.3%)

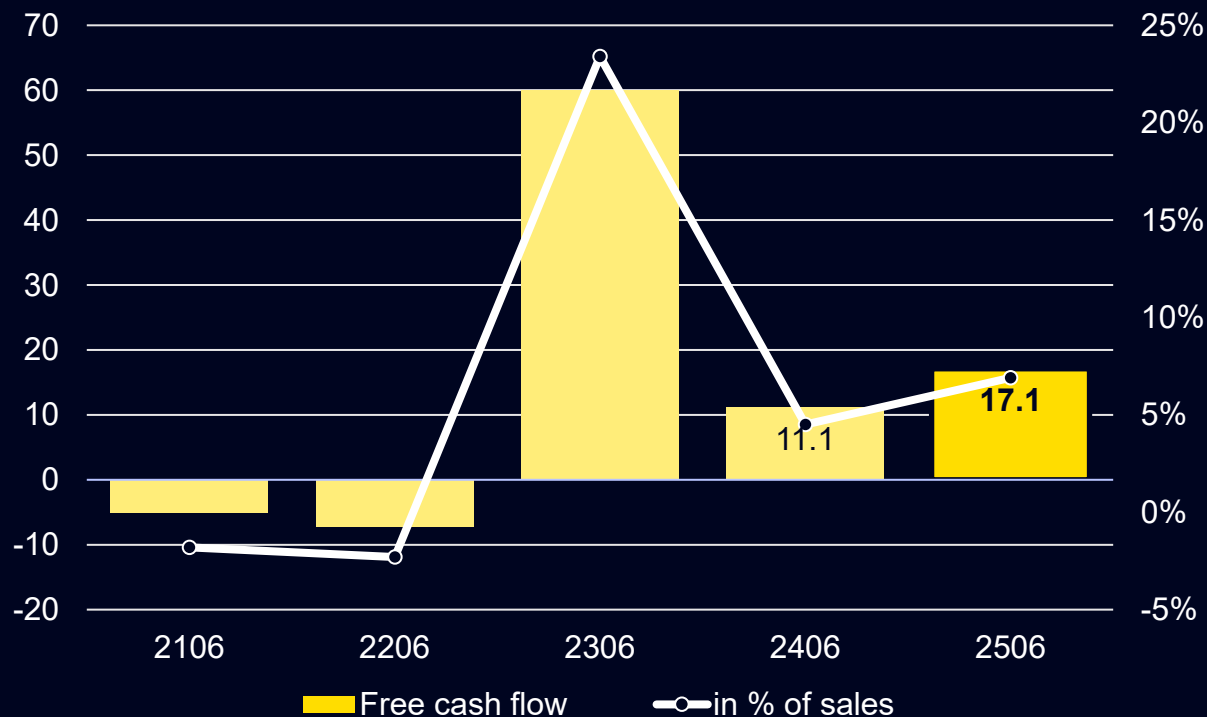


**Results CHF 21.2m (-11.3%)
In % of sales 8.6% (PY: 9.7%)**

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

In CHF million

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

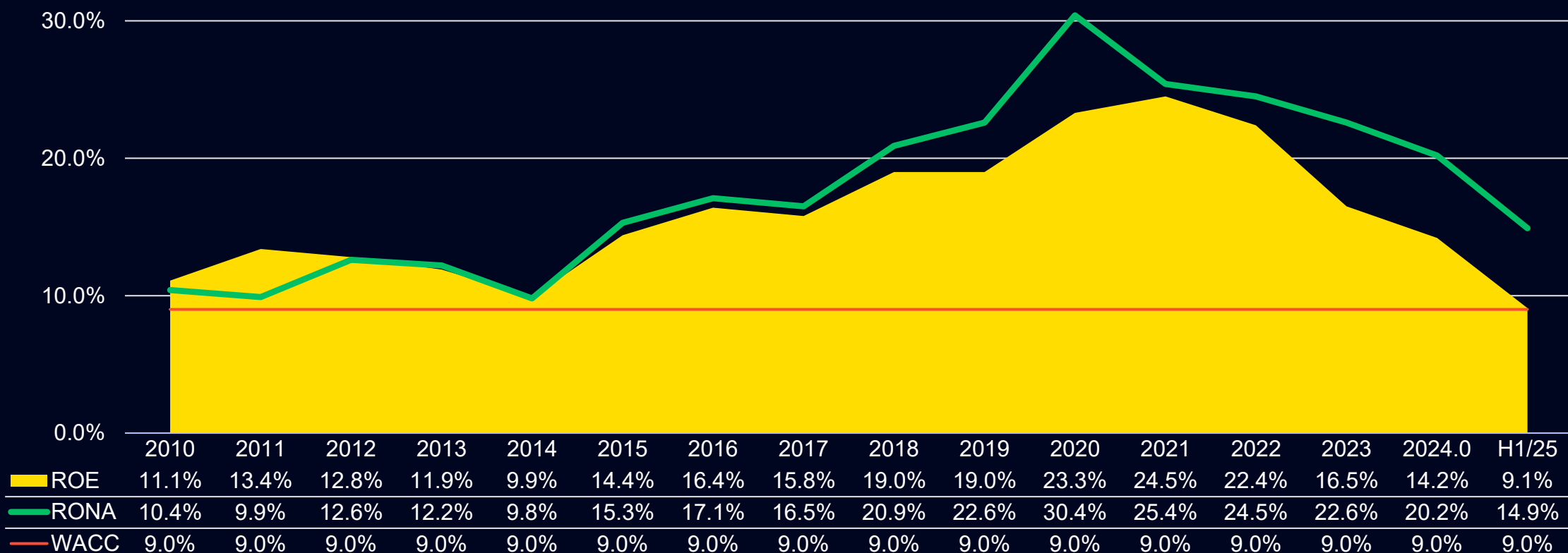
Free cash flow CHF 17.1m

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%



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

Time for Questions

Q&A session



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Appendix

Slide 4 image – Image Macrovector on Freepik