



Interroll Holding AG Media Conference on Financial Year 2023

March 15, 2024



Interroll Group Analyst Conference on Financial Year 2023

Welcome & Group Overview

Ingo Steinkrüger, CEO

Results 2023

Heinz Hösli, CFO

Customer Focus and Our Industries

Maurizio Catino, CSO

Innovations, Digitalization & Service

Ingo Steinkrüger, CEO

Summary and Outlook

Ingo Steinkrüger, CEO

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What a year

Cost Fitness



Pricing strategy



New customers



Scalability



This year's results

Interroll product areas

Key Figures for the Interroll Group (2023)

CHF 519.7 Mio. Order Intake
CHF 556.3 Mio. Sales
CHF 83.9 Mio. EBIT

Distribution of order intake



10.0%
Pallet Handling



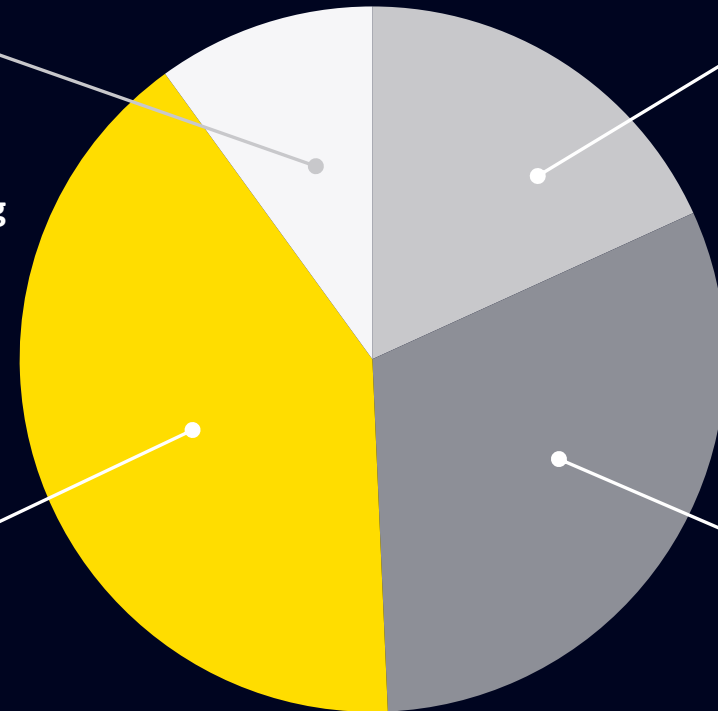
18.2%
Rollers



40.7%
Conveyors & Sorters

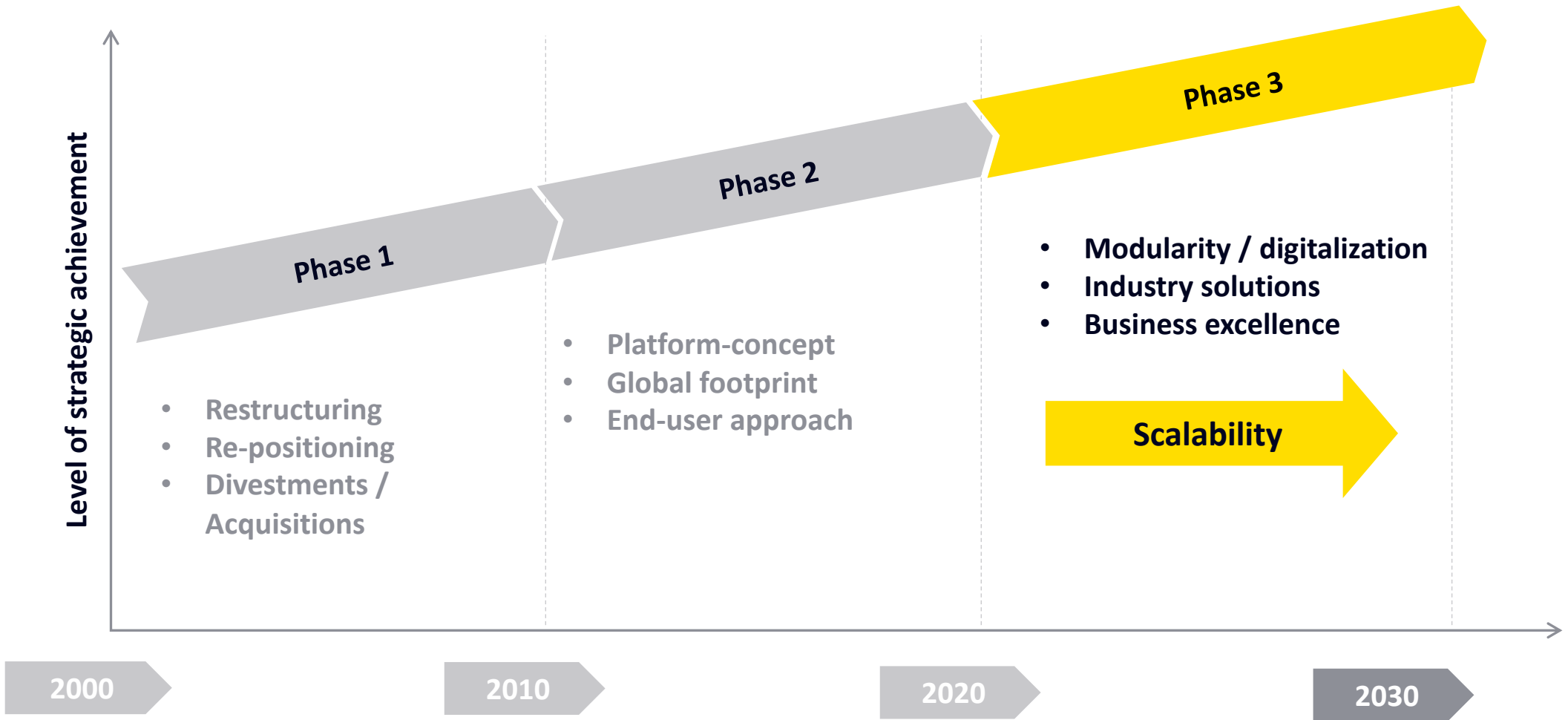


31.1%
Drives

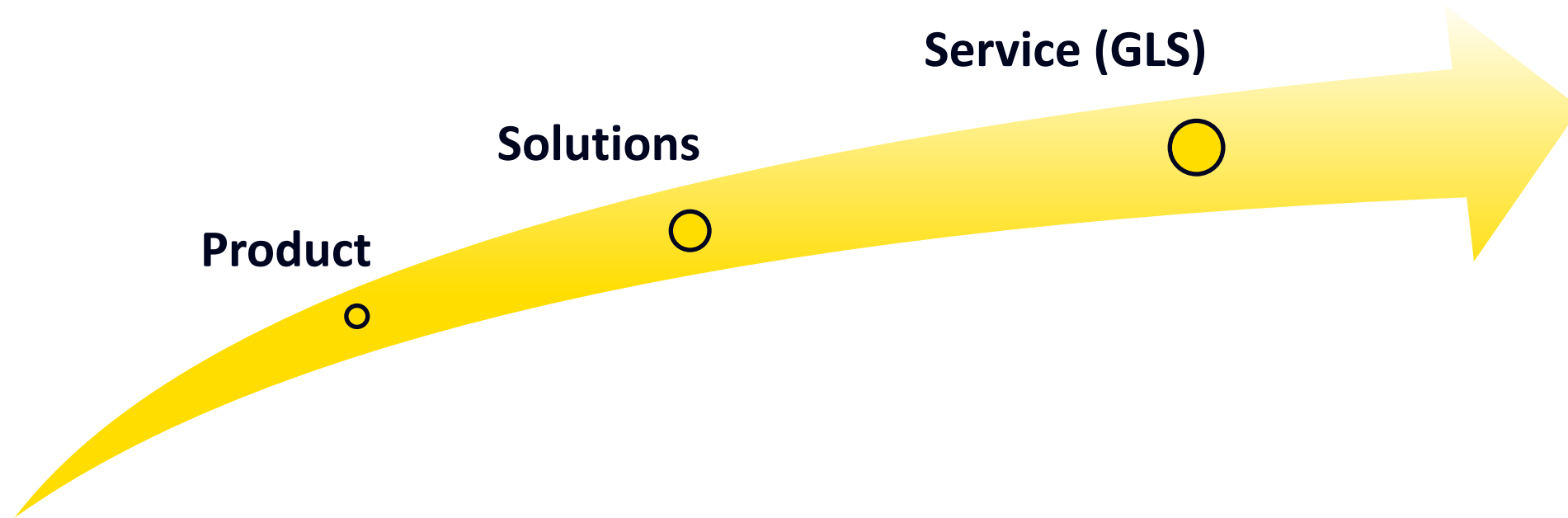


Strategic Phases

2000-2030



Highlights of our Growth Strategy



Structure

- Increased customer base
- Digitalization strategy (customer focus)
- Preparation SAP S/4 Hana
- Structure changes – Solutions, Products & Service

Innovations

- High Performance Conveyor Platform (HPP)
- Autonomous Mobile Robot Top Module based on the Light Goods Conveyor Platform(LCP)

EMEA

- Plant Digitalization (ongoing)
- Modernization of production facilities
- Europe Service Business running

Americas

- Ramp Service Business USA
- Expansion in Brazil

Asia Pacific

- Increase Sales presences (Indonesia, Malaysia & Philippines)
- APAC Service in Focus
- Bigger location for Australia

The Transformation

WHY

To further increase
Quality
Speed
Simplicity



HOW

Strong focus on
Customers
Products
Production



WHAT

Introduction of
CTO & COO role,
CSO further
strengthened

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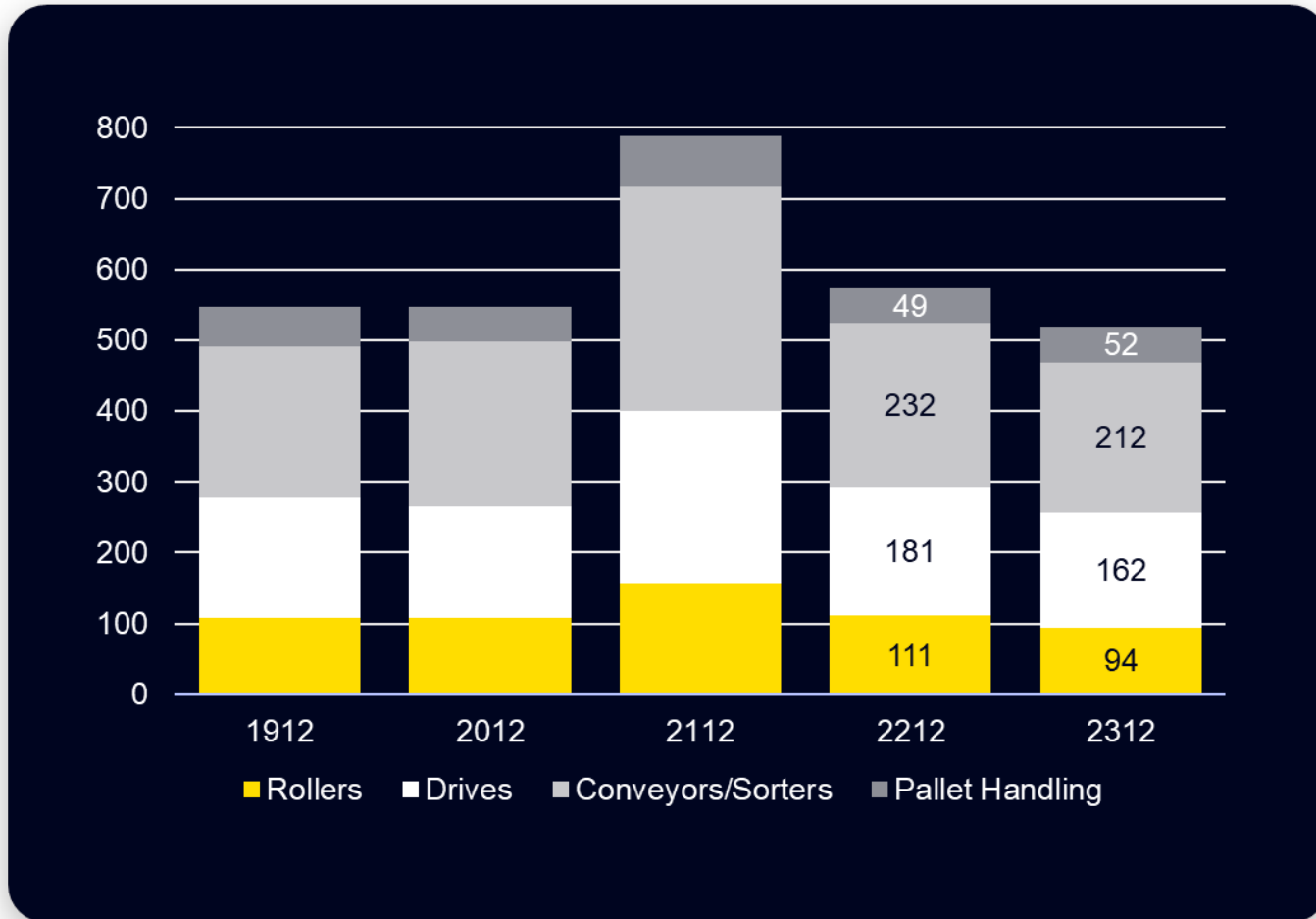
Ingo Steinkrüger, CEO

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Order intake: CHF 519.7m (-9.2%)

In local currency: -3.9%

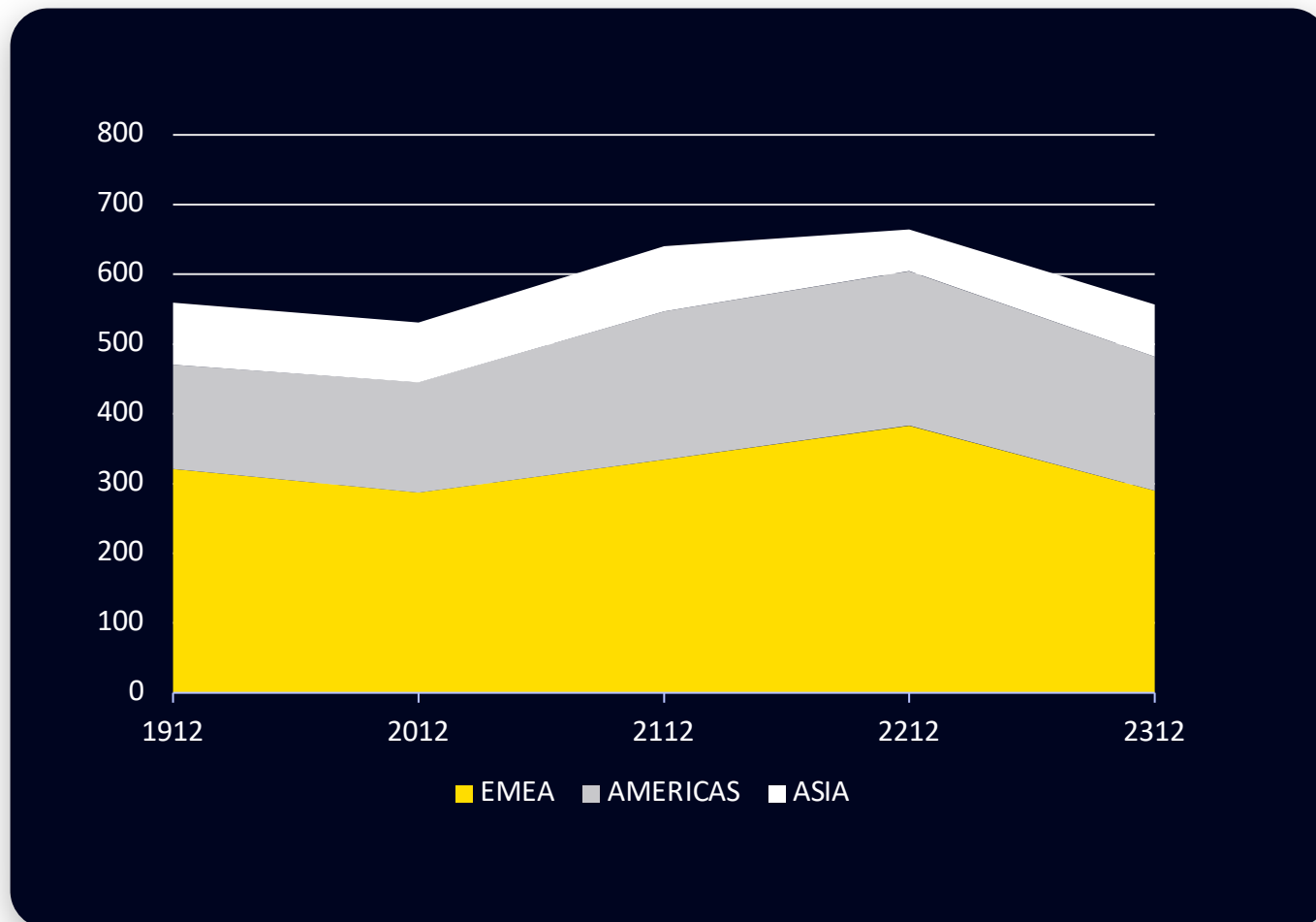


- **Rollers: -14.9%**
- **Drives: -10.7%**
- **Conveyors & Sorters: -8.6%**
- **Pallet Handling: +6.2%**
- **Book-to-bill Ratio: 0.93 (PY: 0.86)**

In CHF million

Sales by region: CHF 556.3m (-16.3%)

In local currency: -11.7%



In CHF million

Sales development:

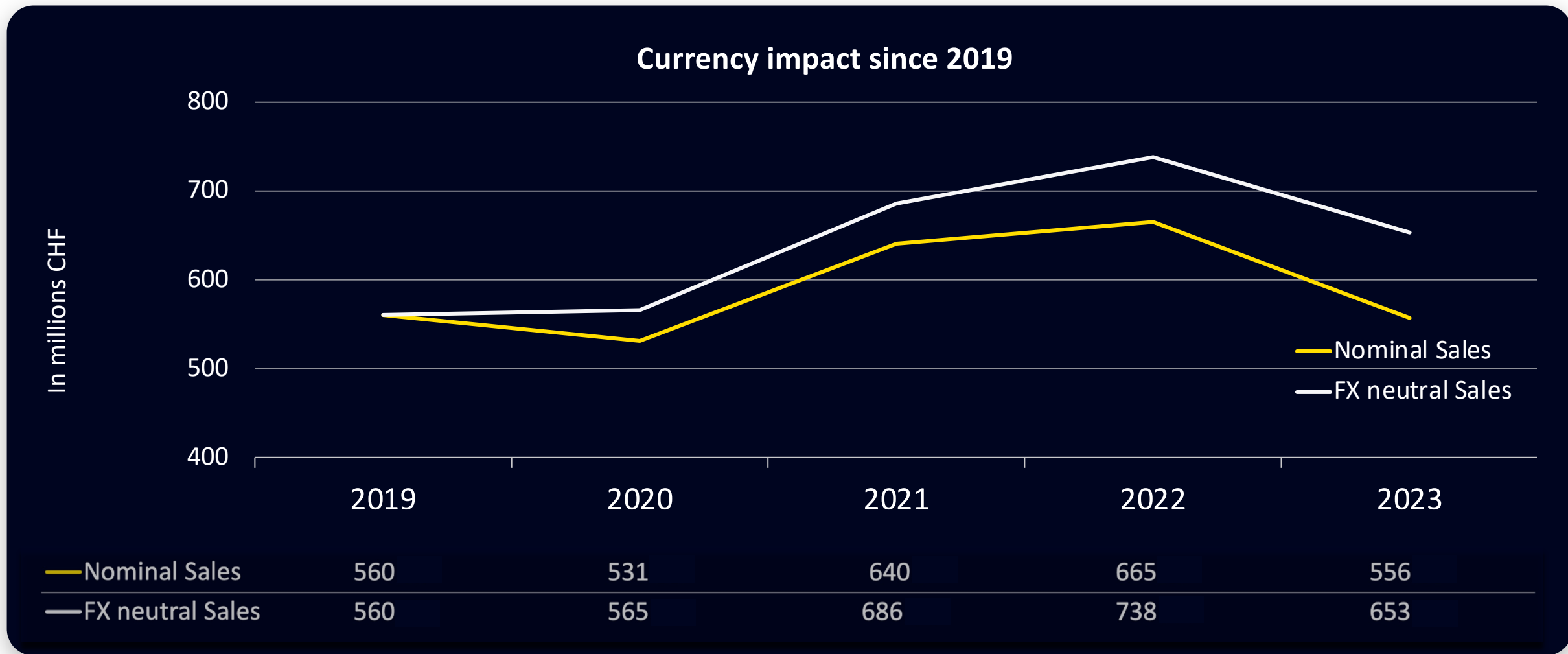
- EMEA: -24.3%
- Americas: -13.3%
- Asia-Pacific: +24.3%

Sales by region:

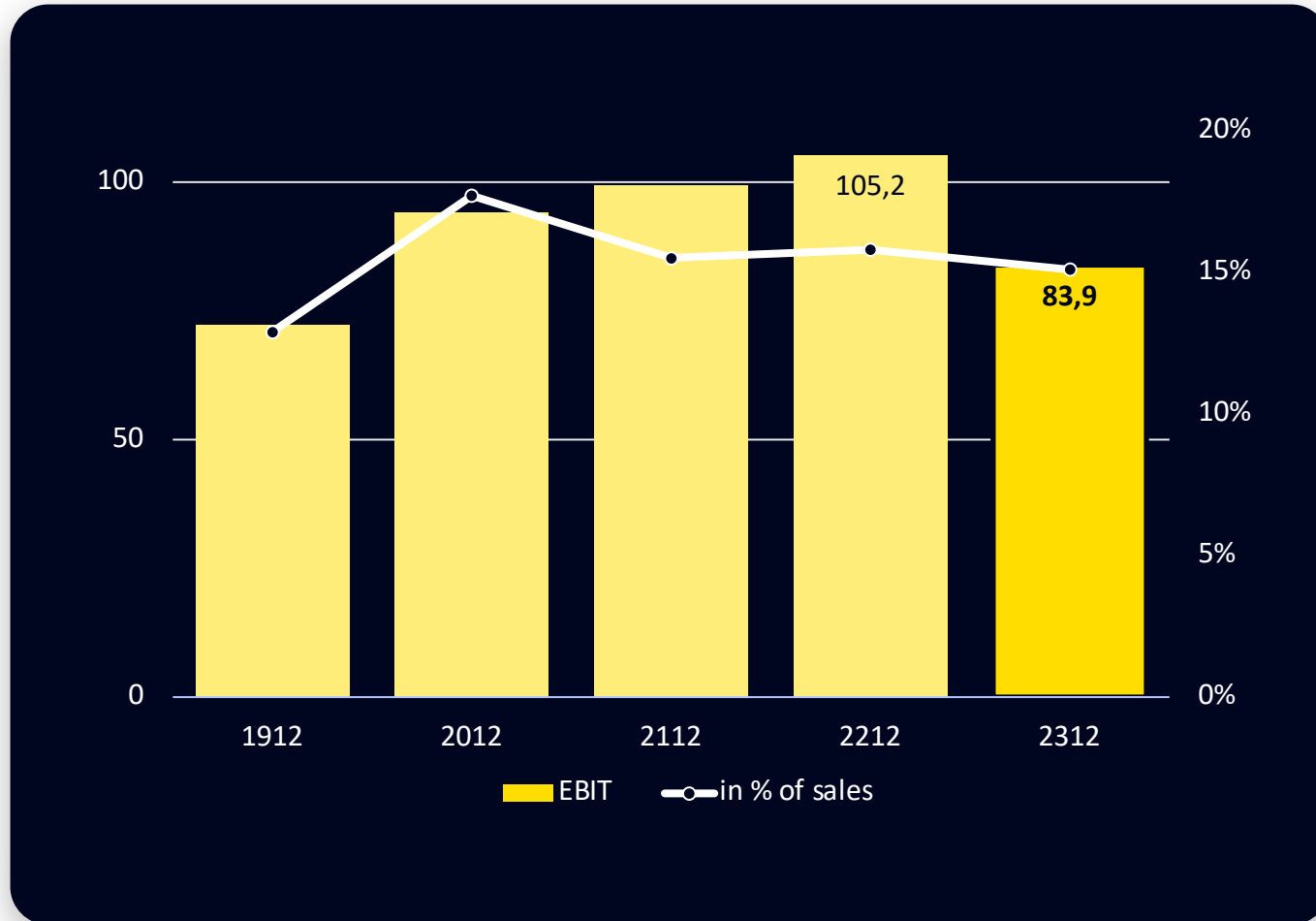
- EMEA: 52% (PY: 58%)
- Americas: 35% (PY: 33%)
- Asia-Pacific: 13% (PY: 9%)

Sales: CHF 556.3m (-16.3%)

Sales in constant FX rates since 2019



EBIT: CHF 83.9m



In CHF million

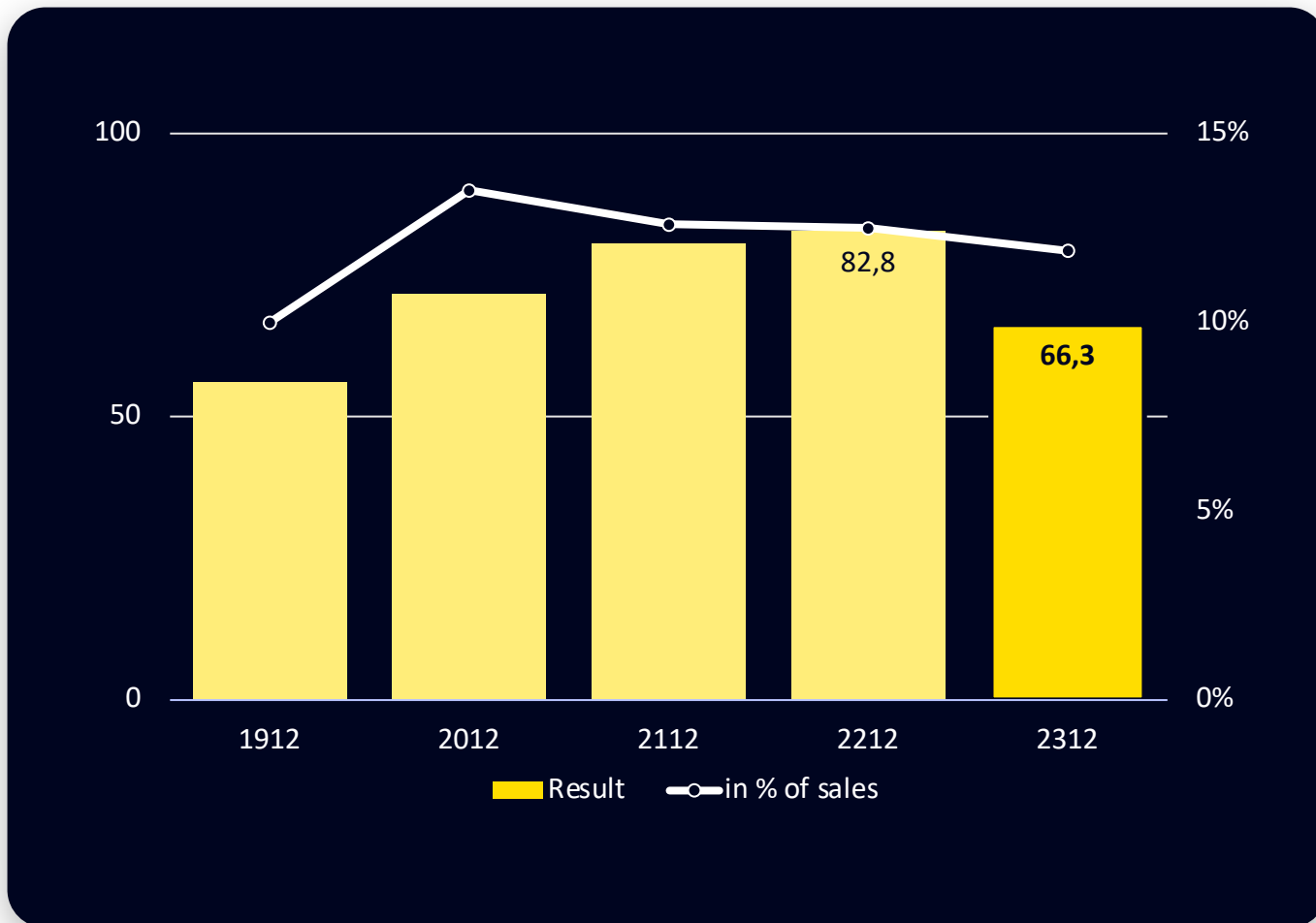
EBITDA CHF 106.3m (-17.8%)
in % of sales 19.1% (PY: 19.5%)

- Pricing, few concessions
- Raw material prices and savings in purchasing
- High cost discipline underlined

EBIT CHF 83.9m (-20.2%)
in % of sales 15.1% (PY: 15.8%)

- Slightly lower depreciation and amortization but higher in % of sales

Result: CHF 66.3m

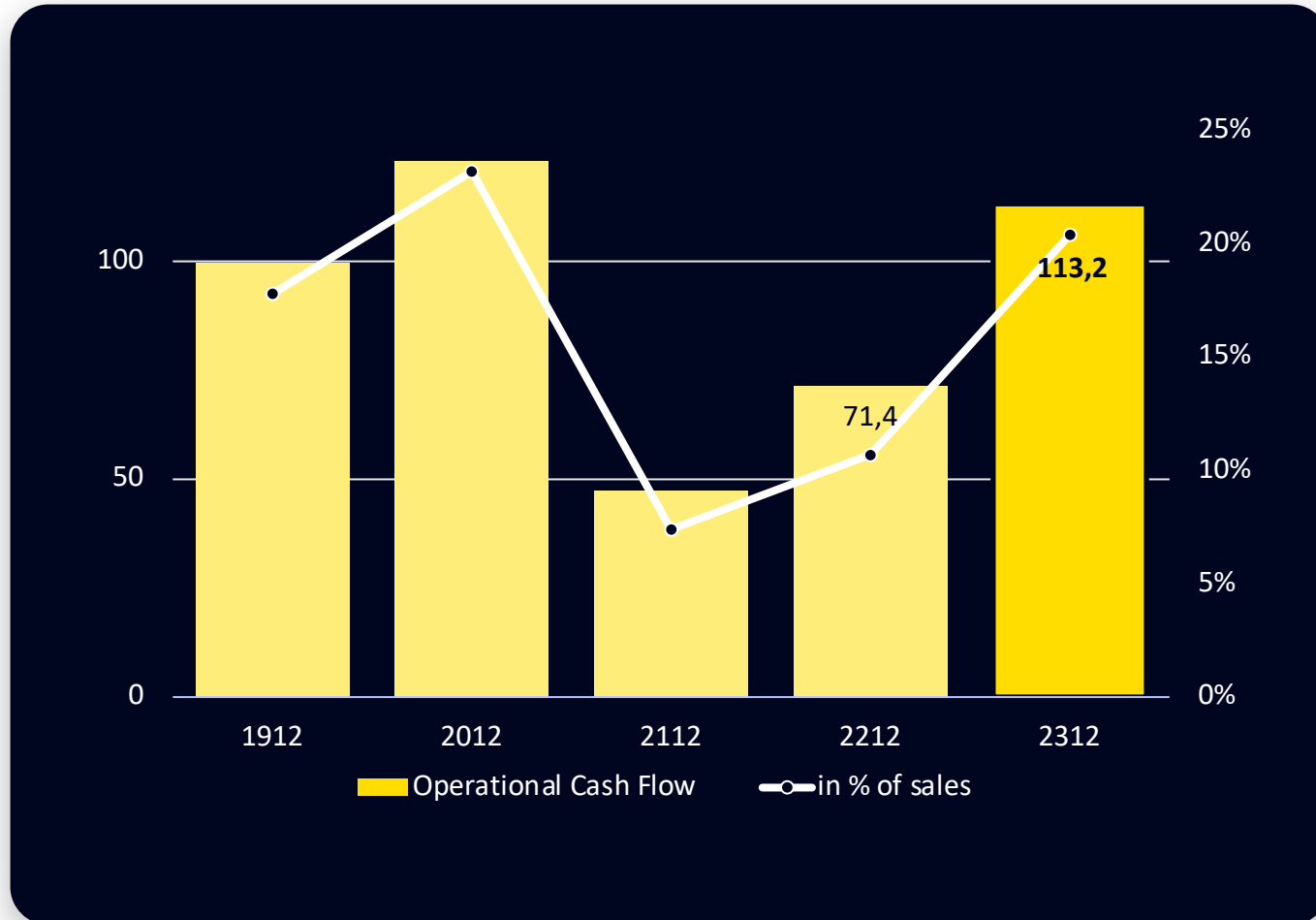


**Result CHF 66.3m (-19.9%)
in % of sales 11.9% (PY: 12.5%)**

- Slightly positive financing result; higher interest income was offset by higher FX currency loss
- Slightly lower tax rate of 20.9% (PY 21.0%)

In CHF million

Operating cash flow: CHF 113.2m (+58.5%)



**Operating cash flow CHF 113.2m (+58.5%)
in % of sales: 20.4% (PY: 10.7%)**

- Reduction of inventories (+25.5m)
- Reduction of trade receivables (+10.4m)

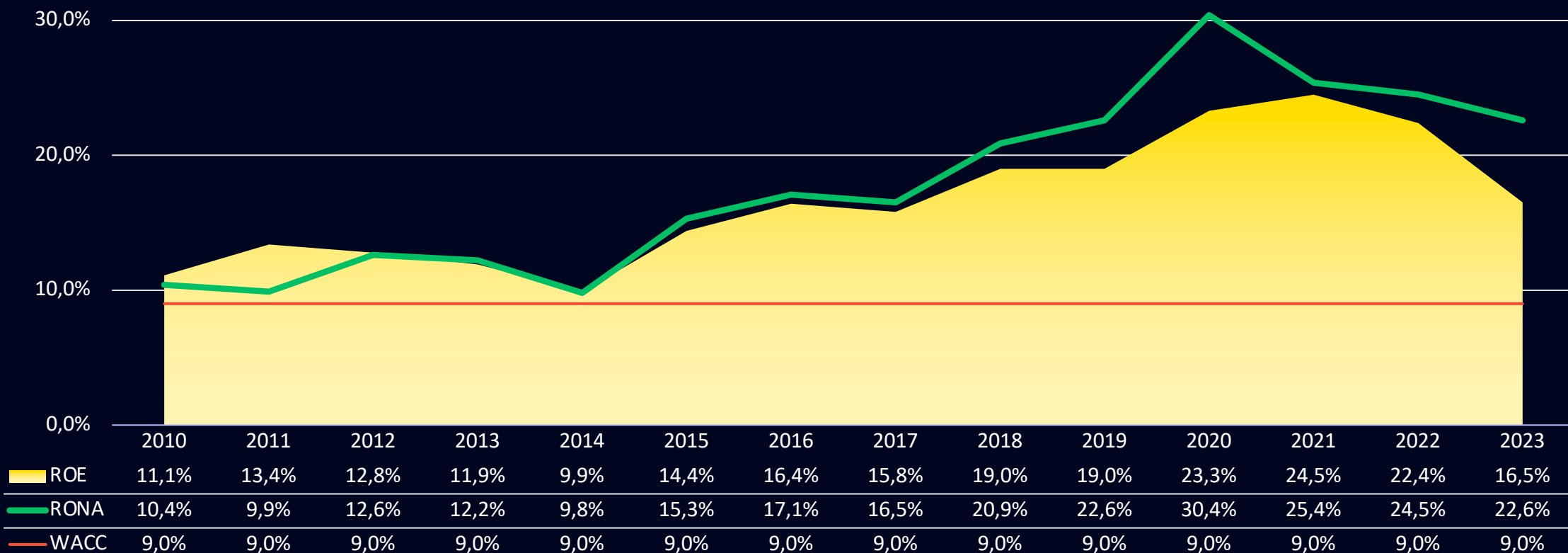
**Free cash flow CHF 91.1m
in % of sales: 16.4% (PY: 7.4%)**

- Investments CHF 25.1m (PY: CHF 32.5m)

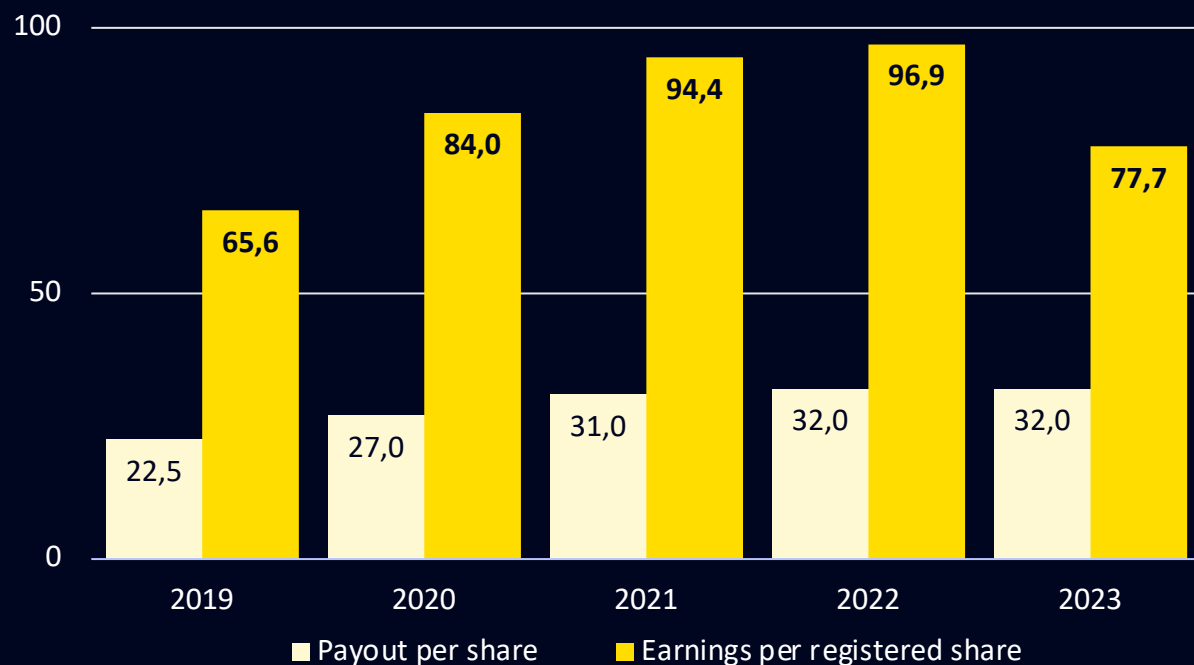
In CHF million

Value creation:

ROE 16.5% and RONA 22.6%



Dividend stable at CHF 32.00 per share proposed



In CHF million

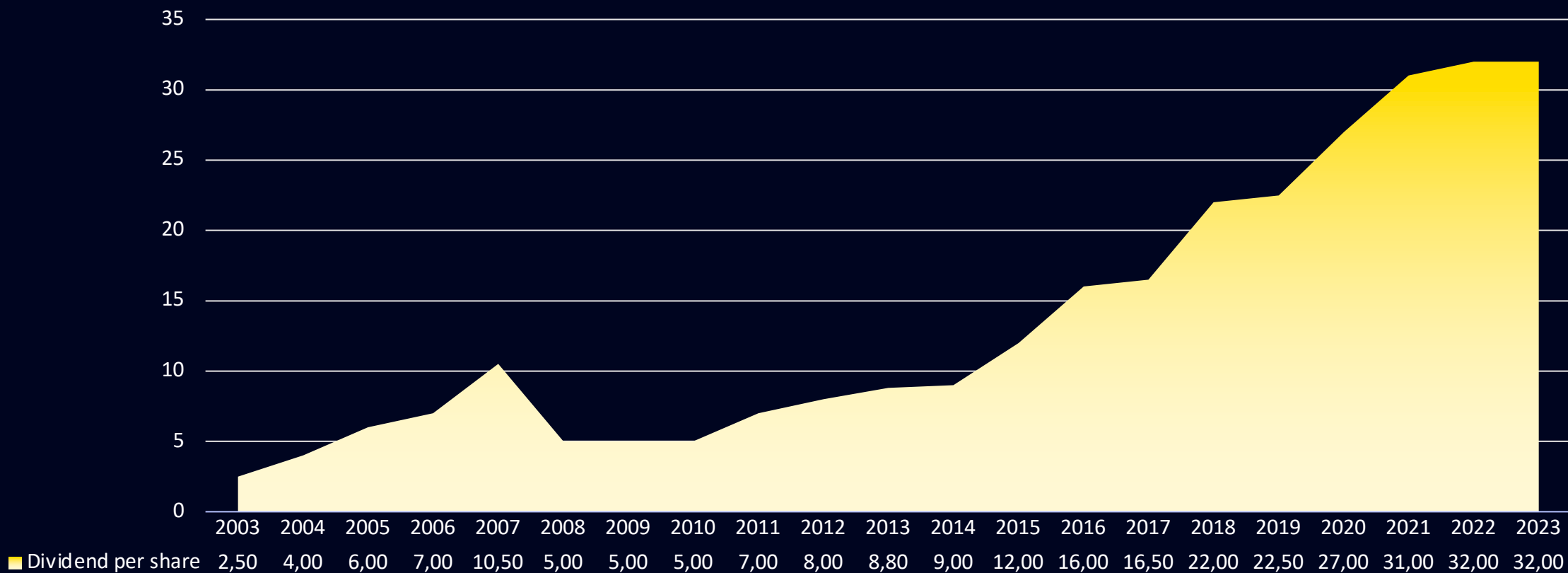
For the General Assembly on May 3rd, 2024, it is proposed:

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

The payout ratio reaches 41.2%
(PY: 33.0%)

Dividend Development

Period from FY 2003-2023



Sustainability Report 2023

Report on non-financial matters 2023

Fulfilling reporting obligations

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

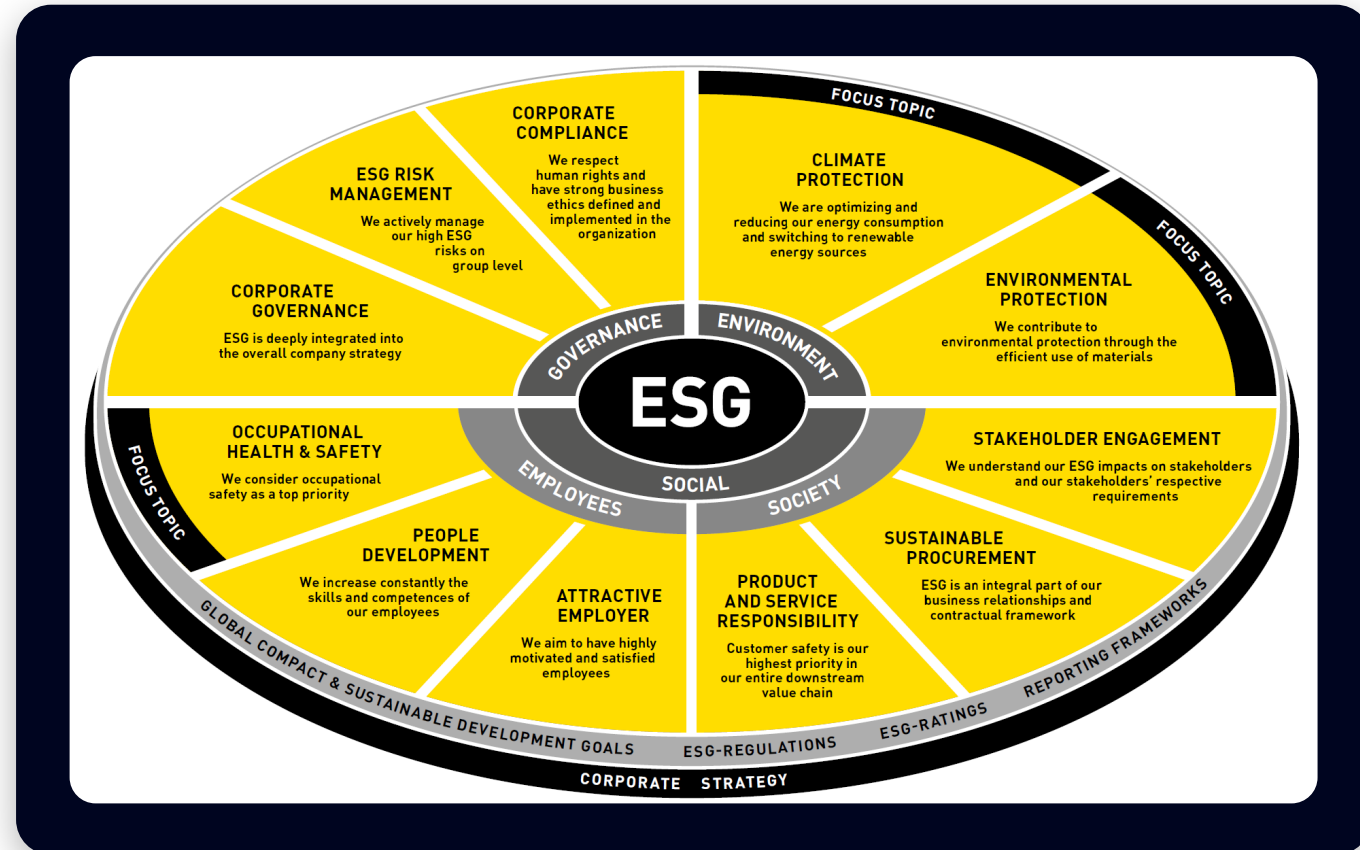


Sustainability Report 2023

Report on non-financial matters 2023

The way to a sustainable future

- Adjusted 4 Impact Areas, 11 Material Topics and ca. 90 long-term strategic targets
- 3 focus topics for the next years
 - Climate Protection
 - Environmental Protection
 - Occupational Health & Safety

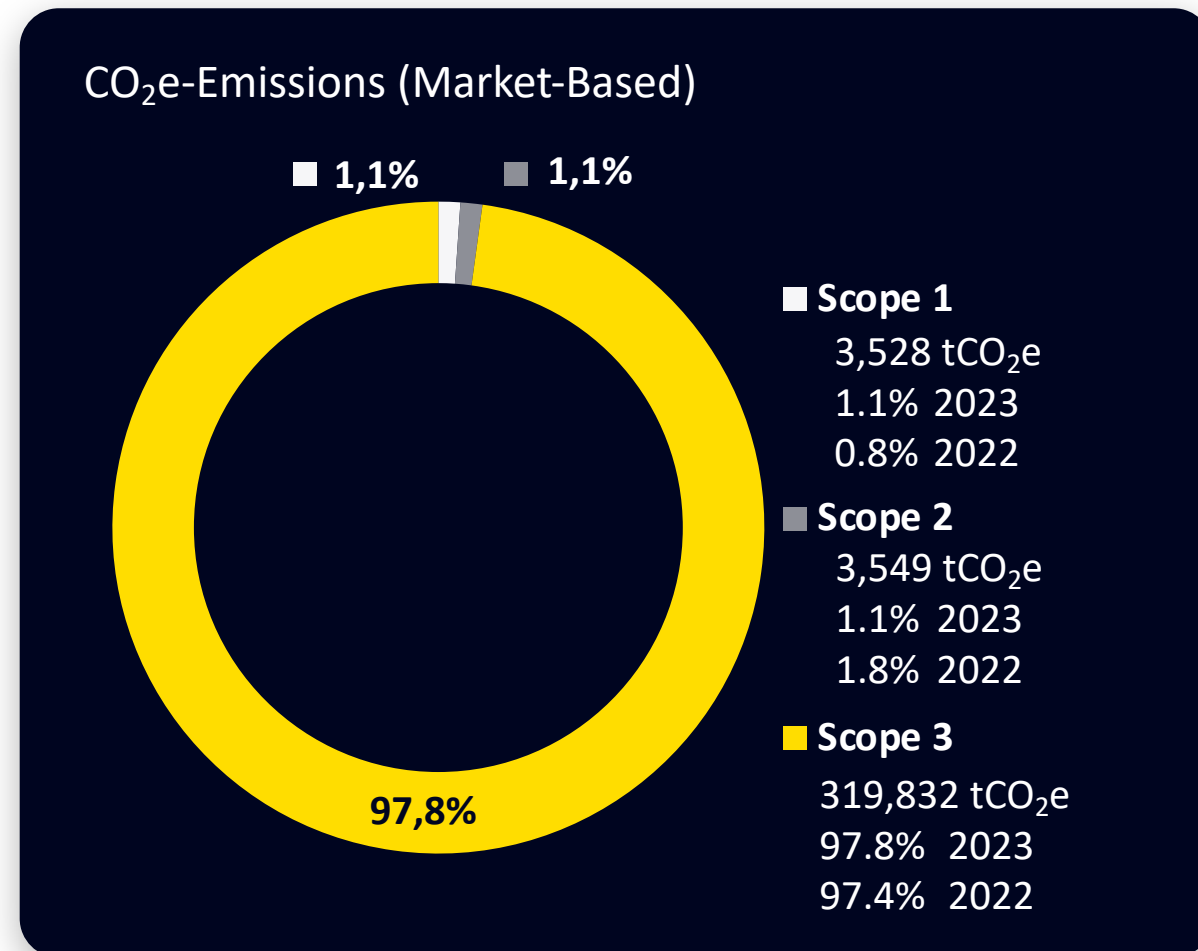


Sustainability Report 2023

Report on non-financial matters 2023

Carbon Footprint acc. to the Greenhouse Gas Protocol

- Interroll calculated in 2023/24 for the first time the Scope 3 Carbon Footprint, for both FY2022 and FY2023
- Most significant Scope 3 category: “Use of sold products” → Emissions caused by electricity consumption



Sustainability Report 2023

Report on non-financial matters 2023

Great achievements in Ecovadis assessment – All entities rated above average Sector Score



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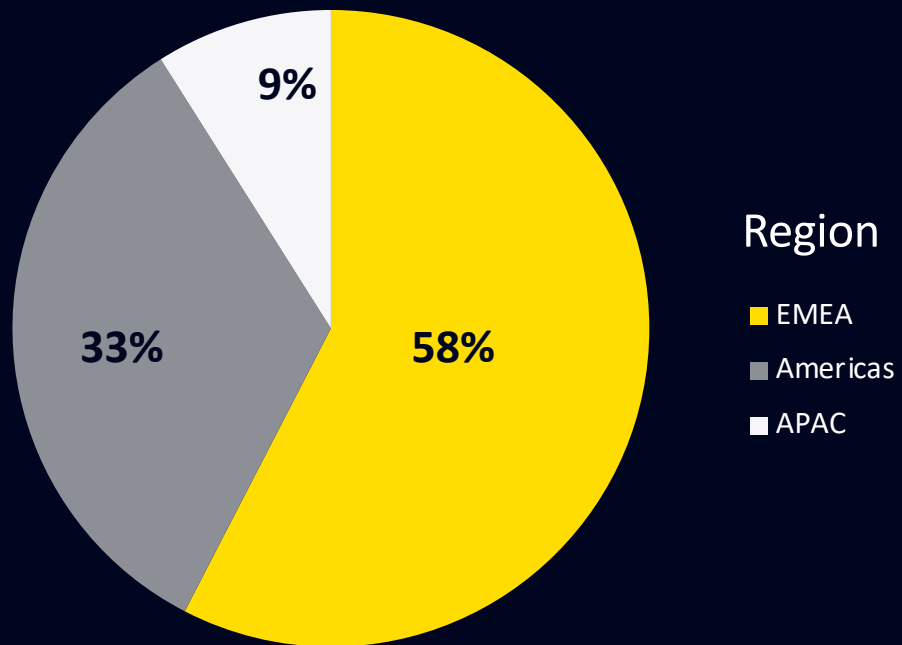
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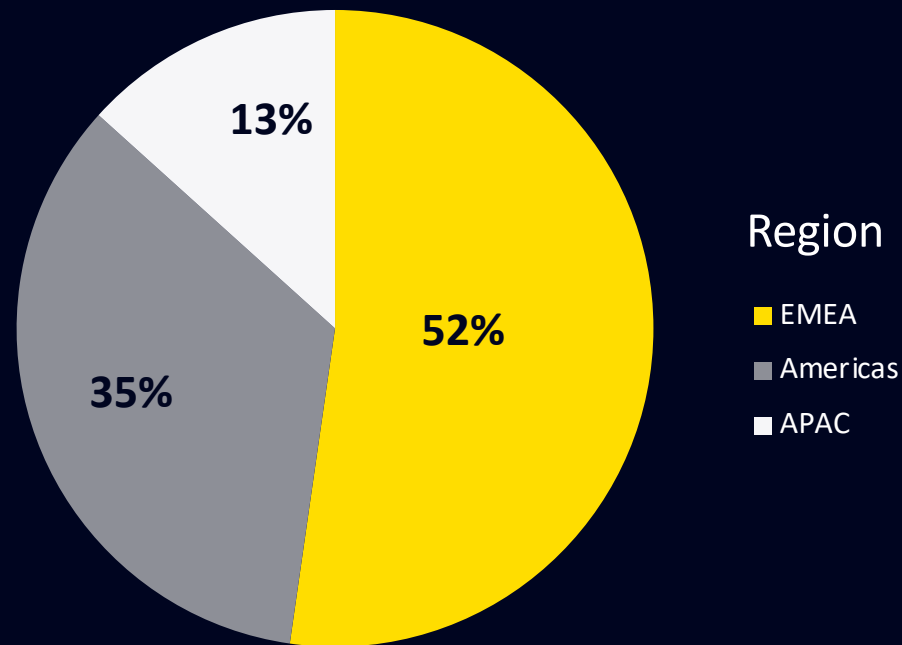
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Invoiced Sales 2023 – Results by region

Invoiced Sales 2022

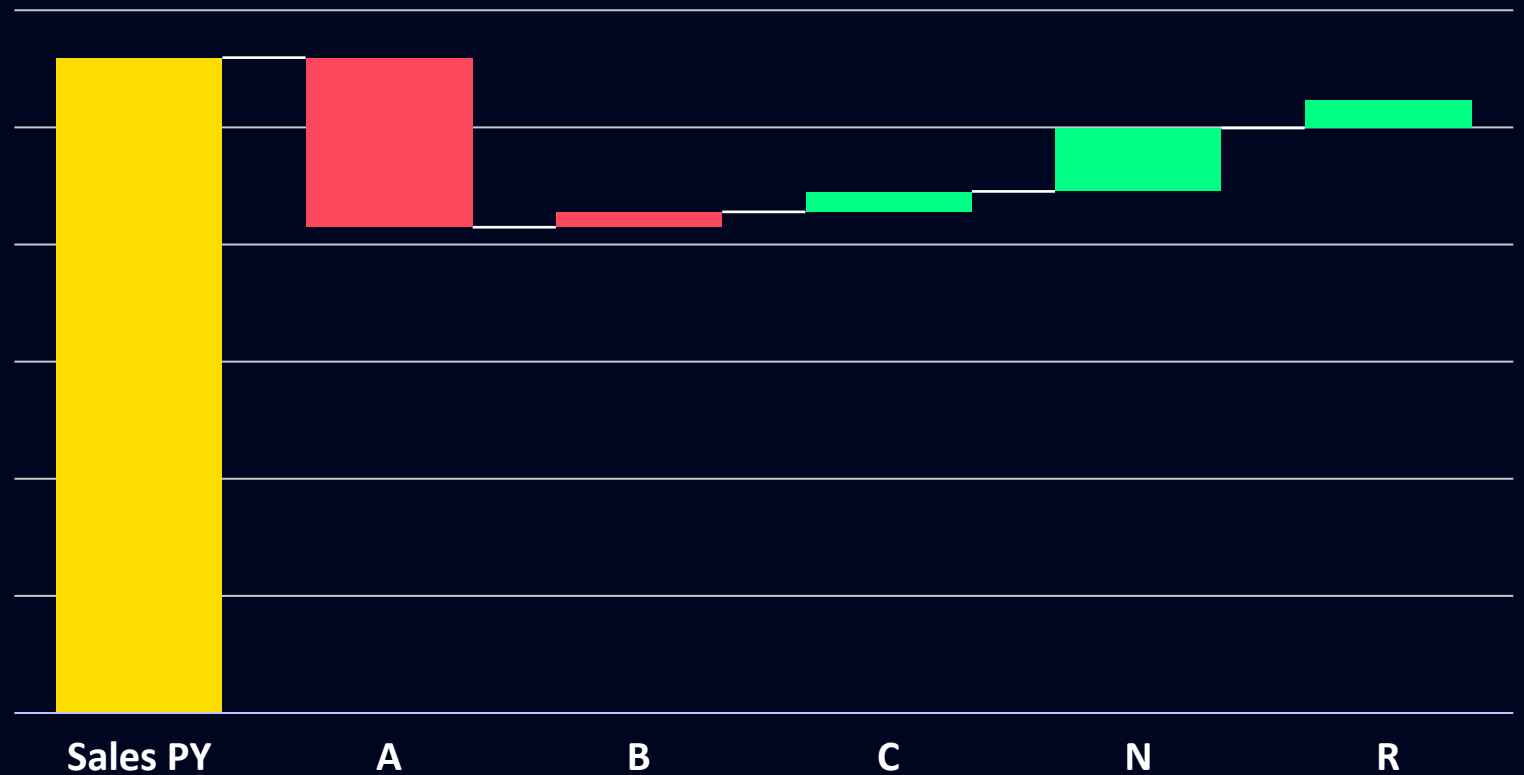


Invoiced Sales 2023



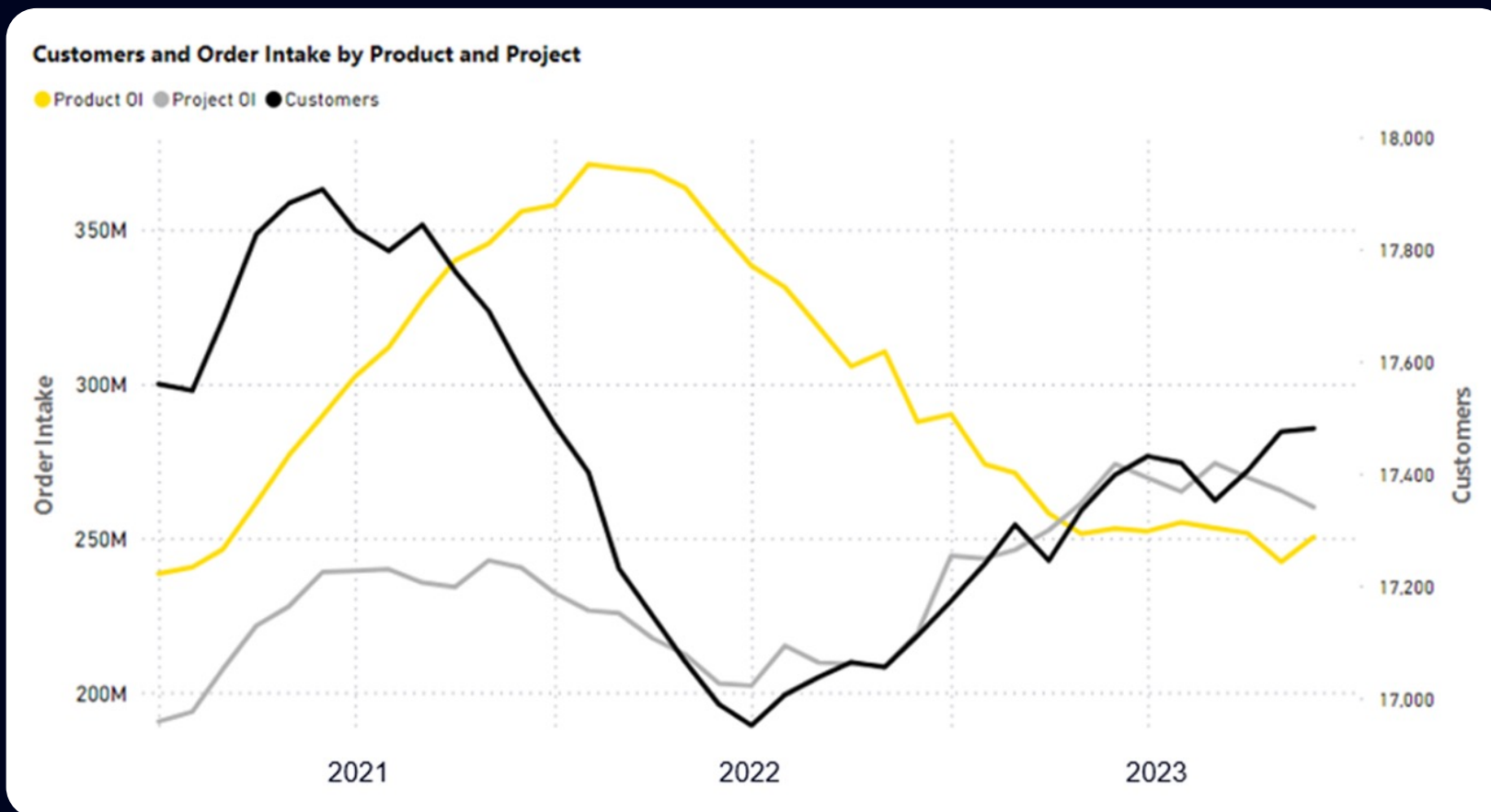
ABC Development Analysis

- A - Big Customers
- B - Medium Customers
- C - Small Customers
- N - New Customers
- R - Recovered Customers



Customer Development

Rolling 12 months



*Non-SAP excluded | Data Source: SAP-BI Report | Figures in €

Rolling On Interroll (ROI) program 2023

Business analysis



10%

ROI Community **contribution** to Interroll Group revenue (from 8.6 in 2022)

44%

Of ROI partners with increase in annual spend

22

new matchmakers, i.e. ROI partners with first collaborations

11

new ROI partners in 2023, >130 in total

14 millionaires

i.e. ROI partners with annual spend >€ 1M

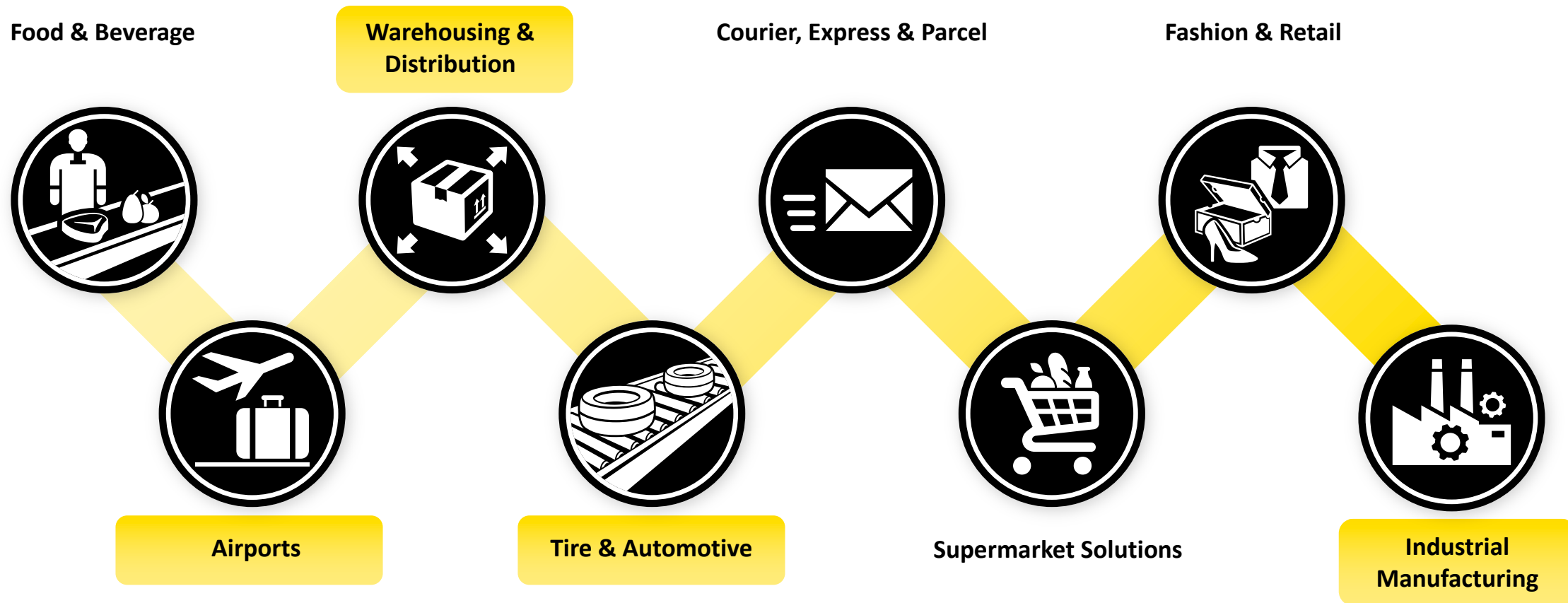
€ 6.9M

Annual spend of largest ROI partner in 2023

*Reasons: passive partners, acquisitions, change of business focus, out of business.

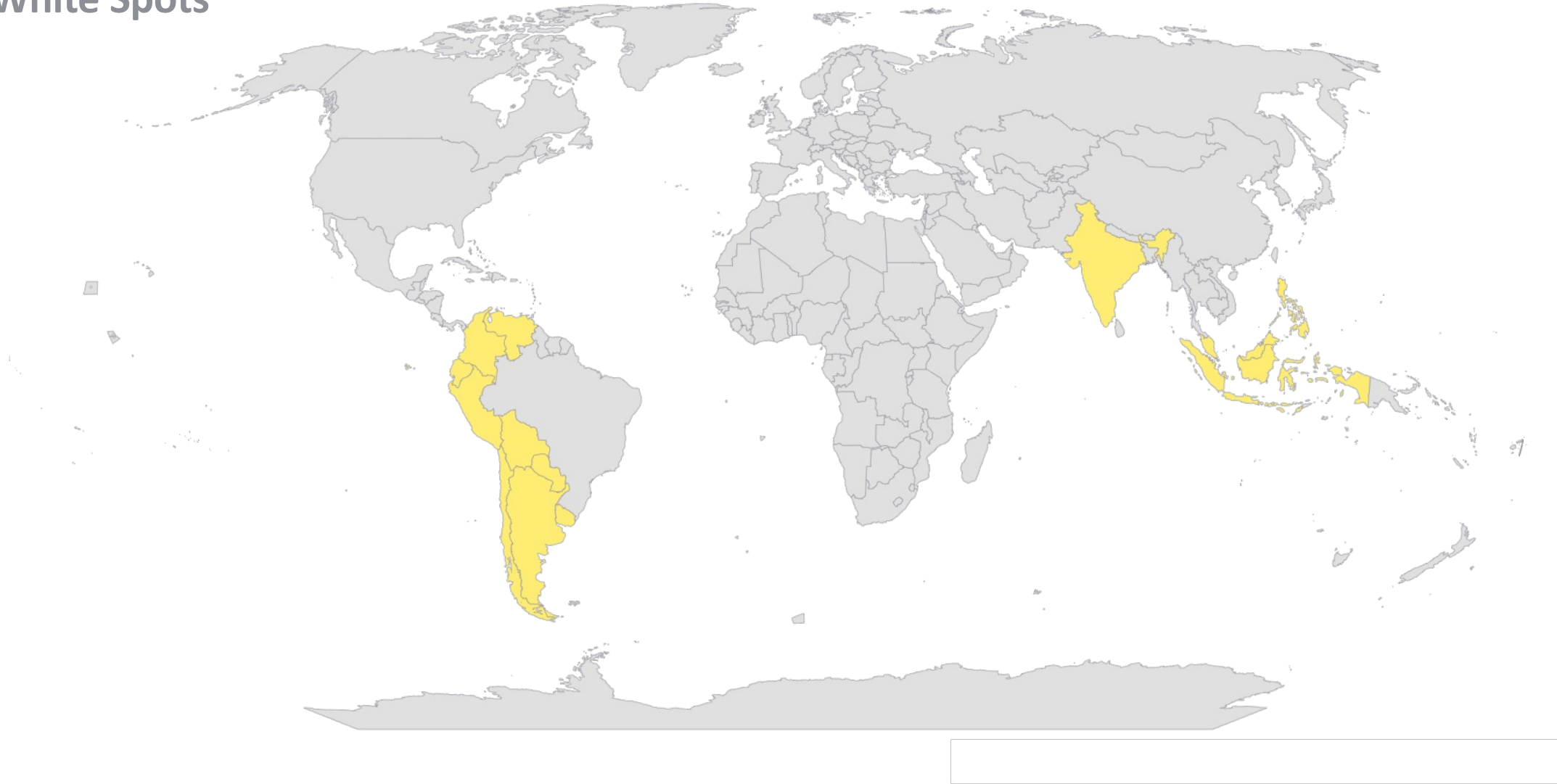
Interroll

Market focus



Strategic Initiatives

White Spots



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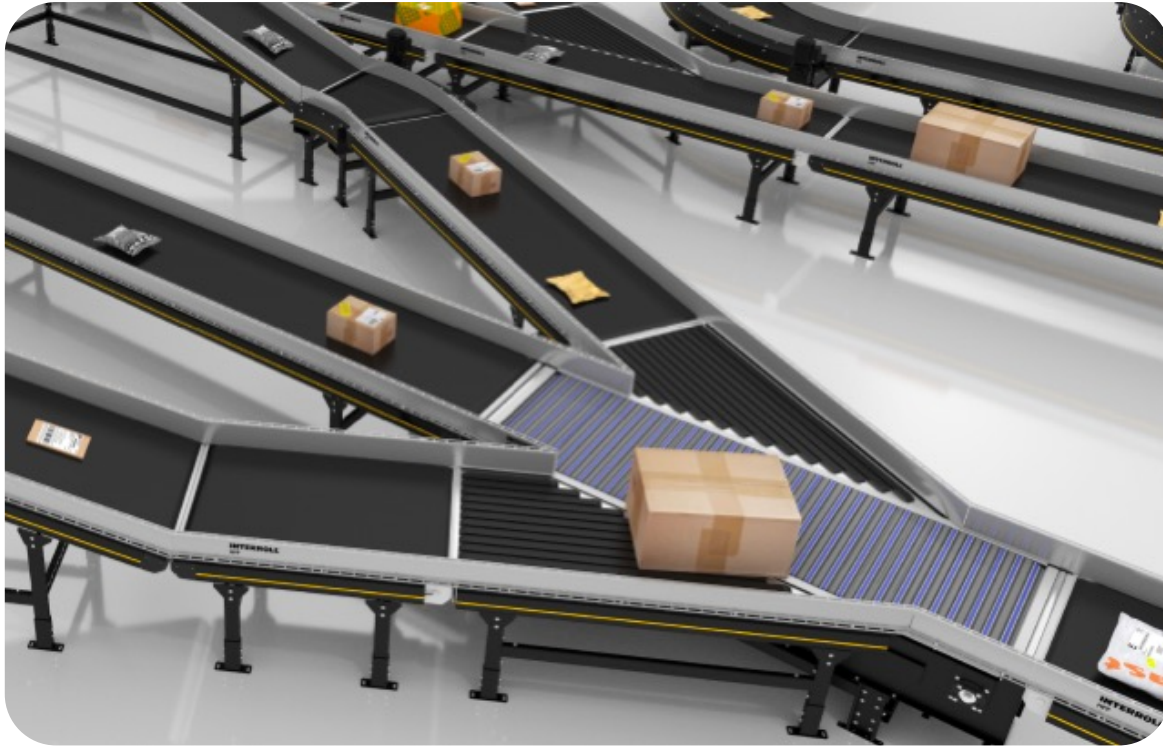
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Innovations



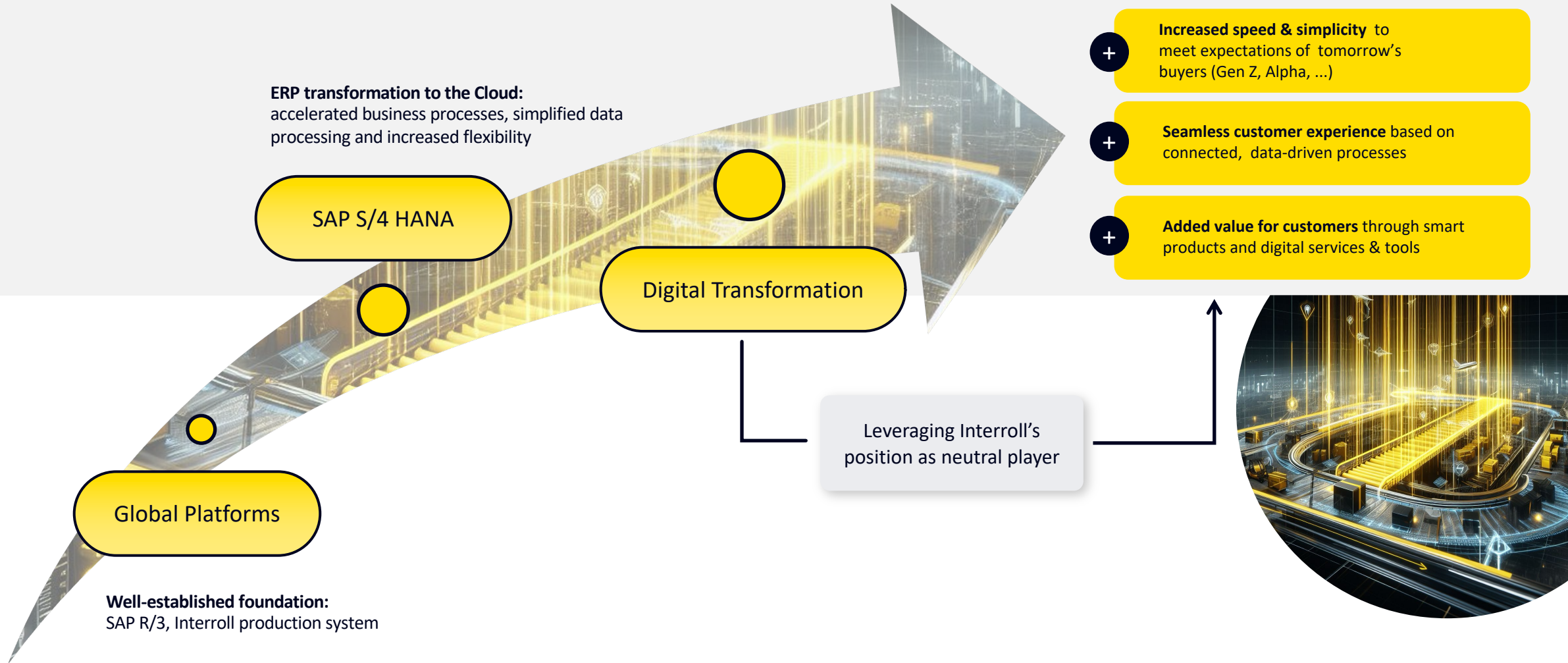
HPP – High Performance Conveyor Platform HPP meets the demanding requirements of Courier, Express, Parcel (CEP) service provider.



Autonomous Mobile Robot (AMR) Top Module based on the Light Goods Conveyor Platform (LCP).

Interroll's Digital Transformation

Focus: added value for customers



Highlights 2023 Service (GLS)

EMEA & AMERICAS

Service

Retrofit: Proof of concept with belt curve



Strong improvement of **reaction time** for all kind of service requests

EMEA

AMERICAS

Record **growth** in Cañon City 30% over budget



Spare parts sales has developed better than market trend

Fully trained team to provide better service and response time to our customers



Strong GLS team established



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Outlook

Customer and Markets

- Strategic Partnerships
- Rolling on Interroll Program
- Digital Sales Platform
- Global Lifetime Service (GLS)
- Transformation

Strong Innovation Pipeline

- Software & Controls
- Sorter Destination Platform
- Small Wheel Sorter
- Food Conveyor Platform

Business Excellence

- Cost Fitness
- Breathing Production
- Capacities in place
- Financial strength
- Interroll Production System

Platform Strategy

- Deepening of technology platform
- Interroll as trusted partner accelerates projects
- Focus on sustainability and energy savings
- Proven Solutions

Time for Questions

**We make material handling
sustainable, simple, enjoyable.**



Contact details

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