

INSPIRED BY EFFICIENCY



INTERROLL HOLDING AG

**Analyst Conference on
Financial Year 2021**

[interroll.com](https://www.interroll.com)



Agenda



1. Overview
Ingo Steinkrüger, CEO
2. Technology Platform & Expansion:
Foundation for growth
Jens Strüwing, Executive Vice President
Products & Technology
3. Customer Comfort & Confidence
Jens Karolyi, Senior Vice President
Corporate Marketing & People Development
4. Results 2021
Heinz Hössli, CFO
5. Summary and Outlook
Ingo Steinkrüger, CEO

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INTERROLL HOLDING AG

Group Overview

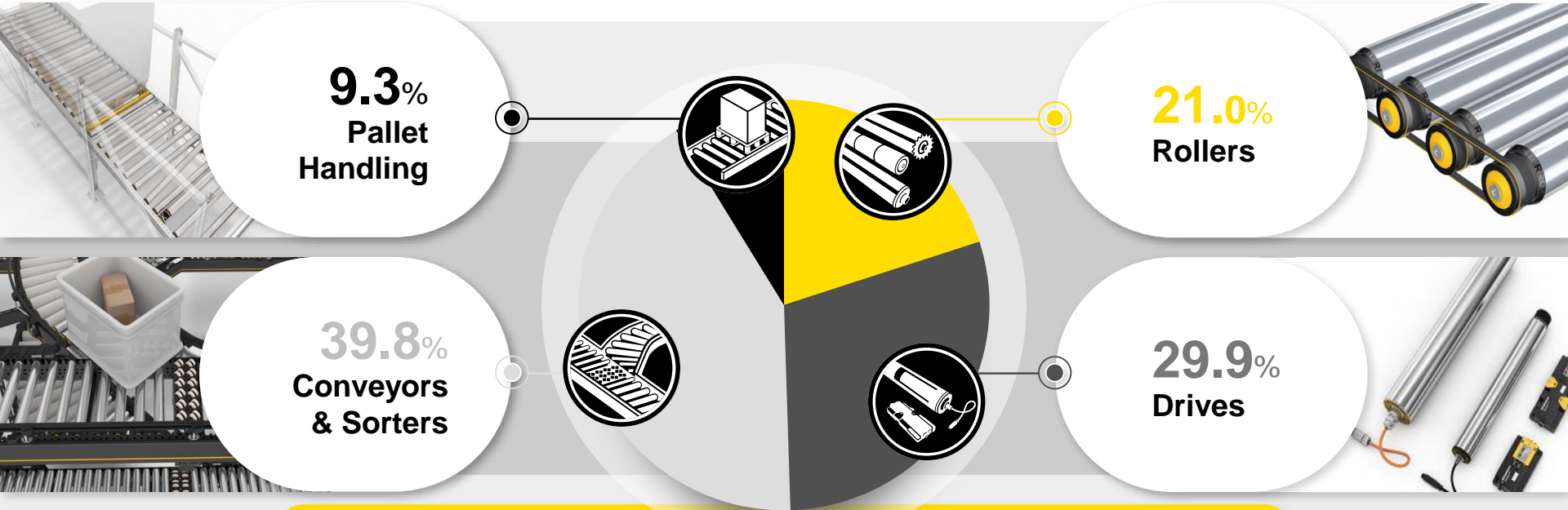
Ingo Steinkrüger
Chief Executive Officer
Interroll Holding AG

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Momentum for growth

Interroll product areas



Key Figures for the
Interroll Group (2021)

CHF 640.1 Mio. Sales

CHF 788.4 Mio. Order Intake

CHF 99.3 Mio. EBIT

Highlights of our Growth Strategy

Three Pillars: Products, Markets, Service



**SERVICE
BUSINESS**

**GEOGRAPHICAL
EXPANSION**

**INNOVATIVE
PRODUCTS**



INNOVATIONS

- Smart Pallet Mover
- Sorter Platform completed
- Food Conveyor Platform
- Extended Controls Family

REGIONAL PRESENCE

EMEA

- New CoE Software & Electronics in Linz
- Extensions Germany (2023)
- Plant Digitalization (ongoing)

Americas

- E-Commerce accelerated
- Upgrade Local Assembly Brazil
- New Sales Team Mexico

Asia Pacific

- New Factory in China (Q3/22)
- Focus Markets Vietnam & Philippines
- High Potential Australia & NZ

SERVICE

- New Setup Service Organization (Q3/21)
- Attractive Retrofit opportunities

*Modular Pallet Conveyor Platform

**CoE= Center of Excellence

Growth

Record result, innovation, growth, platform strategy



Share price performance of Interroll relative to Swiss Performance Index (SPI) in 2021



RECORD RESULT 2021

- **Order Intake:**
CHF 788.4m (+43.9%)
- **Net Sales:**
CHF 640.1m (+20.6%)
- **EBIT:**
CHF 99.3m (+5.6%)

STRONG INNOVATION PIPELINE 2022-2025

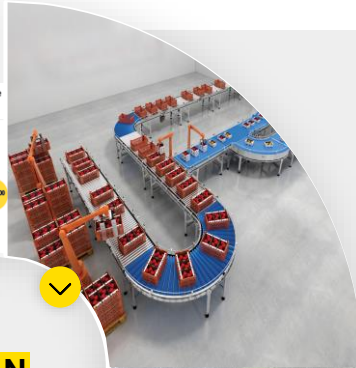
- Food Conveyor Platform
- Software & Controls
- Digitalisierung

CAPACITIES FOR GROWTH 2022-2025 READY

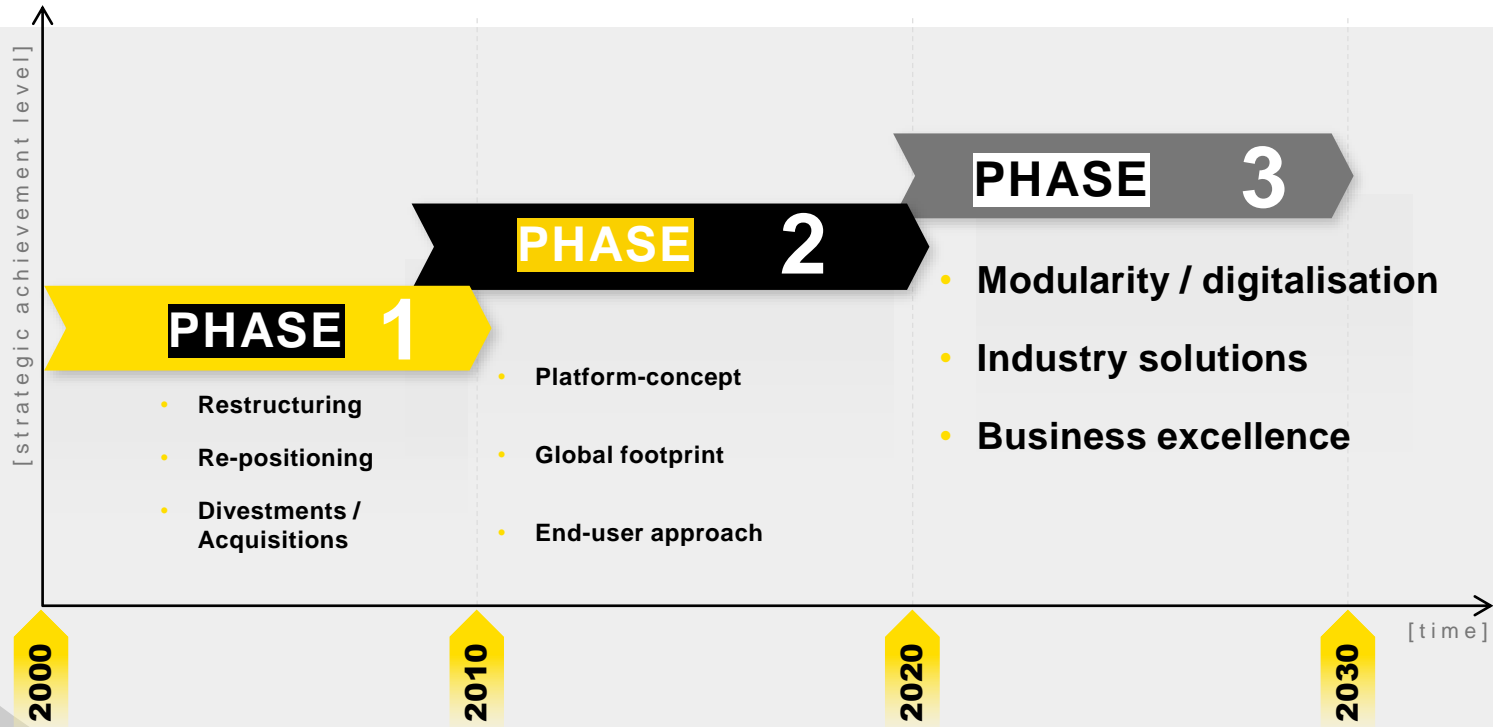
- Mosbach, Germany
- Suzhou, China
- Extensions Baal & Wermelskirchen
- Investments in productivity of locations

PLATFORM STRATEGY

- Deepening of technology platform
- More solutions for end users
- Interroll as “single source” accelerates projects



Strategic Phase 2022-2030



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INTERROLL GROUP

Outlook on Growth & Technology

Jens Strüwing
Executive Vice President Products & Technology

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Products & Technology

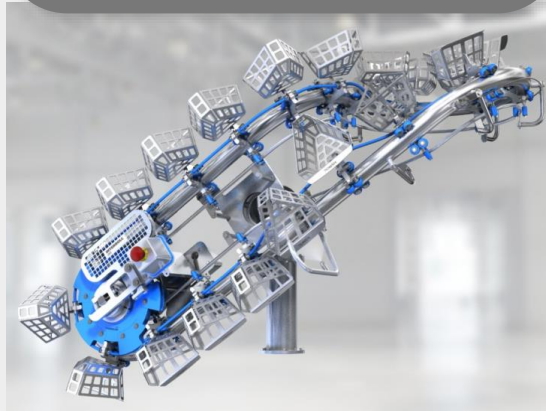
Overview



CAPACITY



INNOVATION



INTERROLL LIFETIME SERVICE



Capacities for sustainable growth

Global Expansion



EMEA



Extensions in
PRODUCTION SPACE:

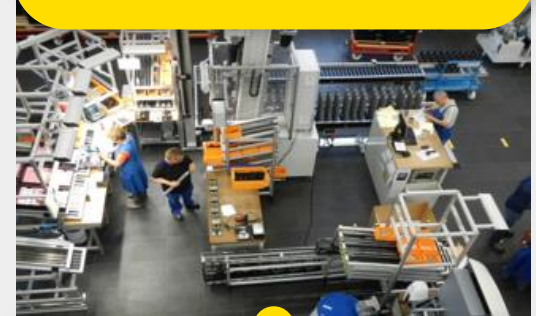
- New Plant in Mosbach
- Baal (Hygienic Conveyor, +7.000m²)
- Wermelskirchen (+1.500m²)

ASIA PACIFIC



- **NEW FACTORY** in Suzhou (22.000m² production space)
- Start of production in Q2/2022

GLOBALLY



CAPACITY EXTENSION IN NEARLY ALL LEGAL ENTITIES

- Automation /Digitalization
- Lean Management
- Capacity increase

Hygienic Conveyor Platform



- Stainless steel platform to improve quality under cut up unit
- Clean in place station included
- Suitable for different cut ups
- Foodwaste reduction through ultrahygienic operation

FROM 2022
Ultra Hygienic
Transfer - UHT



**Poultry
processing**

**EHEDG*
hygienic
standards**

- Modular stainless - steel platform
- First system within food with ZPA**
- Smallest footprint for modular band curve

FROM 2022
Special Hygienic
Conveyor - SHC

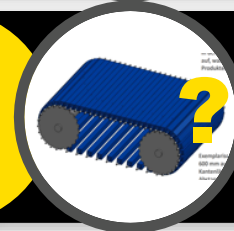


General use for
packed food

**EHEDG*
hygienic
standards**

- Global; standardized modular platform
- Conveyor surface unique in durability and hygienic behavior
- Ready for washdown process

2023
Ultra Hygienic
Conveyor - UHC



General use for
non-packed

**EHEDG*
hygienic
standards**

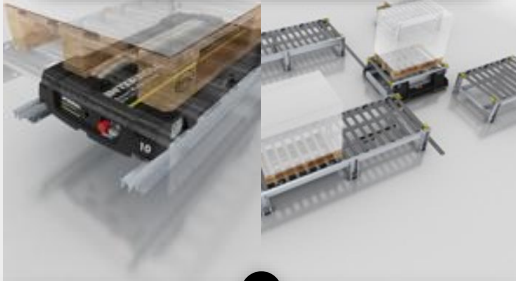
*European Hygienic Engineering and Design Group

** Zero Pressure Accumulation

Innovation in Practice



SMART PALLET MOVER (SPM)



The new **AWARD-WINNING INTERROLL SOLUTION** to organize and automate the flow of pallets in manufacturing plants.

- High ROI
- Real Plug & Play
- True Industry 4.0 capabilities
- Market Launch Q3/2021

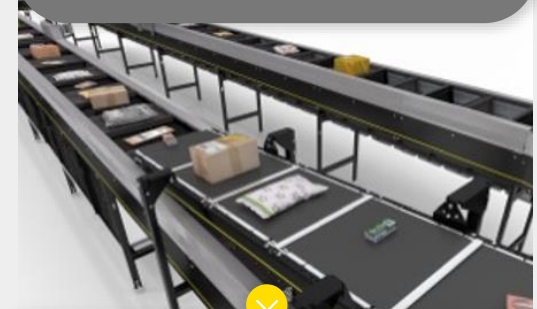
CONTROLS



ACQUISITION OF MITMACHER GMBH and start of COE SOFTWARE AND ELECTRONICS.

- Cabinet Engineering and Production (Q2/2021)
- Control Solutions for Sorter - Software and Electric (Q4/2021)
- Upgrade of MultiControl (Q3/2022)

SPLIT TRAY SORTER



Closing gap for **LOWER SORTATION SPEED.**

- Entry solution
- Throughput rates up to 6.000 units/hr
- For items up to 12 kg
- Plug and Play solution incl. Electric Installation and Software / Control
- Market Launch Q4/2021

A practical example for innovation

Split Tray Sorter



Global Lifetime Service

Next Steps



Dedicated service organization:
EMEA from Q3/2021

Enlarged Service Team:
more than 100 ITRL
headcount & external partners



▼ **TODAY
AVAILABLE**

Spare parts & refurbishment

- Spare parts logistics and distribution.
- Parts Packages
- Parts/Products refurbishment



▼ **AVAILABLE
AND IN
SCALE-UP**

Maintenance & installations

- Installation und Supervisor
- On site repairs
- Service contracts (SLA)
- Preventive maintenance



▼ **LONGER-TERM
FUTURE:**

Consulting, training, Retrofit

- Optimization – Planning & Realization
- Retrofit, Upgrades
- Training (Academy or on site)
- Ramp up /Operation support

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INTERROLL GROUP

Customer Comfort & Customer Confidence

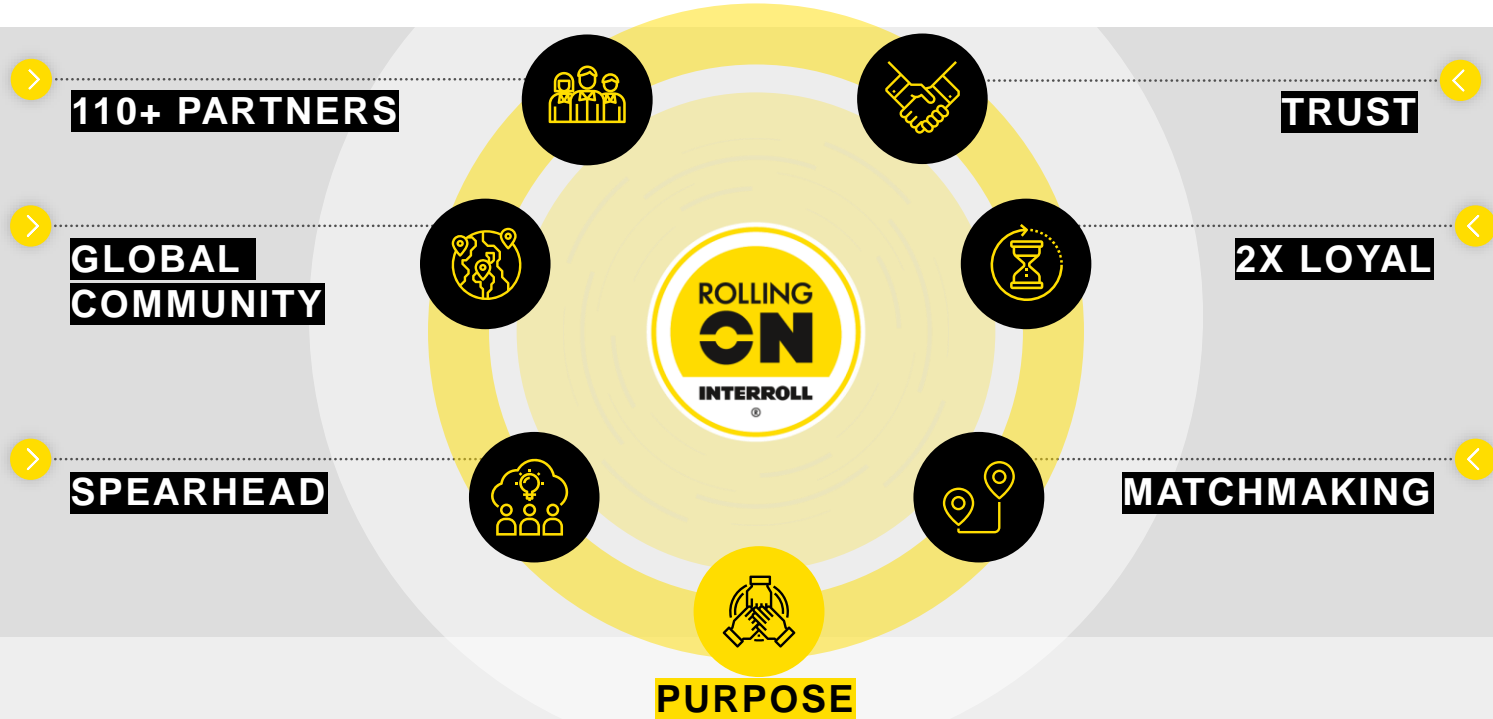
Jens Karolyi
Senior Vice President Marketing & People Development

[interroll.com](https://www.interroll.com)



Rolling on Interroll

A strategic asset



We help passionate business leaders of SMEs* to bring value to local markets

*Small and medium-sized enterprises

Customer Comfort and Confidence

Interroll Academy - a statement



Interroll strategy becomes **accessible to all EMPLOYEES**



Leadership: **200 managers trained**



Cooperation with renowned partners (e.g. Krauthammer and Fraunhofer)



Mobile Learning, podcasts, collaboration tools
More than 100 modules concluded



Self Assessments, Gamification



Customer trainings on platform solutions

30 companies trained & enabled



People Development

Customer Comfort & Customer Confidence



- 2021: Headhunting, Potential analysis, Career planning and Talent pooling
- 2021 & 2022: Rolling-out the sales training paths globally
- 2022: HR Strategic Plan - Competence Matrix
- 2022: Transformation - Brand Ambassadors
- Continuous: Leadership trainings
- 2022: Preparations for Global Employee Survey



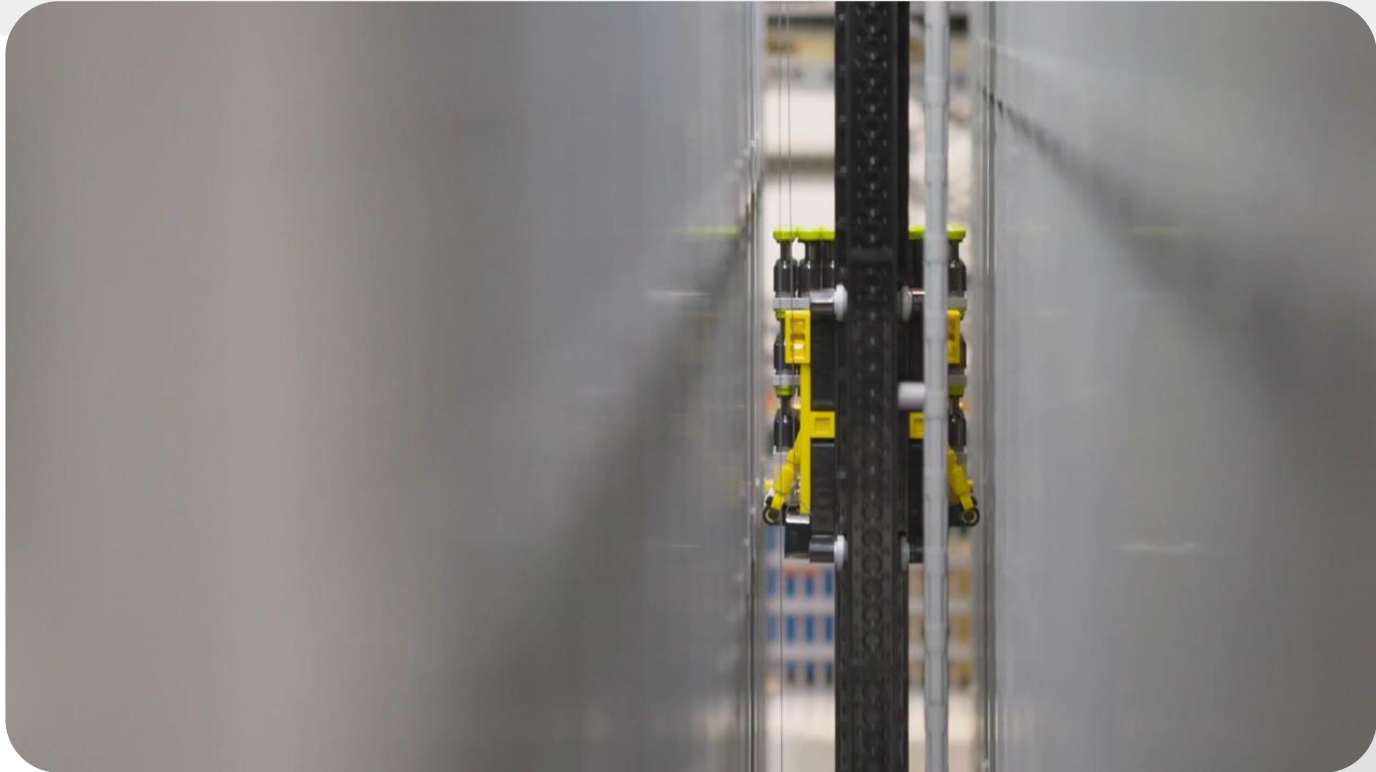
Truck Road Show 2021

Customer confidence at your doorstep



Video “Playful Flow of Inspiration”

How to build Pearlwater’s distribution center



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The Financial Year 2021

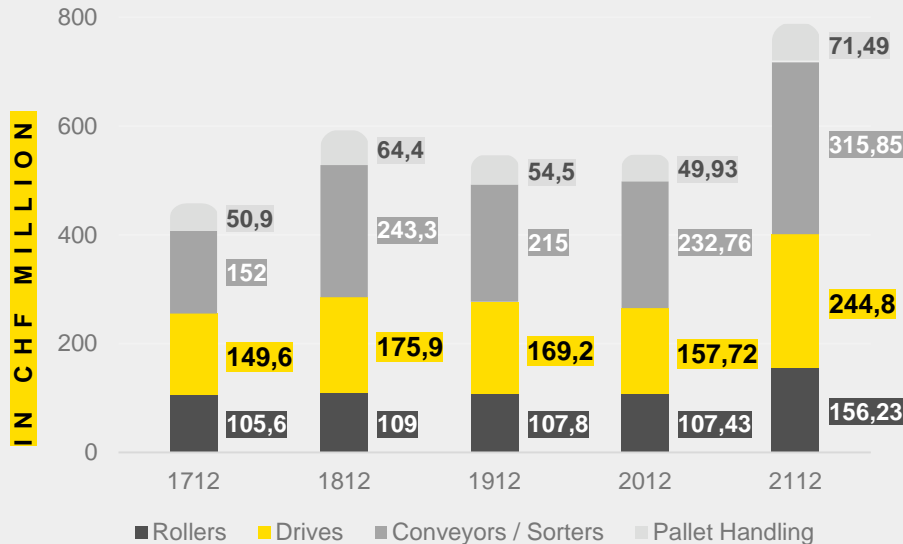
Heinz Hösli
Chief Financial Officer
Interroll Holding AG

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Order intake: CHF 788.4m (+43.9%)

In local currency: +44.2%



- **Rollers:** +45.4%
- **Drives:** +55.2%
- **Conveyors & Sorters:** +35.7%
- **Pallet Handling:** +43.2%
- **Book-to-bill Ratio:** 1.23 (PY: 1.03)

Sales by region: CHF 640.1m (+20.6%)

In local currency: +21.0%



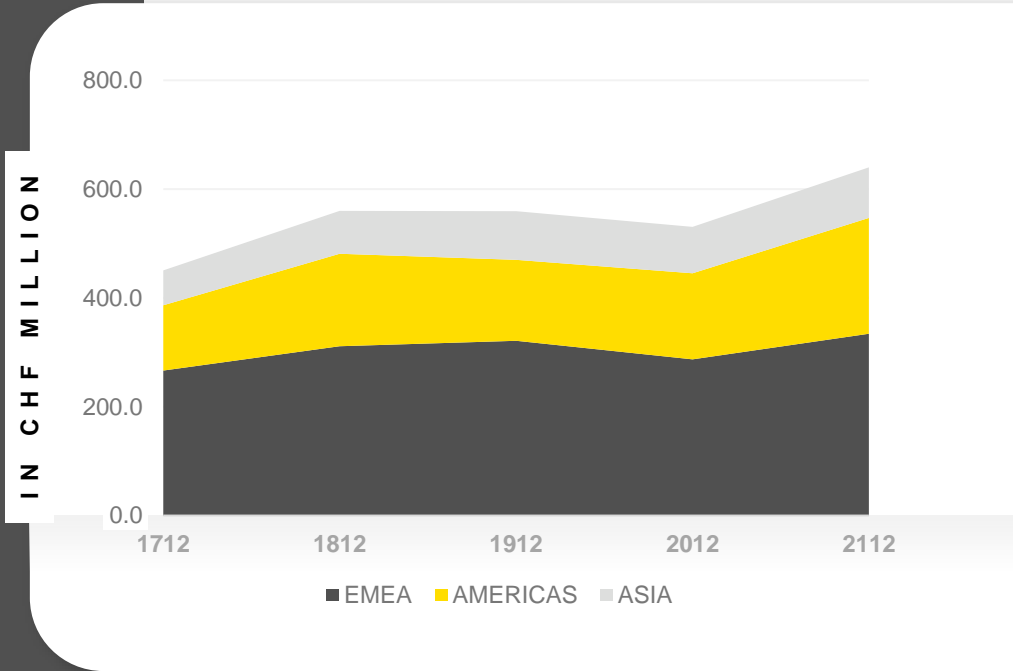
Sales development:

- EMEA: +16.5%
- Americas: +34.6%
- Asia-Pacific: +8.6%

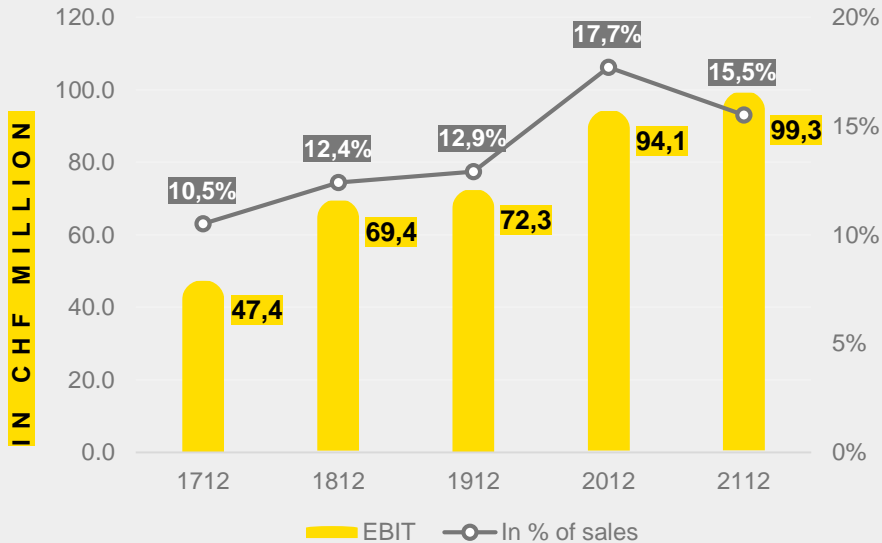


Sales by region:

- EMEA: 52% (PY: 54%)
- Americas: 33% (PY: 30%)
- Asia-Pacific: 15% (PY: 16%)



EBIT: CHF 99.3m (+5.6%)



- Material price increases and supply chain issues

EBITDA CHF 122.5m (+6.1%)
In % of sales 19.1% (PY: 21.7%)

- Higher depreciation
- Slightly lower Amortization

EBIT CHF 99.3m (+5.6%)
In % of sales 15.5% (PY: 17.7%)

Result: CHF 80.6m (+12.3%)



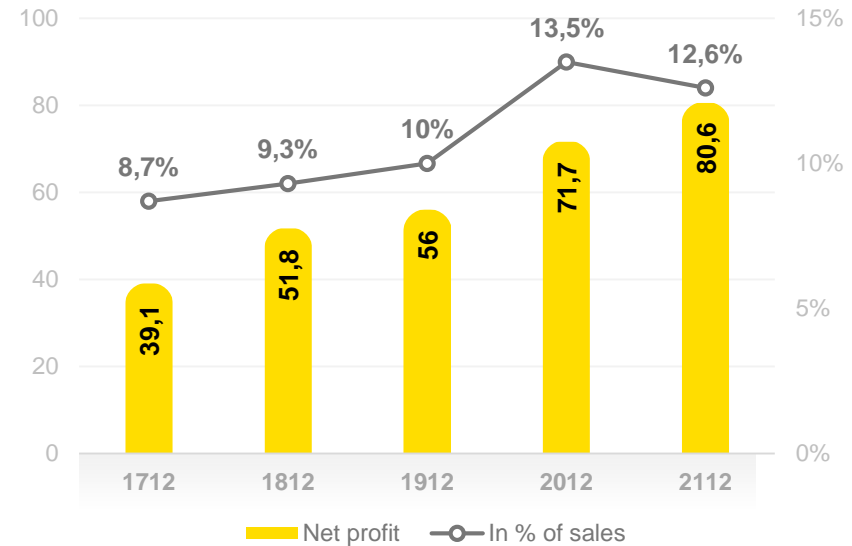
- Neutral finance result
- Much lower tax rate of 18.8% (PY 22.6%), driven by change in expected group tax rate

Result CHF 80.6m (+12.3%)

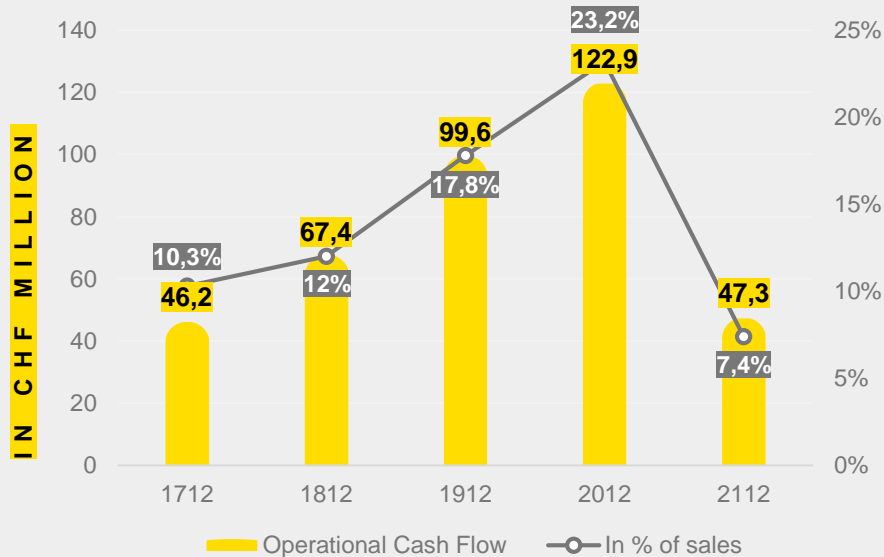
In % of sales 12.6%

(PY: 13.5%)

IN CHF MILLION



Operating cash flow: CHF 47.3m (-61.5%)



- Much higher NWC (+69.1m in inventories)
- higher income tax paid

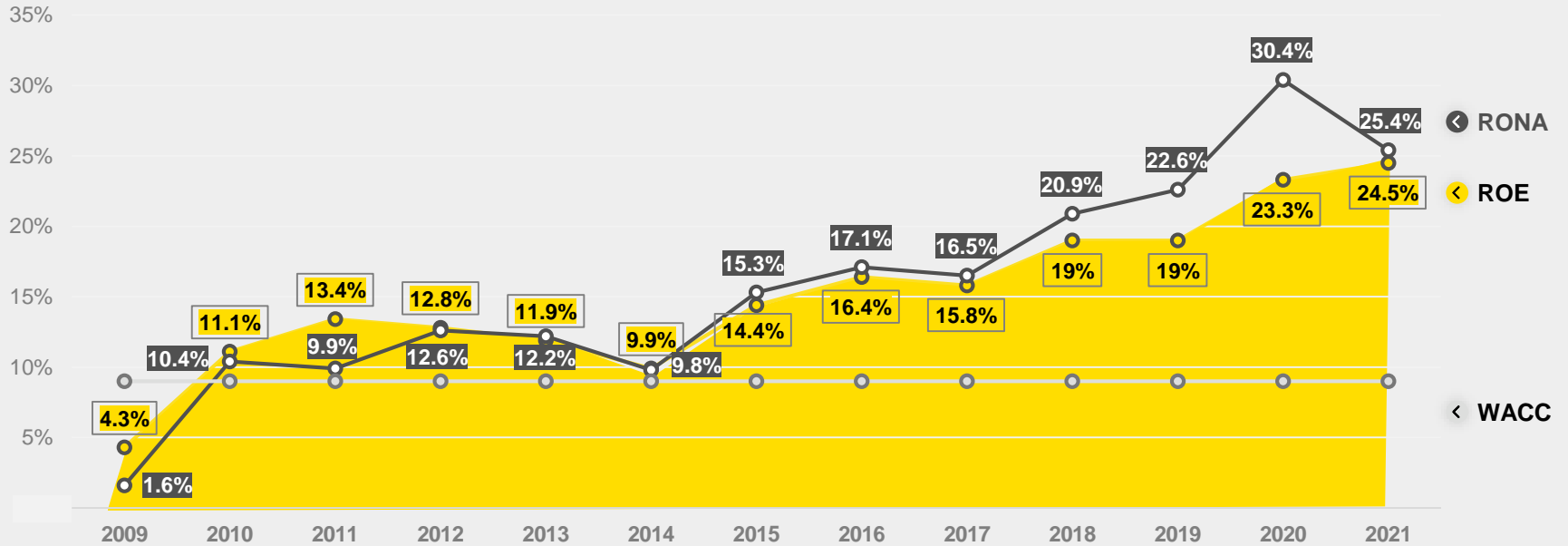
Operating cash flow CHF 47.3m (-61.5%)
In % of sales: 7.4% (PY: 23.2%)

- Investments CHF 51.1m (PY: CHF 51.3m)

Free cash flow CHF -0.8m
In % of sales: -0.1% (PY: 13.9%)

Value creation:

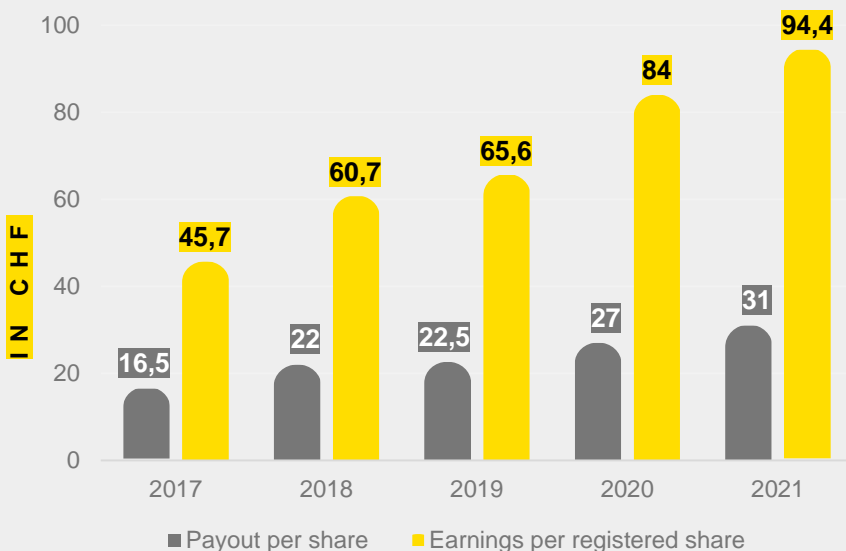
ROE 24.5% and RONA 25.4%



ROE & RONA VS. WACC OF 9%

Upcoming General Assembly

Proposals of the Board of Directors



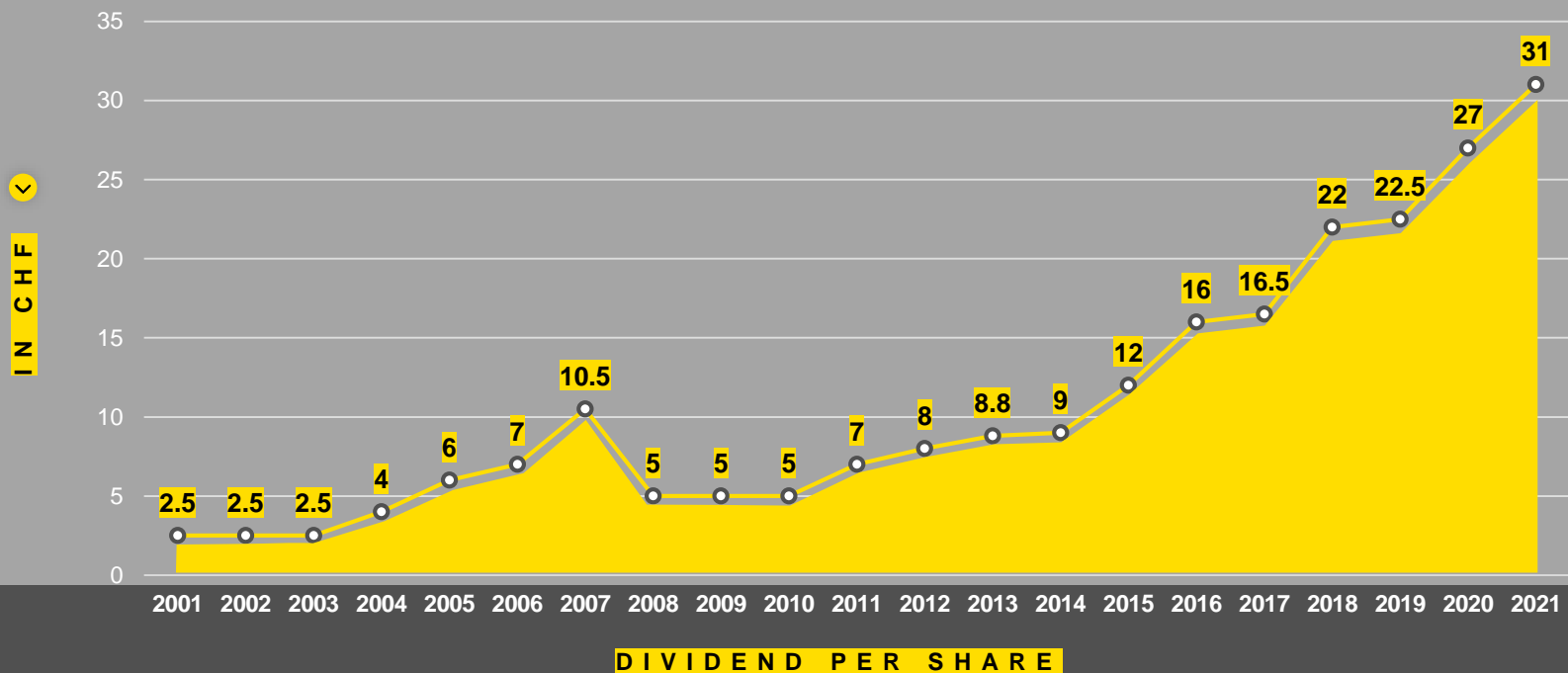
The Annual General Assembly on May 13th, 2022, will receive the following proposals:

- A dividend of CHF 31.00 per share (+14.8%) (PY: CHF 27.00)
- The payout ratio reaches 32.8% (PY: 32.1%)
- Board of Directors:
 - Resignation of Urs Tanner*

*Paul Zumbühl acting as active Chairman and Markus Asch newly acting as Lead Independent Director

Dividend Development

Period from FY 2001-2021



Strengthening Commitment to Corporate Responsibility



> Long-term commitment to **ENVIRONMENTAL, SOCIAL, GOVERNANCE** standards (**ESG**)

> Swiss Stock Exchange SIX selected Interroll to be part of the **SPI ESG & SPI ESG WEIGHTED INDEXES**, which went live in Feb 2021

> A full **ESG REPORT** is to be published on FY 2022 (project initialized)

> Sustainability report 2021 reflects some **SUSTAINABLE DEVELOPMENT GOALS (SDG's)** as intermediary step, besides the «Report on progress» for the **Global Compact**



Global Compact
Network Switzerland



> The further development of the **COMPLIANCE MANAGEMENT SYSTEM (CMS)** in the entire group ensures Interroll's long-term competitiveness

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Outlook

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Chief Executive Officer
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Outlook



War in the Ukraine



Growth

Record result, innovation, growth, platform strategy



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- Food Conveyor Platform
- Software & Controls
- Digitalisierung

Share price performance of Interroll relative to Swiss Performance Index (SPI) in 2021



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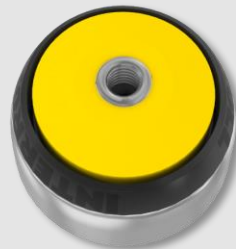
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Questions?



Contact details



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